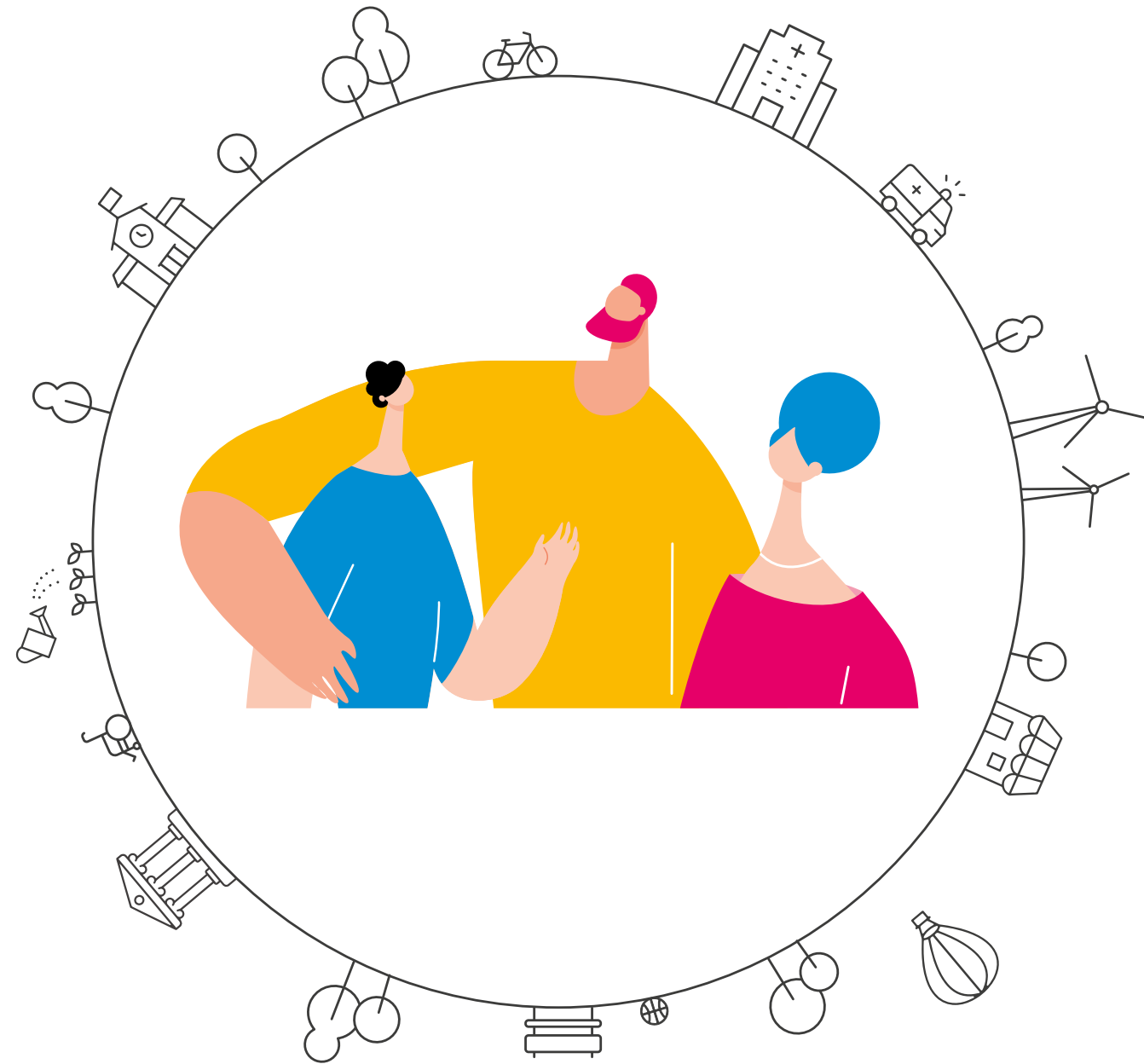


Fondazione
Compagnia
di San Paolo

Impact Report 2021-2023

People as the focal point of sustainable development

for communities and the places they live in.





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A foundation based on a precise idea.

Preamble to the Constitution of Fondazione Compagnia di San Paolo, June 2023.

“

Fondazione Compagnia di San Paolo (hereinafter also “Compagnia” or “the Foundation”) is a Turin-based philanthropic foundation, which traces its roots back to a confraternity set up on 25 January 1563 by seven citizens from a varied range of trades and professions.

Fondazione Compagnia di San Paolo is an institutional expression of the social freedoms guaranteed by the Republic of Italy's constitution, and it acts in accordance with the principles of subsidiarity and solidarity, within the framework of the applicable legislation.

Throughout its history, Compagnia di San Paolo has been a pillar of Turin's civil, social and economic life, and has used the donations and legacies it has received to build up a well managed portfolio of assets for the purpose of funding philanthropic initiatives implemented by various means, including the formation of educational and social care entities that are still operating to this day. This original feature of its modus operandi can still be seen in the fact that the Foundation encompasses an array of specialist auxiliary bodies that complement its mission.

One of the most significant institutions spawned by the original Compagnia in Turin was Monte di Pietà. Re-founded in 1579 on the basis of joint funding by Confraternity members for the purpose of combating poverty and usury, it went on to play a pivotal role in Compagnia's centuries-long history. Having already evolved into a non-profit bank, it became one of Italy's leading credit institutions in the 20th century, first with national coverage and then – from the 1970s onwards – international coverage.

In the early 1990s, the reform of the credit system split Istituto Bancario San Paolo, as it was known at the time, into a joint-stock company and a non-profit philanthropic entity, which, in 1992, re-appropriated the name Compagnia di San Paolo, the owner of the share capital. In accordance with regulatory requirements, Compagnia has gradually diversified its asset portfolio with a view to balancing the latter's composition and profitability and ensuring that the Foundation remains able to provide a reliable stream of funding for initiatives serving the common good.

In line with its traditions, the Foundation still puts people, the fulfilment of their potential and their rights and responsibilities in society, at the centre of everything it does. To this end, it embraces the values and principles of development, sustainability, interdependence, solidarity, equity and the equal dignity of all human beings, as declared by the United Nations, the European Union and the Republic of Italy, from which its strategy draws inspiration.

The Foundation's emphasis on sustainable development and care for the eco-system testifies to its sensitivity towards the welfare of current and future generations. Its intergenerational responsibility also finds expression in the principle of maintaining and increasing the asset portfolio and adopting responsible investment policies, in accordance with recognised international environmental, social and governance standards.

In keeping with the best traditions of European philanthropy, the Foundation bases its work on the principles of independence, autonomous governance, honour, responsibility and transparency. These principles, which are the hallmark of the Foundation's culture and practice, are implemented in this constitution and, more specifically, in the procedures by which the governing bodies are selected, appointed and subsequently work.

”

The full text of [Fondazione Compagnia di San Paolo's 2023 constitution](#) is available for consultation on the Compagnia website.





A certain approach to impact is now an integral part of what philanthropy is, namely love for human beings.

Modern philanthropy – as I have come to see it over my years of service at Fondazione Compagnia di San Paolo – is not just a question of making private resources work for the common good, in other words for everyone, including future generations. It is also “a certain way” of working. This is a point I would like to emphasise, as I invite you to read this third Impact Report, presenting the practical outcomes of the action the Foundation has taken, in conjunction with third-sector bodies in the catchment area. The report is an account that we feel we owe the community.

Philanthropy’s special way of working involves constantly reconciling values that are by no means alternatives, but do not always seem able to interact constructively in today’s world, such as solidarity and efficiency, innovation and respect for tradition, emergency responsiveness and long-term vision, and individual and collective responsibility. In the vision of philanthropy that I have pursued in recent years, and that Fondazione Compagnia di San Paolo has made its own, these values coexist. Not only do they co-exist, in fact; they reinforce each other.

By examining and interpreting the new needs of society over the years, we have sought to transform Compagnia into an organisation with the ability to provide more effective responses to a world that has changed a lot and is set to change a lot more, very quickly. What strikes me, in this regard, is that more and more people now believe that one of the things that makes today’s crises difficult to resolve is that the world is changing rapidly, while the institutions, and the tools they use, are static and ill-suited to emerging issues.

A look at the work we have done at Compagnia over the past eight years clearly shows that we have read and interpreted societal changes in advance, and changed the way Compagnia operates accordingly. Examples of this include the “hybrid foundation” model, which balances grant-making with direct project management or hands-on project support; our emphasis on impact and leverage, in other words attracting, pooling and multiplying resources; capacity building; asset building; and our enhanced “tool-kit”. For each of our new ways of operating we have always used a single method: designing, experimenting, measuring and evaluating the results to decide whether or not we have achieved the objectives we set ourselves.

The practical philosophy that emerges from the Impact Report is a modern response to a world that has already changed and that we deal with on a daily basis. Whenever we have taken action to protect the poorest and most deprived people in society, therefore, we have also made efforts to help the charitable organisations involved – which serve as life-rafts and places of social development – to enhance their managerial and planning skills; and whenever we have funded scientific and technological research, we have also directed it towards providing concrete responses to people’s needs. Development without humanity is pointless at best and dangerous at worst; and humanity without development leads to mournful introspection, with no room for manoeuvre to combat exclusion and inequality.

The pages that follow report on some of the key aspects of this effort – an effort that is intellectually, analytically and methodological demanding, and also politically demanding, where it involves abandoning well-intentioned but outdated habits, in favour of new approaches. I hope readers will recognise not only the good faith, but also the hard work, often behind the scenes, that Compagnia has put into making these changes; and will understand how a certain approach to impact is now an integral part of what philanthropy is, namely love (comprising respect, trust, encouragement and appreciation) for human beings (comprising individuals, communities and society as a whole). This is a responsibility that Compagnia reflects upon constantly, in order to make the best altruistic use of the resources placed in its care.

Francesco Profumo

Chair
Fondazione Compagnia di San Paolo



Recent events have forced us
to respond quickly,
creatively and resiliently.

For anyone, including me in my capacity as Secretary General, who is responsible for ensuring that the machinery of Fondazione Compagnia di San Paolo runs smoothly, impact – alongside asset security and optimum human resource management – is perhaps the most important of several key variables to be monitored.

Any philanthropic foundation that held a growing portfolio of assets but made no impact, would be failing in its mission; but this would be an even bigger failing in the case of Fondazione Compagnia di San Paolo, because its new constitution (2023) explicitly specifies impact as one of the defining features of its work.

So we need to create the right conditions to maximise our impact.

Every part of the machine needs to be well oiled, but two aspects require specific attention: firstly, the tools provided for structuring project support as effectively as possible, and secondly, measurability. Neither of these aspects is simple to implement.

International best practices provide a starting point, without a doubt, but nothing can be imported mechanically. Adjustments, coherence and respect for local cultures are also needed. Compagnia has made every effort to move forward in terms of tools and measurability, investing heavily in intelligence and resources.

The “tool-kit”, already proposed as a flexible set of models and solutions in the Multi-year Planning Document 2021-2024, has proved useful, in the work of our Goals and Missions, as a means of specialising the types of alliances Compagnia forges with its beneficiary bodies and therefore making those alliances more efficient. Our focus on data and the critical processing of data, which we openly acknowledge is challenging, has generated increasingly interesting results, especially thanks to the dedication of our Impact Innovation and Planning, Research and Evaluation departments.

Powerful and slippery in equal measure, the concept of impact now risks becoming meaningless through over-use.

At Compagnia, we have therefore endeavoured to apply it to strictly tangible matters: turning our grants into the long-term legacy of valuable skills for people and organisations; providing the wherewithal, in terms of funding or services, that has enabled entities such as our Municipalities to compete more successfully for the substantial resources made available by European funds and the NRRP; helping fund projects that would have had little or no chance of seeing the light of day without Compagnia’s support, on the basis that our input had a snowball effect on attracting additional resources from third parties; and rigorously assessing whether operational ideas applied to the solution of a problem add real value, or not, so that they can be given due consideration in local or regional public policies.

All of the above has generated experience and data, both of which must be read in conjunction with each other as far as possible. That is what we do on a daily basis at Compagnia, and the aim of this report is to present some of the key aspects of what we have achieved, in the hope of arousing readers’ interest and contributing to the growth of a common culture.

Alberto Anfossi

Secretary General
Fondazione Compagnia di San Paolo



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founded on expertise*

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Section 1

A Compagnia founded on expertise.

Alignment and roles of the Foundation.

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STRATEGIC PLANNING PARAMETERS



Operational strategy

The Multi-Year Planning Document 2021-2024 featured distinct thematic and methodological characteristics. Firstly, Fondazione Compagnia di San Paolo is fully aligned with today's major global, European and national strategic frameworks – in which environmental, social, political and economic **sustainability** play a central role – while retaining its independence and capacity for original thinking. Furthermore, it is committed to acting as an **agent of local development** in the broadest sense – especially at this challenging time dictated by the consequences of the pandemic, development policies and the international situation – by using all the levers at its disposal, including grant-making, assets, skills, relationships and expertise.

As illustrated in the Multi-Year Planning Document 2021-24, anyone who comes into contact with Fondazione Compagnia di San Paolo sees a complex entity, but with a clear, coherent mission and modus operandi. Compagnia di San Paolo is:

- a philanthropic foundation whose central focus is the value of each individual and of human and social relationships, and which respects and values all forms of diversity;
- an actor within a specific geographical context, namely North-West Italy, with a special emphasis on the metropolitan area of Turin, with a *glocal* spirit that makes it keenly aware of the opportunities, risks and responsibilities posed by larger geographical scales;
- a body that adheres to the principle of subsidiarity and does not therefore take the place of others, but promotes, facilitates and triggers virtuous processes of sustainable development among local players as a means of overcoming inequalities, enhancing quality of life and unleashing the freedom and potential of people;
- a long-term active investor that makes productive use of significant assets and preserves them for future generations, adheres to fair and sustainable investment policies, and acts as a responsible shareholder in major national enterprises.

The scale of the organisation clearly affects the way it works. In terms of method, it is worth noting that the Multi-year Planning Document 2021-2024 places a strong emphasis on the effects of systemic transformation that the Foundation must seek to achieve. This has led to a proactive focus on lines of action in which support for operational improvement is never separate from the funding of deserving projects. Considerable importance has therefore been attached to programmes for reinforcing organisations, supporting project delivery capacity and emphasising the relationship between the strategic vision of the entities that submit projects to Compagnia – whether public or private-sector social bodies – and the managerial and organisational resources they can deploy, with Compagnia's encouragement and support. On the basis of subsidiarity and collaboration, the emphasis has been placed on strengthening local actors, while at the same time supporting projects of special interest. The adjacent chart shows the virtuous circle that Fondazione Compagnia di San Paolo intends to set in motion by means of its resources.

Strategy as an operational instrument

Having defined Fondazione Compagnia di San Paolo's resource framework and strategic policy directions, before we look in detail at its thematic strands, it is worth explaining which operating methods it intends to develop with the substantial resources it has built up.

As mentioned earlier, the underlying aim is to **multiply the impact of our resources**, so that they yield more significant and sustainable long-term positive effects for their target geographical areas and for the final beneficiaries of interventions. As well as generating social impact, Compagnia di San Paolo's actions must also enhance the long-term efficiency and sustainability of their grantees: we expect this to benefit the Foundation too, and the entire area, by extension, because in the face of rising demand, boosting system efficiency will enable us to **support a wider range of organisations for the same level of spending**.

For local organisations, therefore, consulting with Fondazione Compagnia di San Paolo provides an opportunity to work out which structural factors foster long-term efficiency and sustainability, address problems, and study, test and model operating methods that make their use of resources more efficient and effective, including in the case of resources from sources other than the Foundation, such as the funds linked with the latest European planning.

In light of the above, Fondazione Compagnia di San Paolo's operational strategy encompasses actions, reactions and evaluations of the intended impacts. It is also based on its ability to deploy resources of various kinds, designed to generate cumulative and impact-leverage effects. Organisations that enter into relations with Compagnia therefore reap the benefits of the following:

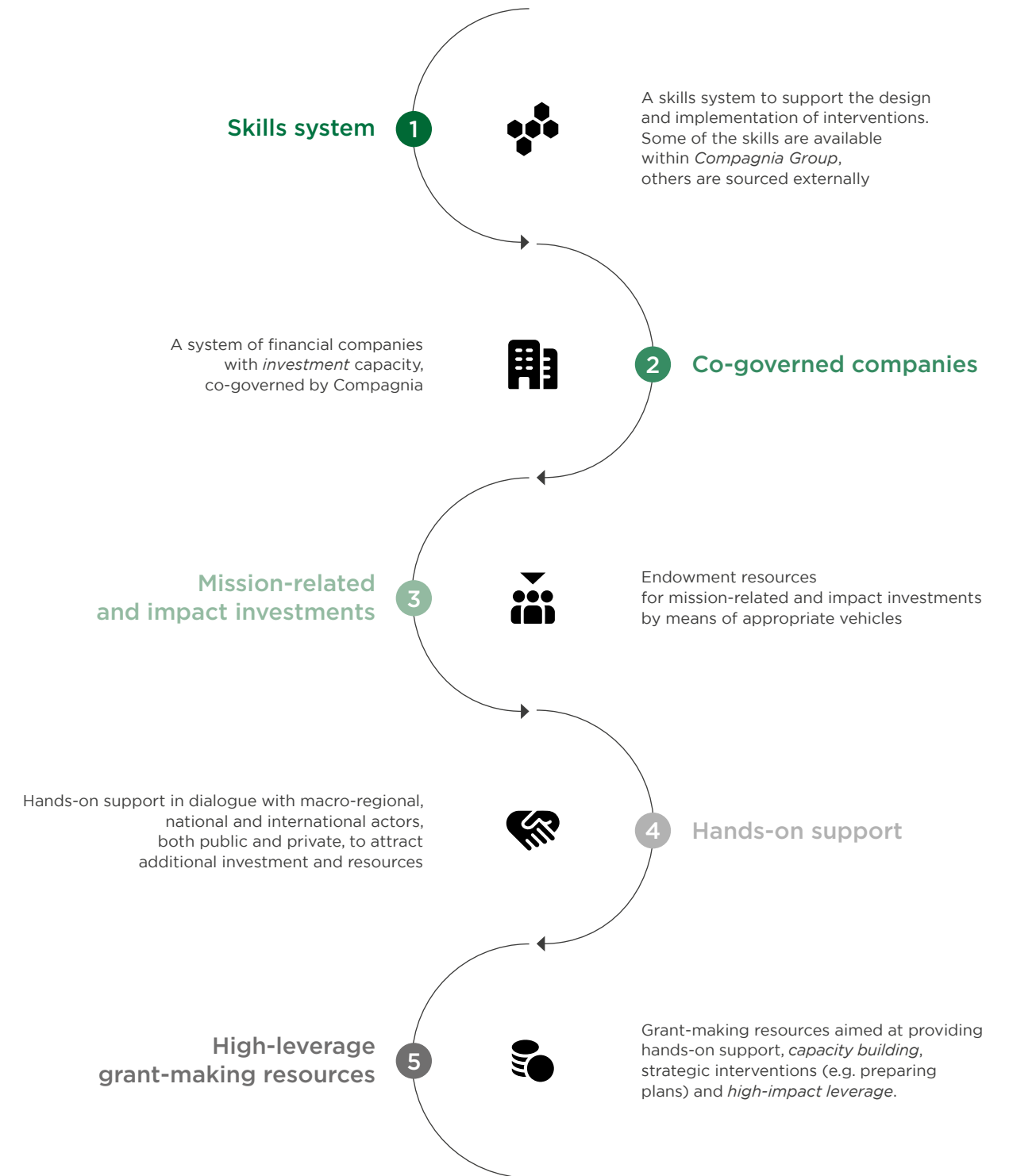
Skills system. The skills system at the disposal of beneficiary bodies extends beyond the immediate scope of Fondazione Compagnia di San Paolo – which has a staff of 90 – and encompasses, first and foremost, the auxiliary bodies operating in the social and educational spheres (Fondazione Ufficio Pio, Fondazione per la Scuola), culture (Fondazione 1563) and research and innovation (Fondazione LINKS, Fondazione IIGM, Fondazione Collegio Carlo Alberto). This line-up, together with the consortium companies PR.I.S.MA and Xké? ZeroTredici, constitutes the “Compagnia di San Paolo Group”, made up of over 350 people, which we introduced in the “Definitions” section.

Co-governed companies. The above grouping is also complemented by a range of co-governed companies operating in the supply and management of administrative services (PR.I.S.MA), asset management (Fondaco), finance (Equiter for investments in dedicated funds and companies, Ream for property-related projects, and LIFFT for investments in innovative start-ups).

Mission-related and impact investments. Equiter, Ream and LIFTT, together with Compagnia itself, supplement professional skills with the capacity to invest through appropriate vehicles, such as own funds or participation in funds of funds dedicated to the socio-economic development of the catchment area or strategic sectors (mission-related and impact investments).

Hands-on support. Fondazione Compagnia di San Paolo supports beneficiaries in their external relations and efforts to attract resources, specialist personnel, investments and integrated multi-year projects by virtue of its dual role as a substantial shareholder in major national and macro-regional groups (Intesa Sanpaolo and Cassa Depositi e Prestiti in the former case and IREN in the latter), and as a stakeholder that enjoys permanent relations with all the above entities, and has in-depth knowledge of the context and the issues associated with it. Compagnia's presence acts as a catalyst and provides additional leverage. Compagnia can play a similar role at national level in dialogue with Ministries and the Government, and at international level in dialogue with other major philanthropic foundations and the European Union.

High-leverage grant-making resources. “Non-repayable” resources that Compagnia commits in advance in a responsible, sustainable and targeted manner, so that they generate a high degree of leverage for final beneficiaries.



TheFondazioneCompagniadSanPaoloGroup

Over the course of its history, Compagnia has spawned an array of bodies, each assigned to a specific mission of public interest. These entities have a long history, rooted in the “Opere” (“Works”) through which Fondazione Compagnia di San Paolo has always carried out its activities. They include the Monte di Pietà (an institutional charitable pawnbroker dating back to Renaissance times), from which the Istituto Bancario San Paolo di Torino originated; Ufficio Pio, which was established in 1590, and various entities formed since 2000, some in partnership with Turin’s universities, such as scientific research and higher education centres. As laid down in Compagnia’s internal regulations, they are formally recognised as “auxiliary bodies” of Fondazione Compagnia di San Paolo, because they are closely connected with and instrumental to the latter’s mission. So they are seen as auxiliary bodies because, by fulfilling the role assigned to them in their constitution, they contribute to the overarching mission of Fondazione Compagnia di San Paolo.



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Fondazione 1563 per l'Arte e la Cultura

Manages Compagnia di San Paolo's substantial historical archive for the benefit of the community, and carries out research and experimentation pertaining to the humanities.

Fondazione Ufficio Pio

Supports individuals and families in difficulty, strives to limit the effect of inequality on educational and training choices and runs initiatives designed to facilitate social inclusion.

Fondazione per la Scuola

Works as a skills centre to promote teaching quality, with a focus on bringing innovation to teaching and training methods and models.

Fondazione LINKS

Founded in conjunction with the Polytechnic University of Turin, Fondazione LINKS conducts technological research and innovation, especially in the digital arena, with a view to designing solutions for local sustainable development.

Fondazione Collegio Carlo Alberto

Founded in conjunction with the University of Turin, Fondazione Collegio Carlo Alberto undertakes research and higher education in the economic, political, legal and social sciences.

Fondazione IIGM

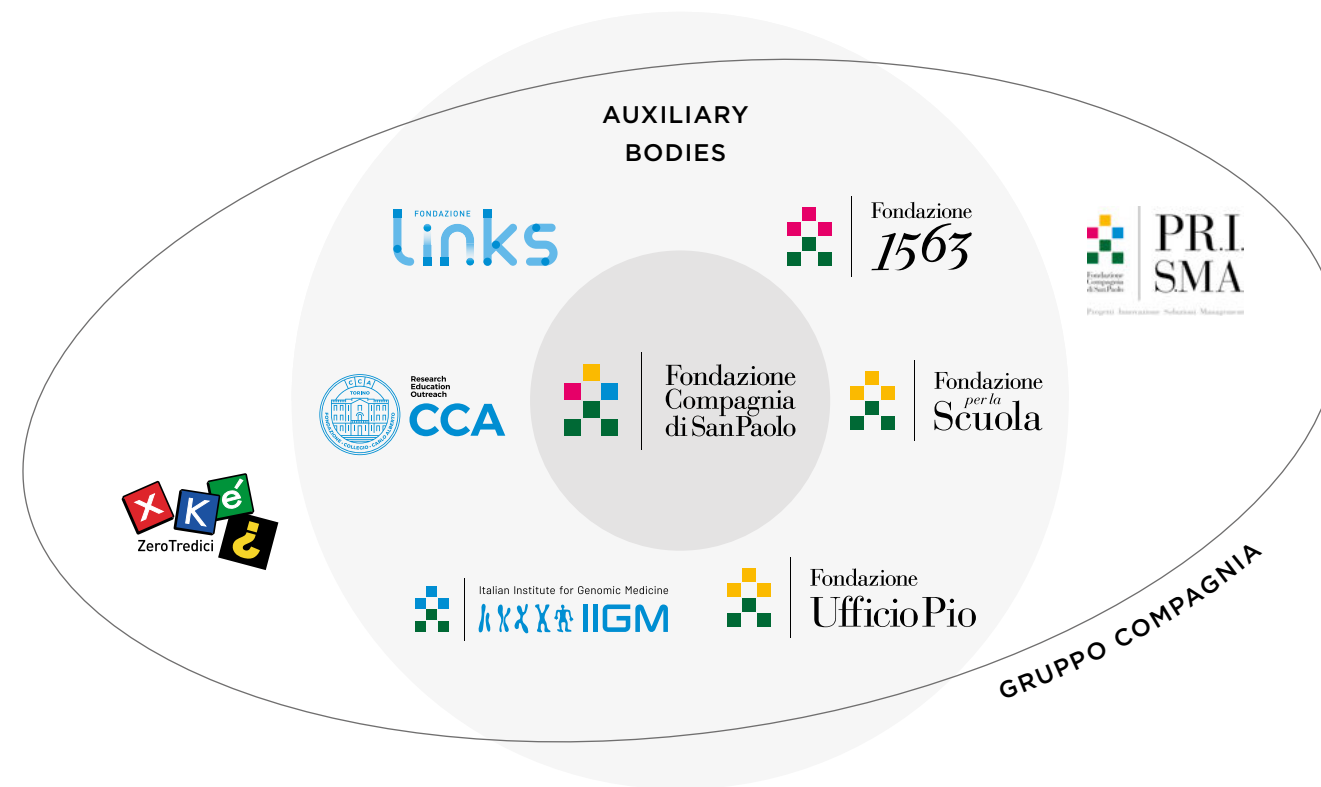
Focuses on medical and genetic research and personalised medicine.



