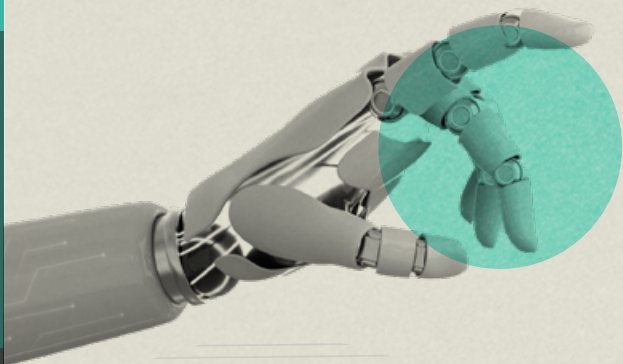




ANNUAL REPORT

2023



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BUILDING HORIZONS

Manuelita Mancini, Director of Fondazione Giacomo Brodolini

Recently in Italy there has been a lively debate on artificial intelligence. As the year comes to an end, Chat Gpt and its ban by the Italian Privacy Authority, the European Artificial Intelligence Strategy and the new regulation just approved tell us about how changes are speeding up and how difficult it is to manage them. It is precisely for this reason that, at FGB, we started to put artificial intelligence on the top of our agenda: enhancing the growth of Italian companies through a dedicated acceleration programme in Silicon Valley; opening a debate on the gendered impact of AI, forecasting the skills that the labour market will require in the near future, and also understanding what new challenges are at stake in terms of labour law and safety in Italy and in Europe. We did what we always do when we face a new challenge: we led research, mapped inequalities, built social dialogue and informed public debate, created opportunities for development.

Artificial intelligence will be one of the themes at the core of the G7, that will take place in 2024 and will be chaired by Italy. This makes our work as an independent foundation even more important: as the debate grows, it is important that it is based on data, research and structured thinking.

In the following pages, you will find information on: how our work is changing; what we provide to our partner organisations and clients through new technologies and new ways of inhabiting the digital world; how FGB is positioning itself to remain at the heart of these social changes.

I wish to deeply thank all and each one who works and collaborate with FGB for the curiosity and responsiveness with which you all take part in this adventure. I also wish to thank all the experts who carry out our research for considering FGB a strategic partner. I also take the chance to thank for their trust all the persons that read our magazines, the books we publish and the information sites. Finally, thanks to the public and private organisations that each year rely on our capabilities by deciding to assign us projects and research.

We should not forget that we live in a privileged place on earth, but not in a bubble. My wish for you and myself, is that in 2024 we can all make our contribution to a better society with less catastrophic events, wars, economic and climatic crises, pandemics, and more social justice, for everyone.

Manuelita Mancini



FGB by numbers



211 Active projects
in 2023

+108 Projects started
this year



150 Public
clients

61 Private
clients

{ **90** International
60 Italian

OUR GENDER CERTIFICATION

As the result of a process that lasted a few months and saw the active involvement of the Director, the Human Resources Unit and the Social Justice Area, Fondazione Giacomo Brodolini obtained the Gender Certification on December 12th, 2023.

This is the formal recognition of our commitment to promote equal gender opportunities, which has always been carried out both towards the people who work and collaborate with FGB and externally, through research, training and consultancy activities.

The preliminary work for obtaining the certification enabled a reconstruction of the state of the art of gender equality within our organisation.

It also helped to refine the system for collecting gender-disaggregated data to monitor equality indicators in the distribution and remuneration of FGB's staff.

The certification system includes a regular monitoring aimed at verifying the commitments set in the strategic plan, as well as a series of training measures which will involve the whole staff.



FGB in the digital transition



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NEW SKILLS FOR A CHANGING MARKET

Fondazione Giacomo Brodolini is at the forefront of public policy analysis and evaluation towards the digital and green transitions, within a changing labour market where employment imbalances have become an unavoidable challenge for Italy and the EU.



Mapping imbalances

In 2023, for the second time in a row, Fondazione Brodolini has been awarded the service for the drafting of the report of the European Employment Services Network (EURES) on labour shortages and surpluses. The report provides an overview of the most severe and widespread labour shortages in the EU as reported by the employment services covered by EURES, as well as of the main drivers affecting them based on an extensive literature review. The report in preparation will be dedicated to the construction sector, and will include an extensive digital map collecting the main sources of data available in each country.



