

ANNUAL REPORT

2022



Index

- 01** *A forward-looking organisation*
- 02** *How our governance has changed*
- 03** *Our people-focused identity*
- 04** *FGB by numbers: the staff*
- 05** *FGB by numbers: projects*
- 06** *Our goals and horizons*
- 16** *Focus. Skills in the green, digital, pandemic transition*
- 17** *See you in 2023!*

A forward-looking organisation

Manuelita Mancini, **Director**

As 2022 comes to an end, the word of the year, according to the Collins dictionary, is “permacrisis”: a telling word for the succession of catastrophic events in our time.

In this context of prolonged crisis, we at Fondazione Giacomo Brodolini have tried to focus on the “change” under which are going.

Crisis and change are two words in constant dialogue: crises generate changes, even when they involve great suffering.

As the pandemic subsides, we have decided to approach change through active and participatory reflection, asking ourselves how we work and, above all, how we want to work.

The past few years have profoundly changed the way we live, and we now understand that the former world is behind us. We want to lead transformation, not suffer it; this is why we have decided to think together.

We have thus taken the time to truly take care of our organisation through a participatory path.

We called it Re-build: rebuilding. A beautiful expression for an organisation that wants to dedicate itself to the future.

This is just the beginning, but we are confident in the future thanks to the commitment of the people who make up Fondazione every day, striving to improve it.

An organisation that is strong inside is also strong outside.

The political scientist Joan Tronto, in her *Caring democracy*, writes: “future is not only about economic production but also about caring for the values of freedom, equality, and justice. That future is not only about oneself and one’s family and friends, but also about those with whom one disagrees, as well as the natural world and one’s place in it”.

We want to contribute to the future by doing what we do well: research, analysis, policy proposals, innovation and work in cities and territories.

We will do so, as we always have done, by putting people at the centre. We commit ourselves to better sharing the knowledge we produce, making it a social asset and bringing it into the public debate.

In 2022 there was no shortage of successes and leaps forward, difficulties and challenges. You will find a glimpse of the most important initiatives in the following pages.

Enjoy your reading, and I wish you a great future.

Manuelita Mancini



How our governance has changed

Since January 2022, Annamaria Simonazzi has been the new president of the Giacomo Brodolini Foundation. Annamaria, the first woman to hold this position, is an economist and former professor of Political Economy and History of Economic Analysis at the Sapienza University of Rome. She is also one of the experts of the National Council of Economy and Labour in the X Consiliatura, of which she is the secretary.

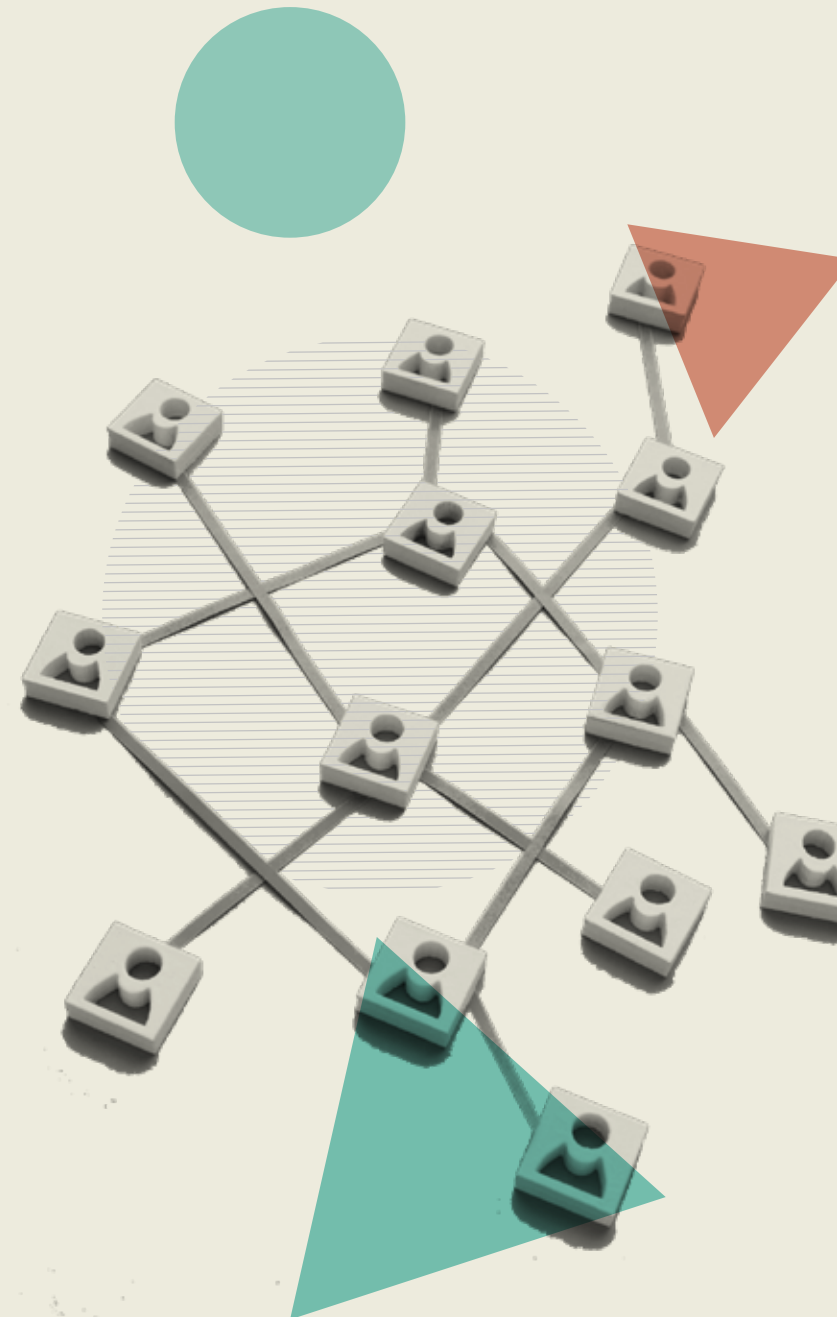
Annamaria already has a long history with Fondazione Giacomo Brodolini, as president of its scientific committee, editor-in-chief of the *Economia & Lavoro* magazine and one of the founders of the online magazine *inGenere*.

