

# FAI SOCIAL REPORT 2024



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## Letter from the General Manager

FAI - Fondo per l'Ambiente Italiano ETS (hereinafter also referred to as 'FAI' or 'Foundation') has been committed for years to ensuring the preservation of Italy's historical, artistic and landscape heritage, planning ambitious activities pursued with an awareness that the environment, personal safety and social inclusion are of benefit to everyone.

2024 marks an important step forward in the Foundation's reporting process. For the second year running, in addition to its usual financial statements, FAI has prepared a **Social Report** in accordance with the *Guidelines for the Preparation of Social Reports by Third Sector Entities* (Decree of the Ministry of Labour and Social Policy of 4 July 2019), integrating them with the **Sustainability Reporting Standards of the Global Reporting Initiative (GRI) 2021**, using the 'with reference' option. Starting from the first list of material topics presented in the 2023 Social Report, the Foundation has expanded its analysis by identifying **16 relevant environmental, social and governance topics**. The identification of these topics is the result of a **materiality analysis** process, described in detail in the 'Material topics' section of this document. This methodological choice makes it possible to systematise and make more transparent and comparable the information relating to the environmental, social and governance aspects of the Foundation's activities. In line with this approach, FAI has also integrated reporting on its contribution to the pursuit of **the United Nations Sustainable Development Goals (SDGs)**.

In terms of performance, 2024 confirms and **exceeds the significant results achieved in the previous year**. Constant attention to investments, combined with further professional development, has led to improved management efficiency, ensuring the optimisation of expenditure on the protection of Italy's historical, artistic and landscape heritage, which increases every year.

In 2024, despite a difficult start due to dreadful weather conditions, visits to the Foundation's Properties increased, recovering in the second half of the year the decline recorded in the first few months, and **the trend towards self-financing of the Properties** was confirmed. This economic balance ensures that conservation and restoration work can continue, guaranteeing **the availability of fund for the coming years as well** through sound financial management, the results of which are allocated to restoration, conservation and maintenance.

The Properties open to the public were visited by **1,127,530 visitors** and the number of active members is **306,650**: +2% compared to 2023, which in economic terms corresponds to an increase of 8% (8,262,684 compared to 7,643,668 euros in 2023). These are very positive figures, confirming the growing support for the Foundation and its cultural offering.

People who believe in our mission donated approximately **€35,879,697** (+9% compared to 2023), equal to **68%** of total annual income, while companies that support the Foundation contributed **€10,355,628** (+36% compared to 2023), equal to **19%** of total funds raised. In 2024, donations from public bodies, banking foundations, private foundations and associations amounted to **€4,552,224**, equal to 9% of total income.

The set of results achieved in 2024 confirms that the work carried out to date is appreciated by



those who believe in our cause and present us with the prospect of significant growth and an increasingly challenging task in order to achieve our mission.

Davide Usai  
General Manager

A handwritten signature in black ink, appearing to read 'Davide Usai', located below the printed name and title.



## Our strategy

The **2024-2028 Strategic Plan** of **FAI - Fondo per l'Ambiente Italiano ETS** (hereinafter also referred to as 'FAI' or 'Foundation') was created with the aim of strengthening and expanding the impact of the Foundation's activities, continuing the path started with the previous ten-year plan and reaffirming with determination a vision in which history, culture and the environment are recognised and experienced as belonging to everyone, shared and generating value and meaning for the entire community.

In a context marked by profound social, cultural and environmental changes, cultural and landscape heritage is taking on an increasingly central role as **a resource for building a more sustainable future**. The climate crisis, the loss of biodiversity and changes in lifestyle require a rethinking of the role of cultural institutions. FAI is taking up this challenge in the firm belief that heritage protection must be fully integrated with sustainability, education, inclusion, innovation and participation, in a broad cultural vision capable of responding to the urgent needs and hopes of our time.

The Foundation's **strategy** for the next five years is based on three foundations – **Culture, Environment and Enterprise** – which represent not only the guidelines for FAI's actions, but also the structural references on which this **Social Report** is based:

- For FAI, **Culture** means strengthening its educational role with determination, so that each Property becomes a place where awareness and knowledge of Italy's cultural and environmental heritage can be improved. The Properties are not just places to visit, but centres of lifelong learning, capable of promoting a widespread and participatory culture. Through an original model of constantly adding to the value to be gained from the Properties, an approach which integrates **research, storytelling, accessibility and multidisciplinary**, FAI intends to develop a broad and inclusive cultural offering. The aim is to educate informed citizens who are able to live in the present through an understanding of the past and to actively contribute to the construction of a more cohesive, responsible and supportive society.
- **Environment** translates into a concrete commitment to achieve FAI's ecological transition, responding systematically to the climate crisis. Our vision of the environment is not limited to nature, but embraces the landscape, understood as an expression of the deep bond between man and territory. The Properties are laboratories of environmental responsibility, where innovative solutions and traditional practices can be tested, biodiversity promoted, impacts mitigated, efficiency improved and ecological evolution recounted through cultural content. The Foundation has defined an environmental agenda for 2024–2028 divided into four strategic areas – **climate change, water footprint, biodiversity protection and responsible consumption** – which will guide investments and projects, integrating restoration, maintenance, education and communication.
- **Enterprise** is the pillar that gives structure and continuity to FAI's actions. The Foundation wants to strengthen its model as a cultural and social enterprise capable of **generating shared and lasting value**. Thanks to the support of members, donors, volunteers and public and private stakeholders, FAI fuels a collective project that, through action subsidiary



to that of the State, promotes culture, education and social cohesion. Ambitious growth targets have been set for the future: improving efficiency, strengthening the organisation's presence on the ground, launching new strategic openings, especially in the large urban centres, and investing in professionalism and widespread participation. It is a long-term vision, based on responsibility, which makes culture one of the most powerful drivers of responsible development.

These three closely interlinked dimensions are at the heart of a process that adopts **the ESG (Environment, Social and Governance) approach** as a tool for assessment, reporting and continuous improvement, in line with internationally recognised sustainability reporting standards. In this way the objectives set and the expected results are interpreted and measured through environmental, social and governance criteria, with the aim of fully enhancing the Foundation's ability to integrate **vision, responsibility** and **practicality** into every aspect of its work. Through its **2024-2028 Strategic Plan**, FAI strongly reaffirms that Italy's history, culture and nature are not only a heritage to be preserved, but living and vital resources, a starting point from which to build a more aware, equitable and sustainable society.



## 2024 in numbers

### COMMITMENT

**73 Properties looked after throughout Italy**

**1 new Property acquired**

**2 new Properties opened to the public**

**85,000 square metres of historic buildings protected and enhanced**

**8.6 million square metres of protected landscape**

### PEOPLE

**312 staff members<sup>1</sup> (+3% on 2023)**

**133 delegations (+1% on 2023)**

**106 FAI groups (-7.5% on 2023)**

**94 FAI Youth Groups (+1% on 2023)**

**14 FAI "Bridge between Cultures" groups (+40% on 2023)**

**13,341 volunteers (-2% on 2023)**

### PARTICIPATION

**306,650 members (+2% on 2023)**

**1,127,530 visitors to the Properties (+1% on 2023)**

**550,000 visitors to *FAI Spring Days***

**386,000 visitors to *FAI Autumn Days* (+12% on 2023)**

**142,689 students of all levels involved (-4% on 2023)**

### TRANSPARENCY

**€52.8 million in proceeds from fundraising activities (+11% on 2023)**

**€37 million allocated to the restoration, conservation and management of the Properties (+13% on 2023)**

**€3.7 million allocated to cultural promotion, education and awareness in Italy (+19% on 2023)**

**101% of ordinary management and maintenance expenses of the Properties covered by direct income (104% in 2023)**

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<sup>1</sup> Full-time equivalent



## Key milestones for 2024

### FEBRUARY

The National Conference of Delegates and Volunteers, now in its 28th edition, is held in Naples. Theme of the year: *Let's take care of our heritage by telling its story. The social, educational and cultural mission of valuing our heritage.* An opportunity for discussion, in the presence of the Minister of Culture and authoritative representatives of the Italian cultural scene, to reflect on the meaning of valuing our heritage.

### MARCH

FAI *Spring Days* reach their 32nd edition, opening 750 heritage sites in 400 Italian locations to the public, welcoming 550,000 visitors thanks to 350 FAI delegations and groups active in all Regions. FAI *Spring Days* close the Rai Week dedicated to Cultural Heritage in collaboration with FAI, now in its 10th edition thanks to a Main Media Partnership agreement between the two institutions.

### APRIL

On the occasion of the 60th International Art Exhibition<sup>2</sup>, FAI presents the exhibition *Tony Cragg, Le forme del Vetro* (The Forms of Glass) at the Olivetti Shop in St. Mark's Square in Venice. Curated by Cristina Beltrami and Jean Blanchaert, the exhibition presents over twenty glass sculptures that narrate the artist's many years of experience with this living and complex material.

### MAY

Inauguration at the Abbazia di San Fruttuoso (Genoa) of the terraced gardens restored by the Foundation and dedicated to the memory of Angelo Maramai, the forward-thinking and passionate Director General of FAI from 2009 to 2020, who passed away prematurely in 2021.

For the second year the Foundation promotes *Camminate nella biodiversità* (Walks in Biodiversity), a nationwide initiative that is an integral part of *the #FAIbiodiversità* campaign, aimed at raising awareness of a precious but increasingly threatened natural heritage, the loss of which represents one of the most serious environmental emergencies of our time.

Thanks to the generosity of Mrs Urania Albergo, the Foundation acquires a 19th-century building in the centre of Lipari with the aim of thereby preserving a cultural identity that is increasingly undermined by the depopulation of small towns.

### JUNE

*Nel Tempo (In Time)* opens at Villa Panza (Varese), an exhibition that explores its theme through fifty-nine works by twenty-three artists from the collection of Giuseppe Panza di Biumo. Curated by Gabriella Belli and Marta Spanevello, the exhibition project also aims to showcase a group of works donated by Rosa Giovanna Magnifico and the Panza family to FAI (2022).

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<sup>2</sup> [Biennale Arte 2024 | 60th Exhibition](#)



## JULY

L'Aula del Simonino (the Simonino Hall), previously known as the Cappella (Chapel), opens in Trento with a new function: to encourage the citizens of today and, above all, of tomorrow to reflect on intolerance and prejudice, starting from the tragic story of anti-Semitism linked to Simonino.

The Abbey of San Fruttuoso (Genoa) hosts the exhibition *Ossi di Seppia. Ugo Mulas Eugenio Montale*, an intense dialogue between two artistic languages, photography and poetry, and between two great masters of Italian culture, focusing on the Ligurian landscape.

## SEPTEMBER

After extensive restoration, the Velarca, the houseboat designed by Studio BBPR in 1959, opens to the public. A small masterpiece of modern architectural history, moored on Lake Como opposite Isola Comacina, it was originally conceived as a special place for holidays and meetings for leading figures in Italian culture.

FAI launches the 12th edition of the *I Luoghi del Cuore (Places of the Heart)* census, which for twenty years has been collecting reports on the places most loved by Italians and therefore deserving of a future. On this occasion, the Foundation also presents a study dedicated to the cultural, social, environmental and economic impact of the project, which highlights the role of communities, especially small towns, in activating beneficial processes which are able to generate social and economic development at a local level.

## OCTOBER

The month is dedicated to *L'Ottobre del FAI*, the annual national fundraising campaign to support the Foundation's projects. In that context the 13th edition of *FAI Autumn Days* takes place, with 700 usually inaccessible sites open to the public, visited by 386,000 people, setting an all-time record for the autumn edition of the event.

*La condizione del desiderio (The Condition of Desire)* opens at Villa Panza (Varese), a project room by Arcangelo Sassolino that inaugurates a new cycle of exhibitions with site-specific works. Curated by Angela Vettese, the artist presents a monumental installation born from an intense dialogue between art and science, themes central to his research and which are also at the heart of the investigations of Giuseppe Panza di Biumo's.

## NOVEMBER

At the Monastero di Torba (Varese), the opening of two new spaces created from the old barn, which has been completely restored and repurposed to enrich the educational and cultural services of the Property. The first space is dedicated to new classrooms reserved for students visiting the monastery, while the second houses a video narrative on the history of the Property, aimed at all visitors.

A new multimedia space called *Un ambiente per l'Ambiente (An Environment for the Environment)* opens at Villa Gregoriana (Rome), enriching the visitor experience with an immersive video installation narrated by actor Lino Guanciale. An in-depth look at the history of the Property and its context, highlighting the inextricable link between History and Nature, and particularly that which is



found here between Villa Gregoriana and the Aniene River.

Ahead of COP29<sup>3</sup>, FAI consolidates its *#Faiperilclima* campaign, launched at the time of COP26<sup>4</sup> in 2021, with a programme of national initiatives aimed at raising awareness of climate change, starting with the work that the Foundation itself carries out on its Properties, where the effects of the environmental crisis are increasingly evident.

The 13th edition of *FAI Days for Schools* gets underway, involving thousands of students throughout Italy, thanks to the commitment of the Delegations and Ciceroni Apprentices. With the opening of over 200 places of interest, the initiative has enabled young people to discover the cultural heritage of their local area, encouraging active participation.

Opening at Villa Necchi Campiglio (Milan) of the exhibition *Nelle case. Interni a Milano 1928-1978* (In the Houses: Interiors in Milan 1928-1978), curated by Enrico Morteo and Orsina Simona Pierini. Inspired by the book of the same name published by Hoepli, it explores fifty years of Milanese interiors designed by great Italian architects. This is not a traditional exhibition, but a journey through the ingenuity, aesthetics and history of modern living in Milan.

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<sup>3</sup> [UN Climate Change Conference Baku - November 2024 | UNFCCC](#)

<sup>4</sup> [COP 26 | UNFCCC](#)



# 1. FAI





# THE IDENTITY OF FAI

## **Name of the organisation**

FAI - FONDO PER L'AMBIENTE ITALIANO ETS

## **Year of foundation**

1975

## **Tax code**

80102030154

## **VAT code**

0435865015

## **Legal status and classification under the Third Sector Code**

Foundation recognised as a legal entity by Presidential Decree no. 941 of 3 December 1975, published in the Official Gazette no. 89 of 5 April 1976, registered on 28 February 2022 in the Single National Register of the Third Sector pursuant to Article 45 of Legislative Decree no. 117 of 3 July 2017, rep. no. 2092, in the section 'g- Other third sector entities' referred to in Article 46 of Legislative Decree no. 117 of 3 July 2017.

## **Registered office address**

La Cavallerizza  
Via Carlo Foldi, 2  
20135 Milan

## **Other operational offices**

Via delle Botteghe Oscure, 32  
00186 Rome

## **Territorial areas of operation**

FAI operates throughout Italy and, through three international groups, also in Switzerland, Great Britain and the United States of America.

In concrete terms FAI's mission is an unwavering commitment to the protection of Italy's cultural and natural heritage, promoting initiatives to raise awareness and encourage community participation at both local and national levels. The Foundation operates throughout **Italy**, with a network of offices and operational structures that enable it to work across the country.



## The Foundation

Founded on **28 April 1975** by Giulia Maria Crespi, Renato Bazzoni, Alberto Predieri and Franco Russoli, FAI is a non-profit foundation that works to **protect** Italy's **historical, artistic and natural heritage**. Inspired by the model of the English *National Trust*, FAI has its roots in a profound and far-sighted vision: **to preserve sites of Italian beauty** not only for their own sake, but to return them to the community as spaces for knowledge, for meeting people, for growth and for the future.

Its mission is to take care of special places which are part of Italy's cultural heritage, mainly consisting of the Properties – **currently 73, of which 56 are open to the public** – that it owns, through donation or inheritance, or that it manages under concession from private individuals and public bodies.

The second cornerstone of its mission is **to encourage people to learn about and actively enjoy their cultural heritage**, so that this will increasingly stimulate the desire, as a right and duty of every citizen, starting with young people and students, to take care of it themselves or through those who, like FAI, carry out this activity in the public interest, based on the principle of subsidiarity, as enshrined in Article 118 of the Italian Constitution.

The third pillar of its mission is **keeping a watchful eye on our heritage**, in support of the work of the State and in collaboration with the relevant institutions.

FAI was founded with the aim of looking after places worthy of preservation for present and future generations. In this vision, conservation is never a static act: it is an active, sometimes transformative process that translates into initiatives of restoration and repurposing as well as a constant maintenance programme. For FAI, conservation means breathing new life into places, restoring to them their historical and traditional nature, reviving their beauty and meaning, but also making them accessible, understandable and enjoyable by an ever-wider audience, with a view to individual and collective enrichment, growth and well-being. In this way, alongside the recovery of its original functions, each Property also takes on new cultural and recreational roles for the benefit of the public, contributing to the economic sustainability of its management.

**Restoration, management and adding cultural value** are complementary operations for FAI, parts of a single integrated strategy that puts at its very centre the cultural and environmental value of the sites. FAI preserves not only the walls, works of art and landscapes, but also the spirit of sites: **that authentic and special identity** that encapsulates their meaning for the past, the present and the future. This spirit is reflected as much in the lesser artefacts as in the masterpieces, as well as in the stories, great and small, that they have to tell. It all adds up to a heritage, both tangible and intangible, nourished by continuous scientific research carried out in collaboration with the most authoritative academic institutions, and communicated to the public through ever-new narrative tools, designed to be effective, attractive and engaging.

The **network of FAI delegations and volunteers**, present in all Italian Regions, contributes with extraordinary effectiveness to instilling and disseminating these values. With passion, competence and creativity, these volunteers make it possible every day to carry out local and national initiatives that enhance local areas, even where there are no FAI Properties, by engaging their communities,



raising awareness and mobilising citizens and institutions.

Among the best-known initiatives are FAI ***Days***, with their Spring, Autumn and School editions. Every year these involve hundreds of thousands of people in the discovery of special sites of history, art and nature, often inaccessible at other times of the year. Equally important is the I ***Luoghi del Cuore (Places of the Heart)*** project, the largest voluntary survey of Italy's cultural heritage, thanks to which FAI has been able to intervene in numerous sites indicated by citizens, in collaboration with local authorities and associations.



## **Organs of the Foundation**

### **President**

Marco Magnifico

### **Vice-Presidents**

Ilaria Borletti Buitoni

Maurizio Rivolta

Flavio Valeri

### **General Manager**

Davide Usai

### **Cultural Director**

Daniela Bruno

### **Board of Directors**

Giovanni Agosti Guido Beltrami

Ilaria Borletti Buitoni \*

Franco Dalla Sega \*

Costanza Esclapon de Villeneuve

Maddalena Gioia Gibelli

Andrea Kerbaker \*

David Landau \*

Stefano Lucchini

Marco Magnifico Fracaro \*

Marco Marcatili

Clarice Orsi Pecori Giraldi

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José Rallo \*\*

Andrea Rinaldo

Maurizio Rivolta \*

Monica Angela Scanu

Luca Siciliano

Michele Valensise

Flavio Valeri \*

Anna Zegna \*/\*\*



### **Board of Trustees**

Piergaetano Marchetti (Chairman)  
Giorgio Alpeggiani  
Giovanni Bazoli  
Tito Boeri  
Bona Frescobaldi  
Luca Paravicini Crespi  
Guido Peregalli

### **Internal Audit Committee**

Paola Tagliavini (Chair)  
Michele de Tavonatti  
Francesco Logaldo  
Andrea Bignami (Deputy)  
Andrea Catena (Deputy)  
Giovanni Rossi (Deputy)

### **Auditors**

PricewaterhouseCoopers

*\*Members of the Executive Committee*

*\*\*Members of the Appointments and Shareholding Committee*



## FAI's "Firsts"

Every organisation has a story made up of beginnings, choices and moments that mark its path and define its identity. For FAI, these moments are its **"firsts"**: decisive milestones, achievements and projects that have marked the route of a commitment for 50 years to the protection, enhancement and sharing of Italy's cultural and landscape heritage. Each date not only bears witness to an action, but also embodies a vision: the desire to build an Italy more aware, more participatory, more united around the beauty of its sites.

### 1975

FAI - Fondo per l'Ambiente Italiano ETS is founded in Milan by Giulia Maria Crespi, Renato Bazzoni, Alberto Predieri and Franco Russoli. This was the opening chapter of a story of courage, vision and love for our country's heritage.

### 1977

Cala Junco, at the western end of the island of Panarea, is the first Property donated to the Foundation. This initial gesture is followed by the Monastero di Torba, a complex of Roman origin in the province of Varese, and the Castle of Avio, with its 11th-century keep, guarding the Val Lagarina in Trentino.

### 1985

The Monastero di Torba becomes the first Property restored by FAI. An eight-year restoration project returns to the community the walls of the Roman outpost and the 8th-9th century Lombard frescoes. In 2011, the site would be recognised as a UNESCO World Heritage Site.

### 1986

The Baia di Ieranto, overlooking the Gulf of Naples and donated by IRI (Italsider), is the focus of the Foundation's first major landscape restoration project: a virtuous example of the recovery and reuse of a former industrial area, opened to the public in 2002.

### 1988

The Castello e Parco di Masino, in the province of Turin, become FAI Properties thanks to a fundraising campaign specifically for this project. This complex restoration project was one of the most ambitious undertakings of the then young Foundation.

### 1993

FAI *Spring Days* are born: for the first time ever, 90 sites which are usually inaccessible open their doors in 32 Italian cities, thanks to the work of FAI Delegations. It is the beginning of one of the most important cultural education and participation campaigns in the country, attracting 70,000 visitors right from the start.

### 1999

The first concession comes from the Sicilian Regional Government, which entrusts FAI with the Giardino di Kolymbethra, an archaeological and agricultural gem in the Valley of the Temples in Agrigento, to save it from degradation and bring it back to life after decades of neglect.

### 2003

*I Luoghi del Cuore* (Places of the Heart) is launched, the largest voluntary survey of Italy's cultural heritage. For the first time, it is citizens themselves who report the places they feel closest to and which they would like to see protected and valued. The first edition receives over 24,000 reports.

### 2009

The Foundation launches its first national fundraising campaign via text message, aimed at restoring the Bosco di San Francesco in Assisi. This is a move which initiates new forms of collective



participation and support.

### **2010**

After 35 years dedicated to running FAI, Giulia Maria Crespi (1923-2020) steps down as President and becomes Honorary President, handing over the reins to Ilaria Borletti Buitoni.

### **2012**

FAI moves its headquarters to the historic La Cavallerizza, in the centre of Milan: a building that combines tradition and innovation, marking an important step in the growth and organisational evolution of the Foundation.

### **2013**

Andrea Carandini succeeds Ilaria Borletti Buitoni as president of FAI.

### **2014**

The Foundation's first Strategic Plan is drawn up; a ten-year programme that introduces a vision for development supported by management tools and long-term objectives.

### **2017**

FAI receives a concession for the Saline Conti Vecchi, saltpans on the outskirts of Cagliari, the first productive site opened to the public by the Foundation, to which cultural value has been added through a project that recounts its story and function.

### **2019**

The Foundation accepts the challenge of enhancing an intangible asset, restoring and opening to the public the vegetable garden on the famous 'lonely hill' in Recanati, mentioned in Giacomo Leopardi's *L'Infinito*. A multimedia tour is set up here to immerse visitors in the poet's most famous poem.

### **2021**

Marco Magnifico, Executive Vice-President since 2010, takes over as President of the Foundation, taking the baton from Andrea Carandini.

### **2022**

FAI obtains recognition as a Third Sector Organisation with its registration in the Single National Register and adapts its Statute to the Third Sector Code. In the same year, for the first time, a productive agricultural estate – Villa Caviciana in Gradoli (Viterbo) – becomes a FAI Property, opening up new prospects for the integrated enhancement of cultural heritage, landscape and agriculture.



## VALUES AND OBJECTIVES

### Mission

**FAI - Fondo per l'Ambiente Italiano ETS** pursues Activities of General Interest as defined in Article 5(1)(e),(f),(i),(k),(r) and (s) of Legislative Decree No. 117 of 3 July 2017 as amended, and with the contribution of everyone:

- **the care** of special places in Italy for present and future generations;
- **educating people** to love, understand and enjoy the environment, landscape and historical and artistic heritage of the nation;
- **overseeing** the protection of landscape and cultural heritage, in the spirit of Article 9 of the Constitution.

These principles translate into a concrete and passionate commitment to **the care and conservation of 73 sites**, 56 of which are open to the public, which FAI has acquired through donation or inheritance, or manages on behalf of private individuals or public institutions. Each Property is seen as a cultural and environmental citadel, preserving the past and, at the same time, acting as a laboratory for innovation, where virtuous models of landscape protection, social inclusion and responsible resource management are tested.

Alongside conservation, the second pillar of the mission is **education about heritage and how to enjoy it**, so that beauty becomes a shared right and, at the same time, a civic duty. FAI promotes consciousness-raising activities aimed particularly at young people, with the aim of instilling in the community a greater awareness and responsibility towards the heritage that surrounds us.

The third pillar is represented by **actively guarding our cultural and landscape heritage**, working with rigour and determination in synergy with the relevant institutions, to defend the integrity of a fragile heritage that is often exposed to environmental threats, speculation and neglect.

In order to pursue these objectives effectively, FAI has adopted a long-term strategic vision, divided into **three-year Operational Plans** (2015–2017, 2018–2020, 2021–2023), which have guided the Foundation's choices, promoted internal integration and ensured that the resources used are commensurate with the expected results. In all its actions, FAI intends to remain faithful to its original mission: to promote a meeting between culture, the environment and the community, contributing to the construction of a more aware, inclusive and responsible future.

### Values

At the heart of every action, project and decision taken by FAI is a solid system of **values** that guide its daily work and define its identity. These values express the Foundation's commitment to the **protection and enhancement of Italy's cultural, landscape and environmental heritage**, and form the basis of the relationship of **trust and transparency** that FAI builds with its stakeholders: donors, volunteers, visitors, institutions and local communities.

These are the principles that guide our mission, inspire our long-term vision and ensure consistency between what FAI does and **how it does it**, fostering authentic and responsible relationships. In



particular, FAI identifies with the following values:

- **Excellence of quality** in conservation, in cultural offerings and in services
- **Concrete action and consistency** in drawing from experience the principles that guide our actions
- **Effectiveness and efficiency** in tailoring actions, methods and organisation to the mission, and to the vision and strategy for achieving them
- **Economic sustainability and minimal environmental impact** of all activities
- Total **accessibility** to spaces and to the cultural content, aimed at different types of audience
- **Inclusiveness and participation** in our relationships with volunteers, members and anyone involved in our activities
- **Respect and consideration** for the needs, desires and opinions of those who approach us
- **Independence** of thought and action, but openness to collaboration with anyone who shares our values
- **Awareness and responsibility** in participating in cultural and environmental policy at national and local level

These values constitute the **heart of FAI's identity**, inspiring every choice and giving meaning to the Foundation's daily work.



## ACTIVITIES IN ACCORDANCE WITH FAI'S CONSTITUTION

FAI pursues **civic, solidarity** and **social utility goals** and has as its sole purpose the education and instruction of the community in the defence of the environment and of Italy's artistic and monumental heritage.

It pursues this aim by exclusively and primarily carrying out the following activities of general interest, which relate to Articles 2 and 3 of its Constitution (in this Report referred to as its 'Statute'), also available on the Foundation's website:

- protection and enhancement of the cultural heritage and the landscape, in compliance with the Code of Cultural Heritage and Landscape (Legislative Decree 42/2004);
- safeguarding the environment and promoting the thoughtful and responsible use of natural resources;
- organisation and management of cultural, artistic and recreational activities, including publishing initiatives and projects to promote volunteering;
- undergraduate and post-graduate education;
- development of scientific research of social interest, at the service of knowledge and the protection of the common good;
- education, instruction and professional training, in accordance with Law No. 53 of 28 March 2003 as amended, as well as cultural activities of social interest with educational purposes;
- planning and management of cultural tourism initiatives aimed at promoting encounters between people and places;
- promotion of social farming as a tool for integrating the environment, productivity and inclusion, pursuant to Article 2 of Law No. 141 of 18 August 2015, as amended;
- redevelopment of unused public property or property confiscated from organised crime, in order to return it to the community and regenerate it as spaces for culture and participation.

In particular, FAI may:

- undertake and promote any action aimed at the protection, conservation and recovery of the Properties and the environments related to them, and at the safeguarding and improvement of environmental conditions; this also in agreement with other entities with similar aims;
- carry out study, promotion and intervention activities, both directly and by organising or promoting meetings, conferences and seminars, and by awarding grants, prizes and scholarships;
- purchase, either for consideration or free of charge, lease, take in usufruct, concession, use, loan for use and in any event manage items of artistic, historical, landscape or environmental interest;
- FAI may also pursue its aims through any appropriate agreement with other bodies or institutions and be the recipient of assets from other foundations with similar aims, in accordance with the procedures laid down in Article 31 of the Italian Civil Code and in any case in accordance with the legislation in force.

Solely for the purposes set out in Article 2, by way of example and without limitation, FAI may:

- design and carry out restoration, recovery, conservation and improvement of the assets it owns or has at its disposal or manages by any legal right, including by administrative



concession;

- administer and manage the aforementioned assets effectively, efficiently and sustainably;
- participate in the national debate on major issues relating to the environment, landscape and cultural heritage, including collaborating with the most active forces in civil society and with institutions;
- enter into any appropriate deed or contract, including, without limitation, taking out short-, medium- or long-term loans in the exclusive interest of the Foundation, signing deeds of obligation or submission for the concession of public property, entering into special agreements of any kind, including those that can be transcribed in public registers, with public or private entities;
- carry out all activities necessary or useful for the pursuit of the statutory purposes, including consultancy, planning, organisation of trips for educational, study and cultural training purposes, organisation of cultural events or exhibitions, tourism promotion, running commercial activities instrumental to its activities, including accommodation and catering, farming, agritourism and outsourcing of additional services;
- contributing to projects for the protection and enhancement of the assets of other entities, including by promoting specific agreements;
- promoting, including through subsidies, the development of institutions, associations and bodies with similar or related aims to its own.

The Foundation may carry out fundraising activities permitted by the regulations governing third sector entities. The Foundation is permitted to carry out activities other than those listed above, provided that they are secondary and incidental to them, in accordance with the criteria and limits set out in the regulations in force.



## **Activities of general interest and other activities** (pursuant to Article 6 of Legislative Decree 117/2017)

As required by the legislation governing third sector entities (Legislative Decree 117/2017), FAI – Fondo per l'Ambiente Italiano ETS has identified in its Statute the activities of general interest that it carries out exclusively or primarily for the pursuit, on a non-profit basis, of civic, solidarity and social utility purposes. In particular, as specified in Article 2 of its Statute, FAI ETS *'has as its sole purpose the education and instruction of the community in the protection of the environment and of Italy's artistic and monumental heritage. This purpose is pursued through the exclusive and principal performance of the following activities of general interest:*

- *interventions for the protection and enhancement of the cultural heritage and the landscape, pursuant to Legislative Decree No. 42 of 22 January 2004 and subsequent amendments;*
- *interventions and services aimed at safeguarding and improving environmental conditions and the prudent and rational use of natural resources;*
- *organisation and management of cultural, artistic or recreational activities of social interest, including activities, including publishing, aimed at promoting and disseminating the culture and practice of voluntary work;*
- *undergraduate and post-graduate education;*
- *scientific research of particular social interest;*
- *education, instruction and professional training, pursuant to Law no. 53 of 28 March 2003 and subsequent amendments, as well as cultural activities of social interest with educational purposes;*
- *organisation and management of tourist activities of cultural interest;*
- *social agriculture, pursuant to Article 2 of Law No. 141 of 18 August 2015, as amended;*
- *redevelopment of unused public property or property confiscated from organised crime'.*

In accordance with the provisions of Article 6 of Legislative Decree 117/2017, the following additional activities were approved at the FAI ETS Board of Directors' meeting on 21 April 2022: *'conducting commercial activities, including accommodation and catering, management of income-generating properties, sponsorship and collaboration agreements with commercial companies, temporary concession of use of its Properties for commercial activities, provision or outsourcing of additional services, leasing of businesses, management of agricultural land, sale of goods and products, production of goods and products, food production, tourist accommodation activities'*.



## PRESENCE IN THE COUNTRY

### FAI Properties

FAI's historical, artistic and landscape Properties are **places of recognised cultural and environmental value** that the Foundation restores, cares for, enhances and opens to the public, returning them to the community as spaces of beauty, knowledge and shared experience. These Properties have been acquired over time through donations, bequests and inheritances, or have been entrusted to FAI by public bodies or private individuals, in a continuous dialogue between FAI and the communities that are an integral part of these places.

Each Property is managed as the beating heart of the landscape, social, cultural and economic context in which it is located, with the aim of strengthening the link between heritage and people, between history and the present. The Foundation promotes reflective enjoyment of the Properties, inviting visitors to recognise the value of our cultural heritage and to see it as an opportunity for growth, well-being and personal and collective enrichment.

Over time, FAI has expanded its vision of conservation, embracing an increasingly broad and inclusive concept of heritage. Alongside castles, historic villas and monuments, the Foundation has chosen to take care of agricultural landscapes, artisan workshops, productive sites, vegetable gardens and even those 'places of the imagination' that inhabit the collective memory, such as the hill of Recanati that inspired Giacomo Leopardi's poem *L'Infinito*. In this vision, each Property is a precious strand in the story of the Foundation's identity, an expression of the tangible and intangible culture that has shaped the face of our country.

The management of these places is accompanied by the implementation of projects capable of generating widespread value through the involvement of local communities, collaboration with businesses, the dissemination of good practices, awareness-raising and the active participation of citizens.

As of 31 December 2024, FAI's institutional portfolio comprises **73 Properties**, of which **56 are open to the public** and **17 are undergoing restoration** (in addition to these properties, there are **two Sponsored Properties**). A widespread network of extraordinary places, guardians of history, traditions and landscapes, which the Foundation is committed to protecting and enhancing for present and future generations.

### Open properties

- **Coastal area at Cala Junco**  
Island of Panarea, Aeolian Archipelago (Messina)  
Donated by Piero di Blasi, 1976
- **Monastero di Torba**  
Gornate Olona (Varese)  
Donated by Giulia Maria Crespi, 1977
- **Castello di Avio**  
Sabbionara d'Avio (Trento)



Donated by Emanuela di Castelbarco Pindemonte Rezzonico, 1977

■ **Wooded area on Monte di Portofino**

Camogli (Genoa)

Donated by the Casana heirs in memory of Renato Casana, 1977

■ **Coastal area on the island of Capraia**

Island of Capraia (Livorno)

Donated by Ignazio Vigoni Medici di Marignano, 1978

■ **Promontory and Torre di Punta Pagana**

San Michele di Pagana, Rapallo (Genoa)

Donated by the De Grossi family, 1981

■ **Wooded area on Monte di Portofino**

Camogli (Genoa)

Donated by Carla Salvucci, 1981

■ **Abbazia di San Fruttuoso**

Camogli (Genoa)

Donated by Frank and Orietta Pogson Doria Pamphilj, 1983

■ **Coastal area at San Giovanni a Piro**

San Giovanni a Piro (Salerno)

Donated by Fiamma Petrilli Pintacuda, 1984

■ **Castello della Manta**

Manta (Cuneo)

Donated by Elisabetta De Rege Provana, 1985

■ **Wooded area on Monte di Portofino**

Camogli (Genoa)

Donated by Benito Brignola, 1986

■ **Bay of Ieranto**

Massa Lubrense (Napoli)

Donated by Italsider, 1987

■ **Casa Carbone**

Lavagna (Genoa)

Bequest of Emanuele and Siria Carbone, 1987

■ **Castello e Parco di Masino**

Caravino (Turin)

Purchased from Luigi Valperga di Masino thanks to a donation from Giulia Maria Crespi, FIAT, Cassa di Risparmio di Torino, Maglificio-calzificio torinese, 1988

■ **Villa del Balbianello**

Tremezzina (Como)

Bequest of Guido Monzino, 1988

■ **Torre di Velate**

Varese

Donated by Leopoldo Zambeletti, 1989

■ **Villa Della Porta Bozzolo**

Casalzuigno (Varese)

Donated by the Bozzolo heirs, 1989

■ **Castel Grumello**



- Montagna in Valtellina (Sondrio)  
Donated by Fedital, 1990
- **Antica barberia Giacalone**  
Genoa  
Purchased from the Giacalone heirs through public subscription, 1992
  - **Old newspaper kiosk**  
Mantua  
Purchased from the Gandolfi family through public subscription, 1992
  - **Maso Fratton Valaja**  
Spormaggiore (Trento)  
Purchased from the Endrizzi brothers through a donation from Bayer Italia, 1993
  - **Villa e Collezione Panza**  
Varese  
Donated by Giuseppe and Giovanna Panza di Biumo, 1996
  - **Teatrino di Vetriano**  
Pescaglia (Lucca)  
Donation of Anna Biagioni and concession by the Municipality of Pescaglia, 1997
  - **Giardino della Kolymbethra**  
Valley of the Temples, Agrigento  
Concession of the Region of Sicily, 1999
  - **Coastal area on the island of Ponza**  
Ponza Island (Latina)  
Donated by Franco and Bianca Maria Orsenigo, 2001
  - **Hilly area on the island of Levanzo**  
Island of Levanzo, Egadi Archipelago (Trapani)  
Donated by Griseldis Fleming, 2001
  - **Casa e Collezione Laura**  
Ospedaletti (Imperia)  
Donated by Luigi Anton and Nera Laura, 2001
  - **Wooded area on Monte di Portofino**  
Santa Margherita Ligure (Genoa)  
Donated by Ida Marta Oliva, 2001
  - **Villa Necchi Campiglio**  
Milan  
Donated by Gigina Necchi Campiglio and Nedda Necchi, 2001
  - **Villa Gregoriana**  
Tivoli (Roma)  
Concession of the State Property Agency, 2002
  - **Batteria Militare Talmone**  
Palau (Sassari)  
Concession of the Autonomous Region of Sardinia, 2002
  - **Casa Noha**  
Matera  
Donated by the Fodale and Latorre families, 2004
  - **Villa dei Vescovi**



- Luvigliano di Torreglia (Padua)  
Donated by Maria Teresa Olcese Valoti and Pierpaolo Olcese, in memory of Vittorio Olcese, 2005
- **Maurizio Gervasoni Mill**  
Roncobello (Bergamo)  
Purchased from the Gervasoni family thanks to a donation from Intesa Sanpaolo, 2005
  - **Torre e Casa Campatelli**  
San Gimignano (Siena)  
Bequest of Lydia Campatelli, 2005
  - **Bosco di San Francesco**  
Assisi (Perugia)  
Purchased through a donation from Intesa Sanpaolo, 2008
  - **Giardino Pantesco Donnafugata**  
Island of Pantelleria (Trapani)  
Donated by Cantine Donnafugata, 2008
  - **Villa Fogazzaro Roi**  
Oria Valsolda (Como)  
Bequest of Giuseppe Roi, 2009
  - **Old tram shelter**  
Varese  
Donated by the Festi Maimone family, 2011
  - **Olivetti shop**  
Venice, St. Mark's Square  
Concession by Assicurazioni Generali, 2011
  - **Alpe Pedroria and Alpe Madrera**  
Talamona (Sondrio)  
Bequest of Stefano Tirinzoni, 2011
  - **Velarca**  
Tramezzina (Como)  
Donated by Aldo and Maria Luisa Norsa, 2011
  - **Collezione Enrico a Villa Flecchia**  
Magnano (Biella)  
Donated by Piero Enrico, 2011
  - **Abbazia di Santa Maria di Cerrate**  
Lecce  
Granted by the Province of Lecce, 2012
  - **Land on the bend of the Adige River**  
Verona  
Donated by Renata Dalli Cani, 2012
  - **Wooded area on Monte di Portofino**  
Camogli (Genoa)  
Donated by the Falconi family, 2015
  - **Monte Fontana Secca**  
Quero Vas (Belluno)  
Donated by Bruno and Liliana Collavo, 2015



- **Casa Macchi**  
Morazzone (Varese)  
Marialuisa Macchi Legacy, 2015
- **I Giganti della Sila**  
Spezzano della Sila (Cosenza)  
Concession from the Sila National Park, 2016
- **Wooded area on Mount Portofino**  
Camogli (Genoa)  
Donated by the Capurro family, 2016
- **Saline Conti Vecchi**  
Assemini (Cagliari)  
Conti Vecchi property improved by FAI
- **Orto sul Colle dell'Infinito**  
Recanati (Macerata)  
Concession from the Municipality of Recanati, National Centre for Leopardi Studies and World Centre for Poetry and Culture "Giacomo Leopardi", 2017
- **Aula del Simonino**  
Trento (Trento)  
Bequest from Marina Larcher Fogazzaro, 2018
- **Palazzo Moroni**  
Bergamo  
Entrusted to FAI by the Palazzo Moroni Museum Foundation
- **Brion Memorial**  
San Vito di Altivole (Treviso)  
Donated by Ennio and Donatella Brion, 2022
- **Villa Caviciana**  
Gradoli (Viterbo)  
Donated by the Frits and Mocca Metzeler Foundation, 2022

### Properties undergoing restoration

- **Villa San Francesco**  
Varese  
Bequest of Maria Luisa Monti Veratti (bare ownership), 2001
- **La Stanza del Belvedere**  
Vasto (Chieti)  
Bequest Cesario Cicchini, 2006
- **Podere Lovara a Punta Mesco**  
Levanto (La Spezia)  
Donation by Immobiliare Fiascherino s.r.l., 2009
- **Torre del Soccorso, known as Barbarossa Tower**  
Tremezzina (Como)  
Bequest Rita Emanuela Bernasconi, 2010
- **Casa Crespi and Bagutta Collection**  
Milan  
Donated by Giampaolo and Alberto Crespi and by Gianfelice Rocca and Martina Fiocchi Rocca,



2013

■ **Agricultural area in Cetona**

Cetona (Siena)

Purchased through a donation from Federico Forquet, 2013

■ **Casino Mollo**

Spezzano della Sila (Cosenza)

Donated by Giovanna, Beatrice and Maria Silvia Mollo, 2016

■ **Casa Bortoli**

Venice

Bequest of Sergio and Carla Bortoli, 2017

■ **Casa dal Prà**

Padua

Bequest of Maria Pia dal Prà, 2017

■ **Case Montana**

Kolymbethra Garden (Agrigento)

Purchased from Caterina Di Grado

■ **Villa Rezzola**

Pugliola, Lerici (La Spezia)

Bequest Maria Adele Carnevale Miniati, 2020

■ **Casa e Tenuta Perego**

Villareale, Cassolnovo (Pavia)

Donation by Filippo Perego di Cremnago (bare ownership), 2020

■ **Bosco Carmela Cortini**

Valle Castellana, Valzo (Teramo)

Donated by Franco Pedrotti in memory of his wife Carmela Cortini, 2021

■ **Museo Lilloni**

Romagnano Sesia (Novara)

Bequest of Renata Marina Ada Lilloni, 2021

■ **Casa Livio e Collezione Grandi**

Milan

Donated by siblings Filippo, Laura and Edoardo Grandi, 2023

■ **Convento di San Bernardino – Olivetti House**

Ivrea (Torino)

Donated by Tim S.p.A. (Convent) and the heirs of Adriano Olivetti (Church), 2023

■ **Casa Adornato**

Lipari (Messina)

Urania Albergo inheritance, 2024

## Other properties

### Properties sponsored by FAI

The sponsored properties are mainly **landscapes** and **belong to other foundations, private companies or entities** with which FAI has signed collaboration agreements to support projects for their protection, management and enhancement. Through its sponsorship, the Foundation makes its experience and name available to promote initiatives for the protection and more



sustainable use of these places, thus strengthening the dissemination of good practices and a culture of responsibility towards heritage.