Digital training

As part of the projects commissioned by the Italian National Institute for Public Policy Analysis (Inapp) on the topic of continuous training and adult learning, Fondazione Brodolini analysed the role of digital tools in education and training from a dual perspective: digital *in* training and *for* training. The need to strengthen and update, through training, the digital skills of the population has, in fact, clearly emerged, in order to fill the mismatches with the demands of an increasingly fast and changing job market. At the same time, there is a growing awareness of how the same skills are becoming a prerequisite for accessing training, which is now provided almost exclusively online. An increasingly inclusive training is therefore crucial, to ensure that the digital transition truly has a positive impact on economy and society.



European Intelligence

In 2023, FGB reinforced its position as a leader in providing skills intelligence at EU level. Through data and reports, Fondazione Brodolini has been supporting the European Centre for the Development of Vocational Training (Cedefop) to understand how new technologies are changing labour, from creation to obsolescence. The insights pictured a context characterised by the acceleration triggered by the pandemic and by policies increasingly aimed at reconciling digital with sustainability. Our sectoral analyses also shed light on the challenges and opportunities of the digital transformation in various fields – construction, care, steel and Information and communication technologies (ICT) – in the light of a growing demand for new skills and emerging technologies in the defence sector.



Digital skills

Digital skills and the impact of digitalisation on the labour market are the two pillars in the work for the Skill Lab Network of Experts of the European Training Foundation (ETF) managed by FGB. Within this framework, two webinars were dedicated to digital transition and the use of big data analysis in skills anticipation. The activities around this theme culminated in Turin's live event in October: for two days, 100 skills' experts from the ETF Network exchanged experiences, research and ideas on AI and the future of the digital transition.

BRINGING INNOVATION WITHIN THE TERRITORIES

Bringing innovation within territories is the key objective of the work carried out by Fondazione Brodolini over the years to assist businesses and citizens towards the digital and green transitions. 2023 represented an important step in this journey: the innovation hubs which had already been activated have seen their role strengthened, while new centres have started their activities.

Open Incet. Chosen as Contact Point for the European Commission's employment and social innovation programme (EaSI), the hub is home to FGB's Policy Lab and the emerging National Competence Centre of Social Innovation. In 2023, the hub has focused its activities on projects regarding: youth cultural regeneration – such as *Biennale e democrazia* and *PIÙ Biblioteche*, aimed at improving the accessibility and quality of public spaces; local businesses, to develop new collaborative approaches between local authorities, the private sector and stakeholders in addressing the challenge of green and digital transitions. Among the active projects, one is entirely dedicated to the city of Turin: a cascade funding provided by EaSI named Sefit (*Social ecosystems for fair and inclusive transitions*), which will support local enterprises to implement innovative solutions and foster the involvement of disadvantaged people in the twin transition.