This change of presidency has renewed and revitalised the Scientific Committee, with the appointment of the new committee president Annalisa Rosselli. Annalisa is a former professor of History of Political Economy at the University of Rome Tor Vergata, and a member of the Accademia dei Lincei since 2018. She is also among the experts of the National Council of Economy and Labour in the X Consiliatura.

From 2016 to 2019, Rosselli was the first woman to hold the position of president of the Italian Society of Economists (SIE). In addition to her academic activity, she has collaborated with numerous administrations and institutions on gender budgeting projects and was part of the European gender budgeting network. She is also one of the founders of the online magazine *inGenere*.

Annalisa Rosselli is accompanied on the committee by a group of experts representing the various disciplinary areas of Fondazione Brodolini: Dario Guarascio (Sapienza University of Rome), Terence Hogarth (University of Warwick), Luca Nogler (University of Trento), Enrico Pugliese (Sapienza University of Rome), Michele Raitano (Sapienza University of Rome), Francesca Rizzo (Milan Polytechnic), Margherita Russo (University of Modena and Reggio Emilia), and Alberto Vergani (Catholic University of the Sacred Heart).

The committee's main role is to promote the social debate around the research produced by Fondazione Giacomo Brodolini.



A new people-focused identity

Re-Build

Re-Build stems from our desire to listen to the people who work for Fondazione Giacomo Brodolini. The initiative aims at guiding a process of innovation and improvement at all levels of the organisation. To have a direct impact on the people who are part of it, people have been involved through a group of change agents and a series of online discussion events. Sense of identity, belonging, needs and visions were at the core of the early stages of the project, which is now working on mapping skills, facilitating internal staff training, defining the organizational model and culture, and encouraging the sharing of knowledge and procedures.

