

# 2022 SOCIAL REPORT





## 2022 SOCIAL REPORT

### **FAI – Fondo per l'Ambiente Italiano ETS**

#### **Headquarters**

La Cavallerizza - Via Carlo Foldi, 2 - 20135 Milan, Italy  
Tel. 02 467615.1 - email: [info@fondoambiente.it](mailto:info@fondoambiente.it)

#### **Rome Office**

Via delle Botteghe Oscure, 32 - 00186 Rome, Italy  
Tel. 06 689675.2 - email: [ufficiofairoma@fondoambiente.it](mailto:ufficiofairoma@fondoambiente.it)

**[www.fondoambiente.it](http://www.fondoambiente.it)**



In the photo: the Faraglioni of Capri seen from the cultivated terraces of the Baia di Ieranto in Massa Lubrense (NA), a FAI Property since 1987

---

# CONTENTS

One more responsibility... among many	4
2022, a year not to be forgotten	5
FAI's "cultural output"	6
2022 in facts and figures	8
Major events in 2022	11
<b>FAI</b>	
FAI's identity	15
Values and aims	19
Core activities	21
Local presence	24
Synergies with other organizations and association networks	34
Map of main stakeholders	38
2021-2023 Operating Plan	40
<b>GOVERNANCE, STRUCTURE, PEOPLE</b>	
Governance	43
FAI's people	51
<b>OBJECTIVES AND ACTIVITIES</b>	
FAI takes care of	
its Properties	59
FAI promotes	
its local Network	89
Major national events	90
Educational projects	96
Cultural trips	97
FAI monitors	
FAI's approach to environmental sustainability	99
Environment and landscape emergency	102
Fundraising	
Contributions by individuals	107
Contributions by companies	111
Contributions by public bodies, foundations, associations	113
Financial situation	122
Communication	123
<b>OTHER INFORMATION</b>	
Regulatory compliance, accountability and transparency	125
Methodological note	128
Certification of the Board of Auditors	130
2022 draft statements	132

# One more responsibility... among many



**Marco Magnifico**  
President

*A responsible woman or man is one who is aware of the consequences of her or his conduct.*

*In deciding to found FAI, Giulia Maria Crespi and Renato Bazzoni had decided to perform an act of responsibility towards the country that had brought them into the world, that had given them the joy of enjoying its landscapes, of being nourished by its history, and to which they wished to give back at least a little of the privilege they had enjoyed in living there with their families. A wager that seemed almost impossible to win, even knowing this idea would yield some fruit.*

*After almost 50 years, today we are presenting you with a report that does honour and justice to the founders' vision, but also to all those colleagues and volunteers who over this half-century have contributed, with their work, their passion, their self-sacrifice and thus with their sense of responsibility, to allowing FAI to grow and prosper and to making it, today, almost an institution, credible, efficient and vigorous; the numbers – to someone who, as I do, remembers when we celebrated our 1,000th member – that have characterized 2022 are flattering and give us, FAI's directors, even greater responsibility in administering it, in promoting its Mission so that it may be ever more incisive and to ensure that it grows in line with the expectations of the country of its cultural heritage and landscape and of our 270,000 members.*

*Yet the responsibility towards the country we live in, and also towards the entire planet, sickened by our irresponsible behaviour, must now be increasingly shared by all citizens, aware that the lifestyle of each one of us, our daily actions and, indeed, our sense of responsibility, are fundamental if the Earth is to continue to host life in its infinite, changing and fantastic forms.*

*Our every act has consequences for everyone; this is the responsibility of those who are aware of the consequences of their conduct; every day, in every sphere of our activities.*

*Marco Magnifico*

---

# 2022: a year not to be forgotten



**Davide Usai**  
Director General

*FAI achieved what should be considered for all intents and purposes very significant results in 2022. A review of internal processes and further development of professionalism helped improve management efficiency, ensuring a level of expenses equal to that of 2019, in the face of an increasingly significant activity to protect Italy's historical, artistic and landscape heritage. All this was made possible by the strengthening of the FAI brand's authority and notoriety, which led FAI to achieve results well ahead of schedule.*

*During the year, for the first time since 1975, the running and maintenance costs of our Properties were covered through fundraising activities, subscriptions and rentals. This is an unprecedented result, which confirms the trend towards self-financing of FAI Properties.*

*Our Properties open to the public were visited by 1,038,632 visitors.*

*The number of active members is 268,795: +25% compared to 2021 and above the target set at the beginning of the year (250,000 members). In terms of economic value, the increase amounted to 18% (€6,952,349 compared to €5,895,404 in 2021).*

*Individuals who believe in our mission donated €38,422,609, 70% of total revenues, up by 44.5% on 2021.*

*In a sign that they share FAI's values, they cast 1,500,638 votes for more than 38,800 Italian Places I Love, confirming that the 11th edition of the survey, which involved 6,508 municipalities across Italy, is the most important Italian campaign to raise public awareness of the value of the country's cultural heritage and demonstrates the need to protect and enhance it.*

*Companies helping FAI contributed €7,065,215 (+10.5% vs. 2021), or 13% of the total funds raised.*

*In 2022, funding from Public Bodies, Banking Foundations, Private Foundations and Associations showed strong growth compared to the previous year with €8,185,499 (+145% vs. 2021) – equal to 15% of total income – mostly attributable to the increase in contributions from Public Bodies (€5,327,565 vs. €1,785,106 in 2021).*

*Our achievements in 2022 present us with the prospect of significant growth and an even greater challenge to fulfil our mission.*

---

# FAI's "cultural output"



**Daniela Bruno**  
Deputy Director General  
for Cultural Affairs

*FAI enjoyed further growth in 2022 across all parameters, including culture, which traditionally and only apparently is a non-measurable area, whereas it actually achieves concrete objectives and brings quantitative as well as qualitative results. There is an appreciable "cultural turnover", which consists, for example, of the number of cultural projects carried out (and of their success), of new content and new cultural tools, which are FAI's true "output", but also of an intangible capital generated and invested in for the future.*

*To measure this, one must ask: how much has FAI's culture grown this year? And how much has the culture of FAI's followers grown? Nourishing culture, after all, is our mission. Even before protection, in accordance with Article 9 of the Italian Constitution, the first duty of the Italian Republic is the promotion of culture, i.e. the development and spread of knowledge. This year, FAI produced and spread knowledge as never before, because it is increasingly organized and competent to do so, but also because it has understood what it needs to do: tell stories.*

*As many as four multimedia narrative environments were inaugurated in the past year (out of a total of eight since 2014), almost all of our Properties are now equipped with digital content to support visitors, extending to the surrounding area (texts, podcasts, videos, interactive tables, etc.), and events, exhibitions, redecorations and restorations are increasingly seen and considered as opportunities to tell stories, past and present, small and large, in ever different ways.*

*Looking back over FAI's almost 50-year mission, the first objective pursued and achieved was to acquire Properties that no one else would save; then came restoration and management, as increasingly refined, virtuous processes, even going so far as to define a typical FAI "style".*

*Today the game is played at the level of cultural development, i.e. the ability to give voice to FAI Properties, to listen to and tell their story, and the many stories that express and testify to their unique, original identity: the cultural value that means they still deserve to be saved and cared for every day, which equals and sometimes exceeds their material value, and which engages and excites the public like never before, drawing them to our good cause.*

*Daniela Bruno*



In the photo: the interior courtyard of Villa dei Vescovi in Luvigliano di Torreglia (PD), a FAI Property since 2005



# 2022 in figures

---



## Commitment

**71**

Properties protected throughout Italy

**2**

new Properties acquired

**3**

new Properties open to the public

**72,200**

Sq m of historic buildings conserved  
and developed

**8.5**

million Sq m of landscape protected



## People

**287\***

staff members

**131**

Delegations

**108**

FAI Groups

**93**

FAI Youth Groups

**8**

FAI Bridge Between  
Cultures Groups

**11,700**

volunteers

\*Full-time equivalent



## Participation

**268,795**

members

(+25% vs 2021)

**1,038,632**

visitors to FAI Properties

(+78% vs 2021)

**680,000**

visitors to the *FAI Spring* and

*Autumn Days*

(+94% vs 2021)

**131,000**

students involved in environmental

education projects

(+48% vs 2021)

**1,500,638**

votes cast in the 11th edition

of the *Italian Places I Love* survey



## Transparency

**€55**

million in income from

fundraising activities

(+46% vs 2021)

**€42.5**

million set aside for the restoration,

conservation and management

of FAI Properties

(+147% vs 2021)

**€2.7**

million invested in promotion

of culture, education and

supervision in the community

**101%**

coverage ratio for operating and

ordinary maintenance expenses

for FAI Properties through direct

income only

(82.7% in 2021)



In the photo: Palazzo Moroni in Bergamo, a FAI Property since 2019 in collaboration with Fondazione Museo di Palazzo Moroni

# Major events in 2022



The Oratory of the Madonna del Sole in Capodacqua di Arquata del Tronto (AP)

## FEBRUARY

The **National Conference of FAI Delegates and Volunteers** is held online in its 26th edition, dedicated to the theme of the landscape, to reflect on the inevitable transformations linked to the ecological transition in connection with our duty to protect.

## MARCH

The project for the consolidation and restoration of the **16th-century Oratory of the Madonna del Sole** in Capodacqua di Arquata del Tronto (AP), which was saved from collapse during the 2016 earthquake that razed the entire village to the ground, is presented to the Municipality of Ascoli Piceno. The collaboration between FAI, the General Directorate for Cultural Heritage of the Ministry of Culture-Office of the Special Superintendent for the areas affected by the earthquake of 24 August 2016, the Superintendency of Archaeology, Fine Arts and Landscape for the provinces of Ascoli Piceno, Fermo and Macerata and the Diocese of Ascoli Piceno took concrete form in the delivery of a recovery project already financed thanks to €380,000 raised by FAI through a national call, to which was added the contribution from the Italian Ministry of Culture and donations received through the Artbonus portal for a further €490,000. A joint public-private commitment to return to the community a monument that from a symbol of tragedy becomes an emblem of recovery.

The *FAI Spring Days* celebrate their 30th edition with the opening of more than 700 usually inaccessible or little-known places in 400 cities, drawing a public of more than 350,000 visitors: a result that brings the event back to pre-pandemic levels, with an increase of 133% compared to 2021.

During the *FAI Spring Days*, the **Casa e Collezione Laura** in Ospedaletti (IM) officially opens to the pub-

lic. Donated to FAI in 2001 by Luigi Anton and Nera Laura, the house was fully opened to visitors in June 2021, after the death of Nera, who had kept usufruct of the residence while living in it for the last twenty years.

## APRIL

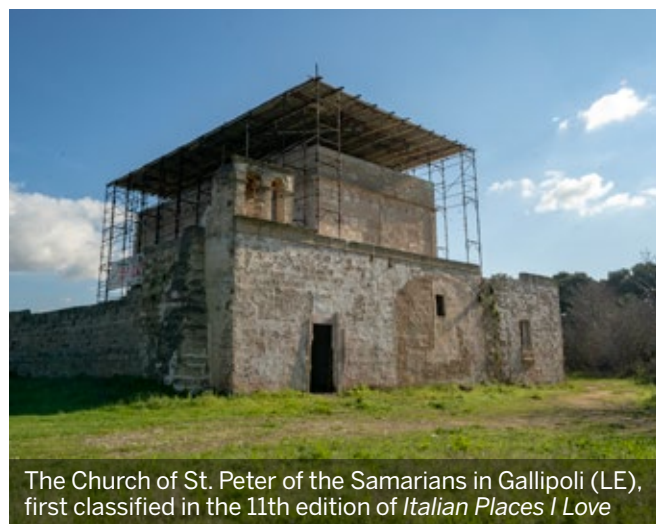
In Venice the **Lucio Fontana / Antony Gormley exhibition** opens at the Negozio Olivetti in Piazza San Marco as a side event of the *59<sup>th</sup> International Art Exhibition - La Biennale*. The exhibition draws 67,000 visitors: a record for the Negozio Olivetti.