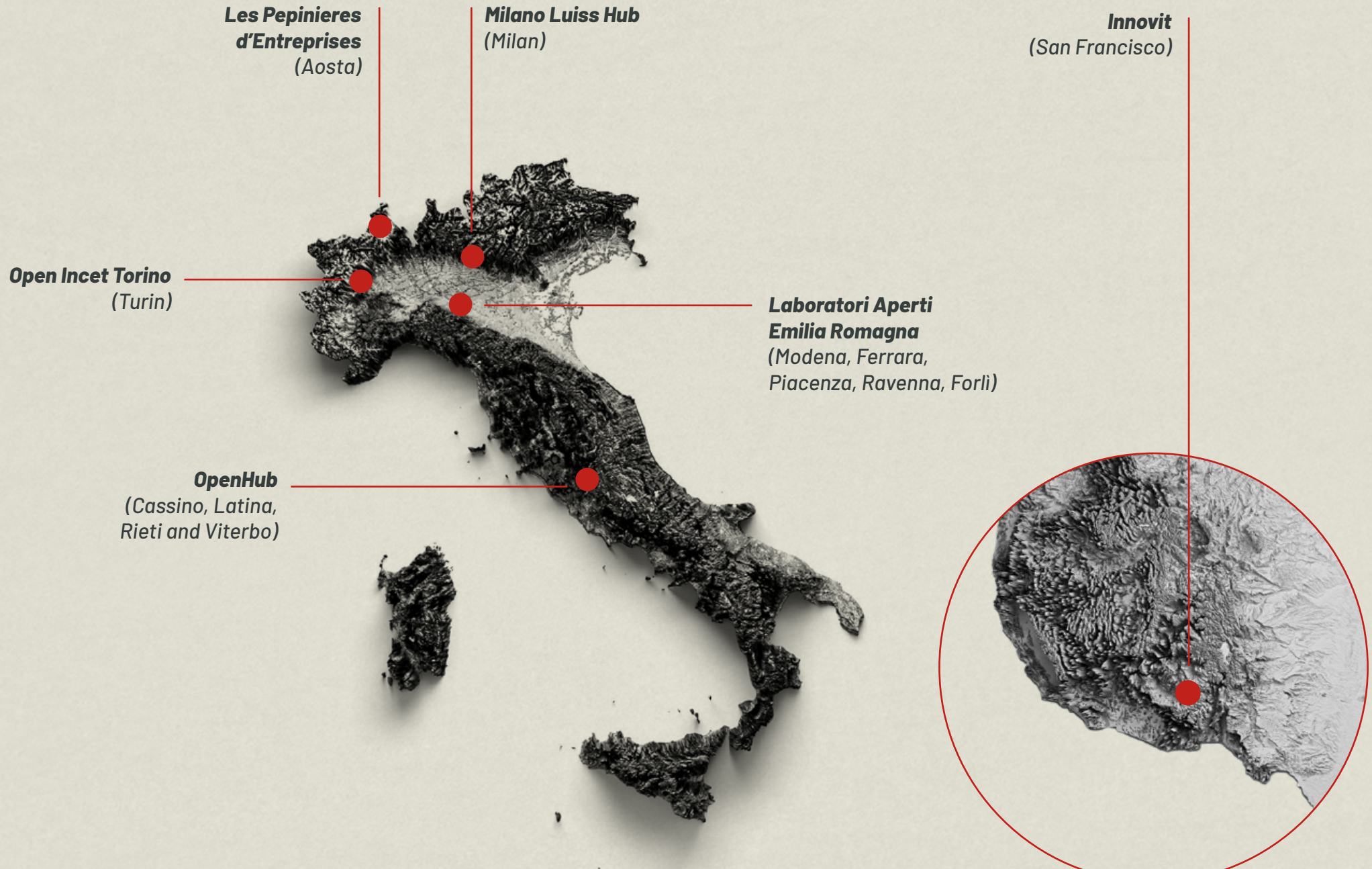
Les Pepiniers d'Entreprises. FGB is carrying on with the management of the business incubators and accelerators based in Aosta and Pont Saint Martin, in Aosta Valley, currently hosting 19 innovative enterprises. The hubs have been affirming themselves as leading centres on innovation and sustainability in the mountain area: in 2023, more than 100 meetings and events involving the main local stakeholders have been hosted by the hubs. Here is also based the coordination of Courmayeur Climate Hub, the territorial regeneration project dedicated to the challenges of climate change. On November 11th and 12th, 2023, FGB organised 'Climathon Courmayeur': a hackathon held at the foot of Mont Blanc to design innovative solutions for the future of the mountains, that was attended by over 100 young people.

OpenHub. The network of hubs on culture, social life and work, funded by Lazio Region and the European Social Fund, celebrates its first year of activities: made up of four hubs in the municipalities of Cassino, Latina, Rieti and Viterbo, Lazio's OpenHubs stand out as places where contamination, activation of territories and knowledge transfer can merge together, promoting the exchange of skills and the creation of a territorial ecosystem focusing on the renewed ability to think about communities, people and creativity. Nearly 400 events have been organised in 2023, including seminars, laboratories and workshops co-designed with associations, enterprises, third-sector organisations and citizens.

Milano Luiss Hub for Makers and Students. Throughout 2023, the venue hosted over 150 debates and technical discussions on the impact of new technologies on work and education. In 2024, it is set to become the first city hub dedicated to gender and innovation. Through the centre, Fondazione Brodolini is supporting YUNUS Sport Hub in the implementation of the Impact2026 programme – which aims to foster social entrepreneurship through initiatives targeting small and medium-sized enterprises, micro-enterprises and third-sector organisations during the Milano Cortina Olympic Games.



OUR HUBS



ONE YEAR IN THE SILICON VALLEY

The first year of the Italian Innovation Centre in San Francisco, California, has been a journey full of challenges and satisfactions. Set up as a strategic hub for the internationalisation and integrated promotion of the "country system" in the United States, the service was launched by FGB in October 2022. Now in full swing, it acts as a catalyst for innovative business ideas and initiatives, ensuring the Italian economy a permanent presence in the Silicon Valley.



