



SOCIAL REPORT

2025



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Letter from the Founders

Why pursue innovation in Europe.

There is a paradox at the heart of today's Europe. Never before have such substantial resources been mobilised for social innovation, cohesion and the ecological and digital transitions; and yet never before have the organisations that should be their protagonists felt so alone, so constrained, so little free to act. There is an enormous hunger for European projects, for funds, for skills, for opportunities, and at the same time a space that is shrinking: the success rates of the programmes have collapsed, competition has become exhausting, and those who try to access funding often find a wall instead of a door.

In this vacuum a dynamic has developed that we recognise and that deserves attention: the tendency to build projects oriented mainly towards capturing calls for proposals, rather than towards generating impact. These are sometimes proposals that are well structured on a formal level, but poorly connected to the real needs of the territories; projects designed above all to access resources, rather than to produce concrete change.

In some cases, the request for research and development funds has risked being understood as an automatism, disconnected from any real verification of objectives and outcomes. This is a logic that, when it pre-

vails, can open the door to improper uses of resources and to initiatives of limited benefit, with the risk of weakening public trust and the very legitimacy of social innovation.

Pursuing innovation, today, means distancing ourselves from these dynamics. It means, on the one hand, overcoming the logic whereby a project is worth the funds it moves rather than the change it produces; and on the other, promoting social-impact actions capable of lasting over time, of taking root in communities, of leaving something behind even when the funding ends. It is a position, and it is a political position in the fullest sense of the term: because choosing what counts means steering resources, and reporting with rigour means giving communities and funders a verifiable truth.

We believe the answer lies in skills and in places. In skills, because without professionals capable of translating a territory's needs into solid proposals, funds will continue to concentrate where project-design capacity is already strong, widening inequalities instead of reducing them. In places, both physical and digital, innovation needs aggregating spaces in which people can meet, compare ideas, make mistakes and grow. And we believe, even before organisations,

in people: it is professionals, placed in a position to acquire key skills, who can change the course of a community even before that of their own organisation.

This is why our work is human-centred even when it formally addresses organisations: because organisations are made of people, and no methodology, no project-design office, no indicator makes sense if it does not set ideas and actions in motion within those who inhabit them. We want to rediscover the value of human exchange as the infrastructure of innovation, and to promote concrete values, not decorative statements, but criteria that guide every choice.

Impacto was born on 28 May 2025 for exactly this purpose: to build a Europe that is more accessible in its ideas, its funds and its relationships; to give back to the professionals and organisations of the more fragile territories the power to act; to counter the logic of funding as an end in itself and to nourish,

in its place, a living ecosystem of innovation founded not on profit but on the added value of people, communities and ideas. An independent research centre that places at its core the quality of work, rigorous measurement and the care of relationships.

In these first eight months we have begun to build the conditions for all of this to become operational: a method of our own, a Network of organisations in nine European countries chosen one by one for quality and alignment of values, the first specialist services, the first international events, the first members who believed in us when we still had little to show. The pages that follow recount what we have done and how we have spent the resources entrusted to us. We share them not as a final accounting, but as a public promise and a statement of position: this is the Europe we want to help build, and it is the point from which we ask to be judged.

Enjoy the reading.

The founding members

Silvia Fazio - President

Valentina Crepaldi - Vice-President

Alessandro Scifo - Secretary

Centro Studi e Ricerca Impacto ETS

Methodological note

Why we care about being transparent.

Why a social report

The social report is a non-financial reporting tool that complements the financial statement by giving stakeholders an overall picture of an organisation's identity, activities, results and the impact it generates. For Non Profit Sector Entities with revenues exceeding one million euro, its preparation is mandatory pursuant to art. 14 of the Non-Profit Sector Code (Legislative Decree 117/2017) and must be carried out in accordance with the Guide-

lines adopted by Decree of the Ministry of Labour and Social Policies of 4 July 2019. Given its size and financial statement, the Research Centre does not fall among the obligated parties; nevertheless, the Board of Directors decided to draw up and publish this first social report anyway as a voluntary choice, motivated by three distinct but converging sets of reasons:



Impacto promotes, as a qualifying part of its work, the culture of **impact measurement and transparent reporting** to its stakeholders: publishing its social report already in its first financial year is an act of coherence between what it asks of others and what it practises itself.



The first social report establishes the starting point against which, in subsequent years, it will be possible **to measure the growth, evolution and impact generated by the organisation.**



The third reason is **transparency** towards the people and organisations that chose to place their trust in us from the very first months of the entity's life (members, volunteers, donors, our network, our beneficiaries): it is right that they should be able to read, in a structured form, what was done with the trust placed in us.

Regulatory references and standards adopted

Even in the absence of an obligation, the document has been built taking as an explicit reference the Guidelines for the preparation of the social report of Non Profit Sector Entities, adopted by Decree of the Ministry of Labour and Social Policies of 4 July 2019. The structure of the document, the information sections envisaged and the level of detail required are inspired by those Guidelines, in the awareness that they are the reference for the accountability system of the Italian Non-Profit Sector and that they represent the standard expected by foundations, public bodies and institutional funders. Some sections envisaged by the Guidelines have been simplified or adapted to reflect the nature of a first, partial financial year and the organisation's initial phase: for example, there are not yet structured subordinate employment relationships, territorial branches, disbursements to third parties, or significant litigation.