Villa Panza in Varese hosts the exhibition **Giorgio Colombo. Photographs from the Panza Collection**, which brings together 110 photographs of works collected by Giuseppe Panza di Biumo between 1975 and 1992, which are themselves works of art in the Collection.

After three years of work, the large-scale restoration of the frescoes of the Castello di Masino in Caravino (TO), extending over a total of 2,000 square metres of painted surfaces, is concluded. On 29 April, the surprising outcome of the latest project is presented to the public: **the unveiling of the walls of the Savoia Room** which, by removing the 19th-century plaster, uncovered a perfectly preserved pictorial cycle from the late 17th century.

## MAY

The 11th edition of the **Italian Places I Love** survey begins. The survey represents the most important campaign to raise public awareness of the value of Italy's heritage, which also includes special rankings dedicated to *Villages and Their Places*. Voting closes on 15 December with 1,500,638 votes cast for more than 38,800 places in 6,508 municipalities in Italy, 82.4% of the total.



The Church of St. Peter of the Samaritans in Gallipoli (LE), first classified in the 11th edition of *Italian Places I Love*



The Memoriale Brion in San Vito di Altivole (TV), a FAI Property since 2022

## JUNE

The volume *Il Lazzaretto di Verona. History of a city monument* is presented in Verona. Produced by FAI in cooperation with the University of Verona, the volume is the result of a complex multidisciplinary research project arising from unpublished studies by 22 scholars, including young researchers supported by scholarships established by FAI for this purpose. The publication provides an in-depth, comprehensive essay on the Lazzaretto, a useful foundation for a future recovery of the monument, which, after being entrusted in 2014 to FAI – which carried out an initial reclamation operation with its own funds – came back under the protection of the municipality in 2020.

As part of the awareness-raising campaign *#salvalacqua* the **Blue Book** is presented as a further stage of the project that in 2018 saw FAI promote the *Pact for Water* drafted and signed by the main players in the system. The Blue Book promotes a more efficient, sustainable management model of this precious resource, to be launched through concrete actions that ensure the protection of the water cycle and the quality of water resources in natural environments; the safe, sustainable use and reuse of water; and balanced, participatory communication on water quality for people and communities.

On 30 June FAI presents to the public **the donation by the Brion family of the Memoriale** of the same name located in San Vito di Altivole (TV). Built between 1970 and 1978 as one of Carlo Scarpa's last, most complex, original, significant and beloved works, the funerary complex is an internationally renowned masterpiece of 20th century architecture, which FAI has been called upon to preserve and enhance.

## JULY

The **FAI Summer Evenings** are back, with over 300 events at 26 of FAI's Properties, exceptionally open after usual hours to continue visits until sunset, while taking part in visits and special events dedicated to music, readings, cultural gatherings, astronomical observations and walks to get to know the context of the places that FAI protects.

## AUGUST

The donation to FAI of **Villa Caviciana**, an estate of over 140 hectares in the province of Viterbo, in the heart of Lazio, is signed. Founded in the late 1980s by a husband and wife from Düsseldorf, for whom the Fritz and Mokka Metzeler Foundation is now named, and who donated it to FAI for maintenance and development, Villa Caviciana is the first productive agricultural property to become part of FAI's heritage and a challenge to measure up to the objective of protecting a historic landscape through sustainable agricultural practices.

## SEPTEMBER

At Villa Necchi Campiglio, Milan, **An environment for the Environment** is inaugurated. This is a new cultural project initially implemented in the setting up of a space intended for the viewing of an immersive video-installation dedicated to telling the story of the environment surrounding the Milanese Property: not uncontaminated nature, but the scenario of our history and our lives, of which we are all protagonists and for which we are responsible – and even more so today in the face of the climate crisis.

## OCTOBER

The month is dedicated to the annual national fundraising campaign **Remember to Save Italy**, aimed at supporting the conservation and maintenance activities of the Properties protected by FAI. As



Villa Caviciana in Gradoli (VT), a FAI Property since 2022



Visitors to the FAI Autumn Days during one of the Roman openings (Basilica of Santa Croce in Gerusalemme)

part of the initiative, also supported by RAI through the *Cultural Heritage Week in collaboration with FAI*, the 11th edition of the **FAI Autumn Days** is held: 700 places that are usually closed or see little use are opened on 15 and 16 October in 350 cities thanks to 109 Delegations, 74 FAI Groups and 31 FAI Youth Groups: these are the numbers of the event that saw the participation of 330,000 visitors (+65% compared to 2021).

#### NOVEMBER

On the occasion of the UN Conference of the Parties on Climate Change (COP27), FAI launches a new edition of the campaign **#Faiperilclima**, conceived during the COP26 in 2021, with a programme of initiatives created with the contribution of multidisciplinary experts, to spread knowledge on the theme of climate change, starting with FAI's experience with its Properties and replicable good practices.

An immersive video-installation in a new multimedia space is inaugurated at the Abbazia di Cerrate, in Lecce, with the aim of broadening knowledge of the Property through a lesser-known chapter of its history, delving into its Byzantine origin and soul. **The "buried" history of the Abbazia di Cerrate** is the result of scientific research, promoted and coordinated by FAI, which benefited from the contributions of university lecturers and the work of eight young researchers supported by FAI with dedicated scholarships.

A new edition of the **FAI Days for Schools** is kicked off. This week school visits is led by 6,300 *Apprentice Tour Guides*, young people specially prepared by FAI volunteers and their teachers, who took 35,500 students on "peer-to-peer" visits, contributing to the wellbeing of their communities.

The **donation to FAI of 108 new works** from the **collection of Giuseppe Panza di Biumo** is announced at Villa Panza, in Varese. The new collection of works, thanks to which Villa Panza is now second only to the Guggenheim Museum in New York in terms of the number of works in the collection of the same name, will be shown in temporary exhibition projects: first among them is the exhibition **EX NATURA. New works from the collection of Giuseppe Panza di Biumo**, which opened on 29 November and launched a five-year programme of themed exhibitions.

#### DECEMBER

Following the completion of the complex restoration work begun in 2018, and the inauguration of the adjoining Emporium at the end of 2021, **Casa Macchi** in Morazzone (VA) opens to the public. This is a typical provincial bourgeois residence, historical evidence of a style of living and a way of life that has now vanished, left to FAI by its last owner, Maria Luisa Macchi, so that it could become a museum for the community. The project came about as part of a programme agreement signed in 2017 by FAI, the Lombardy Region and the Municipality of Morazzone, later joined by the Province of Varese, aimed at the redevelopment and revitalization of the town's historic centre.

During COP15, the **#Faibiodiversity** campaign is launched to promote awareness of the alarming reduction in genetic diversity affecting both plant and animal species, raising consciousness of the topic by sharing projects undertaken at FAI's Assets.

The year 2022 closes with a new record: FAI's Assets reach the historic milestone of **one million visitors**.



An evening event at Villa Necchi Campiglio, Milan, FAI's Property since 2001

# FAI



In the photo: the Nofare  
Tower of the Abbazia di San  
Fruttuoso in Camogli (GE),  
a FAI Property since 1983

# FAI'S IDENTITY

**Name of institution**

FAI - FONDO PER L'AMBIENTE ITALIANO ETS

**Year founded**

1975

**Tax code**

80102030154

**VAT No.**

04358650150

**Legal personality and qualification under the Third Sector Code**

Foundation recognized as a Legal Person by Presidential Decree no. 941 of 3 December 1975, published in the Official Gazette no. 89 of 5 April 1976, enrolled 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 section “g- Other Third Sector entities” pursuant to Article 46 of Legislative Decree no. 117 of 3 July 2017

**Registered office**

La Cavallerizza  
Via Carlo Foldi, 2  
20135 Milan, Italy

**Other locations**

Via delle Botteghe Oscure, 32  
00186 Rome

**Territorial areas of operation**

The FAI operates throughout Italy and, through three international groups, in Switzerland, in the UK, and in the United States of America



“FAI is a challenge and that’s how it’s run”

Renato Bazzoni,  
co-founder  
of FAI

Founded on 28 April 1975 by Giulia Maria Crespi, Renato Bazzoni, Alberto Predieri and Franco Russoli, FAI - Fondo per l’Ambiente Italiano ETS (The National Trust for Italy) is a non-profit foundation that strives to safeguard Italy’s heritage of history, art and nature, inspired by the model of the English National Trust.

Its mission is to **take care of special places of Italy’s cultural heritage**, which consist mainly of Properties – 71 in 2022, of which 54 are open to the public – that it owns, by donation or inheritance, or that it manages under concession from private entities and public bodies.

**The second cornerstone of its mission is education in the knowledge and enjoyment of cultural heritage**, to increasingly nurture a 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, do this work for the general interest, based on the principle of subsidiarity, as enshrined in Article 118 of the Italian Constitution.

**The third pillar of its mission is supervising heritage** in support of the government’s protection work and in cooperation with the relevant institutions.

FAI was set up to “save” places worthy of being preserved for present and future generations: conservation is aimed at opening them up to the public and making them accessible, so that from abandoned, unknown and neglected places, they become lived-in places, recognized for their value and therefore protected and cared for.

For FAI, conservation is an active – and sometimes even transformative – process that involves restoration and re-functionalization initiatives and a constant maintenance programme. Conservation means **restoring places to their historical and traditional nature**, thus reviving their beauty and significance, while also **making them accessible, understandable and usable for an ever wider public**, who can find in them an opportunity for enrichment, growth and well-being, both individual and collective; therefore, alongside the recovery of original functions, they embrace new functions – public service, cultural and recreational – that also contribute to the economic sustainability of their management.

Restoration, management and cultural enhancement are complementary processes for FAI, integrated and all equally necessary: **at the basis of each project is the cultural value** of the sites, on the basis of which they are acquired as FAI Properties, restored and managed. In fact, FAI conserves the structures, works of art and landscapes as much as **the spirit of the places – the authentic and special identity that represents their value** for the past, present and future. This spirit is preserved and reflected in masterpieces as well as in lesser items and in the large or small stories they can tell: **an intangible heritage** just as precious and worthy of protection, which is nourished by constant scientific research, in collaboration with the most authoritative university

and research institutions, and is conveyed to the public through new and ever more effective and attractive storytelling tools.

In addition to the care and management of the sites, FAI carries out education and awareness-raising activities and **participates in the national debate on the major issues of the environment** landscape and cultural heritage: Italy's landscape is under serious threat – particularly in the countryside, in the mountains and in the villages of inland areas – of abandonment due to depopulation, environmentally unsustainable ways of living and producing and the increasingly evident, devastating and unpredictable effects of the environmental crisis, which are harmful to people as well as to the environment.

FAI works for the environment, which is at the heart of its name and mission, understood as everything that surrounds us: the inextricable interweaving of nature and history that is embodied in landscapes, the collective work of past and present generations, in which we therefore all play a leading role and bear responsibility. To this end, FAI, through **a strategic ecological transition programme**, promotes large actions and small good habits to mitigate the environmental crisis and adapt to its effects, starting with concrete action in the Properties it manages.

The network of delegations of thousands of volunteers spread throughout and active in all regions contributes with extraordinary impact and effectiveness to spreading and instilling FAI's values and mission. They are responsible, with commitment, constancy, skill and creativity, for local and national initiatives that enhance local areas, even where there are no FAI Properties, and engage their communities, raising awareness and mobilizing citizens and institutions.

