

Fondazione
Compagnia
di San Paolo

Impact Report 2021-2022

People as the focal point of Sustainable Development

for communities and the places they live in.





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A Compagnia founded on expertise.

Alignment and roles of the Foundation.

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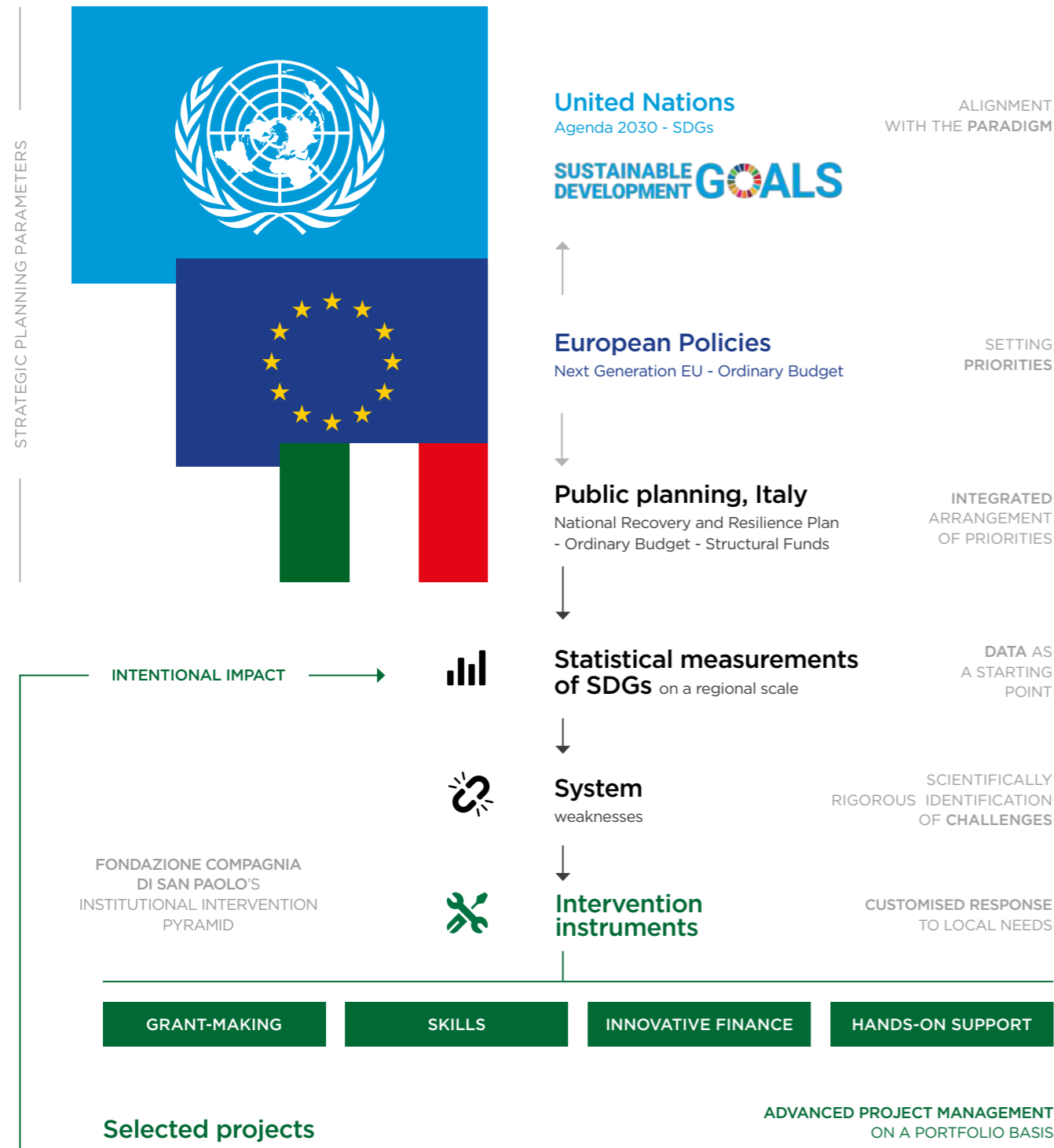
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Operational strategy

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 chart below shows the virtuous circle that Fondazione Compagnia di San Paolo intends to set in motion by means of its resources, all of which are placed at the service of the catchment area.

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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:

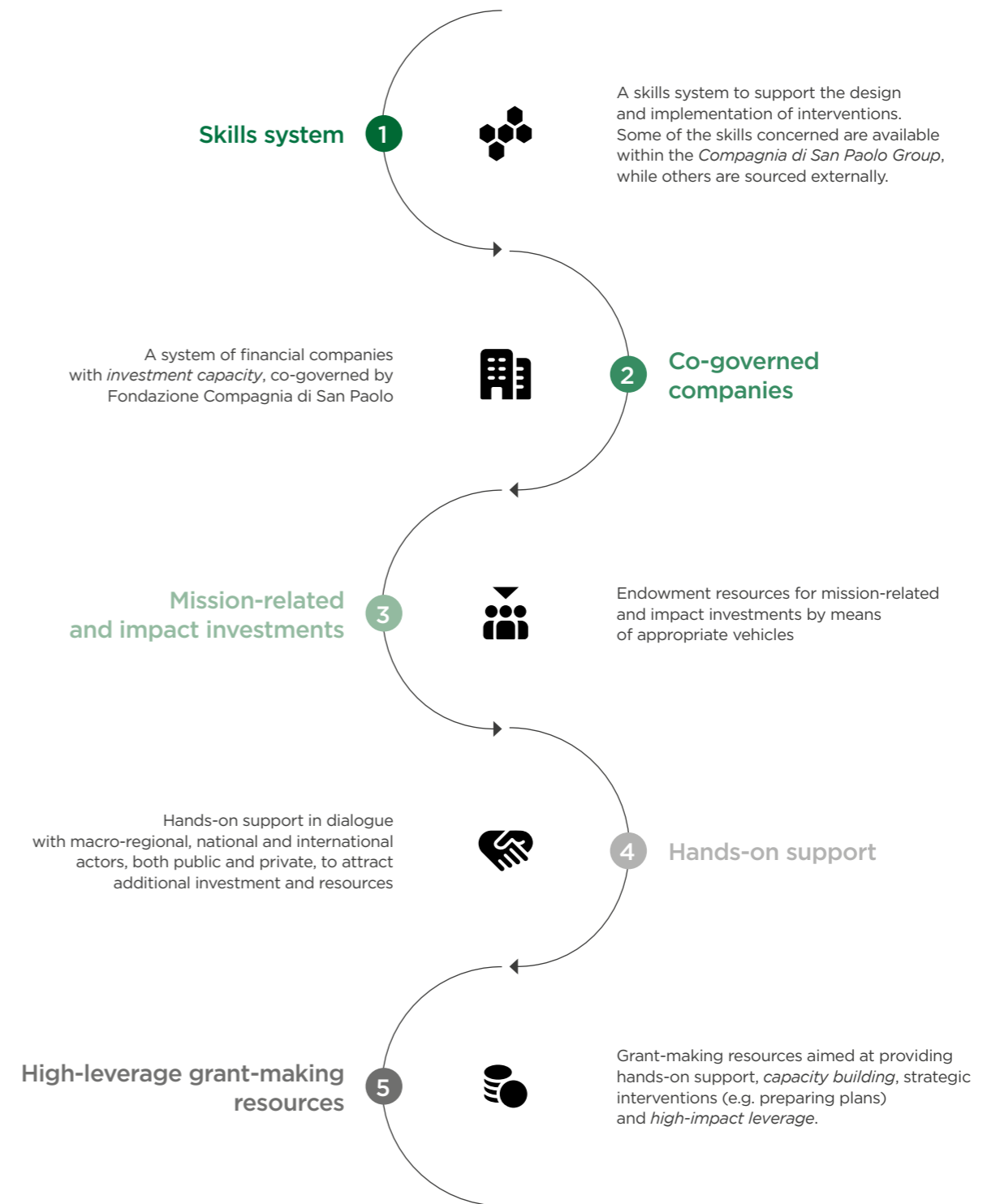
Skills system. The skills system at the disposal of beneficiary bodies extends beyond the immediate scope of Fondazione Compagnia di San Paolo – about 90 people – and encompasses, first and foremost, the Auxiliary Bodies operating in the social and educational spheres (Fondazione Ufficio Pio, Fondazione 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 LIFFT, 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.



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The Fondazione Compagnia di San Paolo Group

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.



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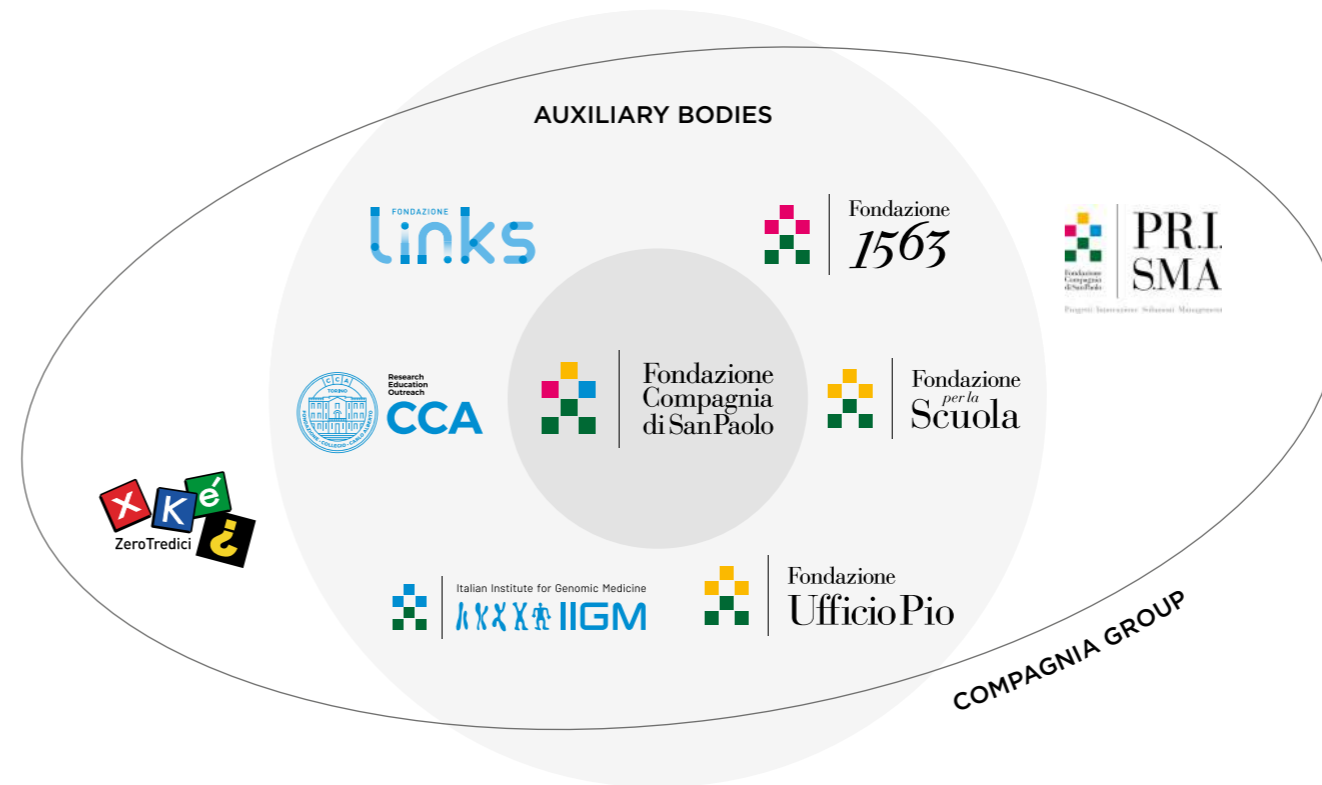
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As well as the auxiliary bodies, the “Fondazione Compagnia di San Paolo Group” is also made up of **PR.I.S.MA** (formerly Compagnia di San Paolo Sistema Torino), a consortium company co-governed by Fondazione Compagnia di San Paolo and its auxiliary 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.