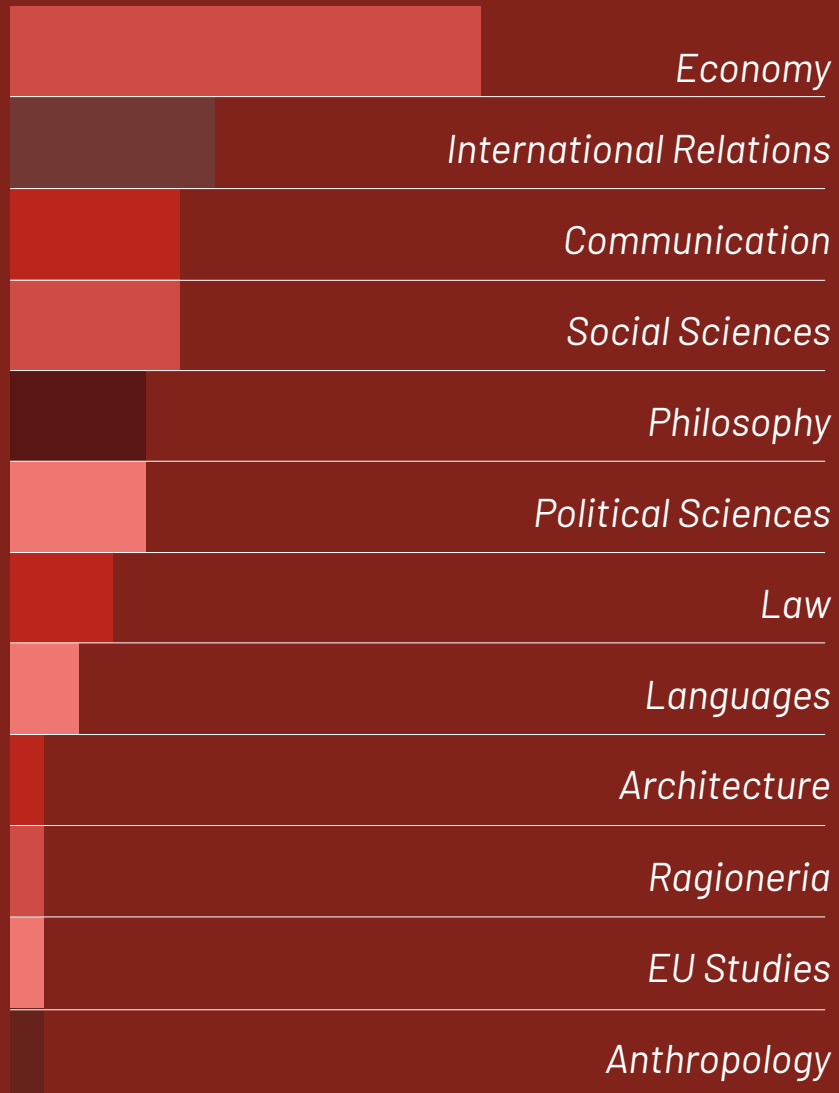
New website and new graphic identity

Since January 2022, Fondazione Giacomo Brodolini has a new website, in line with its new graphic identity. The new website aims to better collect and disseminate the wealth of content produced by the various areas of the organisation: magazines and publications, events and new active projects, but also the consultancy and training services in which the Foundation is increasingly specialised. The website is an easy-to-navigate platform, allowing stakeholders to find all the information concerning the future of the organisation, its constantly evolving governance and its history.