Among the best-known national initiatives are the **FAI Days**, divided into spring, autumn and school editions. They represent the largest public celebration of Italy's cultural heritage, drawing hundreds of thousands of citizens every year to discover and visit over the weekend special places of history, art and nature, hidden wonders in every corner of the country. Then there is the **Italian Places I Love** project, the largest spontaneous survey of Italy's cultural heritage, which allows citizens to identify “beloved” places that deserve protection and conservation, attention and recognition, and on which FAI does restoration and development work that in many cases has changed their destiny, in cooperation with institutions and associations stirred to action by the survey.

# FAI's first times

## 1975

FAI - Fondo per l'Ambiente Italiano is set up in Milan

## 1977

Cala Junco, at the western end of the island of Panarea (ME), is the first asset donated to FAI; it is followed by the Monastero di Torba, a complex of Roman origin in the province of Varese, and Castello di Avio, an 11th-century keep at the foot of the Val Lagarina (Trento)

## 1983

FAI receives the Abbazia di San Fruttuoso in Camogli (GE) as a donation, marking a leap forward in FAI's history in view of the Property's notoriety, historical importance and size

## 1985

The Monastero di Torba (VA), which will be declared a UNESCO World Heritage Site in 2011, is the first Property to be restored. Eight years of work reveal the surface the walls of the Roman outpost and the 8th/9th century Lombard frescoes

## 1988

The Castello e Parco di Masino (TO) was purchased thanks to specific monetary donations, and its complex restoration

site marks one of the most challenging undertakings of the recently founded FAI

## 1993

*FAI Spring Days* are launched: 90 places of cultural interest that are usually inaccessible are opened in 32 Italian cities by FAI Delegations, attracting 70,000 visitors

## 1999

The first concession comes from the Region of Sicily, which entrusts FAI with the Giardino della Kolybethra, an archaeological and agricultural jewel in Agrigento's Valley of the Temples, for recovery after decades of neglect

## 2001

The Baia di Ieranto (NA) is returned to the community after being donated by Italsider to FAI, so that it can restore the landscape through the virtuous reuse of a former industrial area. It is the first landscape restoration carried out by FAI

## 2003

The national survey *Italian Places I Love* is created: Italians are asked to express their opinion on the places that they hold most dear and would like to save. The first edition receives

24,200 votes

## 2009

FAI launches its first national fundraising campaign with solidarity SMS for the recovery of the Bosco di San Francesco in Assisi

## 2010

After 35 years dedicated to leading FAI, Giulia Maria Crespi (1923-2020) leaves the position of President to Ilaria Borletti Buitoni and assumes the role of Honorary President

## 2012

FAI's offices move to the Cavallerizza, a historic building in the centre of Milan, which combines tradition and innovation in a location that is appropriate for FAI's new dimension

## 2013

Andrea Carandini succeeds Ilaria Borletti Buitoni as FAI President

## 2014

FAI's first Strategic Plan is drawn up, providing a 10-year programme of development goals through management tools

## 2017

FAI receives under concession from *Conti Vecchi* the salt pans of the same name on the outskirts of Cagliari,

the first production site opened and promoted to the public by FAI through its enhancement activity

## 2019

FAI accepts the challenge of developing an intangible asset by restoring and opening to the public the park and garden on the famous "desolate hill" in Recanati, mentioned in the poem *L'Infinito* by Giacomo Leopardi, where a multimedia itinerary is set up to guide the public "inside" the most famous lyric by the poet from Recanati

## 2021

Marco Magnifico succeeds Andrea Carandini and takes up the chair of FAI after having been its Executive Vice President since 2010

## 2022

FAI obtains recognition as a Third Sector Entity through registration in the Single National Register of the Third Sector and adapts its charter to the Third Sector Code

For the first time, a productive agricultural estate becomes a FAI Property with the acquisition of Villa Caviciana in Gradoli (VT)

# Values and aims

## Our mission

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

- **takes care of** special places in Italy for present and future generations
- **promotes** education, appreciation, awareness and enjoyment of Italy's environment, landscape and historical and artistic heritage
- **monitors** the protection of Italy's natural and cultural assets, in the spirit of Article 9 of the Italian Constitution.

## Our vision

FAI in 2023

- The main focus of FAI's work is to look after the special places it either owns or manages so that they can be opened to the public. These places are viewed and treated as cornerstones within the landscape and the social/cultural/economic systems in which they are located.
- FAI intends to increase its commitment to building on the relationship between the places in its care and the people and families who enjoy them, in order to respond to their various needs and desires.
- FAI intends to manage the places in its care, granting decision-making autonomy to the property managers within a rule-based framework; in so doing, it relies on the organizational infrastructure and input of delegates and volunteers.
- Alongside its conservation and management work, FAI organizes national education events (*FAI Spring Days*) and monitoring events (*Italian Places I Love*), focusing on special places. Delegates and volunteers make an important contribution to planning and organizing these events. In this spirit, FAI encourages the opening up to the public of certain *Italian Places I Love*, within a rules-based framework.
- FAI participates in the national debate on major themes concerning the environment, the landscape and cultural heritage, collaborating in this regard with the most active forces in civil society and with the relevant institutions. Local issues are addressed by the Delegations, again within a framework of rules.
- To achieve this 10-year strategy (divided into three business plans 2015–2017, 2018–2020 and 2021–2023), FAI intends to target all of its operations towards its mission and vision, with a view to bringing about the integration of the different parts of the organization and eliminating any inefficiencies.

## Values

- **Excellence of quality** in conservation, cultural offerings and services
- **Concreteness and consistency** in drawing the principles that guide our actions from experience
- **Effectiveness and efficiency** in focusing actions, tools and organization on the mission, vision and strategy to achieve them
- **Economic and environmental sustainability** of all our activities
- **Total accessibility** of cultural spaces and content, dedicated to different audiences
- **Inclusiveness and participation** in the relationship with volunteers, members and all those involved in our activities
- **Respect and consideration** of the needs, wishes and opinions of those approaching FAI
- **Independence** of thought and action, but openness to collaboration with anyone who shares our values
- **Conscientiousness and responsibility** in participating in cultural and environmental policy at national and local level



# Statutory activities

**F**AI pursues civic, solidarity and socially beneficial purposes, and its exclusive aim is the education and instruction of the community in the defence of the environment and of Italy's heritage of art and monuments.

It pursues this aim by exclusively and primarily carrying out the following activities of general interest, which are referred to in Articles 2 and 3 of the by-laws, which can also be found on FAI's website:

- operations for the protection, promotion and enhancement of the cultural heritage and the landscape, pursuant to Legislative Decree No. 42 of 22 January 2004 as amended;
- operations and services geared towards safeguarding and enhancing the environmental conditions and the shrewd and rational use of natural resources;
- the organisation and management of cultural, artistic or recreational activities of social interest, including operations (which may involve publishing) for the promotion and dissemination of culture and the practice of voluntary service;
- undergraduate and postgraduate training;
- scientific research of particular social interest;
- education and professional training, pursuant to Law No. 53 of 28 March 2003 as amended, and cultural activities of social interest with educational purposes;
- the 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;
- regeneration of unused public assets or assets confiscated from organised crime syndicates.

Specifically, FAI may:

- undertake and promote any direct action aimed at protecting, preserving and restoring the assets of the kinds referred to above along with the relevant surroundings, and at safeguarding and enhancing the environmental conditions, including through agreements with other bodies having similar objectives;
- carry out research and promotional operations and implement intervention measures, both directly and by organising or encouraging meetings, congresses and seminars, as well as by granting financial support, prizes and scholarships;
- purchase, whether for valuable consideration or on a free of charge basis, lease, usufruct, use, operate under concession or on a free loan basis, rent or in any other way manage assets of historical, artistic, landscape or environmental interest.

FAI may pursue its purposes also through any agreements deemed advisable with other entities or institutions and may receive assets from other foundations with similar purposes in accordance with Article 31 of the Italian Civil Code and, under all circumstances, with the applicable legislation.

Solely in order to achieve the purposes indicated in Article 2, FAI's actions may include but are not limited to the following:

- conceive and implement operations of restoration, recovery, conservation and enhancement of the assets it owns or to which it has access or which it manages for any purpose, also under administrative licence;
- administer and manage the aforementioned assets on the basis of parameters of efficacy, efficiency and sustainability;
- participate in the national debate on the major themes of the environment, the landscape and the cultural heritage, collaborating where applicable with the most active forces in civil society and with institutions;
- enter into any agreements and execute any other documents deemed advisable, including, without limitation, for obtaining short-, medium- or long-term loans in the exclusive interest of the Foundation, the execution of documents certifying undertakings and commitments (acts of obligation or submission) for the lease of public assets and execution of special arrangements of any kind, including those that can be entered into Public Registers or registered with public or private bodies;
- carry out all activities as may be necessary or useful to the pursuit of the purposes set out herein, including consultancy, planning and organisation of journeys for the purposes of education, study or cultural training, organisation of cultural events or exhibitions, promotion of tourism, management of commercial businesses that help pursue the Foundation's objects, including hospitality and catering businesses, management of agricultural land, agritourism operations and the entrusting of additional services to third parties;
- contribute to projects for the protection and enhancement of assets belonging to third parties, also promoting specific arrangements;
- promote, including through subsidies, the development of institutions, associations and bodies having analogous or similar purposes as the Foundation.

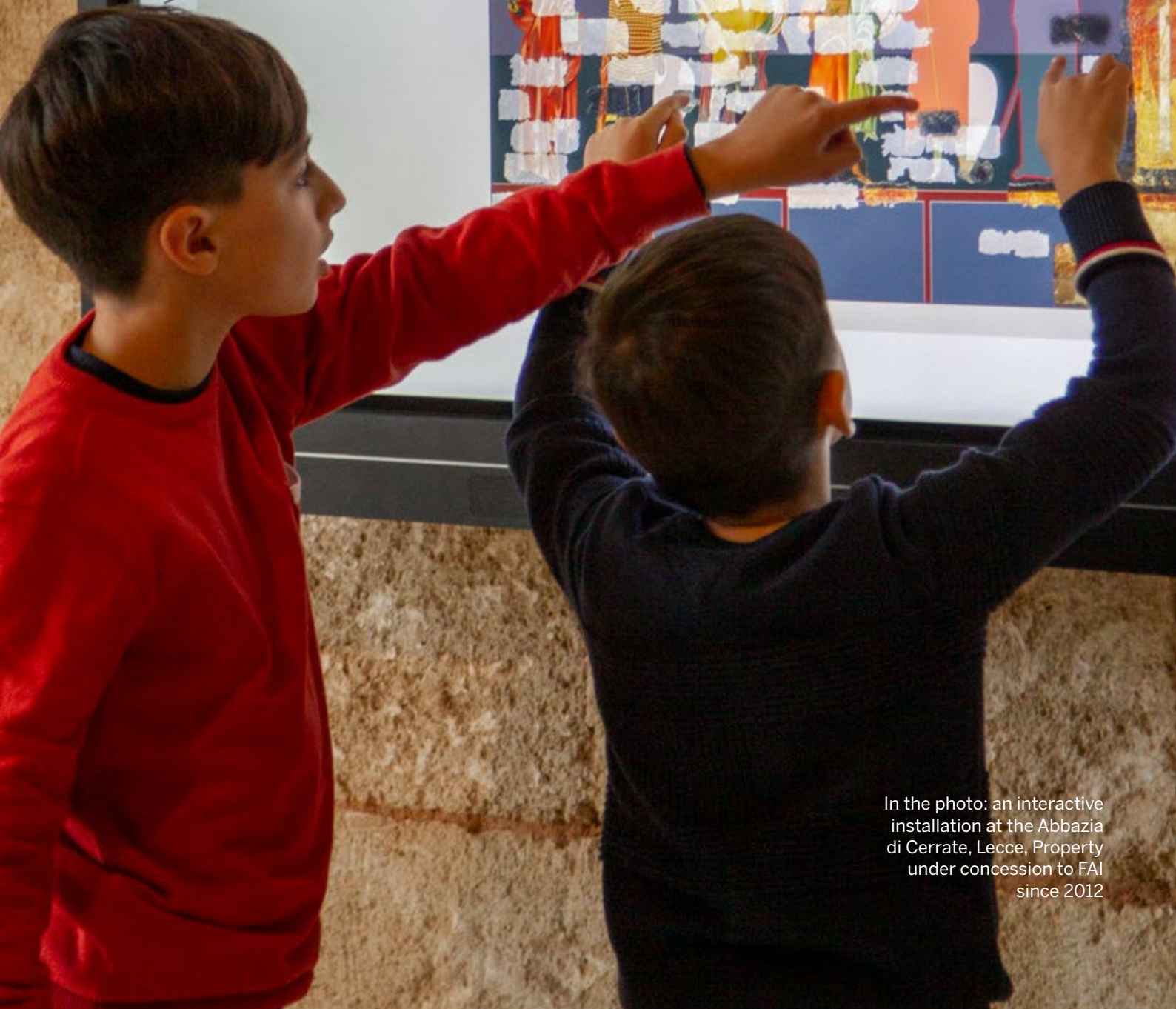
The Foundation is permitted to carry out operations other than those set out above, on condition that they are secondary and related to them, pursuant to the criteria and limits set out by the applicable legislation. The Foundation may carry out fundraising operations as permitted by the regulations applicable to third-sector bodies.