- **Parco Sorgenti Ferrarelle di Riardo**  
Riardo (Caserta), 2011
- **Oasi Zegna**  
Trivero (Biella), 2014

In these cases too, FAI helps to **promote a broader vision of heritage protection**, which goes beyond the boundaries of ownership to embrace the idea of a shared and participatory commitment to safeguarding the common good.

## The network of volunteers

FAI can count on a widespread network of **delegations, FAI groups, FAI youth groups** and **FAI Ponte tra culture (literally 'a bridge between cultures') groups**, present throughout the country, which represent the beating heart of the Foundation's activities on the ground. This is a community of passionate volunteers, organised and active in the main cities and areas of Italy, who contribute every day to spreading the values, mission and activities of FAI.

In 2024, FAI network reached a total of **347 branches active in all 20 Italian Regions**, broken down as follows:

- **19 Regional Presidencies** (19 in 2023)
- **133 delegations** (132 in 2023)
- **106 FAI Groups** (114 in 2023)
- **94 FAI Youth Groups** (93 in 2023) (involving volunteers aged between 18 and 35)
- **14 FAI Bridge between Cultures Groups** (10 in 2023)

In this context, FAI volunteers carry out widespread activities **to raise awareness and promote** Italy's landscape heritage by organising numerous cultural initiatives aimed at the public, FAI members and others, increasingly integrating themselves with the FAI Properties in their area.

In accordance with **Article 28 of the FAI Statute**, the territorial network is made up of local delegations and regional presidencies, which actively contribute to the pursuit of the Foundation's strategic objectives in terms of **development, establishment and fundraising**. Their work is carried out in constant coordination with the central and regional offices, with a key role in **representing the organisation in the territory, building member loyalty** and **involving local communities**.

In 2024, the total number of **active volunteers** reached **16,456**, an **increase of 8%** compared to the previous year. In addition, there are **916 volunteers active in FAI properties**, engaged in reception, event support, shop management, gardening and light maintenance. Also valuable is the role of **occasional volunteers**, as defined by the Third Sector Code, who provide services on



an ad hoc basis, especially during FAI Spring and Autumn Days<sup>5</sup> and during numerous local initiatives.

Particular attention is paid to **young people**: in 2024, there were **5,431 volunteers aged between 18 and 35**, of whom **913** were permanently engaged as delegates or members of FAI Youth Groups. **The average age** of young volunteers is **27.5**, confirming the effectiveness of the network's efforts to involve and renew the younger generation.

Thanks to this widespread, participatory and qualified network, the Foundation strengthens its roots in the local areas every day, promotes the active participation of citizens and contributes to the construction of a more aware and supportive society that is attentive to the protection of Italy's cultural and environmental heritage.

Below is a list of FAI's regional presence:

### **ABRUZZO**

President: Roberto Di Monte

- **8 Delegations:** Chieti, L'Aquila, Lanciano, Marsica, Pescara, Sulmona, Teramo, Vasto
- **1 FAI group:** Ortona
- **5 FAI Youth Groups:** Chieti, Lanciano, Pescara, Teramo, Vasto

### **ALTO ADIGE/SOUTH TYROL**

President: Carlo Trentini

- **1 Delegation:** Bolzano
- **1 FAI Group:** Merano
- **1 FAI Youth Group:** Bolzano

### **BASILICATA**

President: Rosalba Demetrio

- **5 Delegations:** Ionian Coast, Matera, Potenza, Tricarico and inland Lucania, Vulture Melfese and Alto Bradano
- **4 FAI Groups:** Alta Val D'Agri, Ferrandina, Lagonegrese, Pisticci-Valle dei Calanchi
- **2 FAI Youth Groups:** Matera, Potenza
- **1 FAI Bridge between Cultures group:** Matera

### **CALABRIA**

President: Laura Carratelli

- **6 Delegations:** Catanzaro, Cosenza, Crotona and Santa Severina, Locride and Piana, Reggio Calabria, Vibo Valentia
- **3 FAI Youth Groups:** Catanzaro, Reggio Calabria, Vibo Valentia

### **CAMPANIA**

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<sup>5</sup> Please refer to the sections 'FAI Spring Days' and 'FAI Autumn Days' for more information.



President: Michele Pontecorvo Ricciardi

- **5 delegations:** Avellino, Benevento, Caserta, Naples, Salerno
- **7 FAI groups:** Aversa, Ischia, Capri Island, Nola, Sorrento Peninsula, Pozzuoli and Campi Flegrei, Vesuvius
- **5 FAI Youth Groups:** Avellino, Benevento, Caserta, Naples, Salerno
- **1 FAI Bridge between Cultures group:** Naples

## EMILIA ROMAGNA

President: Carla Di Francesco

- **10 Delegations:** Bologna, Cesena, Ferrara, Forlì, Modena, Parma, Piacenza, Ravenna, Reggio Emilia, Rimini
- **12 FAI Groups:** Bolognese Apennines, Modenese Apennines, Lower Modena, Bobbio, Cento, Cento and Upper Ferrara. Cervia, Imola Dozza Santerno Valley, Faenza, Lugo, Monticelli D'Ongina, Savena Idice Sillaro
- **8 FAI Youth Groups:** Bologna, Ferrara, Forlì, Modena, Parma, Piacenza, Ravenna, Reggio Emilia
- **3 FAI Bridge between Cultures groups:** Bologna, Modena, Ravenna

## FRIULI VENEZIA GIULIA

President: Tiziana Sandrinelli (until 30/11/2014), Beatrice Duranti (from 1/12/2024)

- **4 delegations:** Gorizia, Pordenone, Trieste, Udine
- **5 FAI groups:** Cividale del Friuli, Palmanova, Sacile, Spilimbergo-Maniago, San Vito al Tagliamento
- **2 FAI Youth Groups:** Pordenone, Trieste

## LAZIO

President: Giuseppe Morganti

- **5 Delegations:** Frosinone, Gaeta, Latina, Rome, Viterbo
- **7 FAI groups:** Anzio-Nettuno, Castelli Romani, Civitavecchia, Rieti, Sabina, Sezze Veio
- **3 FAI Youth Groups:** Latina, Rome, Viterbo
- **2 FAI Bridge between Cultures groups:** Rome, Latina

## LIGURIA

President: Farida Simonetti

- **6 Delegations:** Albenga-Alassio, Genoa, Imperia, La Spezia, Portofino-Tigullio, Savona
- **6 FAI Youth Groups:** Albenga-Alassio, Genoa, Imperia, La Spezia, Portofino-Tigullio, Savona

## LOMBARDY

President: Andrea Rurale

- **18 delegations:** Alta Brianza, Bergamo, Brescia, Como, Crema, Cremona, Lecco, Lodi, Mantua, Milan, West Milan, Monza, Oltrepò Pavese, Pavia, Seprio, Sondrio, Varese, Vimercatese
- **7 FAI Groups:** Lower Bergamo, Castiglione delle Stiviere-Upper Mantua, Franciacorta-Sebino, North-East Milan, South-East Milan, Vallecamonica, Valcuvia Luino and Eastern



Verbano

- **15 FAI Youth Groups:** Alta Brianza, Bergamo, Brescia, Como, Cremona, Lecco, Lodi, Mantua, Milan, West Milan, Monza, Oltrepò Pavese, Pavia, Varese, Vercatese
- **1 FAI Bridge between Cultures group:** Brescia

## MARCHE

President: Alessandra Stipa Alesiani (until 30/11/2024), Giuseppe Rivetti (from 1/12/2024)

- **6 Delegations:** Ancona, Ascoli Piceno, Fermo, Macerata, Pesaro Urbino, Senigallia
- **4 FAI Groups:** Fabriano, Fano, Jesi and Vallesina, San Benedetto del Tronto
- **4 FAI Youth Groups:** Ancona, Ascoli Piceno, Macerata, San Benedetto del Tronto
- **1 FAI Bridge between Cultures group:** Ancona

## MOLISE

President: Roberto Di Monte

- **1 Delegation:** Campobasso

## PIEMONTE

President: Smeralda Saffirio Incisa

- **14 delegations:** Alessandria, Asti, Biella, Casale Monferrato, Cuneo, Ivrea and Canavese, Novara, Novi Ligure, Saluzzo, Turin, Tortona, Susa Valley, Verbano-Cusio-Ossola, Vercelli
- **21 FAI Groups:** Acqui Terme, Alba and Langhe, Lower Tanaro Valley, Castellazzo Bormida, Ciriè and Lanzo Valleys, Hills from the Po to Monferrato, Novara Hills, Upper Lake Novara, Lake Orta Ovada, West Ticino, Pinerolo, Savigliano, Seven Castles from Tobbio to Orba, Strada Franca, Terre di Aleramo, Ticino, Val Curone, Val Sangone, Valdilana and Valsesera, Valsesia
- **13 FAI Youth Groups:** Alessandria, Alto Novarese, Asti, Biella, Cuneo, Ivrea and Canavese, Novara, Novi Ligure, Saluzzo, Turin, Tortona, Valle di Susa, Vercelli
- **2 FAI Bridge between Cultures groups:** Novara, Turin

## PUGLIA

President: Saverio Russo

- **8 delegations:** Andria-Barletta-Trani, Bari, Brindisi, Foggia, Lecce, Salento Jonico, Taranto, Trulli and Grotte
- **7 FAI groups:** Altamura, Finibus Terrae, Gargano, Lucera, North Barese, South-East Barese, Tavoliere Ofantino
- **4 FAI Youth Groups:** Bari, Brindisi, Taranto, Trulli and Grottoes
- **1 FAI Bridge between Cultures group:** Lecce

## SARDINIA

President: Monica A. G. Scanu

- **4 Delegations:** Cagliari, Nuoro, Oristano, Sassari
- **1 FAI Group:** Olbia-Tempio Pausania

## SICILY

President: Sabrina Milone



- **9 delegations:** Agrigento, Caltanissetta, Catania, Enna, Messina, Palermo, Ragusa, Syracuse, Trapani
- **11 FAI groups:** Acireale, Alcamo, Carini, Castelvetro, Etna Nord, Giarre-Riposto, Marsala, Mazara del Vallo, Nicosia, Piazza Armerina,
- **6 FAI Youth Groups:** Agrigento, Caltanissetta, Catania, Messina, Palermo, Trapani
- **1 FAI Bridge between Cultures group:** Catania

## TUSCANY

President: Rosita Galanti Balestri

- **8 Delegations:** Arezzo, Florence, Grosseto, Livorno, Lucca, Pisa, Prato, Siena
- **6 FAI Groups:** Maremma, Massa, Media Valle, Pistoia-Montagna Pistoiese, Valdinievole, Versilia
- **3 FAI Youth Groups:** Florence, Livorno, Pisa

## TRENTINO

President: Luciana de Pretis

- **1 Delegation:** Trento
- **4 FAI groups:** Upper Garda, Rovereto Vallagarina, Val di Fiemme-Val di Fassa, Val di Sole-Val di Non
- **1 FAI Youth Group:** Trento

## UMBRIA

President: Raffaele de Lutio

- **4 Delegations:** Foligno, Lake Trasimeno, Perugia, Terni
- **7 FAI Groups:** Assisi, Città di Castello, Gualdo Tadino, Gubbio, Orvieto, Spoleto, Todi
- **3 FAI Youth Groups:** Foligno, Perugia, Terni

## AOSTA VALLEY

President: Smeralda Saffirio Incisa

- **1 Delegations:** Aosta
- **1 FAI Youth Group:** Aosta

## VENETO

President: Ines Lanfranchi Thomas

- **9 Delegations:** Bassano del Grappa, Belluno, Padua, Portogruaro, Rovigo, Treviso, Venice, Verona, Vicenza
- **2 FAI Groups:** Feltre, Mirano
- **9 FAI Youth Groups:** Bassano del Grappa, Belluno, Padua, Portogruaro, Rovigo, Treviso, Venice, Verona, Vicenza
- **1 FAI Bridge between Cultures group:** Padua



# SYNERGIES WITH OTHER ORGANISATIONS AND NETWORKS

## The FAI network around the world

Italy has the largest number of sites included in the **UNESCO World Heritage** List, a record that testifies to the extraordinary richness of its artistic, cultural and landscape heritage<sup>6</sup>. This heritage does not belong only to Italians, but represents a resource of universal value, capable of arousing interest, love and commitment in people from all over the world. Promoting FAI's mission abroad means reaching out to all those who recognise themselves as sharing this responsibility, regardless of their nationality. For this reason, over the years, the Foundation has constructed an international network of support groups, the expression of a global community of friends of Italian heritage, united by the desire to actively contribute to its protection and enhancement.

As of 2024, **there are three organisations that support and promote FAI's mission** beyond national borders:

### ■ Friends of FAI

**Friends of FAI** is a non-profit organisation based in New York, whose mission is to promote greater awareness and appreciation of Italian culture and artistic heritage in the United States. Through the organisation of trips to Italy and events and conferences in the United States, it engages an ever-wider audience that recognises Italy's artistic, architectural and landscape heritage as an international resource of inestimable value. Friends of FAI actively supports the Foundation's activities by contributing to restoration projects and initiatives to protect Italy's heritage.

FRIENDS OF FAI	
<b>International Chairwoman</b>	Bona Frescobaldi ( <i>Founder</i> )
<b>Board of Directors President</b>	James M. Carolan
<b>Chairwoman of the Balbianello Circle</b>	Maria Manetti Shrem
<b>Vice President</b>	Sharleen Cooper Cohen
<b>Secretary</b>	Celine Crosa di Vergagni
<b>Directors</b>	Laurel Beebe Barrack Enrico Bonetti Celine Crosa di Vergagni Chiara de Rege Michele Eddie Davide Usai

<sup>6</sup> ITALIAN UNESCO WORLD HERITAGE SITES - Ministry of Culture



### ■ **FAI UK – Italian Heritage Trust**

**FAI UK – Italian Heritage Trust** is a British charity whose objectives are to promote the conservation and protection of Italy's artistic and landscape heritage, as well as to raise awareness of cultural heritage issues among the British public. In particular, it supports FAI's mission through cultural activities, events and fundraising campaigns dedicated to promoting Italian heritage in the United Kingdom.

<b>FAI UK - ITALIAN HERITAGE TRUST</b>	
<b>Chairman</b>	William Parente
<b>Trustees</b>	Giacomo Balsamo Maria de Peverelli Stefano Ferraiolo Elisabetta Scopinich Catrin Treadwell
<b>Acting Treasurer</b>	Roberto Negro

### ■ **FAI SWISS and Délégation Suisse Romande**

**FAI SWISS - Fondazione FAI Internazionale Svizzera** is a private foundation under **Swiss law** that has been active since 2012 in Lugano (Ticino) and since 2015 also in Geneva, in the French-speaking region of Switzerland. The Foundation promotes cultural exchanges between Switzerland and Italy, supporting FAI initiatives and the protection of Italian cultural heritage in Switzerland.

<b>FAI SWISS</b>	
<b>Honorary Presidents</b>	Mario Botta Alfredo Gysi Marco Solari
<b>Foundation Board</b>	
<b>Chair</b>	Simona Garelli Zampa
<b>Vice President</b>	Maddalena Pais
<b>Board</b>	Carolyn Buckley Sofia Cattani Paola Boselli Foglia Cristina Fantin Gatti Anna Ughi Gotti Chiara Grassi Béatrice Groh Bellet de Tavernost Alberica Pellerey Isabella Puddu Guagni



<b>Secretary</b>	Paolo Bernasconi
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<b>FAI SUISSE ROMANDE</b>	
<b>Honorary President</b>	Florence Notter-Daigny
<b>President</b>	Sofia Cattani
<b>Vice President and Culture</b>	Giuseppina Piérard Runcio
<b>Treasurer</b>	Lavinia Marconi Lusso
<b>Secretary and Communications</b>	Francesca Galluccio
<b>School</b>	Mara Marino Adriana Bonzanigo

In addition, FAI actively participates in the most important **international associations** dedicated to the protection of cultural heritage, both tangible and intangible. Membership in these networks allows for the exchange of expertise, the sharing of best practices, and gives greater strength and visibility to heritage conservation and enhancement initiatives at the global level.

As at the end of 2024, **FAI is a member** of:

- **Europa Nostra**

A member since 1999, FAI actively participates in the largest pan-European network for the protection of cultural heritage. Founded in 1963 in Paris, the association is now recognised as a privileged interlocutor of European institutions and international bodies such as the European Union, the Council of Europe and UNESCO.

- **INTO – The International National Trusts Organisation**

Since 2009, FAI has been part of this international network that brings together organisations committed to protecting and promoting the cultural heritage of their respective countries. Thanks to this membership, FAI members enjoy free admission to all sites managed by INTO members, including the *National Trust of England, Wales and Northern Ireland*.

- **NEMO, Network of European Museum Organisations**

Since 2015, FAI has also been a member of NEMO, the network that represents and supports museums and museum organisations at European level. It promotes collaboration between cultural institutions, encourages professional development and disseminates good practice to improve the management and accessibility of museums in Europe.



At **national** level:

- **APGI – Association of Parks and Gardens of Italy**

Since 2011, FAI has been a member of APGI, an association that protects, enhances and promotes Italian parks, historic gardens and green areas. It works to preserve the landscape and botanical heritage, promoting awareness, sustainable enjoyment and the dissemination of good management practices.

- **Symbola – Foundation for Italian Quality**

Since 2010, FAI has also been a member of the Symbola Foundation, which promotes a culture of sustainability and responsible innovation in Italy, promoting cultural heritage, green businesses and manufacturing excellence. Through research, projects and advocacy, it supports economic development that brings together quality, the environment and tradition.

During 2024, FAI also strengthened its **collaboration agreements** for the organisation of *FAI Days* with:

- **the Department of Civil Protection, the Presidency of the Council of Ministers**
- **the Defence General Staff**
- **the Italian Red Cross** (agreement renewed in 2024)

In addition, an agreement was signed with the **Department for Civil Liberties and Immigration of the Ministry of the Interior** for the opening of **the properties of the Fund for Religious Buildings (FEC)** as part of FAI national events. In 2024, a collaboration agreement was also signed with the **Fondazione Scuola dei beni e delle attività culturali** (a participatory foundation with the Ministry of Culture as founding member) to develop synergies in the field of training and research related to the Ministry's areas of expertise.

At the associative and organisational level, the Foundation is associated with **Confcommercio Monza e Brianza**. It is also part of **HR HUB**, a group set up in 2020 after Covid that brings together the HR departments of the main Italian non-profit organisations to discuss common issues, share best practice and conduct surveys on the climate in the sector.

FAI also has established relationships with other **associations** that share the same vision of protecting and enhancing heritage:

- **Associazione Amici del FAI – Restauro Monumenti e Paesaggio ODV - ETS**

Since 2007, this voluntary association has been working alongside FAI, sharing its mission and supporting its activities with a particular focus on the Foundation's small Properties. The Associazione Amici del FAI contributes to the care, restoration and enhancement of these sites, with the aim of making cultural heritage increasingly accessible and enjoyable for all, in the firm belief that knowledge and participation are essential tools for its effective and lasting protection.



### ■ **National Trust of England, Wales and Northern Ireland**

The National Trust is considered the benchmark model that inspired the creation of FAI. With over a century of history, it represents one of the most authoritative international experiences in the management and preservation of cultural and natural heritage. The relationship between FAI and the National Trust has gradually consolidated into a continuous exchange of experiences, knowledge and best practice and a constant sharing of ideas, tools and methodologies, with a view to continuously improving conservation strategies.

### **University collaborations**

In 2024, FAI's Promotion Office collaborated with **nine Italian universities** in **seven regions** (Campania, Liguria, Lombardy, Piedmont, Puglia, Umbria and Veneto) and with an international institution: **the Institute of Medieval and Renaissance Studies and Digital Humanities at the University of Salamanca**. In addition, an agreement was signed with the **Department of Historical Studies of the University of Turin**, in synergy with the **Egyptian Museum** and the **ABAP Superintendency of Turin**, linked in particular to **the Castello e Parco di Masino** (Turin).

These collaborations are developed around **research projects and scholarships**, veritable **'workshops of knowledge'** that precede the restoration and promotion of FAI properties.

The studies involve not only historical, artistic and architectural aspects, but also the environmental and landscape context. FAI also offers **training internships**, both at its national headquarters and at the Properties.

Over the years, this ongoing collaboration has given rise to a **beneficial cultural network**, in which teachers, students and researchers contribute to the production of content for the public. At the same time, the relationship with FAI allows universities to fulfil their **Third Mission**, putting knowledge at the service of the community to promote **sustainable development, innovation and cultural growth**.

Among the topics addressed with the support of the universities, **the environment, biodiversity and landscape protection** are particularly important. In 2024, four agreements were signed in these areas:

- **Vanvitelli University of Naples** – since February 2024, it has been collaborating with FAI's Landscape and Heritage Office
- **University of Padua**, DAFNAE Department – since October 2023, it has been collaborating on the enhancement of **Monte Fontana Secca** in Setteville (Belluno)
- **Villa Rezzola (La Spezia)** – In view of its planned opening in 2025, a comprehensive *'knowledge workshop'* has been launched involving the **Department of Architecture and Design of the University of Genoa**, the **Departments of Theoretical and Applied Sciences** and **Biotechnology and Life Sciences of the University of Insubria**, as well as experts in various fields. The activities relate to the **study of English gardens**, a **survey of the flora** in the historic park, **analysis of the environmental context** and **monitoring of fauna**, with the aim of improving the **biodiversity** and enhancing the landscape heritage



of the Villa. A total of **15 scholarships** have been awarded for Villa Rezzola, involving **11 scholars**, with an investment of **€48,525**.

Through this network of synergies and collaborations, FAI reaffirms its commitment to contributing to a global vision of heritage conservation, which is nourished by dialogue, sharing and cooperation between cultures and countries.



## DIAGRAM AND STAKEHOLDER INVOLVEMENT

The relationships that FAI has with its stakeholders have at their base a desire to **give substance and relevance to the spirit of Article 9 of the Italian Constitution**, which recognises culture and heritage as shared assets to be protected and enhanced. The Foundation sees each stakeholder as an ally with whom it shares the **responsibility of making the landscape and historical and artistic heritage accessible to all**, today and in the future.



The main **stakeholders** of FAI are:

- **Private citizens, companies, foundations, associations and influential spokespersons**, representing a generous and passionate community that provides concrete support for FAI's mission through their contributions. Through membership programmes, partnerships and collaborations, the Foundation builds lasting relationships, offering exclusive opportunities and dedicated recognition to enhance the bond with its supporters. This relationship is also nurtured by personalised and transparent communications, which



report clearly on the use of funds raised and ongoing activities.

- **Visitors to the properties**, both regular and potential, represent a wide and diverse audience, united by a desire to enjoy fulfilling, inclusive and meaningful cultural experiences. FAI is committed to offering something for everyone, from families with children to nature lovers and the most culturally curious visitors, through exhibitions, events, guided tours, creative workshops and the sharing of best practice. Dialogue is constant and is fuelled by feedback, surveys and listening sessions, which allow us to adapt and improve our offering.
- **The local communities** living around the Foundation's Properties are strategic partners, guardians of the territory and active protagonists of cultural and social development. FAI works to build a deep and ongoing relationship with them, based on mutual encouragement and support, in the belief that it is not enough to protect individual monuments, but that it is necessary to regenerate the cultural, economic and social fabric of these places. With this in mind, the Foundation acts as a cultural and civic stronghold, organising public events, educational activities and collaborations that strengthen residents' sense of belonging and involvement.
- FAI collaborates on an ongoing basis with **institutions, ministries, superintendents, local authorities and non-profit organisations**, recognising their essential role as policy makers and guardians of public assets. Through memoranda of understanding, working groups and joint projects, the Foundation helps to guide the cultural debate, promote the exchange of expertise and spread a shared culture of protection and enhancement of Italy's historical, artistic and natural heritage.
- **Schools** are a natural partner for FAI, which offers teachers and students of all levels educational programmes in line with ministerial guidelines to stimulate dialogue between peers, encourage intercultural exchange and develop a spirit of active citizenship among young people. At the same time, the **academic world** and the **scientific community** offer valuable support, collaborating with the Foundation in research, study and specialist analysis in support of its initiatives.
- **The media** are key partners for the Foundation, towards whom FAI recognises its duty to communicate in a serious, authoritative and credible manner on issues relating to landscape and cultural heritage. The commitment is to provide continuous and in-depth coverage of its activities, highlighting their cultural, educational and preventive aspects, with the aim of promoting widespread ethical and aesthetic awareness among the general public. Through press releases, conferences, interviews, testimonials and a constant presence on TV, radio, the web and social networks, FAI builds an open and lasting dialogue with the world of information, strengthening trust and amplifying its message to an ever-wider audience.
- Within the organisation, **all those who work in various capacities are an essential part of achieving FAI's mission**. Firstly, the **Board of Directors** is actively involved in defining strategic guidelines and supervising activities. Through regular meetings, financial analyses and in-depth sessions, the Board contributes to defining the long-term vision,



guaranteeing the economic sustainability of the Foundation and ensuring solid and responsible governance.

- The **managers, employees and collaborators**, to whom FAI is committed to providing a safe, inclusive and stimulating working environment based on collaboration, respect and the enhancement of skills. Through training courses, opportunities for discussion and professional growth, the Foundation encourages the active and conscious involvement of all staff within a participatory and goal-oriented organisational culture.
- **Volunteers** are an essential pillar of FAI's life. Every day, they contribute to the management of the Properties, to the organisation of activities, to raising public awareness and to strengthening the Foundation's roots in the local areas. FAI offers them opportunities for continuous training, discussion, recognition and sharing, promoting a motivating, welcoming and rewarding environment in which everyone can feel part of a collective project.
- **Suppliers and consultants** are strategic partners of the Foundation, as they contribute their expertise and services to the daily running of the organisation. FAI maintains transparent and collaborative relationships with them, selecting them through rigorous criteria and promoting purchasing methods that are increasingly oriented towards environmental and social responsibility. In this way, the Foundation works to build a reliable and responsible supply chain that is consistent with its values.

## **Internal Stakeholder Engagement: *Impact Materiality 2024***

In 2024, FAI strengthened its commitment to increasingly transparent and responsible reporting by adopting the guidelines of the **Global Reporting Initiative (GRI)** international standard<sup>7</sup> for a more structured and participatory approach **to materiality analysis** (*Impact Materiality*). In this context, the active involvement of **internal stakeholders** was an essential qualifying step, based on the principles of sharing, discussion and widespread awareness.

The process was divided into two phases. The first involved the establishment of an **internal working group**, composed of representatives from the various departments of the Foundation, tasked with analysing the positive and negative **environmental, social and governance impacts** generated or which might be generated by FAI's activities. Each impact was assessed according to two dimensions: **magnitude** and **probability of occurrence**, adopting an *'inside-out'* perspective, i.e. considering the effects that the Foundation has or could have on the environment, society and the economy.

Based on this analysis, a **consultation phase** was launched, involving a number of internal stakeholders through a **digital questionnaire**. Participants were asked to express their opinion on the relevance and likelihood of the impacts identified, thus helping to determine **their overall significance**.

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<sup>7</sup> [GRI - Standards](#)



The process led to the creation of a clear, solid and shared **list of material issues** that reflects the priorities perceived by the main stakeholders and guides this report, as well as the actions of FAI reported in this **2024 Sustainability Report**. In addition to its methodological value, internal involvement represented a valuable opportunity to **strengthen the culture of sustainability** within the organisation, fostering a sense of **collective responsibility** and **active participation** in the Foundation's journey.

### **Entities included in the Social Report**

FAI's sustainability reporting mainly concerns the activities of **its headquarters in Milan**, with specific reference to the Administration, Management Control and Purchasing departments.

As required by law, the Foundation prepares an annual financial statement subject to statutory audit, which is filed with the **Single National Register of the Third Sector (RUNTS)**, thus making it public and accessible. There are no differences between the entities included in the financial statements and those reported in this 2024 Social Report.

FAI's structure also includes a network of local operating units, represented by the Properties open to the public, which carry out activities in their areas, interacting with artisans, suppliers, consultants and volunteers. Although they do not have official independent financial statements, each of these units uses internal management reporting tools to monitor their performance. The Foundation's overall financial statements therefore represent a summary of these management reports, ensuring an **integrated approach** between financial reporting and the assessment of material topics at a global level.



## MATERIAL TOPICS

As part of the process of consolidating and strengthening its sustainability strategy, in 2024 FAI updated its materiality analysis, adopting the **Impact Materiality** approach. This methodological choice, drawn from the requirements of the **GRI 3 - Material Topics 2021** standard, reflects the Foundation's desire to assess in an increasingly accurate and systematic manner the positive and negative impacts, both current and potential, that its activities may have on the environment, people and the economy. The approach adopted places the impact of FAI's activities on the outside world at the centre of its reporting, strengthening the consistency between mission, strategy and performance and making the organisation's responsibility towards its stakeholders and society as a whole even clearer.

The materiality analysis was updated following a structured and continuous process, divided into several phases. In 2023, potentially relevant ESG aspects had already been linked to the 'Pillars' of **FAI Value Wheel** and integrated with additional elements that emerged from a benchmark analysis and observation of the main macro trends in the sector. **In 2024, the content reported in the previous year was reconfirmed, with the addition of new dimensions considered significant**, with the aim of strengthening transparency and broadening the scope of information in the Social Report, **particularly with regard to environmental issues**.

The outcome of this process is represented by a list of **16 material topics**, divided into the three **ESG** dimensions. The list includes areas that were already part of FAI's strategy and activities, such as biodiversity protection, heritage enhancement, staff involvement and training, together with other topics that have long characterised the organisation's commitment to generating cultural, social and environmental value.

Alongside these areas, the updating process has led to the introduction of new priorities, among which is **the circular economy**, recognised as a strategic lever for increasingly sustainable and conscious resource management. The inclusion of the circular economy among the material topics reflects FAI's desire to strengthen its contribution to the ecological transition through the adoption of models that favour reuse, waste reduction, recovery and the enhancement of materials throughout the life cycle of its activities. This approach translates, for example, into the promotion of restoration and maintenance practices for the Properties aimed at preserving original materials and using techniques with low environmental impact; the sustainable management of events and educational activities through reduced consumption, the reuse of equipment and the selection of responsible suppliers; optimising procurement processes and promoting local supply chains, with a focus on the use of recycled or recyclable materials.

The definition of material topics thus forms the **structural basis** of the Foundation's **2024 Social Report**, ensuring continuity and consistency between the reporting of activities, the impacts generated and the expectations of stakeholders. This approach helps to strengthen FAI's transparency and accountability, highlighting the organisation's ability to evolve its work in line with contemporary environmental and social challenges, without ever losing sight of its mission to protect and enhance Italy's cultural and landscape heritage.

At the same time, FAI supports the **17 Sustainable Development Goals (SDGs)** listed in Agenda



2030, a programme of action for people, the planet and prosperity signed in September 2015 by the governments of the 193 member countries of the United Nations. Below are the specific SDGs to which FAI contributes through its activities, associated with each material topic.

MATERIAL TOPICS	
<p><b>ENVIRONMENT</b></p> <ul style="list-style-type: none"> <li>Protection of biodiversity</li> <li>Water and wastewater</li> <li>Climate change</li> <li>Circular economy</li> </ul>	
<p><b>SOCIAL</b></p> <ul style="list-style-type: none"> <li>Staff involvement</li> <li>Diversity, inclusion and equal opportunities</li> <li>Training and skills development</li> <li>Community involvement</li> <li>Participation and number of members</li> <li>Network presence in the area</li> <li>Visitor satisfaction</li> </ul>	
<p><b>GOVERNANCE</b></p> <ul style="list-style-type: none"> <li>Protection and promotion of artistic, social and cultural heritage</li> <li>Collaboration with other organisations, institutions and the academic world</li> <li>Generation and distribution of value</li> <li>Fundraising</li> <li>Sustainability strategy and governance</li> </ul>	

As proof of the above, it should be noted that, over the years, the Foundation has been called upon to participate in public debate as an authoritative representative of collective interests and has also seen an increase in requests for collaboration from for-profit companies in the field of *Corporate Social Responsibility* projects, which they themselves have set up.



## 2. CULTURE





In pursuing its mission to protect and enhance Italy's cultural and landscape heritage, FAI supports a wide range of activities that contribute to the **cultural, social and economic** development of local areas and communities. The activities introduced embrace not only the conservation and management of the Properties entrusted to the Foundation, but also the promotion of knowledge, participation and shared responsibility as essential tools for building a thoughtful and respectful relationship between people and places.

In this context, the chapter on '**Culture**' brings together and describes the main activities carried out in 2024 through two guiding principles:

- **FAI Cura (FAI takes care)**, which includes actions for the protection, management and enhancement of the Properties, with a focus on public enjoyment of them, on accessibility and on inclusion;
- **FAI Educa (FAI educates)**, which develops programmes of education, of raising awareness and of active participation, involving schools, volunteers, members and local communities through national events, training programmes and cultural trips.

In light of this commitment, a number of **macro sustainability objectives** have emerged that guide the Foundation's actions in the cultural sphere:

- **Protection and enhancement of cultural and landscape heritage** through restoration, conservation, responsible management and opening up of heritage sites to the public, while respecting their particular historical, artistic and environmental characteristics.
- **Promoting accessibility and inclusion**, with a particular focus on people with disabilities, through dedicated projects and expanded access routes.
- **Dissemination of knowledge and education about heritage**, with initiatives aimed at young people, schools, teachers and the general public, designed to stimulate awareness, a sense of belonging and active involvement.
- **Support for participation and volunteering**, as tools for active citizenship and as a concrete expression of a community committed to caring for the common good.
- **Developing sustainable and diversified cultural activities** capable of bringing together scientific quality, immersive experiences and economic sustainability through events, trips, training programmes and awareness campaigns.
- **Enhancing local networks and synergies with local communities** to strengthen the roots of projects in their contexts and generate widespread positive impacts.

Through these lines of action, FAI promotes an approach based on measurable and consistent actions that combine the care of cultural heritage and the landscape, social inclusion and civic participation at the same time as keeping the finances in balance.



## FAI TAKES CARE

### The Properties

FAI Properties are special places, guardians of history, art, nature and collective memory, which the Foundation receives through donations, bequests or concessions from public and private entities. Once entrusted to FAI, these places become part of a project for protection and enhancement that ensures their conservation and returns them to the community as living, accessible spaces capable of generating knowledge, emotion and awareness.

At the end of 2024, the Foundation's institutional estate comprised **73 properties, 56 of which are open to the public and 17 are undergoing restoration**: places of beauty and significance, each with its own identity, but all united by the desire not only to be preserved, but also to be experienced and shared and to have their stories told.

### New acquisitions

#### ■ Casa Adornato – Lipari (Messina)

Legacy from Urania Albergo, 2024

In 2024, FAI received a new bequest from Mrs Urania Albergo, a citizen of Lipari, who named the Foundation as the heir to her home in the historic centre of the island: the former Adornato house (belonging to her husband's family).

The property, **a small town house presumably dating back to the 19th century**, is on two levels and retains many valuable features, including a grand entrance staircase, a living room with a ceiling decorated with ornamental frescoes and period furniture, **evidence of a bourgeois domestic lifestyle**.

This legacy represents a new opportunity for FAI to intervene in an island context of extraordinary cultural and landscape value, but one also marked by **the challenges of marginalisation and depopulation**. The acquisition of this property will pave the way for future enhancement projects, with the aim of strengthening the link with the territory and contributing to the preservation of the memory and identity of the Aeolian community.

### Restoration, conservation and enhancement

Every Property acquired or entrusted to the Foundation's management has a history, an identity and a 'spirit of place' that FAI is committed to recognising, respecting and enhancing. Through every restoration, conservation and repurposing project, FAI works to preserve these places and make them accessible, so that the public can not only visit them, but also frequent them, understand them and feel them as part of their own memory and culture.

At the heart of every restoration and enhancement project is a rigorous approach, supported by in-depth studies, archival research, diagnostic investigations and historical-artistic analyses. The interventions are designed and carried out by highly specialised professionals - architects, restorers, art historians and craftsmen - who work under the guidance of the Foundation with the aim of achieving the excellence that has always been the benchmark for FAI's work.

In 2024, the Foundation invested a total **of €10,334,338** in restoration, conservation and



enhancement activities, an increase of 117% compared to 2023. Of this amount, 97.5% was allocated to work on Properties owned by the Foundation or held by it under a loan or concession, while 2.5% was allocated to work on 'Luoghi del Cuore' (Places of the Heart), selected through a large national census promoted by FAI.

The protection measures were divided into a variety of interventions, each designed with scrupulous care, attention to detail and responsibility towards the environmental and cultural context in which the Property is situated. The restoration process is thus intertwined with research, education and enhancement, in the belief that heritage must not only be preserved, but also narrated and returned to the community as a living experience, capable of generating awareness, knowledge and participation.

The most significant projects completed or launched in 2024 are listed below, broken down by Property, with the aim of describing not only the works carried out, but also the method, choices and vision behind them.

- **Villa Rezzola (Pugliola – an area of Lerici, La Spezia)**

Bequest of Maria Adele Carnevale Miniati, 2020

Villa Rezzola is a refined historic residence surrounded by a large terraced garden, an extraordinary example of early 20th-century holiday homes in Southern Europe. Here, the story of aristocratic travel and holidays finds its full expression in the harmonious integration of architecture and nature, emblematic of the English presence along the Ligurian coast and a must-see destination on the 19th-century Grand Tour.

During 2024, FAI carried out extensive restoration and redevelopment work on the historic park, recovering approximately **1.5 hectares of green space** around the villa. The work, which lasted about twelve months, has restored over **40 metres of pergolas, 18 historic stone and brick staircases, 12 pools and fountains** for collecting more than **400 m<sup>3</sup> of water**, and planted over **8,000 flowers, shrubs and trees**. In addition, **18 photovoltaic panels** were installed to power the garden's electrical systems, with a particular focus on energy self-sufficiency and environmental responsibility.

The main objective of the project was to **restore the original architectural design** of the garden and **redevelop its vegetation**, with interventions aimed at strengthening biodiversity, recovering native species and enhancing the Mediterranean character of the garden, conceived as a place of water and shade.

The intervention has restored clarity and coherence to the relationship between the **formal garden** in the upper part and the **natural park** in the lower part, re-establishing the balance between the two sections and restoring the **complex historical water system** that connects them.

Finally, the restoration has enhanced the extraordinary panoramic position of Villa Rezzola on **the Gulf of Poets**, reopening the historic views and strengthening the visual connections with the valuable landscape elements that frame the park.



In parallel with the restoration of the garden, work has been carried out on the interior of the villa, particularly on the ground floor, which is now open to visitors in its entirety. **The collections and furnishings** - from paintings to objets' d'art, from clocks to light fittings and textiles - **have been studied, catalogued, mapped for conservation purposes and cleaned**, in addition to **protective repairs** and **initial restoration**, all in agreement with the relevant Superintendency.

#### ■ **Velarca (Ossuccio, Como)**

Donated by Aldo and Maria Luisa Norsa, 2011

Overlooking Lake Como, moored at Ossuccio opposite Isola Comacina, the **Velarca** as a Property is unique in FAI's holdings: a houseboat designed by **Emilio and Fiammetta Norsa** as a cultural retreat frequented by artists and intellectuals, including Riccardo Sambonet, Gio Ponti, Gillo Dorfles, Eugenio Montale, Lucio Fontana, Umberto Eco, Cesare Musatti and others, and built between 1959 and 1961 by **Studio BBPR**, the same firm that designed the Torre Velasca in Milan.

Built on the hull of the old **Corriera Tremezzina**, an early 20th-century transport vessel, the Velarca is an extraordinary fusion **of architecture, design and historical memory**, becoming a rare example of a floating home designed with modernist criteria but rooted in the landscape and culture of Lake Como.

Donated to FAI in 2011 by the Norsa heirs together with the small garden to which it is anchored, the Velarca underwent a long and complex restoration process that began in 2013. Due to the irreparable condition of the original hull, the boat was completely rebuilt by master shipwrights using **fine woods** and **advanced technologies** to ensure its durability. The interiors, partly restored and partly rebuilt on the basis of careful documentation and iconographic research, have also been restored to their original appearance: from **the 1960s lamps** to **the sliding windows**, from **the China Blue curtains** to the two-tone awning on the deck, every element has been redesigned with **scrupulous attention to historical detail** to restore not only the form but also **the domestic and convivial atmosphere** of the time.

The project also included the **construction of a new jetty** for access from the lake, the **restoration of the garden** originally designed by BBPR – although damaged by adverse weather conditions – and the creation of **multimedia content** for the public, including a video narrative and a selection of **podcasts** and archive material.

#### ■ **Castello di Avio (Sabbionara di Avio, Trento)**

Donated by Emanuela di Castelbarco Pindemonte Rezzonico, 1977

For almost fifty years, FAI has been taking care of Avio Castle, with a project of constant **research, restoration and enhancement** initiated by **Renato Bazzoni**, architect and one of the founders of the Foundation. He was the first to systematically study the monument and take on the initial conservation work, setting out a course of action that still guides conservation activities today.



The structure we admire today is the result of centuries of evolution that has managed to preserve the unity of the original scheme, while adapting to changing **architectural styles, defensive techniques** and **living standards**. It is precisely this complex stratification, which constitutes its value, that makes the complex particularly **fragile, requiring constant maintenance, consolidation and updating of its systems**, both to ensure its conservation and to offer the public an increasingly rich and accessible visitor experience.

In **2024**, a new project was launched, scheduled for completion in **2025, 75%** financed by **the Autonomous Province of Trento**, which represents the completion of an important cycle of works started in previous years. **The top of the walls of the Baronial Palace** and the **inner courtyards** have been structurally reinforced. Inside the building, the construction of **new wooden platforms** and the installation of a **vertical staircase** will open **three new rooms** to the public, thus expanding the cultural offering for the more than **48,000 people** who visit the castle each year.

2024 also saw the completion of the consolidation **of the Watchtower**, an evocative outpost located at the entrance to the pedestrian access route. It was made secure after years of exposure to the erosive action of water from the mountain slope on which it stands.

#### ■ **Villa Gregoriana (Tivoli, Rome)**

Concession by the State Property Agency, 2002

Created in 1835 at the behest of **Pope Gregory XVI**, this Property stretches along the Aniene river gorge, at the foot of the ancient acropolis of Tivoli, among spectacular waterfalls, natural caves and archaeological remains. Entrusted to FAI in 2002 **by the State Property Agency**, the park is an extraordinary example of a Romantic landscape, shaped by human intervention to combine natural beauty, hydraulic ingenuity and historical memory.

**Villa Gregoriana**, with its extraordinary fusion of nature, archaeology and landscape, is a Property particularly exposed to the effects of **climate change**. Increasingly **intense and sudden** weather events make it difficult to preserve such a fascinating yet fragile environment. For over twenty years, FAI has been taking care of it on a daily basis, ensuring public access through constant routine maintenance and **targeted specific interventions**.

Among these, the project launched in **spring 2024**, funded by the **contribution of the Lazio Region**, marks a new phase of intervention, focused on **technological innovation** for the management and enhancement of the Park. The project, which will be completed in **2025**, has as its primary objective the **containment of landslides** and the **securing of the walls of the gorge** and the **trees**. **Remote monitoring sensors** have been installed on the most exposed slopes – approximately **1,200 square metres of rock faces** – and near the **temples**, allowing real-time detection of any movements and enabling rapid and effective preventive action.

At the same time, a **new low-energy lighting system** has been designed to reduce light pollution and enhance the **almost 4 km of paths** and archaeological remains, making the park safe to use even after sunset. The lighting will be accompanied by **multidisciplinary**



**content** to enrich the visitor experience, transforming it into an even more engaging and accessible journey.

Further improving **physical accessibility** to the Property will be the installation of a **lift at the entrance to the waterfalls**, designed to allow access for people with reduced mobility and to facilitate the entry of small vehicles for maintenance operations.