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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.



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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

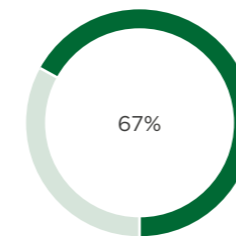
95 people



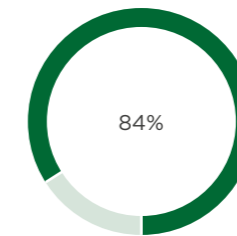
“Group”

6 auxiliary bodies + 2 consortium companies

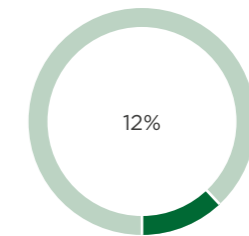
384 people



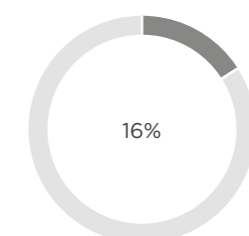
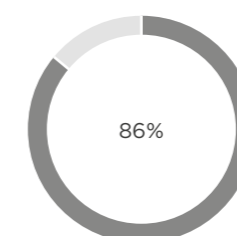
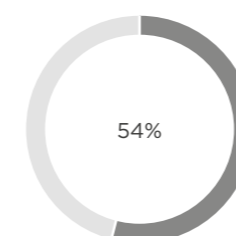
Women



Graduates



Research doctors



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Support.

Customised responses
to local needs.





UN Agenda 2030.

SDGs / achieving

Estimates made by ASVIS (Italian Alliance for Sustainable Development) in its "2021 Local Communities Report"



The Sustainable Development Goals set out in the United Nations Agenda approved by 193 countries of the General Assembly in 2015 centre upon the future of humanity and the planet as a common responsibility in every aspect of social, cultural, economic, productive and environmental life.

Compagnia di San Paolo has aligned itself with this strategy through its Planning for 2021-2024. We know that not all the targets can be achieved by 2030, but that does not justify cynicism. We all have a duty to play our part because the future is a common good.

SDGs: a compass for Fondazione Compagnia di San Paolo.



- 9** 72% of households have broadband
- 16** 2 out of 10 people take no interest in politics
- 11** 70.23 m state museum visits per year
- 17** 9.64% of people are involved in cultural associations



- 1** 16.7% relative poverty rate
- 4** 9.2% of adults are in continuing education
- 18%** NEETs (young people not in employment, education or training)
- 5** 36,036 calls to the anti-violence and anti-stalking hotline
- 8** 8 out of 100 people are seeking work
- 10** 65.4% of severely disabled people do not use public transport



- 3** 3 out of 10 adults are sedentary
- 7** 39.5% of energy production is renewable
- 12** 10.27% of cars on the road are hybrid
- 6** 1 out of 5 families do not trust tap water for drinking
- 15** 233,000 trees in urban areas
- 82.7** years, life expectancy
- 63%** of urban waste is recycled
- 529 kg** of urban waste per person per year is recycled

Piedmont

Liguria








Valle d'Aosta

goal

SDGs / achieving

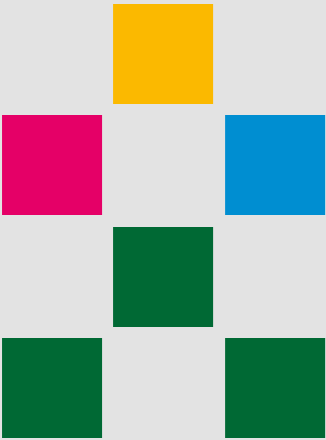
Estimates made by ASVIS (Italian Alliance for Sustainable Development) in its "2021 Local Communities Report", in North-West Italy

- ▲ Trend moving towards goal
- ▼ Trend moving away from goal
- ▬ Trend stable
- ✓ Goal achieved

Sustainable Development Goal (SDG)	Target and indicator	Regional values for last available year	Reference year	Short term	Long term
 1 NO POVERTY	No poverty Target 1.2 - By 2030 reduce the number of people at risk of poverty or social exclusion by 20% compared with 2019	<div><div></div>16.7%</div> <div><div></div>17.6%</div> <div><div></div>8.1%</div> <div>← -20%</div>	2019	▲ ▲ ▲	▼ ▼ ▲
 3 GOOD HEALTH AND WELL-BEING	Good health and welfare Target 3.4 - By 2025 reduce the probability of dying from non-communicable diseases by 25% compared with 2013	<div><div></div>9.2%</div> <div><div></div>9.1%</div> <div><div></div>8.6%</div> <div>← -25% compared with 2013</div>	2018	▲ ▼ ▼	▲ ▲ ▲
 4 QUALITY EDUCATION	Quality education Target 4.1 - By 2030 reduce the proportion of students not achieving adequate numeracy to less than 15% (18-19 years) Target 4.1 - By 2030 reduce the proportion of students not achieving adequate literacy to less than 15% (18-19 years old)	<div><div></div>34.1%</div> <div><div></div>46.7%</div> <div><div></div>33.4%</div> <div></div> <div><div></div>30.0%</div> <div><div></div>38.0%</div> <div><div></div>26.4%</div> <div>15.0%</div>	2021 2021	▬ ▬ ▬ ▬ ▬ ▬	▬ ▬ ▬ ▬ ▬ ▬
 8 DECENT WORK AND ECONOMIC GROWTH	Decent work and economic growth Target 8.5 - By 2030 reach an employment rate of 78% (20-64 years)	<div><div></div>69.2%</div> <div><div></div>67.1%</div> <div><div></div>72.4%</div> <div>78.0%</div>	2020	▼ ▼ ▲	▼ ▼ ▼
 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE	Industry, innovation and infrastructure Target 9.5 - By 2030 achieve the target figure of 3% of GDP invested in Research & Development	<div><div></div>2.3%</div> <div><div></div>1.5%</div> <div><div></div>0.5%</div> <div>3.0%</div>	2019	▼ ▼ ▼	▲ ▲ ▼
 10 REDUCED INEQUALITIES	Reduced inequalities Target 10.4 - By 2030 reduce the disposable income inequality index to the level prevailing in the best-performing European country	<div><div></div>5.1 s80/s20</div> <div><div></div>4.9 s80/s20</div> <div><div></div>3.7 s80/s20</div> <div>← reduction to the same level as the best-performing European country</div>	2018	▼ ▲ ✓	▼ ▼ ✓
 11 SUSTAINABLE CITIES AND COMMUNITIES	Sustainable cities and communities Target 11.2 - By 2030 increase the seat-kilometres per inhabitant offered by public transport by 26% compared with 2004	<div><div></div>5,037 seat-kilometres per inhabitant</div> <div><div></div>4,231 seat-kilometres per inhabitant</div> <div><div></div>669 seat-kilometres per inhabitant</div> <div>→ +26% compared with 2004</div>	2019	▲ ▼ ▼	▼ ▼ ▼



Amount and share of funding awarded by SDG.

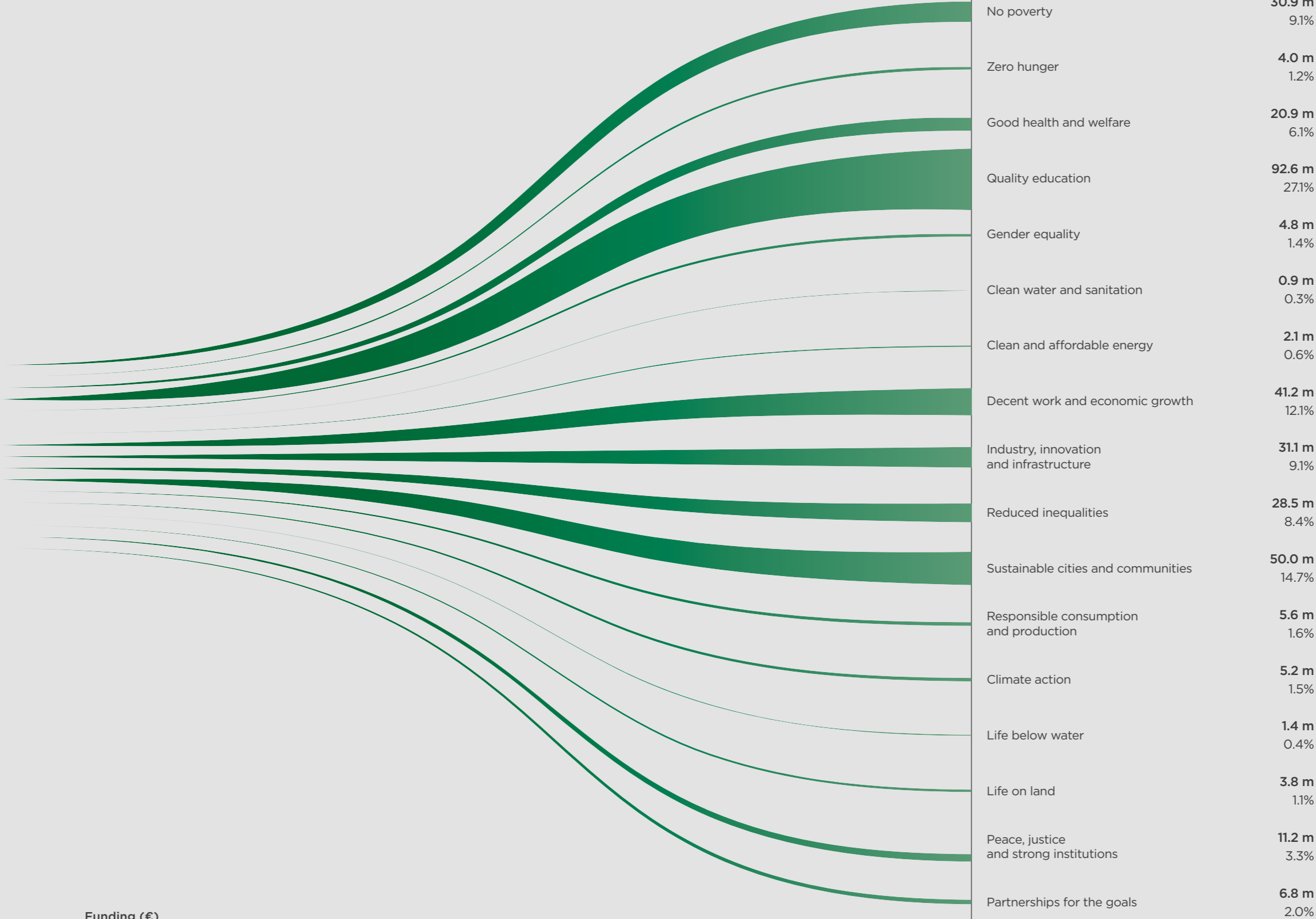


€ 341.0 m
TOTAL FUNDING 2021-2022

Fondazione

Sustainable Development Goals

Funding (€)
% of total funding awarded



What is impact?







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 Fondazione Compagnia di San Paolo are now committed not only to clarifying how much money they channel into their action, but also what practical results they achieve through the intelligence, investment and work of the people who take that action.

Their central focus is generating additional resources, and boosting the skills system, efficiency and competitiveness of local ecosystems.

Isolating the impact of a given action and quantifying it is a complex task: with the help of the data collection system that Compagnia has put in place, the pages that follow provide details of the first signs of how Compagnia and its partners are working to produce “common goods”.

