



ANNUAL REPORT

2025



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HUMAN-CENTRED TRANSITIONS

For Fondazione Giacomo Brodolini, 2025 concludes with a shared awareness: the ability to influence ongoing transformations relies on trust in independent research that places people at the centre, and on a genuine commitment to designing policies that contribute to a democracy capable of ensuring rights, equality, and inclusion.

Navigating the challenges of ongoing transitions increasingly demands a human-centred approach. In this sense, our work will continue in the coming months with a clear direction, guiding the debate towards a future where equity and sustainability are the key principles.

2025 has reaffirmed an approach that combines research, advocacy, and international networks. We have worked to strengthen a European ecosystem where fundamental rights and gender equality are central to how public decisions are shaped and implemented.

The growing demand for collaboration from public institutions, universities, and research centres has guided our work towards a clear direction: the need to continue investing in participatory design practices, active listening, and the activation of local networks to generate social impact, not just economic value, building alliances that support the transition towards a

fairer and more inclusive economy.

In analysing emerging labour market needs and the ways in which citizens, organisations, and training institutes are addressing the digital, green, and social transitions, we have placed skills at the core of our contribution to more effective, integrated, and future-oriented public policies.

Transparency, measurable impact, and the public value of communication will remain our guiding principles. In the coming year, we will strengthen models that help administrations communicate complex solutions in a credible and accessible way, supporting the building of a renewed relationship between institutions and citizens.

Artificial intelligence, along with the geopolitical challenges that are increasingly taking centre stage, will have an impact on the labour market and on the political priorities of Europe's social agenda. The challenge for Fondazione Brodolini will be to keep people and social justice at the centre, combining rigorous research, cultural activities, and civic engagement with increasing effectiveness.

Continuing along the path we have set will be crucial, enhancing our role as a bridge between the Italian and international innovation ecosystems, and further

strengthening our commitment to fundamental rights and inclusion. At the same time, we will place renewed emphasis on lifelong learning for workers as a concrete response to support the workforce through these profound transformations. Fondazione Brodolini must continue to play a role not only in analysing social and economic change, but also as an active player, capable of positively influencing it.



MANUELITA MANCINI

Director of Fondazione Giacomo Brodolini

2025 by the numbers



Active projects

157



Countries involved

56



People

73



Events

300



Publications

6



Companies

520



Trainings

37

Our Impact

**1 NO
POVERTY**



■ **Survey on the final beneficiaries of the National Programme for inclusion and combating poverty**

Policy Evaluation & Human Capital Area
2024-2025
Italy

**4 QUALITY
EDUCATION**



■ **Citizenship education in initial vocational education and training**

Policy Evaluation & Human Capital Area
2025-2028
Germany, the Netherlands, Norway, Portugal, Romania, Czechia, Estonia, Italy

■ **Survey on employment outcomes of the leFP and IFTS training pathways**

Policy Evaluation & Human Capital Area
2025-2026
Italy

■ **Artificial intelligence to support the green transition**

Policy Evaluation & Human Capital Area
2024-2025
Terni, Narni (TR), Italy

**5 GENDER
EQUALITY**



■ **SAAGE. Scientific Analysis and Advise on Gender Equality in the EU**

Social Justice Area
2022-2025
Europe

■ **Consultancy services on violence against women and gender equality**

Social Justice Area
2024-2026
Europe

■ **GILL. Gendered Innovation Living Labs**

Social Justice Area
2023-2025
Europe

2030

Our Impact

8 DECENT WORK AND ECONOMIC GROWTH



■ EURES Targeted Mobility Scheme (TMS)

Social Justice Area
2025-2027
Europe

■ Eurofound National Correspondent

Social Justice Area
2022-2026
Italy

■ SkillsPULSE: Skills predicting, understanding, and locating shortages in Europe

Policy Evaluation & Human Capital Area
2024-2027
Europe

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE



■ Italian Innovation Centre in San Francisco

Innovation Area
2022-2026
San Francisco, United States

■ Business incubators and accelerators StartAlp and ScaleAlp

Innovation Area
2024-2026
Aosta and Pont-Saint-Martin, Aosta Valley, Italy

■ AutoCredify. Accelerating automotive green and digital skills with micro-credentials