At the same time, the visitor experience has been enriched by a new permanent multimedia space, created as part of the ***Un ambiente per l'Ambiente*** (An environment for the Environment) project, previously launched at Villa Necchi Campiglio (Milan) in 2022 and at Villa dei Vescovi (Padua) in 2023. This is an **immersive video installation**, narrated by actor **Lino Guanciale**, which traces the history of the property, broadening the perspective to include the environmental context. At the heart of the narrative is the Aniene River, the undisputed protagonist of the property's story: a precious but not inexhaustible resource, overexploited in recent decades and now also threatened by the environmental crisis.

#### ■ **Monte Fontana Secca (Setteville. Belluno)**

Donated by Bruno and Liliana Collavo, in memory of their parents Aldo Collavo and Erminia Secco, 2015

Located on the heights of the Grappa massif, among pastures and woods, Monte Fontana Secca represents one of FAI's most innovative interventions in terms of rural landscape protection and the safeguarding of traditional agricultural and pastoral culture. This place stands out for its dual vocation: a bastion of natural and cultural biodiversity and a place of remembrance of the history of the area, which was crossed by the Alta Via degli Eroi (High Road of Heroes) during the First World War.

The project promoted by FAI at **Monte Fontana Secca** aims to **reactivate the ancient mountain pasture**, reintroducing **Burline cows** to the pastures, reviving **traditional cheese production** and bringing back to life a **cultural and natural landscape** of extraordinary value. Once restored to its original function, the landscape can be **maintained, protected and promoted** through the practical experience of high-altitude pastoral management.

Starting in 2023, **three main projects** have been launched, combining **rigorous conservation of the original architectural features** with the introduction of **innovative and efficient technological solutions**, both in water and energy management and in wastewater treatment.

The **Stallone**, which was lost, is now being **rebuilt**: no longer intended as a shelter for animals, it will become an **educational and training centre** for agronomy students, with **16 beds** and facilities for hospitality. The building will be consistent with the existing architecture in terms of form and materials: a two-storey rustic building in local limestone known as '**Biancone del Grappa**', with vertical structures and roof in larch wood completed in 2024. The work as a whole is expected to be completed and the building opened to the public in **2025**, after the installation of cladding and services.



At the same time, in 2024, the **conservative restoration of the valley dairy, or house of the mountain pastor**, began with the removal of modern additions that had altered its appearance and with the salvage of historic materials. In the absence of a sewerage system, a **wastewater treatment system** has also been installed, which will serve the entire complex and allow the building to be fully accessible.

Fundamental to the success of the project is achieving **energy and water self-sufficiency** through the use of **local renewable resources** and reduced consumption. For the production of electricity and heat, **bifacial photovoltaic panels** will be installed in 2025, architecturally integrated into the roof of the Stallone (**250 m<sup>2</sup>**) according to a **Building Integrated Photovoltaic** approach, combining efficiency and low visual impact. For water supply, the historic '**pose**', water pools dug into natural or artificial depressions – often created by war – used for watering livestock, will be recovered and supplemented by **contemporary systems for collecting rainwater** from the roofs.

The **Monte Fontana Secca** project demonstrates how the **virtuous synthesis of traditional construction techniques and more sustainable technologies** can generate a replicable model for **the regeneration of Alpine areas**, capable of preserving historical and environmental heritage, enhancing local economies and narrating the landscape as a living, productive and resilient system.

#### ■ **Convent of San Bernardino – Casa Olivetti (Ivrea, Torino)**

Donated by Tim S.p.A. (Convent) and the heirs of Adriano Olivetti (Church), 2023

FAI is engaged in a complex project to **enhance the historical and cultural value of the San Bernardino monumental complex** in **Ivrea**, with the aim of returning it to the community as **a place open to the public**, intended to house an **exhibition dedicated to the history of the Olivetti family** and to become a **cultural and recreational centre** for the community, echoing Adriano Olivetti's social and humanistic vision.

The complex, located within the **UNESCO site of Ivrea, a 20th-century industrial city**, has been the subject of **preliminary investigations**, launched in 2024 with the aim of guiding design choices and, at the same time, deepening **historical, artistic and architectural knowledge of the site**, from its foundation in the 15th century to its subsequent transformations.

The study exercise is divided into **four main areas: structural surveys of the buildings, historical and architectural research, chemical, physical and stratigraphic analyses** of the plasterwork and frescoes in the church, and **archaeological and botanical studies** of the green area of **Monte Navale**, an integral part of the complex.

**Monte Navale**, with its over **26,000 square metres**, plays a central role in the project, both for its **landscape and naturalistic value** and for its historical link with



the **Olivetti Sports and Recreation Group**, which had made it a meeting place and recreation centre for the employees. When it was acquired by FAI, the hill was in a state of **serious environmental degradation**: the first operations focused on removing invasive vegetation and restoring the paths, making them passable again.

Only after this phase was it possible to begin the **geometric and elevations survey**, carried out using advanced technologies such as the **SLAM (Simultaneous Localisation and Mapping) laser scanner** system. The work led to a **significant historical discovery**: the **original 15th-century walls**, perfectly visible along the entire perimeter, which allow us to understand the original dimensions of the convent and appreciate its importance in the context of Ivrea.

Alongside historical and architectural investigations, a **botanical and agronomic survey** of the trees and shrubs was carried out to assess their health and environmental quality. For the analysis of the fauna and vegetation and to define the **design guidelines for the green area**, FAI is availing itself of the scientific advice of **the Department of Theoretical and Applied Sciences** and **the Department of Biotechnology and Life Sciences of the University of Insubria**.

This extensive interdisciplinary work represents the first step in transforming the San Bernardino Complex into a **place of culture, memory and participation**, capable of recounting the history of a territory and its most enlightened visions, restoring to the urban and human landscape of Ivrea a fundamental piece of its identity.

#### ■ **Palazzo Moroni (Bergamo)**

Entrusted to FAI by the [Palazzo Moroni Museum Foundation, 2019](#)

Behind **Palazzo Moroni**, in the heart of Bergamo Alta, lies a surprising and unspoilt landscape: the **Italian garden** and the vast agricultural area known as **the ortaglia**, a rare fragment of Lombardy countryside within the urban fabric, with **vineyards, terraced orchards and over two hectares of green**, constituting the **largest private garden in the upper town**.

In **2024**, thanks to funds from **the 5x1000 tax scheme**, FAI launched a major project to **care for and enhance the arboreal heritage** of the garden and the ortaglia. Following a **detailed survey of the trees** and a thorough assessment of their condition, **consolidation** work was carried out **using advanced techniques with low environmental impact** aimed at strengthening the stability and vitality of the trees.

The most marginal and elevated areas of the ortaglia are home to **natural wooded areas** that play a key ecological role in maintaining the balance of **the urban green network**. These spaces provide shelter and nourishment for various species of wildlife, such as **badgers, martens and hedgehogs**, which have been documented through specific wildlife monitoring. FAI's objective is twofold: **to protect the ecological value of these groups** and, at the same time, **to ensure visitor safety**. In the most



frequented areas, it has been necessary to **selectively fell** some unstable robinia and elm trees, which will **be replaced in 2025** with **new plantings of valuable forest species**, such as oak and ash.

**Environmental responsibility** is also at the heart of **the management of the trees**: the trunks of the felled elms, which are of good quality, have been cut into **planks to make furniture** for the palace; the smaller residues have been **chipped for mulching** flower beds or reused in **the construction of ecological hedges made of dry branches**, which act as a natural barrier and ecological corridor for wildlife.

Also in 2024, **work continued on improving energy efficiency and upgrading the lighting** in the museum rooms on **the main floor**, which had already begun in 2023 to make the visitor's itinerary increasingly accessible. At the same time, work was carried out on **the design of the consolidation of the gallery** connecting the Palace to the gardens and the **construction of an external lift**, both aimed at **improving accessibility to the property**, both financed by **the Lombardy Region** and due for completion by **2025**.

The **Palazzo Moroni** project demonstrates FAI's commitment to **combining protection, innovation and accessibility**, giving back to the community a place where nature, history and culture continue to interact in the spirit of environmental and social responsibility.

#### ■ **Monastero di Torba, (Gornate Olona, Varese)**

Donated by Giulia Maria Mozzoni Crespi, 1977

The **19th-century barn** of the Monastery is a **concrete testimony to the transformation** that the site has undergone over time, from a monastic site to an agricultural centre. Historically used for grain storage, since **2018** it has housed the **ticket office and shop** on the ground floor.

In 2024 a major project of **renovating the first floor** of the building was completed, restoring a previously unused space to public use. Two new areas are now used for **educational activities for schools** and for **screening a video** about the history of the Property. These spaces, which before the work began were completely open on all sides, have been enclosed by new walls, made fully accessible and equipped with the necessary facilities to accommodate **over 2,500 students** each year. The project has successfully **combined innovation and tradition**, respecting the **rural architectural language** typical of the structure, with the aim of creating a more sustainable intervention, not only through the use of **materials with low environmental impact**, but also thanks to **design choices geared towards management efficiency**.

The new walls and external cladding were made with **bricks and wooden boards recovered** from Lombard farmhouses of a similar period, in keeping with the historical identity of the building and the materials of which it was built. In particular, the perforated wall along the east side of the classroom was built using the '**mandolato a croce**' technique,



which recalls the traditional terracotta grilles typical of northern Italy, historically used to ensure ventilation in barns. Inside, the surrounds of the openings in the brick walls are **custom-made out of iron**, ensuring a comfortable climate without compromising the aesthetics and integrity of the façade. The entire space is heated by **a heat pump** and **thermal and acoustic insulation** is provided by **wood fibre** panels finished with **lime-based plaster** and **multi-layer wood**. The floors of **wooden boards** and **concrete** echo the simplicity of rural architecture and help to make the rooms warm and welcoming. The renovation is completed by a **newly built staircase**, also made from **recycled materials**, and a **lift** located near the shop exit, which ensures **full accessibility** to both areas.

The restoration of the barn at the Monastery di Torba is a perfect example of **functional and cultural regeneration**, where respect for the historical identity of the place is intertwined with the desire to open up the property to the active participation of new generations.

With schoolchildren in mind – from nursery school to secondary school – the educational offering has been expanded and diversified. Specific programmes have been designed to suit different ages: animated visits based on play and emotion for younger children; discovery activities and thematic research groups for secondary schools. All programmes adopt a multidisciplinary approach, enriching school learning through direct experience in the field.

#### ■ **Casino Mollo (Spezzano della Sila, Cosenza)**

Donated by Giovanna, Beatrice and Maria Silvia Mollo, 2016

In the heart of **the Sila National Park**, within the largest plateau in Europe, lies the **Casino Mollo**, immersed in an area of extraordinary natural value, where the favourable climate has allowed **animal and plant species in decline elsewhere** to survive and a very high **genetic variety** to be preserved. The Casino is located next to **the Riserva dei Giganti della Sila**, entrusted to FAI **by the National Park on loan** and visited by over **30,000 people** every year.

Built in the 17th century and purchased by the baronial family **Mollo**, the building is a unique testimony to **the historical rural life of Calabria**. Originally the nerve centre of an efficient large estate, the Casino was surrounded by fields growing wheat and fodder, pastures for oxen and sheep, woods for the production of timber and pitch from the pines of the Reserve, while **silk was processed** in **the** nearby **spinning mill**. With the **Agrarian Reform of the 1950s**, the property was divided up and the Casino became the holiday residence of the Mollo family. In **2016**, the heirs generously **donated the Casino to FAI**, marking the beginning of a new journey of protection and enhancement.

In **2024**, **restoration and functional adaptation work** began on **four rooms on the ground floor** of the building, with the aim of creating a **new reception and information point** for visitors to the Reserve. The rooms, which had been disused for a long time and were showing signs of wear and tear, required careful and respectful intervention aimed at **restoring their historic surfaces**, in particular **the plasterwork and flooring**, and introducing all the elements necessary to ensure **safe and accessible use**.



The project represents a further step in the enhancement of **the Silano rural landscape**, combining **historical memory, greater sustainability and hospitality**. An intervention that returns to the community a place with a strong identity, capable of telling the story of the territory through the encounter between nature, material culture and agricultural tradition.

#### ■ **Castello e Parco di Masino (Caravino, Turin)**

Purchased thanks to a donation from Giulia Maria Crespi, FIAT, Cassa di Risparmio di Torino and Maglificio-calzificio torinese, 1988

Perched on a panoramic hill overlooking the Canavese area, the **Masino Castle and Park** is one of the jewels of FAI's estate, bearing witness to a centuries-old history intricately bound up with the affairs of the Valperga family and Piedmontese aristocratic culture.

Every year, **the Castello** requires extensive **maintenance and conservation** work, made particularly complex by the size and layout of the building. The **roofing**, in particular, plays a central role in this conservation plan: there are over **4,000 square metres of roof** made of ancient terracotta tiles, laid on complex surfaces that are often difficult to reach with traditional lifting equipment.

In **2024**, in order to optimise the work and reduce the need to erect costly scaffolding every year, the installation of a permanent **lifeline** system was completed. As a result it has been possible to carry out effective work on the roofs of **the keep, the north front** and the **Polacca** (the building that houses the historic library), where increasingly intense weather conditions had caused **the tiles to break and slip**, exposing the surfaces below to rainwater. At the same time, work was carried out on parts of **the external render**, where less sunny areas had encouraged the growth of **moss, lichens and colour changes** typical of damp.

Also in 2024, a new internal **lighting control system** was installed, allowing the lights in the rooms to be switched on and off remotely, improving **energy efficiency** and **saving around 10% on consumption** without compromising the quality of the visit. During the year, the **restoration of the neo-Gothic temple** in the **19th-century park** was also completed: this is a small building of which the structure, plasterwork and base have been **preserved and consolidated**.

A further area of intervention concerned the **historic system for collecting and using rainwater**. Through surveys and **georadar investigations**, the **ancient underground pipes and cisterns** designed for the complex's water management were analysed. In 2024, thanks to **the installation of a submersible pump**, it was possible **to reactivate the system in part**: the rainwater so collected has been used to irrigate the **Lemon Terrace**, the only water source used for this purpose. In the coming years, FAI intends **to extend the recycling of rainwater to other areas of the garden**, with a view to **improving environmental sustainability and restoring the original functions of the historic infrastructure**.



Turning to the Castle collections, a new scheduled maintenance campaign was carried out in 2024 on the Library of the Castle Staircase, checking the condition of the shelving, removing dust and treating for woodworm. Restoration also continued on the third section of the Salone dei Savoia picture gallery, consisting of 97 17th- and 18th-century paintings depicting prominent figures from European courts. This complex and highly significant project, which began in 2022, will be completed in 2025.

### ■ **Palazzina Appiani (Milan)**

Concession from the Municipality of Milan, 2015

In **2024**, the **Palazzina Appiani** underwent a comprehensive programme of **restoration and improvement** involving various parts of the building, with the aim of **preserving and enhancing** this important example of neoclassical architecture in the heart of Parco Sempione.

The work primarily involved the **restoration of the stone decorations** facing both the Arena and the park, with particular attention to **the two monumental balconies**, which suffered from widespread deterioration due to exposure to the elements. Significant work was also carried out on the **Salone d'Onore**, or **Sala Appiani**, on the first floor, where **the Venetian terrazzo floor**, marked by cracks and colour alterations, and a portion of **the frescoed vault**, damaged by water penetration caused by a malfunction in the rainwater drainage system, were restored. The work made it possible to **remove stains, lifting, salt efflorescence and gaps in the paintwork**, restoring the integrity and legibility of the decorative elements.

At the same time, renovation was carried out to the **plant and toilets** on the first floor, where prolonged **water** infiltration had caused **serious damage to the walls**. Work was also carried out on **the roof**, with upgrading **the rainwater collection and drainage system** and checking the waterproofing to prevent further infiltration into the rooms below.

With the conclusion of **the ten-year agreement** governing the management of the Property, in **January 2025 the Palazzina Appiani returned to the direct management of the Municipality of Milan**, after a decade of cultural enhancement and opening to the public promoted by FAI, which restored visibility and attention to a property of great architectural and civic value.

### ■ **Villa Necchi Campiglio (Milan)**

Donated by Gigina Necchi Campiglio and Nedda Necchi, 2001

When Villa Necchi Campiglio was donated to FAI in **2001**, it had undergone some changes from the original design by **Piero Portaluppi**, who had designed every detail in 1932. The adaptations, which were the result of the needs of the Necchi Campiglio family and conservation requirements, also affected significant elements of the garden, including the **wooden pergola** that ran along the boundary wall at the foot of the swimming pool. Documented in numerous **historical archive photos** preserved by **the Portaluppi Foundation**, the pergola had disappeared when FAI acquired the property: all that remained



was a **row of travertine pillars**, which had deteriorated with age, while the wooden latticework had been removed, probably due to damage caused by the weather.

During the **restoration work for the opening to the public in 2008**, FAI decided to **rebuild the pergola** according to the original design, but using more resistant and durable materials. Approximately three metres long, just over two metres wide and over three metres high, the new pergola was built in wood, supported by the restored pillars on the pool side and by **wooden pillars** resting directly on the masonry along the boundary wall.

More than **fifteen years after its reconstruction**, despite constant maintenance, further work was required in **2024**, which was carried out thanks to funds from **the 5x1000 tax donation** scheme. Some wooden elements, now irreparably damaged, have been **replaced with new components in solid larch wood**, which is more resistant and suitable for prolonged exposure to the elements. To prevent harmful water pooling and improve durability, **a breathable membrane** has also been **inserted** between the wall and the pillars.

Also in 2024, **work** was carried out **on the heating system**, which had become obsolete and inefficient. The **old gas boiler** was replaced with a more modern system to support the **geothermal system already in place** for winter heating. The upgrade will **reduce energy consumption** while improving **the Villa's environmental impact** and overall efficiency in daily management.

With regard to the internal collections, the 16th-century **Ushak carpet** preserved in the Villa's Library, a rare example of Anatolian craftsmanship, was **restored** during the year. The work, carried out by **the La Venaria Reale Conservation Centre**, took about six months to complete.

As it does every year, the Villa hosted a rich calendar of events open to the public, including the first edition of ***the Exhibition of Rare and Antiquarian Books***, organised by FAI in collaboration with the Associazione Librai Antiquari d'Italia (Association of Antiquarian Booksellers of Italy). Over 40 exhibitors took part in the initiative, which also highlighted the rich heritage of books in the FAI Properties, with a focus on the Library of the Castello di Masino.

At the end of the year, the Villa presented the exhibition ***Nelle case. Interni a Milano 1928–1978*** (In the Houses: Interiors in Milan 1928–1978), dedicated to the history of Milanese living in the 20th century. The materials on display, mostly from the *Domus* archive, recounted the evolution of taste and interior design in Milan.

#### ■ **Case Montana (Giardino della Kolymbethra, Valley of the Temples, Agrigento)**

Purchased from Caterina Di Grado, 2018

In view of **Agrigento's designation as Italian Capital of Culture 2025**, and as part of a partnership agreement with **the Valle dei Templi Park Authority**, FAI has launched an **ambitious programme** aimed at improving the visitor experience and reinforcing the



cultural and environmental value of **the Kolymbethra Garden**. The project involves the **restoration and adaptation of the Case Montana**, the **consolidation of the ridge of calcarenite** (a type of limestone), the **landscape redevelopment of the agricultural areas**, the creation of a **new educational area** and **spaces for cultural events in the open**, as well as the extension of **the visitor route** and the construction of a **new ticket office and toilets**.

The focus of the project will be the **restoration of the Case Montana**, rural buildings dating back to the 18th century, which are strategic for the enjoyment of the site. The houses will be restored in keeping with their historical identity and will become a **central hub for hospitality and the site's cultural offering**, providing spaces for rest, reflection and contemplation. The project aims **to preserve the spirit of the place**, restoring the simplicity of the domestic environment of the sharecroppers who lived there until the 1960s and bringing to life the traces of the lives of those who came after them.

The two buildings will be integrated into a new, accessible and immersive visitor route, culminating in a **panoramic terrace** and **courtyard/lookout point** overlooking the Valley of the Temples, with a superb view of the **Temple of the Dioscuri**.

The greatest possible care will be devoted to **environmental responsibility**. The project includes:

- the **collection and recycling of rainwater** and water from the underground chambers to irrigate the land and feed the internal toilets;
- the **recovery and reuse of existing materials**, with a view to the circular economy and waste reduction;
- the use of **natural materials for thermal insulation**, particularly in the stable, to optimise energy consumption;
- the study of **natural ventilation systems** to ensure an environment that is comfortable without the use of energy-intensive systems.

During **2024**, the **preliminary and archaeological surveys** necessary for the drafting of **the executive project** were completed. These will guide future restoration and improvement works,

The work on the Case Montana represents a fundamental step in the strategy of upgrading the Kolymbethra Garden, confirming FAI's commitment to **combining cultural heritage, landscape and responsible innovation** to create new spaces where history, nature and the community can come together.

#### ■ **Villa Della Porta Bozzolo (Casalzuigno, Varese)**

Donated by the Bozzolo heirs, 1989

In the heart of the Valcuvia, surrounded by a large terraced garden and a landscaped park, **Villa Della Porta Bozzolo** is one of the finest examples of a delightful 18th-century Lombard country house. Donated to FAI in 1989 by **the Bozzolo heirs**, the villa is characterised by the elegance of its architecture and the richness of its furnishings and



interior decorations.

The incorporation of **electrical and plumbing systems in buildings of cultural importance** requires a careful and measured approach, capable of combining **conservation** requirements with those of **efficiency and safety**. At **Villa Della Porta Bozzolo**, a major **upgrade of the fire-prevention system** was completed, essential for the protection of the building and its historical and artistic contents.

The existing system, installed between **2005 and 2011**, was now **obsolete** and no longer met the required safety standards. The upgrade, carried out in full respect of the architectural integrity of the villa, involved the **complete replacement of the sensors**, the installation of a **new control unit** and the **inspection and maintenance of the existing wiring**.

The upgrading of the system is an essential step in the wider process of **enhancing and protecting the Property**, ensuring that it is protected by the most reliable possible system, without compromising its historical legibility and the quality of the visitor experience.

From a conservation point of view, two 19th-century polychrome majolica vases made in Urbino, which had been damaged by widespread dirt, fractures and loss of enamel, were restored. The work, carried out by specialist restorers, involved cleaning, consolidation, reconstruction of the gaps with synthetic resin and retouching the painted areas, completed with transparent finishes in harmony with the original surfaces.

#### ■ **Casa Livio and Grandi Collection, Milan**

Donated by Filippo, Laura and Edoardo Grandi, 2023

Continuing the process of recognising Milan's cultural heritage, **Casa Livio and the Grandi Collection** will join **Casa Crespi** and **Villa Necchi Campiglio** to create a new **museum complex**, to narrate from different perspectives the history of the city, its protagonists and the various forms its culture has taken. Together, the three residences will form an **integrated itinerary** within the circuit of **Milan 'House Museums'**, offering the public new insights into 20th-century bourgeois society in Milan.

Each house will have a **specific aspect**, embedded in its history and the personality of its donors, but also focused on the provision of **education and a cultural experience**. In particular, **Casa Livio** will be dedicated **to education in the practice of drawing** and to **the conservation of the Grandi Collection**, while **Casa Crespi** will focus **on listening to and understanding music** through educational projects and themed itineraries.

It also marks the start of an **innovative collaboration** between FAI and the **ACPV Architects Antonio Citterio Patricia Viel** studio, which has offered its professional expertise to develop an **advanced digital methodology** for the restoration and conservation of historical heritage. The joint project has led to the creation **of the Heritage Digital Twin**, a **BIM (Building Information Modelling) digital model** that not only allows the architecture of Casa Crespi and Casa Livio to be represented in



3D, but also includes **qualitative information** about materials, conservation conditions and uses of the spaces, thus supporting the integrated and responsible management of the Property.

In **2024**, following completion of the H-BIM surveys, **preliminary design work** continued **on the adaptation of Casa Livio**, which will be equipped with **spaces for on-site consultation of the collection of drawings and prints** and enriched with **explanations on video** dedicated to the history of the house and its protagonists. At the same time, **diagnostic investigations** were launched as a preliminary to drawing up a **conservation plan for the exterior and interior**, which will guide subsequent restoration work.

Casa Livio thus represents not only a new chapter in the history of FAI in Milan, but also a **test bench for experimentation** in the dialogue between **technology, conservation and cultural enjoyment**, in the spirit of responsible, accessible and deeply contemporary design.

Turning to traditional conservation, the Grandi family's collection of prints and drawings, compiled between 1888 and 1913 and considered to be of significant importance for the history of European printing between the 15th and 18th centuries, has undergone restoration. The work, entrusted to a specialised workshop, involved safeguarding the collection – which includes precious works by Dürer and Rembrandt – and included cleaning, the removal of adhesive tape, the application of protective film and filling in lacunas in the drawing where necessary.

#### ■ **Castello della Manta (Manta, Cuneo)**

Donated by Elisabetta De Rege Provana, 1985

In 2024, FAI continued its commitment to the **care and upgrading of the Castello della Manta** and **the Antica Parrocchiale di Santa Maria al Castello**, owned by the Municipality of Manta and entrusted to the Foundation for **thirty years**, so that it can be preserved and made accessible to the public together with the neighbouring castle complex.

Among the most significant interventions is the **restoration of the side opening** that allows access to **the church balcony**, which until now has been unusable because it had been bricked up.

At the foot of the castle, inside the woods, **engineering works** were carried out to **consolidate the slopes** prone to subsidence and landslides, phenomena that have become increasingly frequent due to the effects of **climate change**. The aim is to **improve the safety of the site** and preserve the environmental balance of the surrounding landscape.

During the year, **maintenance of the roofs** was also carried out, an activity planned annually to prevent structural damage. At the same time, **woodworm treatment** was carried out on **the wooden floor of the caretaker's apartment** to ensure its long-term preservation.



Outside the complex, preliminary **surveys and geological investigations** were carried out prior to **the redevelopment of an area of the garden**, which will be transformed in the coming years into an **orchard** as part of **the Alcotra project**, co-funded by the **Interreg Italy-France** programme. Finally, the **restoration of the greenhouses in the Palm Garden** has been completed, and they will be brought back to life as **spaces for welcoming** visitors and **hosting small events**, in keeping with the cultural and community vocation of the property.

#### ■ **Villa Fogazzaro Roi (Oria Valsolda, Como)**

Bequest of Giuseppe Roi, 2009

**Villa Fogazzaro Roi**, overlooking Lake Lugano and deeply integrated into the mountain landscape behind it, consists of a complex group of buildings that adapt to the uneven terrain on which they stand. The **roofs of the six buildings** are intricately joined together, forming a continuous system of **wooden beams and terracotta tiles**, characteristic of the historic architecture of the area.

Over the years, FAI has **constantly monitored the state of conservation**, carrying out **localised and timely maintenance work**, but without being able to undertake a **comprehensive restoration** due to the technical complexity and high costs involved. An initial project, ready to be launched in **2019**, was suspended due to the **pandemic**, which led to a general slowdown in the Foundation's activities.

Meanwhile, **the intensification of extreme weather events** due to climate change has aggravated the situation, with **widespread water infiltration** and **increasing damage** to the structures. In **2024**, it was finally possible to begin **comprehensive maintenance and structural improvement work** on both the **roof** and **walls** of the villa.

The project was not limited to the physical restoration of damaged elements, but also introduced **innovative tools for protection and prevention**. In fact, systems were activated for **monitoring and checking structural stability**, including the use of **drones and devices to prevent workers from falling**, as well as the launch of a **system to systematically record** the state of conservation over time.

This important project has brought **greater resilience** to Villa Fogazzaro Roi, safeguarding its architectural and landscape integrity and strengthening the protection of a property which is emblematic of the fusion of **literary memory, natural beauty and responsible care for heritage**.

With regard to the **furnishings and the collections**, the Villa has been the focus of a **major restoration and maintenance campaign** involving carpets, armchairs and sofas covered in leather or fabric, the upholstery of some of the furnishings and document cases in embroidered and painted leather.

On the centenary of the birth of Marquis Giuseppe Roi, great-grandson of the writer Antonio



Fogazzaro, FAI paid tribute to him with a public meeting at Villa Necchi Campiglio (Milan), dedicated to his cultural activities and patronage, culminating in the decision to entrust the Foundation with the care, management and enhancement of the Villa di Oria Valsolda.

### ■ **Abbazia di San Fruttuoso (Camogli, Genoa)**

#### **Donation by Frank and Orietta Pogson Doria Pamphili, 1983**

On **13 May 2024**, FAI opened the **terraced gardens of the Abbazia di San Fruttuoso**, a new space of contemplation and beauty overlooking the bay, dedicated to the memory of **Angelo Maramai**, the Foundation's general manager who died prematurely in 2021. This project gives visitors **a new perspective on the Mediterranean landscape**, with panoramic views in the midst of lemon tree pergolas, a setting that combines the value of memory with the care of heritage.

Before the **landscape redevelopment**, it was necessary to repair **the support structures of the terraces**, with **consolidation** work on **the stone walls** and **slate paving** in front of the priests' residence, which connects the two green areas.

A central element of the project was the **responsible management of water resources**, a crucial issue for the conservation of the architectural elements and the resilience of the site. The intervention included the **restoration of an underground cistern**, now used to **irrigate the garden** and to **provide water for flushing the visitors' toilets**, thus contributing to the reduction of water consumption and the improvement of the existing resources. At the same time, **preliminary surveys** were carried out **on the trees** on the wooded slopes to check their stability and prevent any potential risks. In addition, a **maintenance plan** was drawn up **for the plastered facades of some of the buildings in the borgo**, in line with the integrated conservation programme for the complex. The new terraced garden of the Abbazia di San Fruttuoso is a concrete example of **a landscape-scale intervention** that combines memory and enhancement of the physical heritage, restoring to the public a place that welcomes, tells a story and inspires.

Providing additional value, starting in the summer, the Abbey hosted the exhibition *Ossi di Seppia* (Cuttlefish Bones), an intense and evocative dialogue between two artistic languages, photography and poetry, and between two great masters of Italian culture, Ugo Mulas and Eugenio Montale.

### ■ **Villa e Collezione Panza (Varese)**

#### **Donated by Giuseppe and Giovanna Panza di Biumo, 1996**

Nestled in the green hills of Varese, **Villa Panza** is one of FAI's most emblematic properties, home to one of the most important collections of late 20th-century American contemporary art.

In **2024**, FAI completed the **restoration of one of the two historic fountains** located in **the West formal garden of Villa Panza**, an intervention that has restored full visibility to one of the most significant elements of **the 18th-century landscape design** commissioned by **Marquis Paolo Antonio Menafoglio** in **1748**.



The fountains are one of the few remaining examples **of the original garden layout** and are still **fed by an ingenious gravity-fed hydraulic system** that uses rainwater collected in a large **underground tank** built in **1752** on raised ground along the current Vicolo Biumi. This **historic cistern**, which is still in working order today, collects rainwater from **Biumo Superiore** and channels it to the gardens below, contributing to a more sustainable supply of water for the fountains. The aim of the restoration work was to **restore the functionality of the fountain whilst preserving its historical integrity**, focusing on three areas:

- **cleaning and restoration of the stone parts**, carried out entirely in situ;
- **replacement of worn mortar seals** with materials compatible with the original;
- **conservation of the metal decorative elements**, which were carefully removed and restored in the workshop to ensure their durability and stability.

The work is part of a wider programme of **care and enhancement of the historic gardens of Villa Panza**, in which restoration **of the technical ingenuity of the past** is combined with **responsible water management**, reflecting the continuity between the vision of the 18th-century patrons and FAI's commitment to the responsible protection of the landscape and water.

In 2024, work also continued on the care and enhancement of the heritage of Villa Panza itself. **The historic furnishings of the Billiard Room** were **restored**, including a pair of consoles with mirrors and a large wall mirror, and Meg Webster's installation ***Cone of Water*** (2015) was cleaned of dirt and limescale using a **technique inspired by the ancient *gànosis method***, which involves applying a black water-based paint followed by a protective layer of beeswax.

On the exhibition front, the exhibition ***Nel tempo*** explored the theme of temporal perception in contemporary art through more than fifty works – including works by Kosuth, Kawara, De Maria and Darboven – many of which had never been exhibited before. In dialogue with this reflection, **Arcangelo Sassolino's *La Condizione del Desiderio (The Condition of Desire)*** was presented in the autumn, a site-specific installation that inaugurated the new three-year programme dedicated to the comparison between historical collection and contemporary art.

#### ■ **Aula del Simonino (Trento)**

Donated by Marina Larcher Fogazzaro, 2018

In the historic centre of Trento, on the ground floor of **Palazzo Bortolazzi Larcher Fogazzaro**, in **2024** FAI opened **the Aula del Simonino**, a former chapel dedicated to the young Simon of Trent, protagonist of one of the darkest episodes of anti-Semitism in 15th-century Europe. The project is one of the most significant examples of **cultural enhancement and civil responsibility** promoted by the Foundation.

The space – a **small frescoed chapel** dating back to **the 18th century**, which was abandoned in 1965 following the suppression of the Cult of Simonino – has undergone



extensive **restoration, refurbishment and enhancement** work aimed at transforming it into a **place for listening, reflection and learning**. The new name, *Aula del Simonino* (*The classroom of Simonino*), emphasises the change of function: from a place of worship to **a permanent educational space**, aimed primarily at schools and young people, to offer tools for critical understanding of issues such as **prejudice, religious intolerance and historical manipulation**. The work involved:

- the **restoration of the frescoed surfaces** and **Baroque** stucco and marble **decorations**;
- the **restoration and enhancement of the façade**, with the removal by laser cleaning of glazes which had masked what lay below and with consolidation of the plaster;
- the **restoration of the historic wooden furnishings**, including the sacristy cupboard and two prie-dieus;
- **the complete upgrading of the building plant**, including customised LED lighting, security systems, fire detection, data transmission and a professional audio system;
- the creation of **new wooden furnishings**, with benches designed to seat up to 30 people, arranged around the perimeter of the hall on a wooden platform that improves accessibility.

At the heart of the project is an **immersive audio narrative**, conceived by FAI and narrated by the actress **Daria Deflorian**. In a dark and intimate setting, visitors listen to a historically documented narration on headphones about the story of Simone da Trento, who became the object of a cult based on a **false accusation of ritual murder** against the Jewish community, which was harshly persecuted and then expelled from Trento in 1475. It was only in 1965, after a historical review and by papal decree, that the cult was suppressed.

The Aula thus becomes a place where **history is transformed into consciousness**, and architectural heritage becomes **a tool for education and civic awareness**. A project that combines scientific rigour, quality restoration, technological innovation and **strong ethical values**, in line with FAI's mission to promote knowledge of heritage as **an antidote to hatred, ignorance and intolerance**.

#### ■ **Abbazia di Santa Maria di Cerrate (Lecce)**

Concession by the Province of Lecce, 2012

Immersed in the landscape of the olive groves of the Salento, **the Abbazia di Santa Maria di Cerrate** is one of the most fascinating examples of Romanesque art in Puglia, a treasure trove of spirituality and culture, donated to the community by **the Province of Lecce**, which entrusted its management to FAI in 2012. The abbey complex, founded between the 11th and 12th centuries, stands out for the beauty of its church, its frescoed portico and the rural buildings that bear witness to its agricultural vocation.

In 2024, thanks to the support **of Artbonus**, **the consolidation of the stone wall** surrounding **the abbey's** ancient **citrus grove** was completed. The work involved a particularly compromised section, over **50 metres** long, which showed clear signs of instability and deterioration.



At the same time, routine and non-routine **maintenance work** continued on **the Monastic House** and the **external structures of the abbey complex**. In particular, **seven French windows were replaced**. They had been installed during the restoration work in the 1970s and were no longer able to guarantee durability and resistance to the elements.

Made by **local craftsmen**, the new French windows were designed in **accordance with local building traditions** and the **original design of the existing windows**, helping to maintain the aesthetic harmony of the complex while ensuring **greater functionality and durability over time**.

These interventions are part of a broader strategy to care for and enhance the Abbazia di Cerrate, a property where **historical identity, landscape and community** are inextricably intertwined.

#### ■ **Brion Memorial (San Vito di Altivole, Treviso)**

Donation by Ennio and Donatella Brion, 2022

In **the Brion Memorial**, designed by **Carlo Scarpa**, **water** plays a central and deeply symbolic role: it flows alongside **the Arcosolio**, silently crosses the garden and collects in two large pools, before flowing underground. This continuous and delicate flow is an **extraordinary metaphor for life**, perfectly integrated into the harmony of the place. Around the water, a **delicate and precious ecosystem** takes shape: lotus flowers, Koi carp and architectural reflections blend into a landscape of rare beauty, which requires attention, care and knowledge.

In **2024**, FAI launched a **complex water management plan** aimed at **rationalising water use** and **making it more sustainable**, with a twofold objective: **to preserve the architectural structures** and **protect the biodiversity** that animates the pools and ponds of the complex.

In order to design the project, it was necessary to undertake careful **research and technical analysis**, which included:

- in-depth study of **the archive documentation** relating to the original project;
- **verification of the construction techniques** used by Scarpa for the Memorial's water system;
- carrying out **surveys and technical investigations** on the existing water network, its **flow rate**, efficiency and possible critical issues.

This integrated approach now makes it possible to plan interventions aimed at **preserving water as an architectural and vital element**, while ensuring the **continuity** of the Memorial's **design language** and the **long-term sustainability** of its management.

#### ■ **Villa dei Vescovi (Luvigliano di Torreglia, Padova)**

Donated by Maria Teresa Olcese Valoti and Pierpaolo Olcese in memory of Vittorio Olcese,



2005

Nestled in the Euganean Hills, **Villa dei Vescovi** is one of the finest examples of Venetian Renaissance architecture, which sits harmoniously in the hilly landscape shaped by man over the centuries. Donated to FAI in 2005 by **Maria Teresa Olcese Valoti** and **Pierpaolo Olcese** in memory of **Vittorio Olcese**, the Villa is now not only a place of extraordinary beauty, but also a laboratory for raising awareness and educating people about the landscape, understood as a synthesis of culture, history and environment.

In **2024**, FAI launched an important **structural analysis** of one of the most delicate parts of the monumental complex: **the north-west corner of the courtyard**, which has been affected by significant instability. In order to understand the causes and prepare a detailed programme of repairs, **in-depth geological surveys** have been carried out, which will enable the design of targeted and responsible solutions for **the safety of the building**. At the same time, the usual **scheduled maintenance activities** have been carried out, which are essential for preserving the authenticity and historical value of the building. In particular, work has been carried out on **the conservation of the historic fixtures**, with a focus on **the wooden shutters of the loggias**, and on the restoration **of the plastered and exposed brick surfaces**, using techniques compatible with the original materials.

Inside the **orchard**, a project has been launched to **redevelop the pond area** with the aim of **improving the possibility of using the space** during events open to the public. This work will provide a **more welcoming and accessible environment**, further improving the visitor experience in one of the most evocative landscapes of the Property.

Turning to the conservation of furnishings and collections, non-routine maintenance work has been carried out on a group of 18th-century furnishings covered in embroidered fabric depicting allegorical and courtly scenes.

#### ■ **Villa del Balbianello (Tremezzina, Como)**

Bequest of Guido Monzino, 1988

Located on **the Dosso di Lavedo** promontory overlooking Lake Como, **Villa del Balbianello** is one of FAI's most iconic and loved properties, a place where nature, art, history and memory intertwine. Donated to the Foundation by explorer and entrepreneur **Guido Monzino**, the Villa has become a symbol of FAI's ability to combine conservation, restoration and culture.

In **March 2024**, a **new information point** was inaugurated at the foot of **Dosso di Lavedo**, the entrance point for visitors to **Villa del Balbianello**. The project involved a partially ruined rustic building which was **rebuilt using local techniques and materials** to maintain harmony with the surrounding landscape. The building, now fully functional, houses **the ticket office and a small shop**, offering a better organised welcome to visitors. Even in such a small building, great attention has been paid to **the principles of environmental responsibility**: the project involved the **reuse of rainwater**, the use of **certified and natural materials**, and low-impact construction solutions.

At the same time, important work has been carried out to **improve accessibility** to the



area. A **new footpath** has been laid out to give access to the Villa, complete with **vehicle and pedestrian gates**, and **the entire area surrounding the building has been upgraded** with the aim of ensuring a smoother and more orderly flow of visitors to one of the most iconic and popular sites in FAI heritage.

In 2024, the Villa itself underwent an extensive programme of planned conservation. Gilded bronze chandeliers and wall lights and glass and rock crystal from the 18th and 19th centuries were restored through on-site cleaning, structural checks and the repositioning of decorative elements. The multi-year restoration project of the graphic works in the Monzino collection also continued, with the restoration of around 30 landscape prints affected by deterioration due to ageing of the paper: these have now been re-mounted using improved conservation techniques. A further intervention involved the restoration of Oriental and pre-Columbian art objects from the Monzino collection, damaged by lacunas, dirt and old repairs. Finally, a complex restoration programme was carried out on furnishings and textiles – including chairs, armchairs and carpets – entrusted to specialised restorers and supervised by the Government's Superintendency. Some objects were taken away for repairs, while other work was done directly on site, giving the public the opportunity to observe the restorers at work.

#### ■ **Kolybethra Garden (Valley of the Temples, Agrigento)**

Granted to FAI by the Valley of the Temples Park in Agrigento in 2024, having already been entrusted to the Foundation by the Sicilian Region from 1999 to 2024

In 2024, a new scientific and archaeological investigation project began at the Kolybethra Garden, as part of a five-year agreement between FAI, the Valley of the Temples Park and the University of Milan. The aim is to investigate, using a multidisciplinary approach, the ancient water supply system of Akragas – ancient Agrigento – described by Diodorus Siculus as one of the major public works of the tyrant Terone (6th-5th century BC).

In October, initial excavation started on the riverbed of the stream that crosses the area: this revealed a structure made of large limestone blocks, built using Greek construction techniques, which was possibly the dam wall of the artificial basin described by sources. The structure is crossed by a 67-metre-long underground conduit equipped with an inspection shaft. The next investigations will be crucial to confirm this hypothesis and deepen our knowledge of water management in ancient Agrigento.

#### ■ **Oratorio di S. Maria del Sole (Capodacqua, hamlet of Arquata del Tronto, Ascoli Piceno)**

On **24 August 2016**, a violent earthquake shook central Italy, hitting the regions of Marche, Abruzzo, Lazio and Umbria hard. A second, even more devastating tremor followed on **30 October**, exacerbating the already extensive damage. Among the most affected areas was **Capodacqua**, a hamlet of **Arquata del Tronto**, where FAI decided on a concrete gesture of solidarity by supporting the **restoration of the Oratory of the Madonna del Sole**.

Small but deeply rooted in the local identity, the building housed **precious 16th-century frescoes**, which were almost completely destroyed by the tremors. **The walls**, however, withstood the quake thanks to the timely intervention of **the Civil Protection Agency and the Fire Brigade**, who secured the building after the first earthquake. As it had done in



**L'Aquila** with the **Fontana delle 99 cannelle (Fountain of 99 Spouts)** and in **Finale Emilia** with the restoration of the historic centre, FAI chose to **focus its efforts on a symbolic monument that** is deeply loved by the community.

After years of **bureaucratic and managerial problems**, construction finally began in **2023**, based on a design **by the FAI Restoration and Conservation Office** and engineer **Giuseppe Carluccio**. The project is divided into **two parts, carried out in parallel** and completed in **2024**.

The **first part**, funded by **the Ministry of Culture** with a contribution **from ArtBonus**, involved **restoring and strengthening the walls** and the **reconstruction of the bell tower**, an element of great symbolic value. This complex and challenging project was made possible by the use of a **metal structure shaped like the original** but weighing **eight times less**, to ensure stability and safety in the event of future earthquakes.