CROSS-CUTTING DIMENSIONS

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

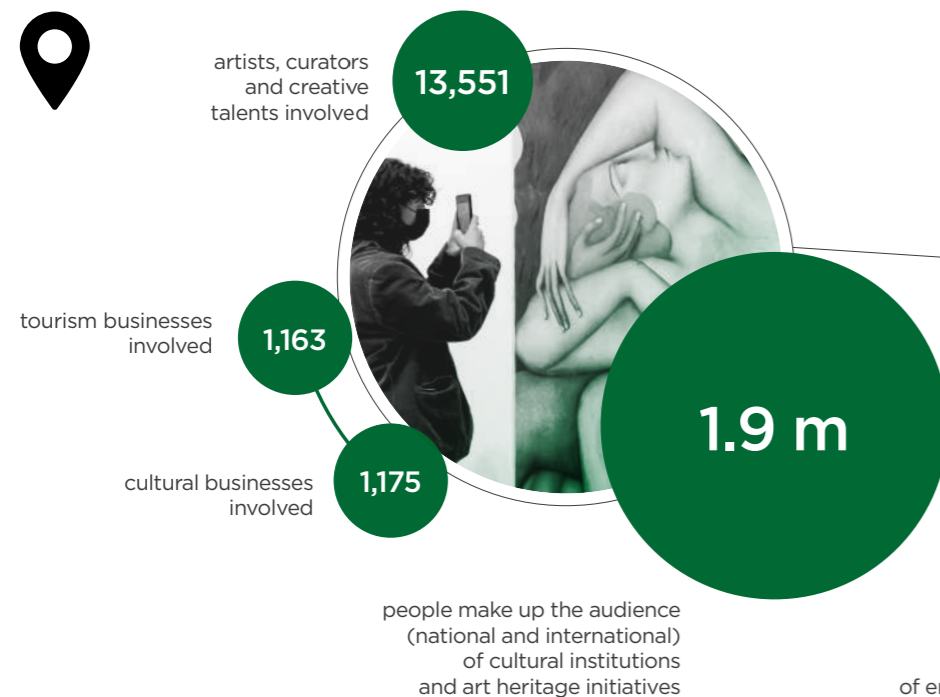
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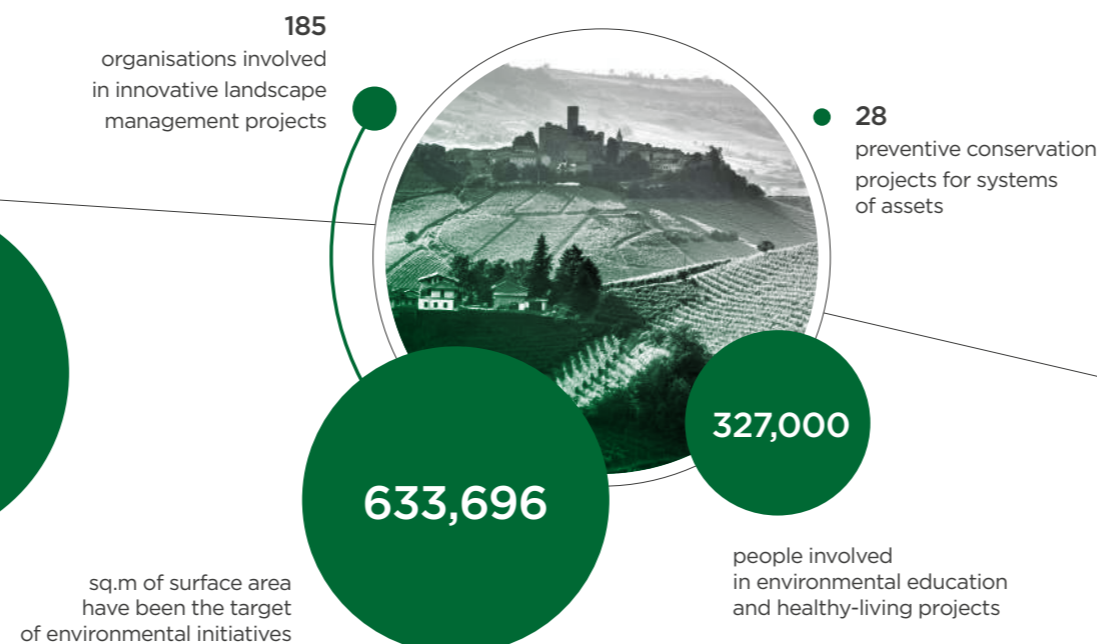
The questions we have asked ourselves.



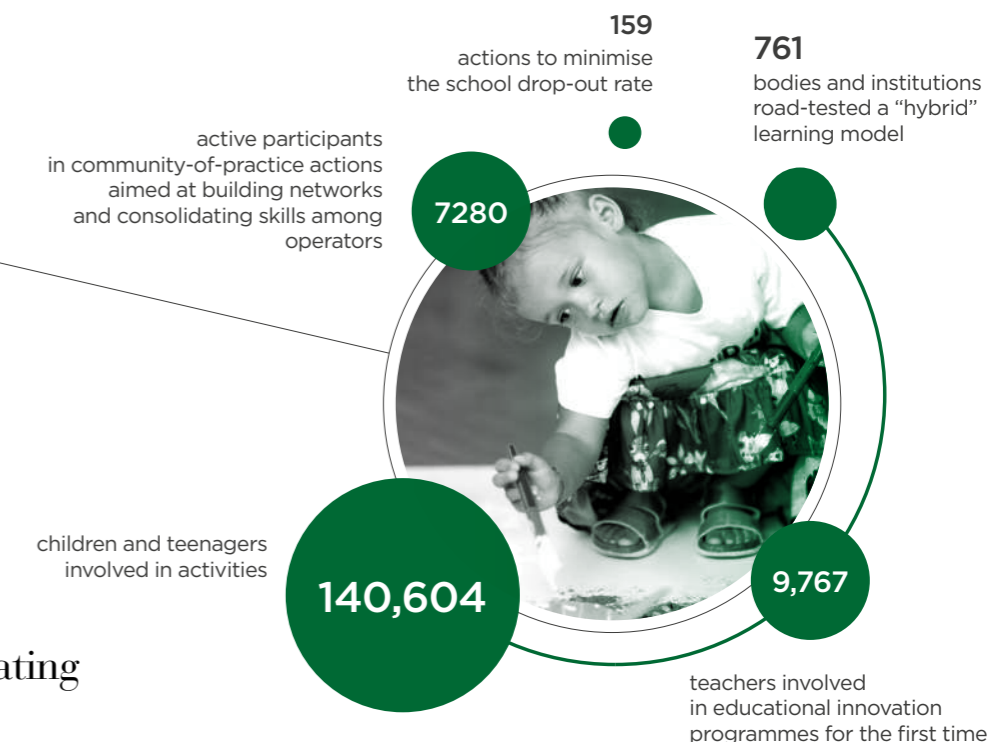
How can we enhance a place's capacity to attract?



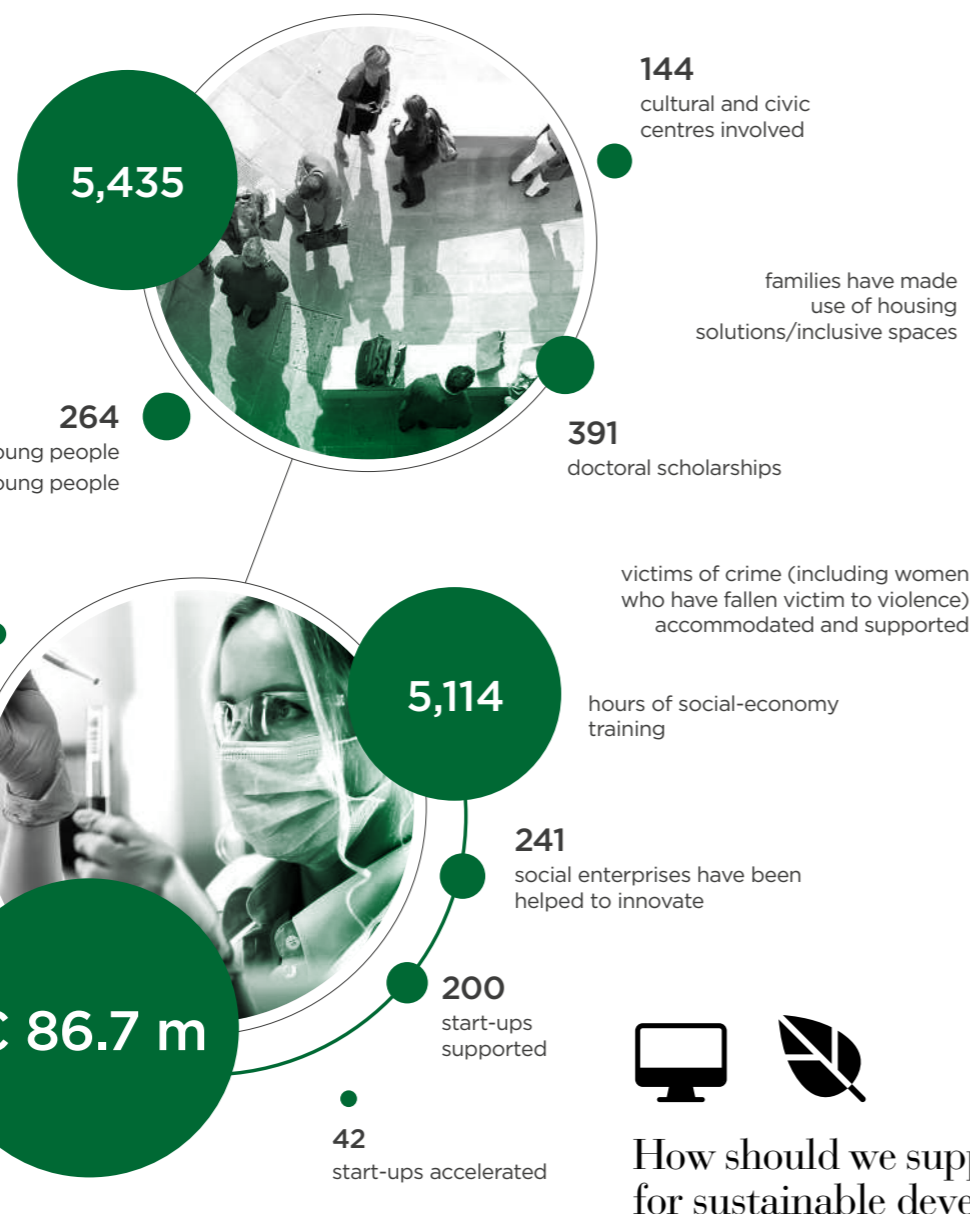
How can we enhance and showcase our cultural and environmental heritage?



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



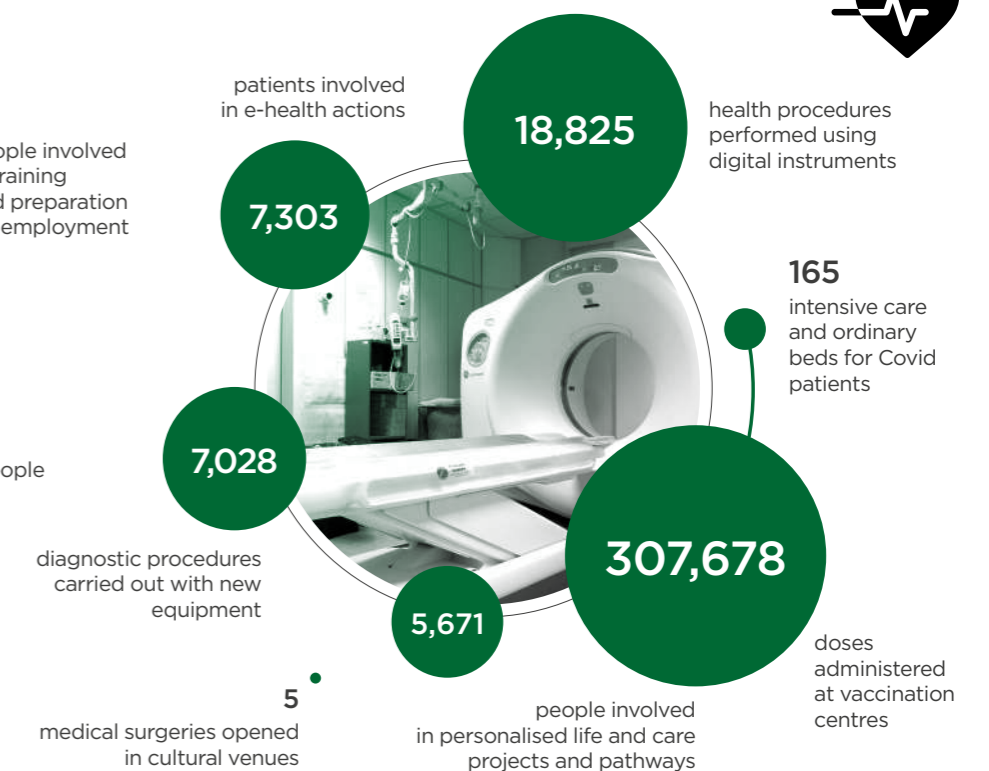
What opportunities are there for young people?