Policy Evaluation & Human Capital Area
2025-2027
Belgium, Denmark, Finland, Italy, Portugal, Spain

10 REDUCED INEQUALITIES



■ FITTER. A fair and inclusive twin transition in Europe

Social Justice Area
2024-2027
Germany, Italy, Ireland, Portugal, Spain, Hungary

■ Technical assistance for the employment inclusion of people with disabilities

Innovation Area
2024-2026
Piedmont, Italy

■ Intergen. Young Unemployed Women towards Sustainable Entrepreneurship

Policy Evaluation & Human Capital Area
2024-2025
Italy

Our Impact

11 SUSTAINABLE CITIES AND COMMUNITIES



Courmayeur Climate Hub

Innovation Area
2022-2026
Courmayeur, Aosta Valley, Italy

Impact 2026. Sustainable and inclusive Winter Olympic and Paralympic Games

Innovation Area
2024-2026
Italy

Empowering young migrant women in Turin (Donne alla Barriera)

Innovation Area
2025
Turin, Italy

16 PEACE, JUSTICE AND STRONG INSTITUTIONS



Data collection and research services for the FRA NET network

Social Justice Area
2023-2027
Italy

FAIR. Promoting a culture of rights in Europe

Social Justice Area
2024-2026
Europe

Connecting Spheres. Protecting gender-based violence survivors

Social Justice Area
2024-2028
Europe

17 PARTNERSHIPS FOR THE GOALS



SEED2SCALE. Consolidating 5 National Competence Centers for Social Innovation

Innovation Area - 2024-2027
Italy, Croatia, Greece, Romania, Slovenia

Technical Assistance to the Managing Authority of the Interreg NEXT MED Programme 2021-2027

Public Policy & Communication Advisory Area
2025-2029
Cyprus, Egypt, France, Greece, Israel, Italy, Lebanon, Jordan, Malta, Palestine, Portugal, Spain, Tunisia, Algeria, Turkey

Specialised support for the communication activities for the Interreg Italy-Croatia 2021-2027 Programme

Public Policy & Communication Advisory Area
2024-2027 - Italy, Croatia

Working to ensure the full protection of fundamental rights and gender equality is essential to safeguarding democracy in Europe. Only independent and innovative research, supported by strong collaborations with international networks, can guide informed and genuinely inclusive decisions.

BARBARA DE MICHELI

Coordinator of the Social Justice Area
at Fondazione Giacomo Brodolini



A RENEWED COMMITMENT TO GENDER AND RIGHTS IN EUROPE

2025 was a year of both consolidation and exploration for the Social Justice Area. At a time when social justice priorities are increasingly pushed into the background at the global level, we strengthened our commitment to fundamental rights, continuing our [research work for the European Union Agency for Fundamental Rights](#), and stepping up awareness-raising activities on the EU Charter of Fundamental Rights through the [FAIR \(EU Charter of fundamental rights: awareness raising and instrument to promote a culture of rights\)](#) project.

We also invested in the field of industrial relations, continuing to act as [national correspondents for Eurofound](#), the European Foundation for the Improvement of Living and Working Conditions, and securing new funding from the same agency for a broader survey. This study involves the implementation of 50 case studies in 5 European countries on the application of the *Working Time Reduction Directive*, a topic that is attracting considerable interest across Europe. We carried out an impact assessment for the European Parliament on the possible adoption of a legislative instrument to regulate the [use of artificial intelligence within organisations](#), with a specific focus on algorithmic management – a small-scale project, but highly significant given the innovative nature of the topic.

In 2025, the Area also resumed its collaboration with the European Institute for Gender Equality (EIGE) with a mandate to update the Gender Equality Index. While this is a highly complex assignment, both because of the nature of the client and the activities involved, it enables us to look closely at one of the very few indicators that can effectively track progress towards gender equality in Europe. Another initiative that brought us great satisfaction was [GILL](#) – Gendered Innovation Living Labs, an EU-funded project on diversity and gender equality designed to support organisational and cultural change in European living labs, which bring together academia, the public sector, industry, and citizens.

This convergence of technology, gender, and rights builds on a long-standing trajectory that began in 2012 with Horizon Target and is now finally finding systematic ways to be embedded in innovation support pathways. Lastly, 2025 was also the year of the 19th edition of the Master's in Gender Equality, Diversity and Inclusion ([GEDM](#)), which will celebrate its 20th edition in March 2026, having trained more than 300 people over 13 years of activity.