The reporting principles adopted are the classic ones of sustainability and impact reporting: relevance (selection of information significant for stakeholders), completeness (coverage of the entire scope of activity), transparency (explicit statement of method, sources and limits), neutrality (absence of self-referential assessments), comparability (preparation of information in a way that is comparable over time), clarity (accessible language), and reliability and verifiability (traceability of data sources). The document also adopts, as a methodological reference for the future structuring of impact indicators, the OECD standards for impact evaluation and the IRIS+ framework of the Global Impact Investing Network (GIIN), already used internally as the backbone of the Theory of Change system developed by Impacto and currently applied to measuring the actions of the Network.

Reporting period and scope

Impacto's first financial year coincides with a partial period of eight months, from 28 May 2025, the date of constitution of the association and signing of the deed of incorporation, to 31 December 2025. The deed of incorporation was registered with the Italian Revenue Agency on 17 June 2025.

The reporting scope of this social report is that of the Research Centre alone: as at the closing date of the financial year, the organisation neither controls nor holds stakes in other entities, companies or organisations. The Network of organisations and the broader

European community built from the very first month of existence, while representing strategic relational and operational assets, are made up of independent third parties, reported in this document for their role as stakeholders and partners, not as part of the consolidated scope. Likewise, the European partnerships involved in the projects submitted in 2025 are reported as project-design capacity expressed by Impacto, but are not included in the economic or organisational scope, as they are project consortia with multiple ownership.

Drafting process

This social report was prepared by the Board of Directors, in accordance with art. 18, letter c) of the Statute, and was submitted for approval to the Assembly of members pursuant to art. 13, letter c) of the Statute, together with the 2025 financial statement. The collection of data, information and qualitative evidence involved the three members of the Board of Directors and the external collaborators who, during 2025, took part in the development of the Impacto Method, the construction of the Network, the activation of projects and the delivery of the first services to public and private parties within pro-bono activities supported by the entity.

The transparency we wish to share requires that some essential points be made explicit:



the partial nature of the financial year, eight months out of twelve, and the organisation's initial phase make the quantitative data on direct beneficiaries necessarily limited;



in the absence of a structured ex-ante survey system for the first year, some qualitative indicators on stakeholder satisfaction and on the first outcomes were reconstructed after the fact on the basis of the available evidence, with the margins of approximation that this entails;



as at the date of publication, the social report is not subject to assurance by an independent third party: the organisation reserves the right to evaluate the appropriateness of an external review in future years, in particular as the volume of activity, revenues and stakeholders involved consolidates.

The Board of Directors undertakes to publish the social report annually, in line with art. 27 of the Statute and with the transparency practices expected of Non Profit Sector Entities, recognising that the quality of reporting is not a point of arrival but a path to be built over time.

The birth of Impacto

From an idea to a living European hub.

Who the founders are

Impacto was born from the meeting of three distinct and complementary professional trajectories, united by many years of work in the fields of European project design, social innovation and training.



Silvia Fazio

In the ten years preceding the founding of Impacto, she built broad experience in the management of European projects within the main programmes of the European Commission. After a master's degree in Political Science, she held various roles in leading organisations of the Non-Profit Sector and of the socially oriented start-up sector. She works daily on themes related to social and impact entrepreneurship, business development and awareness-raising on access to EC-funded research and development funds.



Valentina Crepaldi

A graduate in International Sciences from the University of Turin and specialised in Social Impact Assessment and Social Impact Finance, she consolidated her expertise in European project design through numerous prominent roles held within Non Profit Sector Entities and socially oriented start-ups. Valentina is an expert Social and Financial Impact Evaluator and works daily on themes related to research and development, gender equality, regeneration and the animation of urban spaces, and social-impact projects with a focus on young people.



Alessandro Scifo

A graduate in Tourism Promotion and Management from the University of Eastern Piedmont and holder of a first-level master's in Design, Communication and Management of Cultural Tourism from the University of Turin, has a hybrid profile spanning European project management, gamification, strategic design and business development, which enables him to work on all themes related to the correct implementation of projects funded by the European Commission. He works daily on themes related to communication and awareness-raising, culture and creativity, and project management. Like Valentina, he too is a Social Impact Evaluator.

The birth of the Research Centre

The idea of developing the Research Centre grew out of the energy and positive feedback received from organisations across Europe after taking part in three events conceived and delivered from 2024 onwards, dedicated to the professional training and empowerment of the professionals who write European social research and development projects. These were moments of training, networking and qualified discussion on the themes of social innovation, of the theory of change applied to social-impact measurement and of European project design, built as open spaces for dialogue among professionals, Non-Profit organisations, socially oriented enterprises, public bodies and academic representatives. Their implementation was made possible by the support of other Non-Profit organisations that believed from the outset in the quality of the proposal and made its operational realisation possible.