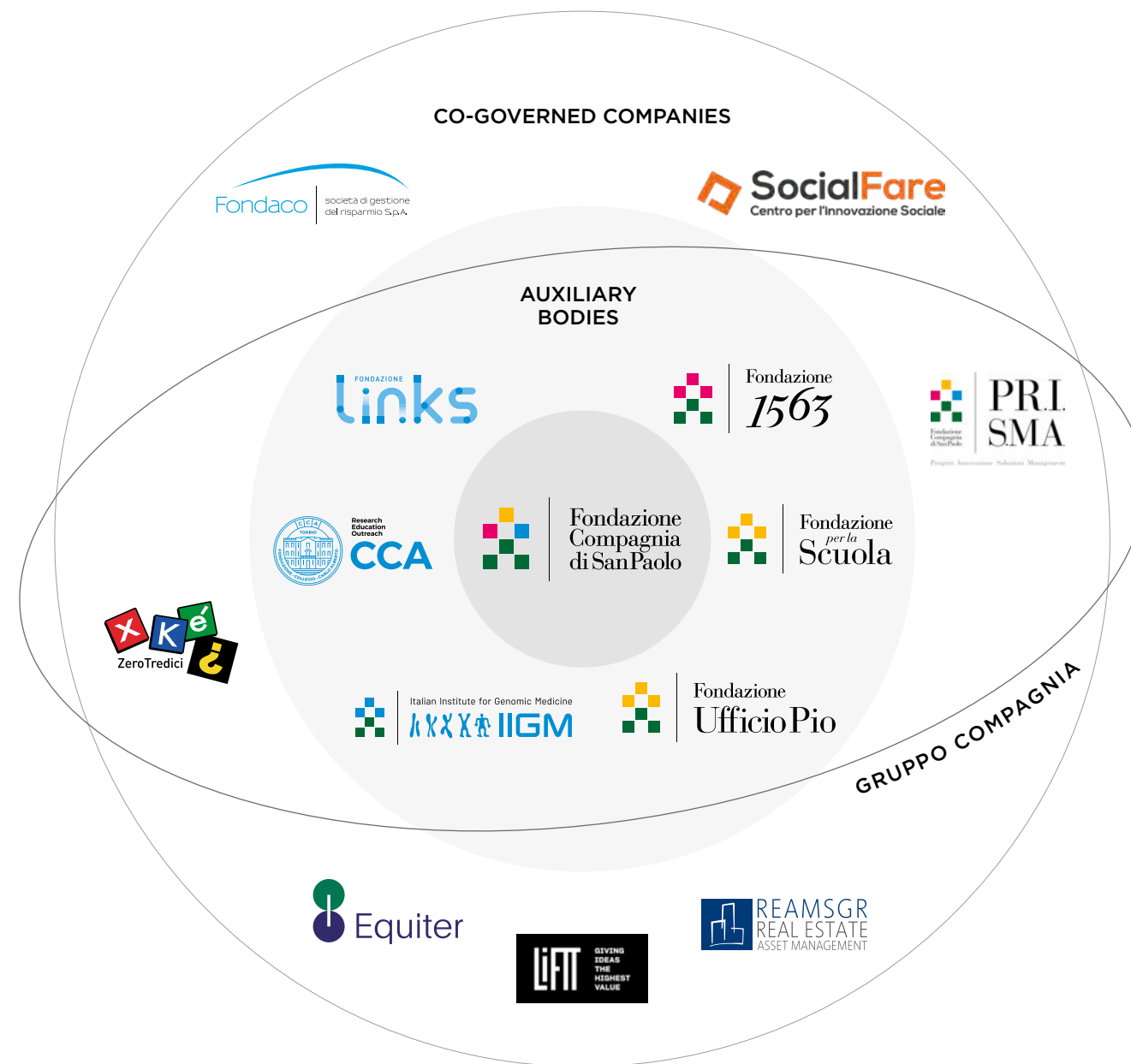
As well as the auxiliary bodies, the “Fondazione Compagnia di San Paolo Group” is also made up of **PR.I.S.MA** (formerly Compagnia di San Paolo Sistema Torino), a consortium company co-governed by Fondazione Compagnia di San Paolo and its auxiliary bodies. This consortium provides administrative and management consultancy services and supports its members when they are called upon to manage complex projects requiring the deployment of multidisciplinary skills.

The “Group” also includes another consortium, **Xké? Zeroredici**, which specialises in informal educational activities for the 0-13 age group, experiential workshops for young children and scientific workshops for primary and secondary schools.

A Policy-making and Coordination Committee was established in 2021, as a forum for systematic exchange and joint development work in relation to the overarching strategic aims identified by Compagnia. In 2021, the Policy-making and Coordination Committee worked on aligning the strategic plans of each body, updating the EE.SS regulations and corresponding guidelines, formulating performance indicators for the Group, and coordinating the education and training work carried out by the various bodies, now known as the “Education” strategic initiative.



The Compagnia Group is enlarged and made more effective by the possible contribution of the co-governed companies, such as REAM, Equiter, Fondaco, SocialFare and LIFTT.



People

Fondazione Compagnia di San Paolo has a staff of 95 experts from different disciplines, who are highly specialised in philanthropic work; and over 84% of staff hold a graduate or post-graduate qualification. Over two-thirds (67%) of Compagnia's employees are female.

The Fondazione Compagnia di San Paolo Group as a whole, by contrast, has a staff of 384 people. As at Compagnia, most of the Group's employees hold at least a first degree (84%), and half are women (54%).

Fondazione Compagnia di San Paolo

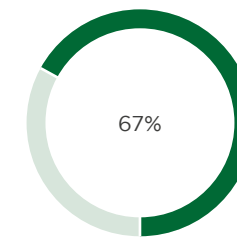
95 employees



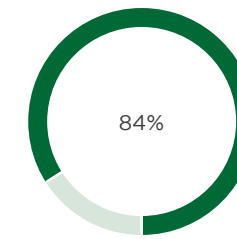
"Group"

6 auxiliary bodies + 2 consortium companies

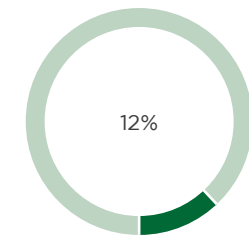
420 employees



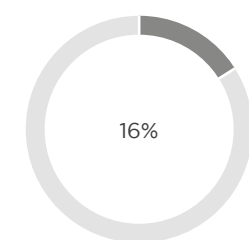
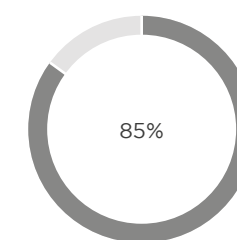
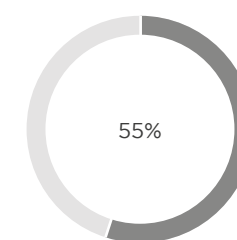
Women



Graduates



Research doctors









What is impact?

In current philanthropic parlance, the term “impact” describes **the ability of an intervention (programme, project, initiative) to significantly improve a situation or problem and its effects on the people involved.** Organisations such as Compagnia are now committed to reporting on the monetary resources they channel into their action, and the practical results they achieve through their intelligence, investment and work.

Our central focus is generating additional resources for collectively useful projects, and boosting the skills system, efficiency and competitiveness of local ecosystems. Isolating and quantifying the impact of a given action is a complex task: the pages that follow illustrate tangible signs of how Compagnia and its partners are working to produce “common goods”.

CROSS-CUTTING DIMENSIONS

-  Opportunities
-  Knowledge
-  Well-being
-  Green transition
-  Digital
-  Geographies

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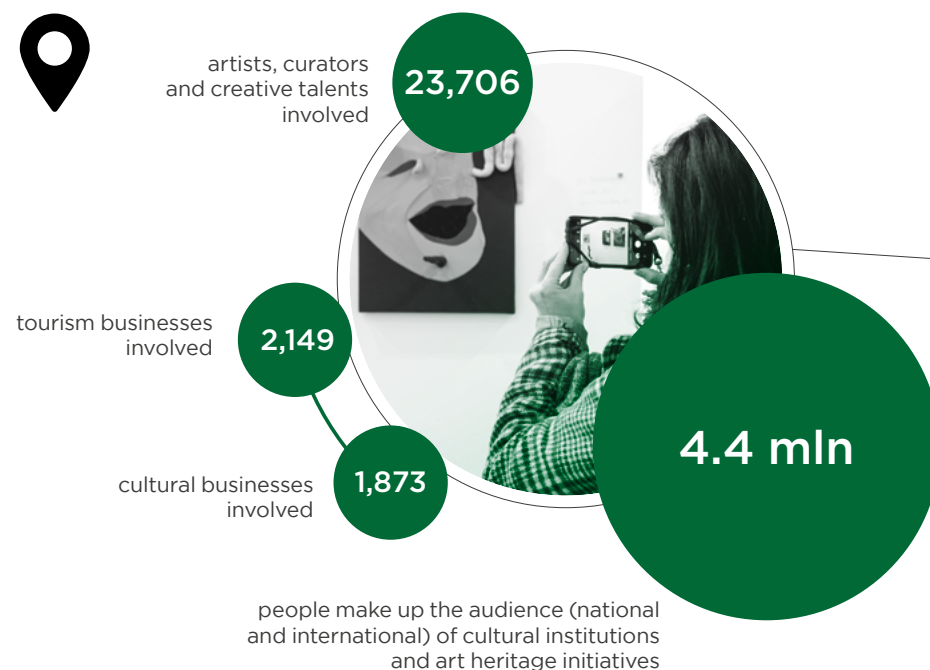
Section 2

Signs
of impact.

The questions
we have asked ourselves.



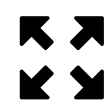
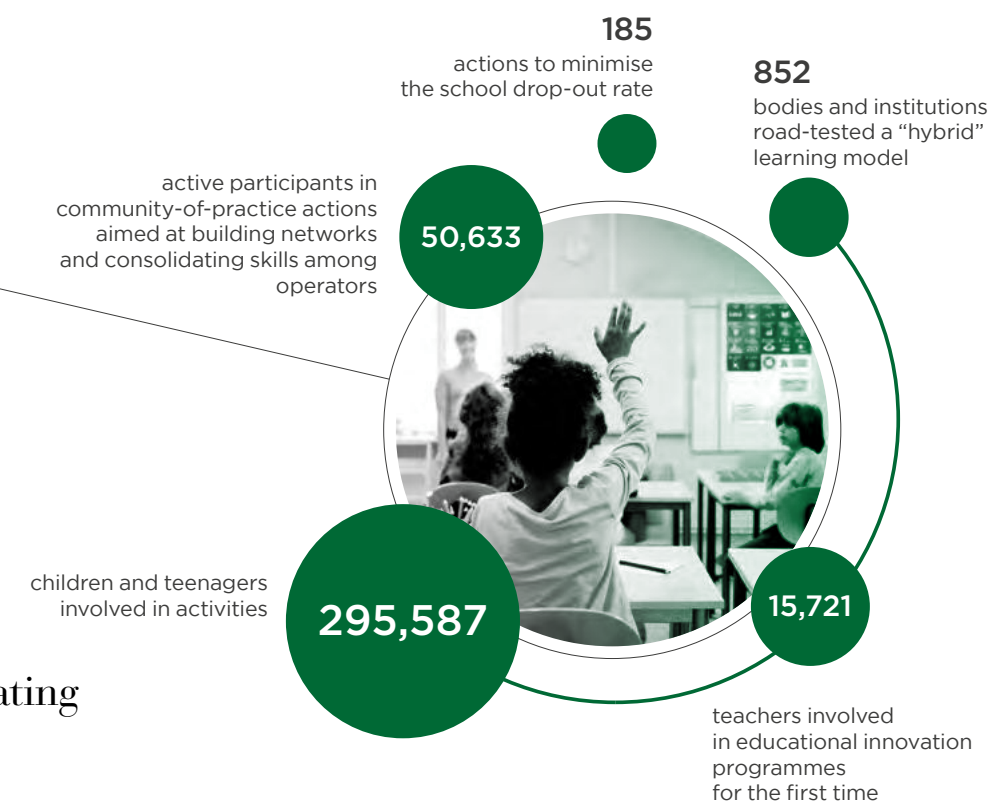
How can we enhance a place's capacity to attract?



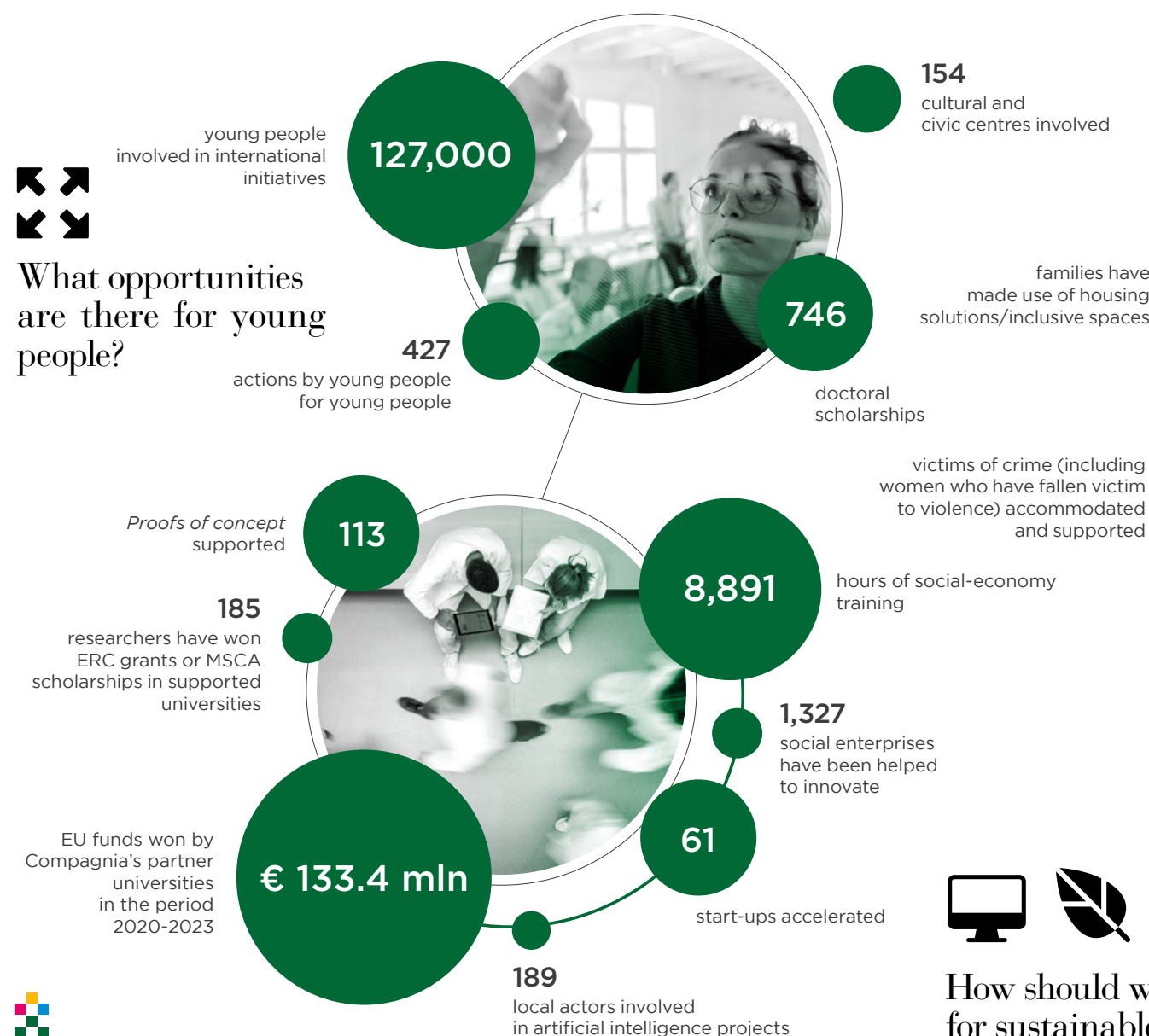
How can we enhance and showcase our cultural and environmental heritage?



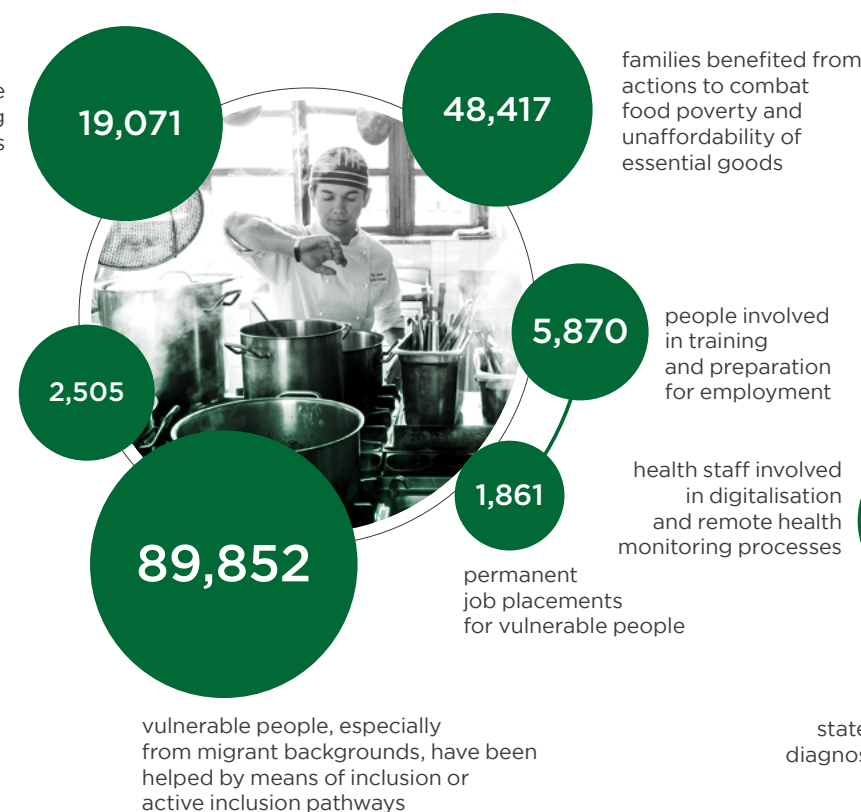
Education is a responsibility and a lever for community development: how do we unleash its power?



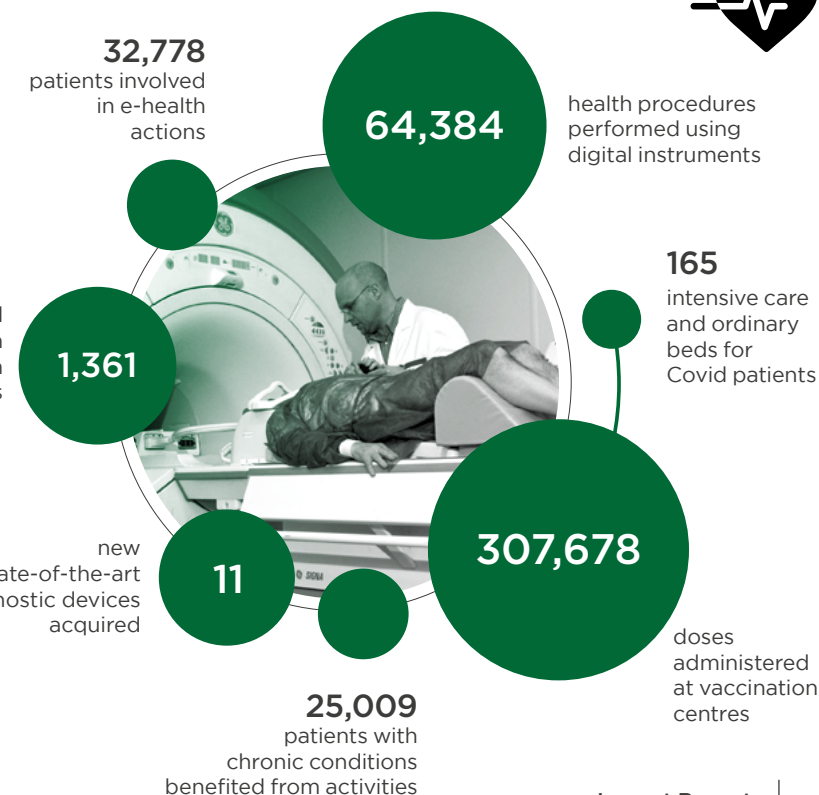
What opportunities are there for young people?



What tools are there for combating poverty and inequality?



What is the value of health?



How should we support culture and research for sustainable development?



Examples of the impact generated by 1 million euros.

1 million euros of funding from Compagnia made it possible to achieve the following results with partners.

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1,108,287 
visitors attracted to the cultural initiatives and institutions we support

2,022 
artists and creative talents involved

9 
maintenance projects launched for the preservation
of important cultural heritage assets

1,375,000 
visitors to participation spaces

37,549 
children and teenagers supported in personal development

 Culture.

26,647 
people benefited from measures to combat poverty

23,758 
children and teenagers involved in educational pathways

8,962 
people from migrant backgrounds involved in inclusion pathways

145 
permanent job placements secured

1,264 
teachers involved in training programmes

 People.

126 
doctoral scholarships supported

21 
start-ups supported

35,204 
people involved in environmental sustainability actions

160,087 
square metres redeveloped thanks to environmental actions

4,966 
patients in new digital health processes

 Planet.





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Section 3

What we've done with you.

How we worked in 2021-2023
and how we are working now for people,
communities and sustainable development

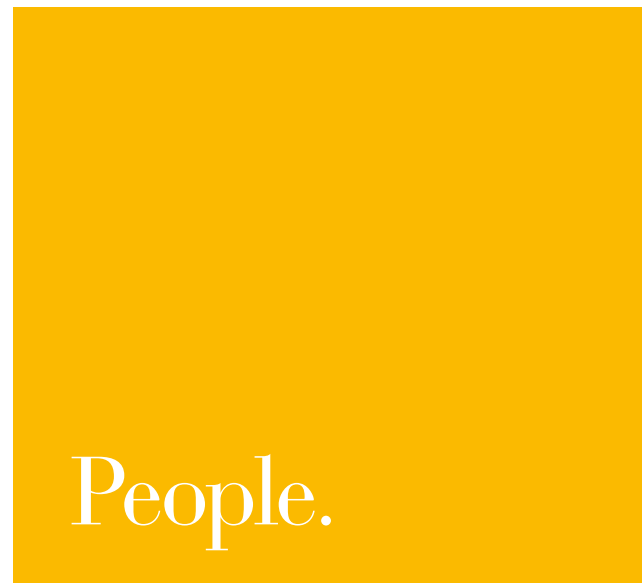
A selection of Compagnia's exemplary
projects are listed below.



| | mIn € | projects |
|---|--------------|--------------|
| Building capacity to attract | 34.3 | 479 |
| Developing skills | 12.6 | 202 |
| Preserving beauty | 25.4 | 224 |
| Encouraging active participation | 26.9 | 735 |
| Support for cultural and strategic bodies | 31.7 | 35 |
| Culture Goal | 130.9 | 1,675 |



| | mIn € | projects |
|--|--------------|--------------|
| Reinventing dwelling systems and regenerating neighbourhoods | 10.8 | 111 |
| Promoting decent work | 28.1 | 155 |
| Educating for collective development | 106.7 | 406 |
| Rediscovering community | 67.8 | 354 |
| Working together for inclusion | 18.0 | 275 |
| People Goal | 231.5 | 1,302 |



| | mIn € | projects |
|---------------------------------------|--------------|------------|
| Harnessing the value of research | 69.0 | 198 |
| Boosting innovation | 44.6 | 115 |
| Promoting well-being | 28.2 | 157 |
| Fostering international opportunities | 8.7 | 56 |
| Protecting the environment | 15.3 | 180 |
| Planet Goal | 165.8 | 706 |



| | mIn € | projects |
|--------------------------------------|-------|----------|
| Implementation of the strategic plan | 0.2 | 6 |

| | mIn € | projects |
|------------------------|------------|-----------|
| Socio-economic studies | 6.8 | 78 |
| PRED | 6.8 | 78 |

Planning, Research and
Evaluation Department.