Social Justice Area

2025 by the numbers

40 Projects

20 Events

3 Editions of the
Master's programme

167 People
enrolled



23 Training interventions

3 Gender Equality Plans

2 Gender Certifications



More and more public institutions, universities, and research centres are asking us to tell the story of what we do and how we work with local communities. Our approach is simple yet effective: we combine participatory design, active listening, and the building of local networks. The goal is to generate impact, not just profit, and to build alliances, projects, and shared visions for a fairer and more inclusive economy.

FRANCESCA BUONANNO

Coordinator of the Innovation Area
at Fondazione Giacomo Brodolini



GENERATING SOCIAL VALUE THROUGH INNOVATION

In 2025, the Innovation Area strengthened its ability to generate social value by better connecting demand and supply at both the national and international level. Our goal was to turn cities and small towns into real laboratories for inclusive solutions, working along three interconnected pillars: the internationalisation of hubs; social innovation and local development; and proximity economies and territorial hubs. *Internationalising technological hubs.* Among the most significant results was the management of [Innovit](#), the Italian innovation hub in San Francisco, run together with Entopan Innovation on behalf of the Italian Ministry of Foreign Affairs. The space offered Italian SMEs and startups privileged access to the Silicon Valley ecosystem, facilitating networking opportunities with investors and global partners and promoting calls dedicated to robotics, the Internet of Things, and smart manufacturing. At the same time, the [Milano Luiss Hub for Makers and Students](#), managed in partnership with Luiss and Italia-camp, established itself as a meeting point for the Innovit Alumni community and as a content hub on artificial intelligence. On the urban open innovation front, [Open Incet](#) in Turin continued to act as a platform connecting local and international ecosystems, generating shared value for the territory and its economic and social actors. *Social innovation and local development.* Fondazione Brodolini consolidated its leading role in the field of so-

cial innovation at the national level, contributing to the creation of the Italian Competence Centre for Social Innovation (ICCSI). The Centre has been appointed by the Ministry of Labour and Social Policies as the national validator of leading Italian social innovation practices submitted to the European Social Innovation Match (SIM) platform. In parallel, we designed and implemented incubation, capacity-building, and support programmes for local authorities, public administrations, and third-sector organisations, fostering the creation of social startups and participatory local development. In collaboration with Fondazione Milano Cortina 2026 and Yunus Sport Hub, FGB also implemented [social procurement projects](#), strengthening its mission to turn ideas and good practices into operational and systemic policies. *Proximity economy and local hubs.* Throughout 2025, Fondazione Brodolini enhanced local development processes through the [OpenHub Lazio](#) project, which includes four territorial hubs in Cassino, Latina, Rieti, and Viterbo. These spaces promote employability, social and economic cohesion, and the activation of local talent by offering career guidance services, job placement support, and assistance for self-entrepreneurship and startup creation. The initiative embodies FGB's commitment to making innovation a concrete driver of widespread, inclusive, and sustainable development.



Innovation Area

2025 by the numbers

51 Projects

520 Businesses and startups supported

210 Events

18 Hackathons

10 Capacity building programmes

9 Innovation Hubs

1 National Competence Centre for Social Innovation



HUMAN CAPITAL AREA

POLICY EVALUATION &

From strengthening skills intelligence, anticipation, and matching systems, to research on emerging labour market needs and human capital, and to analysing how individuals, organisations, and training providers are navigating ongoing transitions, Fondazione Brodolini helps place skills at the centre of the debate on the design and evaluation of public policies, bringing together digital, green, and citizenship dimensions.

GIANCARLO DENTE

Coordinator of the Policy Evaluation and Human Capital Area at Fondazione Giacomo Brodolini



TOWARDS CIVIC, DIGITAL, AND GREEN COMPETENCES

In 2025, the activities of the Policy Evaluation and Human Capital Area spanned a wide range of projects aimed at addressing skills needs in the labour market, while ensuring that skills policies foster both social inclusion and democratic participation: from strengthening skills intelligence, anticipation and matching systems, to evaluating labour market and social inclusion policies, to analysing how individuals, companies and training providers navigate ongoing transitions, FGB contributes to placing skills at the centre of policy evaluation and human capital development. Through a forward-looking approach that combines civic, digital, and green competences and links democratic participation with employability, the [Citizenship Education in Initial VET](#) project represents a pivotal step towards integrating democratic values, civic participation, and basic competences into vocational learning across Europe.