FOCUS

- 1 Acceleration programmes for startup and Italian SMEs
- 2 Innovation Outpost for Italian companies and public institutions in Silicon Valley
- 3 Events and US roadshows
- 4 Networking and community engagement

PROGRAMMES

3 Programmes for Startups

4 Programs for SMEs

220 Mentors and Speakers

180 Sessions

98 Companies

168 Entrepreneurs

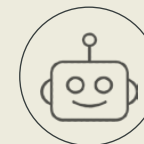


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Feedback

INDUSTRIES



Artificial Intelligence



IoT, Robotics, Cybersecurity



ClimateTech, Agri-FoodTech



Space Economy

SOCIAL JUSTICE IN THE LABOUR PLATFORMS ERA

Throughout 2023, Fondazione Brodolini has been addressing social justice with increased attention to its implications in the digital market, considering both the protection of fundamental rights in the development of digital technologies and their potential in counselling, knowledge exchange and training on inclusiveness.

Fundamental Rights. The research work for the European Fundamental Rights Agency went on, including the development of services such as a study on the right to political participation of people with disabilities. This is currently going to be finalised, in view of the 2024 European Parliament elections. Funded under the CERV programme, the AIR project is also about to start, focusing on the role of artificial intelligence in Human Resources selection processes, to contrast intersectional discrimination and create inclusive work environments.

GIG-economy. The Don't GIG UP Never project, which presented a [comparative report](#) on new working arrangements and the rights of platform workers, came to its end. The project focused, specifically, on some of the hitherto less analysed platforms, used for the intermediation of cultural services. FGB's research on work platforms is going on with the Team HUB project, which is scheduled to be completed in July 2024.

Artificial Intelligence. At the Festival of the Italian magazine Internazionale held in October 2023 in Ferrara, Fondazione Brodolini interviewed the AI expert Ivana Bartoletti in a debate on the right to privacy, towards a more inclusive design of technologies. The event was hosted in the spaces of Laboratorio Aperto.

Inclusive innovation. 2023 saw a growing interest in the need to adopt a gendered perspective within cutting-edge companies and organisations. Through the webinars of the project [GILL](#) (Gender Innovation Living Labs) and several consultancy and training interventions carried out for public and private clients, Fondazione Brodolini transferred expertise on how to foster inclusive innovation processes. Among the clients: Ca' Foscari University of Venice, Pasteur Institute, Umbria Public Administration School, RIA, PVH, Terna, European University Institute, American Academy in Rome.

Higher education. Finally, 2023 hosted the fourteenth and fifteenth edition of the [Master's in Gender Equality, Diversity and Inclusion](#), which launched a digital platform addressed to all the alumni who attended the course over the years. A community of more than 250 users, who can stay in touch and discuss, in a safe space, the evolution and critical aspects of inclusion pathways.



DIGITAL STORYTELLING IN THE TERRITORIES

Fondazione Brodolini is working with the Italian regional public administrations to disseminate good rural development practices, business opportunities, stories and impacts, and to promote transparency and local participation through digital communication tools.

In the Veneto Region, Fondazione Brodolini implemented a digital communication plan for the Region's Rural Development Programme 2014-2020 and Rural Development Policy 2023-2027, which involved the design of [venetorurale.it](https://www.venetorurale.it), an information portal to communicate interventions, calls for tenders, funded projects and scheduled events. The website is enriched by a [section](#) dedicated to stories, experiences, people and innovative ideas. The next step will be the opening of a Telegram channel offering support on upcoming measures and calls for tenders.

In Sardinia, as part of its services for the implementation of the communication strategy for the Por Fesr Sardegna 2014-2020, Fondazione Brodolini is involved in the storytelling of virtuous examples of local protagonists. Producing web content and disseminating social cards, Fondazione Brodolini has created a digital campaign to allow users to actively participate in the opportunities offered by the Rural Development Programme, thus intercepting a wide audience that includes current and future beneficiaries of the European Regional Development Fund.

In Tuscany, FGB's mission is presenting good practices in a simple and straightforward way, to offer citizens accessible information on the results of the 2014-2022 Fesr Rural Development Programme, through a dedicated section of the institutional website. The main objective is to disseminate updated content on the projects and communicate the key results of the programme, highlighting its socio-economic impact on the territory.

In the Marche Region, the communication strategy developed by Fondazione Brodolini for the 2014-2020 Rural Development Plan includes the creation of video clips and the launch of a dedicated app with information and updates on the regional development programme for the area. The app has also been designed as a tool to accompany the beneficiaries of the fundings of the programme throughout all the administrative procedures following the obtaining of the co-financing for their projects, communicating progress and deadlines through automatic smartphone notifications.