**Other activities** (pursuant to Art. 6 of Legislative Decree No. 117/2017)

At the meeting of the Board of Directors of 21 April 2022, the following secondary activities were approved: the operation of commercial establishments, including hospitality and catering, management of income-generating real estate, sponsorship and cooperation agreements with companies of a commercial nature, temporary concessions for the use of FAI Properties for activities of a commercial nature, provision or outsourcing of additional services to third parties, leasing of business units of commercial establishments, the management of agricultural land, the sale of goods and products, the production of goods and products, food production, and tourist hospitality activities.

# Ricomponi l'affresco

Abbazia di Santa Maria di Cerrate



In the photo: an interactive installation at the Abbazia di Cerrate, Lecce, Property under concession to FAI since 2012



# Local presence

## FAI Properties

in chronological order of acquisition

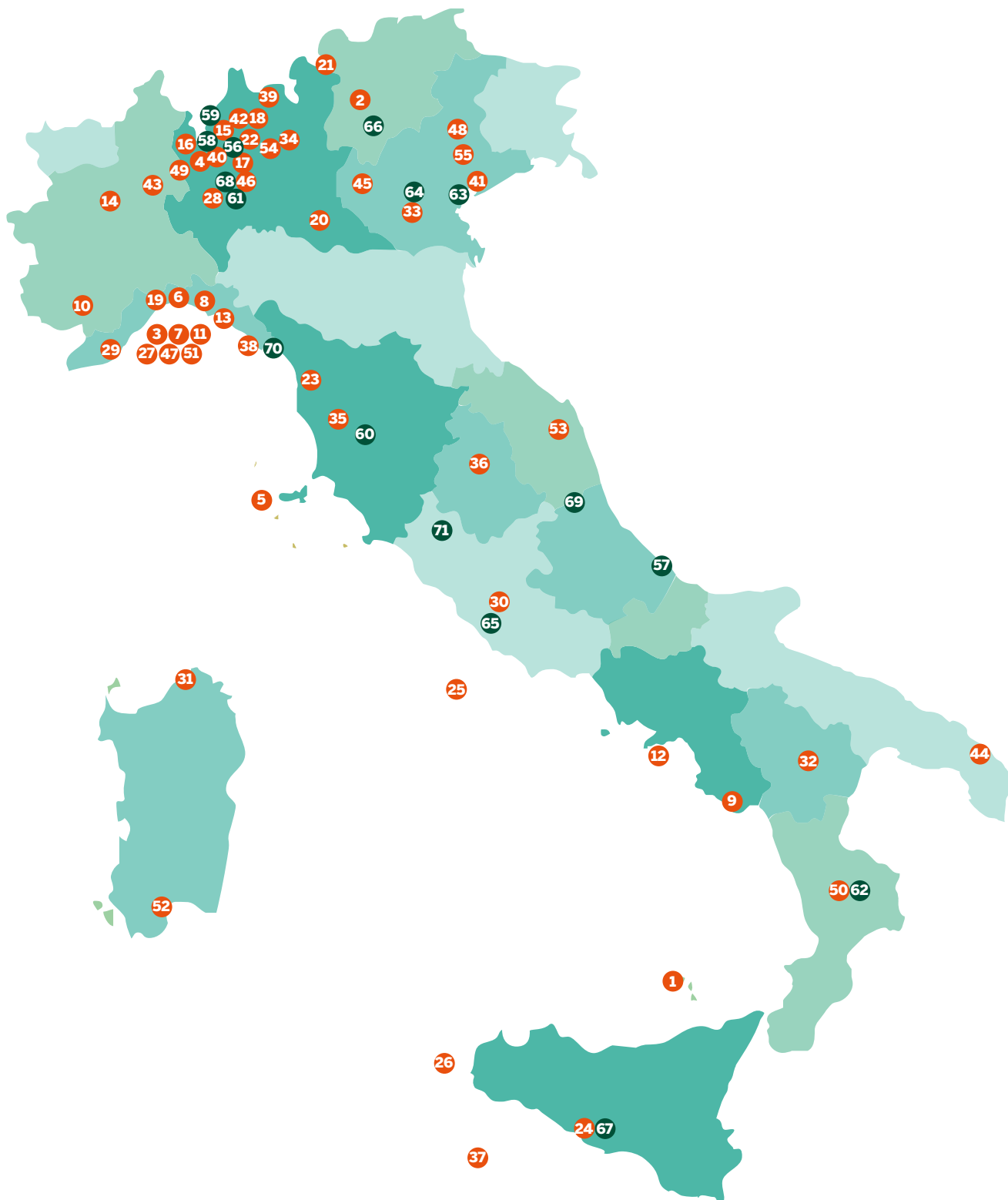
FAI's historical, artistic or landscape Properties are places of recognized historical, artistic and natural value that are protected, restored, enhanced and opened to the public by FAI. FAI may own them – through donations, bequests or inheritances – or manage them under concession from a public body or on loan from an individual.

**They are managed as part of the landscape, social, cultural and economic contexts** of which they are a part and are considered a heritage to be enjoyed. In view of this goal, FAI is committed to nurturing the relationship between these places and people, inviting them to draw from contact with art, history and nature **growth and physical and spiritual wellbeing** and to recognize the value of the common cultural heritage in rediscovery of the roots of our identity.

This is one of the reasons why FAI today safeguards cultural heritage in a broader sense: while in the past it mainly protected castles or villas, the Properties that FAI now protects and develops also include examples of agricultural and farming traditions such as Villa Caviciana estate in Tuscany, historic workshops such as the Antica Barberia Giacalone in Genoa, or places of the imagination such as the garden on the hill in Recanati that inspired the poem *L'Infinito* by Leopardi. These are also representative pieces of our cultural identity.

FAI Properties are places of memory and knowledge, but also subject to a **commitment to foster the sustainable development of the Property and the territory of which it is an integral part**. This is achieved by implementing innovative projects and spreading replicable good practices, raising awareness among individuals, engaging the local community and collaborating with businesses.

As at 31 December 2022, the FAI had **71 institutional Properties, of which 54 open to the public and 17 under restoration**.



- Properties open to the public
- Properties being restored, currently not visitable

- 1 Area costiera a Cala Junco**  
Panarea Island, Aeolian Archipelago (ME)  
*Donation by Piero di Blasi, 1976*
- 2 Castello di Avio**  
Sabbionara d'Avio (TN)  
*Donation by Emanuela di Castelbarco Pindemonte Rezzonico, 1977*
- 3 Area boschiva sul Monte di Portofino**  
Camogli (GE)  
*Donation by Casana in memory of Renato Casana, 1977*
- 4 Monastero di Torba**  
Gornate Olona (VA)  
*Donation by Giulia Maria Crespi, 1977*
- 5 Area costiera sull'Isola di Capraia**  
Capraia Island (LI)  
*Donation by Ignazio Vigoni Medici di Marignano, 1978*
- 6 Promontorio e Torre di Punta Pagana**  
San Michele di Pagana, Rapallo (GE)  
*Donated by the De Grossi Family, 1981*
- 7 Area boschiva sul Monte di Portofino**  
Camogli (GE)  
*Donation by Carla Salvucci, 1981*
- 8 Abbazia di San Fruttuoso**  
Camogli (GE)  
*Donation by Frank and Orietta Pogson Doria Pamphilj, 1983*
- 9 Area costiera a San Giovanni a Piro**  
San Giovanni a Piro (SA)  
*Donation by Fiamma Petrilli Pintacuda, 1984*
- 10 Castello della Manta**  
Manta (CN)  
*Donation by Elisabetta De Rege Provana, 1985*
- 11 Area boschiva sul Monte di Portofino**  
Camogli (GE)  
*Donation by Benito Brignola, 1986*
- 12 Baia di Ieranto**  
Massa Lubrense (NA)  
*Donation by Italsider, 1987*
- 13 Casa Carbone**  
Lavagna (GE)  
*Bequest by Emanuele and Siria Carbone, 1987*
- 14 Castello e Parco di Masino**  
Caravino (TO)  
*Purchased from Luigi Valperga di Masino thanks to a donation by FIAT, Cassa di Risparmio di Torino and Maglificio-calzificio torinese, 1988*
- 15 Villa del Balbianello**  
Tremezzina (CO)  
*Testamentary legacy by Guido Monzino, 1988*
- 16 Villa Della Porta Bozzolo**  
Casalzuigno (VA)  
*Donation by Bozzolo heirs, 1989*
- 17 Torre di Velate**  
Varese  
*Donation by Leopoldo Zambelletti, 1989*
- 18 Castel Grumello**  
Montagna in Valtellina (SO)  
*Donation by Fedital, 1990*
- 19 Antica Barberia Giacalone**  
Genoa  
*Purchased from Giacalone heirs through public subscription, 1992*
- 20 Antica edicola dei giornali**  
Mantua  
*Purchase from the Gandolfi family through public subscription, 1992*
- 21 Maso Fratton Valaja**  
Spormaggiore (TN)  
*Purchased from Endrizzi brothers thanks to donation by Bayer Italia, 1993*
- 22 Villa e Collezione Panza**  
Varese  
*Donation by Giuseppe and Giovanna Panza di Biumo, 1996*
- 23 Teatrino di Vetriano**  
Pescaglia (LU)  
*Donation by Anna Biagioni and concession by Municipality of Pescaglia, 1997*
- 24 Giardino della Kolymbethra**  
Valley of Temples, Agrigento  
*Concession by the Region of Sicily, 1999*
- 25 Area costiera sull'Isola di Ponza**  
Isola di Ponza (LT)  
*Donation by Franco and Bianca Maria Orsenigo, 2001*
- 26 Area collinare sull'Isola di Levanzo**  
Isola di Levanzo Egadi Archipelago (TP)  
*Donation by Griseldis Fleming, 2001*
- 27 Area boschiva sul Monte di Portofino**  
Santa Margherita Ligure (GE)  
*Donation by Ida Marta Oliva, 2001*
- 28 Villa Necchi Campiglio**  
Milan  
*Donation by Gigina Necchi Campiglio and Nedda Necchi, 2001*
- 29 Casa e Collezione Laura**  
Ospedaletti (IM)  
*Donation by Luigi Anton and Nera Laura, 2001*
- 30 Parco Villa Gregoriana**  
Tivoli (RM)  
*Concession by State Property Agency, 2002*
- 31 Batteria Militare Talmone**  
Palau (SS)  
*Concession by the Autonomous Region of Sardinia, 2002*
- 32 Casa Noha**  
Matera  
*Donation by Fodale and Latorre families, 2004*
- 33 Villa dei Vescovi**  
Luvigliano di Torreglia (PD)  
*Donation by Maria Teresa Olcese Valoti and Pierpaolo Olcese, in memory of Vittorio Olcese, 2005*
- 34 Mulino "Maurizio Gervasoni"**  
Roncobello (BG)  
*Purchased from Gervasoni through donation by Intesa Sanpaolo, 2005*
- 35 Torre e Caza Campatelli**  
San Gimignano (SI)  
*Testamentary legacy by Lydia Campatelli, 2005*
- 36 Bosco di San Francesco**  
Assisi (PG)  
*Purchase through donation by Intesa Sanpaolo, 2008*