Allocations and projects.

Data 2021-2023

 Total: **€535.2 mln / 3,767 projects**



“Philanthropic leverage”: a deliberate strategy.

When we talk about “leverage” in this document, we mean the ability to help mobilise resources for a worthwhile project.

This ability can take several forms. Firstly, we see leverage when a grant from Compagnia is associated with or attracts the participation of other stakeholders in the funding of a given project. This may involve co-funding by the body that receives the funds and implements the project, either in cash or kind; or other philanthropic funds, from businesses or public sources. This plays an important role in ensuring that the project overcomes “threshold effects” and achieves economies of scale; and it happens because, by operating in this way, the funding providers mitigate risk and draw upon each other’s expertise.

In other cases, leverage activates a different mechanism: a grant, awarded at the right time, or that can be used to activate rare resources, can enable an organisation to successfully compete for much higher levels of funding. A typical example of this is capacity building, which maximises the chances of an entity, such as a Municipality, gaining access to funding from a public source, such as the NRRP, because it facilitates the submission of higher-quality projects.

These concepts are not easy to estimate rigorously, partly because they have porous boundaries and partly because they originate from the supported organisations, which are not always able to provide the necessary data. It is a matter of **data and evaluation culture**, which, despite everything, is **still in its infancy**. Our estimates are also affected by this.

Our calculation of the economic value of each project took account of the total cost of implementation, plus the additional effect of the project on the operation of the beneficiary body, in the terms estimated by the latter: typically, these reflect a reduction in costs, an increase in future revenues or new capacity to secure other funding. The sum of the above was divided by the actual grant awarded by Compagnia. The leverage of each project was then weighted on the basis of its total cost. About 80% of the total number of projects supported in the three-year period 2021-2023 qualified for inclusion in this calculation, and their economic value accounted for slightly less than 60% of the total funding awarded in the same period.

In the **period 2021-2023** the **exact value of “leverage”**, calculated as a weighted average for the total economic scale of the project, lies in the range of **4.1 - 5.7**, depending on the operational definition adopted. In other words, **the projects supported by Compagnia have mobilised almost five times the value of the grant awarded** by Compagnia.

And what about projects that would not have existed at all without a grant from Compagnia? Using the answers to this “hypothetical” question provided by numerous beneficiary bodies alongside their application for support, we tried to calculate the leverage for this group of projects only, without claiming that it indicates the real effect generated by Compagnia. In this case, moreover, the value does not differ significantly from the previous one and stands at about 4.1.

Leverage

=

Economic value of project

Total cost of implementing the project

+

Additional effect of the project on the beneficiary body

• reduction of costs

• increase of revenues

• future funding

Funding awarded by Fondazione Compagnia di San Paolo

→

4.1 - 5.7

average “philanthropic leverage”, weighted on the basis of the total economic scale of the project, in the period 2021-2023

An important note.

Far-sightedness, aptitude for risk and intentionality – which are among the features of impact, together with additionality and measurability – are project selection criteria applied by philanthropic organisations.

The degree of leverage is not always high, nor should it be the main selection criterion.

It is important to distinguish between one project and another: sometimes, a project looks too risky or “difficult” to attract third parties, despite the fact that it is promising and has the potential to generate a high degree of social value for its final beneficiaries, although not necessarily in the short term. If Compagnia believes it is worthwhile and promising, however, there is nothing to stop it from supporting the project, even in its entirety, with a grant of its own. Indeed, many people see actions of this type as some of the unique benefits of philanthropy: making it possible to do good things that no one else (yet) dares or feels able to do.

Impact Report
2021-2023

20

Section 1

*A Compagnia
founded on expertise*

Section 2

*Signs
of impact*

Section 3

*What we've
done with you*

Culture.

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

Protection, creativity, participation
and skills for the development
of people and local communities.

Promoting cultural experience for children and young people.



160,842

children aged 6-14
benefited from initiatives
to promote cultural experiences
for personal development

There are about 380,000 students aged between
6 and 14 in Liguria, Piedmont and Valle d'Aosta.



128,284

children aged 0-5
benefited from initiatives
to promote cultural experiences
for personal development

About 90,000 children are enrolled
at infant schools in Piedmont.



86

entities involved in capacity-building programmes



10,416

education professionals



637

health professionals



420

social care professionals

took part in delivering
the project activities



54

territorial and subject-specific networks set up to enhance
the areas concerned and build their capacity to attract



2,149

local tourism businesses
involved in the activities



1,873

local cultural businesses
involved in the activities



6,617

residents actively
involved in projects

took part in delivering
the project activities

15 million tourists
visited Piedmont in 2022
(Region of Piedmont 2022).

Safeguarding Cultural Heritage and the Landscape.



40

preventive conservation projects for systems of assets



54

agreements/conventions signed in order to play a proactive role
in promoting strategic use of economic resources

The digital transformation of the cultural sector.

“The SWITCH call for proposals marked a significant evolution for some of our operating units; all staff also got a chance to develop new skills in data protection and simplifying training delivery processes.”

Sara Abram
Secretary General, Centro Conservazione
e Restauro La Venaria Reale

23

digital transformation
projects supported

250

people from cultural organisations
involved in digital
training programmes



Supporting cultural planning and production.



23,706

artists, curators
and creative talents involved

658 artists every month
over the past 36 months.



5,396

international artists, curators and
creative talents involved



6,537

local (Piedmont, Liguria, Valle d'Aosta) artists,
curators and creative talents involved



11,773

national (excluding Piedmont, Liguria, Valle d'Aosta)
artists, curators and creative talents involved



8,236

artists, curators and creative talents
under the age of 35 involved



4,433,148

Audience (national and international)
of cultural institutions and initiatives
designed to showcase artistic output

Harnessing the value of cultural and civic centres and developing inclusive use of them.



€21 mln

revenues generated by activities
carried out in cultural and civic spaces

Culture, participation
and inclusiveness generate
employment and economic development.



2.2 mln approx.

annual average number of attendees of
the supported cultural and civic spaces

These venues attracted and involved
an average of 6,027 people per day.



154

cultural centres, civic centres and
participation spaces supported and trained

Compagnia identified and supported
cultural and civic centres so as
to promote active participation.

Launching local development.



€ 4,268,785

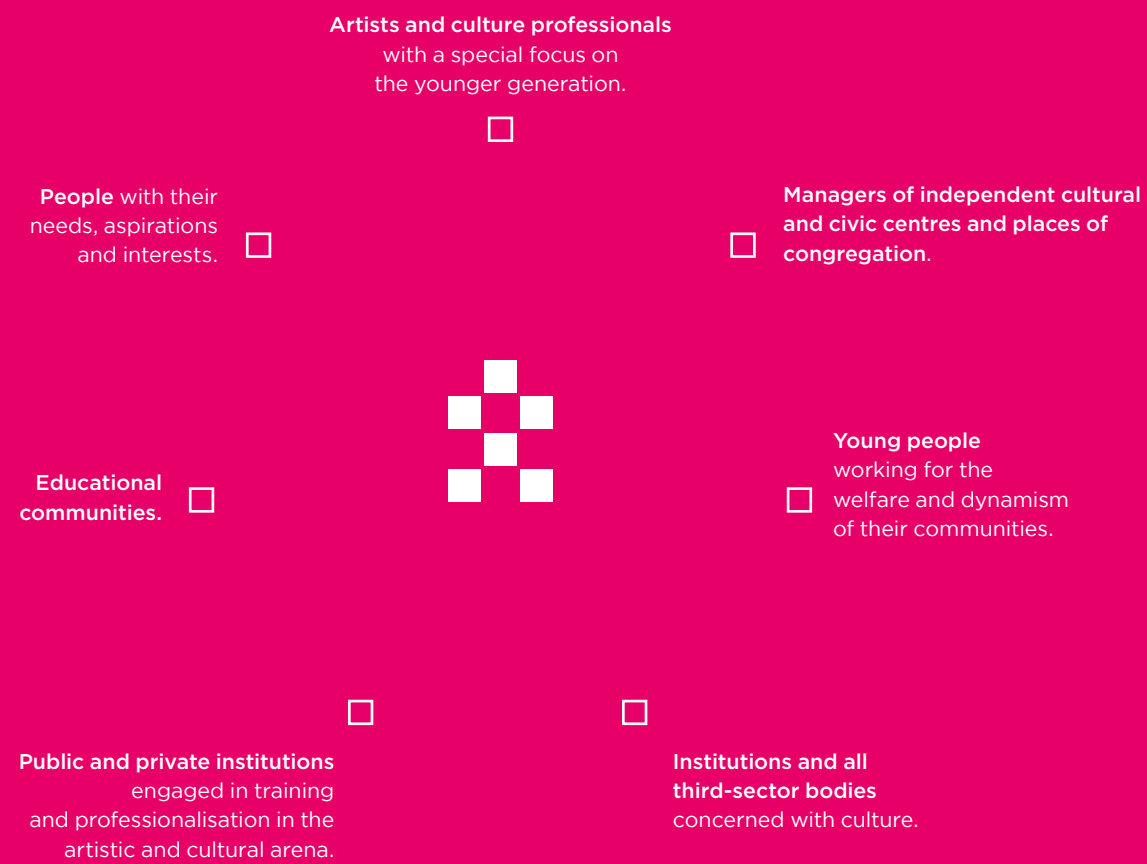
invested in the restoration of
cultural heritage assets to improve
their conservation by encouraging
the use of tax measures




185


bodies involved in innovative
landscape management projects

THE COMMUNITIES WE INTERACT WITH



 FEB 2020
Project launch



 JUN 2023
Monitoring of outcomes

Switch

Tools and strategies for Digital Transformation in Culture

Fondazione Compagnia di San Paolo recognises **the implementation of new technologies and the development of a more advanced culture of innovation** as a means of improving the management and enhancement of cultural heritage and turning communities and their institutions into active players in economic, social and cultural development policies.

Published in February 2020, the SWITCH **call for proposals** launched a programme aimed at **helping cultural organisations develop a planned technological strategy**, a new culture of innovation and a process of hybridisation with the technology sector. Support was given to **digital transformation projects** aimed at enhancing the managerial efficiency of cultural organisations and boosting their impact on the local area in terms of capacity to attract.


The **main aims** of the call for proposals were as follows:

- promoting **strategic planning** by drawing up a multi-year innovation plan integrated into the organisation's overall strategy;
- **developing and disseminating innovation culture and skills** within cultural institutions;
- **boosting the economic sustainability** of organisations;
- **cross-pollination** between the **tech world** and the world of **cultural heritage**.

The evaluation process took place in **two stages**:

- drawing up a **Multi-Year Innovation Plan** consistent with the institution's Strategic Plan;
- drawing up an **executive project** that forms part of the Multi-Year Innovation Plan and identifies a work plan, with actions, time-frames and budgets. This stage involved **identifying technology partners** for the design and implementation.

The figures

 **€1,886,640**
of funding awarded





 **12**
innovation plans
STAGE 1 selected

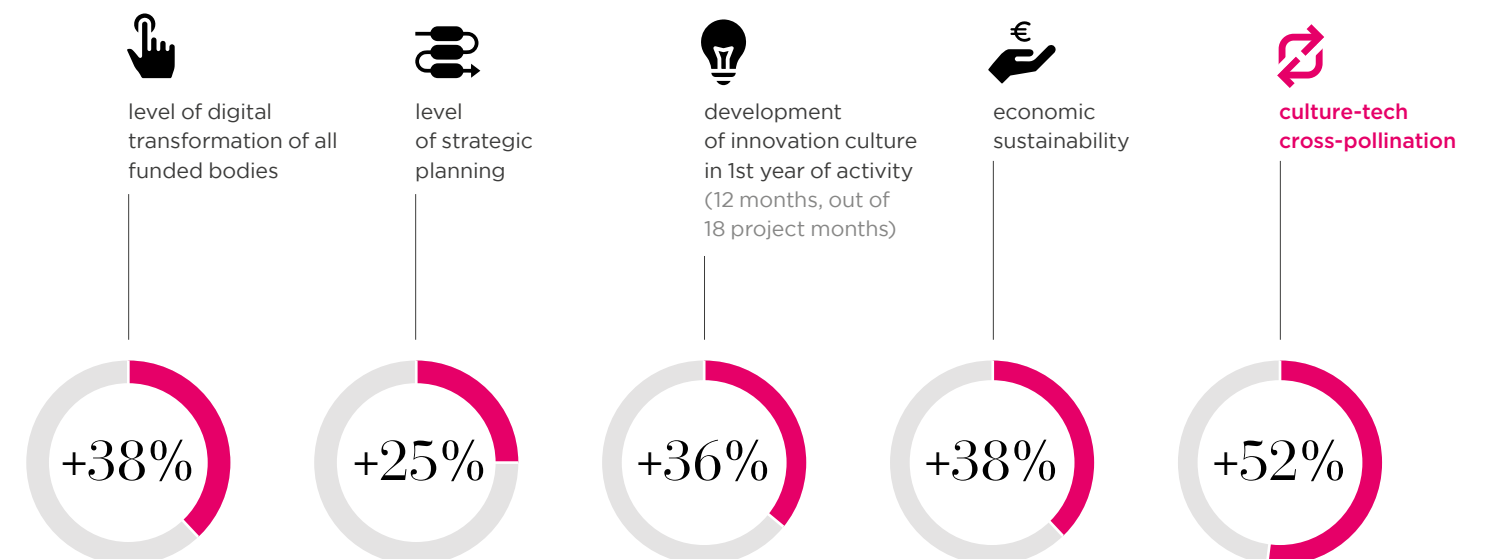


 **9**
executive projects
STAGE 2 supported



 **18**
tech partners
involved by cultural bodies

 **1,400+**
hours of training provided
by the organisations
for the human resources involved

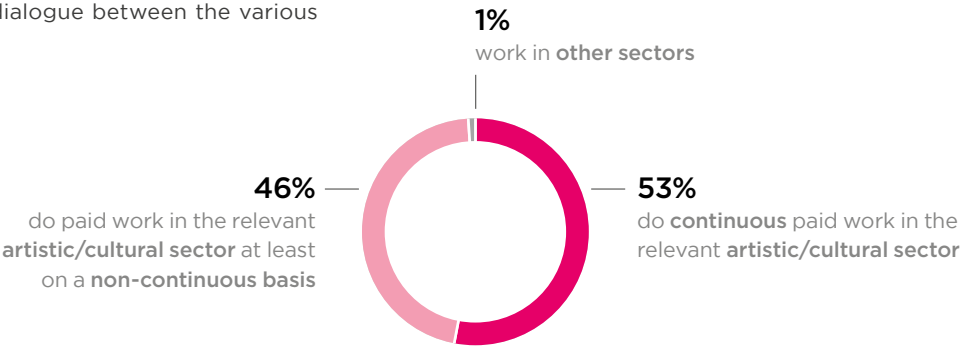


Cultural professionals are made not born

In 2022, the *Developing Skills* Mission published its “Guidelines for Training and Starting a Career in the Cultural Sector”, with **two aims** in mind:

- **helping young people** (artists and creatives, but also operators with cross-cutting and supporting functions in relation to cultural action) to **equip themselves** with the right **skills** to build solid, ambitious career paths, in step with the trajectories of change developing in the sector;
- helping **strengthen the local training system**, with a view to fostering a complementary approach and a closer connection with the world of employment.

In two years, the guidelines have helped the supported organisations strengthen their cross-cutting skills and aptitudes, thus making them a better fit for the needs of the workplace. An initiative was also launched for the purpose of fostering networking between training providers, whether institutional or independent, so as to provide opportunities for exchange, alignment and co-design on training needs, future professions, systems and access routes into employment. This **synergistic framework** addresses the challenges collectively and promotes constructive dialogue between the various stakeholders.

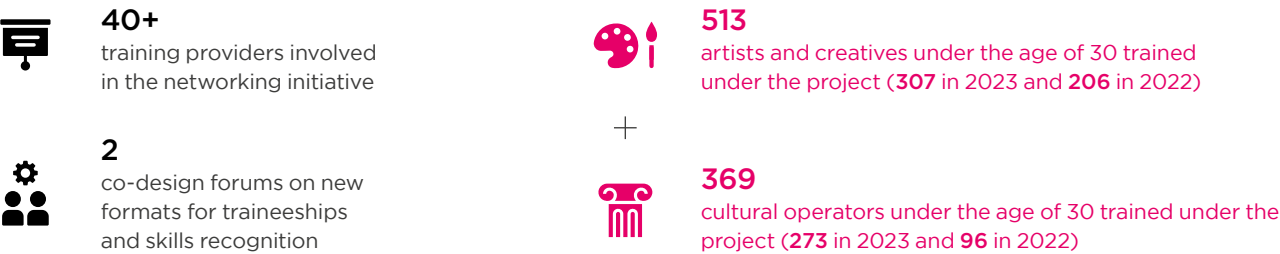
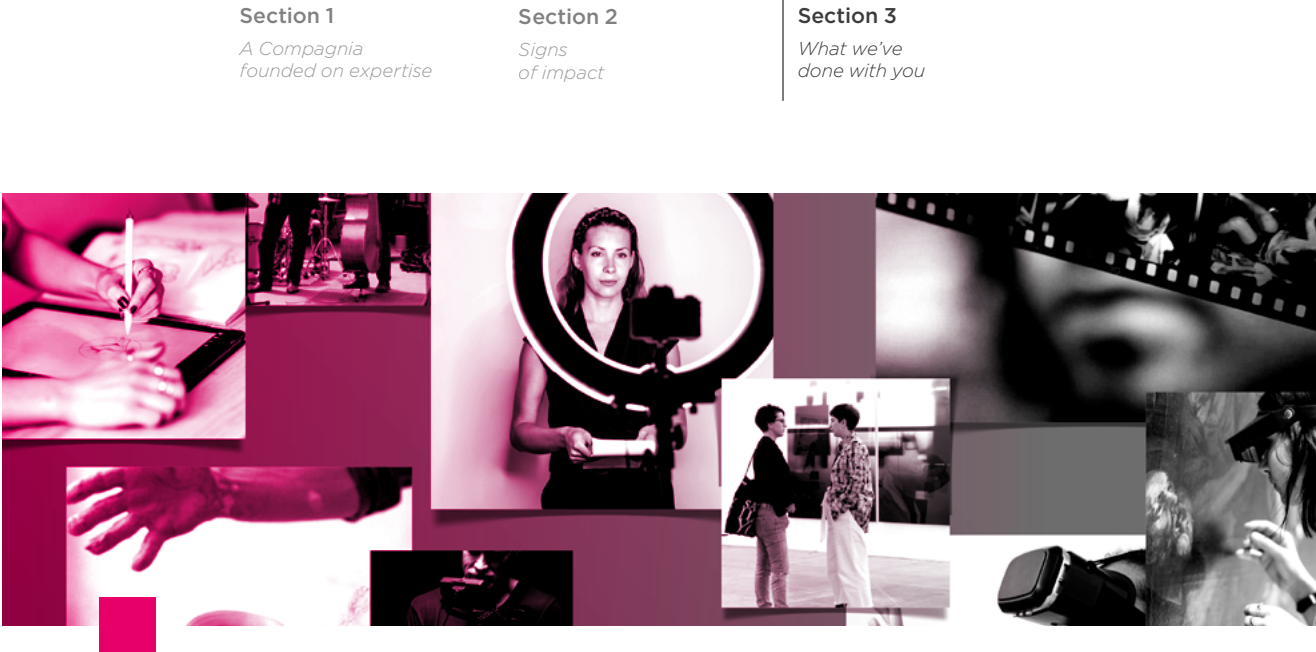


The figures

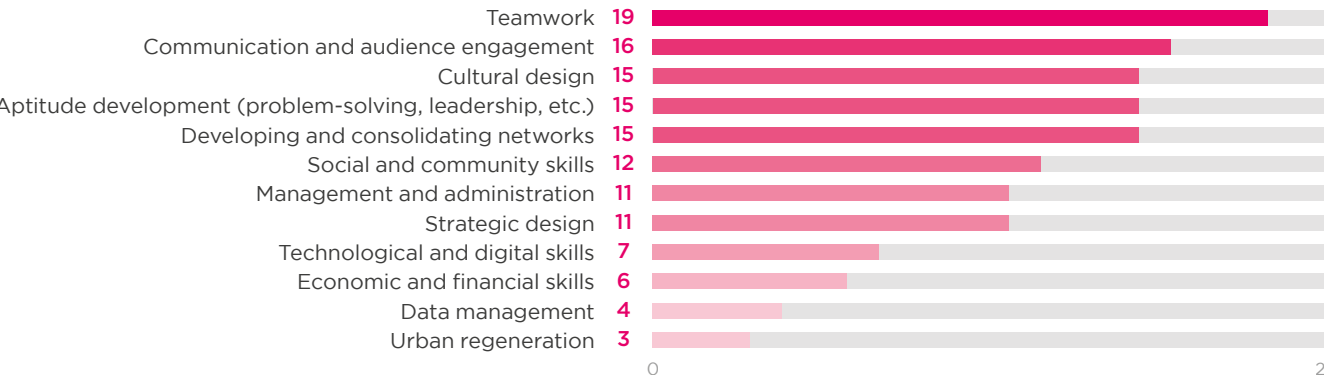


The effects

- 1 EMPLOYMENT**
All alumni* found employment within 1 year of completing the programme, in particular:



- 2 SKILLS**
Knowledge, skills and competences developed through the training activity. The training programmes held for cross-cutting skills are set out below: how many projects develop which skills, out of those most in demand.



- 3 DOCUMENTATION**
To build up the necessary knowledge to overcome the specified challenges, Fondazione Compagnia di San Paolo has procured a **map of the cultural professions and their training pathways in North-West Italy**, which is available at www.compagniadisanpaolo.it. The second season of the “Cantiere Cultura” podcast by Federico Nejrotti focuses on case studies of emerging professional roles and is available on CSP Play and all major podcast platforms.

* Sum of the 2022 and 2023 surveys of employment situation within 1 year of completing the training course supported by Fondazione Compagnia di San Paolo.

JAN 2022
Project launch



JAN 2024
Monitoring of outcomes

PRIMA

Prevention is better than cure (even for cultural heritage)



Type of heritage assets involved



24 
civil heritage
assets

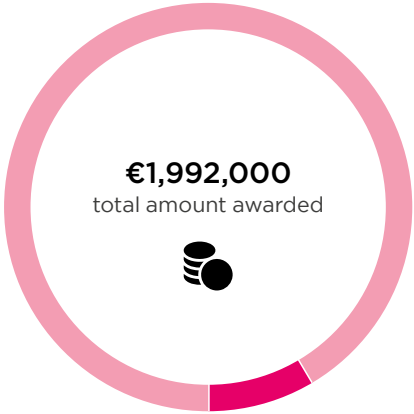
13 
religious heritage
assets


2 
landscape heritage
assets

The figures

1st edition, 2020

 57 applications
↓
 10 selected



of which **€170,000** for
 3 applied
trial projects

The *Preserving Beauty* Mission draws up medium- and long-term policies that view cultural heritage through the lens of economic and social sustainability. The aim of the **PRIMA** call for proposals is to protect cultural heritage by shifting the focus to **preventive conservation** and **scheduled maintenance**. While acknowledging the essential role of restoration, the call aims to disseminate a culture of heritage protection that strives to replace emergency intervention with systematic, ongoing care of heritage assets.

Since its first edition in 2020, **PRIMA** has provided an opportunity to implement this philosophy and served as a functional support for the transition towards wider uptake of predictive deterioration analyses and long-term conservation programmes, aimed at reducing recourse to much more costly restoration work.

As well as disseminating the principles and practices of an ongoing preventive approach, the aims include **enhancing skills** and **disseminating best practices**: this was achieved by means of capacity-building, mentoring and networking programmes, managed by Compagnia alongside a network of scientific partners. Every project is studied from a technical, scientific, managerial and financial point of view, as well as in relation to fund-raising, tailored crowd-funding pathways and implications for social inclusion and participation, education and communication.

Support for scientific research is an additional feature of the call for proposals and has seen numerous applied trials put into practice.

JAN 2021
Project launch



JUN 2023
Monitoring of outcomes

CWLab

Cultural Wellbeing Lab

CWLAB is an operational capacity-building, design, experimentation, evaluation and dissemination project in the field of **cultural welfare**, developed by Fondazione Compagnia di San Paolo from 2020 to 2023.

Designed to promote a new model of integrated welfare, the project saw the creation of four design clusters composed of first- and second-tier bodies operating in the **health, culture, public administration and social sector**, as well as the formation of an interdisciplinary scientific committee. Each cluster worked on an **experimental action** to be integrated into the day-to-day practices of the organisations.

ASVAPP, a research institute specialising in the evaluation of public policies, provided assistance with the evaluation of the actions, which were divided into **four thematic strands**:

- 1 **Culture and primary prevention**
Project: **Dedalo Vola** (VC)
- 2 **Culture, the care relationship and medical humanities**
Project: **Verba Curant** (AL)
- 3 **Culture for the humanisation of care facilities**
Project: **Cultura di Base** (TO)
- 4 **Well-being and care in cultural institutions**
Project: **DanzArTe** (GE)

The evaluation estimated the impact of the four projects on various aspects of the well-being of the initiatives' beneficiaries. It revealed that 75% of the projects had a positive effect on participants, and 50% of projects yielded a significant increase in perceived well-being, with an average increase of 3.4% on the international *Psychological General Well-Being Index*.

A cycle of **four webinars and four live local workshops** with professionals and institutions was held at the same time, thus offering opportunities for networking intended to inject dynamism into various communities.