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?



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How we worked in 2021-2022
and how we are working now for people,
communities and sustainable development.



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	million €	projects
Building capacity to attract	23.3	318
Developing skills	8.4	145
Preserving beauty	17.5	152
Encouraging active participation	16.8	467
Support for cultural and strategic bodies	20.9	23
Culture Goal	86.9	1,105



Culture.

	million €	projects
Reinventing dwelling systems and regenerating neighbourhoods	6.7	76
Promoting decent work	16.7	125
Educating for collective development	65.9	294
Rediscovering community	44.3	280
Working together for inclusion	12.6	209
People Goal	146.2	984



People.

	million €	projects
Harnessing the value of research	46.4	135
Boosting innovation	22.7	73
Promoting well-being	19.1	100
Fostering international opportunities	5.9	37
Protecting the environment	9.5	115
Planet Goal	103.7	460



Planet.

	million €	projects
Implementation of the strategic plan	0.2	5

	million €	projects
Socio-economic studies	4.1	48
PRED	4.1	48



Planning, Research
and Evaluation Department.

Allocations and projects.

Data 2021-2022



Total: € 341 million / 2,602 projects



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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.



103,040

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

In Liguria, Piedmont and Valle d'Aosta
there are 388,000 students aged
between 6 and 14.



69,860

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

In Piedmont 90,081 children
are enrolled at infant schools.



25

entities involved in capacity-building programmes



4,500

education professionals



330

health professionals



115

social care professionals

took part in delivering
the project activities



30

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



1,163

local tourism businesses involved
in the activities



1,175

local cultural businesses involved
in the activities



1,287

residents actively involved
in projects

9.8 million tourists visited Piedmont
in 2021 (Piedmont Regional Council 2021).

Safeguarding Cultural Heritage and the Landscape.



28

preventive conservation projects for systems of assets



38

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

The digital transformation of the cultural sector.

“Thanks to the Switch call for proposals, our activities will be complemented with the availability of new tools. For example, it will be possible to create a platform to reach scientific communities and also adults and young people interested in our cultural and educational pathways.”

Michela Cardinali

Head of Digital Transformation
Venaria Reale Restoration Centre

10

digital transformation
projects supported

151

people from cultural organisations involved
in digital training programmes



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Supporting cultural planning and production.



13,551

artists, curators and creative
talents involved

564 artists every month
over the past 24 months.



2,608

international artists, curators
and creative talents involved



4,130

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



3,431

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



7,512

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



€ 4.68 m

estimated revenue generated
by activities held at the venues

Culture, participation and inclusiveness generate
employment and economic development.



1,657,296

attendance at the supported venues
during the Covid-19 pandemic

These venues attracted and involved
an average of 2,270 people per day.



100 + 44

cultural centres, civic centres and participation
spaces supported and trained

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



€ 9.3m

funds raised by the centres
in the past 5 years

These venues have succeeded in raising funds
from citizens for their own support.

Launching local development with the facades bonus.



€ 643,785

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

With a multiplying effect of **6 times**
thanks to the facades bonus.

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THE COMMUNITIES WE INTERACT WITH



Artists and culture professionals
with a special focus
on the younger generation.



People with their needs,
aspirations and interests.



**Managers of independent
cultural and civic centres** and
places of congregation.



**Educational
communities.**



Young people working
for the welfare
and dynamism of their
communities.



Public and private institutions
engaged in training
and professionalisation in
the artistic and cultural arena.



**Institutions and all
third-sector bodies**
concerned with culture.



Born to Read

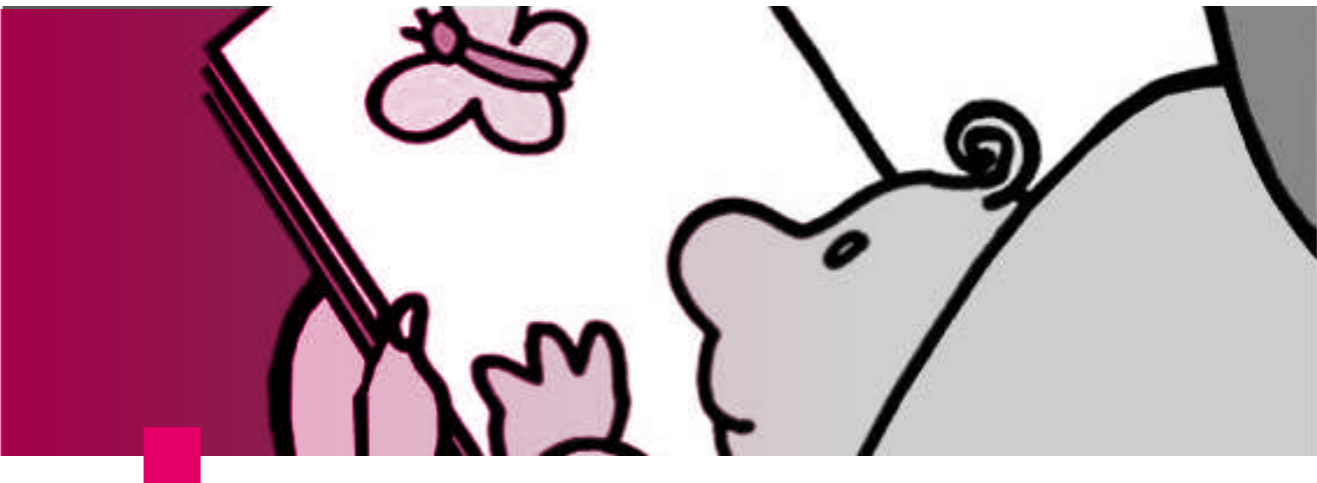
The effects on children’s skills after almost 20 years since the project’s launch.

Scientific evidence shows that reading in the early years of life boosts children’s cognitive and relational development. Born to Read *Piemonte* is the Piedmont region’s version of the national Born to Read project, aimed at **promoting reading aloud in the family from pregnancy until the age of 6 years**. Brought to Italy in 1999, the project has been supported by Fondazione Compagnia di San Paolo in Piedmont since 2004.

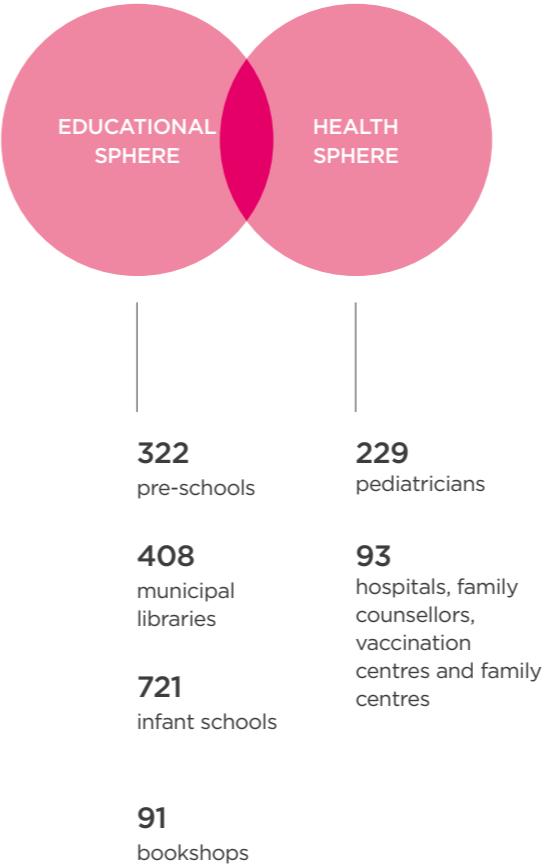
Born to Read builds projects that make highly effective use of reading for young children in the educational and health sphere, to make reading aloud a **habitual and enjoyable shared experience**. 2021 alone saw the involvement of **229** paediatricians, **322** pre-schools, **408** municipal libraries, **721** infant schools, **91** bookshops, and **93** hospitals, family counsellors, vaccination centres and family centres.

To determine the impact of the project, the task of evaluating it was assigned to Fondazione Ing. Rodolfo Debenedetti. Research shows that, in the municipalities of Piedmont where Born to Read has been carried out continuously over the years, the probability that children taking part in the project **will love reading between the ages of 7 and 10 increases by 19 percentage points** compared with non-participants. Furthermore, Born to Read has helped reduce screen-time among primary school children: a significant reduction in screen-time was found and **a 40% lower probability of owning a smartphone**. Lastly, Born to Read significantly reduces the proficiency gap in school subjects for vulnerable children: the children of immigrant families raised in municipalities that implement Born to Read had **achieved better scores in the INVALSI tests** of Italian language proficiency, thus narrowing the gap compared with Italian students from 35% to 25%.

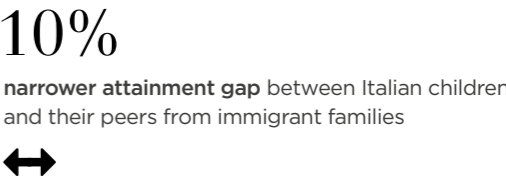
The evaluation also revealed that the impact of Born to Read is closely linked with the quality of the projects and the bodies that implement them. Top-tier projects (i.e. the ones awarded higher scores at the time of initial selection) increased **the likelihood of fostering a love of reading in children by 9 percentage points** more than lower-scoring Born to Read projects. Similar levels of impact were found on other variables, such as the probability of **reading frequently with parents** (12 percentage points higher) or picking reading as their favourite activity (5 percentage points higher). This is valuable information, which helps Compagnia make better-informed, more effective interventions. That is why it is designing a new call for proposals, based on the experience of Born to Read in Piedmont, to **encourage the spread of cultural welfare policies for early childhood**.



Numbers of parties involved in 2021



The average effects on children who took part in Born to Read Piemonte activities, after almost 20 years since the project’s launch



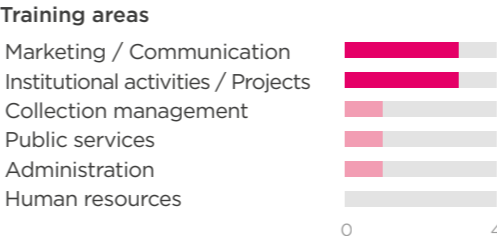
MAR 2017
Project launch

Development
of a CRM system
for a Cluster of Museums in Piedmont



Positive project outputs and outcomes

- PROCESSES OPTIMISED**
by introducing new procedures for the input of contact details (harmonised across all the museums), creating lists and sending invitations, and receiving and sending emails (replacement of the “Mail Up” system)
- SAVINGS**
in person-hours (halving of the time taken to send out invitations for each event)
- ACTIONS**
of communication and promotion targeted on the basis of profiling
- HUMAN RESOURCES**
with specific professional skill-sets introduced into the circuit



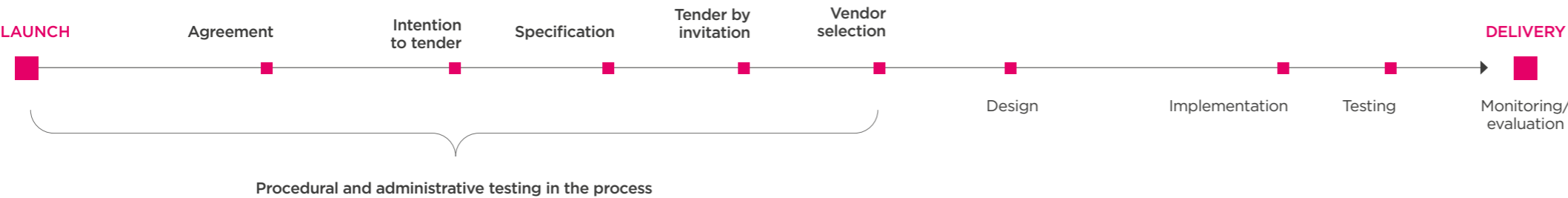
Turin’s museums are outstanding places of culture and social congregation. In the course of their work, they generate large volumes of useful data , but they are not always able to organise and exploit it. Digital technology can come to the rescue: but migrating analogue functions to digital takes determination, resources and a cultural openness to change. It also takes alliances between people with different skill-sets.