- 37 Giardino Pantesco Donnafugata**  
Isola di Pantelleria (TP)  
*Donation by Cantine Donnafugata, 2008*
- 38 Podere Case Lovara a Punta Mesco**  
Levanto (SP)  
*Donation by Immobiliare Fiascherino s.r.l., 2009*
- 39 Villa Fogazzaro Roi**  
Oria Valsolda (CO)  
*Testamentary legacy by Giuseppe Roi, 2009*
- 40 Antica pensilina del tram**  
Varese  
*Donation by Festi Maimone family, 2011*
- 41 Negozio Olivetti**  
Venice, Piazza San Marco  
*Concession by Assicurazioni Generali, 2011*
- 42 Alpe Pedroria e Alpe Madrera**  
Talamona (SO)  
*Testamentary legacy by Stefano Tirinzoni, 2011*
- 43 Collezione Enrico**  
Villa Flecchia, Magnano (BI)  
*Donation by Piero Enrico, 2011*
- 44 Abbazia di Santa Maria di Cerrate**  
Lecce  
*Concession by the Province of Lecce, 2012*
- 45 Terreni sull'ansa dell'Adige**  
Verona  
*Donation by Renata Dalli Cani, 2012*
- 46 Palazzina Appiani**  
Milan  
*Concession by the Municipality of Milan, 2015*
- 47 Area boschiva sul Monte di Portofino**  
Camogli (GE)  
*Donated by the Falconi family, 2015*
- 48 Monte Fontana Secca**  
Quero Vas (BL)  
*Donation by Bruno brothers and Liliana Collavo, 2015*
- 49 Casa Macchi**  
Morazzone (VA)  
*Inherited from Marialuisa Macchi, 2015*
- 50 I Giganti della Sila**  
Spezzano della Sila (CS)  
*Concession by Sila National Park, 2016*
- 51 Area boschiva sul Monte di Portofino**  
Camogli (GE)  
*Donated by the Capurro family, 2016*
- 52 Saline Conti Vecchi**  
Assemmini (CA)  
*A Conti Vecchi property enhanced by FAI*
- 53 Orto sul Colle dell'Infinito**  
Recanati (MC)  
*Concession by Municipality of Recanati, "Giacomo Leopardi" National Centre for Leopardi Studies and World Centre of Poetry and Culture, 2017*
- 54 Palazzo Moroni**  
Bergamo  
*In collaboration with Fondazione Museo Palazzo Moroni*
- 55 Memoriale Brion**  
San Vito di Altivole (TV)  
*Donation by siblings Ennio and Donatella Brion, 2022*
- 56 Villa San Francesco**  
Varese  
*Testamentary legacy by Maria Luisa Monti Veratti (bare ownership), 2001*
- 57 La Stanza del Belvedere**  
Vasto (CH)  
Vasto (CH)  
*Testamentary bequest by Cesario Cicchini, 2006*
- 58 Torre del Soccorso, known as Torre del Barbarossa**  
Tremezzina (CO)  
*Testamentary legacy by Rita Emanuela Bernasconi, 2010*
- 59 La Velarca**  
Tremezzina (CO)  
*Donation by Aldo and Maria Luisa Norsa, 2011*
- 60 Area agricola a Cetona**  
Cetona (SI)  
*Purchase thanks to donation by Federico Forquet, 2013*
- 61 Casa Crespi**  
Milan  
*Donation by Giampaolo e Alberto Crespi, (bare ownership), 2013*
- 62 Casino Mollo**  
Spezzano della Sila (CS)  
*Donation by Giovanna, Beatrice and Maria Silvia Mollo, 2016*
- 63 Casa Bortoli**  
Venice  
*Inherited from Sergio and Carla Bortoli, 2017*
- 64 Casa dal Prà**  
Padua  
*Inherited from Maria Pia dal Prà, 2017*
- 65 Casa Carla Fendi**  
Rome  
*Testamentary bequest Carla Fendi, 2018*
- 66 Cappella del Simonino**  
Trento  
*Testamentary bequest by Marina Larcher Fogazzaro, 2018*
- 67 Case Montana**  
Kolymbethra Garden Valley of Temples, Agrigento  
*Purchased from Caterina Di Grado, 2018*
- 68 Casa e Tenuta Perego**  
Villareale, Cassolnovo (PV)  
*Donation by Filippo Perego di Cremnago (bare ownership), 2020*
- 69 Bosco "Carmela Cortini"**  
Valle Castellana, Valzo (TE)  
*Donation by Franco Pedrotti in memory of his wife Carmela Cortini, 2021*
- 70 Villa Rezzola**  
Pugliola, LERICI (SP)  
*Testamentary bequest by Countess Maria Adele Carnevale Miniati, 2020*
- 71 Tenuta Agricola Villa Caviciana**  
Gradoli (VT)  
*Donation by Fondazione Fritz e Mocca Metzeler, 2022*

## Other Properties

listed in chronological order based on date entrusted to volunteers and assignment of sponsorship

### **Properties promoted by FAI volunteers**

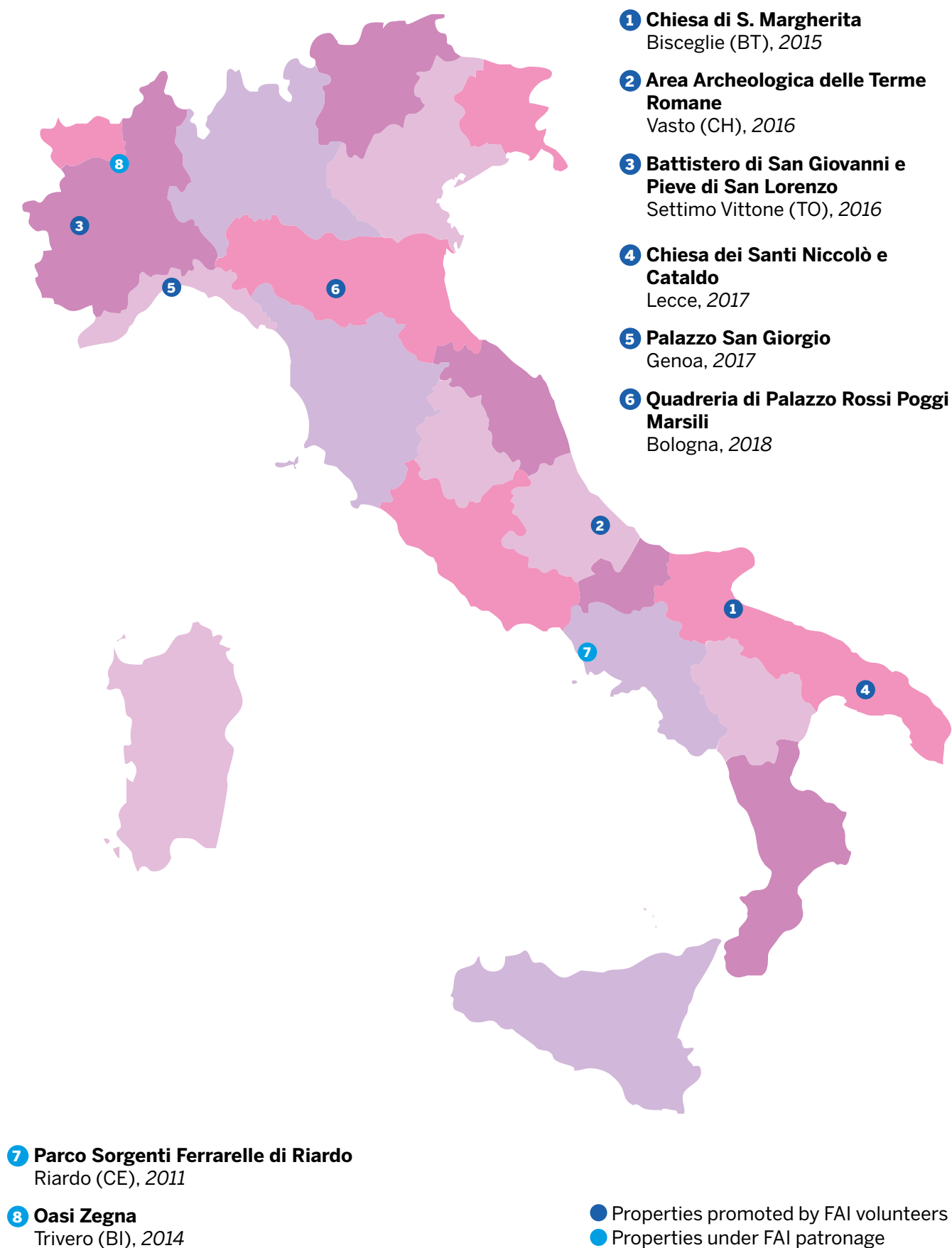
These are historical, artistic or landscape assets that do not belong to FAI, but which our local Delegations, under specific agreements with local administrations, are committed to enhancing through visits and events.

### **Properties under patronage**

For the most part landscapes, these Assets are not owned by FAI and belong to other foundations or private companies with which FAI has drafted an agreement for the protection and enhancement of the Asset.

Pictured: Oasi Zegna, in Trivero (BI), Property under FAI patronage since 2014





## FAI's network in Italy: the Delegations

The Delegations – an extensive network of well-organized, pro-active volunteers in Italy's major towns and cities – are FAI's engine across the country, and they contribute to the embedding of FAI nationwide, working to spread its values and its operations. Thanks to their work, day in, day out, and to their expertise and enthusiasm, the Delegations provide FAI's frame of reference for the local stakeholders, be they institutions, private companies or citizens.

In 2022, the FAI network stood at **340 active affiliates** in 20 regions and distributed as follows: **131 Delegations** active throughout the country, which, together with **108 FAI Groups**, **93 FAI Youth Groups** (involving volunteers aged between 18 and 35) and **8 FAI Bridge Between Cultures Groups**, help to spread FAI's mission, for a total of around 2,500 permanent volunteers, in addition to 8,500 volunteers at major national events.