The **second part**, financed by **donations collected by FAI**, involved the **restoration of 55 square metres of interior frescoes** and the **reconstruction of the sacristy**, using original stone recovered after the earthquake. The frescoes, attributed to **local craftsmen under the direction of Cola d'Amatrice**, were severely fragmented. The surviving fragments, initially collected and stored in **24 boxes at the Government's Superintendency**, underwent meticulous **reconstruction and relocation**: thanks to photographs and 1:1 scale reproductions, the restorers were able to identify the original position of each fragment, restoring to the Oratory **its original pictorial configuration**.

The work, which lasted just over a year, was carried out under **the supervision of the Special Superintendency for the areas affected by the 2016 earthquake**, in collaboration with FAI, and was completed in **November 2024** with a **Mass** to mark the return, albeit symbolic, of the community to a **village that is still severely affected and largely uninhabited**.

This intervention, of great technical and human value, demonstrates how **the reconstruction of cultural heritage** can help **keep the memory of places alive** and **rebuild community ties**, even where everything seems lost.

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Finally, mention should be made of the restoration and enhancement work carried out on places of artistic and natural interest selected through the biennial survey carried out as part of the ***I Luoghi del Cuore*** programme, for which **€262,629** was spent in 2024. Since 2003, the year of the first census, FAI has promoted and supported **163 projects** for sites in all 20 Italian regions, 13 of which were completed in 2024.

The following **further conservation and enhancement activities** were carried out during the year:

### **Bagutta Collection**



In 2023, FAI received a donation from Gianfelice Rocca and Martina Fiocchi of the Bagutta collection, over 400 drawings and works related to the famous Milanese literary prize. After a complex process of verification, documentation and packaging, the collection was transferred to storage, pending future exhibition at Casa Crespi (Milan).

### Art restoration

During the year, important restoration work was completed on:

- **Palazzo Moroni (Bologna)**: two paintings, including *Portrait of a Woman in Black* (1570) by Giovan Battista Moroni, which regained its legibility and depth after cleaning.
- **Casa e Collezione Laura (Imperia)**: restoration of the *Viola da gamba player* by François de Troy (1645-1730), which was seriously damaged.
- **Castello di Masino (Turin)**: restoration of a rare 16th-century genealogical volume of the Savoy family entitled *Inclytorum Saxoniae Sabaudiaeque principum arbor gentilitia*: the restored volume was presented at the Antique Book Fair at Villa Necchi Campiglio in Milan.

### Maintenance of historic clocks

As always, the vintage clocks in FAI properties were looked after, with constant maintenance carried out by personnel trained by the A.R.A.S.S. Brera association.

### Digitisation and cataloguing

Work is progressing on updating and digitising the catalogue records, with new photographic programmes – including one at **Casa Macchi** (Varese) – and verification and monitoring the state of conservation.

### Podcasts and digital tools

In 2024, the audio content for independent visits to the Properties was upgraded (**over 1.2 million listeners**), with podcasts in several languages and new **interactive maps**. Also worth mentioning is the second season of the *Pilastrì* podcasts, hosted by FAI President Marco Magnifico and journalist Paolo Bovio.

### National Conference of Delegates and Volunteers, Naples

On the occasion of the 28th National Conference entitled *Curiamo il patrimonio, raccontandolo* (Let's take care of our heritage by telling its story), held in Naples, the Foundation explored with authoritative representatives of the Italian cultural world the profound meaning of the term "valorizzazione" (an Italian word without an English equivalent, often translated as 'enhancement'), understood not as an increase in economic value but as **recognition and narration of the cultural, historical, natural and identity value of cultural heritage**. The conference reaffirmed that every restoration, refurbishment, educational or maintenance activity represents an opportunity for storytelling, and therefore for 'valorizzazione', and that the real goal is to make this intangible value understandable and shared. Only what is known and understood can be protected and loved.

### Fulcri and Sistemi Project



The project of **cultural and territorial mapping of FAI Properties** has been expanded: new maps linked to the historical, artistic and environmental contexts of the sites, accessible via QR codes and linked to themed itineraries on foot, by bike or by car. Views in 2024: **558,935**.



### **Relationship between FAI's restoration work and sustainable development**

In recent years, FAI has redefined its approach to **conservation of the cultural and natural heritage** in light of the challenges posed by climate change and ecological transition, systematically integrating the **principles of sustainable development** into all stages of project design and of management. Restoration and maintenance activities on FAI Properties do not merely protect, but are opportunities to strengthen the resilience of sites, reduce environmental impact, enhance local resources and pass on traditional knowledge and practices to future generations. The strategies adopted respond to goals of **mitigation**, such as reducing climate-changing emissions and improving energy efficiency, and of **adaptation**, through risk prevention and ongoing maintenance. This approach, which is fully in line with **Objective 11.4 of the United Nations 2030 Agenda**, translates into targeted interventions in **six key areas**:

- **Energy**: with ad hoc solutions to reduce consumption, use renewable sources compatible with the historical context and promote the efficient management of systems, as in Villa Rezzola (La Spezia), Monte Fontana Secca (Belluno), Villa Necchi Campiglio (Milan) and Castello di Masino (Turin).
- **Water**: through the recovery of historic collection systems and the reuse of rainwater for irrigation and toilets, as in the case of Villa Panza (Varese), Abbazia di San Fruttuoso (Genoa), Casino Mollo (Cosenza) and Memoriale Brion (Treviso).
- **Biosphere**: protecting habitats and biodiversity, restoring abandoned agricultural and forest areas, choosing resilient plant species and non-harmful materials, as in Palazzo Moroni (Bergamo), Villa Gregoriana (Rome), Castello della Manta (Cuneo) and Giardino della Kolymbethra (Agrigento).
- **Responsible consumption**: prioritising building reuse, the recovery of historic materials, the circular economy on construction sites and the selection of more responsible suppliers, as in the projects carried out at Monastero di Torba (Varese), Villa Fogazzaro Roi (Como) and Abbazia di Cerrate (Lecce).
- **Sustainable communities**: involving professionals, artisans and local businesses, promoting training, research and active participation through events, open construction sites, cultural initiatives and collaborations with universities, as in Convento di San Bernardino (Turin), Casa Livio (Milan) and Aula del Simonino (Trento).

Each FAI intervention is now designed and evaluated in terms of its consistency with the **Sustainable Development Goals** of the 2030 Agenda (in particular SDG 6, 7, 11, 12, 13, 15, 17), according to a transdisciplinary and documented method inspired by the guidelines of ICOMOS (*Policy Guidance of the International Council on Monuments and Sites*) and UNESCO.

Through this integrated model, FAI confirms its commitment to **preserving memory, protecting beauty and building the future**, making its interventions a benchmark of excellence in **responsible heritage conservation**.



## Management

In 2024, the Foundation allocated **€20,893,205** to **the management of its Properties**, an increase of **4.6% compared to 2023**. This result reflects the ongoing commitment to ensuring efficient and more sustainable management, capable of enhancing the heritage entrusted to FAI and contributing to the achievement of its objectives.

In particular, **ticket sales** continued **to grow**, reaching **€9,184,486** (up 4.5% compared to 2023), as did revenue generated by **sales in shops located within the Properties**, amounting to **€1,804,416 (up 3% compared to 2023)**. Revenue from the use of the Properties as venues for private and corporate events amounted to approximately **€4,379,547** (+4% compared to 2023), confirming the attractiveness of the sites as places for socialising and sharing.

The management approach continues to be based on principles of **responsibility, economic sustainability and care for the cultural and landscape heritage**, with the aim of combining respect for the historical characteristics of the sites with attention to their use and vitality today.

## New openings to the public

### ■ **Aula del Simonino (Trento)**

Donation by Marina Larcher Fogazzaro, 2018

On 12 July 2024, FAI inaugurated the opening to the public **of the Aula del Simonino**, formerly the Cappella del Simonino, transforming it into an educational space dedicated to civic and historical education. Located in the heart of the historic centre of Trento, this building, donated by Marina Larcher Fogazzaro and restored thanks to public and private contributions, is now accessible to all.

Inside, an innovative multimedia exhibition offers visitors an audio account of the tragic story of Simone da Trento, a child whose death in 1475 was used to unjustly accuse the Jewish community of ritual murder, triggering brutal persecution.

This painful episode represents one of the darkest wounds in the history of the area. FAI wanted to give this place an **educational value**, transforming it into a 'classroom outside school' open to students and citizens, with the aim of promoting memory, respect and understanding, and combating all forms of prejudice and intolerance.

The visit offers food for thought on highly topical issues such as anti-Semitism, the spread of fake news and fear of the different, reaffirming the fundamental role of culture and knowledge in building a more just and aware society.

### ■ **Velarca (Tremezzina, Como)**

Donated by Aldo and Maria Luisa Norsa, 2011

15 September 2024 saw the opening to the public of **La Velarca**, a unique houseboat designed in 1959 by the Milanese studio BBPR, also known for designing the Torre Velasca in Milan. Moored in Ossuccio, on the shores of Lake Como, La Velarca is a true gem of modern Italian design, created from the reuse of *the Corriera Tremezzina*, an ancient Como gondola.

Today, it has returned to its historic mooring, upgraded by a new pier and a completely renovated garden that highlight the surrounding landscape. FAI has returned it to the



community as a new cultural destination on Lake Como, with the aim of promoting more sustainable and diversified tourism, offering the public a unique view of the Como landscape and a fascinating history to discover.

A cultural asset which is unique and to all intents and purposes a monument, the Velarca represents a pinnacle of Italian culture in the field of modern architecture and design. Its protection and enhancement testify to FAI's commitment to preserving and recounting the incredible variety of our country's heritage. The visit is enriched by podcasts and a video narrative that guide visitors on a journey of discovery through its history and recent restoration.

### **Positive impact of the new openings**

The activities promoted by FAI generate have a real impact on several levels, benefiting both the Foundation and local communities. This is demonstrated by the two new openings in 2024.

**The Aula del Simonino** has been returned to the community as an educational space, capable of addressing the issue of anti-Semitism in a rigorous but sensitive way, transforming a place of memory into an opportunity for awareness and reflection. **The Velarca**, a unique houseboat and an extraordinary example of modern Italian architecture, enriches the cultural offering of Lake Como, contributing to the promotion of more sustainable and diversified tourism.

For both openings, FAI has adopted strategies that focus on sustainability and inclusion:

- restoration carried out using **environmentally friendly materials** and recovery of **original features**;
- cultural projects focused on **education** and **dialogue**;
- synergies with local authorities and stakeholders to generate **social cohesion** and **economic benefits** for the area.
- 

The results confirm the validity of the choices made: from July to the end of the year, the Aula del Simonino welcomed **2,704** visitors, while from September to the end of December, the Velarca recorded **4,213 visitors**, accompanied by a very high level of public satisfaction, as evidenced by feedback with **an average rating of 4.8 out of 5**. The quality of the restoration work, the care taken in the exhibition design and the training of the staff ensured a welcoming and valuable visitor experience.

### **Visitors to the Properties**

During 2024, the Foundation's Properties confirmed their role as a reference point for those seeking cultural experiences of high quality that combine the beauty of the sites with an in-depth understanding of their history and meaning. A total of **1,127,530 visitors** were welcomed during the year, a slight increase of **1% compared to 2023**, demonstrating stable and steadily growing participation.

A combination of factors influenced visitor numbers. **Unstable weather and climatic conditions**, particularly during the spring, partly affected attendance in the early months of the year. On the other hand, the mild autumn weather, together with a cultural programme enriched by initiatives



linked to the festive season, led to a significant increase in visits in the latter part of the year, contributing to the positive final result.

Among the sites that recorded the **most significant increases**, the **Brion Memorial** (Treviso) stands out, with a **144%** increase compared to the previous year, reflecting the growing interest in this extraordinary place. Also significant were the increases recorded by **Villa Panza** (Varese) and **I Giganti della Sila** (Cosenza), **+8%**; **Palazzo Moroni** (Bergamo), **+6%**; **Saline Conti Vecchi** (Cagliari) and **Casa Laura** (Imperia), **+5%**. Also worth noting is the growth of two smaller properties, which are showing a steadily increasing appeal: **Casa Carbone** (Genoa), **+20%**, and the **Enrico Collection at Villa Flecchia** (Vercelli), **+9%**.

Once again, the **most visited property** was **Villa del Balbianello** (Como), which welcomed **226,652** visitors. It was followed by **Villa Necchi Campiglio** (Milan) with **102,734** visitors, **Villa Gregoriana** (Rome) with **81,766** visitors, the **Castello e Parco di Masino** (Turin) with **62,226** visitors and the **Giardino di Kolymbethra** (Agrigento) with **55,665** visitors, thus completing the ranking of the five most visited sites.

The five most visited sites in 2024	Number of visitors
<i>VILLA DEL BALBIANELLO (Como)</i>	226,102
<i>VILLA NECCHI CAMPIGLIO (Milan)</i>	102,356
<i>VILLA GREGORIANA (Rome)</i>	81,737
<i>CASTELLO E PARCO DI MASINO (Turin)</i>	55,961
<i>GIARDINO DI KOLYMBETHRA GARDEN (Agrigento)</i>	52,828

### *Level of satisfaction*

As every year, FAI listened carefully to its visitors, valuing their feedback on the quality of their experience. In 2024, a questionnaire was sent to **50,295 people**, including members and non-members, with a response rate of **20%**, which allowed for a significant and representative result. The level of satisfaction was high, with an average rating of **4.7 out of 5**. Among the most appreciated aspects were **the welcome from staff**, which achieved the highest score (**4.8**), followed **by the experience of purchasing tickets online (4.7)**, confirming the constant attention to service quality at every stage of the visit.

### *International visitors*

In 2024, FAI Properties recorded significant growth in the number of international visitors, which now account **for 30% of total visitors**. Compared to the previous year, there was an **18% increase in foreign visitors** and a 113% increase in online ticket purchases by foreign users.

Thanks to the introduction of integrated ticketing, it has been possible to expand contacts and improve audience profiling, including through a questionnaire dedicated to foreign visitors. The survey, sent to 17,400 email addresses, had a response rate of 6% and provided a more detailed



and inclusive picture: 25% of respondents came from the United Kingdom, 17% from the United States and 16% from France.

Villa del Balbianello (Como) confirmed its position as the main attraction for international tourism. Here, thanks to online booking and time slots, it has been able to effectively limit over-tourism on Lake Como, while ensuring a high-quality visitor experience.

### *Electronic ticketing*

**Ticket sales and charges for guided tours** made a **significant** contribution to FAI's economic sustainability, generating a total of **€9,015,550 in revenue**, up **5% on 2023** and **58% on 2020**. The **average ticket** price stood at €8.00, up from €7.62 in 2023 and €6.60 in 2020, confirming the validity of a cultural offering in constant evolution.

The ticketing system has been regularly updated with a view to quality and transparency, and each transaction is accompanied by practical advice, including the need to respect cultural spaces and the possibility of showing tickets in digital format, without the need to print them. The use of **electronic ticketing** is part of a broader plan aimed at environmental responsibility through waste reduction and the improvement of processes.

During the year, **online sales** increased by **14% compared to 2023**, accounting for **24% of total visitors**, with a **22% increase in turnover**. Analysis of the online public shows that 56% of purchases were for full-price tickets, followed by 21% for FAI members, 4% for reduced tickets for 6-18 year olds, 7% for students aged 19-25, 5% for families and the remaining 7% for those benefiting from various agreements.

### *The shops*

**The shops at FAI Properties** helped consolidate the financial position, achieving net revenues of **€1,798,635**, (+€67,000 compared to 2023) despite a **decline in visitor numbers** at Properties with shops (-32,000 visitors). **Average spending per visitor** grew by **7%**, reaching €1.80. This result is the fruit of targeted sales programmes, such as identifying flagship items, in particular FAI jams, and the adoption of annual business plans for each shop, structured by target and seasonality. The shops' commitment also translates into the promotion of **small local artisan businesses** and the **local agri-food chain**, with an offering focused on natural products made with quality raw materials. In line with this approach, FAI has also chosen to use **FSC (Forest Stewardship Council) certified paper bags**, which are free in the small size and available for purchase in the main sizes, in order to reduce consumption and promote awareness of resource use.

## **The impact of tourism on FAI Properties**

An **integrated marketing strategy** has been a key driver for the development of visits by tourists, expanding the enjoyment of the Properties to an increasingly wide and more diverse audience, with a particular focus on **young people, families and international visitors**. Thanks to solid digital marketing planning and effective and consistent communication, the specific characteristics of each Property have been highlighted, strengthening **their identity** within the local context.



In line with the principles of promoting **local identities**, promotional initiatives have been carried out to consolidate links with local communities and promote **informed** and **inclusive** visits. Communication and promotion activities have had a particularly significant **social** and **cultural** impact, increasing participation, awareness and a sense of belonging to FAI properties, and supporting the local economy in **the tourism, craft and trade** sectors.

On the environmental front, the Foundation aims to promote a **responsible** approach, carefully managing risks such as the overexposure of certain sites and the excessive use of resources in its communications.

In 2024, more sustainability-conscious practices were consolidated, such as choosing suppliers that offer more **environmentally** and **socially** friendly products, reducing paper promotional materials in favour of **digital ones**, and adopting **inclusive language**. Measures were also introduced to limit the environmental impact of activities, mainly through the digitisation of materials and the design of **accessible** campaigns.

Finally, stakeholders and the public are involved through **evaluation questionnaires** and ongoing dialogue, which enable the identification of issues relevant to communities and guide future strategies in a **participatory** and **shared** manner.

### Events at the Properties

In 2024, the calendar of events at the Foundation's Properties was once again **rich, varied and strongly identity-based**, the result of an **established strategy** that emphasises the specific characteristics of each location. Each property offered **at least one major annual event**, designed to attract a wide audience with content consistent with its *genius loci*. The twenty main events were part of an even broader programme of **over 500 initiatives** aimed at diverse audiences and designed to broaden the cultural offering, stimulate new opportunities for visits and strengthen ties with the local area.

The calendar featured a total of **510 events**, including shows, concerts and exhibitions, spread over **2,045 days**, an increase of 17% compared to 2023 (436 events over 1,920 days).

Among the **most significant new features for 2024** were:

- **Tante Care Cose (So many much-loved things), Casa Macchi (Morazzone, Varese)**  
25 and 26 May; 30 November and 1 December

Launched on an experimental basis in 2023, the event welcomed **over 4,000 visitors** in its two editions in 2024, confirming its success. The antiques market **enlivened the entire town**, with free admission for residents and the active involvement of local organisations. The initiative promoted social sustainability by encouraging **inclusion and community participation**.

- **Exhibition of Rare and Antiquarian Books, Villa Necchi Campiglio (Milan)**  
25, 26 and 27 October

The first edition of the antiquarian book exhibition/market at Villa Necchi Campiglio in Milan,



organised by FAI with ALAI (Associazione Librai Antiquari d'Italia), welcomed **over 2,600 visitors**. More than thirty Italian and international antiquarian bookshops exhibited rare and precious works, ranging from manuscripts to artist's books. The initiative offered the public a encounter with the history of literature and publishing.

- ***Seta (Silk), Palazzo Moroni (Bergamo)***

10, 11 and 12 May

The second edition of the event dedicated to silk, held in 2024, **attracted over 1,400 participants** with a rich programme of workshops, guided tours, exhibitions and meetings with experts. The initiative offered an original account of the palazzo and the surrounding area, weaving the memory of Bergamo's silk tradition into a contemporary and sustainable vision. Social value was expressed through **collaboration with ENS** for visits in Italian Sign Language and the **Taivè project by Caritas Ambrosiana**. The event was organised with the contribution of prestigious academic and cultural institutions.

These three new events accompanied the FAI's **traditional events**, such as the major flower and plant shows. These included:

- ***Tre giorni per il giardino (Three Days for the Garden), Castello di Masino (Caravino, Turin)***

3, 4, 5 May; 18, 19, 20 October

In 2024, the historic flower and plant show, which has been going for over 30 years, attracted **around 21,000 visitors** in its two seasonal editions. With over a hundred nurseries from all over Italy, the event promoted **green culture** and the adoption of **sustainable practices**, highlighting the beauty of gardens and the environmental importance of domestic spaces. This edition focused particularly on seeds as a symbol of regeneration and, as always, included a rich selection of local gastronomy. Bad weather in autumn slightly affected visitor numbers.

- ***Agrumi, Soffio di Primavera, Colori d'autunno (Citrus fruits, Spring Breeze, Autumn Colours) - Villa Necchi Campiglio (Milan)***

10-11 February, 9-10 March, 9-10 November

In 2024, the three flower shows at Villa Necchi Campiglio welcomed a total of **over 13,000 visitors**, despite the Spring editions of *Agrumi* and *Soffio di Primavera* being affected by bad weather with a total attendance of around 7,000. *Colori d'Autunno*, on the other hand, was a great success with over 6,300 participants. Great attention was paid **to inclusivity**: all events were made accessible to people with **learning difficulties** thanks to the collaboration with the association 'L'abilità' and the **Bene FAI per tutti** project, with materials in simplified language and trained staff.

Finally, the results of **the major events** aimed at different target audiences, involving various Properties over a specific period, are worth highlighting:

- ***FAI Summer Evenings***

22 June – 31 August



Launched in 2016 as a widespread event, FAI Summer Evenings have become a communication campaign that includes all evening initiatives held at FAI Properties between June and September. In 2024, **over 300 evenings** were organised, including concerts, sunset treks, open-air cinema, aperitifs, dinners, picnics and stargazing evenings, involving 30 properties in 15 regions and welcoming **more than 20,000 participants**.

■ **Halloween**

26, 27, 31 October, 1, 2, 3 November

The event, aimed primarily at families with children, takes place **in 14 Properties** such as castles, villas, abbeys and historic residences. The Castello di Avio (Trento) was once again the most visited site, with over 3,000 visitors, accounting for around 50% of the total number of visitors to the other Properties.

■ **Christmas**

22 November - 31 December

The last event of the year, Christmas sees the Properties decorated and offers a rich calendar of initiatives including concerts, guided tours and workshops. The market organised at the Castello di Avio (Trento), open every weekend from 22 November to 22 December, was a great success, attracting **over 16,000 visitors** and becoming one of the most popular events in FAI calendar.

**Temporary exhibitions** also proved to be a strategic element in the appeal of the properties, helping to diversify the cultural offering and attract new audiences.

Ranking of the most visited events/exhibitions	Number of visitors
<i>Tony Craig. Le Forme del Vetro (The Forms of Glass)</i> Olivetti Shop (Venice)	21,282
<i>Nelle Case (In the Houses)</i> Villa Necchi Campiglio (Milan)	20,641
<i>Ossi di Seppia (Cuttlefish bones). Ugo Mulas</i> Abbazia di San Fruttuoso (Genoa)	19,287
<i>Christmas at the Castle</i> Castello di Avio (Trento)	16,620
<i>Tre giorni per il giardino (Three days for the garden). Spring edition</i> Castello e Parco di Masino (Turin)	15,778
<i>Nel Tempo (In Time)</i> Villa Panza (Varese)	13,249
<i>Colori d'autunno (Autumn Colours)</i> Villa Necchi Campiglio (Milan)	6,357
<i>Wolfgang Laib – Passageway (opened on 27 October 2023)</i> Villa Panza (Varese)	6,026
<i>Tre giorni per il giardino (Three days for the garden). Autumn edition</i>	5,191



Castello e Parco di Masino (Turin)	
<i>FAI Summer Evenings</i> Giardino della Kolymbethra (Agrigento)	4,895
<i>Agrumi (Citrus)</i> Villa Necchi Campiglio (Milan)	3,699

This **rich programme**, in addition to promoting FAI Properties, is integrated with the role that the Foundation plays in **local communities**, maintaining constant and constructive dialogue with local administrations and the cultural fabric of the territory. Through collaborations with associations and voluntary organisations such as local tourist offices and the Civil Protection Agency, often on a pro bono basis, the Foundation not only ensures that the initiatives are managed efficiently but also provides a cultural enrichment that stimulates new projects, generating a positive and lasting impact on the social and cultural life of the communities.

At the same time, the Foundation promotes the creation of **significant local economic activity**, giving preference to local suppliers and professionals for services such as maintenance, consultancy, cleaning and the like. The expansion of the range of visits on offer has also increased **employment**, strengthening collaboration with service companies operating in the properties, engaged in sectors such as hospitality, ticketing and tour guides, generating economic value and supporting integrated and more sustainable development of the area.

Finally, public events are complemented by **private events**, which are mainly concentrated in two properties: Villa del Balbianello (Como), which hosts ceremonies and weddings with an international clientele, and Villa Necchi Campiglio (Milan), which hosts numerous corporate events. Private events are held in **venues** selected with a view to safeguarding the Properties, with **qualified partners** providing the necessary services. Each event follows a strict procedure involving the Conservation Department, the Maintenance and Decoration Office and the Corporate Fundraising Office, ensuring the protection of the Property.

### **Accessibility to the Properties**

In 2024, the Foundation strengthened its commitment to ensuring an increasingly inclusive and accessible visitor experience. The actions implemented involved both **staff training** and the introduction of **new accessibility aids and services** in various FAI Properties. During the year, **12,486 visitors** with declared disabilities were welcomed, equal to 1.1% of the total, confirming a steady upward trend: there were 10,880 in 2023 and 5,638 in 2022.

This result is the fruit of a systemic approach to accessibility, which is now an integral part of the Foundation's daily work. Based on **continuous training, co-design and collaboration with local organisations**, the method adopted – although not always reduced to a formal procedure – has proven to be effective and consistent. In particular, staff training has helped to increase knowledge and awareness, enabling a welcome that is attentive to different needs, the design of dedicated itineraries and strategic planning of the offer.

Co-design with expert bodies has ensured targeted interventions that fully meet the real needs of visitors and individual heritage sites.



### *Training*

Among the most significant initiatives, the two-year training project launched in 2023 and co-designed with **the Associazione Amici del FAI** involved around **70 people from FAI Properties and offices**. Developed with organisations specialising in disability and safety, the programme was divided into modules dedicated to:

- types of disability (motor, sensory, intellectual);
- techniques for reception and accompanying people with disabilities;
- Augmentative and Alternative Communication (AAC);
- managing emergencies with people with disabilities;
- designing inclusive experiences.

### *Accessibility aids and services*

For deaf visitors, **guided tours in Italian Sign Language (LIS)** have been activated in 8 Properties, available routinely or by reservation, and **LIS video guides** have been created and made available online.

In collaboration with experts, **tactile and multisensory tours** have been created for people with visual impairments at Palazzo Moroni (Bergamo) and the Monastero di Torba (Varese), designed specifically to be compatible with the requirements of conservation.

In addition, **mobility support** has been enhanced: the purchase of mobile seats, platforms and electric wheelchairs for outdoor use has improved independent accessibility in 8 Properties. At Palazzo Moroni (Bergamo), the FAI **Heritage for All** project was implemented in collaboration with the "L'abilità" charitable association, aimed at people with learning difficulties, with dedicated materials (simplified guides, orientation maps and storytelling) available online and on site.

The collaboration with *AccessiWay* also continued to **improve the digital accessibility** of the fondoambiente.it website, making it easier for users with sensory or cognitive disabilities to customise: enlarged fonts, adjustable contrasts, reduction of visual distractions.

### *Communication*

In 2024, accessibility began to be introduced into educational activities and school workshops, expanding the range of FAI's inclusivity measures. At the same time, a strategic process was launched to bring communication into line with the Foundation's values of equity and inclusion. The following were initiated:

- the design of an **accessible communication strategy**, in synergy with other departments;
- the analysis of **communication needs** (language, accessibility of materials and digital channels);
- the collection of examples of **good practice** from the Properties and the training programme, in order to build a coherent and inclusive approach.

This work is part of a long-term vision that aims to make communication an active tool for promoting the right of everyone to participate in cultural life, making FAI Properties increasingly accessible. From this perspective, communication plays a fundamental role in raising public awareness of the



importance of accessibility to culture.

On the environmental front, we promote more responsible use of materials and encourage increasing digitisation, thereby reducing the impact of paper-based communications. Any risks associated with inconsistent messaging are addressed through an integrated and coordinated strategy that ensures clarity and consistency.

### **Impact of accessibility activities on the Properties**

Progress is measured using **specific indicators**, including: types of accessibility enabled, number of products based *on universal design*, accessible events, visitors with disabilities welcomed, partner organisations involved, staff trained and active projects.

The actions implemented have had concrete effects in terms of **social inclusion** and **more equitable access to culture**. Among the main results are the reduction of barriers, the development of internal skills and the dissemination of inclusive practices. The initiatives contribute to a broader **change in culture**, offering **models** for other institutions and generating **shared value** through collaboration with associations, schools and families. However, there remains a risk of uneven implementation across the different Properties.

### **Income-generating properties**

The management of real estate assets is not only an activity consistent with the Foundation's mission, but also an essential part of ensuring its financial stability. In this context, ensuring value from **income-generating assets**, intended for lease or sale, plays a significant role in supporting institutional activities.

In 2024, the Foundation's real estate assets included **75 leased properties** and **66 properties for sale**, distributed throughout Italy, with a prevalence in Northern and Central Italy.

**Leasing activities** generated total revenues of approximately **€1,220,000**, an **increase of approximately 11%** compared to the previous year. Of this amount, approximately **€685,000** came from **the Casa di Corso di Porta Vigentina in Milan** alone, while over **€120,000** came from the property leased to a Mondadori bookshop in the heart of **Rimini**, acquired in 2023.

Apartments often become part of the portfolio when they are already rented. Particular attention is paid to **elderly tenants** or those in **fragile economic circumstances**, who often live in apartments that have been acquired or donated. In these cases, the Foundation is committed to reassuring tenants, ensuring that the change of ownership does not create uncertainty about their continued occupancy. Great care is also taken to **ensure tenant satisfaction**: their requests are assessed promptly by the relevant departments, which intervene, where necessary and technically possible, to resolve critical issues or alleviate situations of hardship.

In terms of **disposals**, **11 properties** were sold in 2024, generating total proceeds of **€3,489,250**, almost double the value recorded in 2023.

The management of properties for sale is based on **principles of transparency**: for this reason, an **internal procedure** was introduced in 2024 defining the minimum essential requirements for transparency and competition throughout all stages of the sales process. As these are often lived-



in and furnished properties, the Real Estate Management Office and the Conservation Office are responsible for clearing out the interiors, sending non-recyclable materials to landfill and ensuring that items of historical interest or which are still serviceable are given to charities or reused in museum displays, guest quarters or service areas in FAI properties.

For **properties intended to remain in** the Foundation's **portfolio** for income-generating purposes, whether already leased or to be leased, any necessary work is assessed and implemented in keeping with the original architectural features. In these cases too, conservative restoration is preferred to invasive renovation, with attention to the quality of materials, energy efficiency and environmental compatibility.

All these activities are part of a careful and balanced management strategy aimed at combining **economic sustainability** and **cultural mission**, in line with the commitment that has always distinguished the Foundation's work.



## FAI EDUCATES

Alongside the care and management of sites, the Foundation carries out intensive **cultural promotion and awareness-raising** activities with the aim of strengthening the bond between people and Italy's historical, artistic and landscape heritage. In this context, national initiatives such as FAI ***Spring and Autumn Days*** and the ***I Luoghi del Cuore (Places of the Heart)*** survey are key events that engage citizens and raise awareness of the value of community assets.

Particular attention is paid to **schools** and **young people**, through training courses designed for teachers and students, with the aim of stimulating knowledge of the local area and making the younger generation more responsible for the protection and enhancement of heritage. The Foundation considers **education** to be a fundamental lever for guiding future choices and promoting a widespread sense of belonging and care for one's living environment.

### FAI's network of volunteers

FAI's roots in the local area are clearly evident in its **network of volunteers**, made up of people who choose to devote their time, energy and skills to spreading the values and mission of the Foundation. This network is the point of reference for FAI members at local level and plays a leading role in organising the main awareness-raising and public outreach initiatives.

In 2024, the **national Network** organised over **1,600 events** with a variety of aims: from fundraising to promoting the local area, from involving young people to spreading local culture and raising public awareness of issues related to culture and the environment, particularly in the context of FAI's national campaigns. With this in mind, the Foundation has strengthened the involvement of volunteers by organising events dedicated to **biodiversity** and **climate** campaigns, alongside initiatives carried out by the FAI Properties. The response has been so significant that the calendar of campaign-related initiatives has been enriched with **140 events** for the **#FAIBiodiversità** campaign and **60 events** for **#Faiperilclima**.

2024 also saw a strengthening of synergy between local branches. **Eleven regional initiatives** were promoted, organised by FAI and FAI Giovani delegations and groups, involving local communities. FAI Giovani Groups expanded their awareness-raising activities among 18-30 year olds, presenting the themes of FAI's mission in an engaging way and enriching already established approaches. Among the new initiatives, **#Quadrofinestra**, a project promoted by FAI Giovani groups in Lombardy, involved ten groups in a series of coordinated events, each focusing on the discovery of Lombardy's windows and the use of social media by participants, combining knowledge of the area with digital communication and interpretation of the landscape.

The Network's **activities** ranged from cultural events and nature walks to special openings of places not usually accessible to the public, as well as in-depth meetings dedicated to local excellence, ensuring active and widespread participation capable of involving different segments of the public.

In 2024, the **funds raised** through the initiatives of the national Network reached **€336,492**, which will be used to support the maintenance and conservation of **Villa Gregoriana** in Tivoli.



The commitment of the Network and its volunteers thus continues to be an essential component of the Foundation's operating model, capable of increasing the effectiveness of education and awareness-raising activities and strengthening the link between cultural heritage and civil society.

### **Focus on the National Network of Volunteers**

The widespread presence of the National Network of Volunteers, combined with the quality of the initiatives promoted in all Regions, has a tangible impact on the areas where FAI operates. Members and citizens strongly feel the **presence of the Foundation**, while Delegations and Groups represent the local face of FAI, amplifying its mission and rooting it in the communities. Volunteers embody an authentic example of **active citizenship**, involving a growing number of people every year and attracting new potential members thanks to a **structured communication plan** that supports key awareness-raising and fundraising events throughout the year.

FAI events, both national and local, offer volunteers valuable opportunities to put their skills into practice and acquire new ones through collaboration with **experts, cultural professionals and guides**. In their daily activities, volunteers stimulate citizens' **knowledge** and **awareness** of the historical, cultural and environmental value of the area, creating a virtuous network that gives value to local institutions.

During **FAI Days**, the delegations promote **collaboration between institutions and communities** in several municipalities, encouraging constructive dialogue that overcomes parochialism and strengthens the defence of the common good. In 2024, specific **training and refresher** courses were launched for delegates in senior roles, including a review of the **guidelines for FAI throughout the country**, with a particular focus on **responsible purchasing policies** and courses dedicated to **management, leadership, communication** and feedback collection, with the support of external professionals.

The Area team, through the role of **the Regional Coordinator**, maintains constant dialogue with the Network, supporting the coordination and sharing of strategies and promoting **training** and **recognition** for volunteers. Particular attention is paid to **young people under 30** and people of foreign origin, new targets for FAI's mission, supported by tools such as multi-year Operational Plans, key performance indicators (KPIs) and satisfaction questionnaires. Finally, the Regional Coordinator and the Local Volunteer Manager, present in every active FAI Property, play a crucial role in **transferring information** and **accompanying volunteers** on their journey, ensuring continuity and quality in the volunteering experience.



## Major national events

Awareness-raising and cultural promotion activities are among the most effective tools through which the Foundation pursues its mission of educating people about and promoting the value of Italy's heritage. These include FAI **Spring Days**, FAI **Autumn Days** and the ***I Luoghi del Cuore (Places of the Heart)*** survey, which every year involve hundreds of thousands of people, volunteers, schools and local communities. These events not only promote awareness of the historical, artistic and landscape heritage, but also encourage active citizen participation and stimulate shared reflection on the importance of preserving assets that benefit everyone.

### **FAI Spring Days**

The **22nd edition** of **FAI Spring Days**, held on 23 and 24 March 2024, saw the participation of 134 delegations, 112 FAI groups, 94 FAI youth groups and 10 FAI Ponte tra culture (Bridge between Cultures) groups, once again highlighting the fundamental role of **volunteers** in the organisation and management of this major national event.

In 2024, FAI **Spring Days** confirmed its status as the most important public event dedicated to the knowledge and promotion of Italian heritage, thanks to the commitment of **7,265 volunteers from the Foundation**, supported by 1,348 volunteers from Civil Protection, 275 Carabinieri volunteers and 613 volunteers from the Italian Red Cross.

In 2024, the event welcomed **550,000 visitors**, who had the opportunity to visit **750 sites spread across 400 Italian cities**. These were often inaccessible or little-known sites, including villas, historic buildings, archaeological sites, churches of great architectural and artistic value, examples of industrial archaeology, castles, libraries, art collections and museums.

This year's **openings** included:

- 190 places of worship
- 170 palaces and villas
- 40 villages
- 30 inhabited houses
- 26 properties undergoing restoration
- 25 castles
- 20 industrial archaeology sites
- 20 places of innovation and research
- 10 workshops and places of ancient crafts
- 10 bell towers and other towers
- 10 theatres
- 4 astronomical observatories
- 4 monumental cemeteries
- 4 botanical gardens
- 3 hydroelectric power stations
- 3 mills
- 2 lighthouses
- 2 live-work studios
- 30 green areas, including 15 natural areas, 1 forest, 1 stream and 1 park.



Among the **most visited places** are:

- Abbazia della Cervara in Santa Margherita Ligure (Genoa)
- The Italian Navy's Headquarters-Naval Base in Naples
- Pirelli Tower in Milan
- Palazzo Carpano in Turin
- Rai headquarters in Turin.

The most visited **FAI properties** during FAI *Spring Days* were:

- Villa Gregoriana in Tivoli (Rome)
- Villa Necchi Campiglio in Milan
- Brion Memorial in Altivole (Treviso)
- Villa del Balbianello in Tremezzina (Como)
- Palazzo Moroni in Bergamo.

Public satisfaction reached a **Net Promoter Score of 70** on a scale from -100 to +100, confirming the quality of the experience offered. Visitors to *FAI Spring Days* expressed their shared enthusiasm at being able to discover places and stories that would otherwise have remained unknown to them. In particular, many appreciated the passion and commitment shown by the schoolchildren, **Apprendisti Ciceroni (apprentice guides)**, who enthusiastically passed on interesting facts and details about the places visited, enriching the experience of the participants.

### **FAI Autumn Days**

FAI *Autumn Days*, in their **13th edition** in 2024, were a central part of the *FAI October* fundraising campaign, offering a unique opportunity to learn about the Foundation's mission and activities. Thanks to the commitment of 133 delegations, 115 FAI groups, 95 FAI youth groups, 13 FAI Ponte tra culture (FAI Bridges between Cultures) Groups, and a total of **6,677 volunteers**, including 782 Civil Protection volunteers, 252 Carabinieri volunteers and 459 Italian Red Cross volunteers, the initiative opened **700 special places** in **360 cities** to the public.

In addition to historic buildings, villas, churches, castles, museums and archaeological sites, these places also included sites that tell little-known stories, villages and sites linked to knowledge of nature and the landscape. The event was part of FAI's ongoing awareness-raising campaigns, such as **#Faiperilclima** and **#Faibiodiversità**, reaffirming the Foundation's commitment to combating climate change and protecting biodiversity.

During FAI *Autumn Days*, **386,000 visitors** were recorded, an increase of 13.5% compared to 2023: a result that marks an all-time record attendance in the history of the event.

Among the **openings** that welcomed the largest number of visitors were:

- The Ducal Castle of Casoli in Chieti
- The Hypogeum of Piazza del Plebiscito in Naples
- Palazzo Sciarra in Rome
- Bank of Italy in Bari
- Military Pharmaceutical Chemical Factory in Florence



The most visited **FAI properties** were:

- Villa Gregoriana in Tivoli (Rome)
- Villa del Balbianello in Tremezzina (Como)
- Villa dei Vescovi in Luvigliano di Torreglia (Padua)
- Palazzo Moroni in Bergamo
- Villa Necchi Campiglio in Milan

The **Net Promoter Score**, in this case, reached **69 on a scale from -100 to +100**, confirming the success of the initiative and the quality of the experience offered. Visitors' comments highlighted feelings of gratitude, curiosity, tranquillity and a sense of community experienced during the event. Words such as knowledge, interest, surprise, preciousness, beauty and inclusiveness were frequently used to describe their impressions. Many also expressed **emotion** and **satisfaction** at having participated in an initiative that offered a unique opportunity to discover and appreciate Italy's cultural heritage.



### ***FAI Spring and Autumn Days: impact and initiatives***

FAI *Spring* and *Autumn Days* are key moments for the Foundation, capable of generating **positive environmental, economic and social impact**. These initiatives stand out for their ability to raise awareness among a wide audience of the value of protecting natural and cultural heritage, promoting a culture of sustainability and respect for the local area. From an **economic** point of view, FAI *Days* stimulate local tourism, creating significant income for the host communities and actively supporting craft and commercial businesses. At the same time, the events promote active citizenship, education for the common good and inclusiveness, with a particular focus on involving young people and students, largely through the **Apprendisti Ciceroni (Cicerone trainee guides)** project, which transforms young people into real promoters of their local culture.

Aware of the potential **challenges** associated with logistics management, such as overcrowding and environmental impact, the Foundation has taken concrete measures to mitigate these risks. These include promoting alternative means of transport via its website and limiting the number of visitors to sites, ensuring a more sustainable, safe and inclusive experience.

In 2024, FAI further integrated these principles with a **strengthened ESG approach**, adopting logistics sustainability policies, reducing the use of single-use materials and promoting soft mobility. In addition, communication about *FAI Days* was almost exclusively confined to digital channels, minimising the use of paper and limiting the overall ecological footprint.

At the same time, the focus on inclusivity has translated into targeted actions to offer a reflective and quality experience, while the recruitment of new volunteers, with a particular focus on generational diversity, has **strengthened and renewed the network of participation** across the country.

The effectiveness of this integrated approach was confirmed by the results of post-event surveys, which highlighted a significant increase in aware and engaged visitors, as well as a steady rise in the number of active volunteers. The positive feedback from schools and the increase in the number of Ciceroni Apprentices underline the value and success of the training activities. Furthermore, the growing collaboration with new companies, institutions and voluntary associations, including the Civil Protection Agency, the Italian Red Cross and the National Carabinieri Associations, testifies to the strength of the partnerships built and the positive social impact of the two events.

In light of this integrated approach, FAI *Days* are not just cultural events, but moments **for the collective creation of awareness, participation and responsibility**, in which environmental awareness, local economic development and social inclusion reinforce each other, strengthening every year the deep bond between the Foundation, its volunteers and Italian communities.

### ***Places of the Heart***

Over the course of twenty years, *I Luoghi del Cuore (Places of the Heart)* has established itself as one of the most important tools for raising awareness of the value of culture at national and European level. It is no longer just a survey, a project or a campaign: it has become **a fully-fledged programme** with multiple positive outcomes.



Since its inception, *I Luoghi del Cuore* has promoted the active participation of communities, anticipating the very spirit of **the Faro Convention**. In 2024, two areas saw direct community involvement:

- The **survey**, launched in mid-September and concluded on 10 April 2025, which heritage communities recognise as an effective tool for participation, thanks to the concrete results achieved over time. This is evidenced by the 196 committees registered in the dedicated area of the website for the 12th survey, active in 18 Italian Regions.
- **Projects implemented in the territories**: 13 completed in 2024, distributed across 10 different Regions, with the active involvement of local communities through 196 committees, public bodies, parishes, associations, cultural and creative enterprises.

The twelfth survey was exceptionally carried out over two years, from September 2024 to June 2025. At the press conference on 17 September 2024, the new communication campaign and the revamped online voting system were also presented to the public.