The results of the projects and their evaluations were presented to the public at **an international conference** held in Turin in June 2023.

Resources



€ 627,000
total grant
(stage 1, stage 2, stage 3)

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done with you



Output



4 local workshops



2,950 professionals involved



250 participants at the final conference



7 webinars



2,267 views of the dedicated page



276 downloads from the website

STRATEGIC OUTPUTS

1



+

1



position paper

mapping and analysis of practices, organisations and professionals in Piedmont, Liguria and Valle d'Aosta

SCIENTIFIC AND DISSEMINATIVE OUTPUTS

9



+

11



articles

conference presentations

€ 15,000 Evaluation of methodology
€ 55,000 Evaluation of effects
€ 67,000 Scientific Committee and supervision
€ 55,000 Project management
€ 35,000 4 local workshops

€ 400,000 4 pilot projects





Remembr-House

A project to promote knowledge of civil rights and the values of the European Union

Fondazione 1563 per l'Arte e la Cultura specialises in supporting research in the humanities, promoting talented young academics and studying the relationship between digital technologies and the traditions of humanistic research.

Its areas of intervention are the protection and enhancement of Compagnia di San Paolo's historical archive and the promotion of studies and research in the humanities with a multi-disciplinary and international vocation.

The Foundation's cultural and civic choice to put its centuries-old documentary heritage at the disposal of the community is emblematic of its strategies in relation to accessibility, dissemination and education.

REMEMBR-HOUSE: An educational KIT to raise awareness of the Holocaust and promote knowledge of civil rights and EU values is a two-year project implemented by Fondazione 1563 in conjunction with Museo Nazionale dell'Ebraismo Italiano e della Shoah in Ferrara and supported by the European Union as part of the Citizens, Equality, Rights and Values Programme (CERV).

In the two-year period 2023-24, in Italy and with initiatives in various EU Member States, this project delivers **training activities for teachers, educators and students**: these are civic education pathways, based on innovative teaching perspectives and forms of engagement and sharing. As well as teachers and students, the project is aimed at professionals working in youth centres, the GLAM sector (galleries, libraries, archives, museums), and centres devoted to the study of historiography and memory.

The figures

First year of the project, 2023



150 teachers involved in training activities



70 GLAM and cultural institute operators involved in the training activities



250 alumni involved in pilot workshops



10 countries (EU and extra EU) reached by the project



1,300 downloads of training materials

Section 1

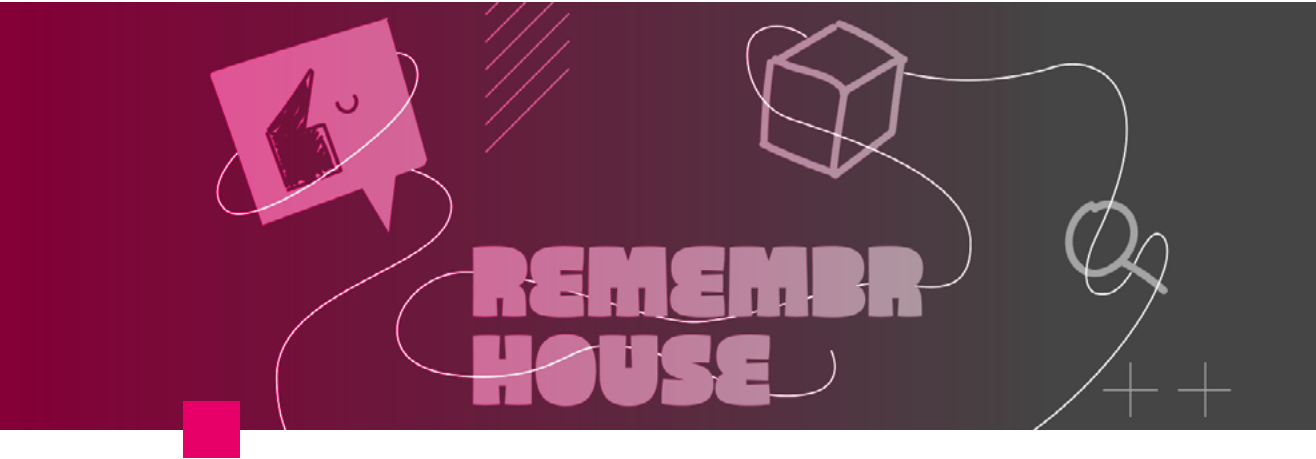
A Compagnia
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done with you

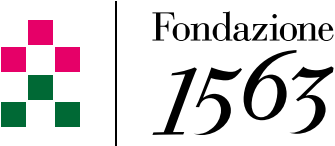


The central theme identified by the project is the home, in its capacity as a physical, economic, symbolic and emotive space. Taking a digital humanities approach, Compagnia di San Paolo's historical archive becomes the starting point for exploring the history of the 20th century: the EGELI Fund's papers provide detailed lists of assets (houses and belongings) confiscated from Jewish people in Piedmont and Liguria after the enactment of the fascist racial laws of 1938 and subsequent years.

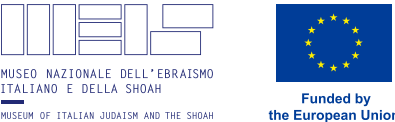
The house is a medium for approaching the history of the Holocaust: reviving the memory of lost rooms and objects establishes a link with tragic individual stories of the past that serve as symbols for reflecting on the present and on fundamental human rights.

REMEMBR-HOUSE offers workshops focusing on historical research, reflection on sources and the development of digital skills, through personal re-elaboration and active, participatory interaction with archival documents, with the guidance of the digital handbook and learning kit produced for the purpose.

REMEMBR-HOUSE provides an opportunity to reflect on the Holocaust and preserve its memory, to explore the universal and identitarian value of the home and private spaces, and to promote civic awareness through empathy. Lastly, disseminative events and initiatives, such as the international contest that invites participants to create their own “house of memory”, encourage personal reflection and further development on the subject of civil rights and the values of the European community.



FONDAZIONE COMPAGNIA DI SAN PAOLO HISTORICAL ARCHIVE
Fondo Gestioni EGELI



150 linear meters of documentation



6,309 archival units (files, registers, directories and volumes)



120,000 pages digitalised



1939-1997 time-span



500+ administrative files relating to the expropriation of Jewish-owned property

www.remembr-house.eu



Growing, living and taking active part
in a fairer, more inclusive community.

Road-testing new approaches to learning, school and educational communities.



295,587

children and teenagers involved



15,721

teachers involved in educational innovation
programmes for the first time

20% of teachers in Piedmont experienced
their first involvement in educational
innovation programmes offered by the
Fondazione Compagnia di San Paolo Group.



10,149

professionals involved in the projects
(8,217 educators and 1,932 other operators)



185

experimental actions or projects
aimed at reducing school drop-out rates

One in 10 young people in Liguria and Piedmont
leave secondary high school without
completing the cycle (ISTAT 2022).



50,633

active participants in
community-of-practice actions

Networks of educators, teachers and lecturers,
cultural operators, public and private social service
coordinators, local administrators and researchers
working for the educational community.



852

bodies and institutions road-tested a
"hybrid" learning model

Training strategies and activities, job placement and social inclusion.



5,870

people involved in training
and/or preparation for employment

Training activities, including in partnership
with Garanzia Giovani, provided by multiple
actors for a broad array of beneficiaries.



2,174

permanent job placements,
of which 1,861 involve vulnerable people

Vulnerable people already involved in training
and/or preparation for employment, whose
integration into the labour market is complex.



17

local systems involved in active employment
policies and social inclusion initiatives

Collaborative local systems,
mostly in Piedmont and Liguria,
involving state agencies,
businesses and the third sector.

Social housing and urban regeneration projects and initiatives.



35

urban regeneration initiatives



223

initiatives combining social inclusion and
the promotion of environmental sustainability

Individual actions complemented by
Compagnia projects aimed at positively
modifying individual behaviours.

Social housing projects and initiatives.

“Living in Luoghi Comuni gave me a chance to reconsider and re-plan my future, live in a nice environment and forge connections with new people and a new way of life.”

Anna Basile
Former resident of
Luoghi Comuni Porta Palazzo

19,071

families have made use
of housing solutions and/or
inclusive spaces and services

3,200 families in Turin are facing
severe housing hardship, requiring
immediate intervention (source:
Turin Housing Observatory).

Support activities aimed at Community Foundations, individuals and local communities.



693

projects launched
by Community Foundations

Compagnia helps Community Foundations raise funds and support projects in the catchment area.



€6.13 mln

funds raised
by Community Foundations



48,417

households reached
by initiatives to combat poverty

Food and essential goods for families in extreme need in Piedmont and Liguria.



7,670

people involved in care pathways and life projects

Personalised care pathways aimed at improving health and living conditions through self-determination and inclusion projects.



24

local networks for combating food poverty and poverty of basic necessities in Piedmont and Liguria



84

local support networks
for people from migrant backgrounds

Systems of collaboration between civil society and institutions in Piedmont and Liguria that meet the primary needs of people at high risk of marginalisation.



89,852

people from migrant backgrounds reached by project initiatives

According to the municipal statistics office and the Prefecture, over 124,000 foreigners were resident in Turin in 2022.



2,505

victims of crime and women who have fallen victim to violence accommodated and supported

780 women were accommodated at anti-violence centres in 2022, out of over 5,000 calls and online consultations (Telefono Rosa Piemonte).



427

individual actions designed
by young people for other young people

Empowerment initiatives developed in conjunction with third-sector bodies or local institutions, with an estimated 4,600 young people involved.



143

international cooperation bodies involved in the development of technological management solutions

320 non-profit bodies in Piedmont, Valle d'Aosta and Liguria working in the international cooperation and solidarity sector (ISTAT, 2020).



81

local partnerships between Italy and Africa, aimed at promoting sustainable development

THE COMMUNITIES WE INTERACT WITH



Third-sector bodies engaged
in social and educational activities.



People with their
needs, aspirations
and interests.



Public institutions
(local, regional, national).



Planners of
urban transformations
with social impact.



Schools and
educational
communities.



Younger generations.



MAR 2017
Project launch



SEP 2023
Data monitoring

MOI

Migranti, un’Opportunità di Inclusione

The MOI project was a major, multi-year, systemic, inter-institutional project jointly run by the Municipality of Turin, the Metropolitan City of Turin, the Region of Piedmont, the Prefecture and Diocese of Turin and Fondazione Compagnia di San Paolo. From 2017 to 2022 it involved fostering the **social inclusion of over 800 people from migrant backgrounds**, who had gradually occupied the four buildings and basements of the former Olympic village – MOI, in Turin. In parallel, the initiative led to the launch of social housing and urban regeneration initiatives in the area covered by the project.

10 May 2023 saw the **inauguration of the social housing complex in the former Olympic village buildings**, mainly for use as temporary residential accommodation at subsidised rates for students and young workers. The initiative, which will bring about urban regeneration in the surrounding neighbourhood, was promoted by Fondo Abitare Sostenibile Piemonte (FASP), managed by Investire SGR (Banca Finnat Group) with the participation of Fondo Investimenti per l’Abitare managed by CDP Real Asset SGR (Cassa Depositi e Prestiti Group), Fondazione Compagnia di San Paolo, Fondazione CRT Sviluppo e Crescita, Fondo Social & Human Purpose, Sub-fund A, managed by REAM SGR – and the major bank-based foundations in Piedmont. The residential complex is managed by Camplus, Italy’s leading provider of co-living and housing solutions for university students.

The tools, practices and inter-institutional approaches adopted make the project a model that can be replicated elsewhere in the province of Turin and in other national and European settings.

The figures



€5 mln
invested by Fondazione Compagnia di San Paolo in the project to redevelop the area for residential and social purposes,

out of a total investment of
€18 mln



157 Social Housing solutions



388 total beds

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Credits: Giulio Lapone



POSITIVE SOCIAL RETURN ON INVESTMENT

x1.3 leverage and benefit generated by the investment in the surrounding area (every euro invested is expected to generate a return of 1.30 euros to the community, with reference to the private university residential market)



SOCIO-ECONOMIC ADVANTAGE FOR STUDENTS LIVING IN THE BUILDINGS

€ 1,880 / student / year: average cost savings in the case of subsidised rent

€ 680 / student / year: average cost savings in the case of free-market rent



ENVIRONMENTAL RETURN FOR THE COMMUNITY

less CO₂ emitted, thanks to the energy efficiency of the buildings



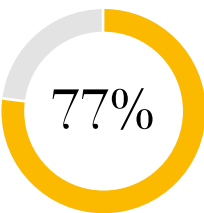
SDGs

Impact by Sustainable Development Goal (SDG) shows that the project’s most widely represented goal is Goal 10, **Reduced inequalities**, as a result of giving a wide range of students access to quality housing, in an inclusive environment, as well as impacting positively on Goal 11, **Make cities and human settlements inclusive, safe, resilient and sustainable**.

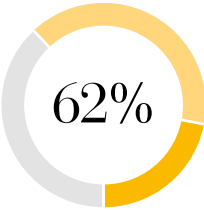


PERCEPTION OF THE CITY

students who expressed a positive view of the neighbourhood



+



believe that their perception of the neighbourhood will improve a lot (40%) and enormously (22%) as a result of the regeneration of the former Olympic village buildings

SEP 2017
Project launch



NOV 2023
Monitoring of outcomes

L.E.I.

Working for emancipation and inclusion



The aim of the various editions of the Lavoro Emancipazione e Inclusione project (L.E.I.) has been to **increase the opportunities for guidance, training and employment for women serving or who have served custodial sentences**.

The initiative originates from a partnership involving Associazione EssereUmani onlus, Fondazione Casa di Carità Arti e Mestieri, Cooperativa Sociale Patchanka, Cooperativa Sociale Extraliberi, Cooperativa Sociale Impatto Zero, Fondazione Ufficio Pio, Casa Circondariale Lorusso e Cutugno and Intesa Sanpaolo SpA through Museo del Risparmio.

The project is designed to **give women the opportunity to acquire technical and socio-emotional skills while in prison, to help them reintegrate into society and employment more independently and consciously**. LEI also offers employment opportunities for women who are serving or have served custodial sentences. An innovative feature of the project is the chain-linked structure of the actions it includes, together with the systematic monitoring and care of the pathways and connections within the network.

L.E.I. has proved to be a model of good practice in its target context, partly because of its systemic approach, including ongoing dialogue between resources and services both within and outside the complex prison environment, and partly because of the tailored focus on the needs and potential of the women involved, which facilitates their reintegration into society when they leave prison.

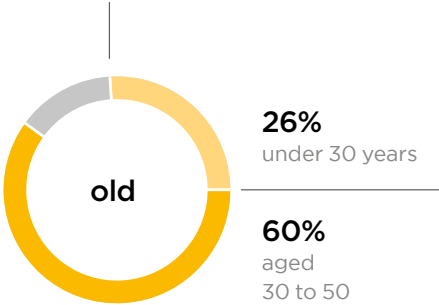
The figures



125
women per year on average
serving custodial sentences
in the Lorusso e Cutugno prison
(about half are involved
in the project each year)



360
women involved in the project
from 2017 to 2023



175
women took up places on
vocational training courses



5,000
hours of training delivered
by the project in total



119
work placements secured
in total (in and outside prison)

MAY 2020
Project launch



JUL 2023
Monitoring of outcomes

Un'estate insieme

“Un'estate insieme” is a **coordinated intervention model** involving public bodies, educational institutions, third-sector bodies, cultural institutions and philanthropic foundations, designed to offer the city of Turin's youngest people new opportunities for education and well-being during the summer weeks.

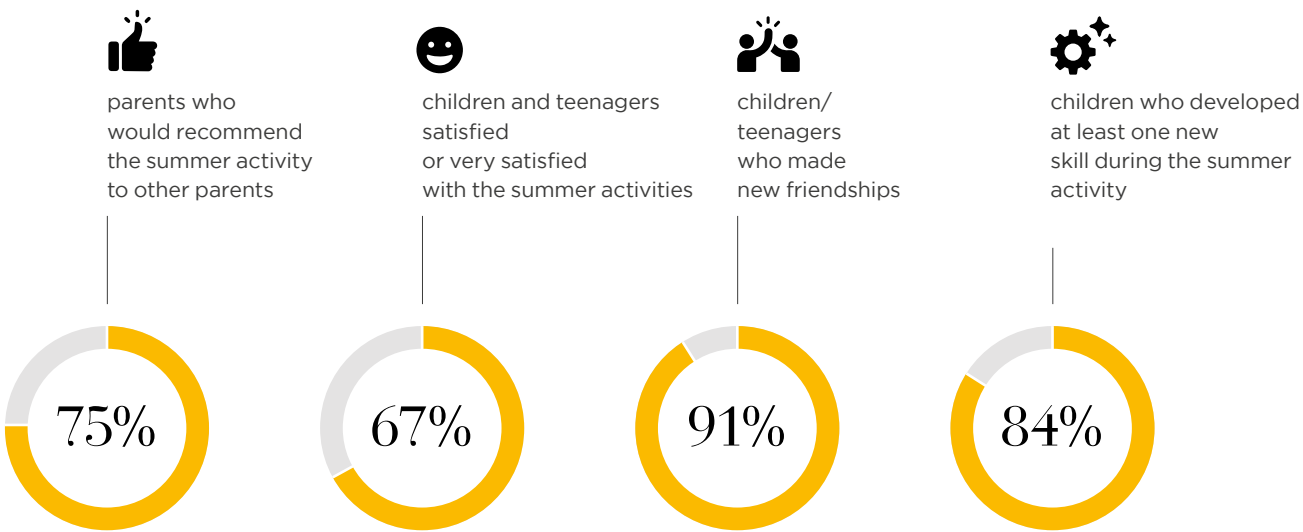
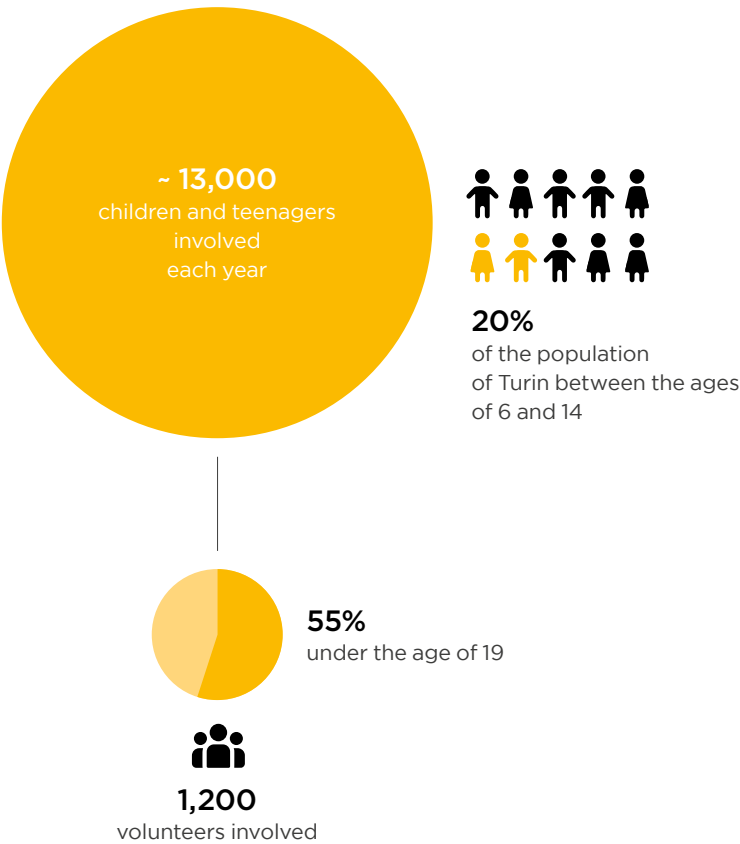
The initiative comprises complementary activities that meet the need for **play, socialisation, movement and learning** for boys, girls and **teenagers aged 6 to 14**, alongside actions aimed at younger children, in the **0-6 age range**. The project pays special attention to families with low incomes and/or children with disabilities.

The activities are provided by a **city-wide educational platform** that involves the Municipality of Turin, the Regional Schools Office and Fondazione Compagnia di San Paolo, together with Fondazione Ufficio Pio, Fondazione per la Scuola, Consorzio Xké? ZeroTredici, the diocesan and Salesian oratories, Associazione Abbonamento Musei with the institutions and cultural bodies that report to it, third-sector organisations and schools.

It is an integrated model of education that combines the educational, cultural, sporting and social dimensions, and focuses on environmental awareness and a sense of civic responsibility.

- Its main **aims** were:
- to make opportunities for **leisure, recreation and movement** more accessible, with a special focus on people in situations of economic, social and educational vulnerability;
 - to extend the availability of **high-quality educational opportunities** in order to promote well-being and stimulate learning and socialisation, on a continuous basis;
 - to provide a **service that enables families to reconcile their work and parenting commitments** during the summer.

The figures 2021-2023



JUL 2020
Project launch

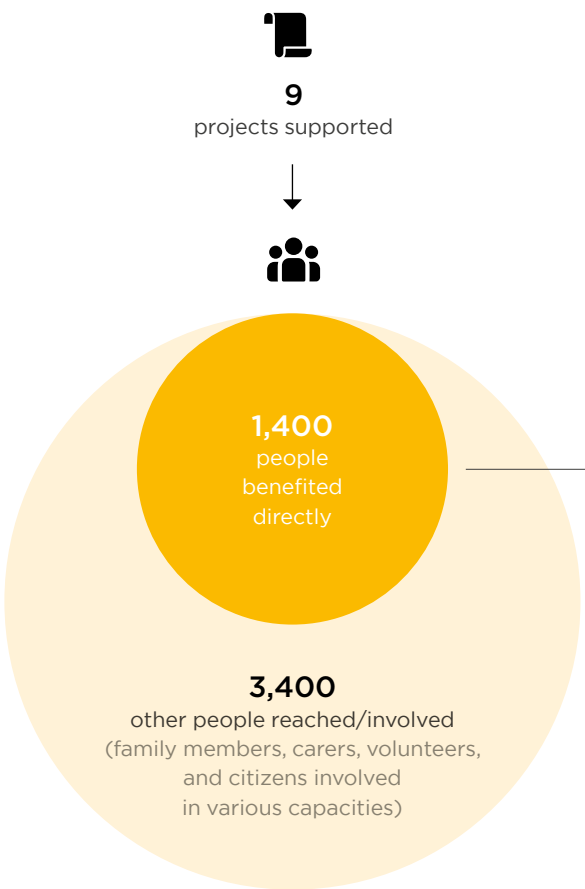


MAY 2023
Monitoring of outcomes

Salute, effetto comune



The figures



The **Salute, effetto comune** call for proposals supported mental health promotion in Piedmont, with a view to **enhancing the quality of life of people with experience of mental suffering and their families and carers, and countering the stigma associated with mental distress.**

Raising awareness of the importance of mental health for the physical health and well-being of everyone and of the effectiveness of inclusive practices within the community plays a crucial role in **combating the prejudice and exclusion** associated with mental distress and promoting a more balanced and better-informed debate, by giving a voice to the people directly involved and affected. As well as supporting **nine operational projects in Piedmont**, Compagnia therefore also conceived and promoted various initiatives to raise awareness and promote debate on these issues, some in conjunction with cultural associations.

A new edition, currently in progress, aims to highlight the situation of young people affected by or at risk of mental health problems and their families and carers, and to counter the related stigma.