It was these three moments of 2024, experienced as an informal professional community even before being a constituted organisation, that made us understand two things. The first is that the kind of work we were already carrying out had a widespread and recognisable demand among professionals, public bodies, the Non-Profit Organisations and enterprises, and that it was worth giving it a stable and dedicated infrastructure. The second is that the various strands of activity we were cultivating in an unstructured way needed a single container, capable of holding their logic together, declaring their alignment of values and enabling their growth over time.

Identity, mission, vision, values

What guides our work.

Who we are

Impacto Research Centre (Centro Studi e Ricerca Impacto ETS) is an Italian Non Profit Entity, established on 28 May 2025 and operating as **an independent centre for research, training and strategic project design for innovation, with a European vocation** and roots in the Piedmont territory. Impacto stands at the intersection of public institutions, enterprises and civil-society organisations, and works with the mission of making social innovation more accessible, ethical and person-centred, translating the knowledge it produces into measurable impact on beneficiaries and communities and countering the waste of public resources.

The organisation addresses **three main groups of recipients**: public institutions (local and regional authorities, agencies, managing authorities, ministries), enterprises (in particular SMEs, benefit corporations and social start-ups) and Non-Profit Sector organisations (NGOs, foundations, networks, social cooperatives, Non Profit Sector Entities in fragile territories), and across the board it also accompanies professionals engaged in paths of strategic growth, students, young researchers, and adult women and women entrepreneurs. It is a non-profit, independent entity, without profit-making aims, which pursues civic, solidarity-based and socially useful purposes pursuant to the Non-Profit Sector Code (Legislative Decree 117/2017).

The scenario we respond to

The European framework 2021–2027, within the current Multiannual Financial Framework, has mobilised unprecedented resources for innovation, the ecological and digital transition, social cohesion, youth, gender equality and active citizenship, through programmes such as Horizon Europe, Erasmus+, CERV, Digital Europe, Interreg, LIFE, EaSI, ESF+ and others. The ability to access these instruments is today a decisive factor of sustainability for civil-society organisations, local authorities, research centres and enterprises with high social content. However, the professional experience of the Board of Directors and the ongoing dialogue with the organisations of the Network have made visible three recurring gaps in the Italian and European system of social innovation, to which Impacto has set out to respond as an independent research centre.

The first gap is the **structural difficulty of Non Profit Sector Entities in accessing European funds autonomously**, in particular those rooted in the more fragile territories: inland areas, mountain zones, small depopulating municipalities, urban peripheries. These are organisations that often have a solid mission and a fine knowledge of the territory and its dynamics, but that lack the internal project-design capacity to translate this qualitative richness into technically competitive proposals. The result is a progressive concentration of EU transition funds in a small number of large, structured urban entities, with an effect of amplifying territorial inequalities.

The second gap concerns the **measurement of social impact**. In many organisations, social-impact evaluation is still treated as a formal requirement demanded by calls for proposals, a set of indicators to be filled in at the close of a project, rather than as an active tool for organisational learning, strategic choice and accountability towards the recipient communities. This drastically reduces the informational value of what is collected, and contributes to a widespread perception of poor quality in evaluation work, which in turn weakens the overall legitimacy of social innovation as a practice.

The third gap is the **fragmentation of the sector**. Many quality organisations work in parallel on the same themes without meeting systematically, and European partnerships end up being rebuilt from scratch each time, on the basis of personal and contingent networks, without a stable and well-tended relational infrastructure to rely on. The transaction cost of building a credible international consortium becomes, in many cases, disproportionate to the probability of a positive outcome, and discourages access to calls precisely by the organisations that would benefit most from it.

The mission

Our mission is to **promote a real and measurable transformation of organisations, networks and territories, through applied research, training and strategic one to one support, in order to help counter the waste of public resources and to foster the emergence of long-term impact actions.** In operational terms, the mission is expressed in three concrete commitments: to equip organisations and professionals with the tools to access European-Commission-funded research and development autonomously and competently; to provide rigorous and accessible methodologies for measuring the impact of their work; and to build meaningful collaborations between public and private parties that share the values and ethical posture of the research centre.

At the system level, the aim of the mission is to **strengthen the skills and cooperation among Non-Profit Sector, public administration and business actors who share ethical and social values, helping to build a European network of organisations founded on quality, knowledge and social innovation.** The statutory mission, set out in art. 2, paragraph 4 of the Statute, articulates this same commitment in five formal aims: to promote the research, training and strategic empowerment of public and private entities; to support innovation and inclusion; to promote continuing education as a means of liberation and individual autonomy; to promote continuing professional training and updating; and to disseminate culture through the media.

The vision

Impacto's long-term vision is to contribute to a **European social-innovation ecosystem in which organisations generate authentic, measurable and human-centred impact.** We imagine a Europe in which social innovation is the engine of sustainable development, and in which the combination of profit and non-profit economies profoundly reshapes the face of social and environmental inequalities. In the concrete reality of daily work, the vision translates into the desire to redesign the way social impact is conceived and practised, nurturing a shared culture that unites quality of work, cooperation among organisations and widespread social awareness.

We want to be one of the actors that help open the way to a **new paradigm of innovation,** in which ethical rigour, environmental sustainability and social inclusion are not separate dimensions but integrated criteria of every project. We believe this paradigm shift is possible, and that it is the task of a professional generation like ours to help make it concrete: through daily work, through the quality of the methodologies we make available, through the care of the relationships we maintain, and through the transparency of the reporting we practise.