To strengthen public involvement, the Foundation organised a competition between five communication agencies, entrusting the winner with the development of **new key messages, an updated logo** and a **revamped visual identity**. The aim was to bring the programme in line with the latest trends, explore new social media platforms and create additional ways of engaging current and potential voters. The result is a simple but powerful message: ***it takes very little to save a place we care about***. The campaign debunks the idea that it takes a lot of effort to protect heritage, showing how easy and immediate it is to vote and nominate your favourite place. This gesture, which is within everyone's reach, can really make a difference for places at risk of being forgotten. All the campaign channels have been designed to convey the message in an effective and targeted manner, with content tailored to different audiences.

The launch of the new survey was preceded by the second edition of **the *Narrate, gente, la vostra terra*** (People, tell us about your land) **contest**, created in 2023 by writer **Antonio Scurati** and journalist **Marta Stella**. The initiative invites people to describe their favourite place in a voice recording of up to 4 minutes, to be sent via WhatsApp. Open from April to September, the contest attracted hundreds of entries: the **41** selected **audio recordings** were published on FAI's digital channels. The place described in the winning story will be the subject, depending on its characteristics, of a cultural enhancement project promoted by the Foundation, with a maximum value of €5,000.

At the end of each edition of the survey, FAI invites applications from all the Luoghi del Cuore that have obtained at least 2,500 votes, giving them the opportunity to **submit a project** to receive **financial support**. It is from these funds that work is carried out: in 2024, fourteen of these projects were **completed**.

1. **Aquae Tauri, Civitavecchia (Rome)**

The archaeological area has been enhanced with a new visitor route and the restoration of the large pool. The contribution from *I Luoghi del Cuore* has generated further investment and cultural, environmental and economic benefits.



## 2. **Central Italy Railway**

A project promoted by a youth association to raise awareness of the villages along the railway line, in collaboration with local councils, through a model of slow and sustainable tourism with a strong social impact.

## 3. **Antica Salina Camillone, Cervia (Ravenna)**

The reception area, destroyed by the 2023 flood, has been rebuilt in a place that symbolises climate change and environmental fragility.

## 4. **Lake Orta and its ecosystem (Novara)**

An innovative project to restore the lake bed using freshwater mussels, designed by the CNR (National Research Council) with the Ecomuseum to promote biodiversity. The initiative has generated promising developments and a significant environmental impact.

## 5. **Borgo di Cremolino (Alessandria)**

Sustainable enhancement of the village with eco-friendly street furniture, reuse of materials and low-water consumption planting, in keeping with the local landscape.

## 6. **Antica Fonderia di campane Mazzola (The Old Bell Foundry), Valduggia (Vercelli)**

A carillon of nine bells has been created for educational activities, to protect the artisan tradition and to bring younger generations closer to an intangible cultural heritage.

## 7. **Church of Santa Luciella, Naples**

New scenic lighting has been installed in the small 18th-century church famous for its 'skull with ears', now run by a youth organisation active in improving the neighbourhood.

## 8. **Aqueduct Bridge, Gravina in Puglia (Bari)**

New lighting for the footpath and arches of the majestic 18th-century bridge connecting the two banks of the ravine.

## 9. **Parish Church, Guarda Veneta (Rovigo)**

Restoration of the wooden choir thanks to the contribution of 14 small local organisations, demonstrating the strong identity of the place and the social cohesion it has fostered.

## 10. **Santuario del SS. Crocifisso, Siculiana (Agrigento)**

Restoration of the wooden choir and high altar of the 17th-century sanctuary, deeply rooted in popular devotion.

## 11. **Hermitage of Sant'Onofrio al Morrone, Sulmona (L'Aquila)**

Restoration of the medieval frescoes in the apse of the hermitage, linked to Pope Celestine V and perched 600 metres high on a rocky cliff, one of the most evocative in Abruzzo.

## 12. **Statue of the Immaculate Madonna, Cathedral of Salerno**

Restoration of the 18th-century wooden statue of the Immaculate Madonna kept in the Treasury of San Matteo.

## 13. **Priory of Sant'Andrea, Piazza Armerina (Enna)**

Restoration of four badly damaged medieval frescoes in the oldest church in the city, a symbol of its historical identity.

## 14. **Monastery of Santa Chiara, Oristano**

An interactive totem has been installed inside the church to provide an immersive experience of the history and architecture of the complex, thanks to collaboration with the University of Cagliari.



The *I Luoghi del Cuore* programme was created to highlight the emotional bond between **people and places**, promoting active community participation in the protection of cultural and environmental heritage. Each edition of the survey involves thousands of citizens who, often organised into spontaneous committees, **mobilise** to collect votes and make their favourite places known, activating processes of awareness and widespread responsibility.

FAI accompanies this process with **support tools**, meetings, calls, webinars and technical advice, in collaboration with its network of local delegations. During the three-month call for funding applications, direct dialogue with institutions and associations helps to strengthen the quality and impact of the projects, contributing to the creation of genuine **heritage communities**. Each project supported is celebrated with a public inauguration, designed as a moment of collective giving back and relaunching of participation. In many cases, the initiative continues even after funding has ended, thanks to the joint work of **delegations, committees and local stakeholders**. A dedicated channel also allows for the collection of reports or complaints, which are handled with care on a case-by-case basis.

The programme has a broad and cross-cutting impact, affecting various aspects of life in the local areas and promoting the spread of **a culture of value**: a vision in which culture is not just an opportunity for leisure, but a driver for social innovation and sustainable development. Research into the impact of *I Luoghi del Cuore*, commissioned in 2024 from **the Santagata Foundation for the Economy of Culture** to mark the initiative's 20th anniversary, confirmed the effectiveness of this approach. Conducted through interviews and questionnaires aimed at project representatives (mayors, parish priests, associations) in **64 Italian municipalities**, the survey highlighted significant effects: from **social cohesion** to **skills development**, from **civic engagement** to **the involvement of schools**, which were activated in 79% of the projects supported.

The impact was particularly significant in **inland areas**, where 41% of the funded sites are located: here, the programme helped to strengthen social capital, promote community empowerment and combat depopulation. **The environmental impact** has also been significant, thanks to interventions aimed at landscape protection, the recovery of green areas, the use of sustainable materials and the activation of *citizen science* practices.

Finally, *I Luoghi del Cuore* has demonstrated a strong **capacity to attract interest**: one fifth of the projects have multiplied the contribution received by twentyfold, activating new resources, co-financing and collaboration networks. In most cases, the programme acts as a **virtuous trigger for processes** which, when embraced and developed by public and private entities, generate lasting impacts on the territory.



## Educational projects

In 2024, the Ministry of Education and Merit published new *Guidelines for Civic Education*, a subject area that fully encompasses the educational activities promoted by FAI. The guidelines invite not only schools but also local institutions to play an active role in shaping responsible, aware and committed citizens through **concrete, hands-on and extracurricular experiences**. FAI's educational programme, based on a **practical and interdisciplinary approach**, responds precisely to this call by offering new and diverse content every year.

In 2024, the Foundation confirmed and strengthened its commitment to **education in active citizenship and landscape protection** by offering schools of all levels the programme *Agriculture: learning from the land to care for the landscape*, which completes an ideal trilogy dedicated to the environment. The theme focused on the activity that has most shaped the Italian landscape, which is still largely rural today: **agriculture**.

The educational approach weaved together historical memory and a vision of the future, stimulating students to reflect on the role of humans in the transformation of the agricultural landscape. The programme involved **14,000 teachers and students** through **webinars** dedicated to traditional agricultural practices, food and the representation of the landscape in art and contemporary languages.

The **annual competition** invited classes to explore their local area through research, interviews and field experiences, which were then presented in creative projects. The project was evaluated through a multiple-choice **questionnaire**, which showed that over **90%** of teachers considered the proposed activity to be well integrated into the Civic Education curriculum. In addition, about half of the teachers learned about the initiative through the school or communications from the Ministry, confirming the growing **importance of the programme in the school system**.

During the 13th edition of *FAI Days for Schools*, FAI delegations opened 194 sites in 18 Italian Regions, welcoming **29,016 students** for exclusive tours led by their peers: the **Apprendisti Ciceroni** (Cicerone trainee guides), protagonists of a peer education project. A total of **30,132** Apprentice Ciceroni were trained in 2024, including 15,908 for FAI *Spring Days* and 8,670 for the Autumn Days.

At the end of 2024, there were **2,395 classes registered with FAI**. The communication addressed to their teachers was revised, with an increase in the number of newsletters and enriched content, based on feedback gathered through a survey carried out in May 2024.

**So far as the FAI Properties are concerned**, the activities offered to classes follow an active, workshop-based methodology, tailored to the age of the students. The courses offer **an extra dimension based on experience to school subjects** – from history to nature, archaeology to ecology, architecture to design – adding value by direct contact with heritage. In 2024, a process was launched to revise the educational materials, with the support of experts from the *L'abilità* charitable association to **improve their accessibility and inclusiveness**. In addition, a **new online evaluation questionnaire** was designed and administered to teachers at the end of the visits to monitor the effectiveness of the activities more accurately.

Overall, in 2024, **70,524 students** participated in educational activities at FAI Properties, while



the total number of children involved in projects coordinated by the Foundation's School and Education Office reached **142,689**.

## Cultural trips

In 2024, the Foundation offered a rich and varied calendar of trips designed to promote responsible and informed tourism. The itineraries, of great cultural value, were designed to avoid overcrowded destinations and promote lesser-known locations. With a constant commitment to the care and selection of destinations, the Foundation accompanied **446 travellers** (including 186 new participants) on **43 cultural trips**, an increase of **13.16%** compared to 2023.

2024 saw strong growth in **the trekking** sector, with seven itineraries (+75% compared to 2023), responding to growing demand for experiences that combine the pleasure of travelling with the discovery of unspoilt nature, promoting active and more sustainable tourism. In addition, the Foundation strengthened its collaboration with **new travel agencies**, some of which are **B Corp** certified, attesting to their commitment to high standards of social and environmental responsibility, enabling them to offer even richer and more diverse experiences.

The ***Grand Tour in Poltrona (The Grand Tour from an Armchair)*** cycle, which was again a great success in 2024, attracted a total of **934 spectators** (+16.75% compared to 2023). This programme of **18 cultural webinars**, led by the teachers who usually guide the actual trips, offered participants a unique opportunity to learn more about culture directly from home, bringing cultural experiences to a wider and more diverse audience.

In parallel, the Foundation's **online platform** saw the introduction of new content, with **54 webinars** broadcast between 2021 and 2023 made available for a fee, allowing supporters to enjoy quality content wherever they are.

Finally, exclusive events such as **day trips** and **online webinars on FAI properties** were organised for supporters, offering unique opportunities to learn about and engage with FAI's mission.



## 3. ENVIRONMENT





In pursuing its mission to care for the landscape and natural heritage, FAI has established an approach based on concrete environmental management measures aimed at efficiency, conservation and the reduction of negative impacts. Projects are based on consideration of the context in which they are to take place and the adoption of management practices consistent with the characteristics of the sites and careful planning over time.

In this context, the '**Environment**' chapter brings together and describes the main activities carried out in 2024 following a fundamental guideline:

- **FAI Stands Guard**, which includes taking action to protect the environment, to mitigate and adapt to climate change, to protect biodiversity, to conserve, recover and recycle resources, all the while promoting circular economy practice. In addition, communication campaigns and educational projects are promoted and narrative spaces are laid out in the FAI Properties. All this is to promote greater public awareness and encourage environmentally responsible behaviour by stakeholders, local communities and the public who visit the Properties.

In light of this commitment, a number of **macro sustainability objectives** have emerged that guide the Foundation's activity in the environmental context:

- **Mitigation and adaptation to climate change** through measures aimed at reducing CO<sub>2</sub> emissions and increasing the resilience to extreme weather events of all FAI Properties, whether held primarily for their historic or for their landscape interest.
- **Responsible water management**, through measures to save, recover and reuse rainwater and grey water, and the restoration of ancient collection systems.
- **Protection and promotion of biodiversity**, through monitoring and protection of local ecosystems, the promotion of agroecological practices and sustainable management of wooded areas.
- **Promotion of the circular economy**, adopting a responsible and environmentally aware attitude based on the avoidance of waste and on the reuse and recovery of materials.
- **Environmental education and training** through themed campaigns, educational spaces and outreach projects that promote a new culture of sustainability.
- **Regulatory oversight and activities to protect the landscape**, monitoring and intervening in the regulatory process for landscape protection at national and regional level and acting to monitor and safeguard particularly significant local situations.

Through these lines of action, FAI aims to consolidate its commitment to the careful management of natural resources and the ongoing care of the landscapes it protects.



## FAI STANDS GUARD

### Mitigation and adaptation to climate change

FAI is actively engaged in combating the climate crisis, translating this commitment into **concrete action on its Properties** and into constant **outreach and awareness-raising** work aimed at citizens and institutions. The goal is twofold: on the one hand, **to reduce CO<sub>2</sub> equivalent emissions** linked to the Foundation's activities and, on the other, **to strengthen the resilience** of the places and landscapes cared for by the Foundation, promoting a culture of environmental responsibility.

Launched in 2021 on the occasion of COP26, the **#Faiperilclima** campaign reached its fourth edition in 2024, with a programme of **special visits to FAI Properties** guided by climatologists, botanists, geologists and other experts who helped the public to observe close-up the effects of the climate crisis and the strategies put in place to adapt and prevent damage. In autumn 2024, on the occasion of COP29, the programme was expanded with **over 60 public events** organised by FAI's **Territorial Network** throughout Italy, receiving considerable attention from the local media. Articles, interviews and updates on the international negotiations were disseminated through the **Foundation's editorial and social media channels**, helping to keep the spotlight on the issue.

In addition, FAI has set a target of **reducing its CO<sub>2</sub>eq emissions by 35% by 2030** and achieving **carbon neutrality by 2040**. To this end, a plan to monitor consumption and emissions has been drawn up, which has led to a comprehensive **energy efficiency** programme for the Foundation's Properties.

During 2024, numerous important measures were implemented, including the **replacement of over 1,200 traditional light bulbs with LEDs** in plant rooms and museum spaces, a measure that has **reduced energy consumption by up to 90%** and also guarantees a lifespan up to thirty times longer than traditional bulbs.

Obsolete heating systems were replaced with high-efficiency heat pumps at Villa Necchi Campiglio (Milan) and Villa Della Porta Bozzolo (Varese). At Villa Rezzola, in Lerici (La Spezia), a new photovoltaic system was installed to power the garden lighting system.

The approach to **decarbonising historic buildings** is based on the awareness that every intervention must respect the cultural, architectural and landscape value of the sites, but also represents an opportunity to experiment with innovative solutions. FAI promotes the use of environmentally friendly technologies, such as condensing boilers, low-consumption systems, more eco-compatible materials and responsible practices on construction sites.

For years, FAI has been closely following **regulatory developments** regarding the identification of areas suitable and unsuitable for the installation of industrial plants for the **production of energy from renewable sources**. The aim is to promote increasingly careful land-use and landscape planning that combines protection and responsible development. In this regard, the President of FAI has actively participated in awareness-raising, communication and lobbying initiatives, bringing the



Foundation's voice to various institutional and media contexts.

This process is supported by an important applied research project developed in collaboration with the **European Climate Foundation** and the **Department of Civil Engineering and Architecture of the University of Pavia**. The project, launched in 2024, has given rise to a veritable mitigation laboratory which aims to explore advanced energy efficiency and renewable energy production strategies in the context of cultural heritage. Technicians, architects and professionals from the Foundation are involved, called upon to learn and contribute to the development of **operational guidelines**, the use of **innovative materials**, the adoption of **low-impact restoration methods** and the identification of **opportunities** that **can be replicated** in other contexts where restrictions are in place.

At the same time, FAI has launched a **study of a climate adaptation plan** for its Properties, with the aim of increasing their **resilience to extreme events**, which are now becoming increasingly frequent. For example, **measures to prevent hydrogeological instability** are already underway at the Abbazia di San Fruttuoso (Genoa) – in collaboration with the Municipality of Camogli and the Portofino Park – and at Podere Lovara (La Spezia); as are **activities to adapt to hydrogeological risk** at Villa Gregoriana in Tivoli (Rome); at the Bosco di San Francesco in Assisi it has been necessary to deal with **the consequences of the flooding of the Tescio stream**, where olive groves and other plantings and the grasslands have proved to be a valuable natural expansion basin.

## Energy Consumption

In 2024, FAI continued to systematically monitor energy consumption at its Properties with the aim of promoting more efficient resource management and gradually reducing dependence on fossil fuels. Overall, annual energy consumption stood at **3,589 MWh, of which 50.3% came from renewable sources**.

Starting in 2024, the entire electricity demand is to be met through the purchase of energy from **renewable sources**, as certified by the national Guarantee of Origin (GSE) system.

## Direct and indirect GHG emissions

In 2024, greenhouse gas (GHG) emissions attributable to FAI's activities were quantified in accordance with the GHG Protocol<sup>8</sup>, distinguishing between direct emissions (Scope 1) and indirect emissions from energy consumption (Scope 2). Total emissions amounted to **847.13 tonnes of CO<sub>2</sub> equivalent**, comprising:

- **Scope 1:** 379 tonnes of CO<sub>2</sub>eq – mainly from heating systems and FAI vehicles;
- **Scope 2** (location-based): 468.34 tonnes of CO<sub>2</sub>eq – relating to purchased electricity.

The Foundation intends to conduct regular inventories of its emissions with the aim of gradually extending the scope of reporting and integrating climate metrics into the assessment of the Foundation's management and environmental performance.

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<sup>8</sup> [Calculation Tools and Guidance | GHG Protocol](#)



## Water and wastewater

### Saving, recovering and recycling water: towards a reduction in our water footprint

The protection of water resources is one of the priority areas of FAI's sustainability agenda. The Foundation has set itself the target of **reducing water consumption in its properties by 20% by 2030** through waste reduction, reuse and recovery of rainwater and grey water, as well as the restoration and use of ancient collection systems.

In 2024, FAI further strengthened its monitoring of water consumption, promoting the installation of new systems for rainwater collection and grey water reuse, with the aim of optimising and rationalising the use of available resources. Accurate monitoring was extended to **30 Properties**, where data on water usage was collected and analysed. Water sources vary according to the local context and include drinking water, groundwater and water with higher salt concentrations, which is used for non-potable purposes. Overall, drinking water usage amounted to **10.99 megalitres**, plus **27.87 megalitres of non-potable water** with a higher dissolved salt content. Groundwater extraction reached **34.91 megalitres**, of which approximately **7.05 megalitres were classified as drinkable**.

In addition to monitoring, FAI confirms its commitment to responsible water management by promoting **rainwater recovery** and, where possible, the **reuse of grey water** in order to reduce the overall water footprint of its activities. In Properties undergoing restoration or without water meters, consumption is estimated on the basis of historical data, thus ensuring an accurate and consistent reading of water usage.

Water usage	u.m.	2024		2023	
FAI		All areas	Areas under water stress	All areas	Areas under water stress
<b>Surface water abstraction</b>		<b>3.754</b>	-	<b>4.46</b>	-
drinking water ( $\leq 1,000$ mg/L total dissolved solids)		3.744	-	4.45	-
other water ( $> 1,000$ mg/L of total dissolved solids)		0.01	-	0.01	-
<b>Groundwater extraction</b>	<b>MI</b>	<b>34.908</b>	-	<b>46.842</b>	-
drinking water ( $\leq 1,000$ mg/L of total dissolved solids)		7.048	-	6.537	-
other water ( $> 1,000$ mg/L total dissolved solids)		27.86	-	40.305	-
<b>Seawater usage</b>		-	-	-	-
drinking water ( $\leq 1,000$ mg/L total dissolved solids)		-	-	-	-



other water (>1,000 mg/L total dissolved solids)	-	-	-	-
<b>Bottled water usage</b>	-	-	-	-
drinking water ( $\leq 1,000$ mg/L of total dissolved solids)	-	-	-	-
other water (>1,000 mg/L of total dissolved solids)	-	-	-	-
<b>Usage of water by third parties</b>	-	-	-	-
drinking water ( $\leq 1,000$ mg/L total dissolved solids)	0.2	-	-	-
other water (>1,000 mg/L total dissolved solids)	-	-	-	-
<b>Total usage</b>	<b>38.862</b>	-	<b>51.302</b>	-
<b>Drinking water (<math>\leq 1,000</math> mg/L total dissolved solids)</b>	<b>10.92</b>	-	<b>10.987</b>	-
<b>other water (&gt;1,000 mg/L total dissolved solids)</b>	<b>27.87</b>	-	<b>40.315</b>	-

## Responsible water management and landscape protection

FAI works every day to restore, preserve and enhance its properties, setting a good example of responsible management of cultural and natural heritage. In this context, **protecting the landscape** is a top priority, with **water** playing a key role. FAI has gained extensive direct experience of the importance of **water as a scarce and precious resource**, fundamental not only for ecosystems and communities, but also for the very identity of Italian landscapes.

In the restoration and management of its Properties, FAI pursues a policy of **advanced water cycle efficiency**, focusing on the enhancement of **ancient rainwater supply, collection and management systems**. These historically established systems allow for a perfect balance between environmental protection and efficient use of water resources. FAI's approach combines the recovery of these traditional techniques with the adoption of **innovative and non-invasive technological solutions** designed to integrate harmoniously into the historical and architectural context of the Properties, with the aim of combining **environmental responsibility, conservation and enhancement**.

During 2024, FAI **intensified the use of cisterns for water collection** and continued to adopt practices with a lower environmental impact to reduce overall water consumption, such as the recovery and installation of rainwater collection systems. To date, a total of **59 cisterns** (52 in 2023) have been recorded, both historic and newly built, distributed across **18 properties**, of which **35 are in operation**, used for irrigation, fire protection and other non-potable uses.

A crucial aspect of water management concerns the discharge of domestic drinking water, which is always conveyed in waste pipes in compliance with environmental standards. An example of responsible management is that adopted at **Villa Necchi Campiglio (Milan)**, where the wastewater



from the heat pumps is **returned to groundwater**, with constant temperature monitoring to ensure compliance with environmental and regulatory parameters. Similarly, at **Villa Fogazzaro Roi (Como)**, water taken from the lake for similar purposes is returned with temperature control to ensure that replenishment takes place without significantly altering the thermal balance of the natural environment.

These measures are part of a wide-ranging **environmental awareness and education** programme aimed at both staff and visitors, which promotes increasingly conscious management of water resources. Environmental awareness and water resource governance are strategic issues for FAI, which aims to **integrate advanced solutions** with the **preservation of the natural and cultural heritage** of the Properties it manages.

### **Awareness campaigns and best practice for water management**

Aware of the strategic importance of responsible water management, in 2018 FAI launched the **#Salvalacqua** awareness campaign with the aim of promoting **water saving, reuse and recovery**. This initiative gave rise to the ***Pact for Water***, a collaboration involving researchers, distribution and purification managers, agricultural consortia, professional and environmental associations, which led to the creation of the ***Blue Book***, a reference document born out of joint efforts to disseminate knowledge and good practices. The campaign consists of informative and educational content disseminated through social media channels, newsletters, interviews, case studies and scientific data, with the aim of educating the public and encouraging more sustainable behaviour.

FAI's promotional activities convey these principles through **detailed information sheets, podcasts, video stories and information boards** in the Properties. Exhibition spaces called ***Un ambiente per l'Ambiente*** (An environment for the Environment) have also been created, which explore the relationship between nature and culture and illustrate contemporary environmental challenges in a clear and engaging way, focusing on the causes and consequences of the global crisis and the active role of the Foundation in safeguarding the environment. Among these, two video stories dedicated to water stand out: one at **Villa Necchi Campiglio**, which illustrates the responsible management of this precious resource in a city like Milan, and one inaugurated in 2024 at **Villa Gregoriana** in Tivoli, which focuses on the Aniene River as leading actor in the landscape.

The Foundation also promotes a **'measurement culture'** that involves accurate and continuous monitoring of water consumption through the installation of meters and the carrying out of targeted audits, such as those carried out at **Villa del Balbianello (Como)**, **Palazzo Moroni (Bergamo)** and **Castello di Masino (Turin)**. These tools make it possible to identify areas for improvement and encourage more conscious and responsible management.

Finally, in 2024, significant works were carried out, such as the restoration of the well and the installation of a cistern at **Casa Macchi (Varese)**, the renovation of an old irrigation cistern at the Abbazia di **San Fruttuoso (Genoa)**, the restoration of the historic water collection system at **Villa Rezzola (La Spezia)** and the installation of a micro-irrigation system at **Villa dei Vescovi (Padua)**. These examples testify to FAI's ongoing commitment to combining environmental protection, innovation and cultural enhancement.



## Protecting biodiversity

Looking after special places for present and future generations is one of the cornerstones of FAI's mission. Faced with the environmental, social and economic emergency generated by global warming, which has accelerated significantly in recent decades, FAI continues to expand its commitment to addressing this crisis. **The loss of biodiversity** is one of the many tangible manifestations of an imbalance caused by human action on the planet.

FAI recognises that this imbalance is the result of a delay in changing the pace of action by institutions, governments and individual citizens in response to the urgent need for intervention. This delay is also the product of a cultural vision that, for two centuries, has separated nature from history, science from culture and the environment from humankind. To reverse this trend, FAI supports a **change in cultural vision** that promotes a conception of the natural environment as a **human environment**, the result of the co-evolution of nature and man. This path has given rise to an extraordinarily constructive bond over the millennia, but in recent centuries it has become increasingly destructive.

FAI is committed to contributing to this change, starting **with education**, which is the foundation for the dissemination of a multidisciplinary culture that integrates the natural and human sciences. The Foundation takes a systemic approach to environmental issues, seeking strategies to improve the impact of its activities not only on the environment, but also on society and culture, within an overall vision of protection and sustainability.

In its own Properties, FAI undertakes work of **maintenance, recovery and restoration of environmental quality**. Although restoration activities may have a potential impact on biodiversity, the Foundation adopts an approach aimed at **minimising such effects**. The activities with the greatest impact are mainly those related to building sites, but these are managed with extreme care and using minimally invasive methods. Restoration sites follow the principles of environmental 'recovery' and 'conservation', ensuring full respect for the properties under FAI's protection, especially in sensitive landscapes.

FAI stands out for its concrete commitment to **the active protection of biodiversity** through the use of **virtuous practices**. In this way, the Foundation not only contributes to the protection of biodiversity, but also raises public awareness, encouraging responsible behaviour necessary to ensure a more sustainable future for our natural and cultural heritage.

## FAI projects for the conservation and enhancement of biodiversity

Through its Properties, FAI is home to an extraordinary variety of ecosystems, ranging from high-altitude alpine pastures to forests spread across different latitudes, to Mediterranean scrub along the coast, to urban and suburban contexts. These places, each with their own unique characteristics, are a direct testimony to the value of **Italian biodiversity**, one of the richest in Europe. FAI interprets this heritage not only through **direct conservation measures**, but also through **educational and awareness-raising** activities aimed at spreading a true 'culture of Nature'. Although it manages medium and small Properties, the Foundation participates in **research and monitoring projects** initiated by universities and research institutions in the areas where its



Properties are located, dedicated to specific habitats or species.

#### ■ **Cross-cutting projects: bees and swifts**

FAI has launched cross-cutting **projects** at its Properties to protect certain species that are essential to the balance of ecosystems. One of these projects concerns **Swifts**, migratory birds that are becoming increasingly rare in cities. Rondonaie (Swift houses) are structures restored by FAI in some of its properties, such as **Casa Macchi** (Varese), **Villa Della Porta in Bozzolo** (Varese) and **Monastero di Torba** (Varese), which provide shelter for Swifts, a species at risk of extinction and defined as an 'indicator species' due to its ability to indicate the health of the entire ecosystem. In particular, at **Casa Macchi**, over **150 rondonaie** have been restored, with the aid of sound calls to encourage the birds to return. Another project concerns **bees**, which are essential for biodiversity and pollination. FAI hosts **over 100 beehives** in 14 of its properties, in collaboration with **local beekeepers**. This initiative not only supports biodiversity but also raises public awareness of the dangers threatening these species that are vital to the environment.

#### ■ **Protected species: the badger project and urban wildlife**

At **Palazzo Moroni** (Bergamo), the **Badgers at the Palace** project was launched after a badger sett was discovered during the restoration of the garden. In collaboration with **Oikos** and **the University of Insubria**, **camera traps** have been set up to monitor the movements of the colony. This project aims to protect the species and study its presence in urban areas, such as the garden of a palace in the centre of Bergamo. At **Villa Panza** (Varese), FAI is participating in the **Selvaticittà** project, promoted **by the University of Insubria**, dedicated to **the red squirrel**, which is threatened by the grey squirrel. The presence of the red squirrel testifies to the importance of protecting wildlife even in urban contexts, where biodiversity can still thrive.

#### ■ **Habitat and the protection of natural areas**

FAI protects habitats of extraordinary value, such as the **Conti Vecchi salt pans** in the heart of **the Santa Gilla lagoon** on the outskirts of Cagliari, one of the largest wetlands in Europe, which welcomes thousands of **water birds** every winter. Here, FAI promotes the protection of numerous species, such as **pink flamingos**, the symbol of the area. **Monte Fontana Secca** (Belluno) and **Alpe Pedroria and Madrera** (Sondrio), ancient **Alpine pastures** restored by FAI, are also areas of great ecological value, where traditional sheep farming encourages the return of rich **flora and fauna**, preventing the forest from encroaching and maintaining the ecological balance. The monumental forest of **the Giganti della Sila** (Cosenza) is home to some of Italy's oldest species, such as the **Corsican pine**. These majestic trees, which are over 350 years old, represent an ecological heritage of inestimable value, protecting biodiversity and providing an important service to ecosystems.

#### ■ **Agrobiodiversity and innovation in FAI projects**

The Foundation is also committed to protecting **agro-biodiversity**, a crucial aspect of agricultural biodiversity conservation. **The Orto sul Colle dell'Infinito** in Recanati (Macerata) collects native vegetable varieties, including the **Lupino Bianco di Recanati**, and **historic tomato varieties** that are in danger of disappearing, helping to keep local agricultural



traditions alive. The **Giardino della Kolymbethra** in Agrigento is home to a **unique biodiversity** in Sicilian citrus cultivation, with **sixteen varieties of ancient citrus fruits** representing a genetic heritage of inestimable value. Through these initiatives, FAI promotes greater sustainability, education and protection of species that are an integral part of our natural and cultural heritage.

### **Awareness campaigns and best practice for the protection of biodiversity**

FAI is constantly committed to raising public awareness of the issues of **biodiversity** and **environmental conservation**. Awareness campaigns not only promote awareness of the importance of biodiversity, but also encourage concrete action to protect it. These initiatives, alongside **virtuous practices** in the Foundation's Properties, are a fundamental pillar of its mission to educate and enhance the natural heritage.

One of FAI's main campaigns is **#FAIbiodiversità**, launched in 2022 and repeated annually. The campaign aims to engage the public in a journey of awareness, encouraging each individual to **make a concrete contribution** to the protection of biodiversity. Every year, on World Biodiversity Day, FAI organises **Biodiversity Walks**, special guided tours led by experts such as biologists and botanists, who accompany participants on a journey to discover the natural wealth of the Foundation's Properties. From the historic gardens of **Villa Panza** (Varese) with its red squirrels, to **the Corsican pines of the Sila** (Cosenza) and the **peregrine falcon** of the Bay of Ieranto (Bari), these experiences offer a unique opportunity to explore the connection between humans and nature. In 2024, to amplify the campaign's message, FAI produced **videos, interviews and informative articles** distributed through its social media channels and website, also involving **FAI Territorial Network**, which organised over **129 events** with the participation of around **5,000 people**.

In addition to the **#FAIbiodiversità** campaign, FAI launched **#Salvailuolo** (Save the Soil), an initiative focused on raising awareness of the indispensable value of soil, a fundamental resource for biodiversity, food, water and the history of the natural landscape. This campaign aims to **raise awareness** of the urgent need for legislation to protect this resource, which is still not specifically regulated in Italy.

Another important FAI project is **#Curiamo il paesaggio, coltivandolo** (Let's take care of the landscape by cultivating it), which came to life at the 27th FAI National Conference in 2023 in Viterbo. This campaign focuses on the value of **rural landscapes** and **agriculture** as a tool for **promoting environmental responsibility** through **agroecology**, a science that integrates ecological agricultural practices with the need to transform food systems in a sustainable way.

Alongside its awareness campaigns, FAI has launched numerous activities to **enhance biodiversity within its Properties**. These include the creation of **'biodiversity booklets'**, small publications that describe the wealth of flora and fauna found on FAI Properties. These informative tools, written in accessible but scientific language, allow visitors to better understand local species and habitats, stimulating a sense of responsibility towards nature. In addition, FAI offers experiences such as **birdwatching** and **nature trekking**, activities that involve visitors in direct observation of nature, accompanied by expert guides. These initiatives help to create a **culture of Nature**, where awareness and education are the basis of a common commitment to **biodiversity conservation**.



## A circular approach, linking care and awareness

The way in which FAI looks after its sites, materials, objects and people reflects an idea of **circularity** that is first and foremost cultural. Even in the absence of systematic collection of accurate data on the quantity of waste produced, the Foundation has for years adopted a responsible and conscious approach based **on the reduction of wastefulness, the reuse and salvage of materials and the differentiated disposal of waste**. Most of the waste generated by FAI's activities falls into the category of solid urban waste, which is already subject to differentiated collection in accordance with current regulations. Special waste is very limited and includes toner, the disposal of which is included as part of the service provided by those renting electronic equipment.

In **restoration** work, the circular approach is particularly effective: **reusing existing buildings** is in itself a highly responsible gesture, saving land and materials, extending the life cycle of buildings, avoiding demolition waste and promoting a culture of conservation. FAI construction sites are geared towards **the conservation of original materials** and the use of traditional techniques and recycled materials, often sourced from partial demolition of the same building or other similar contexts. In this way, FAI actively contributes to the sustainable development goals of the UN Agenda, in particular **SDG 11** ('Sustainable cities and communities') and **SDG 12** ('Responsible consumption and production'), in line with the **Minimum Environmental Criteria** for construction and green space maintenance, as well as with the main sustainability protocols in the sector.

The theme of **reuse** extends far beyond construction sites. In the Foundation's Properties, **materials and objects that are found, recovered or donated** are catalogued, numbered and stored in a special warehouse, from where they can be selected to furnish spaces open to the public or occasionally put up for sale during events held for that purpose. Among these, *Tante care cose* (*So many much-loved things*) at **Casa Macchi** in Morazzone (Varese) stands out, an **exhibition/market** offering furniture, ceramics, clothing, books and objects, some of which come from the clearance of properties to be sold, with the aim of giving a second life to loved and lived-in items. The initiative, which again enjoyed success in 2024, aims to promote **reflection on responsible everyday choices**, countering the throwaway culture and valuing memory and care for the material heritage. It is fully in line with FAI's good practices for making a sense of responsibility a real part of everyday life. In addition, **recycled wood furniture** is made in numerous Properties, thanks to collaboration with artisans who transform old boards or planks into benches, tables or furnishing accessories.

## FAI circular economy practices

FAI applies the **principles of the circular economy** in a variety of operational contexts, adapting them to the full range of its activities. At its headquarters, which houses offices and national management, targeted measures have been introduced, such as measuring the number of plastic bags collected for recycling, installing air dryers in bathrooms and limiting the use of paper by requiring personal badges to activate photocopiers. These are choices which, despite their simplicity, contribute to spreading a more attentive and sustainable organisational culture.

In the FAI Properties, everyday work is governed by **established circular practices** that cover all



aspects of management. **The maintenance of green space** includes on-site composting of pruning and grass clippings, thus promoting the recovery of natural resources. During public visits, the environmental impact is limited thanks to the presence of **organised recycling points**, which replace traditional unsorted waste bins along the routes. In addition, FAI has eliminated the free distribution of printed materials, replacing them with **digital content accessible via QR codes** or small printed volumes on sale at a symbolic price, to emphasise their value and combat the **throwaway** culture. This philosophy also extends to **FAI Days**, during which delegations operate throughout the country with the aim of **minimising the production of paper materials**, limiting signage and ad hoc promotions and favouring the use of **reusable materials** such as banners and tablecloths. The distribution of plastic water bottles is accompanied by initiatives aimed at their correct disposal, thanks to the use of **compactors** or single-material collection systems dedicated to **PET**.

Waste management becomes particularly complex during **public events where food is served**. A significant example is the ***Tre giorni per il giardino (Three Days for the Garden)*** event at **Castello di Masino** (Turin), which attracts thousands of visitors and has a large catering area. However, thanks to a constant commitment to **differentiated waste disposal**, the event has seen a significant **reduction in the amount of waste produced**, with a consequent decrease in collection and disposal trips, benefiting both the environment and organisational efficiency.

Through these small but constant gestures, the Foundation aims to express a vision of sustainability that is not limited to the use of technology, but is rooted in a practice of care, responsibility and **opening people's eyes**: teaching them to see value where others see only waste, and imagining a second life for everything.

### **Purchases with a lower environmental impact: towards a circular economy**

Back in 2023, FAI launched a responsible purchasing system with the aim of gradually integrating the **Minimum Environmental Criteria (CAM)** required by national legislation into its purchasing procedures. With reference to the principles of ***Green Public Procurement***<sup>9</sup>, the Foundation is committed to reducing the environmental impact of its activities by disseminating **expertise among its staff** and improving the **quality of the goods and services it purchases**, including through greater awareness and accountability on the part of the suppliers to whom, in various capacities, certain services are entrusted.

Starting from an analysis of the ministerial decrees in force, which define the CAM for numerous product categories, FAI has drawn up **simplified sheets for internal use**, containing the environmental requirements most relevant to its activities. These sheets, accompanied by a **final checklist** to verify, on a case-by-case basis, the degree of compliance with the criteria, are shared with the **relevant departments** through internal workshops, so as to promote the full integration of these criteria in the design and procurement phases. To date, **the CAMs relating** to the following have already been **addressed and applied**:

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<sup>9</sup> [What is GPP | Green Public Procurement \(GPP\) - Minimum Environmental Criteria](#)



- interior furnishings;
- paper, printer cartridges;
- the care of green spaces;
- events;
- cleaning products and services;
- purchase or leasing of printers;
- street furniture.

At the same time, an internal review and initial technical discussion has been launched on **the CAMs still being defined**, particularly those relating to construction sites, catering, the textile sector and energy efficiency.

By mapping the goods and services purchased, developing operational guidelines and integrating the most relevant environmental criteria into tender specifications, FAI has already embarked on a structured path to make procurement an active tool for **reducing environmental impact** and **promoting the circular economy** in its daily choices.

### **The supply chain and its environmental, social and economic impact**

FAI's supply chain is made up of **suppliers and professionals** working in various fields: restoration, construction, architecture, gardening, food production, publishing, communication, staging, transport, energy, information technology and many others. **The Purchasing Department** increasingly selects suppliers who demonstrate, through **specific certifications**, that they have adopted production processes compatible with environmental policies aimed at reducing polluting emissions, optimising waste management, limiting the consumption of natural resources and improving energy and raw material efficiency.

Within the head office, the **Administration, Management Control and Purchasing** departments adopt simple but effective practices to reduce **their environmental impact**, including a drastic reduction in **non-essential printing** and **differentiated waste collection**.

The focus on prudent **financial** management also enables the Foundation to guarantee **regular payments** to employees, collaborators, and local and national suppliers. This regularity has a positive impact on the people involved, ensuring them a **stable income** and contributing, at an economic level, to supporting the activities of businesses and the spending power of families indirectly connected to FAI.

## **Regulatory oversight and landscape protection activity**

During 2024, FAI continued to play an active role in regulatory and institutional developments in the



field of landscape protection, intervening at various levels of governance.

At national level, it participated in the legislative process relating to the draft law **on the differentiated autonomy of the Regions not subject to special status (AC No. 1665)**, submitting a memorandum in which it reiterated that 'the environment and landscape are assets of collective and national interest, not suitable for fragmented management at local level'. The measure was approved as **Law No. 86 of 2024**; however, in **Judgment No. 192/2024**, the **Constitutional Court** declared certain fundamental parts of the law unconstitutional, allowing the remaining parts to be applied only if interpreted in accordance with constitutional principles.

Also at national level, FAI has closely followed the regulatory process aimed at identifying **areas suitable and unsuitable for the installation of industrial plant for the production of energy from renewable sources**, reaffirming the need for careful planning capable of balancing the need for energy production with the protection of the landscape. The **President of FAI** has spoken publicly on this issue and through dialogue with other institutions. At the same time, there have been numerous attempts to amend the **Code for Cultural Heritage and Landscape**, including through amendments included in regulatory measures not directly related to the subject matter. On these occasions, FAI has consistently expressed its public position in defence of the existing regulatory framework and the powers of **the Ministry of Culture** and the **Superintendency**.

At the regional level, FAI intervened with the **Fifth Commission of the Lombardy Region** regarding **Draft Law No. 75/2024**, dedicated to the regulation of **logistics facilities of importance above municipal level**, emphasising the risks associated with land consumption generated by this type of facility.

Alongside regulatory oversight, in 2024, FAI continued its commitment to **the direct protection of the landscape** by intervening in various areas of particular importance. In **Puglia**, it contributed decisively to the refusal of authorisation for a biomethane plant near **the Abbazia di Cerrate (Lecce)**, presenting detailed technical documentation highlighting the environmental and landscape risks of the project. On **Lake Como**, the timely intervention of the President led to the activation of the **Strategic Environmental Assessment (SEA)** procedure on a tourism project in **the municipality of Torno**, which was subsequently withdrawn. In **Lombardy**, FAI reopened institutional discussions on the industrial development project planned in **the municipality of Caravaggio**, a short distance from the Sanctuary, encouraging a review of the urban development project. Also in **Como**, thanks to the dialogue initiated by the FAI delegation with the municipal administration, the first measures have been taken to safeguard **the Asilo Sant'Elia (nursery school)** designed by **Giuseppe Terragni**, with the aim of gradually returning the property to public use and initiating its overall restoration. With these actions, the Foundation renews its concrete commitment to safeguarding the landscape and passing it on to future generations.



## 4. THE BUSINESS





At the heart of its organisational model, FAI develops a vision of cultural and social enterprise geared towards **generating shared and lasting value**. This approach integrates professionalism, participation and transparency, strengthening the Foundation's ability to support its mission through responsible management and a solid relationship of trust with members, donors, volunteers, companies, public bodies and other stakeholders. The aim is to combine economic efficiency with cultural and social quality.

In this context, the '**The Business**' chapter outlines the main economic and organisational aspects of the Foundation, including governance, human resources management and fundraising, with a focus on financial transparency, financial strength, attracting new supporters and developing a network of public and private partners. It also explores the institution's communication and marketing strategy, aimed at consolidating the Foundation's reputation and expanding the active participation of the community.

In light of this approach, a number of **macro sustainability objectives** emerge that guide the Foundation's actions in the economic and organisational spheres:

- **Strengthen governance**, ensuring transparency, ethics and accountability in the management of resources and in relations with stakeholders.
- **Promote sustainable economic growth** by consolidating and diversifying sources of funding to ensure the Foundation's financial stability and operational autonomy.
- **Enhancing the value of the people who work for FAI** through continuous training, inclusion, organisational well-being and the active involvement of volunteers.
- **Expanding the network of strategic partnerships**, developing institutional and corporate collaborations that contribute to supporting innovative projects with a social and cultural impact.
- **Develop and improve communication**, promoting transparency, participation and involvement of local communities and an international public.

Through these lines of action, FAI intends to consolidate its role as a virtuous model of cultural and social enterprise.