We aim to scale this approach across Member States, fostering democratic learning ecosystems that unite civic values with the essential skills driving Europe's sustainable and digital transition.

In 2025, for the second time in a row, Fondazione Giacomo Brodolini has been entrusted with the [management and animation of the European training Foundation's Skills Lab Network of Experts](#). By promoting shared learning through webinars, peer visits, and thematic communities, the project strengthens human capital while laying the foundation for resilient education and training ecosystems across the continent.

Our Area also conducted two crucial studies: *the [Comparison of EURES to Other Market Players Providing Employment](#)*, which provided a key opportunity to strengthen our visibility and expertise in the evolving recruitment landscape, and *[ESF Complex operations, financial implementation and performance orientation](#)*, which helped reinforce FGB's capacity to anticipate and inform EU policies and reforms.

Meanwhile, for the second consecutive time, our Area is conducting the [survey on the final recipients of the National Programme \(PN\) for Inclusion and Combating Poverty](#) on behalf of the Italian Ministry of Labour and

Social Policies, which is allowing us to observe the evolution of severe food poverty over multiple years, placing it within a broader context of poverty and social vulnerability.

Finally, in 2025, FGB was also involved in conducting [several multi-year surveys](#) on behalf of the Italian National Institute for Public Policy Analysis (INAPP). Taken together, these surveys offer a comprehensive view of people both at the point of entering the labour market and in subsequent phases of upskilling and reskilling, as well as of companies and organisations, as they confront with the changes and transitions affecting the labour market.



Policy Evaluation & Human Capital Area

2025 by the numbers

46 Projects **+50** Events

+200 Stakeholders **+450** Event participants

7 Publications **15** Institutions involved



COMMUNICATION ADVISORY AREA

PUBLIC POLICY &

For Fondazione Brodolini, communicating complex public policies has always meant investing in a model grounded in transparency, measurable impact, and the public value of institutional messages. It means enabling public administrations to make the rational, complex solutions they work on every day both credible and compelling

RAFFAELE PACIELLO

Coordinator of the Public Policy & Communication Advisory Area at Fondazione Giacomo Brodolini



HUMAN-CENTRED PUBLIC POLICY AND COMMUNICATION



For the Public Policy & Communication Advisory Area, 2025 was a year of purposeful growth built around two key pillars: strengthening professional relationships and placing human value at the core of our support to organisations and territories in their development pathways. In a context of rapid technological transformation, investing in skills, tools, and people capable of making our services more robust, inclusive, and oriented towards public value has fostered long-lasting partnerships with institutions, clients, and professional communities. In this spirit, 2025 marked a strong commitment to advancing the human dimension of consulting and creative processes, while maintaining constant attention to innovation. Working alongside key actors in value creation for the country required a significant evolution in methodologies and language, as well as our ability to understand emerging needs, grounded in the awareness that the complexity of public processes demands a shared vision and structured collaboration. This is reflected in the more than 10,000 hours of technical assistance and advisory support provided by the Area, which can count on a team of nearly 70 professionals engaged in 15 projects involving 18 countries across Europe and [the Mediterranean](#).

This year also brought substantial growth in the Area's delivery capacity, with nearly 300 outputs developed, including projects, services, and events implemented at national and international level. Among these were 24 high-level meetings and workshops involving over 1,400 stakeholders, and six integrated communication campaigns, including the first national campaign on EU funds dedicated to security and fundamental freedoms, developed for the Ministry of the Interior and broadcast on Rai channels and major national media outlets. Alongside consolidated activities – press tours, communication campaigns, and technical assistance for national policies and European cooperation – 2025 was also a year of experimentation. It saw the launch of the first public institutional content creation project, dedicated to [rural policies in the Veneto Region](#), opening new narrative perspectives for public administrations. These field activities were supported by continuous research and analysis on results and future scenarios, including studies on the perception of institutional messages and on crucial themes for future public investment, such as artificial intelligence, cybersecurity, public procurement, data, and communication.