In the photo: a group of FAI volunteers





- Delegations
- FAI Groups
- FAI Youth Groups
- FAI Bridge Between Cultures Groups



**ABRUZZO****President:****Roberto Di Monte**

Delegations: Chieti, L'Aquila, Lanciano, Marsica, Pescara, Teramo, Vasto  
 FAI Groups: Ortona, Sulmona-Tre Valli  
 FAI Youth Groups: Chieti, Lanciano, Pescara, Teramo, Vasto

**ALTO ADIGE****President:****Carlo Trentini**

Delegations: Bolzano  
 FAI Groups: Merano  
 FAI Youth Groups: Bolzano

**BASILICATA****President:****Rosalba Demetrio**

Delegations: Costa Jonica, Matera, Potenza, Tricarico and interior  
 Lucania, Vulture Melfese and Alto Bradano  
 FAI Groups: Ferrandina, Lagonegrese-Pollino  
 FAI Youth Groups: Matera

**CALABRIA****President:****Anna Lia Paravati****Capogreco**

Delegations: Catanzaro, Cosenza, Locride and Piana, Reggio Calabria, Santa Severina and Marchesato, Vibo Valentia  
 FAI Groups: Crotone, Rossano  
 FAI Youth Groups: Catanzaro, Locride and Piana, Reggio Calabria, Vibo Valentia

**CAMPANIA****President:****Michele Pontecorvo Ricciardi**

Delegations: Avellino, Benevento, Caserta, Naples, Salerno  
 FAI Groups: Aversa, Island of Capri, Nola, Sorrentine Peninsula, Pozzuoli and Campi Flegrei, Vesuvio  
 FAI Youth Groups: Avellino, Benevento, Caserta, Naples, Salerno  
 FAI Bridge Between Cultures Group: Naples

**EMILIA ROMAGNA****President:****Carla Di Francesco**

Delegations: Bologna, Cesena, Ferrara, Forlì, Modena, Parma, Piacenza, Ravenna, Reggio Emilia, Rimini  
 FAI Groups: Appennino Bolognese, Appennino Modenese, Bassa Modenese, Bobbio, Cervia, Imola Dozza Valle del Santerno, Faenza, Lugo, Monticelli D'Ongina, Pieve di Cento, Savena Idice Sillaro  
 FAI Youth Groups: Bologna, Ferrara, Forlì, Modena, Parma, Piacenza, Ravenna, Reggio Emilia  
 FAI Bridge Between Cultures Group: Bologna, Modena, Ravenna

**FRIULI VENEZIA****GIULIA****President:****Tiziana Sandrinelli**

Delegations: Gorizia, Pordenone, Trieste, Udine  
 FAI Groups: Cividale del Friuli, Palmanova, Sacile, Spilimbergo, San Vito al Tagliamento  
 FAI Youth Groups: Pordenone, Trieste

**LAZIO****President:****Giuseppe Morganti**

Delegations: Frosinone, Gaeta, Latina, Rome, Viterbo  
 FAI Groups: Anzio-Nettuno, Castelli Romani, Civitavecchia, Veio  
 FAI Youth Groups: Latina, Rome, Viterbo  
 FAI Bridge Between Cultures Group: Rome

**LIGURIA****President:****Roberta Cento Croce**

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

**LOMBARDY****President:****Andrea Rurale**

Delegations: Alta Brianza, Bergamo, Brescia, Como, Crema, Cremona, Lecco, Lodi, Mantua, Milan, Milano West, Monza, Oltrepò Pavese, Pavia, Seprio, Sondrio, Valcuvia Luino and Eastern Verbano, Varese, Vercatese  
 FAI Groups: Bassa Bergamasca, Bormio and Alta Valtellina, Castiglione delle Stiviere-Alto Mantovano, Franciacorta-Sebino, North-East Milan, South-East Milan, Vallecamonica  
 FAI Youth Groups: Alta Brianza, Bergamo, Brescia, Como, Crema, Cremona, Lecco, Lodi, Mantova, Milan, Milano West, Monza, Oltrepò Pavese, Pavia, Valcuvia Luino and Eastern Verbano, Varese  
 FAI Bridge Between Cultures Group: Brescia

**MARCHE****President:****Alessandra Stipa****Alesiani**

Delegations: Ancona, Ascoli Piceno, Fermo, Macerata, Pesaro Urbino  
 FAI Groups: Fabriano, Fano, Jesi and Vallesina, San Benedetto del Tronto, Senigallia  
 FAI Youth Groups: Ancona, Ascoli Piceno, Fermo, Macerata, San Benedetto del Tronto

**MOLISE****President:****Roberto Di Monte**

Delegation: Campobasso

FAI Group: Termoli

**PIEDMONT****President:****Maria Cattaneo Leonetti**

Delegations: Alessandria,

Asti, Biella, Casale

Monferrato, Cuneo, Ivrea

and Canavese, Novara,

Novi Ligure, Saluzzo,

Turin, Tortona, Valle di

Susa, Valsesia, Verbano-

Cusio-Ossola, Vercelli

FAI Groups: Alba and

Langhe, Bassa Valle

Tanaro, Castellazzo

Bormida, Colline dal Po

al Monferrato, Colline

Novaresi, Differently

Able, Galliate, Laghi

Alto Novarese, Lago

d'Orta and Cusio, Ovada,

Pinerolo, Savigliano,

Sette Castelli dal Tobbio

all'Orba, Strada Franca,

Ticino, Val Curone, Val

Sangone

FAI Youth Groups:

Alessandria, Alto

Novarese, Asti, Biella,

Cuneo, Ivrea and

Canavese, Novara, Novi

Ligure, Saluzzo, Tortona,

Turin, Valle di Susa,

Valsesia, Vercelli

FAI Bridge Between

Cultures Group: Turin

**PUGLIA****President:****Saverio Russo**

Delegations: Andria-

Barletta-Trani, Bari,

Brindisi, Foggia, Lecce,

Taranto

FAI Groups: Altamura,

Gargano, Giovinazzo,

Lucera, Salento Jonico,

South-East Bari,

Tavoliere Ofantino, Trulli

and Caves

FAI Youth Groups: Bari,

Brindisi, Taranto

**SARDINIA****President:****Monica A. G. Scanu**

Delegations: Cagliari,

Nuoro, Oristano, Sassari

FAI Groups: La

Maddalena, Ogliastra,

Olbia-Tempio Pausania

**SICILY****President:****Giuseppe Gini**

Delegations: Agrigento,

Caltanissetta, Catania,

Enna, Messina, Palermo,

Ragusa, Syracuse,

Trapani

FAI Groups: Acireale,

Alcamo, Bagheria,

Caltagirone, Carini,

Castelvetrano, Corleone,

North Etna, Giardini-

Naxos Taormina, Giarre-

Riposto, Isnello, Marsala,

Nicosia, Piazza Armerina

FAI Youth Groups:

Agrigento, Catania,

Messina, Palermo,

Syracuse

**TUSCANY****President:****Rosita Galanti Balestri**

Delegations: Arezzo,

Florence, Grosseto,

Livorno, Lucca, Pisa,

Prato, Siena

FAI Groups: Maremma,

Massa, Pistoia-Montagna

Pistoiese, Valdinievole,

Versilia, Volterra

FAI Youth Groups:

Florence, Pisa

**TRENTINO****President:****Luciana de Pretis**

Delegation: Trento

FAI Groups: Val di

Fiemme-Val di Fassa,

Val di Sole-Val di Non,

Rovereto Vallagarina

FAI Youth Group: Trento

**UMBRIA****President:****Nives Maria Tei****Coaccioli**

Delegations: Foligno,

Lago Trasimeno, Perugia,

Terni

FAI Groups: Assisi, Città

di Castello, Gualdo

Tadino, Gubbio, Orvieto,

Spoleto, Todi

FAI Youth Groups:

Foligno, Perugia, Terni

**VALLE D'AOSTA****President:****Maria Cattaneo Leonetti**

Delegations: Aosta

FAI Youth Groups: Aosta

**VENETO****President: Ines****Lanfranchi Thomas**

Delegations: Bassano del

Grappa, Belluno, Padua,

Portogruaro, Rovigo,

Treviso, Venezia, Verona,

Vicenza

FAI Groups: Basse,

Mirano

FAI Youth Groups:

Belluno, Padua,

Portogruaro, Rovigo,

Treviso, Venice, Verona,

Vicenza

# Synergies with other organizations and association networks

**W**ith more UNESCO World Heritage sites than any other country on the World Heritage List, Italy’s artistic, cultural and natural heritage is envied the world over and greatly appreciated by those who care about safeguarding it. Promoting FAI abroad means reaching out to those who see themselves as the guardians of this treasure, regardless of their nationality.

**At the end of 2022 FAI worked with three international groups to spread and support its mission around the world** (see p. 111).



**Friends of FAI** is an independent charity governed by US law, active since 2001. The mission of Friends of FAI is to promote an appreciation and support in the United States for the preservation of Italy’s cultural and historical heritage, as reflected in Italy’s buildings and assets of architectural and environmental importance, and in particular in FAI’s Properties. Friends of FAI achieves its educational goals by supporting FAI in its efforts to restore, conserve and open to the public important Italian monuments and sites.

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



**FAI UK - Italian Heritage Trust** is a charity active since 2013. Its mission is to enhance Italy’s cultural heritage by promoting and conserving buildings and places of historical, architectural, cultural or artistic interest and educating the public on the conservation, protection and improvement of Italy’s heritage and environment, in particular by supporting FAI’s aims.

FAI UK - ITALIAN HERITAGE TRUST GOVERNANCE		
<p><b>Chairman</b> William Parente</p>	<p><b>Trustees</b> Giacomo Balsamo Edmondo di Robilant Stefano Ferraiolo Sara Pearce Elisabetta Scopinich Catrin Treadwell</p>	<p><b>Chief Financial Officer</b> Roberto Negro</p>



**FAI SWISS and Délégation Suisse Romande**, FAI SWISS - Fondazione FAI Internazionale Svizzera is a private foundation under Swiss law operating since 2012 in Lugano (Ticino) and since 2015 also in Geneva (Suisse Romande). FAI's purpose is to promote cultural exchanges between Switzerland and Italy and FAI's activities, safeguarding and enhancing cultural assets in Switzerland of particular importance for Italian culture.

#### FAI SWISS GOVERNANCE

##### Honorary President

Mario Botta  
Alfredo Gysi  
Marco Solari

##### Foundation Board

##### President

Simona Garelli Zampa

##### Deputy President

Maddalena Pais

##### Directors

Paola Boselli Foglia  
Carolyn Buckley

Sofia Cattani  
Cristina Fantin Gatti  
Anna Ughi Gotti  
Chiara Grassi  
Béatrice Groh Bellet de  
Tavernost  
Alberica Pellerey  
Isabella Puddu Guagni

##### Secretary

Paolo Bernasconi



#### FAI SUISSE ROMANDE GOVERNANCE

##### Honorary President

Florence Notter-Daugny

##### President

Sofia Cattani

##### Vice-President and Culture

Giuseppina Piérard  
Runcio

##### Treasury

Lavinia Marconi Lusso

##### Secretariat and Communication

Francesca Galluccio

##### School

Mara Marino  
Regina Feuerwerker  
Adriana Bonzanigo

FAI also operates through the representation of **international association networks** that bring together organizations characterized by a common approach to the conservation of global cultural heritage, both tangible and intangible. Participation in such networks fosters the exchange of expertise and good practice at the global level and helps to express the sector's needs more forcefully to the international community. **At the end of 2022 FAI was a member of two international associations:**

■ **INTO – The International National Trusts Organization**

Since 2009, FAI has been a member of INTO - The International National Trusts Organization, a network of organizations that, like FAI, have the mission of safeguarding, protecting and preserving their countries' cultural heritage. FAI members enjoy free admittance to all places protected by INTO Places members, which include the National Trust of England, Wales and Northern Ireland.

■ **Europa Nostra**

FAI has been a member of Europa Nostra since 1999. Europa Nostra, founded in 1963 in Paris, is an international association dedicated to the protection of cultural heritage. Extending to more than 40 countries, Europa Nostra is recognized as the largest, most representative cultural heritage network in Europe. It maintains close ties with the European Union, the Council of Europe, UNESCO and other international bodies.

FAI also has close relations with:

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

The Association Amici del FAI is a recognized volunteer association registered in the Single National Third Sector Register under No. 90675. Since 2007, the association has been working alongside FAI, sharing its mission of protecting, caring for and enhancing Italy's historical, artistic and landscape heritage and, in particular, small FAI Properties, with the aim of making culture increasingly accessible to all.