With all this in mind, Compagnia di San Paolo prompted a group of Turin-based museums to embark on a digital initiative involving the implementation of a Customer Relationship Management (CRM) system for each museum. CRM systems play a vital role in **cultural marketing** strategies aimed at regular and potential audiences, and improving **organisational and management performance** based on the needs of the users. Fondazione Torino Musei (and the civic museums it manages), Museo Nazionale del Cinema and Consorzio delle Residenze Reali Sabaude “La Venaria Reale” worked on the design and implementation phase with Fondazione Links, the Compagnia auxiliary body specialising in applied digital expertise and research.

Over the course of two years, each of these major Piedmont cultural institutions, which are complex in terms of their heritage, audience and cultural reach, set up a **specific in-house CRM team**, with a **substantial impact** on collecting and managing contact details, and managing communication lists, invitation lists, promotional campaigns, etc.

Getting to know their audience in real time, **keeping easy-to-manage records of visiting and contact data** , and **planning activities with the support of data** are **crucial resources for museums in the digital age**. The common goals shared by Compagnia and the museums made it possible to take this significant first step swiftly and effectively. The conditions are now therefore in place for boosting capacity to attract and enhancing the quality of the visitor experience.

Project pathway



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on expertise*

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*What we've done
with you*



People.

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

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



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What we've done
with you

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



140,604

children and teenagers
involved

761 bodies and institutions road-tested a "hybrid" learning model e circa 24,000 children took part in early-childhood initiatives (0-5 years).



9,767

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.



11,792

adults with educational roles
were involved in the activities

8,768 are family members and 3,024 are professionals. Of the latter, about 75% (2,217 people) are educators.



159

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

One in 10 young people in Liguria and more than one in 10 in Piedmont leave secondary high school without completing the cycle (ISTAT 2020).



7,280

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.

Training strategies and activities, job placement and social inclusion.



4,002

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.



1,971

permanent job placements, of which
1,440 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.



17

urban regeneration
initiatives

Partly by way of continuation of the interventions established in the National Housing Quality Innovation Plan and the National Recovery and Resilience Plan, which approved and financed 125 projects across Piedmont, Valle d'Aosta and Liguria.



189

actions 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 and sharing spaces
with other people, mixing
and sharing different
life experiences, eating together,
starting afresh, discovering energy:
all this became possible here.”

Epaminondas Thomos
Educator who lived
in Luoghi Comuni San Salvario

5,292

families who 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).

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What we've done
with you

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



433

projects launched by
Community Foundations

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



€ 4.28 m

funds raised by
Community Foundations

Compagnia awarded €1.44m of funding
to Community Foundations in Piedmont,
Valle d'Aosta and Liguria.



29,634

households reached by
initiatives to combat poverty

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



5,671

people involved in care pathways
and "life projects"

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

Cooperation networks and local support systems for people.



71

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.



50,101

people from migrant backgrounds
reached by project initiatives

According to the municipal statistics office
and the Prefecture, over 130,000 foreigners
were resident in Turin in 2020.



2,129

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

744 women were accommodated at anti-violence
centres in 2021, out of over 5,000 calls and online
consultations (Telefono Rosa Piemonte).



264

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 1,000 young people involved.



110

international cooperation bodies
involved in the development of technological
management solutions

550 non-profit bodies in Piedmont, Valle d'Aosta
and Liguria working in the international cooperation
and solidarity sector (ISTAT, 2019).



42

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

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*What we've done
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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.





MOI

Migranti, un’Opportunità di Inclusione

The **MOI project: Migranti, un’Opportunità di Inclusione** is a major inter-institutional project jointly run by Turin Municipal Council, Turin City Council, Piedmont Regional Council, the Prefecture and Diocese of Turin and 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 and wholesale fruit and vegetable market (MOI – Mercato Ortofrutticolo all’Ingrosso), located in Turin’s eighth district. The project also led to the launch of **social housing and urban regeneration initiatives** in the same area. This demonstrates how interventions by multiple institutions sharing common goals are a powerful tool, because it transformed the largest squat in Europe into **an effective opportunity for engaging and including people, so as to foster their independence and give them a fresh start**, while at the same time upgrading the entire neighbourhood in which the project was implemented.

Between 2017 and 2019, the buildings were gradually cleared. At the same time, an inter-institutional team specifically dedicated to the project worked alongside various third-sector organisations to offer personalised pathways to active inclusion or each of the people who were living in the buildings in obvious conditions of hardship, while also contributing to the general deterioration of the area and disruption of its inhabitants’ lives. Over the years, the project fostered the independence of the people involved, in terms of **employment and housing**, while also taking account of their family situation and legal status. The social inclusion pathway for the people involved was developed with funds made available by Compagnia di San Paolo, the Ministry of the Interior, Turin Municipal Council and Piedmont Regional Council.

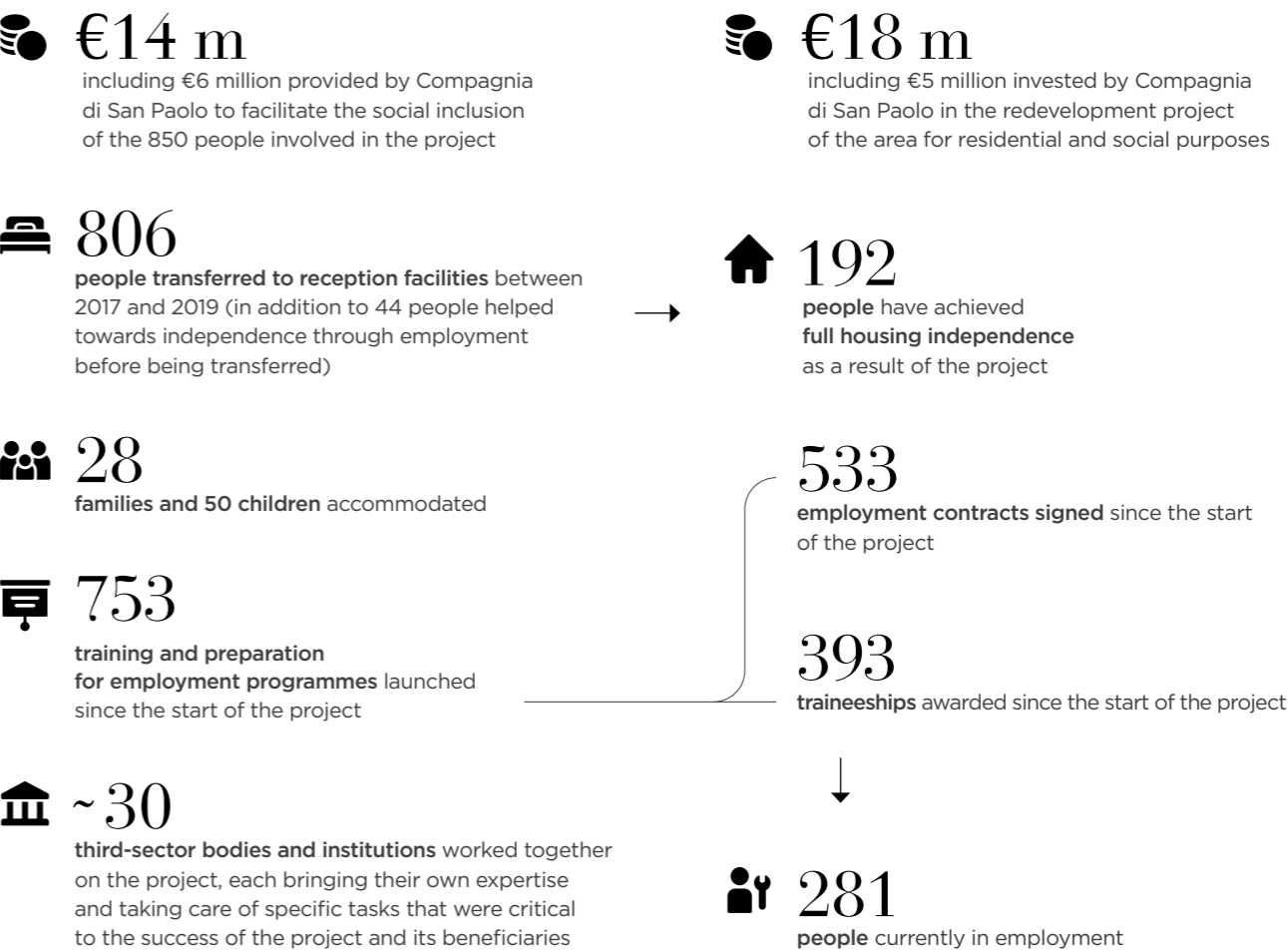
Since 2020, it has therefore been possible to launch a major urban redevelopment programme in the area, based on a new vision of its use for social and residential purposes. This is turning the complex and the cleared buildings into **a large-scale social housing project**, as part of a wider urban and social redevelopment initiative. Various parties made investments in the intervention, including Compagnia di San Paolo and Cassa Depositi e Prestiti Group, within the framework of Fondo Abitare Sostenibile Piemonte, managed by SGR and supported by the leading foundations of banking origin based in Turin and Piedmont. As from 2023, it will offer over 400 temporary housing solutions for the benefit of students studying away from home, temporary workers, city users, tourists, visitors, and people facing housing hardship who have been referred to Turin Municipal Council. The initiative forms part of a broader set of regeneration projects in Turin, including the construction of the Health Park and the redevelopment of the Arcate district.

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**.



Credits: Giulio Lapone

The figures





Articolo +1/ Integro

The dual impact of employment programmes for vulnerable people: road-testing models, while guiding people towards practical progress.

Employment is a systemic issue. Compagnia is committed to **implementing new approaches to guiding people with lower levels of employability towards entry into the employment market**. The multi-year FMP, Articolo +1 and Integro projects were all centred upon access to employment, each using specific systems and practices tailored to the types of people involved.

Drawing upon experience gained from the FMP (Formazione per la Mobilità Professionale) vocational mobility training project, **Articolo +1** helps **raise employability and employment among young people** aged 15 to 29 with little or no work experience and who are not in education or training (NEET). Designed to complement the public system, it is tailored to the needs of the young people involved, their personal journey and their expectations. The programme has been in place in Turin since 2017, in Genoa since 2020 and in Verbano Cusio

Ossola since 2021, thus demonstrating the model's replicability in different geographical areas.

Integro is a programme designed to **combat social exclusion**. It supports various projects aimed at providing **integrated employment services**, housing services and welfare access services, with a view to creating a chain of actors capable of working in synergy across the Turin area with no waste or duplication. It is therefore based on highly complex, multi-faceted “partnerships”.

Compagnia is committed to road-testing “mechanisms that work” and can inform and inspire broader policies, while at the same time impacting positively on the opportunities open to many people, in the belief that welfare must evolve and that this requires joint responsibility and cooperation between all parties involved.