41

users and family members took part in designing and coordinating the projects

34

new projects / initiatives launched by partnerships

29

bodies involved in the partnership that attended specific training courses to gear their practices towards recovery, with or without the involvement of external parties

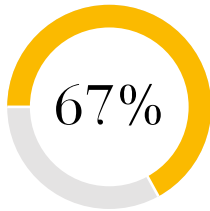
+

97


operators that attended specific training courses to gear their practices towards the recovery and empowerment of users and communities

105


new bodies outside the partnerships that took active part in project development



of final beneficiaries improved their quality of life, within the framework of personalised projects

 JUN 2020
Project launch

→

 JAN 2023
Monitoring of outcomes

Territori Inclusivi

You're welcome here

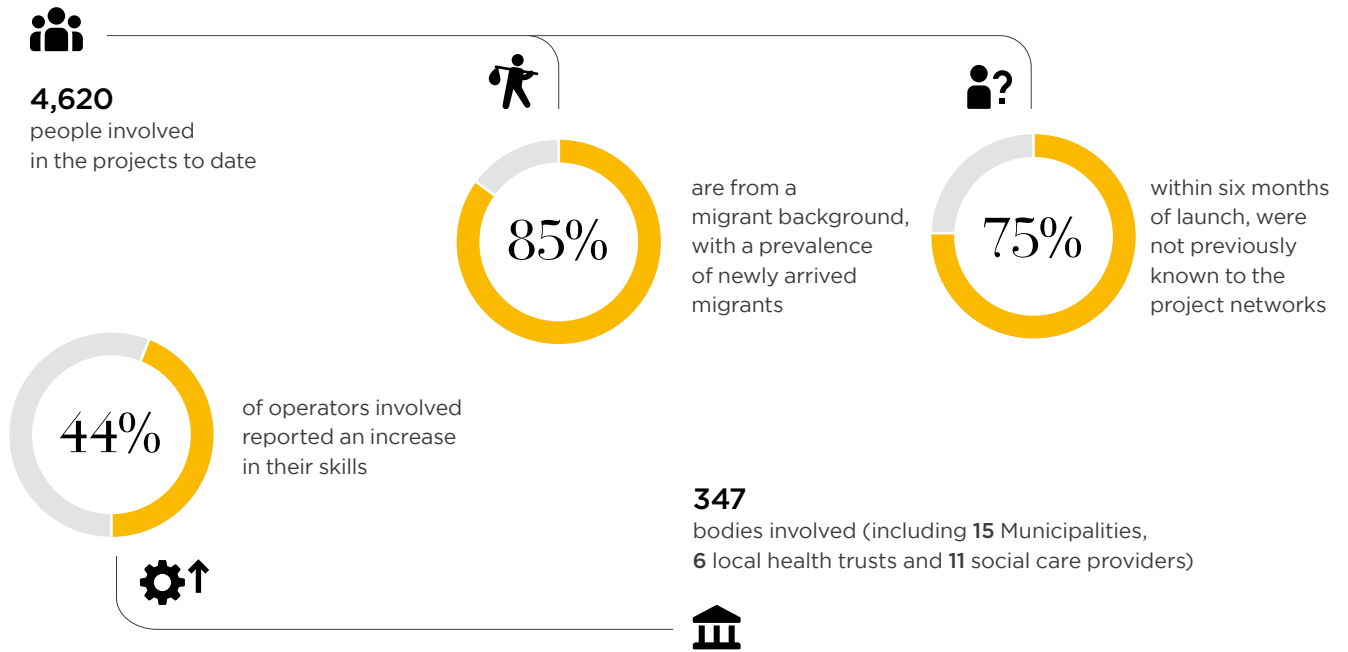
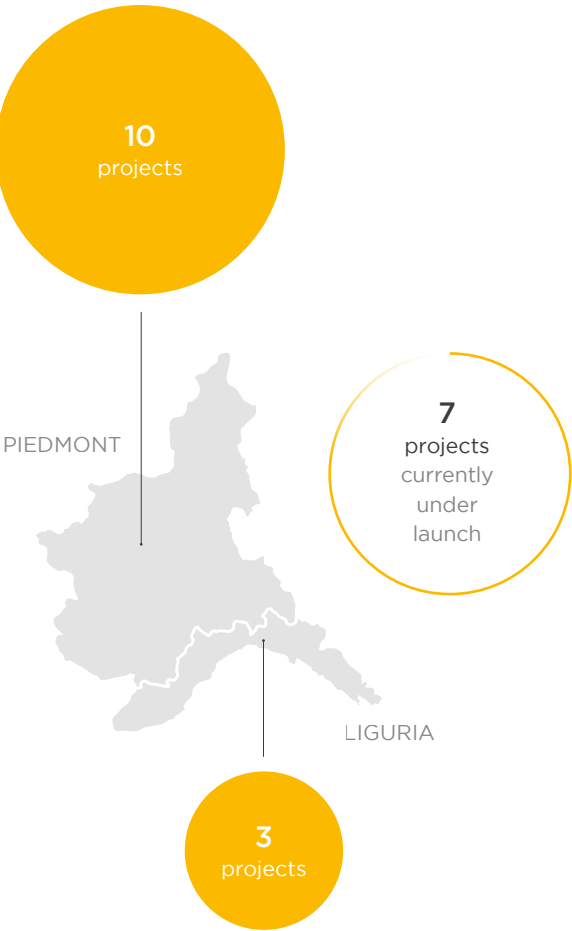
The **Territori Inclusivi** call for proposals promoted the development and consolidation of local public-private partnerships committed to the **social protection of vulnerable people and/or people at risk of marginalisation**, with a particular emphasis on people from **migrant backgrounds**. It targeted local systems represented by public bodies, third-sector organisations, representatives of civil society and other entities in Piedmont (10 networks) and Liguria (three networks); people in situations of vulnerability; and citizens of the catchment area.

The communities involved were given the opportunity to **increase or their consolidate skills and capacities** and develop coordinated approaches to intervention involving institutional bodies and other local actors to deal with the growing issues of vulnerability and marginalisation requiring integrated, multidimensional responses.

The call for proposals also enabled work to be done on the **narrative of migration** and the migration experience as an integral part of the process of building the social and cultural infrastructure of a community.


A *capacity-building* and **design mentoring** programme was delivered in 2023, aimed at helping the 13 networks formulate further projects in the two-year period 2024-25. At the same time, a call was launched to extend the call for proposals, aimed at public-private partnerships operating in the provinces of Biella, Imperia and Verbano-Cusio-Ossola and the Metropolitan City of Genoa.

The figures



 MAR - APR 2022
Project launch



 JUN 2023
Monitoring of outcomes

Survey on Social and Emotional Skills (SSES)

Policy-oriented research, in an international partnership with the Organisation for Economic Cooperation and Development (OECD)



Fondazione per la Scuola is the Fondazione Compagnia di San Paolo auxiliary body operating in the field of education and training systems, with skills in research and experimentation.



As **pre-requisites for human development** and integration, participation and innovation within complex societies, **socio-emotional skills** are at the heart of the national and international debate on education.

The positive correlation between socio-emotional skills and academic achievement, career success, reduced risk behaviours and general life outcomes has been proven by scientific research.

Developing socio-emotional skills is therefore one of the **central functions of school**.

Fondazione per la Scuola, an auxiliary body of Fondazione Compagnia di San Paolo, contributes to the scientific debate with various activities and, since 2022, has been in charge of conducting the Italian version of the international Survey on Social and Emotional Skills, promoted in 15 countries by the OECD (Brazil, Bulgaria, Chile, China, Colombia, Finland, India, Indonesia, Japan, Mexico, Peru, Spain, United Arab Emirates and Ukraine).

The **survey** analyses the complex interactions between skills, contextual factors and life outcomes, addressing two topics of interest to educators and *policy makers*: which **contextual factors** promote or hinder the development of these skills? In what way are these skills connected with **life outcomes**? These questions are extremely relevant to the wide range of action that the Compagnia di San Paolo Group undertakes in the field of education.


The survey was completed in June 2023, and the analysis of the resulting data will culminate in the production of two international **reports** (April and October 2024) and one national report (December 2024).


The figures

Actors involved, Italy

 **111**
schools



 **106**
school leaders

 **1,056**
teachers

 **6,101**
15-year-old students

www.oecd.org

2010
Project launch



2022
Monitoring of outcomes

Percorsi

Promoting uptake of university courses by young people by means of an asset building system

Fondazione Ufficio Pio is the **Fondazione Compagnia di San Paolo** auxiliary body that works for people facing adversity, to help them build a better future for themselves and their families.

IT IS an active-solidarity organisation, which operates mainly in the Turin metropolitan area, to reduce economic and social inequalities and promote citizenship rights.

It delivers programmes aimed at generating lasting changes in people’s lives, including through preventive actions in the fields of education, training, job-seeking and social inclusion.



Launched in 2010, Percorsi is a programme designed to encourage **the uptake of tertiary education by students** who - for economic, social and cultural reasons - would not choose to continue their studies after leaving school, even if they wanted to.

The Percorsi programme promotes the uptake of university courses by young people by means of an asset building system: by saving 5 to 50 euros per month, the students involved can accumulate up to 2,000 euros, and Fondazione Ufficio Pio quadruples this sum to cover the costs of university studies. From 2024 students can save up to 2,500 euros and the top-ups will rise from a ceiling of 8,000 to 10,000 euros per person.

The **theory of change** underpinning the Percorsi programme acts on four levers of change:

- 1 **Easing economic constraints:** the availability of more economic resources enables students to study full-time;
- 2 **Encouraging regular saving:** setting money aside on a consistent basis encourages the habit of saving, planning expenditure and investing in education;
- 3 **Widening the horizons of choice:** knowing that a certain sum of money will be available in the future makes it possible to choose more demanding and costly courses of study, in terms of number of years or location of the university;
- 4 **Encouragement:** training, exchanging experiences with other students and meeting programme operators are factors that help motivate programme participants to achieve the academic qualification they are working towards.

Section 1
*A Compagnia
founded on expertise*

Section 2
*Signs
of impact*

Section 3
*What we’ve
done with you*

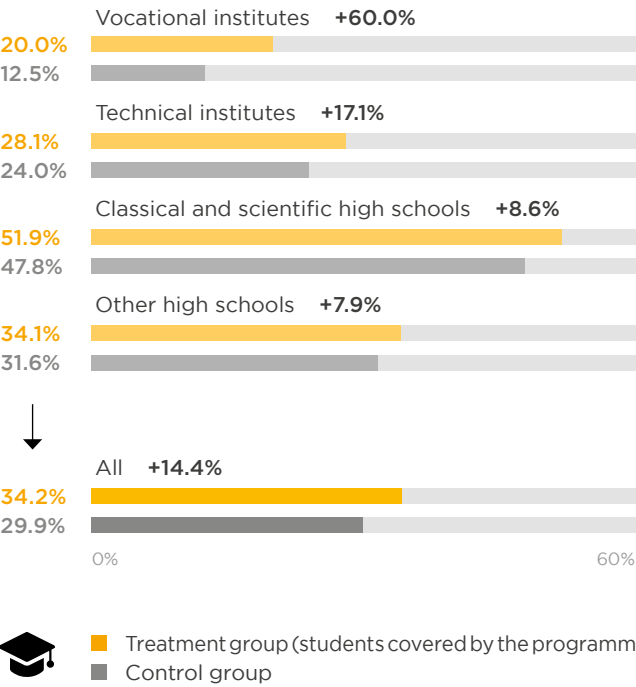


The programme is accompanied by an **experimental evaluation** of its effects to determine whether it really increases the probability of university enrolment and ultimately of obtaining a tertiary educational qualification*. The evaluation is based on a trial that involved 1,435 students in their penultimate and final years of secondary school in academic years 2014-15, 2015-16 and 2016-17, with low probability of university enrolment, divided into two groups: a treatment group, covered by the programme (619), and

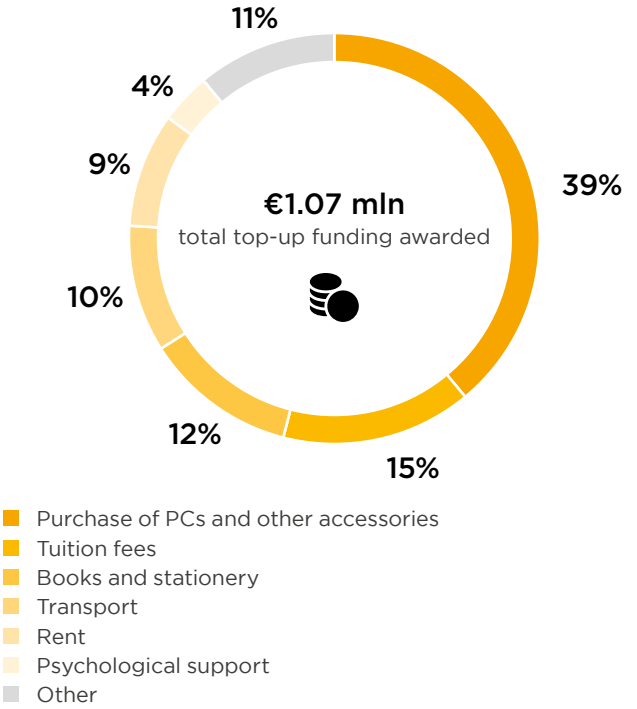
a control group (816). The effects of the programme were estimated by comparing the outcomes of the two groups on **university enrolment** and **achievement of qualifications**.

The Percorsi programme is operational in the Metropolitan City of **Turin**. **Every year** it involves **300 students** in their penultimate and final years at secondary school. 1,637 students were involved in the programme in 2022. Fondazione Ufficio Pio has allocated 1,070,273 euros to cover their study costs.

ACHIEVEMENT OF QUALIFICATION
Survey: December 2022



FUNDING SPENT ON
2022



* Evaluations conducted by ASVAPP in Turin and FBK-IRVAPP in Trento.

MAY 2020
Project launch

→

SEP 2023
Monitoring of outcomes

La Bella Stagione



Consorzio Xké? ZeroTredici is the Compagnia di San Paolo Group organisation that specialises educational workshops and experiences for the 0-13 age group.



Modelled on “Un'estate insieme” and launched in 2021, La Bella Stagione is a **programme of activities** coordinated by Consorzio Xké? ZeroTredici and held to provide children and teenagers from Turin with a huge range of **recreational and educational opportunities** aimed at promoting their well-being and stimulating their desire to learn and socialise **during the summer months**.

Organised through more than 100 centres (diocesan and Salesian oratories, associations and multi-sports centres on the Municipality's Estate Ragazzi circuit), over 10,000 children and teenagers were able to take part in the Bella Stagione programme, which was delivered through the collaboration of over 80 organisations in 2023 (including museums and active participation centres), who chose to make their summer activities available by opening their doors to associations and summer centres, to build unexpected bridges of curiosity and discovery between culture, socialisation and learning.

Access to the Bella Stagione programme is provided on presentation of a **Junior Museums Subscription Card**, which is made **available** to families free of charge in the summer by Fondazione Compagnia di San Paolo, within the framework of the **Culture Goal**. In the summer of 2023, even La Bella Stagione went smart: the hard-copy subscription cards were replaced with a QR code and a management platform collected all the necessary information (organisational and otherwise) to make this complex machine run smoothly. But **the effects of La Bella Stagione do not end with the summer**: families were given the opportunity to renew the card free of charge (valid until June 2024), **giving them access to all the museums in Piedmont and Valle d'Aosta**, either for family visits or for visits by small group of peers. About 5,000 families took up the challenge and renewed their museum card free of charge, thus giving their children access to a wide range of cultural opportunities until June 2024.

The figures

LA BELLA STAGIONE 6-13 years



10,000+
Junior Museum cards
activated (10,805)



35,000
entries to the programme
as a whole



100+
summer centres, oratories
and associations involved



joined
the programme →

50
active
participation
centres

+

30
museums



ESTATE BIMBI 3-6 years



almost 900
children took part in



55
activities



almost 5,000
families renewed
their Junior Museum card
free of charge, which is
valid until June 2024

JUN

JUL

AUG

SEP

2023

2024

JUN 2024



Planet.

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

A sustainable future,
built on research, innovation,
welfare and the environment.

Actions and projects aimed at environmental and energy sustainability.



662,560

people involved in healthy living and/or environmental education and awareness-raising

Compagnia's support promotes the responsible involvement of individuals as one of the central resources in managing the climate transition.



155

bodies received support on green issues, in the form of training/consulting

A network of environmental education and participation built to reach people in their own settings.



1,002,737

virtuous individual micro-actions in terms of care for the environment

Certified by AWorld (which is officially accredited by the United Nations), these eco-friendly actions by people confirm the educational goals and substantial effects promoted by environmental projects.



52

energy communities under construction

An innovative socio-technological practice promoted in the catchment area by Compagnia's calls for proposals.



1,961,967 sq.m

of surface area were the target of environmental initiatives



24

start-ups launched by means of *Proof of Concept* and *Venture Building* initiatives in 2021-2023



110

start-ups assisted by Compagnia sponsored acceleration programmes



€85+ mln

post-programme funding of Techstars start-ups



189

local actors involved in artificial intelligence projects

8 major projects in the artistic, educational, industrial, environmental and health fields required systemic operations.



500+

jobs created in the post-programme phase by Techstars start-ups



191

total applications received for the PoC Instrument call for proposals

Support for the research system and universities.



€133.4 mln

EU funds won by Compagnia's partner universities in the period 2020-2023

Compagnia supports Unito, Polito, Unige, Unipie and Federico II di Napoli.



185

winners of ERC grants or MSCA scholarships thanks to university support programmes co-funded by Compagnia

Building networks of academic expertise for competitiveness and talent attraction.



377

post-graduate scholarships awarded by Collegio Carlo Alberto and IIGM

Economics, social sciences and genetics courses open to talented young people.



746

doctoral scholarships awarded on the basis of funding provided by Compagnia

Compagnia's commitment to the training of young researchers amounts to over €5.9 million (2021-2023).

International partnerships to make local players more competitive.



1,686

international initiatives (webinars, training courses, events etc.) held

This is the broad range of "international political and economic culture" opportunities that Compagnia supports in the catchment area.



127,116

under-35s involved in international initiatives within the scope of the projects

Specialist conferences and experiences abroad to gain insights into the international community are crucial opportunities supported by Compagnia for the emerging generations.



495

institutions involved in activities



4,700

international scientific publications produced

Section 1

A Compagnia
founded on expertise

Section 2

Signs
of impact

Section 3

What we've
done with you

Actions and interventions aimed
at improving people's welfare.

“The concept of *well-being*
is not merely
pandemic-related,
but revolves around
health-system
staff and users.”

Raffaella Fornero
City of Turin Local Health Authority

426

initiatives/processes implemented
by the supported projects in relation to
the chronic disease management plan

25,009

patients with chronic conditions
benefited from actions under the
chronic disease management plan

Actions and interventions aimed at improving people's health and welfare.



1,136
activities supported



434
organisations involved
in projects



81,473
people took part in the activities



17,961
actions launched



1,152
training initiatives provided,
for a total of 8,721 hours



26,502
service users (e.g. end users,
staff) received training

Projects aimed at promoting healthy lifestyles through sport/physical activity and/or healthy dietary choices.



11
new state-of-the-art diagnostic
devices acquired



10
remote health monitoring and/or
digitalisation projects in Piedmont and Liguria



1,361
staff involved in digitalisation and
remote health monitoring processes



32,778
patients involved in digitalisation and
remote health monitoring processes



64,384
health procedures performed using
digital instruments brought on-stream
by the projects



55
digital services (e.g. prescription of
medication, medical reporting, etc.)
implemented, upgraded or integrated
as a result of project actions



90
departments/operating units
have launched digitalisation processes

Applying digital tools
to one of the most sensitive sectors
of social living with an ageing population
that prefers to avoid hospitalisation.

Substantial support for the development
of innovative activities within
the regional health system.

Organisational consolidation and digital transformation for social enterprises.



1,327

third-sector and social-economy organisations and social-impact enterprises involved in innovation processes and pathways



35,395

members of third-sector and social-economy organisations and social-impact enterprises involved

A commitment to strengthening people's entrepreneurial culture and vision.



11,966

employees of third-sector and social-economy organisations and social-impact enterprises involved

A large number of people working in the third sector.



1,724

free-lancers working for third-sector and social-economy organisations and social-impact enterprises recruited on a permanent basis



280

training and education initiatives relating to entrepreneurship, innovation and impact

Compagnia supports the dissemination of effective tools generated by the social sciences.



8,891

hours of training provided under training and education initiatives relating to entrepreneurship, innovation and impact

Training opportunities aimed in particular at existing and aspiring operators, delivered by non-profit organisations in collaboration with Compagnia.



13,064

people involved in training and education initiatives relating to entrepreneurship, innovation and impact

A "generation" of existing or aspiring operators who were given the opportunity to gain a clearer understanding of the world of social enterprise.



258

third-sector and social-economy organisations and social-impact enterprises involved in digital transition programmes

Compagnia promotes the dissemination of the paradigms of digital transformation in order to generate the necessary skills to address complex societal challenges.



850

scientific partners, consultants and professionals involved in digital transition programmes



1,490

employees, members and free-lancers

At third-sector and social-economy organisations and social-impact enterprises involved in digital skills training programmes.



10,631

hours of activity delivered, including 4,600 of digital skills training and 6,031 of consulting to support the digital transition

THE COMMUNITIES WE INTERACT WITH



JAN 2020
Project launch



DEC 2023
Monitoring of outcomes

Intelligenza Artificiale

Working for society

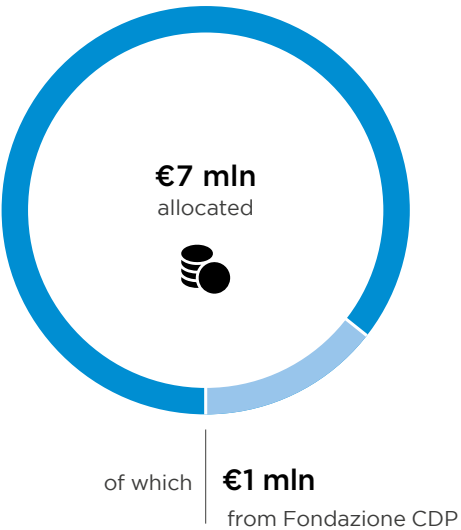
In response to the national, European and global challenge posed by artificial intelligence, Compagnia has identified a role for itself through strategic projects and calls for proposals, such as the **Intelligenza artificiale, uomo e società** call from 2020 and the **Intelligenza artificiale** call from 2021, implemented in collaboration with Fondazione CDP. These initiatives are designed to **promote applied research in fields where AI can be put to the test** to meet the real needs of people, institutions and businesses. With an allocation of 7 million euros, eight projects were implemented and over 100 partners were involved in the delivery of solutions for museums, education and training, industry, health and well-being, protection and insurance against risks, environment and ecological transition.

2023 also saw the launch of **Pensiero liberale, dialogo attuale**, a project that puts artificial intelligence at the service of learning, training and cultural memory. Originating from a collaboration with Fondazione Luigi Einaudi Onlus and a company called Reply, it was implemented by means of a holistic approach that combined historical and economic research with the use of advanced AI and real-time 3D technologies to **make the intellectual legacy of Luigi Einaudi** more accessible and relevant to an ever wider audience.

The Fondazione Luigi Einaudi Onlus website, which offers free access to the Digital Human, attracted over 10,000 visits in the first 10 days of the project.

Intelligenza Artificiale call for proposals

2020 and 2021 editions



55 applications received



8 projects funded



124 research partners



1,562 students involved in the SMAILE (Simple Methods of Artificial Intelligence Learning and Education) project activities



189 local partners



20 VMT - Virtual Transdisciplinary Museums designed by AI4MUSE



41 start-ups



1,000 patients involved in the home hospitalisation project within the framework of Circular Health for Industry

Pensiero liberale, dialogo attuale project

2023



tool used
GPT 3.5
one of the pinnacles of natural language technology at the time of development of the *digital human*



250,000 words
taken from original volumes and collections by the author, the knowledge base on which the AI was trained



10.000 sessions in the first 10 days from project launch (27/11 to 7/12)

DEC 2022
Project period

→

APR 2023
Monitoring of outcomes

Collective projects



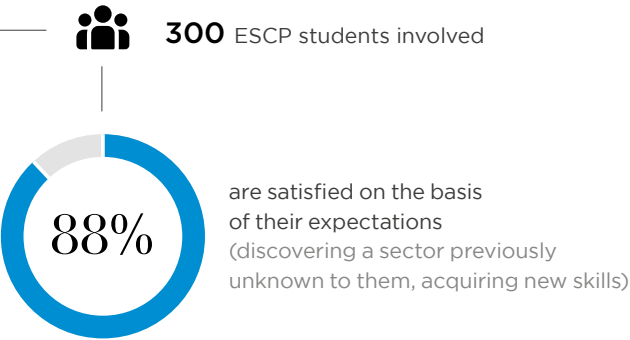
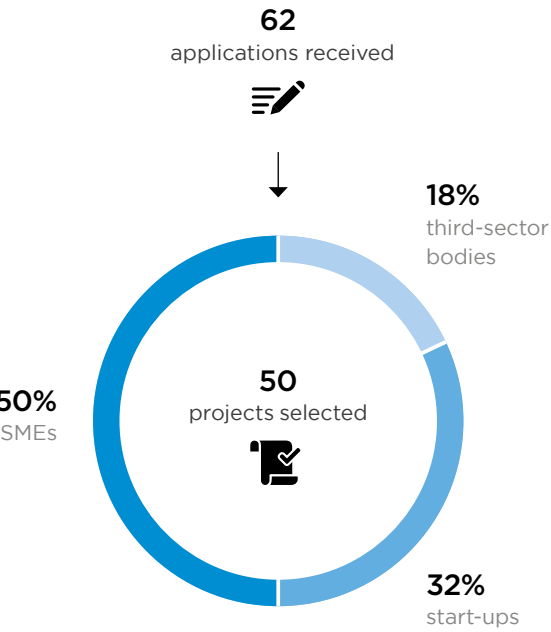
5 months' duration

240 hours per team
(approximately 40 hours/student)

4 Masterclasses in Entrepreneurship for the students involved, delivered by Réseau Entreprendre Piemonte

1 capacity-building programme of eight modules dedicated to the selected bodies and delivered by Réseau Entreprendre Piemonte on specific topics, such as good communication, leadership and vision, digitalisation, regulatory compliance and responsibility, and fund-raising for development

The figures



Open innovation is a cultural and strategic approach under which **businesses invest in projects, solutions, tools and skills from external sources**, especially start-ups, universities, research institutes and incubators, in order to compete effectively on the market and create value and employment.

In academic year 2022-2023, the Foundation involved **ESCP Business School and Réseau Entreprendre Piemonte** in the implementation of “Collective Projects”, an initiative aimed at bringing third-sector bodies, start-ups and SMEs, selected by means of a call for proposals, into contact with the students of an international business school, with a view to fostering cross-pollination, based on open innovation, between the three systems: universities, businesses and the third sector.

The initiative boosted the performance of the talented young people involved by means of an **innovative educational model** designed to reduce the mismatch between skills and the needs of profit and non-profit organisations; and promoted the consolidation of **Turin’s innovation ecosystem**, by means of training and cultural acceleration aimed at this new generation of potential entrepreneurs and innovators.

As part of ESCP’s curricular activity, the selected organisations present a problem that is then tackled by a team of 5-6 students in their second year on the Business School’s Management degree course, who are highly motivated and keen to take on challenges that put their skills and knowledge to the test, for a total of 240 hours. They also have the support of the ESCP’s international network.