The values that guide our work

Impacto's daily choices are guided by five founding values, publicly declared and consistently practised in every dimension of our work: research, European projects, specialist services, care of the network, and dissemina-

tion. The values are not decorative statements but operational criteria of selection and judgment: every opportunity, every partnership, every new activity is evaluated also on the basis of its consistency with these principles.



Ethics and responsibility: every project, every partnership, every service is evaluated first and foremost on its consistency with criteria of general interest and verifiable social impact. Ethical judgment precedes and guides economic judgment, and Impacto reserves the right to decline opportunities when they are not aligned with its values-based posture. This principle translates into concrete practices of due diligence on partners and funders, into transparency clauses in service contracts, and into an explicit policy of refusing commissions in conflict with the mission.



Centrality of the person: Impacto's working methodologies are human-centred. Final beneficiaries and relevant stakeholders are actively involved in co-design, evaluation and validation processes, and are not treated as passive recipients of interventions designed elsewhere. The centrality of the person is a methodological as well as an ethical principle: it guides the design of the tools, the facilitation methods, the techniques for surveying needs, and the indicators chosen to measure impact.



Cooperation: working in networks is considered an engine of transformation, and not an option of tactical convenience. Whenever possible, Impacto always prefers to build or join long-term partnerships with organisations aligned by values, rather than operating in a transactional, short-term mode. This principle guides the care of the Impacto Network, the selection of project partners, and the investment of unpaid time in strategic networking activities.



Measurability: any Impacto intervention produces clear indicators of output, outcome and impact, declared ex ante and monitored over time. Impacto adopts a Theory of Change → KPI framework that integrates two complementary international standards: the OECD-DAC evaluation criteria, which define the dimensions of impact (relevance, effectiveness, impact, sustainability), and the GIIN's IRIS+ system of metrics, which translates them into measurable and comparable indicators. This makes it possible to turn qualitative objectives into verifiable results.



Accessibility of knowledge: the research findings, training materials and methodologies developed by Impacto are designed to be replicable, reusable and usable beyond the single project. Knowledge produced with public or philanthropic resources is considered a common good, and a qualifying part of Impacto's work consists in making it returnable to the communities from which it comes, through open-access publications, public restitution events, popular editorial formats and freely available digital content.

The five pillars of Impacto

The identity architecture of the research centre.

Impacto's activity is organised around **five pillars**, defined from the outset as the strategic architecture of the Research Centre.



SPECIALIST
SERVICES



RESEARCH



IMPACTO
NETWORK



DISSEMINATION



GRANTS

The five pillars are not separate organisational areas, but complementary dimensions of a single cultural and operational project: they feed one another, they balance over time, and together they make Impacto something different from a consultancy firm, a simple network association or a purely academic research centre.

Specialist services

This pillar gathers Impacto's entire offering of services, organised into six integrated areas that cover the whole life cycle of a complex project: from building the internal skills of the client organisation, through to the final reporting of the impact generated. The six areas are:

- Support for the development of new Grant offices or reinforcement of the staff in already established offices;
- Advanced training paths for project managers working on projects funded by the European Commission and for designers of research and development projects;
- Recruitment of specialised profiles to support organisations in identifying and selecting talent aligned with their needs.
- Support for the writing of project proposals through the review and transfer of skills to junior project writers, or to professionals who wish to improve their writing skills or who need support in exploring new European programmes and types of calls for proposals;
- Development of strategies for the efficiency of Grant offices through the strengthening of managerial and long-term planning skills;
- Creation of impact frameworks developed ad hoc for specific projects funded by donors, or to monitor and track specific areas of the entity.

Services are never designed to replace the organisation that chooses to work with us, but rather to strengthen its autonomy through the transfer and reinforcement of key skills. The goal is never to create dependence on Impacto, but rather to help develop quality know-how within the entity, in the key people involved. Every approach transferred, every project office set up, must leave the client with the ability to replicate the process independently. This posture is also an ethical safeguard against the waste of public resources: too many social and European project-design consultants build their market on the structural dependence of their clients, whereas Impacto sets out to build it on the opposite, the progressive empowerment of professionals.

In the first financial year 2025, the services developed were tested informally in order to understand thoroughly whether they could respond to the real needs of the final beneficiaries. In 2025 we saw the activation of a number of conversations that then led to the activation of actual services in 2026. The profiles of the entities with which we began these reflections were all very different: we reached the interest of non-profit entities, for-profit entities, start-ups and small and medium-sized Non-Profit Sector associations. The impact of these conversations will be analysed in the next financial year, where it will be possible to analyse in depth the impact generated through these services.

Impacto Network

Among the founding elements of the Research Centre is its Network, developed to cultivate at European level a hub of entities aligned by the same values and ambitions in terms of social impact. The Network is in fact a hub based on human-centred exchange. This space is deliberately closed to the public, and only selected entities at European level can be part of it. The selection and care of this hub are managed by the Research Centre, which carries out an annual effort of scouting and relationship-building at European level with entities of differing profiles but united by Impacto's same founding values. Scouting takes place through direct work in concrete actions such as training courses or European partnerships within research and development projects. The aim is always to build a safe place in Europe in which to grow as professionals and as entities, always following a concrete and consistently applied alignment of values.