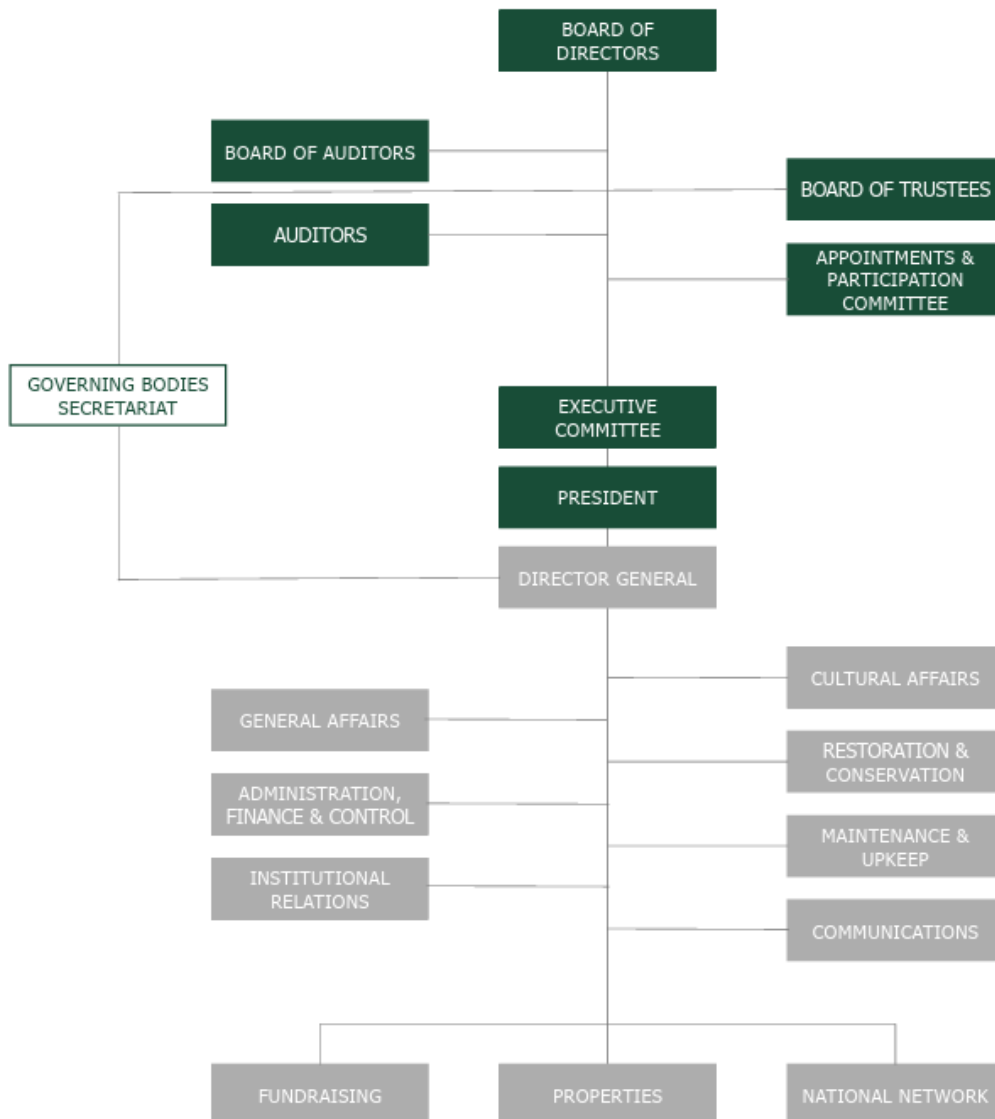


## GOVERNANCE

FAI's governance model ensures that the Foundation's mission is pursued in accordance with the principles of transparency, participation, collegiality and independence of its organs. The governance structure is divided into a series of organs with specific functions and responsibilities, defined by the Foundation's constitution (hereinafter 'Statute'), whose work contributes to the smooth running of the organisation and respect for its founding values.

Pursuant to Article 8 of the Statute, the organs of the Foundation are: the **President**, between one and three **Vice-Presidents**, the **Board of Directors**, the **Executive Committee**, the **Internal Audit Committee**, the **Board of Auditors** and the **Board of Trustees**.

All positions within FAI bodies are held on a voluntary basis, with the exception of the Board of Auditors, for whom an annual remuneration of **€9,760 + VAT** is provided.





## Organs and functions

### President

The President, the central figure in the Foundation's governance, performs his or her duties in accordance with Articles 11 and 12 of the Statute. He or she is **the legal representative** of the Foundation, convenes the **Board of Directors** and the **Executive Committee**, sets the agenda, coordinates the work and is responsible of the implementation of resolutions. In urgent cases, he or she also has the power to take measures falling within the competence of the Board of Directors, which must be ratified by the latter within sixty days. The President is also responsible for relations with national and international institutions and with the Foundation's major donors and supporters. The term of office is five years, with the possibility of renewal for no more than two terms, whether or not consecutive. The term of office ends with the approval of the Financial Statements for the fifth financial year following appointment or renewal.

#### Appointment

MARCO MAGNIFICO	15/12/2021
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### Vice-Presidents

The role of Vice-President is governed by Articles 11 and 13 of the Statute. The most senior Vice-President in office acts as substitute in the event of the absence or incapacity of the President. The term of office of the Vice-President coincides with that of Director and ends upon the expiry of the latter.

#### Appointment

ILARIA BORLETTI BUITONI	12/06/2019
MAURIZIO RIVOLTA	12/06/2019
FLAVIO VALERI	23/11/2022

### Board of Directors

The Board of Directors, pursuant to Article 18 of the Statute, is responsible for the ordinary and extraordinary administration of the Foundation and has exclusive competence over:

- deliberating on the financial statements, social report and annual budget;
- identifying various secondary and instrumental activities;
- approving strategic guidelines, upon proposal by the Executive Committee;
- appointing and dismissing members of Commissions and Committees;
- deliberating, with a two-thirds majority of its members in office, on amendments to the Statute and on any merger, transformation or dissolution of the Foundation;
- deliberations on matters pertaining to Supporters and Benefactors, giving reasons for any refusal of applications;
- appointment of the members of the Executive Committee;
- establishment of one or more funds for a specific purpose.

The **Board of Directors** is composed of a variable number of members, from a minimum of 15 to a maximum of 25. The members of the Board of Directors are appointed by co-option, with the exception of two Directors appointed respectively by the Assembly of Supporters and the Assembly of Members; of the members appointed by co-option by the Board of Directors, one is chosen from



among the heads of the Delegations and up to four are chosen from among the Exceptional Supporters (Articles 14 and 17 of the Statute). The Board must also include individuals who have significant **institutional, professional or managerial experience** in the sectors covered by Article 2 of the Statute. Those covered by Article 15(1)(a),(b),(c),(d) or (f), of Law No. 55 of 19 March 1990 as amended, or Article 2382 of the Civil Code may not be appointed as Directors (Article 25 of the Statute).

Directors **remain in office for a five-year term**, expiring upon approval of the financial statements for the fifth year following their appointment (Article 15 of the Statute).

The Board of Directors may delegate some of its powers to **the Executive Committee** as a whole (Article 18 of the Statute). The office of Director, including that of President, is held free of charge (Article 9 of the Statute).

	<b>Appointment</b>	<b>Position</b>
MARCO MAGNIFICO	15/12/2021	President
GIOVANNI AGOSTI	28/11/2018	
GUIDO BELTRAMINI	28/11/2018	
ILARIA BORLETTI BUITONI	12/06/2019	Vice President (12/06/2019)
FRANCO DALLA SEGA	19/06/2024	
COSTANZA ESCLAPON DE VILLENEUVE	16/04/2014	
MADDALENA GIOIA GIBELLI	16/06/2021	
ANDREA KERBAKER	18/01/2008	
DAVID LANDAU	24/11/2011	Chair of the Investment Committee
STEFANO LUCCHINI	28/11/2018	
MARCO MARCATILI	28/11/2018	
CLARICE ORSI PECORI GIRALDI	28/11/2018	
GALEAZZO PECORI GIRALDI	18/11/2021	
CARLO PONTECORVO	11/11/2015	Chair of the Appointments and Participation Committee (28/11/2017)
JOSÉ RALLO	16/06/2021	Member of the Appointments and Participation Committee (21/04/2022)
ANDREA RINALDO	17/05/2023	
MAURIZIO RIVOLTA	12/06/2019	Vice-President (12/06/2019)
MONICA ANGELA SCANU	19/06/2024	
LUCA SICILIANO	05/02/2020*	Elected by members pursuant to Article 14, letter b) of the Statute
MICHELE VALENSISE	16/06/2021	
FLAVIO VALERI	18/04/2011	Vice-President (23/11/2022)
ANNA ZEGNA	16/03/2015**	Elected by Supporters pursuant to Article 14, letter a)
		Member of the Appointments and Participation Committee (28/22/2017)

\* Date of counting of registered votes

\*\* Date of counting of Supporters' ballots

## Executive Committee

The **Executive Committee** of the Foundation, as provided for in Article 20 of the Statute, is composed of the President and up to a maximum of eight Directors appointed by the Board of



Directors. It exercises the powers delegated to it by the latter and examines the annual and multi-year forecasts, including those for specific sectors, which must be submitted to the Board for approval. The members of the Executive Committee remain in office for a three-year term, expiring upon approval of the financial statements and annual report for the third financial year following their appointment. Members may be re-elected.

	<b>Appointment</b>	<b>Position</b>
MARCO MAGNIFICO	15/12/2021	President
FRANCO DALLA SEGA	19/06/2024	
ILARIA BORLETTI BUITONI	12/06/2019	
ANDREA KERBAKER	26/01/2010	
DAVID LANDAU	28/11/2017	
GALEAZZO PECORI GIRALDI	04/05/2024	
MAURIZIO RIVOLTA	28/04/2015	
FLAVIO VALERI	22/04/2013	
ANNA ZEGNA	21/04/2022	

If critical issues arise, the President promptly shares the information with the Executive Committee and, if deemed appropriate by the latter, with all members of the Board of Directors. Communications are made through formal channels, including the convening of dedicated meetings. Such communications may also be shared with the **Board of Trustees**, if deemed necessary by the aforesaid organs.

### Internal Audit Committee

**The Internal Audit Committee** monitors compliance with the law, the Foundation's Statute and its institutional purposes, in accordance with the principles of proper administration. Its activities also extend to the provisions of Legislative Decree 231/2001, where applicable, and the Third Sector Code (Legislative Decree 117/2017), with particular attention to Articles 5, 6, 7 and 8 of the Decree.

The Internal Audit Committee also verifies the adequacy of the organisational, administrative and accounting structure and the proper functioning of these systems; it also certifies that the financial statements have been prepared in accordance with the provisions of the law and reports this in the final balance sheet.

The members of the Internal Audit Committee remain in office for five years, expiring upon approval of the Economic and Financial Report relating to the fifth financial year following their appointment, and may be re-elected or reappointed for no more than two further terms.

	<b>Appointment</b>	<b>Position</b>	<b>Appointed pursuant to Article 20 by</b>
PAOLA TAGLIAVINI	19/06/2024	Chair	Board of Directors of FAI
MICHELE DE TAVONATTI	21/06/2023		CNDCEC
FRANCESCO LOGALDO	27/04/2016		President of the ODCEC of Milan
ANDREA BIGNAMI	27/04/2016	Deputy	President of the ODCEC of Milan
ANDREA CATENA	21/06/2023	Deputy	President of CNDCEC
GIOVANNI ROSSI	19/04/2018	Deputy	FAI Board of Directors



Any critical issues falling within the remit of the Internal Audit Committee are formally communicated by the General Manager, with the involvement, where deemed appropriate, of the Finance and Control Director and the Head of the Legal Department.

### **Auditors**

Pursuant to Article 30 of the Articles of Association, the Foundation's **Auditors** carry out the statutory audit of the accounts and annual financial statements, in accordance with the provisions of Legislative Decree No. 39 of 27 January 2010, as applicable.

By virtue of the resolution passed by the Board of Directors at its meeting on 21 April 2022, the President appointed **PricewaterhouseCoopers S.p.A. (PwC)** as the **Statutory** auditors on 30 June 2022. The term of office is three years and may be renewed no more than twice. On 26 November 2024, the Board of Directors resolved to renew PwC's mandate for a further three years (2025-2027).

### **Board of Trustees**

The **Board of Trustees** oversees the consistency of the Foundation's activities with its founding values and statutes. It does not perform any management or operational functions, but expresses binding and non-binding opinions on certain matters of particular importance. In particular, the Board of Trustees:

- expresses in advance reasoned binding opinions on:
  - proposed amendments to the statutes and dissolution of FAI;
  - proposals for the disposal of assets that FAI cannot use and the allocation of the proceeds;
- gives binding opinions in advance on the candidacy of new members of the Board of Directors;
- issues, in advance and in a binding manner, its approval for the appointment of the President, Honorary President and Vice-President(s) of the Board of Directors;
- expresses non-binding opinions on matters and issues submitted to it by the Board of Directors;
- meets once a year with the Board of Directors to discuss the priorities, guidelines and strategic objectives of FAI, receiving updates on general performance and results;
- at the meetings referred to in the previous point, the Trustees who participate do not have the right to vote, but may intervene on matters discussed that concern their role.

People covered by Article 15(1)(a),(b),(c),(d) and (f) of Law No. 55 of 19 March 1990 or Article 2382 **of the Italian Civil Code** may not be appointed as Trustees (Article 25 of the Statute). Furthermore, the Trustees must testify in writing, by a sworn statement upon acceptance of the position, that they share the **statutory values** that constitute the purpose of FAI, undertaking not to act inconsistently with these values in their personal and professional conduct (Article 25 of the Statute).

The **Board of Trustees** checks that the members of FAI organs meet the integrity requirements set out in Article 25 of the Statute. If the outcome is negative, the Board proposes their exclusion



before the competent body (Article 24 of the Statute). These values are also enshrined in **the Code of Ethics**, adopted on 11 November 2015 and updated on 21 November 2023, which sets out the principles and values that guide the actions of the people who belong to the Foundation. People are required to avoid and report conflicts of interest between their personal and family economic activities and the duties they perform within the structure or body to which they belong (Article 5.8.2 of the Code of Ethics).

To date, the **Board of Trustees** has never reported any significant issues to **the Board of Directors** regarding the Foundation's material impact on the environment, people and society.

	<b>Appointment</b>	<b>Position</b>
PIERGAETANO MARCHETTI	13/12/2021	Chair
GIORGIO ALPEGGIANI	01/01/2015	
GIOVANNI BAZOLI	01/01/2015	
TITO BOERI	16/12/2019	
BONA FRESCOBALDI	06/10/2020	
LUCA PARAVICINI CRESPI	01/01/2015	
GUIDO PEREGALLI	01/01/2015	

### **Appointments and Participation Committee**

Pursuant to Article 16 of the Statute the **Appointments and Participation Committee** is established within the **Board of Directors** and consists of three members appointed by the Board itself, who remain in office for the entire duration of their term of office on the Board.

The Committee is responsible for providing the Board of Directors with the names of candidates for appointment to the Board, as required by Article 14 of the Statute. It also makes proposals for the appointment of the Chair and Vice-Chairs of the Board of Directors, after obtaining the prior binding opinion of **the Board of Trustees**.

In addition to selecting and proposing candidates, the Committee monitors the **attendance of Directors at Board of Directors' meetings**, thereby helping to ensure the proper functioning of the body and the quality of each member's contribution.

As established practice, on the renewal of Directors' mandates, those whose terms are expiring abstain from both proposing and discussing the resolution. Similarly, in the event of a conflict of interest, even if only potential, the Directors concerned abstain from the relevant discussions. The Committee carries out its investigation with specific attention to transparency, fairness and independence, ensuring that the decision-making process is conducted in accordance with the provisions of the Statute and with full awareness of the importance of avoiding conflicts of interest.

To guarantee the quality and integrity of institutional positions, the selection and appointment process for members of the Foundation's governing bodies is governed by certain provisions of the Statute and general law. The Foundation's Statute stipulates that those covered by Article 15(1)(a),(b),(c),(d) and (f) of Law No. 55 of 19 March 1990 as amended or Article 2382 **of the Italian Civil Code** may not be appointed as Trustees or Members of the Board of Directors.



Trustees and Directors are also required, upon accepting their position, to sign a **declaration** on **their honour** certifying that they share the statutory values of FAI and undertake not to act in conflict with these principles in their personal and professional conduct.

The process of identifying and selecting senior figures, in accordance with the provisions of the Statute and supported by the segregation of roles, by the openness of the assessment and authorisation phases and by established practices on abstention and the management of conflicts of interest, contributes to ensuring maximum transparency, fairness and independence within the Foundation's highest organs.

### **Investment Committee**

In order to ensure the responsible and effective management of its assets, the Foundation has established, by resolution of the Board of Directors, an **Investment Committee**, whose task is to collaborate with the General Management in strategic and tactical decisions relating to the management of the Foundation's **endowment fund**.

The Committee is composed of the General Manager, at least one member of the Executive Committee with strong and proven experience in the financial field, and between three and nine external members from the academic world of economic and financial matters or from the financial community, with extensive expertise in asset management.

The Committee has **an advisory role** and operates in accordance with **the Guidelines for the establishment and management of the Endowment Fund**, approved by the Board of Directors.

### **Involvement of members**

The active participation of **members, supporters and delegations** is a fundamental pillar for the life and functioning of the Foundation, helping to root FAI's work in local areas and strengthen its ties with civil society.

As of 2024, there are **306,650 members of the Foundation**. They participate in the life of the Foundation through the representation of a **Councillor elected by the Members' Assembly**, thus contributing to the decision-making process. Members also enjoy free access to the Properties managed by the Foundation, receive regular updates on its activities and benefit from special conditions for participation in certain educational and cultural initiatives specifically dedicated to or reserved for them.

**The Foundation's Supporters** – institutions or individuals, Italian or foreign – contribute with significant donations or activities of particular importance. Supporters are also represented on the Board of Directors by a **director elected by the Assembly of Supporters**.

Finally, the **network of FAI Delegations**, which plays a central role in awareness-raising, fundraising and cultural promotion in the local areas, is represented on the Board of Directors by a **Director chosen by the Board from among the heads of the Delegations**.

Through these mechanisms of participation and representation, FAI ensures the direct involvement



of all members of its membership base, strengthening its shared governance model and the link between the Foundation and local communities.

## Numbers and participation

The active participation and regular functioning of the governance bodies are essential for the proper conduct of the Foundation's activities and the implementation of the statutory mission of FAI - Fondo per l'Ambiente Italiano ETS. The commitment of the members of the collegiate bodies, expressed through their constant presence and the quality of their contributions, testifies to the value of shared responsibility and collegiality in decision-making.

### Board of Directors

The Foundation's **Board of Directors** is composed of **22 members**, of whom **15 are men and 7 women**.

During 2024, the Board met on two occasions:

- **19 June 2024** (two members absent);
- **26 November 2024** (one absent).

The average attendance rate at meetings by Board members was **93%**.

### Executive Committee

#### Executive Committee

The Foundation's **Executive Committee** consists of **9 members**, of whom **7 are men and 2 women**. During 2024, the Committee met on seven occasions:

- **8 February 2024** (no absences);
- **5 April 2024** (no absences);
- **9 May 2024** (no absences);
- **12 June 2024** (one absent);
- **16 July 2024** (two members absent);
- **16 October 2024** (two absent);
- **19 November 2024** (no absences).

The average attendance of members at meetings was **91%**, confirming a high level of involvement and attention to the activities carried out.

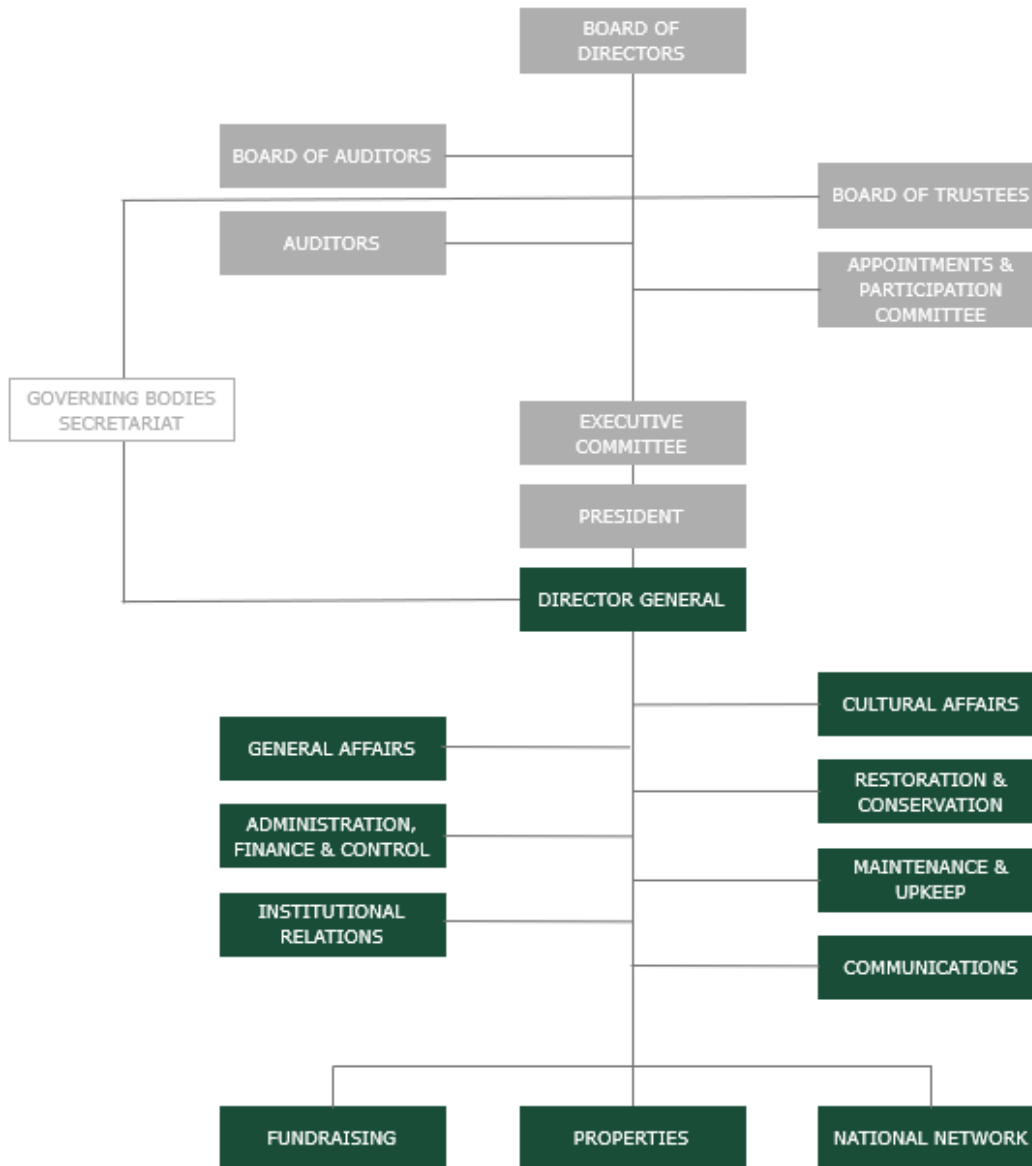


## THE PEOPLE WHO WORK FOR FAI

Ethics, passion and expertise are the intangible but essential assets that guide all of the Foundation's activities. The value of the people who work for FAI, both staff and volunteers, is expressed in their daily dedication to the Foundation's mission and in their shared commitment to its objectives of protecting, enhancing and promoting Italy's cultural and landscape heritage. Each person, in their own role, plays a key part in the change and growth of FAI.

### The staff

In 2024, FAI's organisational structure is divided into **nine departments**, all coordinated by **the General Management**. The Director of the Foundation is responsible for the staff and acts as their employer, maintaining a direct relationship with the President. The General Management is responsible for governing strategy and organisational management, supported by the Management, which guides the operational decisions of each department.



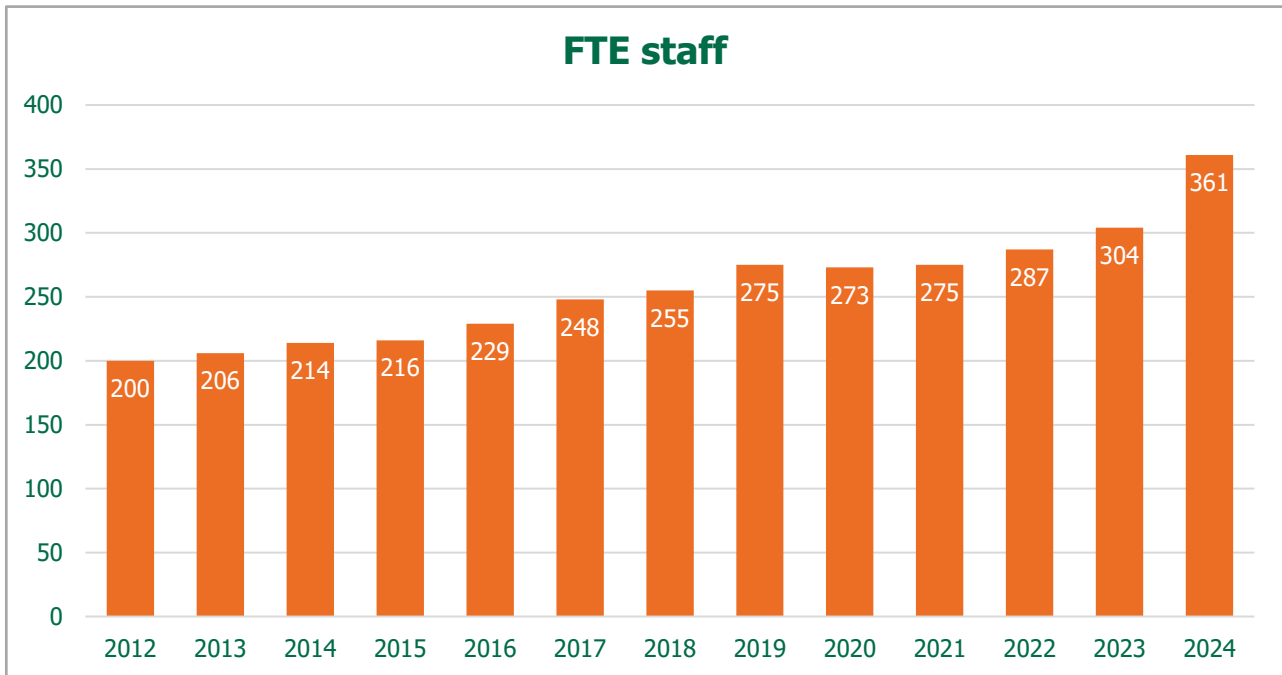
### Staff composition

As of 31 December 2024, the Foundation's staff consists of **361 people**, divided into the following professional and contractual categories:

- **8 executives;**
- **39 managers;**
- **211 general staff;**
- **54 blue-collar workers;**
- **1 coordinated and continuous collaborator (Co.co.co.);**



- **48 professionals.**



For statistical purposes, the number of employees has been converted into **Full Time Equivalents (FTE)**, with a total of **312** employees, collaborators and professionals, marking an increase of **6%** compared to 2023. Among these, **48** are **self-employed** but under the direct control of the Organisation. The professionals, mainly active in the areas of **Restoration and Conservation** (architects), **Enhancement** (researchers), and **Management of the Properties** (marketing, reception, professional tour guides and nature guides), are contracted on an annual or six-monthly basis to respond to peaks in workload during the spring and summer seasons. Although counted as individual units, the **48 self-employed** correspond to a total of **27 FTEs**, reflecting the Foundation's growing commitment to the acquisition, restoration and management of the Properties, in line with its objectives of enhancing and protecting heritage.

The distribution across different professional categories shows a **strong female presence**, particularly among **general staff**, while there is a more **balanced** gender mix in **executive and managerial** positions.

In terms of age, most of the staff are between **30 and 50 years old**, representing about 66% of the total. The younger component, under 30, is limited, while the over-50 age group accounts for 29% of the staff, reflecting an organisational structure that combines experience and dynamism. In addition, there are six employees belonging to protected categories (five general staff and one blue-collar worker) and the Foundation makes use of the Esonero Parziale (a Government scheme for disabled people) for two employees, in line with the inclusion and diversity policies promoted by the Foundation.

<b>EMPLOYEES BY GENDER</b>	<b>u.m</b>	<b>2024</b>		
				<b>Total</b>
Women	<i>No</i>	220	70%	22



Men		92	30%	92
<b>Total</b>		<b>312</b>	<b>100%</b>	<b>312</b>

MEMBERS OF THE GOVERNING BODY	u.m	2024			
		Male	Female	Total	Age share
<i>Age under 30</i>	No	-	-	-	-
<i>30 to 50</i>		-	-	-	-
<i>over 50</i>		7	2	9	100%
<b>Total</b>		<b>7</b>	<b>2</b>	<b>9</b>	-
<b>Gender share</b>	%	<b>78</b>	<b>22</b>	-	-

EMPLOYEES BY CATEGORY	u.m	2024			
		Male	Women	Total	
<b>Category 1 (e.g. Executives)</b>	No.	<b>4</b>	<b>4</b>	<b>8</b>	
<i>Age under 30</i>		-	-	-	
<i>30 to 50</i>		1	1	2	25%
<i>over 50</i>		3	3	6	
<b>Category 2 (e.g. managers)</b>		<b>10</b>	<b>29</b>	<b>39</b>	-
<i>Age under 30</i>		-	-	-	0%
<i>30 to 50</i>		5	17	22	56%
<i>over 50</i>		5	12	17	4%
<b>Category 3 (e.g. general staff)</b>		<b>34</b>	<b>177</b>	<b>211</b>	-
<i>Age under 30</i>		2	11	13	6%
<i>30 to 50</i>		26	129	155	73%
<i>over 50</i>		6	37	43	20%
<b>Category 4 (blue-collar workers)</b>		<b>44</b>	<b>10</b>	<b>54</b>	-
<i>Age under 30</i>		2	-	2	4%
<i>30 to 50</i>		26	2	28	52%
<i>over 50</i>		16	8	24	44%
<b>Total</b>		<b>92</b>	<b>220</b>	<b>312</b>	-
<i>under 30</i>		<b>4</b>	<b>11</b>	<b>15</b>	5%
<i>30 to 50</i>		<b>58</b>	<b>149</b>	<b>207</b>	66%
<i>over 50</i>		<b>30</b>	<b>60</b>	<b>90</b>	29%
<b>Gender share</b>	%	<b>29</b>	<b>71</b>	-	-

WORK LOCATION	No	%
FAI Properties and Regional Secretariats		49%
Headquarters		51%
<b>Total</b>		<b>100%</b>



EDUCATIONAL QUALIFICATION	No	%
Degree		70
Secondary school		30
Total		<b>10</b>

AVERAGE AGE
<b>45</b>

### Employment contract and remuneration

The Foundation applies the following National Collective Labour Agreements (CCNL), based on the different professional profiles:

- CCNL **Confcommercio Service Sector**;
- CCNL **Service Sector Executives**;
- CCNL **Agriculture Employees**;
- CCNL **Agricultural Workers**.

The positions held within the Foundation's governing organs are entirely **unpaid** and no reimbursement of expenses is provided for volunteers. Furthermore, all employees are covered by **national collective agreements**.

REMUNERATION OF EXECUTIVE OFFICERS, STAFF OF ADMINISTRATIVE AND AUDIT COMMITTEES		
Length of service	Number of executives	Average remuneration
>5 years	6	109,883 €
<5 years	2	129,600 €

With regard to **senior management**, in 2024 the Foundation recorded an increase in the number of managers with more than five years' service, from 4 to 6, accompanied by a slight increase in average remuneration, which stood at €109,883 compared to €106,000 in the previous year. On the other hand, there was a reduction in the number of managers with less than five years' service, which fell from 4 to 2, for whom the average remuneration was €129,600, up from €113,000 in 2023.

In 2024, the **median total annual remuneration** for all employees (excluding the highest paid individual) was **€34,000**, an increase of **10%** compared to the 2023 figure of **€31,000**. The **ratio between the highest and median remuneration** for 2024 was calculated as **8.6**. Considering that **Legislative Decree 48/2023 (art. 29)** widened the range from **1 to 8** to **1 to 12**, the Foundation is fully compliant with Third Sector regulations.

Furthermore, the **average gross annual pay** for the Foundation's employees is **€34,000**, and the Foundation is fully compliant with Third Sector legislation, which sets a **ceiling of 40%** of basic pay, except in cases of proven organisational needs. This provision was amended by **Legislative Decree 48/2023, Article 29**, which extended the possibility of applying this margin to general



organisational needs, eliminating the limitation to the social-health, scientific research and areas of particular social interest.

Ratio between the total annual remuneration of the highest-paid person in the organisation and the median total annual remuneration of all employees	u.m.	2024	2023
	€		
Median total annual remuneration for all employees (excluding the highest paid individual)		34,000	31,000

### Employees by employment contract

In 2024, the Foundation had a total of **312 employees**, of whom **92 were men** and **220 were women**, with a **female majority** reflecting the Foundation's commitment to gender inclusivity. The breakdown of contracts shows a predominance of **permanent contracts**, which cover **285 employees** (78 men and 207 women). These contracts guarantee stability and operational continuity for staff, promoting loyalty and professional growth.

The number of **fixed-term employees** is **27** (14 men, 13 women), **15** white-collar workers and **12** blue-collar workers, a figure that highlights the limited use of temporary contracts, which are restricted to specific or short-term needs. Furthermore, the Foundation did not have any employees with **zero hours contracts** in 2024, a sign of a working system that tends to guarantee **stability** and **certainty**, even in terms of contractual arrangements.

Employees by employment contract	n.a	2024		
		Men	Women	Total
<b>FAI</b>		<b>92</b>	<b>220</b>	<b>312</b>
Permanent employees	No.	78	207	285
Fixed-term employees		14	13	27
Zero hours employees		-	-	-

In terms of **employment type**, the majority of employees are **full-time**, with a total of **255** (86 men, 169 women), indicating a predominance of contracts that ensure full availability for work. There are **57 part-time employees** (6 men, 51 women), a small percentage that demonstrates the Foundation's flexibility in responding to individual needs to balance work and private life, while maintaining a high level of commitment.

Employees by type of employment	u.m	2024		
		Men	Women	Total
<b>FAI</b>		<b>92</b>	<b>220</b>	<b>312</b>
Full-time employees	No	86	169	255
Part-time employees		6	51	57



## Staff training, welfare and safety activities

### Training

The improvement of **internal skills** is a fundamental element for FAI, as it is essential for the strengthening and development of its staff. During 2024, a total of **5,849 hours of training** were provided, an increase of **20%** compared to the **4,858 hours** in 2023. Training activities focused on several strategic areas, aimed at developing cross-cutting and specific skills, including:

- **Cross-cutting skills**, such as communication, emotional intelligence and relationship management;
- **Personal and organisational well-being**, with a focus on stress management and teamwork;
- **Digitalisation**, with training on tools for the presentation and analysis of data and for job sharing;
- **Technical skills**, such as hospitality, fundraising, video content creation and visual merchandising techniques for FAI shops.

**Management** courses have also been planned, focusing on **project management, leadership, conflict management and delegation**, responding to the need to facilitate the development of managers and others involved in decision-making roles. To support this development path, the first edition of the **assessment and training programme for 'Talent'** was launched in **2023-2024**, involving **15 employees** selected for a programme aimed at strengthening their managerial and leadership skills, with a particular focus on project management. The **second edition**, which ended at the end of 2024, saw the entry of **16 new Talents**, with the training programme set to start in March 2025.

A significant development was the continued implementation of the **accessibility** programme for **people with disabilities**, a commitment that continued in 2024 and will continue until 2025, with over 30 staff members in the Properties division and 28 at headquarters acquiring specific skills to ensure an inclusive welcome for all visitors.

The FAI **Conoscenza (Awareness)** programme, launched in 2019, continued in 2024, with nine regular meetings open to all staff to explore cultural and environmental issues relevant to FAI, as well as those relating to running the FAI Properties.

All planned training activities, both technical and cross-disciplinary, contributed significantly **to strengthening and improving employee skills**. Many training activities were also attended by interns and regular collaborators of the Foundation, with a view to strengthening the impact of FAI activities on the growth of individuals and communities active in the local territories. The support offered for training and updating skills is particularly important and is guaranteed by the work of a person dedicated entirely to this task within the Human Resources Department.

Training Area

Number of courses and content



<b>FAI Awareness</b>	<ul style="list-style-type: none"> <li>• <b>9 regular meetings</b> open to all staff for in-depth discussion of specific topics and organisational issues (1 with a focus on ecological transition)</li> <li>• <b>3 FAI Awareness meetings</b> for delegates and volunteers from the national network</li> </ul>
<b>FAI Competence</b>	<ul style="list-style-type: none"> <li>• <b>Courses</b> - Communication and hospitality techniques for fundraising, Power BI courses (basic and advanced), 2 English language courses, 2 public speaking courses, course <i>on sharing and transferring knowledge</i>, course for gardeners, course on visual merchandising, course for video content creators (social media)</li> </ul>
<b>FAI Management</b>	<ul style="list-style-type: none"> <li>• <b>Courses</b> - courses in Caring and Collaborative Leadership, course on job profiles, course on Emotional Intelligence, course dedicated to well-being (emotional and physical)</li> </ul>
<b>FAI Innovation</b>	<ul style="list-style-type: none"> <li>• <b>Courses:</b> courses on museum accessibility (basic + advanced for site staff, AAC for the staff of FAI Properties, travelling workshop programme for staff at the Properties, course on managing disabled people in emergency situations for headquarters and Properties staff)</li> <li>• <b>2 online workshops on ecological transition</b></li> <li>• <b>Conclusion of the 'Cultural Pills' project</b> (in-depth themed study by the Cultural Department dedicated to Property Managers, reinforced by a group coaching programme for the reworking of the 'pill' content and a follow-up meeting for project feedback)</li> </ul>
<b>FAI Network</b>	<ul style="list-style-type: none"> <li>• <b>Training on:</b> Communication for fundraising, management of the local group and conflict management in different local contexts, Organisational management of Property openings during national events such as FAI <i>Spring</i> and <i>Autumn Days</i>, Organisation and coordination, Leadership and motivation, Local event management.</li> </ul>

The results of the training activities are also reflected in the quantitative data: the average number of training hours per employee was **17.36**, compared to **15.18** in 2023, marking a significant increase. The people most involved in training were **general staff and manual workers**, who saw an increase in hours (+105% compared to 2023), followed by **supervisors, middle managers** and **executives**, with a reduction in training hours for **supervisors** (-78%).

The focus on training was not limited to employees, but also included **FAI's regular collaborators**, who participated in the same training activities, strengthening the growth of skills in all resources involved in the Foundation's activities.

Number of training hours	u.m	2024			2023		
		Men	Women	Total	Men	Women	Total
<b>FAI</b>		<b>1,448</b>	<b>4,402</b>	<b>5,849</b>	<b>968</b>	<b>3,890</b>	<b>4,858</b>
Category 1 (e.g. Executives)	<i>No</i>	3	68	103	33	40	73
Category 2 (e.g. Middle Managers/Managers)		196	692	887	213	673	885



Category 3 (e.g. Supervisors)		32	385	417	145	603	748
Category 4 (e.g. general staff and manual workers)		1,186	3,257	4,443	578	2,575	3,153

In 2024, **feedback** was also recorded **from supervisors** for 5% of employees, with percentages varying by category: **executives** received feedback in 7% of cases, **middle managers/managers** in 4%, **supervisors** in 5% and **general staff/workers** in 4%. Compared to 2023, there was a 3% increase in the total number of employees who received feedback. This process is part of a continuous feedback system, which includes regular interviews, surveys and meetings, to ensure that training activities are always in line with the emerging needs of the Foundation and to promote the continuous improvement of skills and internal processes.

Number of employees who received feedback from their line manager	u.m	2024			2023		
		Men	Women	Total	Men	Women	Total
<b>FAI</b>		<b>74</b>	<b>170</b>	<b>244</b>	<b>74</b>	<b>162</b>	<b>236</b>
Category 1 (e.g. Executives)	Nº	3	4	7	3	4	7
Category 2 (e.g. Middle Managers/Managers)		10	25	35	9	11	20
Category 3 (e.g. Supervisors)		6	16	22	5	17	22
Category 4 (e.g. clerical and manual workers)		55	125	180	57	130	187

Percentage of employees who received feedback from their line manager	u.m	2024			2023		
		Men	Women	Total	Men	Women	Total
<b>FAI</b>		<b>5%</b>	<b>4%</b>	<b>4%</b>	<b>8%</b>	<b>4%</b>	<b>5%</b>
Percentage of Executives	%	9%	6%	7%	9%	10%	10%



Percentage of Middle Managers/Managers		5%	4%	4%	4%	2%	2%
Percentage of Supervisors		19%	4%	5%	3%	3%	3%
Percentage of general staff/blue-collar workers		5%	4%	4%	10%	5%	6%

### ***Staff well-being and safety***

Investing in **the growth of skills** and **well-being** of the people who work for the Foundation is a strategic choice for FAI, in line with its objective of strengthening its **human capital** and promoting a working environment that protects both **quality of life** and **safety**.

To strengthen the professional growth process, FAI has reinforced its focus not only on flexibility and well-being, but also on the safety of those involved in the **permanent Smart Working** model. Individual agreements with staff at headquarters, regional offices and operational staff working at the Properties allow for flexible working arrangements, such as **two days a week** of remote working for employees at headquarters, extendable to up to **24 days a month**, and **one day a week** for operational staff working at the Properties. These agreements are governed by a system of advance planning, with agreed availability slots and autonomy in the management of one's working time, always in compliance with regulatory limits on rest periods and FAI policies.

Particular attention has also been paid to **data protection** and the secure use of **IT equipment** provided by the Foundation. The security of workstations chosen by employees has been ensured, even if these are located outside FAI premises. To ensure an optimal working environment, employees have received **specific training on the risks of remote working**, with a focus on ergonomics, microclimate, lighting, safe use of equipment and emergency management.

The Foundation is also very careful to treat **all staff fairly**, managing the self-employed with the same consideration and respect given to employees, in full compliance with labour laws. The Foundation's objective is clear: to promote an environment that fosters the professional growth and psychological and physical well-being of all workers, as it is through their commitment that FAI achieves its **goals as an institution**. **Monitoring the atmosphere of the organisation** is crucial, especially in the non-profit sector, where people are motivated by a deep sense of vocation but are also more vulnerable to frustration. The Foundation recognises that **human resources** are the beating heart of the organisation and that providing them with a stimulating and satisfying environment is essential to the fulfilment of its social mission. To this end, the Foundation regularly conducts **surveys of the organisational climate**, achieving positive results, with **high engagement** and **proactive collaboration** despite the challenges of digitalisation.

From a social perspective, the Foundation generates a significant positive impact, particularly through the **provision of contracts to staff** working in **the Properties**, directly in the local area, and the use of **cooperatives** to cope with peaks in activity. This strategy not only ensures job stability but also helps to generate significant **economic activity** in the areas where FAI is present.



On the environmental front, FAI has taken a significant step forward in **reducing its impact** with the **complete digitisation of its contracts**, which has drastically reduced paper use and optimised internal processes, in line with its commitment to environmental responsibility.

Another initiative appreciated by employees is **the allocation of meal vouchers** to all staff, with a contribution also made to the self-employed on annual contracts, demonstrating the Foundation's commitment to **leaving no one behind**, as also demonstrated during the COVID period.

In terms **of health and safety**, **58** general training and refresher **courses** were provided for workers during 2024, in addition to **47 fire safety courses** and **70 first aid courses**, which are essential for ensuring that workplaces can operate safely. In addition, **69 specific courses** were organised for gardeners and Property caretakers, with a particular focus on the risks associated with working at height, the use of ropes and mobile elevating platforms, the use of garden equipment and machinery, and the management of electrical and chemical risks. Alongside these mandatory activities, the Foundation has also promoted voluntary initiatives aimed at the overall well-being of staff, such as courses focusing on postural exercises and nutrition education to encourage informed and healthy choices.

Through these actions, FAI confirms its daily commitment to a healthy, safe and people-oriented working environment, integrating care for its human capital with its commitment to social responsibility.