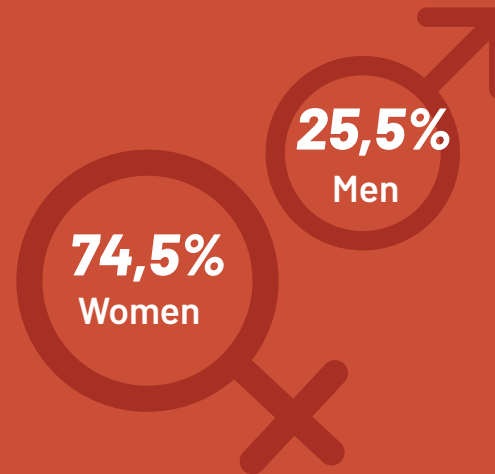


FGB by numbers: **the staff**

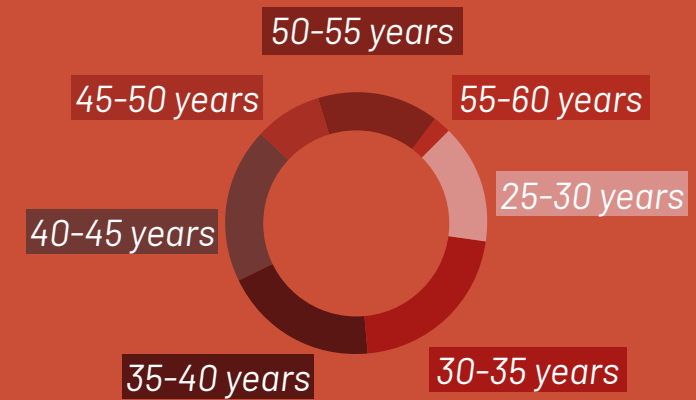
background



gender



age



city



FGB by numbers: **projects**

188
active projects
in **2022**

38
new contracts
in **2022**

Our goals and horizons



07

**10 years of the European
School of Industrial Relations**



08

**Innovation in
the territories**



09

**An observatory on the
future of work**



10

**Gender equality plans for
more inclusive research**



11

**Our role in the future
of Europe**



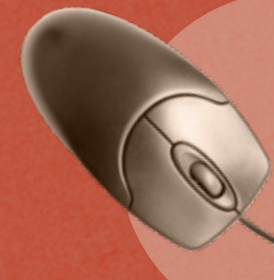
12

**At the forefront of public
policy evaluation**



13

**A plan of communication
for the Veneto Region**



14

**New forms of protection
in the platform economy**

10 years of the European School of Industrial Relations

On 25 April 2022, our European School of Industrial Relations (SERI) celebrated ten years of activity.

Founded in 2012 as part of a research project coordinated by the Italian Institute of Germanic Studies, Sapienza University and Fondazione Giacomo Brodolini, the school promotes industrial relations studies through a number of activities.

These include supporting young researchers, carrying out analyses and examinations, including comparative ones, organising seminars and conferences, and publishing essays and books, all following an interdisciplinary method that includes surveys on Italian, European and global perspectives.

Over these ten years, there have been many initiatives coordinated by SERI. Among the main ones, we recall the annual conferences and summer schools, the training courses (including the "Reality Checks"), the European Observatory on Employability and the Observatory on Bilaterality, as well as the series of Working Papers edited for Fondazione Brodolini.

SERI has also carried out a wealth of research at the national and European levels, with FGB and European and North American university institutions, ranging from the social profiles of TTIP to the gig economy, from decentralised contracting to posted workers, from coordination of social security to the European minimum wage, women and youth employment.

10 years

34 events

200 students

14 publications



Innovation in the territories

HUBS THAT WE OPENED THIS YEAR AND WILL OPEN IN 2023

Innovit. The Italian Innovation Center of San Francisco (California) was born as a strategic hub for the internationalisation and promotion of the Italian innovation system in the United States. The service was inaugurated in October 2022 and aims to stimulate innovative business ideas and initiatives, offering the Italian economy a stable presence in Silicon Valley.

Lazio Open Hubs. Cassino, Latina, Rieti and Viterbo. Four hubs, three of which are already open to the territory, promoting the activation of talents and awareness, social and economic cohesion, and employability in a perspective of continuous exchange among communities and people.

Four different places, united by the goal of bringing together citizens, public administrations, the third sector, universities, schools and businesses.

Policy Lab Torino. In 2023, the Policy Lab of the City of Turin will open, in close connection with the National Competence Centre for social innovation. The Policy Lab is a laboratory for the co-design and experimentation of public policies and innovative services. It aims to facilitate new forms of collaboration between public decision-makers, local actors and citizens, with a view to developing common and shared public policies.

OUR ACTIVE HUBS



With Innovit in the Silicon Valley

The Italian Innovation Centre in San Francisco, California, is a strategic hub created as an interface between the world of Italian innovation and the innovative ecosystem of the United States. Inaugurated in October 2022, Innovit aims to stimulate innovative business ideas and initiatives, offering the Italian economy a stable presence in Silicon Valley.

The centre operates from San Francisco but will act as a connector with all of North America thanks to the collaboration with the Italian Consulate in San Francisco and the Italian Embassy in Washington DC. Innovit will be at the service of various national, public and private entities. It will include start-ups, scale-ups, small and medium-sized enterprises, investors, research centres and universities. And also, public and semi-public local subjects such as regions, metropolitan cities, regional development agencies, incubators and accelerators.

The ambition is to offer a diverse range of programmes and services responding to different needs and objectives – from training to acceleration, from open innovation to need assessment. The activities aim at supporting the growth of innovative start-ups and speeding up their entry into international markets through a series of programmes on ICT and cybersecurity, artificial intelligence and machine learning, fintech and life sciences.

life science

machine learning

needs assessment

open innovation



The future of work restarts from the people with FOW

What will the world of work be like after the pandemic? How will it change with the ecological and digital transition?

Future of Workers (FOW), the new editorial project of Fondazione Giacomo Brodolini, was created in November 2022 precisely to answer such questions.

FOW is a pocket 4.0 observatory on the trends and policies that are changing places, skills, work organisations and therefore people's lives.