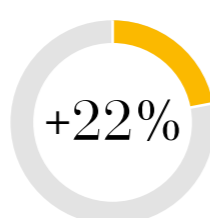
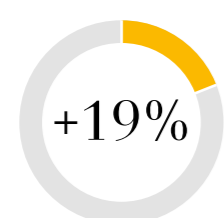
Integro in figures



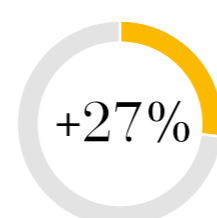
215
people enrolled in the scheme



probability of **having a job** one year after joining the project



probability of being satisfied with their employment situation one year after joining the project



probability, for women, of describing themselves as happy



Articolo +1 in figures



young people enrolled in the scheme

Turin
from start of project to December 2022

4,759



traineeships opened

1,697



employment contracts signed

1,504
including 530 for young people who have been unemployed for over 2 years

Type of contract



Genoa
from April 2020 to December 2022

483

151

129



probability of **having access to employment** 9 months after joining the project



In purely economic terms, in two years the project generates **1.8 euros** for every euro invested

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*What we've done
with you*

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.



370,397

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.



100

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.



403,000

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.



45

energy communities under construction

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



+200

start-ups geared towards environmental, energy and social sustainability

In line with the "lab-to-market" principle, this result was made possible by a mix of patient capital, grants and multi-disciplinary expertise.

Support for the innovation ecosystem and technology start-ups.



42

start-ups assisted by programmes supported by Compagnia

The acceleration programmes in which Compagnia is involved are generating constant growth in innovative start-ups.



€ 60 m

funding raised by start-ups in 2020 and 2021

This is equity or quasi-equity finance raised after the Techstars acceleration programme.



32

local actors involved in artificial intelligence projects

3 major projects in the artistic, educational and health fields required systemic operations.



342

total employees of Techstars programme start-ups, 2020 and 2021

The acceleration programmes for start-ups supported by Compagnia are intended to boost competitiveness and job opportunities in Turin.



130

total applications received for the PoC Instrument call for proposals

Experts see this as a positive result, considering the highly selective assessment process: over 50% exceed the threshold.



12

start-ups and spin-offs launched under PoC Instrument and the Vento Programme

Research ideas that spawn businesses which create quality jobs and add value to the local area.

Support for the research system and universities.



€ 86.7m

EU funds won by Compagnia's partner universities in the two-year period 2020-2021

Compagnia supports the Universities of Turin, Genova and Piedmont, the Polytechnic University of Turin and the Federico II University of Naples: European funding worth €44,760 million was obtained in 2019.



149

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.



263

post-graduate scholarships awarded by Collegio Carlo Alberto and IIGM

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



391

doctoral scholarships awarded on the basis of funding provided by Compagnia

Compagnia's commitment to the training of young researchers amounts to over €3.7 million (academic year 2021).

International partnerships to make local players more competitive.



796

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

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



54,729

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.



200

institutions involved in activities



1,226

scientific publications produced

Actions and interventions aimed at improving people's welfare.

“The concept of *wellbeing* is not merely pandemic-related, in our view, but revolves around health-system staff and users.”

Raffaella Fornero
City of Turin Local Health Authority

143

processes/initiatives carried out under remote health monitoring and/or digitalisation projects in relation to the implementation of the chronic disease management plan

8,917

patients with chronic conditions benefited from remote health monitoring and/or digitalisation projects

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



6

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

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



163

staff involved in digitalisation and remote health monitoring processes



7,303

patients involved in digitalisation and remote health monitoring processes

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



7,028

additional procedures carried out thanks to the 3 new state-of-the-art diagnostic devices

Patients treated with state-of-the-art medical equipment, with usage plans, organised to maximise efficiency, donated to the regional health system.



29

digital services (e.g. prescription of medication, medical reporting, etc.) implemented, upgraded or integrated



12

departments/UP- that have launched digitalisation processes



600

activities supported



226

organisations involved in projects



27,675

people took part in the activities



14,940

actions launched



235

training initiatives provided, for a total of 3,529 hours



10,646

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

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

Organisational consolidation and digital transformation for social enterprises.



622

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

Almost 20% of the social cooperatives in Piedmont, Liguria and Valle d'Aosta received assistance with processes of transformation and organisational consolidation.



6,617

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.



34,422

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

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



8,239

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.



11,377

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

A large number of people working in the third sector.



182

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.



1,470

free-lancers working for third-sector and social-economy organisations and social-impact enterprises

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



856

employees, members and free-lancers

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



236

training and education initiatives relating to entrepreneurship, innovation and impact



3,102

hours of digital skills training provided

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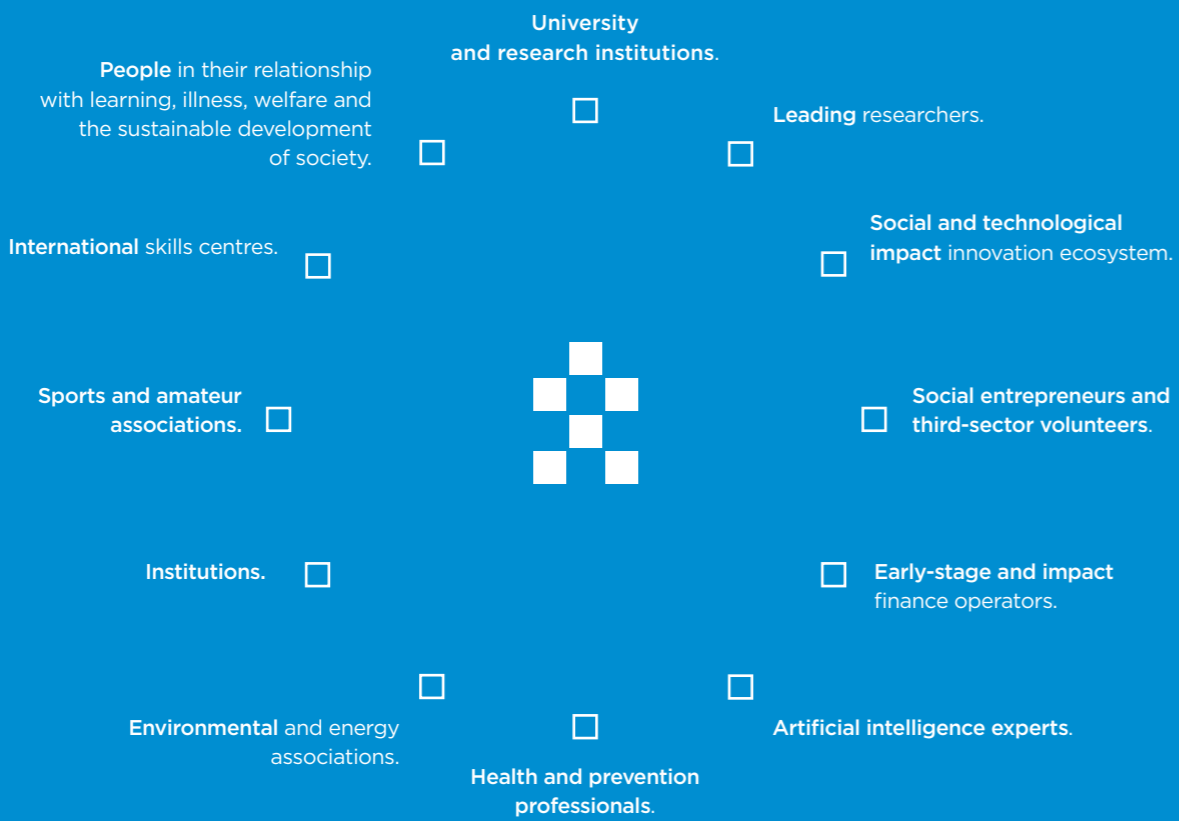
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What we've done
with you

THE COMMUNITIES WE INTERACT WITH





Medical equipment

Grants for health trusts in the city and province of Turin.

In the health arena, Compagnia gives priority to **projects that help meet the needs of the community**, by supporting interventions that have a measurable impact on the efficiency of the health system and the quality of care it provides.

Compagnia awarded more than 11.8 million euros of funding to health-related technological innovation projects in Turin and the surrounding area between 2015 and 2019. It also awarded a further 11 million euros under the Equipment call for proposals launched in 2019, which supported 15 interventions for health trusts in the city of Turin, whose impact can now be monitored. A critical factor in calls for proposals of this type (aimed at public health trusts) is the significant time-lag between the award of the grant, the purchase of the equipment and its ramp-up to full use. This makes it necessary to take a **longer-term view** when measuring the effects of Compagnia's intervention.

The call for proposals introduced the principles of Health Technology Assessment (HTA) into both the design and evaluation of the projects: applications for grants for the **purchase of large items of medical equipment**, accompanied by the specific reference framework and the favourable opinion of the Regional Council's HTA Control Room (established under regional government decree 82-5513 of 2017), were also required to provide a detailed description of the management and sustainability model that would be adopted by the trust once the equipment was fully operational. This requirements was designed to **encourage** applicants to provide an indication of their expected results in relation to certain critical variables, such as the number of procedures to be performed (partly to facilitate peripatetic deployment of the equipment to proven and/or out-of-region facilities) and the **reduction in waiting lists**.

The selection process was undertaken by an Evaluation Committee made up of external referees with specific expertise in the fields concerned. As well as the quality of the proposals, the Evaluation Committee also considered their compatibility with health planning and the extent to which they met the **criteria of excellence, impact, quality and effectiveness** of implementation, as specified in the models used by the European Commission.

Particular attention was therefore paid to the trust's declared commitment regarding the capacity of the equipment, once installed, **to generate positive effects on overall health service delivery** and to achieve the results forecast at the application stage. Compagnia's grant was therefore planned as follows: 90% on receipt of the documentation required at the reporting phase, and the remaining 10% subject to achieving the health and economic targets one year after bringing the equipment into operation.

At the time of writing, three of the large items of medical equipment whose purchase was supported under the call for proposals have now been in operation for several months. Although still only partial, the **data** they have generated is **significant** because it shows a 55% increase in the number of procedures performed and a 52% reduction in waiting times for those procedures.



The figures

€11 m
allocated since the start of the project

15
projects supporting the introduction
of new large items of medical equipment for health
trusts in the Metropolitan City of Turin

3
large items of medical equipment already
in use and serving patients

+55%
increase in procedures
performed

52%
reduction
in waiting times

Innovation ecosystem

Lessons learned and vision.