As at 31 December 2025, the Network was composed of 16 European organisations from 9 European countries: Italy, Spain, Greece, Poland, Croatia, Belgium, Slovenia, Lithuania and Ireland. Among the organisations that have chosen to support the hub work that the research centre is carrying out are:

- from Spain: **Consultoria Innovation Social, Asociación Caminos – Asociación para el intercambio, la educación y el desarrollo social**, and the **Fundación Centro de Estudios Andaluces M.P.**;
- from Poland: **Akademia Humanistyczno-Ekonomiczna w Łodzi** and **Fundacja ARTERIA**;
- from Ireland: **Ballymun Job Centre**;
- from Belgium: **Logopsycom**;
- from Italy: **Quality Culture, Fondazione Paideia**

from Greece: **Akata Makata, RMR** and **Equiterra**;

from Croatia: **Institute for Professional Development of Youth** and **Centar za razvoj osobnih kompetencija i zaštitu ljudskih prava**;

from Slovenia: **Inštitut za zdravje in okolje**;

from Lithuania: **ART+INN**.

Impacto's Network is one of a kind, not only for its human side but also for its organisation. In 2025 the Network was involved directly in the Grant pillar with the submission of joint project proposals, shared in values and in impact actions designed together among the members of the network. Finally, the Network is subject to an impact evaluation carried out by the Research Centre every six months, which allows us not only to analyse the KPIs achieved together as a hub but also to observe the growth and the positive or negative milestones over the long term, including in terms of the social impact generated. The first results of the network measurement will be known at the end of 2026, with a dedicated report that will be published on Impacto's website.

Grants

This pillar represents, for the Research Centre, the operational heart of its research and project-design activity. It encompasses the work of conceiving, designing, submitting and implementing European and national research and development projects in which Impacto takes part as a technical and operational partner or as coordinator. In this sense, the Research Centre has devoted itself greatly to cooperating at European level in leading European programmes capable of combining all the themes the entity is interested in. Impacto has thus taken part in European programmes such as Erasmus+, Horizon Europe and CERV.

The Research Centre cooperated with more than 16 European countries within research projects linked to the following thematic strands:

- **Innovative methodologies of non-formal education**, with a focus on advanced professional training for access to funds and the development of professional skills;
- **Impact evaluation of innovative, cross-sectoral research** and development projects;
- **Support for rural and ultra-peripheral communities** (for example in mountain areas) for the regeneration of territories and the territorial animation of under-inhabited spaces;
- **Support for themes related to gender equality**, with a focus on innovative diversity-management methodologies;
- **Hybridisation between the non-profit and for-profit sectors** on themes related to cross-sectoral social innovation;
- **Capacity building of non-profit organisations at European level for better access to development funds and their ethical, impact-oriented management.**

A fundamental element of this pillar is the close cooperation with the Network. In at least half of the total proposals submitted, members of the Network were involved directly or indirectly. This allows us not only to stimulate the exchange of innovative ideas among member countries, but also to support concrete cooperation among partner organisations.

Research

This pillar is characterised by the scientific dimension that the Research Centre pursues as a research entity. Specifically, this area is governed within the general-interest aims of the association pursuant to art. 5, letter h) of the Non-Profit Sector Code and represents its constitutive identity.

In its first year, Impacto focused on:

- the definition of the **Impacto Methodology**, with a focus on innovative European approaches drawn not only from prior experience but also from the members of the Network, in order to define a protocol of applicability and a scope of experimentation;
- the development of an initial study approach to **European impact models for the hybridisation of for-profit and non-profit**, with a focus on entities working in the social and solidarity economy sector.

In 2025, research was carried out mainly through a systematic collection of existing studies, exchanges with other experts and also attempts to put innovative proposals into practice, with piloting for real-world observation through project proposals submitted within the Grant area, involving in particular some strategically relevant programmes such as Horizon Europe in its technical branch of Cluster 2. In 2026 the Research Centre will continue its systematic action of consolidating a research framework whose objective, for 2027, is to publish in-depth papers and to launch pilot observation activities through innovative research and development projects.

Also during the 2025 financial year, Impacto carried out the first experiments with impact frameworks applied to a specific sample: its own Network. Indeed, in 2025 the impact-evaluation system (VIS) was put in place that will accompany the Network from now on and that will make it possible to carry out periodic measurements of the impact generated by the organisations involved through the shared projects.

Dissemination

The Dissemination pillar is responsible for planning and implementing all the communication and awareness-raising actions that are part of the entity's mission. Specifically, this pillar oversees the communicative dimension through the diffusion of the knowledge produced, the creation of public opportunities for exchange, and the care of relationships with stakeholders outside the network. It is the pillar that translates the internal work of the research centre into accessible and culturally active formats. It includes newsletters, public events, mini-guides and publications, digital content, presence on social media, and networking initiatives. The pillar exists to accompany the systemic change, at European level, of organisations through the development of a living and active community of organisations aligned by the same values and principles: countering the waste of European public resources and promoting projects aimed at generating concrete, long-term impact in the communities they address. The audience this pillar addresses is composed of:

- ❖ for-profit and non-profit organisations and public administrations active in the field of social innovation and European research and development;
- ❖ professionals (freelance and employed) who work with an ethical vision and a strong attachment to the values of active European citizenship and of social innovation;
- ❖ trade associations and political decision-makers aligned with the vision of a Europe that invests in living spaces of impact, built together with citizens.