By the end of 2025, the Area is more mature, more recognisable, and more solid-better equipped to support the evolution of public administrations with creativity and innovation, while consistently keeping territories, organisations, and, above all, people at the centre.



Public Policy & Communication Advisory Area

2025 by the numbers

16 Projects

10K Hours of technical assistance and advisory support

70 Professionals

24 Meetings and workshops

300 Deliverables

+1400 Stakeholders

6 Integrated communication campaigns



With the increasing use of artificial intelligence, the digital transition has become both rapid and disruptive, generating new concerns – and, in some cases, enthusiasm – about job stability, the quality of work, and the growing need for continuous learning to navigate careers that are becoming less and less linear.

MARIA LAURA FORNACI

Head of the Special Projects Unit
at Fondazione Giacomo Brodolini



ARTIFICIAL INTELLIGENCE AT WORK

2025 marked a year of consolidation and strategic positioning for the Special Projects Unit, strengthening the role of [Future of Workers](#), the Observatory on Sustainable Work, as a permanent platform connecting research, training and high-impact partnerships to analyse, anticipate and guide transformations in the world of work in the age of artificial intelligence, contributing to the use of technologies that enhance job quality, rights and social sustainability.

The increasing use of artificial intelligence at work is generating contrasting reactions. Alongside the sense fear that this technology may replace human potential or diminish the quality of people's contribution, there is the optimism of those who see AI as a major opportunity to increase efficiency and effectiveness, eliminate repetitive tasks, and create space for more meaningful and creative roles.

Within this context, Human Resources (HR) plays a crucial role in managing change: building skills, fostering a culture of innovation, and creating trust in the process, so as to enable the adoption of AI in ways that enhance human work rather than replace it.

This is why the training programme [HR Tech](#) was created. Developed by Fondazione Giacomo Brodolini, it brings strategies, use cases, and tools, to help organisations in Italy governing digital innovation and AI in Human Resources with an "innovation for good" approach.

Through eight online modules (for a total of 16 hours), HR Tech combines vision and practice, including key

principles for responsible AI; data management for HR; applications and potential of AI across all stages of the employee journey; compliance with the AI Act; and an organisational implementation roadmap with concrete *do's* and *don'ts*.

Through company case studies, academic lectures, and live demonstrations of HR tech solutions selected among the most innovative Italian scale-ups, the programme is designed for HR managers, entrepreneurs, innovation managers, and consultants who want to understand how to use data and AI for organisational development – not only for individual productivity – and who are looking for an international professional community for ongoing exchange.

HR Tech connects global hubs of innovation – Silicon Valley, now at the heart of Large Language Models, and New York, a key hub for AI use cases and execution – with FGB's research on AI and sustainable work. It offers a strategic vision that combines research, business experience, and cutting-edge innovation to help participants seize the opportunities of AI at work, with a particular focus on human sustainability. It supports them in understanding what to use AI for, and how to introduce and scale it in HR processes and across organisations, in compliance with the AI Act. To sum up, HR Tech is not simply a course on AI, but a pathway for change: a platform on the future of work, built on robust content, real cases, and meaningful connections that help organisations move from slides to decisions.



Special Projects Unit

2025 by the numbers

13 Participants enrolled in the first edition of HR Tech

9 HR tech scale-ups involved

+10000 HR Tech Newsletter subscriptions

13 Testimonials in the first edition of HR Tech

5.627 Future of Workers Newsletter subscriptions



Today, the greatest challenge for effective communication is to start from innovative narratives. That is why, at the heart of our work, there is a radical rethinking of intelligence as a plural language, grounded in the recognition and value of diversity. In an era that increasingly makes room for artificial feelings and automated visions of reality, responsible communication cannot exist without digital justice.

BARBARA LEDA KENNY

Head of the Communication and Institutional Relations Unit at Fondazione Giacomo Brodolini



AN INCLUSIVE FUTURE FOR INNOVATION

The digital transition and the increasingly widespread use of artificial intelligence across every sphere of work and daily life confront us with urgent and complex questions: will the transformation under way be ethical and inclusive, capable of reducing social inequalities rather than replicating them?