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

The National Trust of England, Wales and Northern Ireland is an organization founded in 1895 with the aim of preserving and protecting the historical and natural heritage of England, Wales and Northern Ireland. The National Trust is the model that has inspired FAI since its inception.

FAI maintains a close working relationship with the National Trust to exchange best practice and knowledge on specific issues.



In the photo: a view of the park of Villa Della Porta Bozzolo, Casalzuigno (VA), a FAI Property since 1989

# Map of main stakeholders

The principle that guides FAI's relations with its various stakeholders every day is the desire to ensure that the spirit of Article 9 of the Italian Constitution remains alive and relevant: "The Republic promotes the development of culture and scientific and technical research. It protects the landscape and the historical and artistic heritage of the nation."

**FAI shares a desire with all its stakeholders: to make the landscape and historical and artistic heritage an asset available to all – today and always.**



- Many authoritative **private citizens, companies, foundations and associations, celebrity endorsers** support FAI: a generous community of supporters who, through their contributions, express their love for and commitment to Italy's cultural heritage, ensuring FAI's economic sustainability.
- **Visitors to FAI Properties**, current and potential, share a common interest in edifying, satisfying and personalized cultural and leisure use: from families with children, to lovers of outdoor activities, to the culturally curious. All of them are at once beneficiaries and leaders of FAI's mission.
- **Local communities** with ties to the areas home to FAI Properties are key players in the country's development. Not only should individual monuments and natural sites be protected, but the entire cultural, social and economic fabric of the places should be rediscovered, developing the ties between FAI Properties and the surrounding area, within a new framework of hubs and systems, capable of planning together and supporting and stimulating each other.
- FAI collaborates in various ways with **institutions, ministries, superintendencies and local authorities** as policy-makers, suppliers of public goods, collaborators or providers of financial resources.
- **Academe** is a natural partner to FAI, which provides teachers and students at all levels educational offerings in line with the indications provided by the Ministry of Education, in order to stimulate a spirit of active citizenship that involves the youngest in the protection of the country's heritage. The academic world and the scientific community support FAI's commitment through studies, research, contributions and specialized collaborations in support of its institutional activities.
- **The media**, towards which FAI has a duty of serious, credible communication on landscape and cultural heritage issues to promote an ethical and aesthetic awareness in public opinion. FAI's interest is in talking about the landscape in a systematic way and on enhancing its cultural, educational and prevention aspects.
- Then there are all the people working within the organization in various capacities. From **members of the Board of Directors to executives**, from **employees and contractors** to **volunteers** with the Delegations and FAI Properties. A staff of professionals who over the years have contributed to developing FAI into an increasingly solid, sustainable organization.
- Finally, also important is the role of the **suppliers and consultants** who provide specific goods and services and ensure us adequate, timely assistance.



# The 2021-2023 Operating Plan

Approved by the Board of Directors in November 2021, the 2021-2023 Operating Plan *The New Dimension* concludes the strategic process begun in 2014. The programme was drawn up during the Covid-19 emergency and was aimed at restoring FAI to pre-pandemic size. However, in 2022 activities got back to speed and the results of the Plan's projects exceeded expectations. This trend may also be seen from the indicators of the "Value Wheel", where as many as **seven indicators reached the targets set for 2023 ahead of schedule**: number of visitors, visitor satisfaction, environmental sustainability of the Properties, membership numbers, efficiency of the organization, Properties overheads, financing of restorations, fundraising and economic balance.



# Key performance indicators

	KPIS	Description	2014	2021	2022	2023
<b>1 Properties</b>	<b>a. Number of visitors</b>	The indicator measures admissions to the Properites in a year and represents the ability to attract visitors	576,000	583,930	1,038,632	1,000,000 <sup>1)</sup>
	<b>b. Satisfaction of visitors</b>	The indicator measures, through a questionnaire given to visitors, the overall satisfaction of the visit	4.39	4.76	4.70	4.50
	<b>c. Interaction with local area</b>	The indicator measures the average number of agreements made by each Properity with local institutions and companies	-	611 <sup>2)</sup>	674	
	<b>d. Properties distribution</b>	The indicator expresses the ratio of provinces with at least one FAI Properites to total provincial areas	29%	35%	37%	40%
	<b>e. Properties conservation</b>	The indicator expresses compliance with planned maintenance standards and services quality, with scores from 1 to 5	-	4.39	4.4	4.5
	<b>f. Environmental sustainability of the Properties</b>	The indicator expresses the percentage of annual reduction of CO <sub>2</sub> emissions in the Properites open to the public compared to total emissions calculated in 2014	0%	-42% <sup>3)</sup>	-20%	-15%
<b>2 People</b>	<b>a. Number of members</b>	The indicator expresses the number of members as at 31 December of each year	101,571	214,196	268,795	250,000
	<b>b. FAI awareness</b>	The indicator measures public awareness of the existence of FAI	25%	-	-	40%
<b>3 Network</b>	<b>a. Local network presence</b>	The indicator measures the number of active groups across Italy	237	345	340	350
	<b>b. Sites opened in national events</b>	The indicator measures the number of places opened to the public during the <i>FAI Spring Days</i> and other initiatives	1,661	1,200	1,489	-
	<b>c. Report and interventions on the environment, landscape and heritage</b>	The indicator measures the number of votes cast for the <i>Italian Places I Love</i> survey	1,650,000	-	1,500,638	
<b>4 Organization</b>	<b>a. Staff involvement</b>	The indicator measures the level of motivation and involvement of all employees and uses the model by the consulting firm Hay Group	- - -			
	<b>b. Efficiency of the organization</b>	The indicator measures the ratio of expenses allocated to institutional activities to total expenses <sup>4)</sup>	68.5%	73.7%	82%	70%
<b>Sustainability axis</b>	<b>a. Properties overheads</b>	The indicator measures the percentage of Properties running cost covered by direct income and represents the Properties ability to self-finance	86.6%	82.7%	102%	82.7%
	<b>b. Funding of restorations</b>	The indicator expresses the percentage coverage of investments in restorations and represents the FAI's ability to raise capital	89%	100%	100%	100%
	<b>c. Fundraising</b>	The indicator measures total funds raised (in thousands of euros) and represents FAI's fundraising capacity	19,050	29,120	37,188	32,000*
	<b>d. Number of volunteers locally and at major events</b>	The indicator measures the number of volunteers engaged at local level, in FAI Properties and in nationwide campaigns	26,990	26,253	41,093	50,000
	<b>e. Financial stability</b>	The indicator measures the financial results (in thousands of euros) of the profit and loss account	307	3,417	3,504	

1) These objectives, set in the 2014-2023 Strategic Plan, were reviewed during the drafting of the 2021-2023 Operating Plan in light of the situation, which was heavily influenced by the pandemic. 2) The 2021 indicator was subject to a change of the measurement criteria due to the exclusion from the score of certain types of agreements. 3) The indicator calculates the percentage of energy saved with respect to the previous year. The 2020 and 2021 results cannot be attributed to a structural action geared towards increasing efficiency, since they are due to the closure of the Properties and the offices for several months due to the Covid-19 pandemic. 4) Data reclassified taking into account the funds allocated to already approved multi-year projects.

# GOVERNANCE, STRUCTURE, PEOPLE



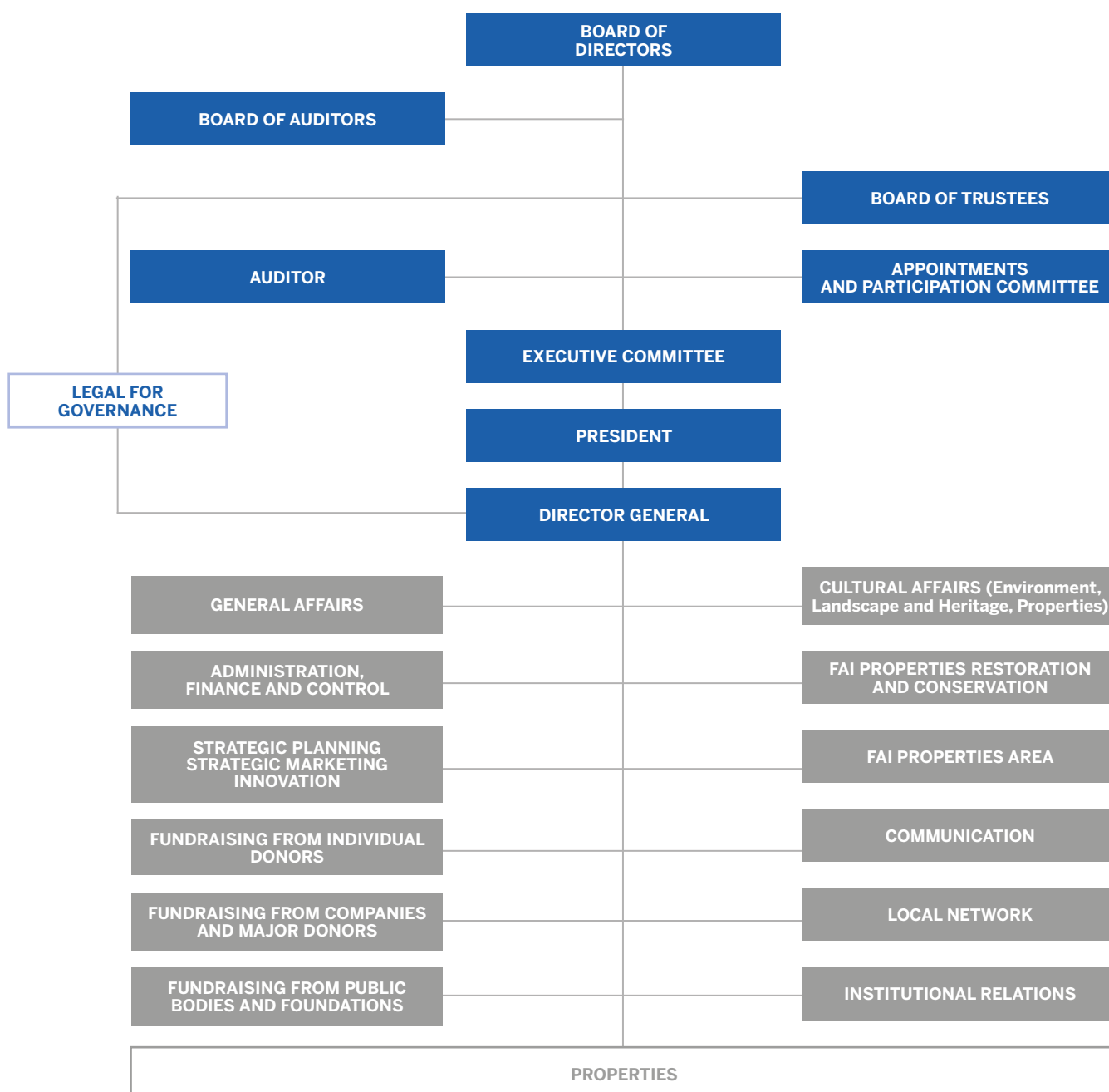
In the photo: FAI staff  
at Castello di Masino,  
Caravino (TO), a FAI  
Property since 1988

# Governance

FAI's governance structure is composed of a President, three Vice-Presidents, the Board of Directors, the Executive Committee, the Board of auditors, the Auditor and Board of Trustees.

**All governance positions, with the exception of the Auditor, which is paid a fee of €8,000 + VAT per year, are uncompensated.**

FAI's President is Marco Magnifico, appointed by the Board of Directors on 15 December 2021 after having served as Executive Vice-President since 2010.



# Bodies and functions

## President

The position of President is governed by Articles 11-12 of FAI's by-laws.