## Volunteers

Volunteers are an irreplaceable resource for FAI and are the driving force behind the many initiatives that the Foundation promotes throughout Italy. With their time, commitment and passion, they make an essential contribution to spreading the Foundation's values and carrying out activities to protect and enhance the cultural and landscape heritage. Through their unique and personal contribution, each volunteer strengthens FAI's presence in local communities and makes its growth possible.

### Numbers, composition, activities, training

In 2024, FAI was able to count on the collaboration of **13,341 volunteers**.

This is a large, structured network with strong roots in the local area, organised as follows:

VOLUNTEERS 2024	
Volunteers in Delegations, FAI Groups, FAI Youth Groups, FAI Bridge between Cultures Groups	<b>2,935</b>
Volunteers in the Properties	<b>905</b>
Volunteers for national events	<b>7,265</b>
Civil Protection volunteers	<b>2,236</b>

Of all **active volunteers**, **3,421** are registered in a specific register of volunteers and work on an



ongoing basis, confirming a stable commitment that goes well beyond occasional participation. Recruitment is on a **free and voluntary** basis, and **no reimbursement of expenses is provided**. The activities carried out by volunteers are many and varied, and are based on the constant development of technical and cross-cutting skills. They are involved in **fundraising** (targeted communication), **reception and explanation** (management of visitors), **the operational organisation** of events and openings, and **raising awareness** of historical, artistic and environmental issues through training in those areas. Volunteers in positions of responsibility receive **specific training courses** dedicated to leadership, group management, effective communication, feedback and delegation skills, conflict resolution and people motivation.

FAI considers **training** to be a fundamental strategic lever for ensuring quality and effectiveness in its activities. The training system is structured and differentiated according to roles and level of involvement, and includes both in-person and online opportunities for both **permanent** and **temporary** volunteers. In 2024, the national calendar included **75 training events**, **12** of which were **in person**, including coordinating meetings and specific courses on organisation, communication and fundraising, often led by professional trainers. These are complemented by numerous webinars linked to **FAI Days** and FAI **Basics** and **FAI Conoscenza per il territorio (FAI Knowledge for the Territory)** programmes, open to all active volunteers, including those working at the Properties, with a focus on the Foundation's objectives and activities. Additional training initiatives are carried out at **regional and local** level by Property staff, local representatives and volunteer trainers, promoting the widespread dissemination of skills. Particular attention has been paid to **FAI Youth Groups**, made up of **volunteers aged between 18 and 35**, who receive specific training on leadership, teamwork and the coordination of young volunteers, with a focus on promoting motivation, involvement and loyalty. On the other hand, volunteers from **FAI Ponte tra culture (FAI Bridge between Cultures) groups** have participated in training courses dedicated to deepening their understanding of cultural content as tools for integration and inclusion.

The main opportunity for the network to meet, discuss and update its knowledge is the **National Conference of Delegates and Volunteers**, which in 2024 was held in **Naples** under the title **'Curiamo il patrimonio, raccontandolo'** (Let's take care of our heritage by telling its story). The event offered cultural and operational content in both plenary sessions and themed workshops, strengthening internal cohesion and skills development.

Through the training and active involvement of volunteers in **national events** (*FAI Spring* and *Autumn Days*) and local initiatives, the Foundation also promotes **motivation and loyalty** among its volunteers. With this in mind, various recognition and promotional initiatives were implemented during the year, such as:

- the **continued publication of the newsletter** dedicated to volunteers, with new content and information to help in their work as volunteers;
- **sharing the sessions of the National Conference**, making them accessible to those who were unable to attend;
- the **creation of themed webinars** to provide updates;
- **the organisation at local level of days, visits and exclusive training sessions for volunteers**, often hosted in open spaces reserved for this purpose after major national



campaigns, as well as social occasions to strengthen the sense of belonging.

FAI also promotes a climate of **inclusiveness and mutual respect** by organising regular meetings where volunteers can share ideas, report issues and suggest improvements. This approach encourages active participation, values everyone's contribution and strengthens the bond between people and the Foundation's mission.

The **daily** commitment of volunteers is also recognised through simple but meaningful gestures, such as mentioning their role as volunteers on their FAI membership card and official thanks on special occasions, including **World Volunteer Day** (5 December), demonstrating the value that FAI attaches to the human and civic contribution of its people.

Finally, **ongoing training** and **specialisation of roles**, with **responsibilities defined according to common guidelines**, has encouraged the creation of teams that are diverse in terms of age, skills and background. This has made it possible to increase active participation, improve organisational capacity, broaden the audience reached and spread FAI's mission more widely throughout the country.



### **FAI Ponte tra culture (FAI Bridge between Cultures) project**

*FAI Ponte tra culture (FAI Bridge between Cultures)* is the Foundation's project that transforms historical, artistic, cultural and environmental heritage into a tool for dialogue and integration between people of different origins who live in the same country. Launched in Brescia on the initiative of the Associazione Amici del FAI (Friends of FAI Association) and managed by the Foundation itself since 2019, the project has gradually spread nationwide thanks to the commitment of the national network.

In 2024, the project is active in **20 Delegations**, with **14 Groups** operating permanently in the country. The Groups have promoted numerous initiatives aimed at both foreign communities and citizens, exploring different cultures and religions through art, music, poetry and gastronomic traditions. These activities also added anthropological value to Italy's heritage, rediscovering ancient and current links between Italy and the world, and promoting awareness of how much the encounter between cultures enriches society.

FAI Ponte tra culture volunteers made a significant contribution to FAI ***Spring and Autumn Days***, participating in guided tours in different languages, intercultural discussions, reception activities and awareness-raising events for the public.

In November 2024, the **first national meeting** of FAI Ponte tra culture Group Leaders and Delegates was held in Rome, attended by **27 volunteers** from all over Italy. The event was an important opportunity for discussion and cohesion within the network, complementing the virtual training and refresher courses that the Foundation offers on a regular basis.

**At national level**, in 2024, FAI promoted further **actions** inspired by the principles of social inclusion, sustainability and talent development:

- **the purchase of ceramics** made by the **Nesis** social cooperative, which operates at the Juvenile Detention Centre on the island of Nisida (Naples). The ceramics were donated to the delegates participating in the National Conference as a symbolic gesture of appreciation for a creative re-educational journey;
- the signing of **agreements with local associations** for the collection of surplus food during events and meetings organised by FAI in the area, demonstrating its concrete commitment to reducing waste;
- the involvement of a group of volunteers from **the Casa Famiglia Gerico** in Milan, who since April 2024 have been contributing weekly to back-office activities at **FAI's national headquarters**, strengthening the link between the Foundation and third sector organisations committed to supporting social fragility.



### **The *Messa alla Prova (Putting to the Test)* project**

Since 2018, following the National Agreement with the **Ministry of Justice**, some FAI properties have been welcoming people admitted to the ***Messa alla Prova (MAP)*** programme, which allows the suspension of criminal proceedings for defendants charged with minor offences, offering them the opportunity to carry out community service. Successful completion of the programme results in the cancellation of the criminal record.

In 2024, the project involved **10 of the Foundation's Properties** and **53 people**. Overall, since its launch, the initiative has seen the participation of over **245 accused persons**. In several cases, at the end of the programme, some chose to continue their experience as volunteers at the property that had hosted them.

The initiative represents a concrete opportunity for restorative justice and personal growth, allowing participants to reconnect with the community through contact with Italy's cultural and environmental heritage in a welcoming and inclusive environment.



# FUNDRAISING

## Contributions from private individuals

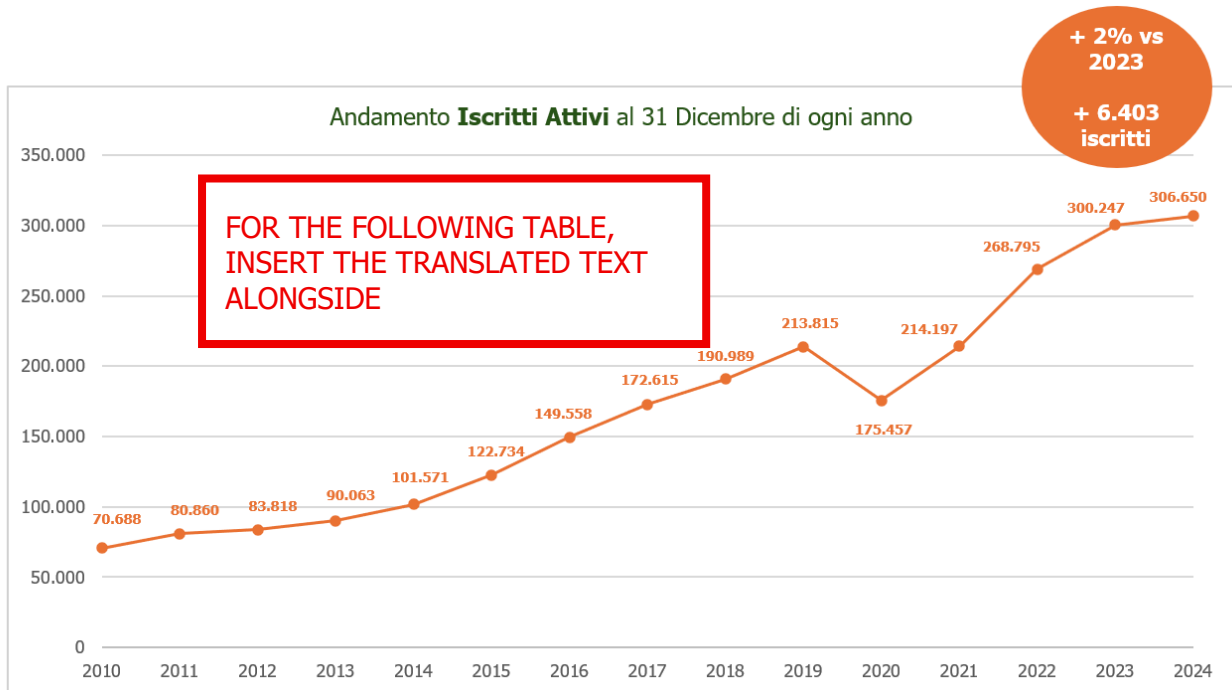
In 2024, FAI continued to receive vital support from **private citizens, companies, institutions and foundations**, who, with trust and passion, contribute to supporting the Foundation's mission. Every single contribution has made a difference, enabling FAI to protect Italy's historical, artistic and natural heritage on a daily basis and to safeguard many extraordinary places in our country. In 2024, FAI raised **€35,879,697** from private individuals, equal to **68% of total annual income**, a result that confirms the generosity and involvement of a community that is increasingly attentive to cultural sustainability and environmental responsibility.

## Memberships and contributions

At the end of 2024, the number of **active members** reached **306,650**, an increase of **2%** compared to the previous year. This result translated into financial growth of **8%**, with a total of **€8,263,168** collected, compared to **€7,643,668** in 2023.

During the year, there were **135,485** new members, a slight decrease of **5%** compared to 2023. Subscriptions were mainly collected through the following channels:

- **46% through the online channel**, which remains the main subscription tool;
- **19% at the Properties**;
- **12% through events organised by the national network**, with particular reference to **FAI Days**.



[INSERT FOR TITLE OF ABOVE TABLE – “NUMBER OF ACTIVE MEMBERS AS AT 31 DECEMBER EACH YEAR”]

**Renewals**, on the other hand, increased by **9%**. **26%** of renewals were on a **continuous** basis, a method that now accounts for **14% of active members**, reflecting a growing preference for



stable and regular forms of support. To support this positive trend **the Special Members and Supporters Office** has promoted several initiatives to increase renewals and continuous renewals via direct debit and the transition to higher levels of support.

At the same time, dialogue with the **Special and Supporting members** community has been strengthened, with **a 5% increase** over 2023, for a total of almost **8,000 people**. To better understand the motivations and profiles of this segment, **a survey** was conducted **among members**, including basic members, with the aim of identifying new development and communication strategies for the next two years.

In 2024, **relationship and loyalty-building activities** were also stepped up, with the sending of **exclusive communications** and the organisation of **private events**: exclusive admission during *FAI Days*, **four cultural events** with specialised guides, and **four webinars** dedicated to FAI Properties. Among the most popular initiatives were the visit to the *Moroni (1521–1580)* exhibition at the Gallerie d'Italia in Milan, the visit to the Borromean Islands and the itineraries in Rome and Verona.

Turning to the FAI Properties, there were **59,130 new memberships** in **2024**, up **6.2% on 2023**, with **5.24% of visitors becoming members**, reflecting an approach based on face to face relationships and the promotion of opportunities to meet the public, particularly during major events. This result was also helped by **an increase in renewals (+10%)**, supported by targeted loyalty initiatives, such as Special Visits, and promotional campaigns coordinated between the Properties and digital channels. The introduction of the option to become a member via the **online ticket office** was particularly significant, resulting in **4,733 new memberships**, equal **to 8%** of the total. The **'Couple'** membership remained the most popular (**63% of the total**), while **'Youth'** membership **increased by 114%**, helped by the extension of the age range from 25 to 30.

The **recruitment** and **retention** of members has a positive impact, especially on a **social** and **cultural** level. These activities strengthen the sense of participation in the protection of cultural heritage, making members an active part of FAI's mission. On a **financial** level, membership is essential to support the maintenance and enhancement of the properties.

However, there are some **potential critical issues**, such as **non-inclusive communication** or excessive **pressure to retain** members, which may not take into account the different motivations of members. In addition, the risk of attracting an audience that is more sensitive to material benefits than to the Foundation's mission is an issue to which FAI is particularly attentive.

The **involvement of members** through fundraising helps to spread a **culture of responsibility** and participation. A member who feels part of the mission becomes an ambassador for FAI's values. To avoid negative impacts, FAI focuses on **transparent and personalised dialogue** with members, using reporting tools to ensure clarity in communications.

From an **environmental** perspective, FAI is committed to reducing its impact by using **digital tools** and more sustainable materials, limiting the use of paper and promoting digital payments. A **new membership card with a lower environmental impact** has also been introduced, launched with the 2025 membership campaign.



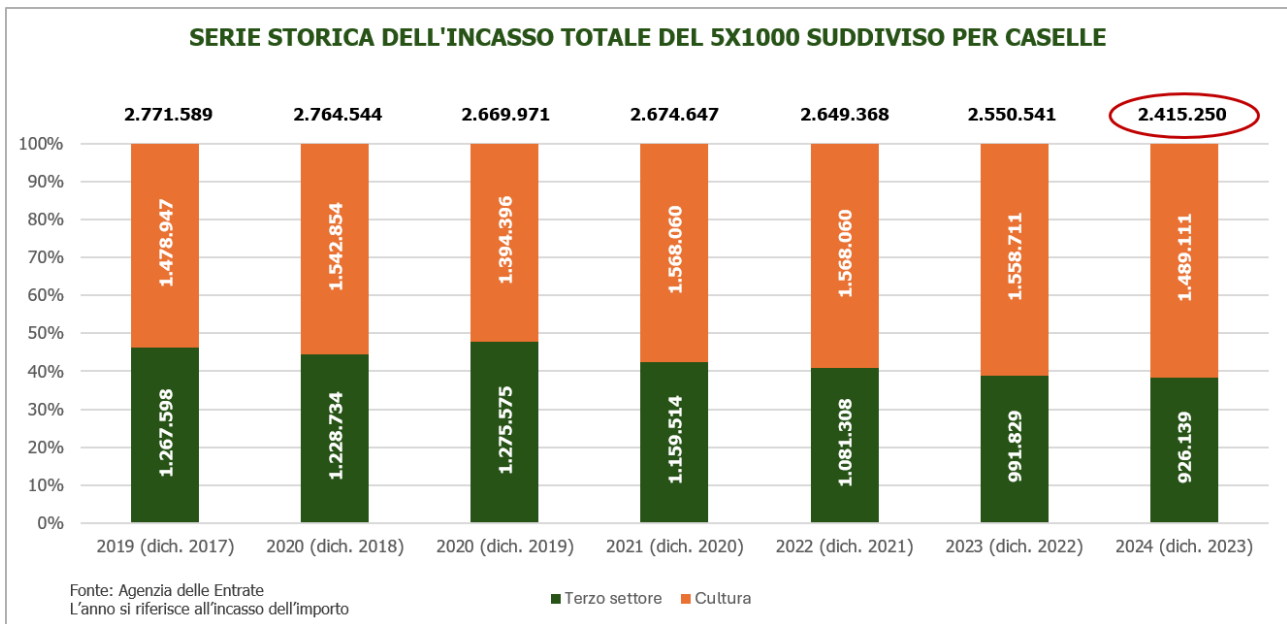
To measure results, FAI monitors **membership numbers** and **engagement** through **surveys**, **satisfaction indicators** and analysis of **social media interaction**. This approach has led to **greater loyalty** and increasingly **transparent** communication **focused on building** lasting **relationships**.

In terms of contributions, during the year FAI raised **€2,415,250** through the **5 per 1000** contribution, thanks to **37,616 taxpayers using this option**. This support represents a significant part of the Foundation's income, contributing significantly to the implementation of projects for the protection, enhancement and promotion of cultural and landscape heritage, as well as strengthening the relationship between citizens and the Foundation's Properties. Some examples of **projects supported** by 5 per 1000 contributions include:

- **Pergola of Villa Necchi Campiglio** in Milan - the restoration of the 'wisteria pergola', a wooden structure located next to the villa's swimming pool, which had been damaged by bad weather.
- **Ortaglia di Palazzo Moroni** in Bergamo - the conservation and enhancement of the vast agricultural area and Italian garden behind the palace, known as the 'ortaglia', rich in plants such as elms, maples, white and black hornbeams, walnut trees, wild cherry trees, laurels and holly, which are fundamental for its ecological value.
- **Historic ticket office of Villa Gregoriana** in Tivoli (Rome) - the project to restore the old Ticket Office so as to provide a space for telling the story of the enhancement of the villa.
- **Villa Rezzola** in Lerici - consolidation work on the entrance building, restoration of the staircases and dry stone walls, lighting of the paths, and safety measures for the Villa in view of its reopening to the public.
- **Casino Mollo at I Giganti della Sila**, Spezzano della Sila (Cosenza) - a project is underway to repurpose the toilets available for the public.

FAI raised **€1,489,111** thanks to **19,099 taxpayers** ticking the box '**Funding for the protection, promotion and enhancement of cultural and landscape heritage**' making it the top organisation in terms of number of elections in this specific category. The funds raised were allocated to support the costs of restoration, extraordinary maintenance and enhancement of certain properties, as well as the costs of managing properties open to the public, educational services and the organisation of events and exhibitions.

The Foundation raised **€926,139** thanks to the **18,517 taxpayers** who made the '**Support for Third Sector Organisations**' election. These funds were used to **cover the operating costs** of the Properties open to the public, the head office and branch offices, as well as to finance the purchase of goods and services necessary for the Foundation's work.



## [TABLE OF HISTORIC TAKINGS FROM 5X1000 DIVIDED BY CATEGORY

2019 (declaration 2017) ..etc

Source: Agenzia delle Entrate

The year is the year of receipt]

Third Sector Culture

FOR THIS TABLE, INSERT THE TRANSLATED TEXT ON THE SIDE

During 2024, **donations** totalling **€213,733** were also received, consisting of **extra donations** paid by basic members during the year through direct marketing activities, including advertisements in the *FAI newsletter*

and other contact channels. These amounts do not include donations collected during *FAI Spring* and *Autumn Days*.

Finally, from **12 to 31 March 2024**, there was a **campaign to raise funds via text message**, promoted through free advertising space on TV, radio and in the press, and with participation in television programmes on Rai, Mediaset and LA7. The initiative aimed to raise funds to ensure the **conservation and maintenance of properties** under the protection of FAI, to keep them **accessible to the public** and to promote **educational and landscape conservation** activities.



### **The 5x1000 (5 per 1000 scheme): impact, transparency and responsibility**

Activities related to **5x1000** represent not only a fundamental economic resource for FAI, but also a tool for active participation and civic awareness. Allocating your 5x1000 to FAI means making a concrete contribution to **the maintenance and protection of heritage sites**, strengthening the bond between citizens and cultural heritage and fostering a widespread sense of belonging to the Foundation's mission.

To ensure **transparency in the use of funds**, FAI has developed a clear and accessible communication system, with a **dedicated section on its website** that documents the projects carried out and recounts, through continuous narration, the impact of donations in real terms. This approach strengthens trust and demonstrates the Foundation's desire to make visible the value generated by citizens' contributions.

With a view to **environmental responsibility**, the promotion of 5x1000 increasingly uses **digital tools**, progressively reducing the use of paper and expanding the audience. To complement the activities related to the 5x1000 scheme, initiatives such as the **text-message donation scheme promoted during RAI-FAI Week** and **extra donations** help to **boost fundraising** for restoration and enhancement projects.

All these activities are managed with attention to the principles of **transparency and sustainability**, including publishing choices such as entrusting the production of the *FAI Newsletter* to **certified suppliers** to minimise environmental impact.

The Foundation also adopts internal policies geared towards listening and continuous improvement, through an **active customer care** service and digital tools that encourage direct dialogue with donors. **Monitoring impact indicators**, such as the number of 5x1000 choices and donation trends, allows for the optimisation of strategies and the introduction of innovative solutions, such as **QR codes for smartphone donations**, which simplify support for FAI's mission with a view to efficiency and responsibility.



## **FAI Spring Days and Rai Cultural Heritage Week in collaboration with FAI**

March 2024

### **PURPOSE OF FAI SPRING DAYS EVENT**

The purpose of the event is to raise awareness and funds in accordance with FAI's Statute, promoting and opening to the public 750 sites in 400 cities on 23 and 24 March, thanks to the work of the Foundation's volunteers.

### **PURPOSE OF RAI CULTURAL HERITAGE WEEK IN COLLABORATION WITH FAI**

The purpose of the campaign is to raise funds for the conservation and maintenance of Properties looked after by FAI in order to keep them open to the public, for carrying out educational activities in the area and for landscape conservation.

The fundraising campaign was promoted by:

- advertising, thanks to the provision of free space by TV, radio and the press
- TV appearances on Rai, Mediaset and LA7
- The FAI Spring Days events
- web marketing and online communication

### **FUNDRAISING RESULTS**

The total amount of €1,871,347.30 was raised, made up as follows:

- funds from individuals: €1,126,285.54
- funds from public and private entities: €745,061.76

### **USE OF THE MONEY RAISED**

The funds raised by FAI Spring Days and the Rai Cultural Heritage Week in collaboration with FAI, amounting to €1,524,968.38 net of costs, were used for the objects set out in FAI's Statute and in particular to cover the costs relating to the conservation and maintenance of the Properties looked after by FAI that are regularly open to the public.

### **INCOME** (in Euros)

Donations from individuals	1,126,285.54
Donations from public bodies and banking foundations	98,561.76
Event sponsorship	646,500
<b>Total income</b>	<b>1,871,347.30</b>

### **EXPENSES** (in Euros)

Communication costs	(255,888.73)
Costs for dedicated personnel	(20,237.52)
Other costs	(70,252.67)
<b>Total expenditure</b>	<b>(346,378.92)</b>

<b>NET RESULT</b>	<b>1,524,968.38</b>
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## **FAI Autumn Days and FAI October campaign**

October 2024

### **PURPOSE OF FAI AUTUMN DAYS EVENT**

The purpose of the event is to raise awareness and funds for the objectives of FAI, by promoting and opening to the public, on 12 and 13 October, 700 sites in 360 cities, thanks to the work of the volunteers of the Foundation.

### **PURPOSE OF FAI OCTOBER CAMPAIGN**

The purpose of the campaign is to raise funds for the conservation and maintenance of Properties looked after by FAI in order to keep them open to the public, for carrying out educational activities in the area and for landscape conservation.

The fundraising campaign was promoted by:

- TV appearances on Rai, Mediaset and LA7
- FAI Autumn Days public events
- web marketing and online communication
- fundraising by partner companies

### **FUNDRAISING RESULTS**

The total amount of €1,254,419.81 was raised, made up as follows:

- funds from individuals: €892,990.30
- funds from public and private entities: €361,429.51

### **USE OF THE MONEY RAISED**

The funds raised by FAI Autumn Days and FAI October campaign, amounting to €974,951.03 net of costs, were used for the objects set out in FAI's Statute and in particular to cover the costs of conservation and maintenance of the Properties looked after by FAI that are regularly open to the public.

### **INCOME** (in Euros)

Donations from individuals	892,990.30
Donations from public bodies and banking foundations	17,929.51
Event sponsorship	343,500
<b>Total income</b>	<b>1,254,419.81</b>

### **EXPENSES** (in Euros)

Communication costs	(235,269.87)
Costs for dedicated personnel	(17,329.74)
Other costs	(26,869.17)
<b>Total expenditure</b>	<b>(279,468.78)</b>

### **NET RESULT**

**974,951.03**



## Large donations and adoptions

In 2024, fundraising from **Middle and Major Donors** reached an important milestone, with the group contributing a total of **€2,476,846** to the Foundation. This result is the fruit of constant commitment to individual donor management, which has seen an intensification of one-to-one fundraising activities, focused on personalised communication and direct involvement in restoration projects while they are actually ongoing.

At the same time, the **Pre-Major Donors** group continued to be strengthened, gradually increasing its support for the Foundation, responding positively to fundraising appeals and becoming an important pillar for the expansion of the **Major Donors** base. Thanks to this support, not only traditional **restoration and enhancement** projects were funded, but also strategic initiatives such as the project dedicated to **ecological transition** and the project relating to **accessibility to FAI Properties** for people with disabilities, ensuring the long-term sustainability of the Foundation's mission.

With a view to optimising resources and impact, FAI has rethought its **communication targets**, adopting an increasingly **sector-based** approach to ensure the effectiveness of its messages and the efficiency of its fundraising. Two major campaigns, **Art Bonus** and **Tu che ami l'Italia, salvala (If you love Italy, save it)**, were developed with a strong commitment to **environmental responsibility**, using **FSC-certified paper** and expanding the **multi-channel approach** to reach new donors.

The support of **FAI's long-standing allies**, including the **Deutsche Post Foundation**, the **Pomara Scibetta Foundation**, **Bromatech**, the **Araldi Guinetti Foundation**, the **Grand Hotel Miramare** and the **Rocca Foundation**, played a crucial role in financing restoration activities and implementing enhancement initiatives, confirming the strength of collaborations with institutional and private partners.

In addition, a process of **automating service activities**, such as sending donation summaries, and updating the **information web pages** has been launched to make communication more accessible and clear. At the same time, the **cleaning and reorganisation of data** has strengthened the Foundation's **data-driven** approach, thanks in part to the addition of **two young staff under the age of 30**, one of whom has been permanently hired. This is a concrete sign of FAI's commitment to building an increasingly skilled, innovative and future-oriented team.

## Bequests, legacies and donations in memory

In 2024, the generosity of those who chose to leave a tangible mark to support FAI's mission through **inheritances, bequests, life insurance policies, adoptions and donations in memory** of loved ones had a significant impact, enabling the Foundation to raise a total of **€11,870,872**. During the year **21 testamentary dispositions** were received, including **small and large bequests** for the preservation of FAI Properties, in line with the significant increase in bequests compared to previous years.

In particular, there were three inheritances, 13 cash bequests, securities, life insurance policies and income-generating properties, 4 bequests of furnishings, art objects and jewellery, and one life



insurance policy. Among the testators, women predominated (15 as against 6 men), aged between 48 and 104, with an average age of 83. Particularly significant were the bequests of two women who were very active in the cultural scene – one a director who worked for RAI and the other the founder of a theatre school – who, despite never having been members of FAI, chose to make a gesture of great trust in the Foundation's favour. Also noteworthy is the bequest of a **traveller and art lover**, who named FAI as her sole heir, bequeathing an important **19th-century building** in Lipari.

FAI has also received numerous **donations in memory** of loved ones, which will go towards restoration and conservation projects currently underway on the Foundation's Properties. Among these, the generosity of **Nicola Volpi** stands. He adopted two restoration projects, imagining, in an idealised narrative, a walk with his grandson through **beauty** and **time**, visiting places of extraordinary beauty such as **Villa del Balbianello** (CO) and the **garden of Villa Rezzola** (SP), in memory of his grandmother and aunt.

The use of new **digital communication** channels, such as **addressable TV**, **podcast spots**, **QR codes**, **digital emails** and **newsletters**, has helped to reach an increasingly wide audience and raise awareness of the issue of **bequests**. Thanks to these innovative tools, contacts from digital channels increased by **+198% compared to 2023**, reaching an audience of over **600,000 users** in 2024. The dedicated website, [www.faiunlascito.it](http://www.faiunlascito.it), saw a **100% increase in traffic**, with a total of **112,592 views** and **81,167 users reached**.

On the tenth anniversary of its creation, the campaign **Assicura un futuro all'Italia** (Insure a future for **Italy**) was relaunched, aimed at promoting **life insurance policies** in favour of FAI. The initiative complements the legacy campaign, expanding the possibilities for those who wish to leave a lasting mark by supporting the Foundation's mission even after they are gone.

In 2024, ten years after the first conference dedicated **to inheritance**, FAI continued its training activities for lawyers, notaries and other legal professionals through two events accredited by professional associations entitled *'The Constitutional Reform of Articles 9 and 41 of the Constitution. Legal and Institutional Implications'* and *'Support Administration Twenty Years On: Assessment and Prospects'*. The study days offered an in-depth look at high-profile legal and institutional issues, with contributions from lecturers from prestigious Italian universities. Both events were attended by a large audience of notaries and lawyers who, together with those who participated in previous conferences, have now reached a total of 2,500 professionals.

## The contribution of business

2024 proved to be a particularly positive year for FAI's **corporate fundraising**, with the involvement of **over 700 companies** contributing a total of **€10,335,628**, equal to **19%** of the Foundation's total income. This significant result has provided concrete support for the conservation, enhancement and care of Italy's cultural and landscape heritage, as well as FAI's commitment to environmental protection and the promotion of sustainability.



This milestone was made possible thanks to **the renewed support of around 70% of our corporate sponsors**, who confirmed their trust and commitment to the Foundation's mission for 2024. They were joined by **25 new businesses**, which chose to support FAI in the implementation of new projects.

During the year, **strategic institutional partnerships** were **renewed and consolidated**, extending the network of collaborations and expanding **co-marketing** opportunities. The **corporate partnership** took the form of concrete initiatives, which saw companies playing a leading role not only in **major national events**, such as FAI *Days*, but also in **restoration projects** and **communication activities**, contributing in a tangible way to the Foundation's cultural and environmental mission.

### **Partnerships, sponsorships and collaborations**

In 2024, the role of **partner companies** was confirmed as central to supporting the Foundation's activities and events, in particular FAI *Spring Days* and initiatives promoted in the Properties. Companies continue to be recognised as **strategic allies of FAI**, especially in operations that integrate marketing, social communication and a commitment to **cultural sustainability and environmental responsibility**.

During the year, a **new three-year institutional partnership** was launched and **contributions** to major national events were **strengthened**, thanks in part to **the renewed confidence of long-standing sponsors**. The **National Conference in Naples** benefited from the support of numerous local businesses, while new collaborations directly supported the **care and maintenance of the Properties**.

**Corporate volunteering** also attracted growing interest, with over 370 employees involved in **25 days** of practical maintenance work in FAI Properties' gardens. This experience allowed participants to experience first-hand their companies' commitment to **protecting cultural heritage**.

The **2024 Christmas Campaign** also confirmed its success, thanks to **the perennial renewal** of numerous supporting companies. A growing number of companies have chosen to **replace traditional gifts with charitable gifts**, contributing to FAI's mission and giving meaningful experiences to their stakeholders.

During the year, initiatives were also launched to **renew and digitise company benefits**, in line with the Foundation's new **strategic plan**, with the aim of improving their use by companies and enhancing the advantages offered. FAI is increasingly recognised as **a strategic partner** for the development of communication projects and initiatives related to **social and environmental responsibility**.

Finally, in order to measure the effectiveness of activities and improve future relations, a **customer satisfaction survey** was launched among partner companies with the aim of gathering feedback that will be useful for optimising collaborations.



### **Corporate Golden Donors**

The results of the **Corporate Golden Donor** membership programme of annual support, that allows companies to integrate their commitment to culture and the environment into their social responsibility strategies, were also extraordinary. In 2024, the programme reached a record **523 members**, with over **€1,653,000 collected**. This success confirms the growth trend of recent years and the growing commitment of business to FAI's mission.

The **retention rate of companies** was excellent, with **87.4%** of companies renewing their support in 2024. Many of these have been at FAI's side since the programme's inception in 2002, confirming their long-standing and unwavering commitment.

In addition to membership, numerous companies have allocated **significant extra contributions** totalling **€257,531** to **projects for the maintenance and cultural enhancement** of FAI Properties and **communication initiatives**. These contributions have had a significant impact on FAI's work, supporting the conservation and enhancement of Italy's cultural heritage.

Finally, FAI has begun **digitising this programme** with the aim of facilitating the management and sharing of benefits reserved for members and achieving the Foundation's environmental responsibility objectives.

### **The FAI 200**

The exclusive group of **The FAI 200** continues to be a fundamental resource for the **preservation and enhancement** of Italy's cultural heritage. Their story began in 1987, when a group of generous patrons, made up of individuals and companies, chose to participate in **the Recapitalisation Fund** to support the Foundation's mission, with a particular focus on **the restoration of its Properties**. Over the years, the members of this group have donated a total of more than **€19,447,138**. These funds have been instrumental in supporting some of the most important restoration projects, allowing extraordinary places to be reopened to the public and helping to preserve, enhance and tell their stories to the wider public.

In recognition of their commitment, the Foundation has reserved special opportunities and benefits for members of **The 200 FAI**, as well as an exclusive programme of cultural initiatives, which has evolved over time to respond to the changing needs and interests of the group. In 2024, for example, a special **closed-door** visit was organised to the exhibition *Piero della Francesca - Il polittico agostiniano riunito (Piero della Francesca - The Augustinian Polyptych Reunited)* at **the Poldi Pezzoli Museum in Milan**, a historic exhibition that brought together eight panels from five international museums for the first time. In addition, donors were kept up to date and involved in the inaugurations and institutional events of 2024.

### **International Fundraising**

Thanks to the commitment of a network of **passionate supporters living abroad**, the Foundation has continued to promote and enhance Italy's cultural heritage beyond its national borders. In fact, there are many **lovers of Italy** from all over the world who choose to visit our country and contribute generously to **the restoration, conservation and enhancement** activities carried out by FAI.



In 2024, the Foundation recorded particularly positive results, with significant donations from private individuals and foundations abroad, totalling **€820,854**. The year was marked by important achievements, both in financial terms, with support for the programme for increasing **accessibility in the Properties** and **the adoption of specific places**, and in terms of its physical assets, thanks to a **significant contribution** for the restoration of **Villa Rezzola in Lerici** (La Spezia). The Foundation is committed to raising awareness of its conservation work and raising funds for **restoration, conservation** and **enhancement**, so as to consolidate international support for its projects.

FAI is supported by three main groups of **international supporters**, who continue to be a fundamental resource for achieving the objectives of protecting and enhancing Italy's cultural heritage:

- **Friends of FAI (USA)** has achieved excellent results, involving foundations in support of **the Giardino della Kolymbethra** (Agrigento) and the **Velarca** (Como). The annual trip to Italy, with **Trieste and Venice** as destinations, was a success in terms of participation and fundraising;
- **FAI UK** has continued to develop partnerships with international organisations, raising awareness of FAI and its properties globally;
- **FAI SWISS** organised numerous events, including visits to **Villa Della Porta Bozzolo** (Varese), exhibitions in Switzerland and activities related to the **Apprendisti Ciceroni (apprentice tour guides)** project, which also involved several schools in the Canton of Ticino. Its delegation, known as **Délégation FAI Suisse Romande**, also raised funds for the **Giardino della Kolymbethra** (Agrigento) through a programme of cultural activities, which will be used for the restoration and enhancement of the site.



### **Impact of fundraising activities**

In 2024, fundraising from **companies and individuals** contributed significantly to promoting **environmental sustainability, social inclusion** and **economic development**, with a tangible impact on the enhancement of Italy's cultural and landscape heritage. The funds raised made it possible to support numerous projects in FAI Properties, promoting nature conservation and educational and accessibility initiatives, as well as looking after and restoring the landscape, thereby benefiting the areas in which the properties are located. The active participation of donors has been fundamental: their direct involvement has made them part of FAI's mission, strengthening the link between communities, businesses and cultural heritage. With this in mind, fundraising has established itself not only as an economic lever, but also as a tool for awareness-raising, education and active citizenship. The approach adopted in 2024 has placed particular emphasis on **reducing the environmental impact of fundraising activities**, with concrete actions such as **reducing paper communications** in favour of digital tools, adopting more responsible criteria for printed materials (FSC-certified paper), the design of a **digital welcome pack for companies** (to be released in 2025) and the offer of **itineraries with more eco-sustainable materials** to promote awareness of the environmental heritage. In terms of governance, to protect the **transparency** and **reputation of the Foundation**, the implementation of ***the Know Your Counterpart Policy*** continued. This is a due diligence procedure to identify and assess the identity, reliability and reputation of individuals with whom collaborative relationships or partnerships are established. To improve the effectiveness of the various projects and maximise their positive impact, systematic **reporting to donors** on the use of funds raised has been implemented. The Foundation also put into effect practices to measure the impact of individual projects so as to optimise **the use of resources** and future strategies. The **positive feedback** received, as evidenced by high participation in events, good rates of opening digital communications and growing interest in the Foundation's activities, confirms the soundness of this approach. Finally, in order to listen to and engage its target communities more effectively, in 2024 the Foundation launched two **donor satisfaction** surveys, aimed respectively at corporate supporters and private donors, with the aim of improving the relationship and refining what is on offer having regard to what respondents said they would like.

## **The contribution of public bodies, banking foundations and associations**

In 2024, FAI confirmed its role as an active and proactive partner, receiving support from an established network of **public bodies, banking foundations, private foundations** and **associations**. These contributions accounted for **9%** of total funding, or a total of **€4,552,224**, contributing significantly to the carrying out of the Foundation's activities.

In particular, **public contributions** from local authorities, regions, ministries and the European Union amounted to **€2,497,959**, which was used to support cultural and educational projects, as well as **restoration and enhancement of the historical and artistic heritage**. Among these,



the support of **the Ministry of Culture - Directorate-General for Education, Research and Cultural Institutes (MiC)** stands out; it allocated to FAI:

- **€370,915.46** (MiC chapter 2570) for the organisation of the 28th National Conference of FAI Delegates and Volunteers, the organisation of meetings on cultural and environmental issues and the production of published and digital communications;
- **€160,000.00** (MiC chapter 2571) to finance the cultural enhancement activities provided for by the inclusion of FAI **in the 2024–2026 Three-Year Table of Cultural Institutions.**

At the same time, **foundations and associations** contributed a total of **€2,342,923**. A significant portion of these resources came from banking foundations, which have always been sensitive to supporting cultural and educational initiatives such as *FAI Days*. Among these, the contribution of the Cariplo Foundation remains significant, with €150,000 allocated to promoting new ways of narrating FAI Properties, with a particular focus on their social function. **Associations** also played an active role: among these, **the Associazione Amici del FAI** stood out for its support for **the restoration and enhancement of Palazzo Moroni in Bergamo.**

**FAI Days** in 2024 also benefited from the contribution of numerous **public bodies**, including the regions of Lombardy, Piedmont and Tuscany and the autonomous provinces of Bolzano and Trento.

At **European level**, FAI received a grant from **the European Climate Foundation** to support **awareness-raising and communication** initiatives **on climate change**, with the aim of raising public awareness on a national and international scale. Also in 2024, the Foundation benefited from a contribution under the **Interreg Alcotra** programme for the implementation of cross-border projects of **cultural enhancement and promotion**, including those involving the **Castello della Manta (Cuneo)**.

Among the contributions allocated to restoration and enhancement projects, we would like to highlight the funding from **the Calabria Region**, amounting to **€1,603,250.45**, as part of the **2021-2027 FSC Programme**, for the **functional redevelopment of the Casino Mollo** (Spezzano della Sila, Cosenza).

During the year, FAI further **strengthened its institutional relations** at all levels. At national level, it continued its collaboration with the **Ministry of Culture** for the promotion and enhancement of Italy's cultural and landscape heritage, and with the **Ministry of Education and Merit**, with which it carries out educational initiatives in schools to raise awareness among the younger generation of the importance of protecting and discovering heritage.

At European level, dialogue with the **European Commission** was consolidated, in particular through its **Representation in Italy**, with the aim of strengthening the European identity of our cultural heritage and promoting FAI's active participation in EU cultural policies.



### **Contributions received and value generated: focus on the environment and inclusion**

In 2024, the progress made in contributions received and institutional relations has made it possible to implement projects that are increasingly aligned with the principles of environmental and social sustainability. Public and private funding bodies have shown growing interest in initiatives capable of generating shared value for the local areas and communities involved.

**On the environmental front**, support has been strengthened for projects with educational aims linked to the protection of natural heritage and raising awareness of environmental issues. The ways of working adopted have prioritised ecological responsibility criteria: less use of paper, greater use of digital tools for document and organisational management, and a reduction in travel in favour of remote meetings, with a lower overall environmental impact.

**From a social perspective**, the contributions have favoured inclusive proposals, particularly those aimed at people with cognitive and sensory disabilities. Numerous projects have promoted social cohesion and activated collaborations with local actors. A significant example is the training course for young professionals organised in the Como area, in collaboration with the local Chamber of Commerce, which combined cultural, educational and employment dimensions.

Finally, there is growing demand from funding bodies for **tools to assess social impact**. The projects supported in 2024 stood out for their integration of **metrics and indicators** capable of transparently measuring the value generated in terms of participation, inclusion and territorial development.



## List of donors in 2024

### *Testators*

The Foundation is particularly grateful to those who chose to remember FAI in their wills in 2024, making a gesture of extraordinary generosity and trust in the future of Italy's cultural and landscape heritage.

- Donata Allegranza
- Lucia Ariani
- Fernanda Balzaretti
- Carlo Beccalli
- Chiara Botoni
- Pierfrancesca Bruschi
- Emilia Coccolo
- Franca Del Bianco
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- Giorgio Scanferla
- Urania Albergo

### *The FAI 200*

*The FAI 200* are a select group of individuals and legal entities who are sensitive to cultural values and interested in preserving Italy's historical, artistic and landscape heritage. Since 1987, they have been contributing to FAI's Recapitalisation Fund and supporting important restoration initiatives and projects involving the Properties looked after by the Foundation. Special thanks go to those who renewed their contribution to FAI in 2024.

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- Gianna Zegna Borsetti
- Andrea Zegna Di Monterubello and Martin Flaig
- Giovanni Zingarini

### **Companies, foundations and other donors**

FAI would like to thank all those who made a significant donation to the Foundation in 2024 to support its work in protecting, restoring, conserving, promoting and managing Italy's historical, artistic and natural heritage.

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- Stella Volpi, Mariù and Cesare Volpi
- Walden Lab
- Giorgio Zaffaroni
- Andrea Zegna of Monterubello and Martin Flaig

and all those who wish to remain anonymous.

### ***Corporate Golden Donor***

The *Corporate Golden Donor* programme is a **tool for social responsibility** and, at the same time, a network of companies that have decided to commit themselves to a better cared for, more valued and more loved Italy. Participating in the programme and qualifying as a FAI supporter is a **concrete gesture** in favour of our country's extraordinary heritage of history, art and nature - as a factor in individual well-being, social cohesion and economic development - which **enhances the image of the company and offers exclusive opportunities and specific returns.**

Thanks to the companies that supported the Foundation in 2024 by signing up to the *Corporate Golden Donor* membership programme.

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- You Know!
- YS Your Sales
- Zobebe Holding



## FINANCIAL STATEMENT

During 2024, FAI confirmed **its economic solidity**, raising a total of **€52,802,792**, divided between **sources of funding** and specific **destinations**. The composition of **revenues** shows a prevalence of contributions from private individuals (68%), followed by companies (19%), public bodies (5%) and foundations and associations (4%). In addition, **extraordinary financial management** contributed **€2,015,244**, equal to 4% of total revenues.