A "pocket" observatory because every month it offers professionals, businesses and public administrations easy-to-use content to understand the constantly evolving European scenarios.

A "4.0" project because it provides practical and cutting-edge digital tools to face the new challenges of the job market. FOW collects regular podcasts and monthly special issues focused on Europe's increasingly complex and ever-changing labour markets.

The observatory stems from the awareness that the socio-economic context is changing rapidly, and that never before has it been so important to keep up-to-date with the innovative trajectories that Europe is examining.

FOW will help us to understand the impact of the pandemic on the world of work, and how the Italian National Plan of recovery and resilience (NRRP) will affect employment and the ecological and digital transitions.

12 issues

12 months

12 podcasts

4 networking meetings



Gender equality plans for more inclusive research

Over the last year, Fondazione Giacomo Brodolini has accompanied various research organisations from Italy and Europe in the elaboration and approval of Gender Equality Plans (GEP), a tool that has become mandatory since January 2022 to access funds from the Horizon Europe programme, the main source of funding for research and innovation in Europe.

The organisations involved this year – Institute Pasteur, San Raffaele Hospital, Vita Salute University and Toscana Life Science Foundation – were followed by FGB consultants in all the steps up to the formulation of the final document.

The meetings, led by Fondazione Giacomo Brodolini, represented an important moment to share gender analysis, become aware of existing inequalities, discuss any resistance to change, and acquire awareness of the importance and benefits of building inclusive work environments together.

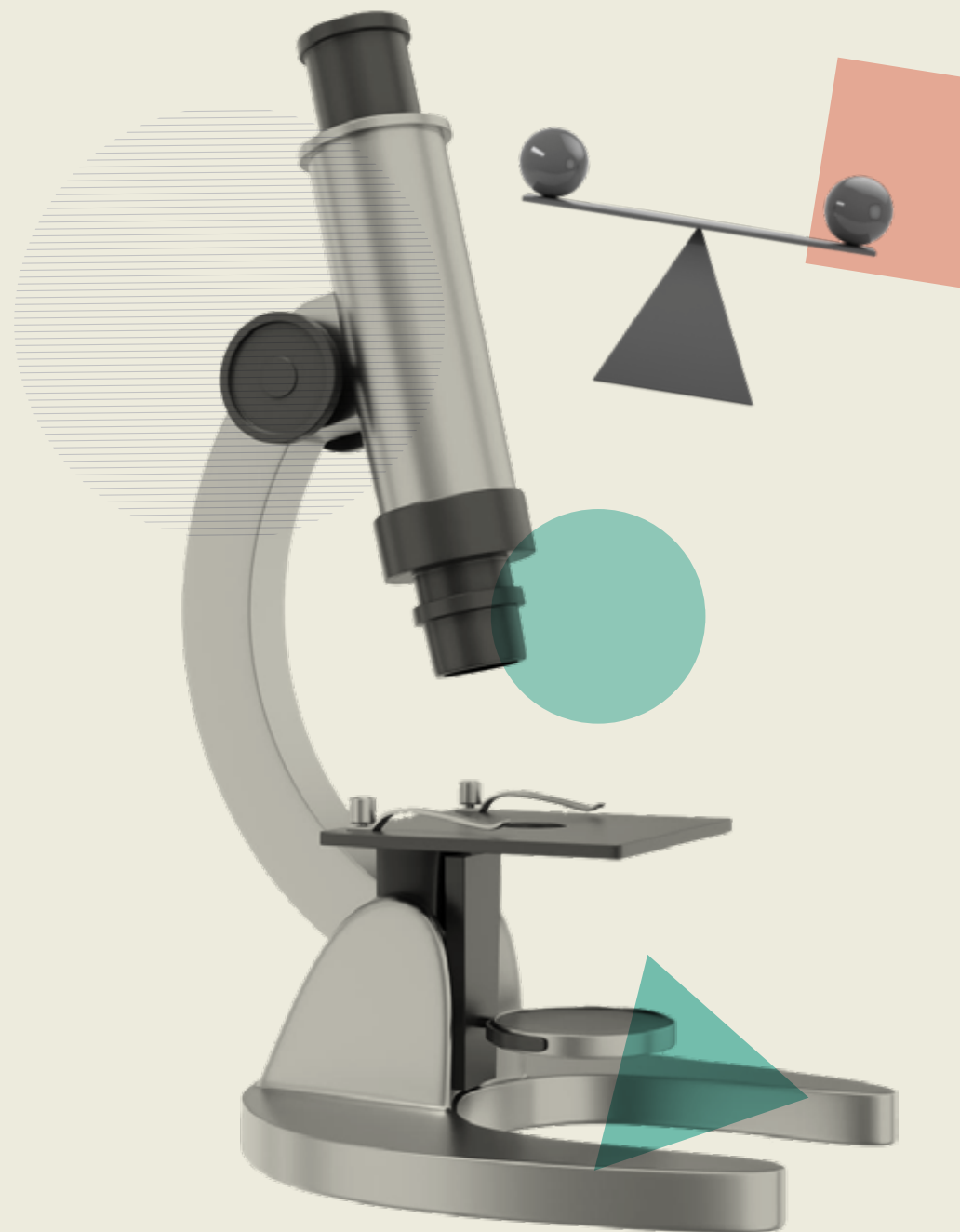
For its Gender Equality Plan – created with the support of FGB's research team – the San Raffaele Hospital of Milan was awarded the first prize in the "Protagonists in health" competition sponsored by Cittadinanzattiva, Confindustria and Farmaindustria.