65 POCs funded under agreements with universities out of 130 applications received

4x overall leverage of the Accelerators Platform

€60 m + funding raised by accelerated start-ups in the post-programme phase

200+ start-ups supported in 2022

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

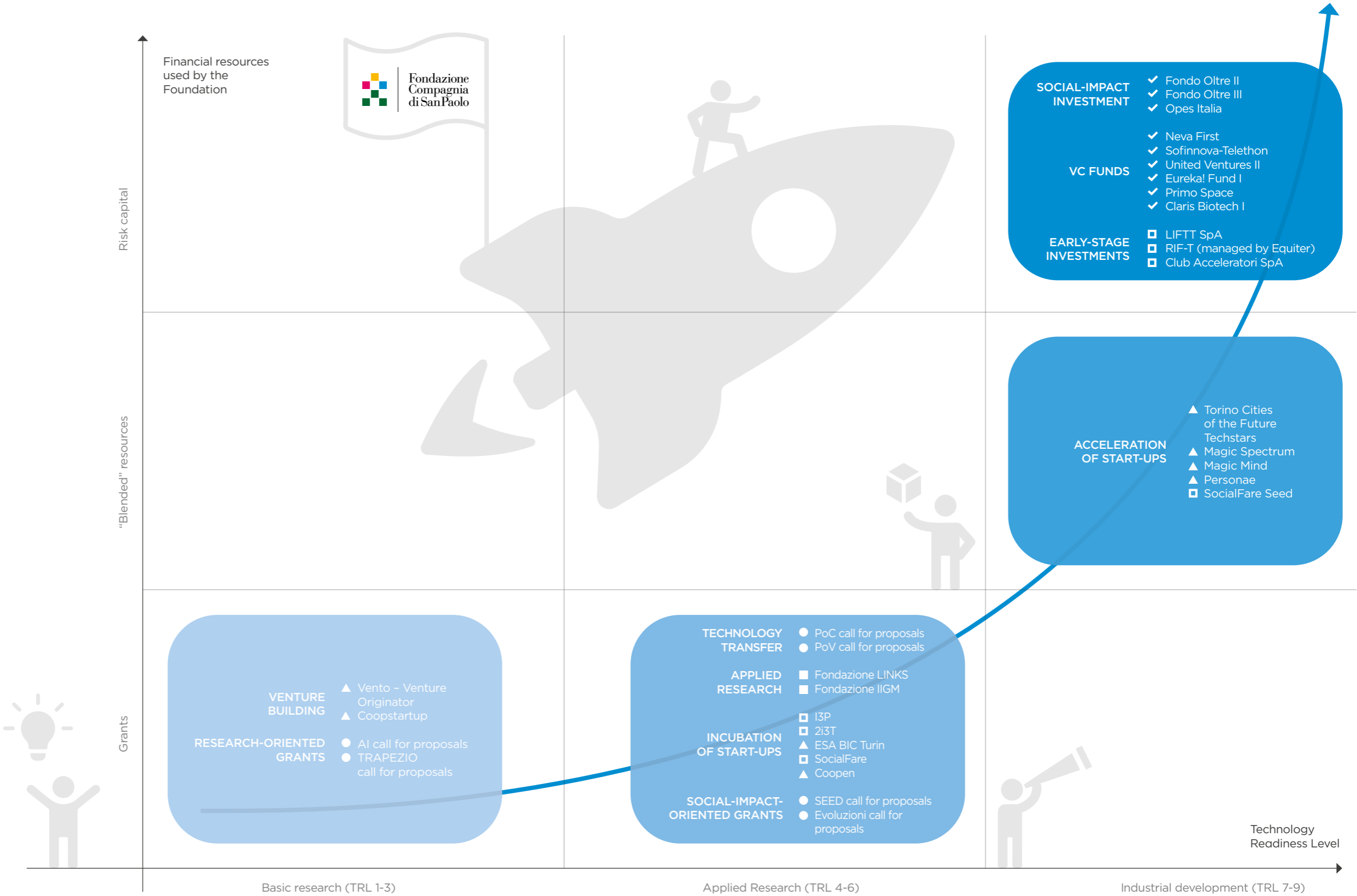
Under the Multi-year Planning Document 2021-2024, the Foundation therefore intends to create the conditions for **Turin** to fulfil its potential as a **hotbed of technological innovation**. For this reason, Compagnia is at the forefront of efforts to cultivate a vibrant ecosystem of innovation designed 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 has successfully supported over 200 start-ups in the past year.

For the immediate future, 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”

- TOOLS
- Pathfinder
 - Transition
 - Accelerator
 - Market
- INITIATIVES
- Auxiliary Body
 - Direct or indirect holding
 - Grant-making initiative
 - Fund subscribed
 - Start-up programme supported



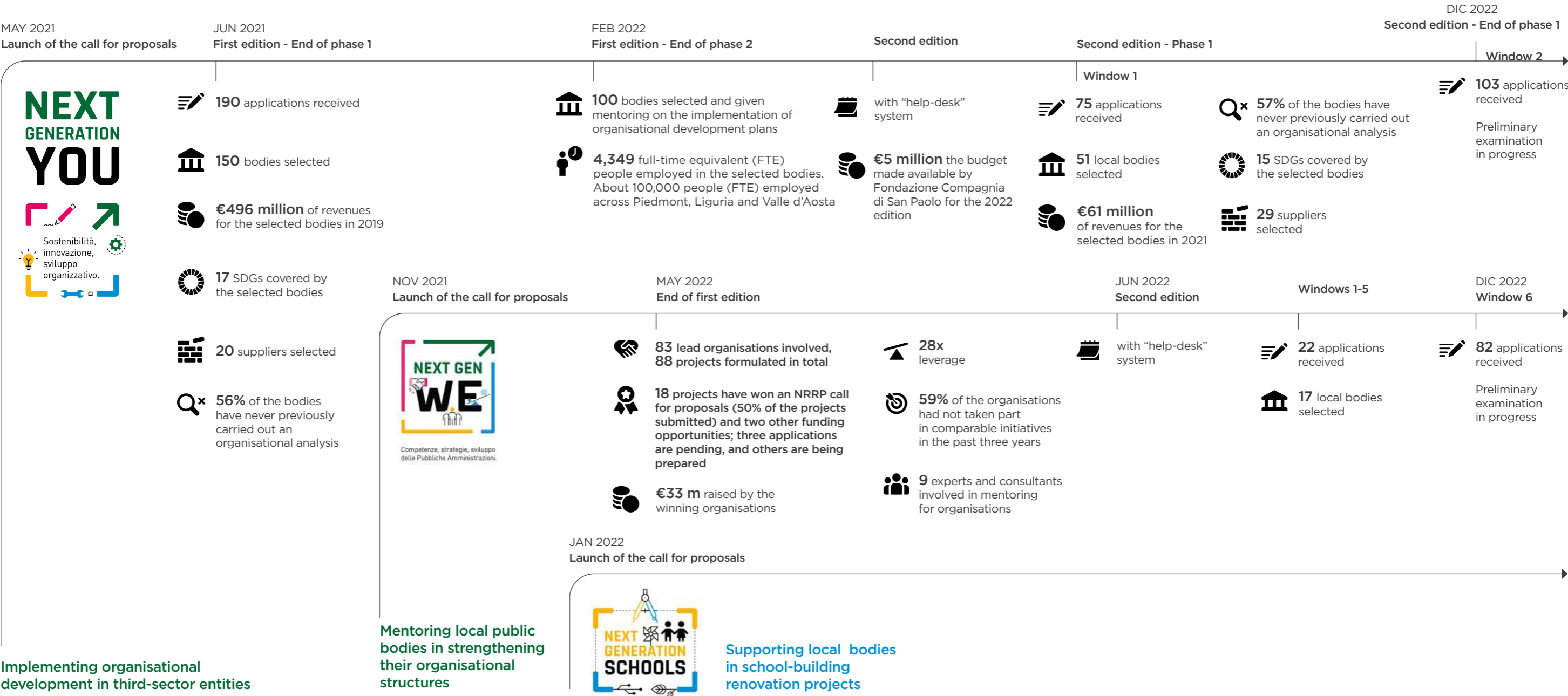
“Next Generation”

line of initiatives, with and beyond the National Recovery and Resilience Plan

During the second year of the pandemic, it became clear that Italy’s transposition of the Next Generation EU Plan, i.e. the National Recovery and Resilience Plan, would give public bodies and, directly or indirectly, social-economy organisations access to substantial resources. Not all of the organisations entities entitled to compete for these funds or take part in the projects that would emerge from them, however, were in possession of the necessary technical skills to position themselves successfully.

The “Next Generation” line of initiatives (aimed at non-profit organisations, municipal councils and the education system) sought to address this weakness, as it could have put local communities at a serious disadvantage. The organisational enhancement of private-sector social bodies,

which Compagnia facilitates by funding analyses and technical and managerial skills-improvement plans, is aimed at achieving sustainability and economic independence. However, it also helps develop the capacity to innovate and, more broadly, to improve the quality, effectiveness and long-term efficiency of the social, cultural and educational sectors in the catchment area. This is fully in line with the goals set out in Compagnia’s Multi-year Planning Document 2021-2024. The impact of these interventions – which take the form of “participatory” capacity-building actions and leverage the responsibility of the organisation involved – is to boost organisations’ ability to design and implement projects, thus leaving them better-equipped to win National Recovery and Resilience Plan funding in the short term, and organisationally more sustainable and resilient in the medium term.



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, thereby exerting leverage equivalent to three to five times the original input.

Section 1

A Compagnia founded on expertise

Section 2

Support

Section 3

Signs of impact

Section 4

What we've done with you

Culture.



SPACE

Spazi di Partecipazione al Centro

The *Space* call for proposals 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 implementing an action plan funded with **€1.5 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 actions focusing on managers, has further strengthened **a dynamic that generated private resources of €9.3 million** over the five-year period.



PRIMA

Prevenzione Ricerca Indagine Manutenzione Ascolto (Prevention, Research, Investigation, Maintenance and Listening)

For a relatively modest investment, the *PRIMA* call for proposals gives Compagnia an effective tool for generating substantial **resources for conserving cultural heritage**, partly because the co-funding required of the candidates more than **doubles the amounts available**, by working on systems of heritage assets and rationalising their use, and partly because, compared with emergency responses, **prevention and maintenance** yield significant savings in the medium-to-long term. Compagnia awarded **€2.168 million** to the winners of the call, which will make it possible to carry out works worth roughly twice that amount. But more importantly still, estimates suggest that, in the medium-to-long term, ongoing maintenance works designed under the call for proposals can reduce restoration costs by **about 80%**.



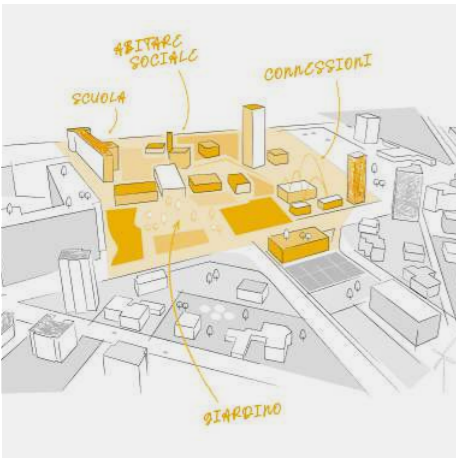
In Luce

Showcasing and generating value from the cultural identities of local areas

The aim of the *In Luce* call for proposals is to generate value from **local cultural and creative identities** so as to turn the resources that every place has into a **magnet for tourism, local development** and growth for local people. This is done by supporting projects based on a shared and firmly rooted interpretation of the goals of generating value, developing networks and increasing the integration between culture and tourism. With a budget of **€1.5 million**, the call for proposals supports projects that **have deployed a total of around €2.5 million**, involved 106 bodies grouped into 21 partnerships, carried out over 290 initiatives with an estimated 214,000 participants and **130,000** tourist arrivals, with a commensurate economic impact on local businesses.

Calls for proposals and initiatives relating to impact and acceleration.

People.



Prospettive urbane
Feasibility studies for urban regeneration

The *Prospettive Urbane* call for proposals is designed to help public administrations draw up feasibility studies for the implementation of **complex programmes of urban regeneration**, aimed at **enhancing, caring for and redeveloping** the urban fabric - starting with interventions aimed at reducing housing-related hardship. Compagnia has supported **14 projects** in Piedmont and Liguria, with grants worth **€610,000** , to cover the costs of external consulting for feasibility studies. An additional **€600,000** will support one or more proposals deriving from applications in regional, national or European calls. By obtaining funds from various sources, it would be possible to finance and implement programmes worth around **€90 million** , thus generating **estimated leverage equating to 75 times** the original input.



benEfficientiamo
Energy efficiency upgrades for the social sector

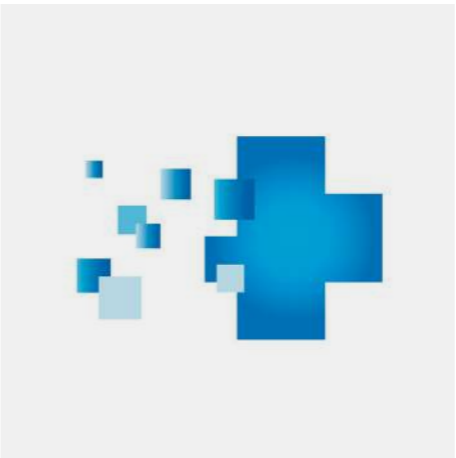
With the aid of an ESCo, *benEfficientiamo* supports third-sector organisations and religious bodies (managers of social housing facilities and/or spaces for social use) interested in carrying out energy efficiency upgrades using the tax incentives currently available, **bringing existing buildings up to current standards** and raising the awareness of users in relation to **energy saving** and the **responsible use** of real estate, with reference to buildings they own or to which they hold rights of use. A total investment of **€755,000** is planned for the preparation of about 40 preliminary analyses of selected properties in Piedmont and Liguria (PHASE 1) and the execution of about 20 upgrades (PHASE 2). Thanks to the preliminary analysis and design work supported by Compagnia di San Paolo, it will be possible to carry out works worth at least **€10 million** , which will be eligible for tax incentives worth about **€5 million**.