In 2025 Impacto organised **two high-profile international events**, both in the month of December:

- ❖ The first was the Impacto Launch Event of 9 December 2025, which represented the public presentation of the research centre to the European community. It was attended by 45 organisations from 22 European countries. At this event, all the pillars that make up the research centre and the themes it actively works on were presented at European level.
- ❖ The second was the first in a series of networking events to support the development of a European community active in selected research and development programmes. The NET Erasmus+ Event of 17 December 2025 focused on two uncommon calls for proposals made available by DG EACEA in the Erasmus+ 2026 work programme, and engaged and brought together 37 organisations from 16 European countries.

Alongside the events it organised directly, during 2025 Impacto took part in two relevant external events for the continuous training of the people involved in the research centre:

- ❖ the Training Course on Symbol Work organised in July 2025 by Asociación Caminos (Spanish member of the Network) as an opportunity for internal training on innovative counselling methodologies;
- ❖ and the DIGSET Event in Vienna in November 2025, organised by Collective-Up and dedicated to the use of AI in the European non-profit sector, with a focus on its ethical implications and on useful tools applicable to organisations wishing to broaden their fundraising activity.

The Network and the Community

A hub of international relationships.

What the Network is

The Impacto Network is a **European hub** that brings together organisations with different legal forms but united by the same values, methodologies and ambitions. To join the Network it is necessary to be selected by the Research Centre, which every six months runs a scouting activity to select, for each round, organisations in line with the **quality criteria** established in 2025. Each member is chosen on the basis of the following criteria:

- the documented quality of the work previously carried out in Europe within European programmes or cascade funding;
- explicit alignment with Impacto's mission and values;
- mutual willingness to build concrete collaborations over time and to invest time in quality, high-social-impact projects.

Every six months the Board of Directors activates an invitation-only "call for members", promoted on the basis of the scouting work carried out in the preceding months. The Network is not a mailing list for updates on available opportunities, nor is it an open register of consultants. The Network is composed solely of organisations and their representatives. It is an operational space of trust, based first and foremost on trust among professionals, from which long-term collaborations then arise, including projects and extra-call activities. The members of the Network contribute with a symbolic donation that helps support the ongoing work of networking, scouting and relationship-building. In addition to the base level, the selected organisations that are willing to contribute can integrate their donation with services offered by the research centre to support capacity-building and empowerment actions for the permanent staff of the member entities.

In 2025, four membership levels were activated:

- **Explorer:** to contribute symbolically to the work of animating the Network and to support the research centre in its ongoing scouting work;
- **Builder:** to contribute to Impacto's work and also to benefit from 3 hours dedicated to the capacity building of the organisations;
- **Collaborator:** to contribute to the research centre's work and also to strengthen internal Grant Office skills in writing innovative projects;
- **Supporter:** to contribute to the research centre's work and also to support it through a liberal donation starting from 1,200 euro, which in return helps to strengthen the targeted skills of the entity's permanent staff through a short, ad-hoc capacity-building path developed in synergy with the entity's services area.

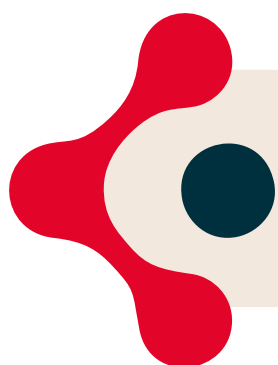
Composition of the Network

As at 31 December 2025, the Impacto Network is composed of 16 organisations distributed across nine countries of the European Union. All 16 organisations joined the Network during the first financial year through the 2025 "single round" of admission, on the basis of selection by the Board of Directors. The geographical distribution favours South-

ern and Eastern Europe, with a significant presence in Italy, Spain, Greece, Poland and Croatia, and with qualified presences in Belgium, Slovenia, Lithuania and Ireland.

The table that follows sets out the composition of the Network by country, listing the individual members:

COUNTRY	NO.	MEMBER ORGANISATIONS OF THE NETWORK
Spain	3	Consultoria Innovation Social Asociación Caminos – Asociación para el intercambio, la educación y el desarrollo social Fundación Centro de Estudios Andaluces M.P
Greece	3	Akata Makata RMR Equiterra
Italy	2	Fondazione Paideia Quality Culture
Poland	2	Akademia Humanistyczno-Ekonomiczna w Łodzi Fundacja ARTERIA
Croatia	2	Institute for Professional Development of Youth Centar za razvoj osobnih kompetencija i zaštitu ljudskih prava
Belgium	1	Logopsycom
Slovenia	1	Inštitut za zdravje in okolje
Lithuania	1	ART+INN
Ireland	1	Ballymun Job Centre



16
ORGANISATIONS

IN 9
EU COUNTRIES

The nature of the members is deliberately heterogeneous, in keeping with Impacto's multi-sectoral posture and with the conviction that social innovation generates more impact when it crosses the boundaries between the Non-Profit Sector, academia and business.