equality

research

change

innovation



Our role in the future of Europe

In 2022, for the first time in history, the European Parliament selected a pool of people to represent citizens in the 27 EU member states and involve them in the development of policies on urgent issues, from the climate to human rights.

The initiative, named Conference on the Future of Europe (CoFoE), saw Fondazione Giacomo Brodolini partner up with GEDI Digital to produce the information and content that accompanied the evolution of the process.

The conference included numerous follow-up events organised by associations, universities and NGOs. Between February and April 2022, FGB curated 8 debate webinars on these topics with experts, MEPs and representatives of civil society organizations.

The webinars were live-streamed on the homepage of the Italian national newspaper Repubblica.it. Three face-to-face events were also organised, targeted towards high-school students in Bari, Rome and Milan.

Furthermore, Fondazione Brodolini edited a series of articles published in the foreign section of Repubblica.it, following the conference through all its phases. The citizen's proposals were presented on 2 December in Brussels in the plenary session of the European Parliament to be discussed with the European deputies and implemented in EU policies.

27 countries

3 meetings with schools

8 webinars

100 articles

Public Policy Evaluation and Human capital

education

culture

skills

mobility



The year 2022 was one of confirmation regarding our ability to provide quality services and studies in support of the European institutions.

For the first time, our benefit company (FGB Srl) was selected by the European Commission's Directorate General for Education, Youth, Sport and Culture, for a 4-year framework contract regarding evaluation, impact assessments and monitoring services. This is further proof of the expertise developed by Fondazione over the last decade, and the opportunity for us to enter a new field of intervention.

For the third time in a row, FGB has also won a four-year contract to provide support for Cedefop's activities. This will see Fondazione engaged in skills intelligence activities, the collection, management and analysis of quantitative and qualitative data, research on skills and the labour market in Europe, and the organisation of meetings and interviews with experts.

Another confirmation regards our collaboration with the European Training Foundation (ETF). Since June, Fondazione Brodolini has been managing the ETF Skills Lab Network of Experts, which aims to promote a culture of anticipation and skills matching in the EU's Neighbourhood countries and Central Asia.

This is done by promoting co-creation, exchange and dissemination of information, research and labour market insights.

Finally, Fondazione was able to extend its scope by winning a first contract with the European Labour Authority, which entrusted us with the task of preparing the annual report on labour shortages and surpluses for the EURES network.

This report aims to inform jobseekers, employers, and EURES staff about ongoing opportunities and challenges in the labour market, and to assist the EURES National Offices in planning their work programme by identifying potential cooperation projects on cross-border mobility.

A communication plan for the Veneto Region

Fondazione Giacomo Brodolini was awarded the execution and management service of the Communication Plan in support of the 2014-2020 rural development programme and the 2023-2027 rural development policy of the Veneto Region.

At the helm of a temporary consortium of companies – made up of P.R. Consulting and Mirus Srl – Fondazione Brodolini reached the maximum score for the technical offer.

This four-year project includes initiatives aimed at promoting public awareness and information on the objectives and results of the Veneto Region's Rural Development Programme.

This important community programming tool finances innovation projects, development technology, sustainability, regeneration and diversification in the rural development sector.