MOI
Migranti, un'Opportunità di Inclusione

The inter-institutional *MOI* project involved **fostering the social inclusion** of 800 people from migrant backgrounds, clearing the occupied buildings in the former Olympic village and implementing **social housing and urban regeneration** projects in the same area. Compagnia deployed networks, action campaigns, tools and administrative procedures, and its resources exerted leverage for the sourcing of other funds, both in relation to non-repayable grants for the social project, and investments to re-purpose the cleared buildings as social housing facilities. The project received overall funding of **€14 million** for the social actions, with **€6 million** provided by Compagnia, **equating to leverage of 1.33**. The resources invested in re-purposing the cleared buildings as social housing facilities amounted to a total of **€18 million**, **€5 million of which** came from Compagnia, equating to **leverage of 2.6**.

Planet.



Hospedal
Let's accelerate health innovation

Modern health infrastructures are designed with a strong emphasis on facilitating **innovation in efficient data management**. Compagnia is focusing its intervention on projects capable of **attracting additional funds** (including NRRP) because of their marked orientation towards future healthcare models. With a budget of **€2 million** the call for proposals attracted healthcare infrastructure renovation projects geared towards innovation and impact with a total value of over **€8 million**, thus achieving **direct leverage equating to four times the input**. State-of-the-art infrastructure reduces patient mobility to other European regions, thus further increasing the estimated overall economic benefit. Thanks to Compagnia's interventions, project proposers have accelerated their capacity to attract additional funds, thereby reducing the completion times of the works concerned.



Mutamenti
Ideas and action for a changing climate

Support for initiatives aimed at **building resilience and protecting** the catchment area **against climate change** has two purposes: to take practical action that raises awareness of environmental issues among citizens and the public administration, and to improve design quality so as to invest the public resources unleashed by the NRRP to best effect. With a budget of **€500,000**, this first experimental call for proposals has attracted projects capable of mobilising over **€1.7 million** with **direct leverage equivalent to 3.4 times the original input**. The projects unveiled **increase the skills of the institutions** involved, thus **maximising the capacity to attract additional resources** to support project enlargement actions with a potential leverage of more than 10 times the original input. In this respect, the leverage causes acceleration because of the capacity-building it induces. There is also a reduction in risk (and therefore cost) in relation to flood and drought management, and mitigating the risks associated with urban heat islands and the risks associated with the loss of fruit and vegetable harvests.



University residential infrastructure platform

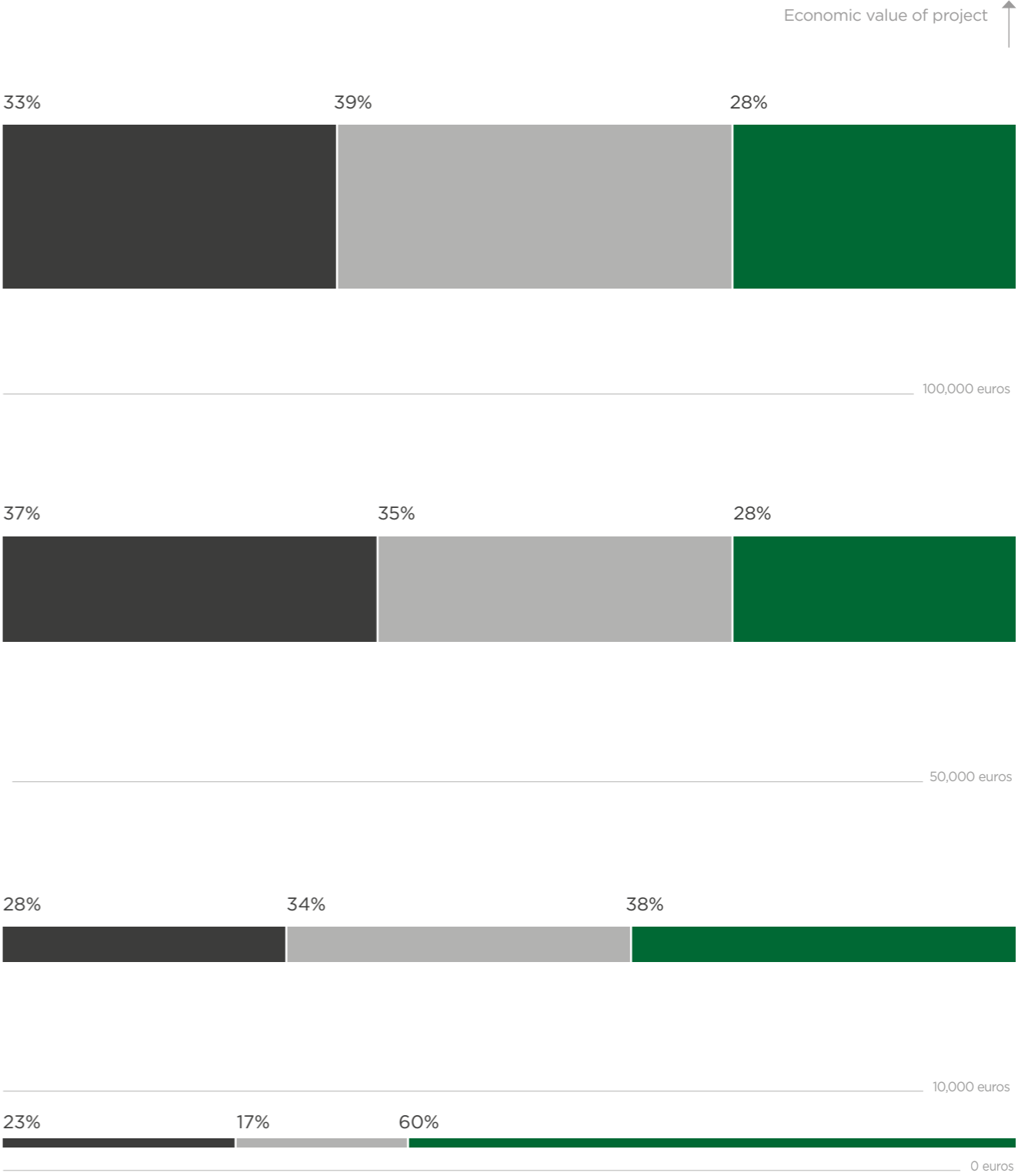
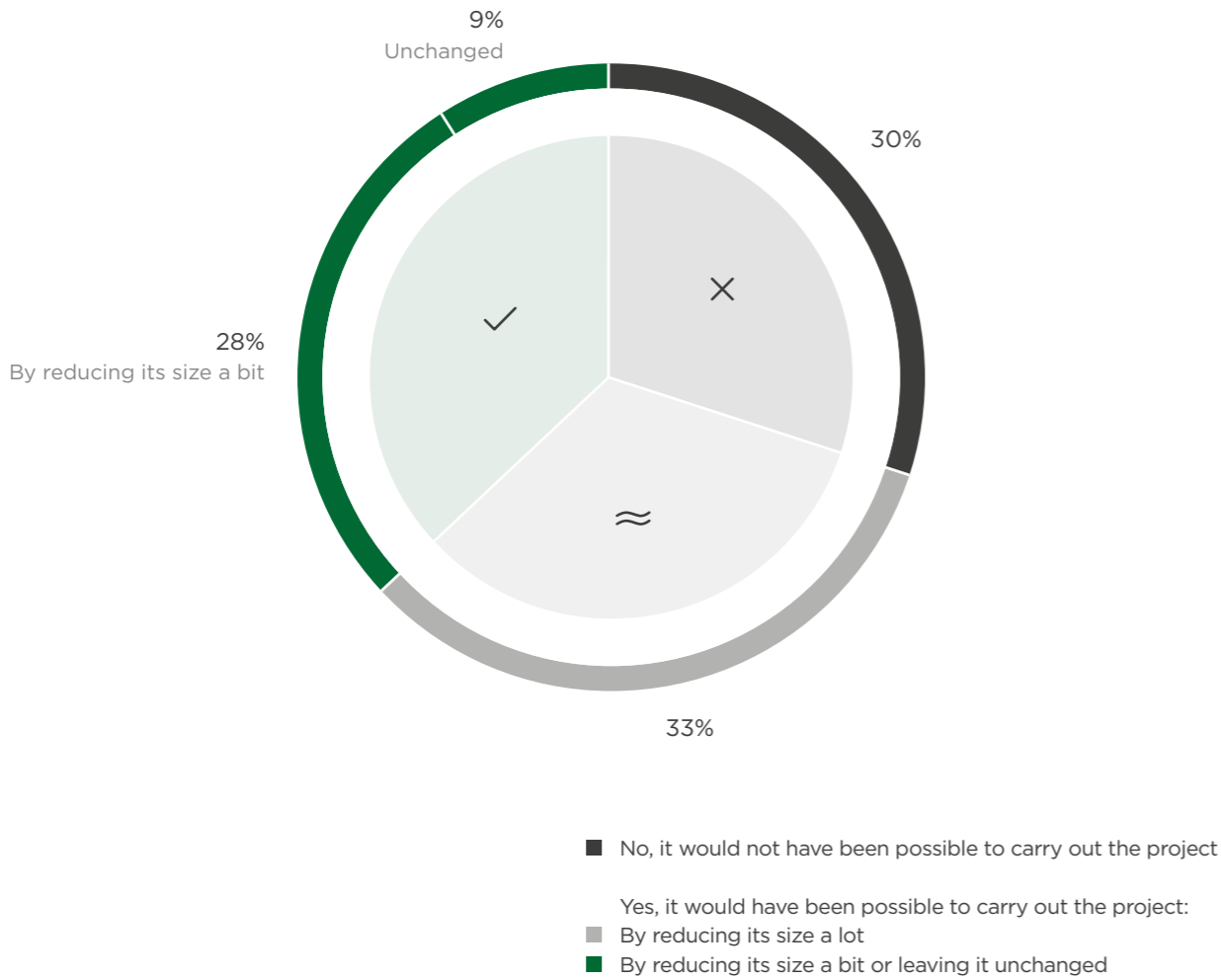
Within the framework of actions to enhance the university system, the Residential Facilities platform supports projects designed to attract NRRP funds to co-finance **the construction of university halls of residence** in Piedmont. The Foundation's funding, which currently stands at **€700,000**, has instigated the preparation of high-quality preliminary projects to assist beneficiary bodies in the **competitive process at national level**. In other words, it is a platform that enables participation in ministerial calls for proposals. With a total project value of around **€64 million**, **the estimated direct leverage is over 80 times the original input**, which is typical for infrastructure projects.

The impact of Compagnia's grant-making.

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

In a survey completed on 18 July, all the organisations that applied for grants in the past 18 months were asked what would have happened to their projects without funding from Fondazione Compagnia di San Paolo. Here are the answers given by the private-sector social bodies concerned.

The data shows that roughly one in three projects would not have been possible without Compagnia's support, and this percentage grows in proportion to the amount of funding provided by Compagnia.



Dal 1563, il bene comune.



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