Hospeedal

Working for public hospitals in synergy
with third-sector bodies specialising in health

One of the Foundation’s top priorities in the health arena is to support the digital transition of the system, by focusing its infrastructural and other interventions on institutions with clinical expertise that is recognised at least at national level.

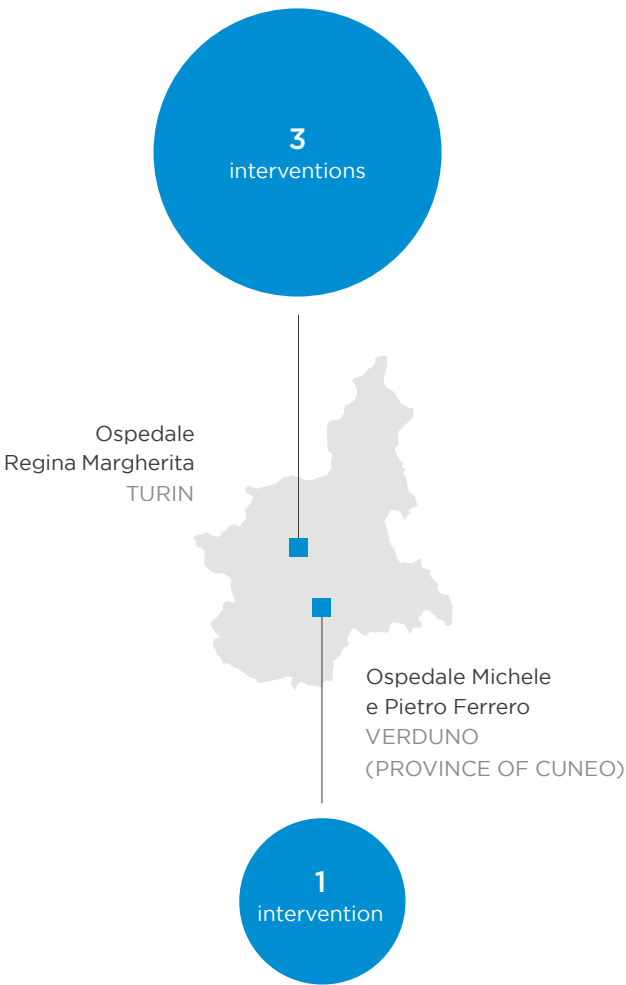
The experimental Hospeedal initiative, launched in 2021 with a view to promoting public-private collaboration in the **redevelopment of hospital departments**, is a tangible expression of this priority.

The initiative covered public hospitals operating in the field of **women’s health** (obstetric and gynaecological) and **children’s health** (age 0-18). The projects were undertaken by foundations, associations and other third-sector bodies that were already collaborating with health trusts in the Piedmont Region, and chose to carry out a major fund-raising campaign, alongside initiatives to raise awareness and boost the sense of responsibility of citizens.

Four projects selected by Compagnia reached or approached completion between 2021 and 2023, three of which are for the **Regina Margherita Hospital**. Fondazione Respiro Libero ONLUS contributed to the remodelling of the Paediatric Pneumology department, Fondazione F.O.R.M.A. ONLUS contributed to the design and construction of the new nephrology and gastroenterology department, and ADISCO Piemonte contributed to the construction of an advanced multi-specialist simulation centre, where students will be able to develop their diagnostic, therapeutic and procedural skills on patient simulators.

The fourth project, led by Fondazione Ospedale Alba-Bra ONLUS at ASL CN2, is a complex initiative aimed at introducing functional innovation into the maternity and post-natal department at the **Michele e Pietro Ferrero Hospital** and developing remote health monitoring processes.

The figures



4

departments where the digital services provided, upgraded or integrated have been applied



30

staff involved in digitalisation and remote health monitoring processes brought on-stream by the projects



659

health procedures performed using digital instruments brought on-stream by the projects



420

patients directly benefiting and/or involved in digitalisation and remote health monitoring processes as a result of the projects

Q JAN 2022 - NOV 2023
Monitoring of outcomes

Local and global

the need for a strategic vision



Compagnia has drawn up a strategic line of intervention to offer local actors a wealth of **opportunities to access the international dimension** and to equip them with a full understanding of the European and global framework within which their organisations operate. This helps **close the gap between local context and international dynamics** and offers a broader outlook on tackling the challenges and opportunities ahead of us.

This is the context in which initiatives are taken to support the international vocation of local actors and to attract new international opportunities for the catchment area, in light of the crucial role that international knowledge plays in every field of policy-making. In thematic terms, in line with Italy’s overall positioning as a national system, these activities focus on European policy areas, transatlantic relations and the Mediterranean.

The promoted initiatives span research, training and communication, and include **studies and research** of high scientific quality, opportunities for **training** and international experience for young people, whether still studying or at the start of their careers, and initiatives of public **exchange and debate** through a variety of channels.

The figures

2020-2023

-  **1,686** international initiatives (webinars, training courses, events, etc.) undertaken
-  **127,116** people under 35 involved in international initiatives
-  **495** institutions involved in the activities
-  **4,700** international scientific publications (hard-copy and online) produced

NOV 2019
Project launch



DEC 2023
Monitoring of outcomes

Restauro Ambientale Sostenibile

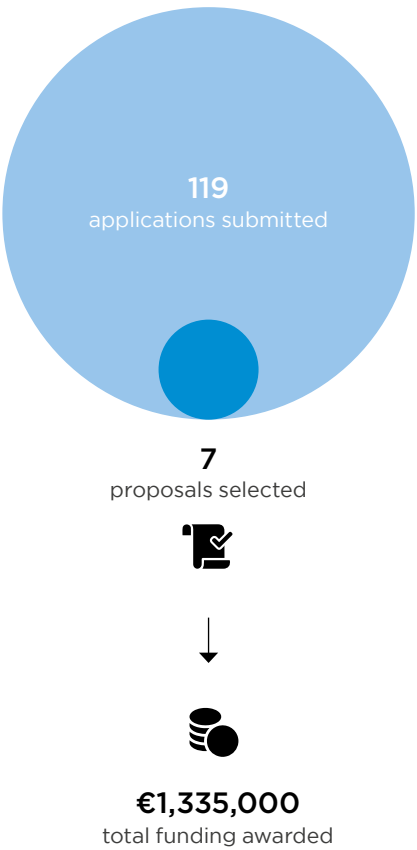
The **Restauro Ambientale Sostenibile** call for proposals originated from a commitment to **protecting the natural heritage** of Piedmont and Liguria in a specific way, and helping reduce human-induced pressure on environmental resources.

It was Fondazione Compagnia di San Paolo’s first major initiative with a deliberate and specific focus on environmental protection and it recognises the value of natural capital as an asset for development and quality of life.

The aims of the call for proposals included increasing the amount of greenery in the most urbanised areas, promoting the **culture of environmental protection**, strengthening the role of **natural capital** in local **development strategies**, raising awareness of the benefits of investing in natural capital, and the participation and inclusion of communities at all levels.

The seven selected projects, out of the 119 proposals received, reached completion in 2023. The supported projects increased the quantity and quality of natural capital through the implementation of *nature-based solutions*, the recovery of green spaces in urban environments and the redevelopment of semi-natural peri-urban areas.

The figures



8,000
new plantings



134,000 sq.m
of land redeveloped



+23.56%
increase in the amount of carbon dioxide
captured (in the geographical area concerned)
between the pre-project phase
and the current phase

OCT 2023
Project launch



DEC 2023
Monitoring of outcomes

NeoGen Project

Extension of Neo-Natal Screening for Genetic Diseases by means of Whole Exome Sequencing (WES)

The Italian Institute for Genomic Medicine – IIGM is a Fondazione Compagnia di San Paolo Group auxiliary body specialising in research focused on genomics and translational medicine, mainly relating to oncology. Investments in the structural strengthening of IIGM in recent years have enabled the organisation to launch large-scale genomic studies in close cooperation with local institutions and partners. At the same time, IIGM is working on plans to identify and develop projects with high potential for practical application and economic value generation, in order to boost its medium- to long-term sustainability.



With the support of Compagnia and Fondazione Maria Teresa Lavazza, IIGM launched the Neogen project in the autumn of 2023. Its aim is to **extend the range of diseases that can be identified by means of neo-natal screening**. The project facilitates **early genetic diagnosis**, making it possible to intervene, if necessary, with treatments capable of improving the health and saving the lives of newborn babies. In-depth genetic analyses are planned on about 6,000 babies born at the Sant’Anna Hospital in Turin. Once IIGM has analysed the results, it produces a report on them and sends it to a multi-disciplinary team at the Regina Margherita Children’s Hospital which, if a baby tests positive, recalls them and launches the specific clinical and care process.

The **first phase** of the project includes neo-natal screening by means of Whole Exome Sequencing (WES) and **identifying any babies who test positive**. The **second phase**, lasting at least three years, focuses on **clinical monitoring**, while the follow-up involves collecting clinical information from the time of enrolment up to the age of 3 years, in collaboration with the baby’s paediatrician, and life-long retention of the genetic data.

The success of the Neogen project marks a turning point in how the national health system works, by replacing late treatment with early intervention, thereby optimising public resources and promoting a health policy based on advances in biomedical research.

The **involvement of the Region of Piedmont** is crucial to the success of the project, because transforming the health-service model towards early intervention **benefits public health**, while also reducing costs and improving quality of life. In its first two months of operation, the project saw the screening of over 900 babies and the involvement of 25 clinicians and geneticists.

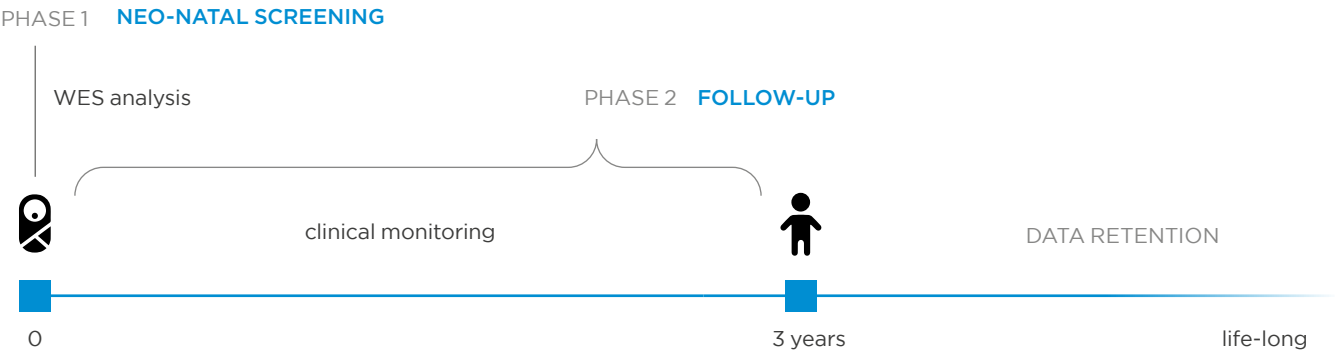
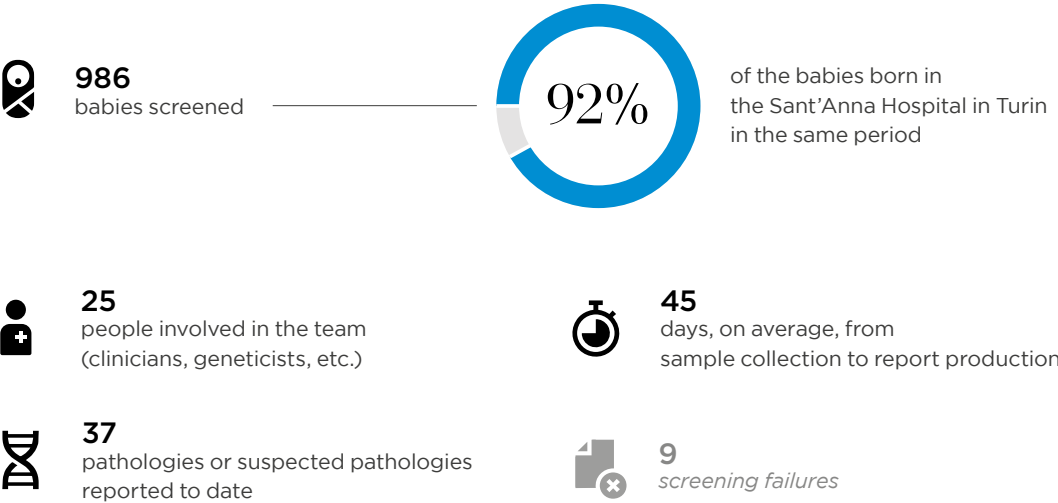
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The figures



Innovation ecosystem

Lessons learned and vision



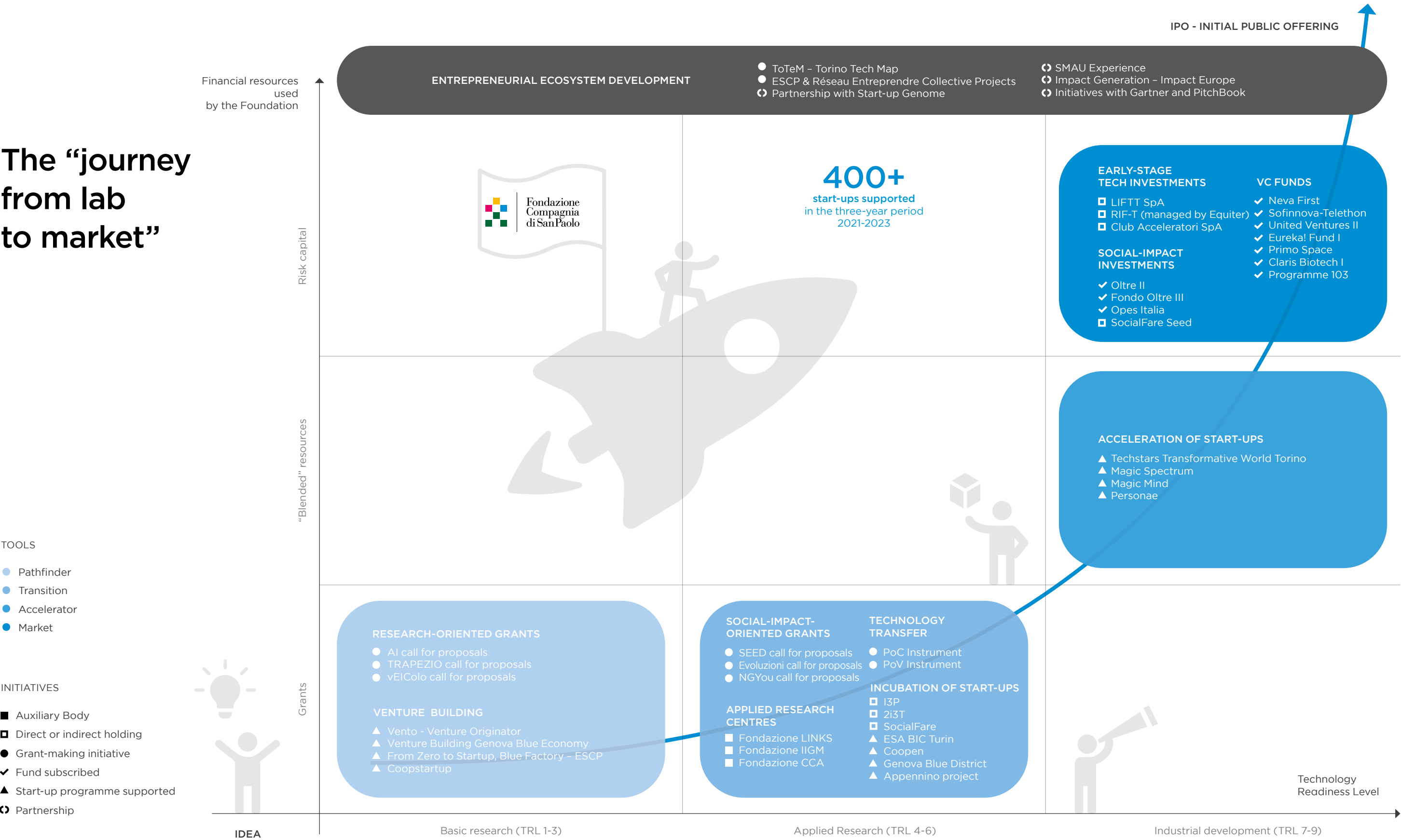
As it adapts its intervention methods to meet changing needs, Fondazione Compagnia di San Paolo has gradually channelled increasing effort into a new field, namely the innovation ecosystem, which is now an absolute strategic priority.

Under the Multi-year Planning Document 2021-2024, the Foundation therefore intends to create the conditions for **Turin** to fulfil its potential as a **hotbed of technological innovation**. For this reason, Compagnia is at the forefront of efforts to cultivate a vibrant ecosystem of innovation designed to bring together multiple complementary players, including *start-ups*, investors, *major corporations*, government institutions, universities, incubators and accelerators. These efforts are being driven by the desire to **strengthen Turin’s position as an international hub** for innovators.

To achieve this, Compagnia has created its own innovation ecosystem model, which is based on the interaction of three key factors, namely **patient capital**, a **funding system** and **multidisciplinary expertise**. Using these resources, Compagnia has translated its innovation ecosystem strategy into a patchwork of initiatives and vehicles deployed to **facilitate the “journey from lab to market”**: starting from the “cradle of innovation,” the Foundation provides tailored support for entrepreneurial projects based on their stage of maturity, whether that involves *Proof of Concept* generation, incubation, acceleration or investment for growth. Within this framework, the Foundation extends its organisational perimeter to act as the Compagnia Group, in other words as a multi-pronged system of bodies, skills and instruments that successfully supported over 400 start-ups in the three-year period 2021-2023.

For the immediate future, Fondazione Compagnia di San Paolo is renewing its commitment to fostering an innovation ecosystem capable of driving *entrepreneurship in Turin*, while at the same time **attracting the most talented people from all over the world**, who can **settle and grow** here.

The “journey
from lab
to market”



Line of initiatives

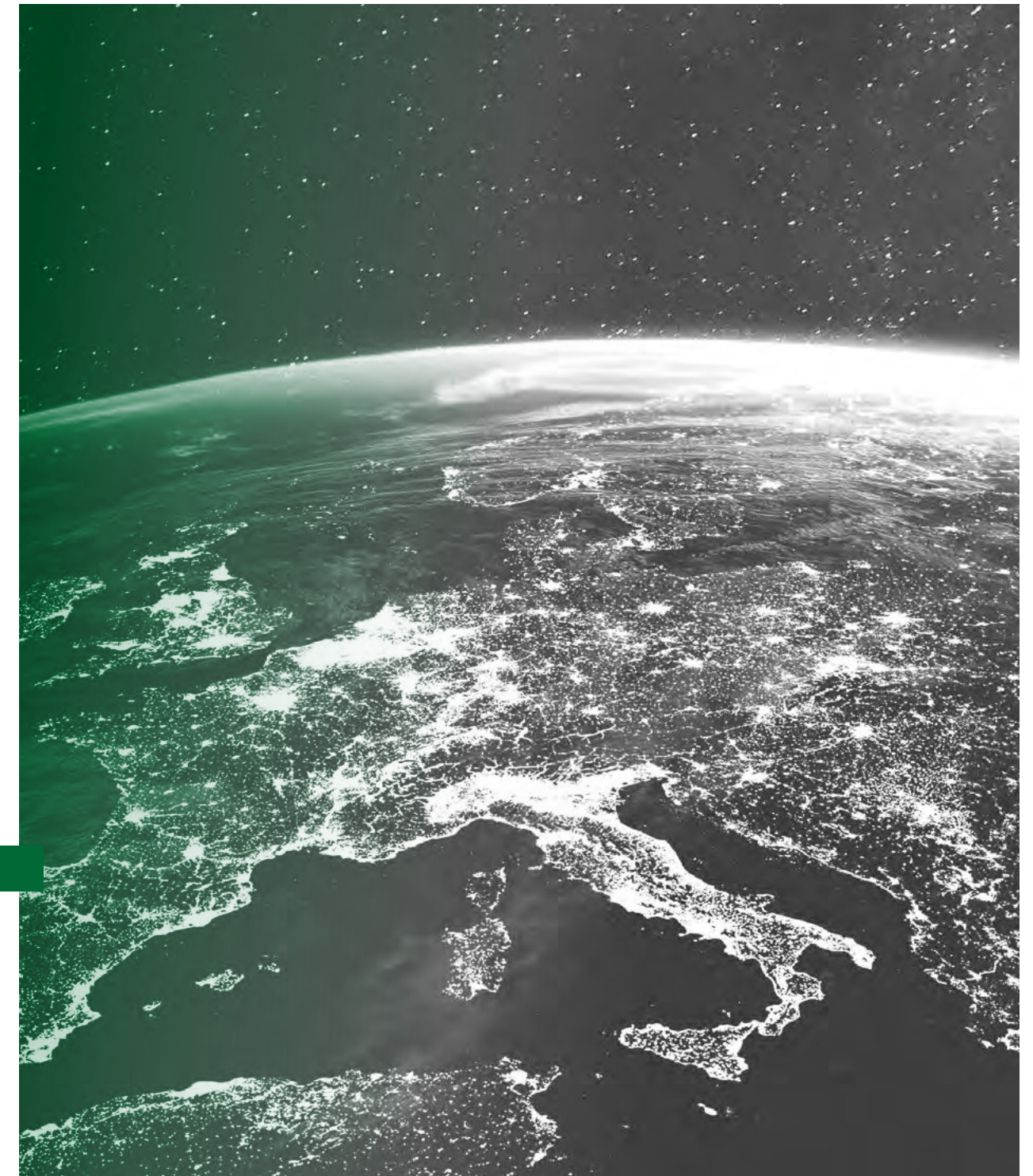
“Next Generation”

Gaining expertise, to do more and do it better.

The “Next Gen” line of calls for proposals was formulated during and after the pandemic (from 2021 onwards) with a view to helping local public and third-sector bodies regain efficiency and initiative at a time of major upheaval in Italian society. From the outset, the underlying idea involved a pact between Compagnia and the bodies concerned: resources for the acquisition of skills, know-how and innovation, in exchange for a commitment to take stock of themselves as organisations and review the way they work. In practice, the Next Gen You calls for proposals aimed at third-sector bodies involved vouchers exchangeable for organisational and strategic analysis with the aid of external experts, and grants for kick-starting transformation processes. In the case of local public bodies, especially Municipalities, Next Gen We initially took the form of grants for procuring technical design skills and services from external sources or developing them internally, to increase the chances of success when competing for national or European public resources. At a later stage, Compagnia directed its resources towards creating the conditions for more effective management and implementation of the projects that had won funding. The central focus was on the cross-cutting skills of public administration personnel, who received training in project management. Here, the NRRP was and is the key reference point of this initiative, which has also seen the development of a specialised sub-line focusing on school and educational building projects. The “competent, enhanced design, in line with European standards” that the Next Gen philosophy aims to permanently equip public administrations with, has helped local bodies achieve notable successes in securing NRRP and similar funding.

In line with its predecessors, the third edition of the Next Generation You initiative retains the emphasis on the organisational development of private-sector social organisations, which Compagnia makes possible by funding technical and managerial skills analyses and enhancement plans, while at the same time fostering innovation and economic and financial independence and sustainability in the third sector.

As in the previous two years, Compagnia continued to promote and reap the opportunities associated with the National Recovery and Resilience Plan in 2023, while adapting its funding instruments to the changed economic climate and opportunities. Although the programmes aimed at developing the design skills of local bodies continued, in order to help the bodies in question win NRRP funding, 2023 introduced a closer focus on “durable success management”, to be achieved by developing and encouraging recourse to co-design of new or renovated school buildings with an emphasis on sustainability.