Among the members of the Network there is a variety of different legal forms,

including: non-governmental organisations and Non-Profit Sector foundations, incubators and centres dedicated to social innovation, universities and academic institutions, kindergartens, applied research centres and organisations active in the fields of art, culture and the environment, and organisations working in the sectors of professional training and social inclusion.

Empowerment actions

During 2025, seven of the sixteen member organisations of the Network directly benefited from empowerment actions designed and delivered by Impacto.

The empowerment actions were diverse in nature: support for the writing of European project proposals, mentoring activities, strategic training on themes related to the de-

velopment of strategies for access to European programmes, and staff empowerment on certain vertical themes such as dissemination or the management control linked to European projects. All the organisations were monitored and tracked in order to observe the long-term impact of these interventions. The final data will be published in the impact report at the end of 2026.

Beyond the Network: the community

Impacto does not want to be only a European hub based on trust, but also seeks to be a point of reference for those who are not formally part of the network. The Board of Directors therefore decided in 2025 to begin promoting activities that allow the development and activation of a broader community of stakeholders with whom to maintain qualified relationships not codified within the network. As at 31 December 2025, the broader community counts more than 60 organisations distributed across 16 EU and non-EU countries, articulated by type of collaboration.

A first component is made up of parties that, while not yet formally members of the Network, take part in the activities promoted by the research centre and share content, maintaining an ongoing relationship of exchange. Some of these entities are cited below, although they do not constitute a complete and exhaustive list: Slow Food International, Torino Social Impact, We.Co Impresa Sociale, Limo Società Benefit, Fondazione Giacomo Brodolini, Red Nova, Comune di Torino, Università degli Studi Carolina Albasio, CRS Laghi, SP Formazione, CBE Luberon, Escuela Infantil Adela Abrines Castaños, G12, BRIDGE NGO, BACKSLASH, Pilcrow, KlimaWendeHaus Kaunas Cinema Center, EAHR, Città di Gaia de Villanova, Mercato Itinerante, Grow in tech.

A second component is made up of parties that provided letters of support for European project proposals submitted by Impacto during 2025. Some of these entities are cited below, although they do not constitute a complete and exhaustive list: Città di Claviere, Fondazione Giacomo Brodolini, Open Incet, Impact Hub Stockholm, Carrus Network. Letters of support are an act of institutional trust that strengthens the credibility of the applications and signals a qualified alignment even outside the formal Network.

A third component is made up of parties that took part in the international events organised by Impacto in 2025. Some of these entities are cited below, although they do not constitute a complete and exhaustive list: IDENER.AI, G12 / Postal3, CENTRA, Impact Hub Network, Impact Hub Lisbon, Impact Hub Milan Florence Turin, WAVES Foundation for Global Education, Yellow Tech, Freed, Intercult, Aquatic Sports Club OTRILA, Varsztatovnia, BACKSLASH, Grow in Tech, Carrus Network, International Youth Health Organization (YHO), SP Formazione, Institute of Child Education and Psychology Europe (ICEP Europe), Thomas More University of Applied Sciences, Wied App.

The beneficiaries

The map of the parties involved.

The beneficiaries reached in 2025

The direct beneficiaries of the Research Centre's work are the professionals, people and organisations that concretely received a service, a training course, an accompaniment path, specialist advice, an impact evaluation, or an invitation to a qualified networking event.

In terms of the organisations served, the direct beneficiaries of 2025 are eleven in total: three Non-Profit Sector parties, two training Non-Profit Sector Entities, three enterprises, and three organisations from the social-innovation hub system. The services delivered covered a wide range of themes, such as artificial intelligence, rural areas, training, school, medicine, start-ups, mental health, research, disability, culture, and start-up incubation.

The types of services tested were of various kinds: accompaniment in building grant offices, reinforcement workshops, impact-evaluation paths, teaching, mentoring, and the sub-contracting of functions.

In terms of the individual people reached, the balance of the first financial year is as follows:

154 PEOPLE
APPROXIMATELY

TRAINED OR REACHED DIRECTLY
THROUGH THE SPECIALIST SERVICES

82 PEOPLE

PARTICIPATING IN THE INTERNATIONAL
EVENTS ORGANISED BY IMPACTO

>230 PEOPLE

THE AGGREGATE TOTAL OF DIRECT
INDIVIDUAL BENEFICIARIES IN 2025

In keeping with the statutory mission and with the project lines presented in 2025, Impacto has identified three cross-cutting target groups to which it dedicates strategic attention in its work:



Women, both young (under 30) and adult (30+), and in particular women entrepreneurs and managers, and women professionals engaged in paths of strategic growth, constitute a privileged target of Impacto's project proposals and direct initiatives;



Young researchers, university and postgraduate students, and professionals in the process of building their profile in the field of European project design and impact measurement, represent a second cross-cutting target, in particular in the perspective of the training and mentoring activities that the research centre intends to structure in the coming years;



Non Profit Sector Entities and Public Administrations rooted in the most fragile Italian territories, such as inland areas, mountain zones, small depopulating municipalities and urban peripheries.