The **funds** were allocated according to a strategy geared towards long-term effectiveness and sustainability. The largest share was allocated **to the management and enhancement of FAI Properties** (39.1%), while a significant portion supported **projects for education, cultural promotion and safeguarding local areas** (7.1%). In accordance with the principle of prudence and a policy of planning over a number of years, a substantial portion of the restricted funds raised (**€7,245,087**) was **set aside for future financial years** to cover commitments to be defined or already defined.

In addition to this, there was expenditure on services of a commercial nature, which in 2024 reached a total value of **€13,389,143**, divided into different categories:

- **Investments in Places Close to Our Hearts:** €262,629
- **Donations to organisations and membership fees:** €122,905
- **Promotional services:** €3,142,173
- **Professional consultancy:** €3,458,994
- **Maintenance services:** €1,838,122
- **Other services** (including cooperatives, security, cleaning, security guards, storage, removals): €4,564,321

The year ended with a **positive financial result** of **€8,697,562**, thanks to careful and efficient management of available resources. This result will **be fully reused in subsequent financial years** to support the Foundation's activities, strengthening FAI's ability to plan its initiatives with continuity and responsibility.

## Balance Sheet and Income and Expenditure Account 2024

The **2024 Income Statement** confirms FAI's ongoing commitment to ensuring **sound, balanced and transparent** financial management, supported by effective diversification of funding sources.

2024 STATEMENT RECLASSIFIED BY SOURCES AND ALLOCATIONS			
Sources of funding	Operating activities	Restricted Funds	Total
Private	31,203,204	4,676,493	<b>35,879,697</b>
Companies	9,673,300	682,328	<b>10,355,628</b>
Public bodies	804,025	1,693,934	<b>2,497,959</b>
Foundations and associations	1,247,260	807,006	<b>2,054,265</b>
Financial/Extraordinary Management	2,015,244	-	<b>2,015,244</b>



<b>Total funds raised</b>	<b>44,943,032</b>	<b>7,859,760</b>	<b>52,802,792</b>
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**Private individuals** remain the main economic driver of the Foundation, with a total contribution of **€35,879,697**, followed by **companies**, which supported activities with **€10,355,628**, and **public bodies**, whose contribution reached **€2,497,959**. Overall, **total revenue** for the year reached **€52,802,792**, allocated primarily to **management of the Properties** and **restoration and enhancement work**, in line with FAI's institutional objectives.

A further significant amount, **€3,732,601**, was used for **cultural promotion, education and monitoring**, while **investments in fundraising and communication**, considered strategic for sustaining the Foundation's impact and operational capacity in the long term, continued with determination.

## 2024 accounts reclassified by activity

In 2024, **77.5% of total resources** were allocated to **institutional activities**, with a priority focus on **FAI Properties**, both those owned and those under concession. In particular, **€20,653,361** was spent on **the ordinary management of the Properties**, while **conservation and restoration works** received total funding of **€10,071,709**, distributed between the current and previous financial years. In addition, **€262,629** was allocated to interventions on **the 'Luoghi del Cuore' (Places of the Heart)**, confirming FAI's commitment to the enhancement of Italy's cultural heritage across a broad front. Alongside direct work on the Properties, the Foundation continued to invest **in the promotion of culture and education**, including through **digitisation and communication** projects aimed at strengthening public involvement and accessibility to cultural content. A significant portion of the resources, amounting to **€4,216,576**, was also allocated to **general services**, which are essential for the proper and efficient performance of the Foundation's activities and the maintenance of a solid organisational structure.

Finally, part of **the restoration and enhancement work** was financed through the use of **restricted funds** collected in previous financial years. At the end of 2024, the **balance of funds set aside** and allocated to subsequent years amounted to **€7,245,087**, thus ensuring the financial sustainability of current and future projects.



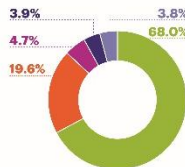
## 2024 STATEMENT RECLASSIFIED BY ACTIVITY (in Euro)

FUNDING SOURCES	Operating activities	Restricted funds	Total
Individuals	31,203,204	4,676,493	35,879,697
Companies	9,673,300	682,328	10,355,628
Public Institutions	804,025	1,693,934	2,497,959
Foundations and Associations	1,247,260	807,006	2,054,265
Financial and extraordinary management	2,015,244	0	2,015,244
<b>TOTAL FUNDS RAISED</b>	<b>44,943,032</b>	<b>7,859,760</b>	<b>52,802,792</b>

ALLOCATED FUNDS	Operating activities	Investments in conservation and restoration Coverage of current year	Investments in conservation and restoration Coverage of previous year	Total
Maintenance of FAI Properties and concessions		(614,673)	(9,457,036)	(10,071,709)
Italian places I love interventions			(262,629)	(262,629)
Property management	(20,893,205)			(20,893,205)
Cultural promotion, education and monitoring	(3,732,601)			(3,732,601)
Fundraising, communication and digitization	(7,861,975)			(7,861,975)
General Services	(4,216,576)			(4,216,576)
<b>TOTAL ALLOCATION OF FUNDS</b>	<b>(36,704,357)</b>	<b>(614,673)</b>	<b>(9,719,665)</b>	<b>(47,038,695)</b>
Provision by decision of BoD	(6,500,000)			(6,500,000)
Restricted fund raised during the year and allocated to subsequent years		(7,245,087)		(7,245,087)
Uses of restricted funds raised in previous years			8,001,792	8,001,792
Uses of previous year's profit			1,717,873	1,717,873
Profit for 2024 allocated to subsequent years	(1,738,675)			(1,738,675)
<b>TOTAL BALANCE</b>	<b>(44,943,032)</b>	<b>(7,859,760)</b>	<b>0</b>	<b>(52,802,792)</b>

### FUNDING SOURCES

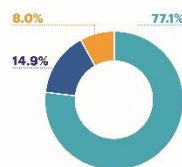
IN THOUSANDS OF EURO



From Individuals	€ 35,880	68.0%
From Companies	€ 10,356	19.6%
From Public Institutions	€ 2,498	4.7%
From Foundations and Associations	€ 2,054	3.9%
From Financial and Extraordinary items	€ 2,015	3.8%
<b>TOTAL</b>	<b>€ 52,803</b>	<b>100%</b>

### FUNDS ALLOCATION

IN THOUSANDS OF EURO



Institutional activity*	€ 40,724	77.1%
Cultural promotion, education and monitoring	€ 7,862	14.9%
General Services	€ 4,217	8.0%
<b>TOTAL</b>	<b>€ 52,803</b>	<b>100%</b>

### \*detail of institutional activity



Property management	€ 20,893	39.5%
Funds earmarked for restoration of Properties, concessions and extraordinary maintenance	€ 15,836	30.0%
Cultural promotion, education and monitoring	€ 3,733	7.1%
Italian places I love interventions	€ 263	0.5%
<b>TOTAL</b>	<b>€ 40,724</b>	<b>77.1%</b>



## COMMUNICATION

Communication is a strategic activity for FAI, as it contributes decisively to building and strengthening its visibility, image and reputation. As a non-profit foundation working for the common good and relying exclusively on the support of individuals, companies and institutions, FAI considers communication an **essential tool for generating and maintaining trust**. Clear, consistent and accessible communication makes the organisation's mission, values, activities, results and impact visible and credible, as does the responsible use of resources: these are fundamental elements for motivating the support of all stakeholders. Transparency is not only a principle of good governance, but also a key lever for ensuring the credibility and sustainability of FAI's actions over time. Engaging the community through effective communication means fostering a sense of belonging, participation, shared responsibility and a willingness to donate.

FAI adopts a structured approach to crisis communication management, with preventive activities and internal protocols on how to react. **Transparency** is a guiding principle: all relevant information is shared in an accessible and verifiable manner through official channels. The annual **communication plan** is developed in line with the organisation's strategic objectives and integrated with its main institutional and fundraising activities.

FAI's **communication strategy** is **multi-channel and integrated**, and is tailored to specific targets (members, donors, staff, volunteers, companies, the general public and young people) through both online and offline tools. Alongside these, the Foundation also addresses a variety of **stakeholders who are fundamental** to its mission and its cultural and social impact — the media, local and national institutions, schools and universities, local communities and stakeholders — with whom it promotes constant dialogue and a relationship based on shared values and objectives.

Over the years, FAI has gradually evolved its messages and tone of voice to respond to **the growing complexity of the content it communicates**, which ranges from fundraising to promoting the local areas and the FAI Properties, and, above all, to education and awareness-raising about the value of Italy's cultural heritage. This plurality of objectives requires different linguistic registers, aimed at multiple audiences: from the general public to institutions, from the press to the academic world.

While adapting to different targets and a changing context, FAI is committed to maintaining over time a communication style which is recognisable, consistent with its identity and the values that inspire it, as a guarantee of authenticity, credibility and continuity.

FAI regularly monitors the level of awareness of its work and how it is perceived through **external surveys**, which provide a useful benchmark for assessing the effectiveness of communication. Over time, the results have shown **growing awareness and good brand recognition**. Internally, analysis is ongoing and based on indicators both quantitative (media coverage, digital channel performance, engagement, event participation, campaign participation) and qualitative (tone of press coverage, social media sentiment, brand perception), compared with historical data and trends observed over time.



Communication is entrusted to a dedicated group within FAI's organisational structure, which has approximately 30 people working in institutional communication, internal communication, media relations, digital, marketing, events, content production and graphic design. Responsibilities are distributed to those with the relevant skills but in close collaboration, under the coordination of the Communications Department and with the involvement of the Presidency and the General Management in strategic decisions. The Department invests in **continuous staff training** and **technological upgrading of digital tools** in order to respond promptly to the evolution of the media and of public expectations.

In 2024, FAI's communication strategy was reflected in a broad and well structured media presence, the result of hard work on relations with the press and coverage in traditional and digital media. **Eighteen press conferences** and **meetings open to the media** were organised **at national level**, accompanied by **84 local press conferences** during FAI *Spring Days* and **57** during FAI *Autumn Days*, organised by the national Network.

A total of **27,987 articles** were published, including 9,104 in print and 18,882 in online publications. **Radio and television** coverage **exceeded 109 hours in total**, with a total of **2,354 appearances** (+6% compared to 2023), confirming FAI's growing **authority** on the national scene. In particular, communication dedicated to **the Foundation's Properties** and main **institutional campaigns** achieved significant coverage of approximately 32 hours.

FAI *Spring Days* / **RAI-FAI Week for Cultural Heritage** totalled **551 appearances** with a total coverage on air of **17 hours and 43 minutes**.

**FAI October** and **FAI Autumn Days** campaign recorded **735 appearances**, amounting to coverage on air of **37 hours and 4 minutes**.

**Rai** has reconfirmed its **Main Media Partnership** with the Foundation for all major national campaigns: *FAI Spring Days*, *FAI Autumn Days*, *Days for Schools*, *Places of the Heart* and *FAI Summer Evenings*. This collaboration has been joined by other broadcasters and formats, including: Rai5 Visioni, La7 Like, Rai Vaticano, Rai Italia Papparazzi, Lo Stato dell'Arte (Cusano TV), Rai Radio, Rai Isoradio – Le Casellanti, Rai Radio 3 Classica, and Radio Kiss Kiss.

**Numerous testimonials** have been mobilised in support of the campaigns, promoting FAI's mission through statements, interviews and television appearances. These include:

- Alessio Boni
- Cristiana Capotondi
- Milly Carlucci
- Marco Carrara
- Francesca Cavallin
- Licia Colò
- Beppe Convertini
- Massimo Dapporto
- Enzo De Caro



- Maurizio De Giovanni
- Maria Latella
- Teresa Mannino
- Sabrina Paravicini
- Benedetta Rinaldi
- Paola Saluzzi
- Saturnino
- Filippo Scicchitano
- Giovanni Scifoni
- Pino Strabioli
- Sebastiano Somma
- Mario Tozzi
- Pamela Villoresi

During 2024, the institutional website [www.fondoambiente.it](http://www.fondoambiente.it) significantly increased its traffic volume, achieving a total of **13 million individual users** (+18% vs 2023) and **22 million sessions**, with an increase of **+18%** compared to 2023 for both indicators. There were **57 million page views**, an increase of **+30%**, and **76%** of traffic was generated by **mobile devices**, confirming the growing use of mobile devices. In terms of quality, the **average number of pages viewed per session** was **4.6**, the **average time spent on the site** was **1 minute and 31 seconds**, and **84% of visits were made by new users**. These figures confirm the site's ability to attract and engage an increasingly wide and diverse audience, in line with the Foundation's digital strategy.

FAI's publishing activity continued to strengthen digital communication through the publication of **311 articles** on its website, an increase of **11% compared to 2023**. These articles generated a total of **922,365 page views**, also marking an **11%** increase.

The direct communication strategy included the regular sending of **two national fortnightly newsletters** and **two thematic newsletters** dedicated to **FAI Days**, reaching a total audience of **700,000 users** and recording an **average open rate of 49%**. These were accompanied by **seven other newsletters** aimed at specific targets, **two of which were introduced in 2024 and** distributed at different intervals depending on the target audience.

In terms of internal communication, the Foundation maintained two dedicated channels: **a monthly newsletter for staff** and **a quarterly newsletter for volunteers**, aimed at ensuring timely and consistent information on the Foundation's activities.

FAI **Newsletter**, a quarterly house organ, was distributed in **print or digital** format to **over 300,000 subscribers**, according to their preferred method of receipt.

**Social media channels** also proved to be fundamental tools for dialogue with the public. At the end of 2024, the FAI community reached **1,825,007 followers on Facebook** (-0.16% vs 2023), **1,000,323 on Instagram** (+13% vs 2023), **81,693 on the national X profile, formerly Twitter** (-2% vs 2023), **74,834 on the national LinkedIn page** (+9% vs 2023), **8,833 on the national YouTube channel** (+8% vs 2023) and **5,995 on the TikTok profile** (+303%



vs 2023). Overall, the **912 original pieces of content** published during the year reached **over 26.5 million users**, generating **639,408 interactions**, confirming the Foundation's growing ability to engage and retain its audience through consistent, accessible and multi-channel content.

*"I encountered FAI when I was a young art history student at the University of Padua. I believe it was 1998, and I was asked to act as a young Cicerone for a small church in my town, Bassano del Grappa. I mention this episode because, for more than 20 years, FAI has meant sensitivity, commitment and care for our immense artistic and landscape heritage. It means awareness and pride in its value. But above all, it means participation, which is the most beautiful, sincere and powerful way to be a united, civilised country, in the spirit of our history, beauty and culture."*

**Francesca Cavallin**, actress and television presenter



## 5. ADDITIONAL INFORMATION



# REGULATORY COMPLIANCE, ACCOUNTABILITY AND TRANSPARENCY

## Safety in the workplace

FAI is strongly committed to ensuring compliance with the provisions of **the Consolidated Law on Health and Safety at Work (Legislative Decree No. 81 of 9 April 2008)**, ensuring a **health and safety management system** that covers all its premises, from the historic Properties to regional offices, to the central offices in Milan (**La Cavallerizza**) and Rome.

During 2024, the **Prevention and Protection Service** carried out regular inspections and periodic checks, both in the workplace and during National Events, updating the **Risk Assessment Document (DVR)** and drawing up detailed reports with **the improvements** to be implemented.

The safety management system adopted by FAI takes into account **the variety of tasks** performed by its staff, which includes professionals with different roles depending on the nature of their activities and the context in which they are working: from **administrative and management employees**, classified as video terminal operators, to **reception staff** and **tourist guides**, to **grounds maintenance workers, general maintenance workers** and **cleaning staff**. For each of these roles, specific risks and preventive measures are assessed and tailored to daily activities and the working environment. In 2024, **only one accident** was recorded, which occurred at a Property and was classified as **an accident while travelling**, requiring no further investigation or corrective action.

In addition, **fire safety** documentation was updated, with careful monitoring of the progress of fire prevention measures, both those in progress and those due to expire. As usual, the annual meeting required by Article 35 of Legislative Decree No. 81 of 9 April 2008 was convened, during which the **training situation of the staff** was analysed, leading to the provision of the necessary training where required, and to **medical examinations** being carried out by the **competent doctor**. These activities reflect the Foundation's ongoing commitment to maintaining high standards of safety at work, protecting the health of its personnel and complying with current regulations.

## Organisational Model 231

With a resolution of **the Board of Directors** on 11 November 2015, FAI – Fondo per l'Ambiente Italiano ETS adopted its own **Organisation, Management and Control Model** pursuant to Legislative Decree no. 231/2001, accompanied by **the Code of Ethics**, both available on the Foundation's official website <https://fondoambiente.it/il-fai/codice-etico/>. This model is an essential tool for ensuring transparency and preventing offences within the Foundation's activities, defining the responsibilities and conduct to be adopted to ensure compliance with sector regulations.

Since its initial adoption, the **Organisation, Management and Control Model (Modello 231)** has been updated periodically to respond to regulatory and organisational changes. In particular, it was revised in 2019 (by resolution of the Board of Directors on 27 November 2019) to incorporate the changes introduced by Law no. 179/2017 on transparency and reporting, and in 2022 (by resolution of the Board of Directors on 21 April 2022) to take account of organisational and regulatory



changes. The most recent update dates back to 2023 (Board of Directors' resolution of 17 May 2023), following regulatory changes introduced by Legislative Decree No. 184/2021 on **fraud and counterfeiting of means of payment**, Law No. 22/2022 on crimes against cultural heritage and Legislative Decree No. 24/2023 on *whistleblowing*. In addition, the update was accompanied by a *risk assessment*, conducted with the support of an external consulting firm, to identify and mitigate the risks of crime in the Foundation's activities.

The Foundation's **Code of Ethics** was also updated in 2023 (Board of Directors' meeting of 21 November 2023), with the introduction of three main changes:

- a **clarification** regarding gifts and favours given to staff, with explicit reference to **bequests** that could compromise, even if only potentially, the prestige and image of the Foundation;
- an update on **reporting channels**, specifying how to report violations of the Code of Ethics and/or internal rules;
- some **formal changes** to make the document even clearer and more functional.

In response to the extension of **Model 231** to new types of offences, **the Supervisory Body**, which initially had a single-member structure, was transformed into a **collegiate** body (Board of Directors' meeting of 21 April 2022) in order to ensure broader and more shared control. Currently, the Supervisory Body is composed of **Luca Cavagnaro** (Chairman), **Giovanni Rossi** and **Emanuele Bisco**.

In implementing **Model 231**, the Foundation has adopted specific **control protocols** to monitor and prevent the risks of offences that may arise in its daily activities. These protocols have been identified on the basis of the areas of greatest risk, such as the management of funds, donations and contributions. To ensure maximum dissemination and awareness, FAI **communicates both internally and externally** the adoption of the Code of Ethics and Model 231, requiring employees, suppliers, consultants and collaborators to formally adhere to these instruments by signing specific documents at the time of engagement.

In addition to the Code of Ethics and Model 231, the Foundation has adopted a comprehensive **set of internal procedures** covering personnel management, data transmission to public authorities, expenditure regulations, management of public funds, supplier selection and management of public disbursements. Furthermore, operating protocols have been defined for public tender procedures, works and purchases relating to cultural heritage assets.

In July 2024, FAI activated a **dedicated channel** to facilitate the submission of reports by individuals inside and outside the Foundation, accessible via the portal <https://fondoambiente.segnalazioni.net/>. Reports may concern **violations of the Organisation, Management and Control Model**, the **Code of Ethics**, or other conduct not covered by Legislative Decree No. 231/2001.

Individuals may request further information on the policies and practices of the organisation and raise concerns about the Foundation's conduct through the **reporting channel**.



Reports relating to cases relevant under Italian Legislative Decree no. 231/2001 are handled **by** the Foundation's **Supervisory Body**, while those that do not fall within this scope are assessed by **the General Manager**, who involves, where necessary, the persons responsible for the operations in question and external consultants. The system also provides for the preparation of a **report on the management of reporting**, as a useful tool for monitoring the effectiveness of the complaint process. To date, no complaints have been made, nor has it been necessary to activate measures for the management of **negative impacts**.

The Foundation has also established a **continuous training** plan to ensure that all employees and collaborators are adequately informed about the principles and provisions of **Model 231**, the **Code of Ethics** and the control protocols adopted.

### Anti-corruption risks and procedures

FAI has implemented anti-corruption policies and procedures to prevent and manage risks related to unlawful conduct within the organisation. During the reporting period, **there were no incidents of corruption** nor were any **transactions assessed** to determine the risks related to corruption. Furthermore, no cases led to **dismissals, disciplinary measures or the termination of contracts** with business partners.

**Anti-corruption policies** have been communicated to all members of the Board of Directors, executives, managers, office staff and self-employed staff, with 100% coverage across all categories. This ensures that every member of the organisation is fully aware of the regulations and procedures relating to corruption.

Total number and percentage of members of the governing body who have been informed of the organisation's anti-corruption policies and procedures, broken down by region	u.m.	2023-2024	2022-2023
Members of the Board of Directors who have been informed of the anti-corruption policies and procedures	No	22	22
<b>Total members of the board of directors</b>		<b>22</b>	<b>22</b>
<b>Percentage</b>	<b>%</b>	<b>100</b>	<b>100</b>

Total number and percentage of employees who have been informed of anti-corruption policies and procedures, broken down by employee category and region,	u.m.	2023-2024	2022-2023
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Executives who have been informed of anti-corruption policies and procedures	<i>No</i>	8	8
<b>Total number of executives</b>	<b><i>No</i></b>	<b>8</b>	<b>8</b>
<b>Percentage</b>	<b>%</b>	<b>100%</b>	<b>100%</b>
Managers who have been informed of anti-corruption policies and procedures	<i>No</i>	39	37
<b>Total managers</b>	<b><i>No</i></b>	<b>39</b>	<b>37</b>
<b>Percentage</b>	<b>%</b>	<b>100%</b>	<b>100%</b>
General staff who have been informed of anti-corruption policies and procedures	<i>No</i>	265	263
<b>Total general staff</b>	<b><i>No</i></b>	<b>265</b>	<b>263</b>
<b>Percentage</b>	<b>%</b>	<b>100%</b>	<b>100%</b>
Self-employed staff who have been informed of anti-corruption policies and procedures	<i>No</i>	48	43
<b>Total self-employed</b>	<b><i>No</i></b>	<b>48</b>	<b>43</b>
<b>Percentage</b>	<b>%</b>	<b>100%</b>	<b>100%</b>

In addition, FAI has included clauses in its contracts with counterparties to ensure compliance with **Legislative Decree 231/2001**. The anti-corruption policies and procedures described in **the Code of Ethics** and in **the Organisation, Management and Control Model** are therefore accessible to all partners and form an integral part of the Foundation's contractual relationships.

Finally, FAI provides **ongoing training** for all levels of the organisation to ensure that anti-corruption policies are understood, applied correctly and maintained in a consistent and transparent manner throughout the organisation and in relations with counterparties.

### Sanctions or reports of non-compliance with laws/regulations

During the reporting period, **no cases of non-compliance with laws and regulations were identified**, nor were any financial penalties imposed by the Legal Department.

Penalties or reports of non-compliance with laws/regulations	<i>n/a</i>	2024
Complaints relating to the violation of user privacy	n	-



Monetary value of penalties relating to violations of user privacy	€	-
Violations for non-compliance with laws or regulations concerning the supply of products or services	n	-
Monetary value of penalties for non-compliance with laws or regulations concerning the supply of products or services	€	-
Litigation/disputes in progress that are relevant for social reporting purposes	n	-

### Internal Management Control and Risk Management System (SCIGR)

In 2019, with the support of an external consultancy, the **Foundation** launched a project to **review** its **Internal Control and Risk Management System (SCIGR)**. The aim of this activity was to identify areas for improvement that could strengthen the actions taken by the Foundation and increase overall operational effectiveness and efficiency.

Following this review, the Foundation embarked on a process of **improvement and implementation** of its SCIGR to strengthen risk management and improve internal procedures. This process led to the adoption of new specific procedures, including:

- **Know Your Counterpart**, which defines the methodology and persons responsible for the assessment of FAI counterparties, according to internally established criteria. The aim of this assessment is to prevent reputational risks and compliance problems, with particular attention to the receipt of donations, contributions and funds from private individuals, both natural and legal persons. This measure is essential to ensure that all resources received are in line with the Foundation's ethical and legal standards.
- **Insurance management**, which establishes the methodology and persons responsible for managing the insurance process, both for **real estate** (both **unavailable for sale/rent** and **income-generating**) and for the Foundation's **moveable assets**. This procedure aims to ensure the efficient and secure management of the Foundation's material resources, adequately protecting its assets.

Furthermore, as part of the process of improving the SCIGR, in 2022 the Foundation adopted the **Corporate Governance Framework**. This framework establishes a set of **principles** and **rules** that must be applied to **FAI ETS**, with the aim of increasing the **clarity, efficiency** and **effectiveness** of the activities of the **governing organs** and the **structures** involved in the governance of the Foundation. The adoption of this framework is an important step towards further improving transparency and accountability within the organisation.

### Process for acquiring real estate and moveable property

The Foundation has formalised a specific procedure to regulate **the authorisation process** and the **preliminary documents** required for the acquisition of **real estate** and **moveable property** intended for the Foundation's **restricted** assets. These assets are considered inalienable and cannot be sold, as they are part of the historical and cultural heritage protected by the Foundation.



Prior to acquisition, a **preliminary assessment** is carried out to determine the **strategic importance** and **potential** of the acquisition, ensuring that the asset meets the Foundation's objectives. Following this assessment, a **technical dossier** is drawn up by an **internal technical committee**. The dossier, which contains all the necessary information, is then submitted to **the decision-making bodies**, in accordance with the applicable system of decision-making authority and in compliance with the established procedure. Each acquisition proposal is analysed in depth, taking into account the following aspects:

- **Historical, cultural and landscape:** the significance of the property from a historical, cultural and landscape point of view, as well as its value as an integral part of Italy's heritage;
- **Architectural:** analysis of the architectural characteristics of the property, in line with the Foundation's mission to preserve and enhance important properties;
- **Economic:** the economic sustainability of the acquisition, including the financial impact and assessment of long-term costs;
- **Legal-fiscal:** compliance with applicable legal and fiscal regulations, including any restrictions and obligations arising from the nature of the property.

This process ensures that every acquisition is carried out transparently, with a thorough assessment that respects the principles of **good management** and long-term **sustainability**.

### Protection and security of personal data

Over the years, FAI has implemented internal processes and security measures for the processing of personal data that are fully compliant, both formally and substantively, with the provisions of **EU Regulation 2016/679** (GDPR).

The Foundation's compliance with European regulations and internal policies on personal data protection is supervised by an external **Data Protection Officer**, who, thanks to their expertise, ensures that the principles established by European legislation are respected.

FAI has consolidated its personal data management system, adopting **privacy by design** measures to ensure adequate protection of the data of all data subjects who come into contact with the Foundation. These measures have been designed to ensure the security and confidentiality of the information processed, preventing risks of breach and protecting the rights of the individuals involved.

Furthermore, as **Data Controller**, the Foundation has not recorded any **disputes** relating to the processing of personal data nor has it received any requests for information or communications from the competent authorities, confirming the soundness of its data protection practices.

### Advertising and reporting

In compliance with the obligations to disclose information on public contributions (**Law No. 124 of 4 August 2017**), by **30 June** of each year, FAI publishes on its website <https://fondoambiente.it/amministrazione-trasparente> a list of public bodies and companies **controlled or owned** directly or indirectly by **public bodies** that have provided contributions in the previous year and reports the contributions received during the year in **the Notes to the**



## Financial Statements.

Furthermore, in compliance with **the Prime Ministerial Decree of 23 July 2020, Article 16**, in 2024, FAI published on its website the **report on the 5x1000 contributions** for the financial year 2022 – the 5x1000 for Culture payment received on 7 August 2023 and the 5x1000 for Third Sector Entities payment received on 18 October 2023 – with the accompanying explanatory report detailing the activities carried out with the sums received.

The 'transparency/transparent administration' page of the Foundation's website also includes a section entitled '**notices and tenders**' dedicated to notices relating to public procedures for the selection of contractors and the management of **public contracts**.

## METHODOLOGICAL NOTE

**This document constitutes the 2024 Social Report of FAI - FONDO PER L'AMBIENTE ITALIANO ETS** and has been prepared on a voluntary basis with the aim of sharing with all internal and external stakeholders the path taken by the Foundation in the field of sustainability. The objective is to highlight the identity of FAI and promote its ESG objectives through clear, structured and accessible communication.

The information included in this 2024 Social Report refers to **FAI - FONDO PER L'AMBIENTE ITALIANO ETS**, whose registered office is located at **Via Carlo Foldi, 2 - 20135 Milan**, and covers **the period from 1 January 2024 to 31 December 2024**.

The Report has been prepared in accordance with the ***Guidelines for the Preparation of Social Reports by Third Sector Entities*** (Decree of the Ministry of Labour and Social Policy of 4 July 2019), supplemented by the principles of the Global Reporting Initiative (GRI) Standards, adopting



the '**referenced to GRI Standards**' reporting option.

The following fundamental principles have been adopted for the disclosure of information:

- **Accuracy:** Data has been collected and presented with the level of detail necessary to enable an effective analysis of ESG impacts, risks and opportunities.
- **Objectivity:** The communication of corporate performance has been conducted in a transparent manner, including both positive and negative impacts.
- **Clarity:** The language used is simple and accessible, supported by graphs and tables to facilitate understanding by all stakeholders.
- **Comparability:** Information has been selected and presented in a consistent manner to enable monitoring of ESG performance over time, where possible.
- **Completeness:** The document provides a comprehensive framework for assessing the company's impacts, risks and opportunities.
- **Contextualisation:** The ESG analysis has been carried out considering the broader scenario of responsible development, with reference to international standards, regulations and conventions.
- **Timeliness:** The Report will be updated and published annually to ensure that information is accessible to all stakeholders.
- **Verifiability:** The data reported has been collected and analysed using recognised methodologies, with a view to ensuring the highest level of data reliability.

The reporting methodology was inspired by the principle of **relevance**, an element provided for in the most recent version of the GRI Universal Standards (GRI 3: Material Topics 2021), as described in the relevant chapter<sup>10</sup>. Following this principle, the Foundation has identified a list of **16 material topics** of an environmental, social and governance nature. These issues were identified through an in-depth analysis, detailed on page 48 of this Document, with the aim of highlighting the areas of greatest relevance to the Organisation and its stakeholders.

For ease of reference, the Document includes a **GRI Content Index**, which provides a list of the GRI indicators used for reporting on each material topic, and a **table illustrating the correspondence** with *the Guidelines for the preparation of the Social Report of Third Sector Entities*.

In order to ensure increasingly comprehensive reporting on its activities, FAI has chosen to strengthen the assessment of its impact by integrating its contribution to the achievement of the United Nations **Sustainable Development Goals** (SDGs) into this 2024 Social Report.

The 2024 Social Report provides data and information on the organisation's activities for the 2024 financial year and, in some cases, also allows for a comparison with the results of previous years. In particular, unless otherwise indicated, the data and information are the result of:

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<sup>10</sup> Please refer to the "Material Issues" section for further information.



- the aggregation and analysis of data from the organisation's internal accounting and management systems
- the results of the materiality analysis process conducted in 2024/2025
- specific documents shared by individual data owners

*For any feedback or questions regarding this 2024 Sustainability Report, please contact FAI's institutional communications department: [v.pasolini@fondoambiente.it](mailto:v.pasolini@fondoambiente.it).*

## **REPORT OF THE INTERNAL AUDIT COMMITTEE ON THE SOCIAL REPORT AS AT 31 DECEMBER 2024 OF FAI-FONDO PER L'AMBIENTE ITALIANO ETS**

To the Board of Directors of  
FAI Italian Environment Fund ETS

### **Report on monitoring activities and results**

Pursuant to Article 30, paragraph 7, of the Third Sector Code, during the financial year ended 31 December 2024, we monitored the compliance of FAI Fondo per l'Ambiente Italiano ETS (hereinafter referred to as FAI or the Entity) with its civic, solidarity and social utility objectives. In particular, in compliance with the current regulatory framework, our monitoring activities concerned:



- verifying the exclusive or principal pursuit of one or more activities of general interest referred to in Article 5, paragraph 1, of the Third Sector Code for civic, solidarity and social utility purposes, in accordance with the specific rules governing their exercise, as well as activities other than those indicated in the aforementioned legislation, provided that they are within the limits of the provisions of the Statute of the Foundation and based on the criteria of secondary and instrumental nature established by Ministerial Decree no. 107 of 19 May 2021;
- compliance, in fundraising activities carried out during the reference period, with the principles of truth, transparency and fairness in relations with supporters and the public;
- the pursuit of a non-profit purpose, through the allocation of assets, including all their components, to the performance of activities authorised by the Foundation's Statute; compliance with the prohibition on the distribution, direct and indirect, of profits, operating surpluses, funds and reserves to founders, members, workers and collaborators, directors and other members of the corporate bodies, taking into account the indices referred to in Article 8, paragraph 3, letter A) of the Third Sector Code.

### **Certification of compliance of the Social Report with the Guidelines referred to in the Decree of 4 July 2019 of the Ministry of Labour and Social Policy**

Pursuant to Article 30, paragraph 7, of the Third Sector Code, we have verified the compliance of the Entity's Social Report for the financial year 2024 with the Guidelines for the preparation of the Social Report of ETS, issued by the Ministry of Labour and Social Policy by Ministerial Decree 4.7.2019, in accordance with the provisions of Article 14 of the Third Sector Code.

The Entity declared that it would prepare the Social Report for the financial year 2024 in accordance with the aforementioned Guidelines.

Without prejudice to the responsibility of the Board of Directors for preparing the Social Report in accordance with the procedures and time limits set out in the regulations governing its preparation, the Internal Audit Committee is responsible for certifying, as required by law, that the Social Report complies with the Guidelines of the Ministry of Labour and Social Policy.

The Internal Audit Committee is also responsible for determining whether the content of the Social Report is manifestly inconsistent with the data reported in the Financial Statements and/or with the information in its possession.

We have therefore verified that the information contained in the Social Report is consistent with the information requirements set out in the relevant ministerial guidelines. Our conduct has been based on the provisions of the Rules of Conduct for the Supervisory Bodies of Third Sector Entities, published by the CNDCEC in December 2020. In this regard, we have also verified the following aspects:

- compliance of the structure of the information referred to with the specific subsections provided for in paragraph 6 of the Guidelines, unless adequate reasons are given for the omission of specific information;
- compliance with the principles for preparing the Social Report referred to in paragraph 5 of the Guidelines, including the principles of relevance and completeness, which may require the addition of information explicitly requested by the Guidelines.

Based on the work carried out as described above, no elements have come to our attention that would lead us to believe that the Social Report of the Entity has not been prepared, in all material respects, in accordance with the provisions of the Guidelines referred to in Ministerial Decree



4.7.2029.

Milan, 27 June 2025

The Internal Audit Committee

Paola Tagliavini – Chair

Michele de Tavonatti

Francesco Logaldo

## GRI CONTENT INDEX

GENERAL STANDARD DISCLOSURES (2021)		
<b>Statement of use</b>	FAI - ITALIAN ENVIRONMENT FUND ETS has reported the information mentioned in this GRI Content Index for the reporting period from 1 January 2024 to 31 December 2024, using the <i>'with reference to'</i> approach to the GRI Standards 2021.	
<b>GRI 1</b>	GRI 1: GRI Foundation 2021	
GRI CONTENT INDEX		
GRI ID	Disclosure	Paragraph/Note



GRI CONTENT INDEX		
GRI ID	Disclosure	Paragraph/Note
<b>General information</b>		
<b>The organisation and its reporting practices</b>		
2-1	Organisational details	<i>The identity of FAI</i>
2-2	Entities included in the organisation's sustainability reporting	<i>Internal stakeholder engagement: Impact Materiality 2024</i>
2-3	Reporting period, frequency and point of contact	<i>Methodological note</i>
<b>Activities and work</b>		
2-6	Activities, value chain and other business relationships	<i>The Foundation</i>
2-7	Employees	<i>The people who work for FAI</i>
2-8	Self-employed workers	<i>The people who work for FAI</i>
2-9	Governance structure and composition	<i>Governance</i>
2-10	Appointment and selection of the highest governing body	<i>Organs and functions</i>
2-11	Chair of the highest governing body	<i>Organs and functions</i>
2-12	Role of the highest governing body in managing impacts	<i>Report of the Internal Audit Committee</i>
2-14	Role of the highest governing body in sustainability reporting	<i>Report of the Internal Audit Committee</i>
2-15	Conflicts of interest	<i>Organs and functions</i>
2-16	Communication of critical issues	<i>Regulatory compliance, accountability, transparency</i>
2-17	Collective knowledge of the highest governing body	<i>The Foundation</i>
2-19	Remuneration policies	<i>The people who work for FAI</i>
2-20	Procedure for determining pay	<i>The people who work for FAI</i>
2-21	Total annual remuneration report	<i>The people who work for FAI</i>
<b>Strategy, policies and practices</b>		



<b>GRI CONTENT INDEX</b>		
<b>GRI ID</b>	<b>Disclosure</b>	<b>Paragraph/Note</b>
2-22	Statement on sustainable development strategy	<i>Letter from the Director General / Our strategy / FAI's "firsts"</i>
2-23	Policy commitments	<i>Values and objectives / Regulatory compliance, accountability, transparency</i>
2-24	Implementation of commitments in policy terms	<i>Activities in accordance with FAI's constitution</i>
2-25	Processes aimed at remedying negative impacts	<i>Regulatory compliance, accountability, transparency</i>
2-26	Mechanisms for requesting clarification and raising concerns	<i>Regulatory compliance, accountability, transparency</i>
2-27	Compliance with laws and regulations	<i>Regulatory compliance, accountability, transparency</i>
2-28	Membership of associations	<i>Synergies with other entities and membership networks</i>
<b>Stakeholder involvement</b>		
2-29	Approach to stakeholder involvement	<i>Diagram and involvement of stakeholders / The people who work for FAI / Membership and contributions</i>
2-30	Collective agreements	<i>The people who work for FAI</i>
<b>Material topics</b>		
<b>Disclosures on material topics</b>		
3-1	Process for determining material topics	<i>Internal stakeholder engagement: Impact Materiality 2024 / Material topics</i>
3-2	List of material topics	<i>Material topics</i>
3-3	Management of material topics	<i>Information provided throughout the BdS 24</i>
<b>Financial</b>		



GRI CONTENT INDEX		
GRI ID	Disclosure	Paragraph/Note
<b>Economic performance</b>		
201-4	Financial assistance received from the government	<i>Contribution from private sources</i>
<b>Indirect economic impacts</b>		
203-1	Investments in infrastructure and services supported	<i>The Properties/economic value and services financed by FAI</i>
<b>Anti-corruption</b>		
205-1	Operations assessed for corruption risks	<i>Regulatory compliance, accountability, transparency</i>
205-2	Communication and training on anti-corruption regulations and procedures	<i>Regulatory compliance, accountability, transparency</i>
205-3	Confirmed incidents of corruption and measures taken	<i>Regulatory compliance, accountability, transparency</i>
<b>Environment</b>		
<b>Energy</b>		
302-1	Internal energy consumption within the organisation	<i>Energy consumption</i>
302-3	Energy intensity	<i>Energy consumption</i>
302-4	Reduction in energy consumption	<i>Energy consumption</i>
<b>Water and wastewater</b>		
303-1	Interactions with water as a shared resource	<i>Water saving, recovery and recycling: towards a reduction in the water footprint</i>
303-2	Management of impacts related to water discharge	<i>Water saving, recovery and recycling: towards reducing the water footprint</i>
303-3	Water usage	<i>Water saving, recovery and recycling: towards reducing our water footprint</i>
<b>Biodiversity</b>		



GRI CONTENT INDEX		
GRI ID	Disclosure	Paragraph/Note
304-1	Operating sites owned, leased or managed in protected areas and in areas of high biodiversity value outside protected areas or close to such areas	<i>Biodiversity protection</i>
304-2	Significant impacts of activities, products and services on biodiversity	<i>Biodiversity protection</i>
<b>Emissions</b>		
305-1	Direct greenhouse gas (GHG) emissions (Scope 1)	<i>Direct and indirect GHG emissions</i>
305-2	Indirect greenhouse gas (GHG) emissions from energy consumption (Scope 2)	<i>Direct and indirect GHG emissions</i>
305-3	Intensity of greenhouse gas (GHG) emissions	<i>Direct and indirect GHG emissions</i>
<b>Waste</b>		
306-1	Waste generation and significant impacts related to waste	<i>A circular approach, combining care and awareness</i>
306-2	Management of significant impacts related to waste	<i>A circular approach, between care and awareness / FAI circular economy practices</i>
<b>Social performance</b>		
<b>Health and Safety at Work</b>		
403-1	Occupational health and safety management system	<i>Regulatory compliance, accountability, transparency</i>
403-2	Hazard identification, risk assessment and accident investigation	<i>Regulatory compliance, accountability, transparency</i>
403-3	Participation and consultation of workers on occupational health and safety programmes and related communication	<i>The people who work for FAI</i>
403-4	Training of workers on occupational health and safety	<i>The people who work for FAI</i>
403-5	Promotion of worker health and safety	<i>Regulatory compliance, accountability, transparency</i>
<b>Training and education</b>		
404-1	Average hours of training per employee per year	<i>The people who work for FAI</i>



## GRI CONTENT INDEX

GRI ID	Disclosure	Paragraph/Note
404-2	Employee skills upgrading programmes and transition assistance programmes	<i>The people who work for FAI</i>
404-3	Percentage of employees receiving regular performance and professional development reviews	<i>The people who work for FAI</i>
<b>Diversity and equal opportunity</b>		
405-1	Diversity in governance bodies and among employees	<i>The people who work for FAI</i>
<b>Local Communities</b>		
413-1	Operations involving the local community, impact assessments and development programmes	<i>The Volunteer Network / Events at the Properties</i>
<b>Privacy</b>		
418-1	Well-founded complaints regarding violations of customer privacy and loss of customer data	<i>Regulatory compliance, accountability, transparency</i>



## CONFORMITY TO OTHER GUIDELINES

Pursuant to Article 6 of the Decree of 4 July 2019 of the Ministry of Labour and Social Policy concerning **the adoption of the *Guidelines for the Preparation of the Social Report of Third Sector Entities***, the correspondence in this document is illustrated below.

GUIDELINES	RELEVANT SECTION
Methodology adopted for the preparation of the Social Report	<i>Methodological note</i>
General information on the organisation	<i>FAI</i>
Objectives and activities	<i>The Foundation Our strategy Culture Environment</i>
Values and objectives	<i>Values and objectives</i>
Main activities governed by the Statute and other activities	<i>Activities in accordance with FAI's constitution</i>
Context	<i>Presence in the country</i>
Links with other third sector organisations	<i>Synergies with other organisations and membership networks</i>
Structure, governance, administration	<i>Governance</i>
Map of stakeholders and their involvement	<i>Diagram and involvement of stakeholders</i>
People working for the organisation	<i>The people who work for FAI</i>
Financial situation	<i>Fundraising Financial statement</i>
Other	<i>Regulatory compliance, accountability and transparency</i>



Foundation recognised as a legal entity by Presidential Decree no. 941 of 3 December 1975, published in the Official Gazette no. 89 of 5 April 1976, registered on 28 February 2022 in the Single National Register of the Third Sector pursuant to Article 45 of Legislative Decree No. 117 of 3 July 2017, rep. No. 2092, Tax Code 80102030154, in the section 'g - Other third sector entities' referred to in Article 46 of Legislative Decree No. 117 of 3 July 2017

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**Management and Central Offices**

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