ONE YEAR OF FUTURE OF WORKERS

In 2023, Future of Workers (FOW), Fondazione Brodolini's observatory on sustainable work, was selected by the Ministry of the Environment and Energy Security as one of the best projects for promoting a culture of sustainability in the labour market according to the principles of the National Strategy for Sustainable Development. FOW provides monthly reports and tools as well as a podcast to inform on new trends in the labour market.

The themes of 2023.

- New European policy instruments to tackle labour market changes
- New jobs, old contracts: how to cope with change
- Smart working: how to change work organisation
- Life-long education for present and future careers
- Unlocking the potential of Neet youths
- The role of public policies to promote diversity and inclusion in Italy
- Facilitating access to the EU labour market for people with disabilities
- New skills to promote well-being in the workplace through inclusion
- How to get five generations to work together within a company
- From school to work: the future of Higher Technological Institutes

The community. Fondazione Brodolini developed [a platform](#) for a future workers' community, designed to facilitate access to the content produced by the observatory and to actively participate in its development. As a result, the project has been enriched with new monthly content – good practices, infographics and thematic in-depth analysis –, as an accompaniment to [podcasts](#), special issues and interactive tools. All new content was suggested by the community and then selected by the observatory.

The book. Thanks to the collaboration with the independent publisher Guerini NEXT, FOW will become a book illustrating the future of sustainable work and providing an overview of the main changes in the labour market produced by the triple transition – digital, ecological and social. The book will be available in Italian bookshops from June 2024.

Scuola Futura. In partnership with Aretè, a training organisation recognised by the Ministry of Education and Merit, FOW is now taking data and insights on the future of work into Italian public schools. Since October 2023, FOW and Aretè Formazione have been developing a training offer dedicated to teachers. Financed by the PNRR and delivered through 'Scuola Futura', the platform of the Ministry of Education and Merit for the training of school staff, the courses are free and designed to support teachers to keep up with technological innovation in didactics, as well as with the changing skills and professional profiles required by the job market.

Next steps. In 2024 FOW will be available to public and private organisations interested in co-designing and implementing new content with the observatory, to promote the culture of social sustainability in Italy.



INNOVATING DIGITAL COMMUNICATION

2023 has been the year of [Prossima](#), a spin-off of the magazine inGenere published by FGB. An editorial project focused on women, innovation and new frontiers of the labour market. Created out of the skills developed by Fondazione Brodolini in the field of digital communication and gender studies, the project obtained fundings from the Department for Information and Publishing of the Italian Presidency of the Council of Ministers.

Prossima is based on FGB's experience as a think-tank for innovation policies, as a research centre on the labour market and as an advisor to the European Commission on gender issues; at the same time, it draws on the knowledge collected and cultivated through [inGenere](#), the magazine published by Fondazione Brodolini devoted to the dissemination of data, policies and gender issues, which, throughout the years, has been able to establish itself as a space for interdisciplinary and cross-sectoral exchange.

The project primarily targets young women who have already embarked or wish to embark on a career path in the fields of technical and scientific disciplines. Through articles, interviews and videos, it collects data, stories, paths, news and projects dedicated to future jobs and new digital skills, which, in the context of a labour market under constant change, are already highly requested. One of the main objectives of Prossima is telling the stories of girls studying and working in technical and scientific disciplines and the experience and work of female entrepreneurs who have distinguished themselves in cutting-edge sectors – such as robotics, urban design and artificial intelligence. Prossima connects skills, tools and opportunities to change language

and imagination about the role of women in technological innovation, becoming a channel of inspiration and empowerment for both individuals and companies. The ambition of Prossima is to support, strengthen and accelerate a change that, according to available data, is already underway in our country: women-led businesses are growing, especially in the most innovative sectors and with greater intensity than those led by men.

First results. During its first year, Prossima hosted over 50 articles including interviews, stories, insights, news and definitions collected in a glossary, with the intention of composing a lexicon for a better understanding of the digital world.

Next step. In 2024, the project will gather a series of video lectures held by the staff of FGB's Innovation and Social Rights areas, respectively on the topics of business innovation, and diversity and inclusion. The training programme will focus on tips and infos needed to launch start-ups and operate businesses. It will also host content on corporate social responsibility, gender practices and policies to spread a non-discriminatory culture in the workplace.



A roadmap for 2024

THE WORDS THAT WILL GUIDE US

inclusive work

technological
skills

digital training

equality

internationalisation

fundamental
rights

cultural
regeneration

sustainable innovation