The Research Centre worked in 2025, and continues to work, to promote their active involvement, because co-design is an integral part of the Impacto Method and of the relationships the entity promotes at European level. Concretely, in 2025 this took several forms: co-design with the clients of services; the structured consultation of the Network's

partner members in the phase of defining European project proposals, both to align objectives and to build the consortia; international events as moments of two-way exchange, not as mere one-way communication; and ongoing dialogue with the institutional supporters.

Economic dimension

The 2025 cash statement.

A reading note: the eight months of a partial financial year

The 2025 cash statement covers a partial period of eight months, from 28 May to 31 December 2025. It is an initial financial year in the most literal sense of the term: not only the organisation's first year, but also a year reduced in the operational months available, traversed by the intense work of formal constitution, the development of the methodological assets, and the construction of the Network.

Income in 2025

The financial year closed with total income of 10,628.81 euro, broken down into three main items. The table below provides the detail:

INCOME ITEM	2025 AMOUNT
Liberal donations (donations from private parties)	9.433,00 €
Other income	1.105,81 €
Income from membership fees and founders' contributions	90,00 €
TOTAL OPERATING INCOME	10.628,81 €

Expenditure in 2025

The financial year closed with total expenditure of 5,499.74 euro, broken down into three main items. The table below provides the detail:

EXPENDITURE ITEM	2025 AMOUNT
Services (external suppliers, freelance collaborations, consultancy)	4.868,18 €
Personnel (reimbursements and charges)	364,35 €
Other operating expenditure (administrative and bank charges)	267,21 €
TOTAL OPERATING EXPENDITURE	5.499,74 €

The result for the year

ECONOMIC RESULT	2025 AMOUNT
Total operating income	10.628,81 €
Total operating expenditure	5.499,74 €
Taxes for the year	0,00 €
SURPLUS FOR THE YEAR 2025	5.129,07 €
CASH AND BANK DEPOSITS AS AT 31 DECEMBER 2025	5.129,07 €

The 2025 financial year closes with a surplus of 5,129.07 euro, equal to approximately 48 per cent of income. The surplus is not, and cannot be, a profit: in accordance with art. 25 of the Statute, the distribution, even indirect, of profits and operating surpluses to founders, members, workers, collaborators, directors and other members of the corporate bodies is prohibited.

The 2025 surplus will be fully reinvested during 2026 in activities of general interest and in strengthening the organisational capacity of the entity.

How to support us and contacts

The concrete ways to walk with us.

Impacto is a young organisation, in a development phase, that chose from the outset to be accompanied on its journey by people and organisations that share its values and posture. The social report that closes in this section is not meant to be solely an act of accounting for the past, but also an invitation to the future: to enter into a relationship with Impacto in the most diverse ways

and to contribute, each according to their own nature, availability and interests, to the construction of a research centre capable of generating real impact in the Italian and European Non-Profit Sector. The pages that follow indicate the concrete ways in which this relationship can take shape.

Joining our Community

Non-Profit organisations, socially oriented enterprises, public administrations, and academic and research bodies that share Impacto's values and posture can enter into a relationship with the research centre at different levels, according to the nature and intensity of the exchange they wish to build. To become part of the Impacto Community it is enough to subscribe to the newsletter and follow the LinkedIn and Instagram pag-

es to stay up to date on partnership opportunities, on the international events organised by the research centre and on the editorial content being published; to take part in the public events and thematic workshops, which are announced through the official channels; and to propose specific collaborations on competitive European projects, dissemination events or editorial initiatives.

Requesting specialist services

Organisations interested in activating specialist service paths with Impacto can request an initial exploratory meeting by writing to info@impactocentrostudi.com.

Becoming a partner in a European project

Organisations interested in taking part as partners in the international consortia coordinated by or involving Impacto on competitive European programmes can send a short organisational profile, their areas of thematic interest and their fields of specific expertise to valentina.crepaldi@impactocentrostudi.com. The profiles received are entered into the research centre's matching database and activated when consistent partnership opportunities arise.

Institutional contacts

For any other form of contact, request for information or proposal of collaboration, the organisation's institutional details are summarised below:

NAME	Centro Studi e Ricerca Impacto ETS
REGISTERED OFFICE	Via Quintino Sella 17 - 10036 Settimo Torinese (TO)
OPERATING OFFICE	Impact Hub Torino - Piazza Teresa Noce 17/C - Torino
INSTITUTIONAL EMAIL	info@impactocentrostudi.com
CERTIFIED EMAIL (PEC)	impactocentrostudi@namirialpec.it
WEBSITE	www.impactocentrostudi.com
TAX CODE	97915110015
SOCIAL CHANNELS	LinkedIn: linkedin.com/company/impacto-centro-studi Instagram: @impacto.centrostudi
EUROPEAN CODES	PIC: 870972410 OID: E10402903



Build. Connect. Empower.

*Building skills, connecting organisations,
empowering people.*

Thank you to those who have already chosen to walk with us.