It is within this evolving landscape that, throughout 2025, the Communications and Institutional Relations Unit of Fondazione Giacomo Brodolini strengthened its work in shaping a public conversation on the need to make innovation processes in Italy more intersectional and plural, placing women at the centre as key drivers of change.

We pursued this mission through [Prossima](#), an editorial project born within the pages of the magazine [inGenere](#). Over time, Prossima has gathered stories, ideas, proposals, and opportunities, all linked by a single ambition: ensuring that the future of innovation features women as protagonists and places diversity and inclusion at the heart of its processes.

Prossima's goal is, in fact, as ambitious as it is necessary: to build a shared platform for exchanging knowledge, practices, and tools among the various actors working on innovation in Italy. This ambition took shape in a large networking event, *Prossima: the Future of Innovation Is Plural*, held in September at the Milano Luiss Hub with the support of Banca d'Italia.

The event, which opened with a [keynote by Katrine Kielos](#), renowned economic journalist and bestselling author on gender and innovation, brought together a network of entrepreneurs, innovators, and policy experts. Around dedicated discussion tables, founders, investors, researchers, third-sector representatives, and communication professionals explored the need for a profound cultural change – a true paradigm shift in innovation, still deeply shaped by gender bias and stereotypes.

Following the insights gathered in Milan, and in close collaboration with the Innovation and Social Justice Areas of Fondazione Brodolini, we are now working to establish an Observatory on Gender and Innovation. Its goal is to address the lack of disaggregated data in the field and become a national and international hub for effective, scalable practices.

And in 2026, Prossima will grow even further: the project will evolve into a European edition, giving voice to the experts and professionals who, in Italy, are advancing innovation in research with the support of EU programmes, while offering new narratives to inspire girls to imagine their futures free from gendered expectations and constraints.



Communications & Institutional Relations Unit

2025 by the numbers

+65 Newsletters

+300 Digital editorial contents

3 Publications curated

2 Institutional Events

+16K Followers on institutional social media channels

+30K Followers on inGenera social media channels



PUBLICATIONS



Labour market and interprofessional funds. Regulation, tools, and territorial implementation

by Giovanni Di Corrado, preface by Pier Antonio Varesi

The publication focuses on the most relevant and topical issues characterising today's landscape of active labour policies and employment services, with a view to analysing and enhancing the role of interprofessional funds

Influencers between work and taxation. Legal profiles of new web professions

edited by Chiara Cristofolini, Alessandra Magliaro, Riccardo Salomone

The publication examines the emerging figure of the social media influencer in the Italian context, which still lacks a clear definition and dedicated legal framework. Focusing on labour and tax aspects, it maps key issues and outlines an initial legal profile of this new professional role



Overcoming Insularity: Leveraging Sustainable Development Initiatives for Inclusive Growth in European Islands

edited by Aldo Berlinguer, Giancarlo Dente, Daniela Pappadà, Amelia Rubini, Patrizia Saroglia

Focusing on the situation of European islands, this paper examines how to address the issue of insularity and explores potential avenues for the future development of islands within the EU context



PUBLICATIONS

**economia
& lavoro**

Ups and Downs of Active Labour Market Policies – Part II

Essays by Massimo De Minicis, Federica Deyme, Leonardo Evangelista, Dan Finn, Francesco Giubileo, Emanuele Leonardi, Giovanna Linfante, Vanessa Lupo, Paolo Maranzano, Elena Musolino, Debora Radicchia, Roberto Romano, Simona Satta, Gianluca Scarano, Lucia Tardani, Enrico Toti

Ups and Downs of Active Labour Market Policies – Part I

Essays by Tiziano Barone, Paolo Borioni, Luca Candido, Annamaria D'Alessio, Silvia Donà, Alessandro Favale, Francesco Garibaldo, Francesco Giubileo, Cristina Lion, Emiliano Mandrone, Sante Marchetti, Manuel Marocco, Massimo Resce, Domenico Romano, Katia Santomieri, Gianluca Scarano, Eleonora Sposato, Paola Stocco, Lucia Valente

The European Economy in an Era of International Governance Instability: Challenges and Prospects

Essays by Mimmo Carrieri, Giuseppe Celi, Giacomo Cucignatto, Gioacchino Garofoli, Marc Humbert, Carles Manera, Ferran Navinés, Paolo M. Piacentini, Robert H. Wade



A Roadmap for 2026