The project involves the creation of an integrated campaign covering all aspects of communication. It includes graphic design, ad hoc photographic services, videos and multimedia products. Also, web design and social media, advertising campaigns, events and meetings, workshops dedicated to press office communication, and a number of editorial and promotional products in various formats.

4 years

1 plan

36 video productions

1 new website



Platform economy and new forms of protection

Fondazione Giacomo Brodolini has combined a series of research activities on platform workers, consolidating its skills and contributing to a greater understanding of this increasingly relevant labour market topic.

With the *Don't GIG Up!* project, we studied the most common work platforms of passenger transport and food delivery. In turn, the follow-up *Don't GIG Up, Never!* project investigated lesser-explored work platforms for freelancers, white-collar workers and casual workers, as well as micro-tasking platforms. Both projects saw the participation of a trans-European network of research centres and trade unions.

2022 was also the closing year of the *Horizon Plus* project. *Platform Labour in Urban spaces*, to which Fondazione Brodolini contributed with research activities on the topic of gender equality between male and female platform workers.

Furthermore, a new line of e-commerce research was opened to analyse the impact of the digital revolution on the commerce and logistics sectors, both of which have been profoundly remodelled by the Covid-19 pandemic. In this regard, Fondazione Brodolini became part of a consortium of research centres and trade unions involved in the *Team Hub* project! led by the Italian Federation of Transport Workers. This project aims at providing sustainability to the e-commerce supply chain, both from a social and environmental point of view, and improving skills in the field of industrial relations at the national and European levels.

rights

transports

e-commerce

micro-tasking



FOCUS.

Skills in the green, digital, pandemic transition

Individuals, businesses, organisations and the public administration are in the midst of a triple transition, under the influence of the pandemic and the digital and green transitions.

The importance of this transformation is reflected by Italy's National Recovery and Resilience Plan (NRRP), where 27% of resources are allocated to the digital transition and about 40% to supporting the greening of the economy.

The advent of the so-called "fourth industrial revolution", in particular, has already started a radical process of digital transformation of companies, with a progressively increasing impact on production processes and organisational models.

But moving to an Industry 4.0 model can only lead to a real competitive advantage if accompanied by human resources who are comfortable with digital resources, automated processes and new multimedia tools.

Faced with the number and diversity of players involved in continuous training, the real challenge will therefore be precisely that of creating an integrated and organic system of skills, harnessing the impetus provided by the new government measures.

In this scenario, training in all its dimensions – formal, non-formal and informal – represents a necessary tool to accompany the ongoing change in production, organi-

sational, social and economic processes.

The Italian PNRR promotes the training of employed and unemployed people through the *Plan on New Skills* and ample space is given to updating the skills of public employees, through the *Strategic Plan for the enhancement and development of human capital in the public administration*.

For the latter, in particular, the value of training is two-fold: this is aimed not only at strengthening the skills of individuals, but also and above all at improving the quality of services to citizens and businesses by structurally enhancing administrative capacity.

The recent national strategic plan for the development of the skills of the adult population, finally, aims to implement the subjective right to training regardless of one's situation on the labour market.

Fondazione Giacomo Brodolini and Fondazione Giacomo Brodolini Srl are carrying out a series of research projects on the transformation of skills, in collaboration with institutions such as the National Institute for the Analysis of Public Policies, the Institute of Economic and Social Research (Ires-Friuli Venezia Giulia), and the Censis Foundation. We are therefore placed precisely in the midst of the ongoing transitions and of the new interventions carried out at a national level.



See you in 2023!

2023 will be the European Year of Skills. At this stage, when Europe is rethinking the continent's economy and accelerating the green and digital transitions, new opportunities will open up for people in the European markets.

To seize these opportunities, workers and jobseekers must have a set of skills that allows them to be part of these transitions, to be successful in the labour market, and therefore also to participate fully in society and democratic life.

A good skills system is one that leaves no one behind, ensuring a fair and equal transition. A good skills system is also essential for a more sustainable, innovative and competitive economy.

Yet, today more than 75% of companies cannot find workers with the necessary skills. Eurostat tells us that only 37% of adults are trained constantly, four out of ten workers lack basic digital skills and women are significantly underrepresented in technology professions.

Fondazione Giacomo Brodolini has a solid background in research, analysis and evaluation of lifelong learning policies, including support to European institutions regarding skills and training, reskilling and upskilling of the workforce, identification of local training needs, at the crossroads between supply and demand for training.

2023 is the European Year of Skills and we are here.