Next Generation You

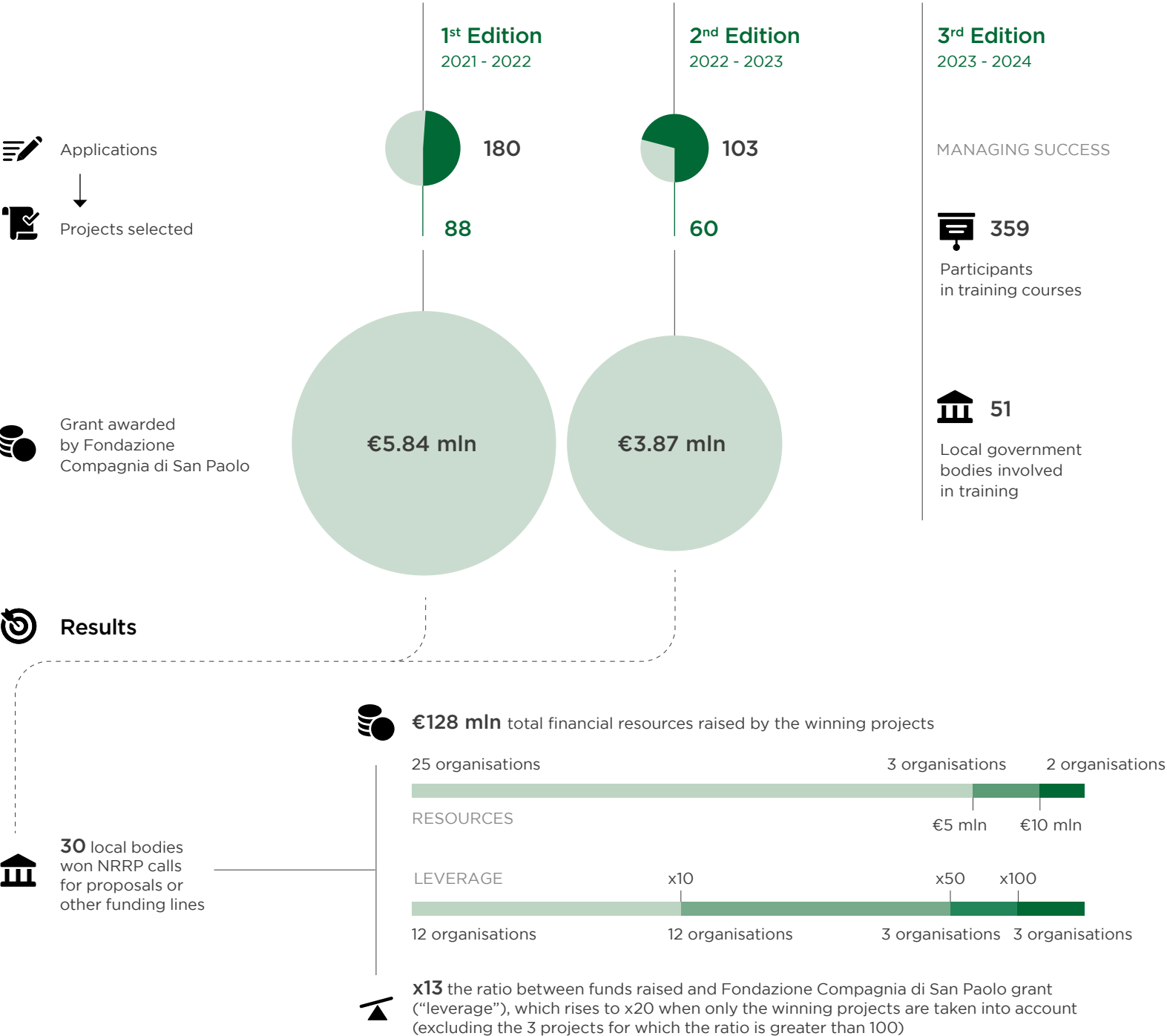
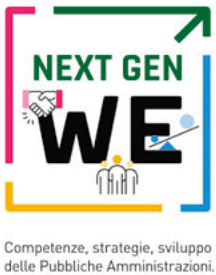
Implementing organisational development in third-sector entities



*Estimated figure.

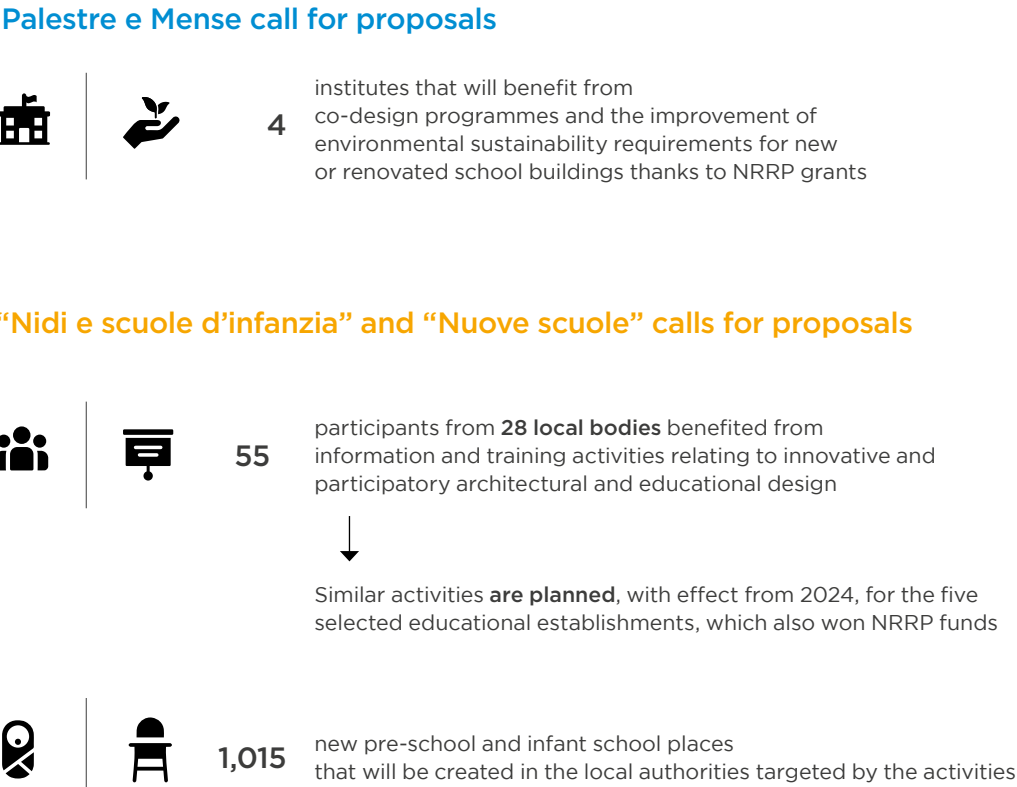
Next Gen We

Mentoring local public bodies
in strengthening their organisational structures



Next Generation School

Supporting local bodies in school-building
renovation projects



Calls for proposals and initiatives relating to impact and acceleration.

Fondazione Compagnia di San Paolo's aim is to **multiply the impact of its resources, so that they yield more significant and sustainable long-term positive effects** for their target geographical areas and for the final beneficiaries of the interventions.

Compagnia's actions are designed to generate social impact, so for local organisations, consulting with the Foundation provides an opportunity to work out which structural factors would foster long-term efficiency and sustainability.

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Culture.



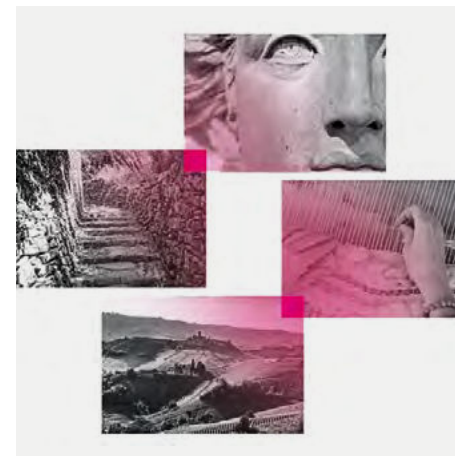
A plan for an (Egyptian) piazza at the right time

A design competition for the roof of the inner courtyard of the Collegio dei Nobili in Turin, the illustrious home of the Egyptian Museum, was held by Fondazione Compagnia di San Paolo within the broader framework of the renovation works on the museum to mark its bicentenary in 2024. The project will involve the consequent re-modelling of the spaces on the museum's lower ground floor.

In line with the strategic plan, Compagnia chose to use the tool of "technical patronage": Compagnia took charge of the design, with the museum's involvement in every aspect, and then gave the museum an architectural plan that it would not otherwise have had the time or resources to procure, thus risking the loss of substantial state funding that was already available. The drafting of the architectural plan provided the museum with the first step of the project, into which it can now channel public and private resources.

Grant from Fondazione Compagnia di San Paolo: **€1.2 mln**

Cost of the works, funded by other state and private funds: **€16.5 mln**



In Luce

Showcasing and generating value from the cultural identities of local areas

The **In Luce** call for proposals helped generate value from **local cultural and creative identities** so as to turn these resources into a **magnet for tourism, local development** and growth for local people.

This is done by supporting local projects that build collaborative networks in various parts of Piedmont and Liguria so as to create experiences, made up of villages, traditions, monuments, food and landscapes, that combine shared culture and sustainable tourism.

With an allocation of **€3.6 million**, the call for proposals, developed in two phases from 2021 to 2023, supported projects that mobilised a total of **€5.6 million**, involved **136 bodies** grouped into **21 partnerships**, and carried out over **900 initiatives** with an estimated **250,000+ participants** and tourists.



SPACE

SPazi di PARtecipazione al CENTRO

The **SPACE** call for proposals, one of the tools used by the Foundation to support participation spaces, provides three years of support for the **development of 100** participation spaces in Piedmont, Liguria and Valle d'Aosta that play a role as **local civic or cultural centres**, set up at the autonomous initiative of individuals or associations, whether in cities, provincial towns, hinterlands or mountainous areas. Since these spaces foster **mutually supportive relationships** and promote active engagement, they are identified as part of the country's civic infrastructure. During and after the succession of pandemic-induced lockdowns, these centres were in danger of closing. By funding an initiative worth €1.5 to €1.8 million per year, Compagnia has not only ensured their survival but in some cases helped them to **grow and consolidate**. This intervention, combined with capacity-building programmes for their operators, contributed – from the pre-pandemic year 2019 to 2023 – to a **significant increase in attendance** (+62 %) and **self-generated revenues** (+113 %).

Calls for proposals and initiatives relating to impact and acceleration.

People.



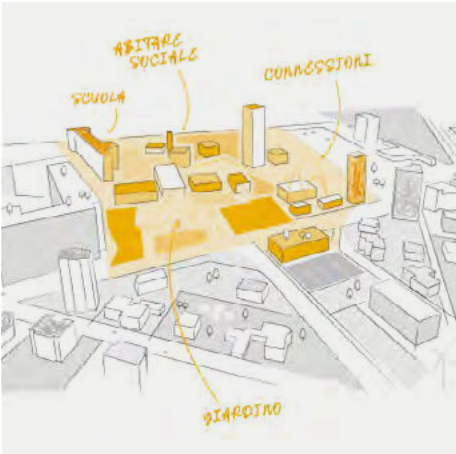
EPIM (European Programme for Integration and Migration)
It's better to think European

In collaboration with other European foundations, Fondazione Compagnia di San Paolo promotes the European Programme for Integration and Migration (EPIM), which looks at the role of civil society in creating constructive approaches to migration and inclusion in the European context. The programme aims to influence EU policy developments through various types of action, from grant-making to capacity-building, networking and awareness-raising. Directed by the Network of European Foundations (NEF) in Brussels, the programme supports civil-society actors and local partnerships working for the protection of young migrants, migration governance and social cohesion. Compagnia contributed **200,000 euros** to the programme for the period 2022-2023 out of a total of **4.74 million euros**, with the addition of **200,000 euros out of 3.615 million euros** for the Ukraine emergency response.



H24 a Massoero
Poverty service centre - Post station

The Massoero project, supported by Compagnia under the 2021-2023 framework protocol with the Municipality of Genoa, provides support for the social inclusion of people facing poverty and severe marginalisation in the municipality of Genoa, and is carried out by means of a co-design model involving multiple operators. The aim is to set up a hub for 24-hour coverage activities for people in emergency situations, people at risk of exclusion and homelessness and vulnerable people in general, whether Italian or foreign-born and legally resident in Italy, thereby expanding the system of night-time and day-time services, through more personalised actions, more focused on promoting independence and self-determination. The project sourced a total of **8.5 million euros, through various types of funding, including 810,000 euros awarded by Compagnia.**



Prospettive urbane
Riabitare Venaria - Venaria Reale City

Under the **Prospettive urbane** call for proposals, the Foundation supported the design of 14 urban regeneration projects promoted by municipalities in Liguria and Piedmont. Within the framework of this initiative, Compagnia's grant of **50,000 euros** paid for the Municipality of Venaria Reale to conduct a feasibility study for the urban regeneration programme Riabitare Venaria. On the basis of this study, the Municipality was able to **draw upon various funds for the design and implementation of actions forming part of this programme for a total value of around 4.6 million euros**, thus generating significant leverage. The **feasibility study supported by Compagnia** covered various actions, including the construction of the ex Caserma Beleno Cultural Hub in a currently derelict urban area. The total cost of the project is approximately 7 million euros, to which Compagnia is making a further contribution of 135,000 euros.

Planet.



Evoluzioni
Digital transition in the social economy

The main aim of the **Evoluzioni** call for proposals, formulated in 2022 in collaboration with Fondazione Cariplo, is to build proven, functional models of digital transition for the social economy and the third sector. The areas of digital transition explored by the call (digital transformation, human-centred design, data-driven organisation, marketing, communication and fund-raising) have generated integrated multi-year action plans that increase resilience to external shocks and offer new interpretations of contemporary social challenges and, above all, new ways of addressing them. Compagnia's role has been to enable processes, activate networks and serve as a training and methodology hub. With an allocation of 1.6 million euros, it supported **20 design processes and 12 projects** by social-economy organisations operating in Piedmont and Liguria, which generated interventions with an estimated economic value of **over 8 million euros.**



OQI Open Quantum Institute
Quantum technologies for the common good

Quantum computing will have a transformative impact on our society and our planet. In October 2022 Gesda, a Swiss foundation, announced its intention to set up the Open Quantum Institute (OQI), dedicated to the use of quantum computers for purposes relating exclusively to the "common good", with no military implications. This new multi-stakeholder tool aims to ensure that the power of quantum computing is harnessed to achieve the SDGs and to make research more inclusive by involving all geographical areas, not just the West, in the development and use of this technology. The incubation plan consisted of seven working packages (WPs). Fondazione Compagnia di San Paolo was lead partner of WP 6, dedicated to achieving the financial sustainability of the initiative, and provided methodological support alongside a grant of **100,000 euros**. The OQI was officially launched in October 2023, after reaching its fund-raising target.



Salute cioè benessere
2022-2025 framework protocol with the Region of Piedmont

Supporting the health system is one of the strategic pillars of the Foundation's lines of action. The health and well-being of people lies at the heart of the framework protocol with the Region of Piedmont, which is valid until 2025 and aimed at supporting initiatives that have a significant impact both on prevention and on the quality of patient care, including by introducing technological and organisational innovation into healthcare facilities. To complement the NRRP, the Foundation supported three complex projects aimed at strengthening hospital infrastructure and local health infrastructure for the Turin local health authority, Cuneo Hospital and OIRM - Città della Salute. The grant of **1.3 million euros** enabled these interventions to be carried out for an economic **value of 4.5 million euros**. Compagnia's grant will make it possible to further increase the quality of the services provided by top-performing regional healthcare facilities.

A Compagnia Group coordinated action: the education strategy.

Education is central to the Fondazione Compagnia di San Paolo strategy and the entire Compagnia Group shares this choice. Each organisation contributes to it with its own projects or specific lines of work or by providing expertise and insight.

Access to opportunities, the democratic value of education, the role of educational communities and the **upskilling** of adults involved in educational processes, including with the aid of data and technologies, are the **hallmarks** of this group strategy.

Priority areas for action have been identified, further synergies and alliances with institutions – primarily the school system and local, national and international agencies – have been sought, and evaluation plans have been put in place to generate learning and, hopefully, continuous improvement.

A total of 1.5 million euros has been allocated to four new three-year lines of action lines for 2023 and 2024.

Skilled

A multi-level training programme aimed at the various actors and operators in the educational system (leaders, teachers, parents, educators and students) and designed to disseminate a trans-disciplinary approach to learning, effective and innovative use of learning environments and the development of the function of guidance.

Green Education

A programme designed to promote the culture of digital and ecological transition in the education system, to increase awareness of environmental sustainability among young people and adults, and the skills and behaviours it requires.

Ibridi

The aim of the programme is to develop a network of informal learning contexts – cultural institutions and organisations, active participation centres, third-sector social bodies, etc. – as unusual settings for experiences that educate and broaden horizons.

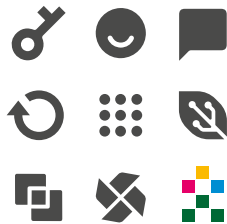
Boosting Digital Capacity

A programme aimed at increasing the independence of schools in the management and development of digital capacity as part of the organisation of education systems and teaching/learning practices.

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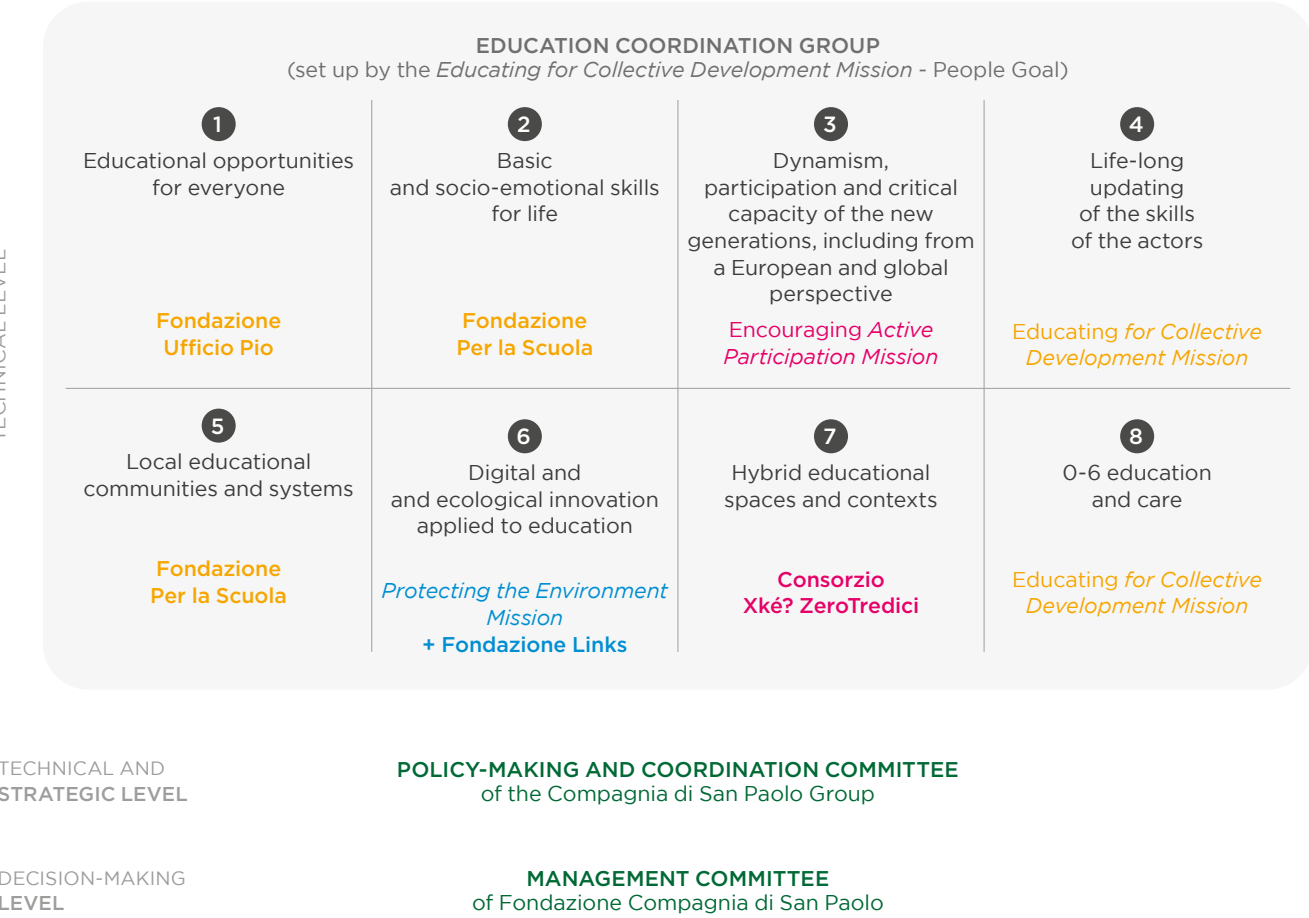
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STRATEGY Education



The strategy’s missions, contact points and coordinators



Impact analysis.

A quantitative estimate of economic and social impact.

Social Return On Investment (SROI) is a method of measuring social impact that investigates the benefits that an intervention, such as a call for proposals issued by Compagnia, generates on its direct beneficiaries and on the community as a whole. The method is based on **quantifying the monetary value of a social benefit**, using techniques that estimate the price that individual beneficiaries and the community as a whole would be “willing to pay”, or a corresponding market value. The technique therefore attributes an approximate monetary value to benefits that would be difficult to value by means of a unitary measure. The impact analysis is completed with an **assessment of the direct, indirect and induced economic impacts** generated by the expenditure made for the purpose of implementing the projects.

In collaboration with Prometeia, Compagnia has launched an assessment, on an experimental basis, of the economic and social impact generated by some of its calls for proposals, the results of which are set out in the pages that follow.

The calls were evaluated by means of an approach based on the theory of change, which involves **identifying** not only the **outputs** but also the **expected changes (outcomes)** for participants, and estimating the short- and medium-term impacts for the community, where impact is defined as the additional benefit attributable to the project, excluding, as far as possible (albeit without a control group) any effects that would have occurred irrespective of the initiative.



A R T
~ W A
V E S



Sportivi
PER natura

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Impact analysis.

ART-WAVES call for proposals

The call for proposals entitled **ART-WAVES. Per la creatività, dall'idea alla scena** (2021) was a tangible expression of Compagnia's commitment to **supporting culture in Piedmont, Liguria and Valle d'Aosta** by supporting artistic and creative production and planning. The two-year call had three general **aims: to boost creativity** and leading-edge research in the catchment area, **to attract cultural organisations** to the catchment area by encouraging talent to emerge, and to foster the **consolidation of an ecosystem** that encompasses the entire value chain, namely **research, production, supply and distribution**. In keeping with these aims, the call for proposals was divided into two lines, dedicated to performing arts planning and cultural production projects.

Out of 38 winning projects, the impact analysis covered the first year and focused on the 23 projects dedicated to planning cultural events in multiple genres (theatre, music, circus and dance). For these initiatives, the Foundation contributed 1.35 million euros, equating to 28% of the total costs. The projects generated considerable capacity to attract, having reached an audience from beyond the region's borders in 78% of cases. Overall, the 754 shows attracted about 130,000 spectators.

In addition to the effects the shows had on their audiences, the projects also had produced positive effects on the over 3,200 artists involved: from acquiring knowledge to raising their profile and strengthening their sense of belonging to the artistic community. There were positive effects on local communities too. These include strengthening social cohesion, which according to the literature is linked with cultural participation, and promoting local culture and the benefits associated with tourism, which rise in proportion to the distance that spectators travel to attend an event.

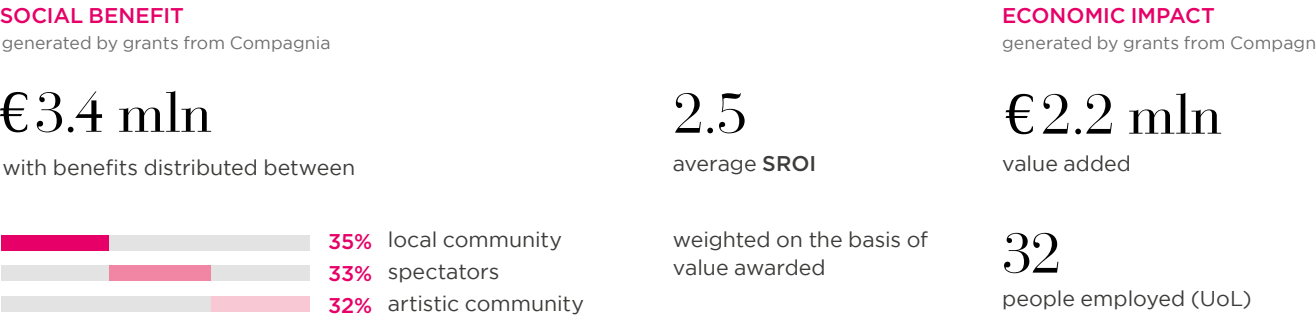
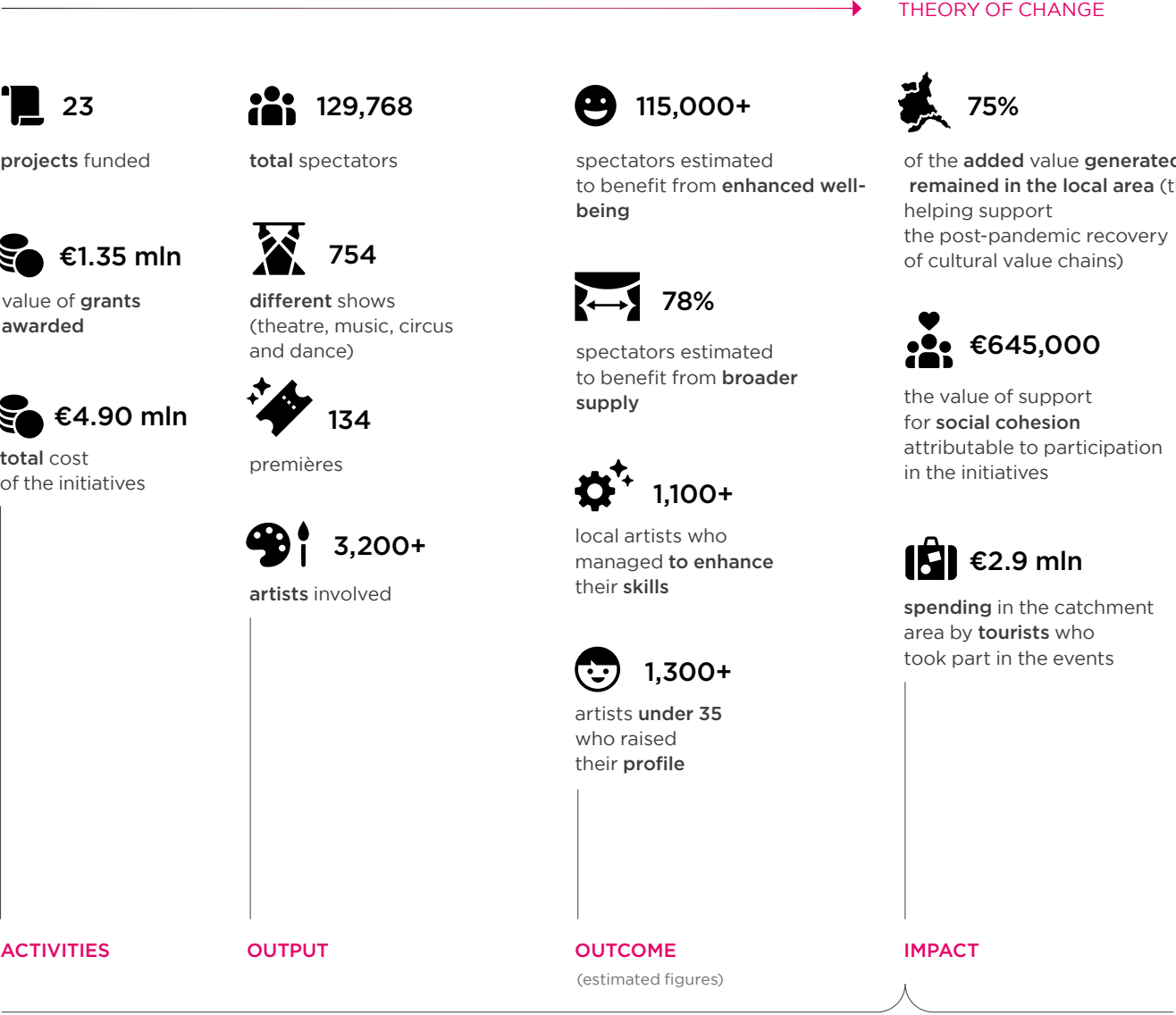
Overall, the social benefits generated by the Foundation's support for the initiatives amount to around 3.4 million euros, distributed equally between the local community, spectators and artists.

As a weighted average for the amounts awarded, the social return on investment (SROI), calculated as the ratio between social benefits and inputs used, is 2.5. This means that in this call for proposals, every euro of funding provided by the Foundation generates social benefits valued at 2.5 euros.

In terms of the economic impacts generated by the project expenditure, estimates suggest that the grant awarded by the Foundation generated 2.2 million euros of added value and supported an additional 32 units of labour in the Italian economy, with 75% of these values remaining in Liguria, Piedmont and Val D'Aosta.

The overall impact generated by Compagnia for this initiative, not only in terms of the sum of all the social and economic impacts attributable to the share of the funding it contributed, but also in terms of the social and economic impacts deriving from third-party resources that it helps to catalyse, is 15. In other words, every euro of funding it provides generates 15 euros in economic and social benefits for the Italian economy.

The call for proposals contributes to the achievement of the following SDGs.



Impact analysis.

Articolo +1 programme

The **Articolo +1** programme, which had already been operating in Turin for several years, has been extended to the Metropolitan City of Genoa. The aim of the programme is to **get young people aged 15-29 and not in employment, education or training (NEETs)** into the employment market. The activities envisaged in the **Articolo +1** programme started in 2020 are still ongoing, which is why the survey focused on young people involved in the initiative as at 30 November 2023.

The outcomes show that 33% of participants signed an employment contract with a duration of at least four months, against an estimated success rate of 13% without the programme. Furthermore, success is evenly distributed across all the employability profiles assigned to each participant on the basis of objective characteristics, including age, nationality, gender and level of education. These results demonstrate the programme's ability to generate additional impact for the most disadvantaged categories.

Overall, the net additional income generated by the programme over three years can be estimated at over 2.6 million euros, and is accompanied by an increase in tax revenue of around 1 million euros for the public purse.

The positive effects of the initiative go beyond merely increasing personal incomes and tax revenues. The project not only benefited the individuals directly involved, but also many indirect stakeholders, including employment service trainers, the families of the young people targeted, businesses and society as a whole. The effects of the programme permeated many dimensions, such as the acquisition of professional and cross-cutting skills by the participants (152 people increased their cross-cutting skills), a reduction in recruitment costs for companies, a reduction in social deviance and savings for the health system.

Overall, the estimated benefits over a three-year time-horizon amount to 4 million euros, corresponding to a social return on investment (SROI) of 3.9.

The value of the impacts considered to date relates exclusively to social benefits and does not therefore take account of the direct, indirect and induced economic impacts generated by the expenditure made on implementing the projects. In terms of its strictly economic impacts, estimates suggest that the grant awarded by the Foundation generates 1.9 million euros of added value and supports an additional 34 units of labour in the Italian economy, with 85% of these values remaining in Liguria.

The overall impact generated by Compagnia for this initiative, not only in terms of the sum of all the social and economic impacts attributable to the share of the funding it contributed, but also in terms of the social and economic impacts deriving from third-party resources that it helps to catalyse, is 5.8. In other words, every euro of funding it provides generates almost 6 euros in economic and social benefits for the Italian economy.

The call for proposals contributes to the achievement of the following SDGs.



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THEORY OF CHANGE



3
projects
funded:

- Neet-Work 42.0% (217)
- Collavoriamo 38.6% (199)
- Sinapsi 19.4% (100)



516
direct participants
in the initiatives



33%
of participants
signed
an **employment contract**



104
additional employment
of NEETs, of which:
4 people with disabilities
52 with previously low levels
of employability



€1.03 mln
total cost
of the initiatives



gender
57.2% men
48.8% women



35%
of participants
with disabilities
found employment



+€1 mln
of tax revenue



qualification
42.0% with certificate of
secondary education or less



participants who
found employment, by **previous
employability profile**:

- 33.2% low
- 33.0% medium-low
- 32.8% medium-high
- 34.5% high



152
NEETs enhanced
their cross-cutting skills



nationalities
71.5% Italian
28.5% foreign



-€65,000
recruitment costs



-€41,000
deviance and associated
healthcare costs

ACTIVITIES

OUTPUT

OUTCOME
(estimated figures)

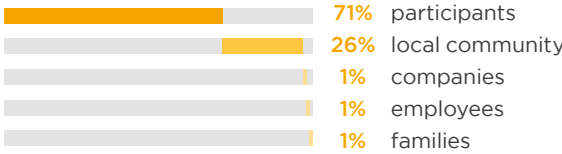
IMPACT

SOCIAL BENEFIT

generated by grants from Compagnia

€4.0 mln

with benefits distributed between



3.9

average SROI

weighted on the basis of
value awarded

ECONOMIC IMPACT

generated by grants from Compagnia

€ 1.9 mln

value added

34

people employed (UoL)



Impact analysis.

Sportivi per natura

The aim of the **Sportivi per Natura** call for proposals (2022), was to boost the post-pandemic recovery of sports associations in Piedmont, Liguria and Valle d'Aosta. Compagnia invited proposals designed to help generate a positive impact on people's well-being, promote the practice of **outdoor physical activity in natural environments** and encourage a **culture of the environment** together with the conscious enjoyment of natural heritage.

Funding was awarded to 18 initiatives, for a value of almost 1.1 million euros. Under these initiatives, over 1,172 events and actions designed to protect the environment and raise awareness of sport were held in the provinces of Turin, Novara, Cuneo, Asti, Verbano-Cusio-Ossola, Genoa, Savona and Imperia, and directly involved almost 18,000 participants. It is estimated that the green areas improved as a result of the projects (reclaimed, cleaned up, made usable) will attract over 66,000 potential users.

The activities aimed at promoting healthy, active lifestyles had a positive effect on the behaviour of participants, 27% of whom significantly increased the amount of time they spent taking part in sport. Thanks to the initiative, furthermore, over 2,100 people started practising a sport.

It is estimated that over 1,000 participants have increased the hours they spend on physical activity, thereby reducing their susceptibility to diseases that physical activity can help prevent. Similarly, awareness-raising campaigns on environmental protection have helped to reduce the current and future environmental footprint (reduction in water and energy consumption, increase in the separation of waste for recycling, etc.) of over 41,000 people, for a total benefit worth about 787,000 euros. Other benefits include increased social inclusion for more than 800 people belonging to vulnerable segments of the population and the positive impacts of the redevelopment of the green spaces covered by the initiatives.

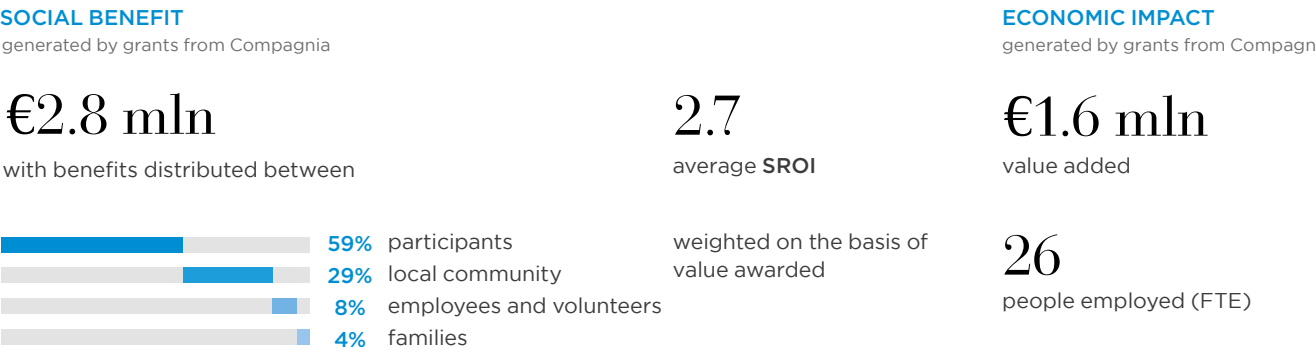
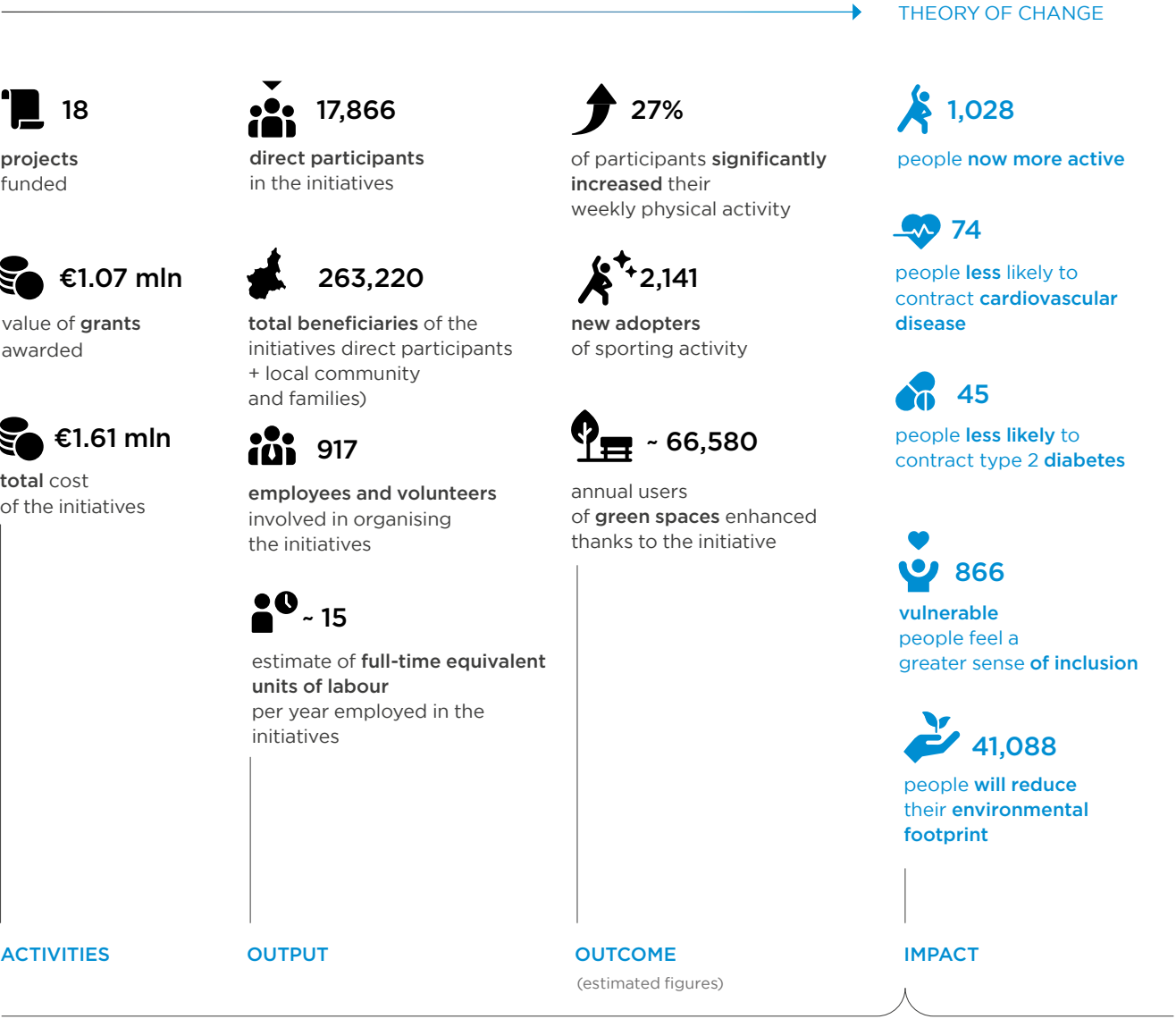
Overall, the funded initiatives have generated or will generate aggregate benefits worth approximately 4.3 million euros, of which 2.8 million euros are directly attributable to the Foundation's contribution. 59% of the benefits accrue to direct participants, 29% to the local community, 8% to employees and volunteers of the organising bodies and 4% to the families of participants.

As a weighted average for the amounts awarded, the social return on investment (SROI), calculated as the ratio between social benefits and inputs used, is 2.7. This means that in this call for proposals, every euro of funding provided by the Foundation generates social benefits valued at 2.7 euros.

In terms of the economic impacts generated by the project expenditure, estimates suggest that the grant awarded by the Foundation equates to 1.6 million euros of added value and supports 26 units of labour in the Italian economy, with 75% of these values remaining in Piedmont and Liguria.

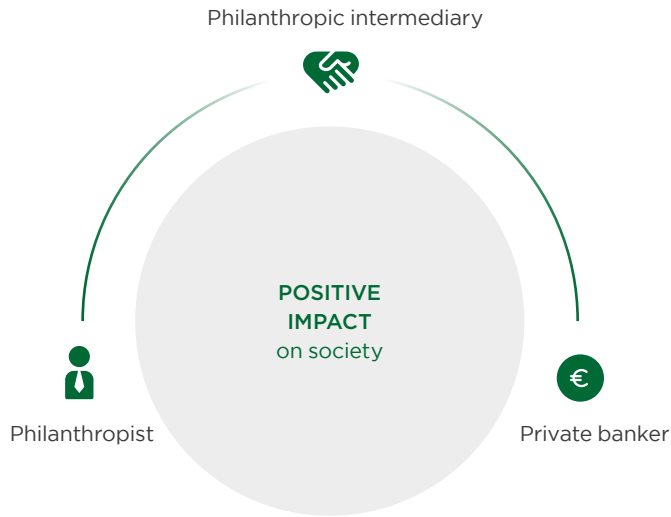
The overall impact generated by Compagnia for this initiative, not only in terms of the sum of all the social and economic impacts attributable to the share of the funding it contributed, but also in terms of the social and economic impacts deriving from third-party resources that it helps to catalyse, is over 6. In other words, every euro of funding it provides generates over 6 euros in economic and social benefits for the Italian economy.

The call for proposals contributes to the achievement of the following SDGs.



Embracing the model of “Philanthropy As A Service”, (PAAS), the Foundation intends to make its **expertise in philanthropy available to private individuals** for the purpose of setting up funds that benefit the common good. In this context, the Foundation acts as an open philanthropic platform and implements, in dialogue with private donors, projects that fall within the scope of the Culture, People and Planet Goals.

In the four-year period 2020-2023, eight new philanthropic funds were launched, worth a **total of more than 10 million euros**, which made it possible to carry out initiatives in pre-school education, the restoration of ecclesiastical architectural heritage and the inclusion of migrants.



| | People Fund | In memoriam G. and M. M. Fund | Manuela Noelli Ziviani Fund | Chiaberge Fund | Baldovino Legacy | A. and D. F. Fund | Ferraioli Fund | Talea Fund |
|-----------------------|-----------------------|-------------------------------|--|--|---|---|---|--|
| INITIAL VALUE | €1 mln | €1.25 mln | €1 mln | €0.92 mln | €1 mln | €1 mln | €1 mln | €1 mln |
| RESTRICTION ON TARGET | None | 0-6 education projects | Educational, solidarity and redevelopment projects | Activities for the benefit of a specific geographical area | Restoration of artistic and religious heritage assets | Educational and social inclusion projects | Training and inclusion for young foreigners | Actions for people with motor disabilities |
| LOCATION | Geographical area CSP | Turin, Pavia | Aosta, Senegal and Africa | Piedmont | Liguria | Calabria | Campania | Piedmont |
| | 2020 | | 2021 | | 2023 | | | |

Without Compagnia.

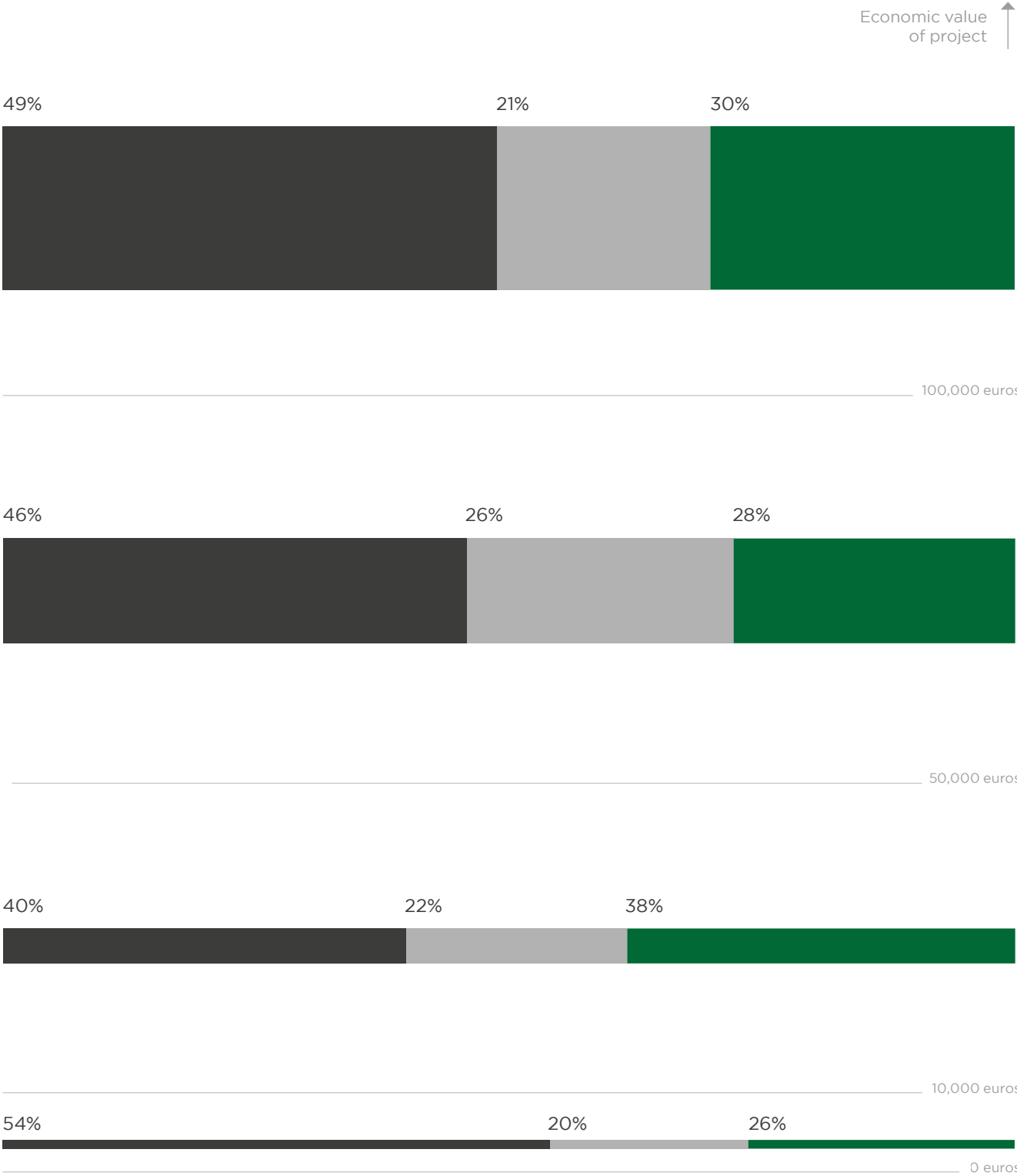
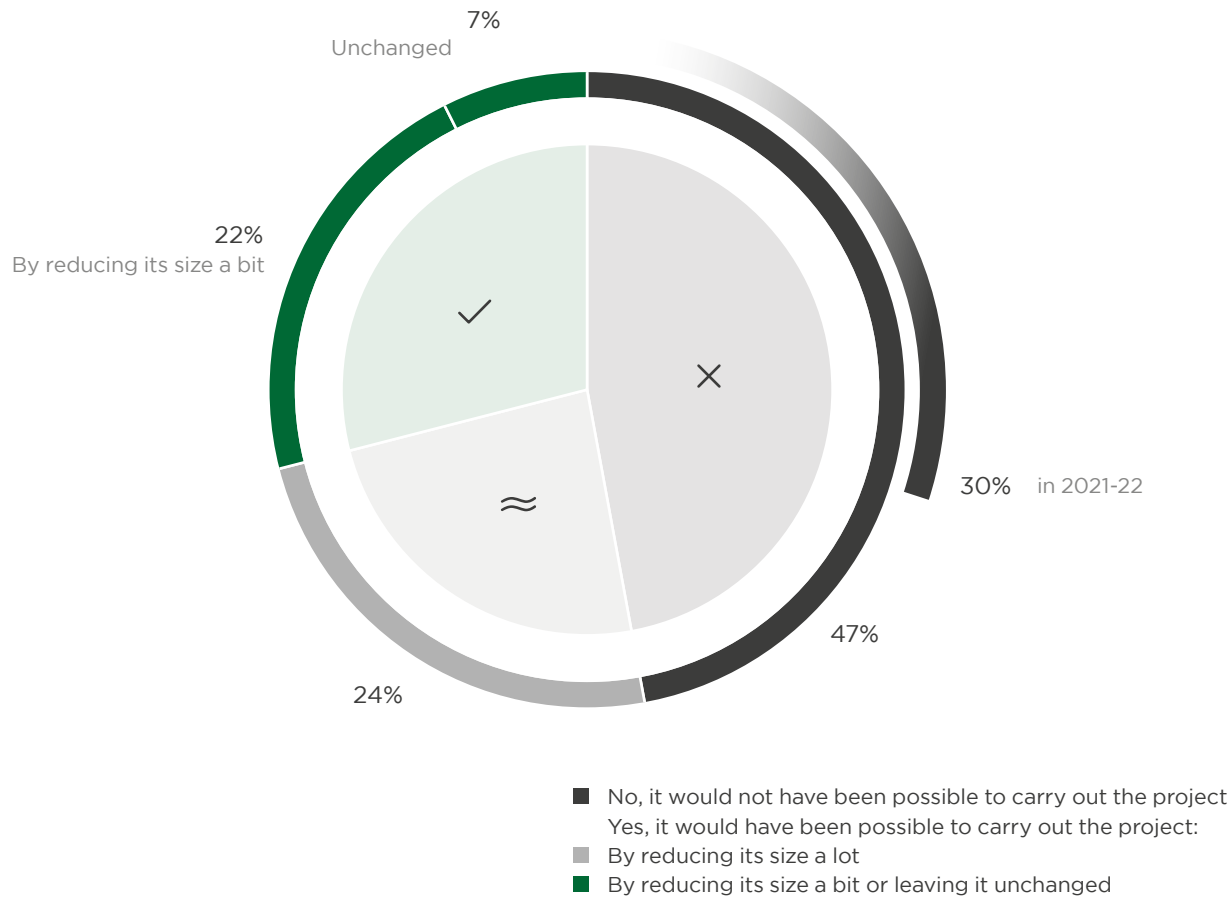
Would it have been possible to carry out the project without funding from Fondazione Compagnia di San Paolo?

We asked this question in two separate anonymous sample surveys aimed at all third-sector organisations that submitted a grant application between 2021 and 2023, regardless of whether it was accepted. Anonymity gave the respondents complete freedom to answer the questions we put to them about Compagnia's performance as they saw fit.

Data from the last survey (relating to organisations that submitted an application in 2023) shows that almost half would have been unable (or were unable) to carry out their project without funding from Compagnia. This percentage has increased in the past year by no less than 17 points, in the face of a drop in the percentage of organisations that could have carried out their project in any case, by downsizing it to a greater or lesser extent.

The change seems to indicate that it has become more difficult to obtain non-repayable resources in Compagnia's catchment area (despite the NRRP), and that the Foundation's impact has been central to the implementation of many projects.

Very small projects (less than 10,000 euros) and very large projects (over 100,000 euros) are the ones least likely to have been carried out; those of intermediate size (50,000 to 100,000 euros) would have required downsizing, while almost one in five small-to-medium projects (10,000 to 50,000 euros) could have been carried out even without the Foundation's support.



Dal 1563, il bene comune.



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