The President is FAI's legal representative, convenes the Board of Directors and the Executive Committee, sets the agenda, coordinates their work, sees to the execution of resolutions and generally exercises any other power provided to the President under the by-laws.

In urgent cases, he may adopt measures within the purview of the Board of Directors, subject to ratification by the Board at its first meeting, which must in any case be convened by the President within 60 days of the date of adoption of the measures concerned. He is also responsible for representative relations with national and international institutions and major donors.

The President may be elected for a maximum of two terms of office (consecutive or non-consecutive) of five years each, starting from the date of his appointment, and ceases all functions as President and Director with the approval of the Financial Statements for the fifth financial year from that which he was appointed or reappointed.

APPOINTMENT

**Marco Magnifico** 15/12/2021

## Vice-Presidents

The position of Vice-President is governed by Articles 11 and 13 of FAI's by-laws.

The Vice-President – the most senior in office where there are several Vice-Presidents – stands in for the President the event of his absence or impediment.

The term of office of the Vice-President ends with the end of the term of office of the Director.

APPOINTMENT

**Ilaria Borletti Buitoni** 12/06/2019

**Maurizio Rivolta** 12/06/2019

**Flavio Valeri** 23/11/2022

## Board of Directors

Pursuant to Article 18 of the by-laws, the Board of Directors is responsible for ordinary and extraordinary administration of FAI.

It also has exclusive responsibility for:

- resolution on the annual financial statements, social report and annual budget;
- identification of different, secondary and instrumental activities;
- approval, upon proposal of the Executive Committee, of the strategic guidelines;

- appointment and dismissal of members of commissions and committees;
- passing resolutions, by a two-thirds majority of its members in office, on amendments to the by-laws and on the possible merger, transformation and dissolution of FAI;
- resolutions on matters of Supporters and Extraordinary Supporters, with justification of any rejection of applications;
- appointment of the members of the Executive Committee;
- establishment of one or more bodies of assets intended for a specific operation.

The Directors remain in office for a five-year term and their term of office ends with the approval of the annual financial statements for the fifth financial year after that in which they are appointed. All Directors may be re-elected or re-appointed after the end of their term of office for no more than two further terms of office.

	FIRST APPOINTMENT OFFICE	
<b>Marco Magnifico</b>	15/12/2021	President (15/12/2021)
<b>Giovanni Agosti</b>	28/11/2018	
<b>Franco Anelli</b>	28/11/2018	
<b>Guido Beltramini</b>	28/11/2018	
<b>Ilaria Borletti Buitoni</b>	12/06/2019	Vice-President (12/06/2019)
<b>Costanza Esclapon De Villeneuve</b>	16/04/2014	
<b>Maddalena Gioia Gibelli</b>	16/06/2021	
<b>Andrea Kerbaker</b>	18/01/2008	
<b>David Landau</b>	24/11/2011	
<b>Stefano Lucchini</b>	28/11/2018	
<b>Marco Marcatili</b>	28/11/2018	
<b>Clarice Orsi Pecori Giraldi</b>	28/11/2018	
<b>Galeazzo Pecori Giraldi</b>	18/12/2001	
<b>Carlo Pontecorvo</b>	11/11/2015	President of Appointments and Participation Committee (28/11/2017)
<b>José Rallo</b>	16/06/2021	Member of Appointments and Participation Committee (21/04/2022)
<b>Maurizio Rivolta</b>	12/06/2019	Vice-President (12/06/2019)
<b>Tiziana Sandrinelli</b>	17/04/2019	Director Responsible for Delegations Pursuant to Art. 14, Lett. C)
<b>Luca Siciliano</b>	05/02/2020*	Elected by the Members Pursuant to Art. 14, Lett. B)
<b>Michele Valensise</b>	16/06/2021	
<b>Flavio Valeri</b>	18/04/2011	Vice-President (23/11/2022)
<b>Anna Zegna</b>	16/03/2015**	Elected by Supporters Pursuant to Art. 14, Lett. A) - Member of Appointments and Participation Committee (28/22/2017)

\* Member Ballot Count Date

\*\* Supporter Ballot Count Date

## Executive Committee

The Executive Committee exercises the powers vested in it by the by-laws and delegated to it by the Board of Directors. It examines the annual and multi-year budgets, including sector budgets, to be submitted to the Board of Directors for approval. The members of the Executive Committee remain in office for a three-year term, which ends with the approval of the annual financial statements for the third financial year after that in which they are appointed, and may be re-elected.

	FIRST APPOINTMENT	POSITION
<b>Marco Magnifico</b>	15/12/2021	President 15/12/2021
<b>Franco Anelli</b>	21/04/2022	
<b>Iliaria Borletti Buitoni</b>	12/06/2019	
<b>Andrea Kerbaker</b>	26/01/2010	
<b>Davide Landau</b>	28/11/2017	
<b>Galeazzo Pecori Giraldi</b>	04/05/2004	
<b>Maurizio Rivolta</b>	28/04/2015	
<b>Flavio Valeri</b>	22/04/2013	
<b>Anna Zegna</b>	21/04/2022	

## Board of Auditors

The Board of Auditors monitors compliance with the law and the by-laws, the purposes and observance of the principles of proper administration, including with reference to the provisions of Legislative Decree no. 231/2001 where applicable, as well as on the adequacy of the organizational, administrative and accounting structure and its proper functioning.

It also performs monitoring tasks in compliance with FAI's institutional aims, with particular regard, where applicable, to Articles 5, 6, 7 and 8 of Legislative Decree no. 117/2017.

It certifies that the financial statements have been prepared in accordance with the provisions of Legislative Decree no. 117/2017 and the applicable legislation, a circumstance that is acknowledged in the financial statements.

The members of the Board of Auditors remain in office for a five-year term, which ends with the approval of the Financial Report for the fifth financial year after that in which they are appointed, and may be re-elected or re-appointed for no more than two further terms after the end of their term of office.

	APPOINTMENT	POSITION	APPOINTED PURSUANT TO ART. 20 by
<b>Franco Dalla Sega</b>	29/04/2009	President	BoD FAI
<b>Antonella Bientinesi</b>	19/04/2018		President of CNDCEC
<b>Francesco Logaldo</b>	27/04/2016		President of ODCEC of Milan
<b>Andrea Bignami</b>	27/04/2016	Alternate	President of ODCEC of Milan

<b>Stefano Danesin</b>	19/04/2018	Alternate	President of CNDCEC
<b>Giovanni Rossi</b>	19/04/2018	Alternate	BoD FAI

## Auditor

Pursuant to Article 30 of the by-laws, and by virtue of the resolution passed by FAI's Board of Directors at its meeting of 21 April 2022, on 30 June 2022 the President appointed PricewaterhouseCoopers Advisory S.p.A. as FAI's Auditor.

The Auditors perform the statutory audit of FAI's accounts and annual financial statements in accordance with the provisions, insofar as they are compatible, of Chapter Four of Legislative Decree no. 39 of 27 January 2010.

Their term of office is three years and can be renewed no more than twice.

## Board of Trustees

The Board of Trustees has the task of monitoring the consistency of FAI's activities with the values pursued by the founders and enshrined in its by-laws.

The Board of Trustees does not have management and operational responsibilities. Instead it:

- expresses binding reasoned advance opinions on:
  - proposals for amendments to the by-laws and dissolution of FAI;
  - proposals for the sale of properties that form part of the FAI's non-transferable assets and the allocation of the proceeds obtained;
- makes a prior, binding decision on the candidacy of new members of the Board of Directors;
- grants prior, binding authorization for the appointment of the President, Honorary President, and Vice-Presidents 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 FAI's priorities, policies and strategic objectives, receiving updates on general progress and results;
- in the meetings referred to in the previous point, Board members in attendance do not have the right to vote, but do have the right to speak on the topics discussed that affect their role.

The members of the Board of Trustees remain in office for a five-year term and their term of office ends with the approval of the annual financial statements for the fifth financial year after that in which they are appointed. Members of the Board of Trustees may be reappointed for up to two further terms.

	APPOINTMENT	POSITION
<b>Piergaetano Marchetti</b>	13/12/2021	President
<b>Giorgio Alpeggiani</b>	01/01/2015	



<b>Giovanni Bazoli</b>	01/01/2015
<b>Tito Boeri</b>	16/12/2019
<b>Bona Frescobaldi</b>	06/10/2020
<b>Luca Paravicini Crespi</b>	01/01/2015
<b>Guido Peregalli</b>	01/01/2015

Within the Board of Directors, an **Appointments and Participation Committee** is set up, consisting of three members appointed by the Board of Directors, who remain in office for their entire term of office. The Committee provides the Board of Directors with the names of candidates for the appointment of its members pursuant to Article 12 of the by-laws, as well as for the appointment of the President and Vice-Presidents of the Board of Directors, after obtaining the opinion of the Board of Trustees. The Appointments and Participation Committee also monitors the attendance of Directors at Board meetings.

For the purpose of managing its assets, FAI has set up (by resolution of the Board of Directors) an **Investment Committee**, which has the task of collaborating with the Executive Board in making strategic and tactical choices regarding the management of FAI's Endowment Fund. The Committee is composed of: the Director Manager, at least one member of the Executive Committee with strong and proven experience in financial management, three to nine external members from the academic world, in economy or finance, or from the financial community, with broad expertise in asset management. The Committee has advisory functions and follows the Guidelines for the Establishment and Management of the Endowment Fund, approved by the Board of Directors.

**FAI has** 268,795 members, who participate in its decisions through the representation of a Board Member elected by the General Meeting of Members. In addition to free access to the Properties managed by FAI, Members are involved through constant communication and participate in educational and cultural activities that are dedicated exclusively to them or to which they can have access on a reserved basis. Members are granted special conditions for access to other cultural venues.

**FAI's Supporters** – Italian and foreign organizations or individuals who contribute to FAI with major donations, disbursements of money or activities of particular importance – are represented by a Board Member elected by the General Meeting of Supporters.

Similarly, the **network of FAI Delegations** is represented by a Board Member chosen by the Board of Directors from among the Delegation leaders.

The **Board of Directors** consists of 21 board members, 14 of whom are men and 7 women, with an average age of 62.

# Numbers and participation

The Board of Directors met on the following occasions during 2022: 21/04/2022 (two absences), 10/06/2022 (no absences) e 23/11/2022 (two absences). The average attendance of Board Members stood at 93.6%.

Main issues dealt with and decisions taken by the Board of Directors at meetings:

- presentation of the financial statements as at 31/12/2021 and their approval (21/04/2022) and presentation of the 2023 budget and its approval (23/11/2022);
- amendments to the by-laws, with review of the proposals (21/04/2022) and their approval (23/11/2022)
- identification of Other Activities pursuant to Art. 6 of Legislative Decree no. 117/2017 (21/04/2022)
- formation of the Endowment Fund, with approval of the relevant Guidelines for formation and management of the Endowment Fund and the Rules of the Investment Committee (21/04/2022)
- appointments and reappointments of Executive Committee members and appointment of member of the Appointments and Participation Committee (21/04/2022), appointment of third Vice-President (23/11/2022)
- approval of the update of the Organization, Management and Control Model pursuant to the Legislative Decree no. 231/2001 and appointment of the Board of Trustees with a collegial composition (21/04/2022), as well as adoption of further procedures to implement FAI's Internal Control and Risk Management System (ICRMS) (23/11/2022)
- new acquisitions and donations, including Villa Caviciana (21/04/2022) and the Memoriale Brion (10/06/2022)
- appointments and renewals of Regional Presidents and Delegation Leaders (21/04/2022 and 23/11/2022)

The **Executive Committee** consists of nine members, seven of whom are men and two women.

The Executive Committee met on the following occasions during 2022: 08/02/2022 (no absences), 14/03/2022 (one absence), 06/04/2022 (no absences), 15/06/2022 (no absences), 29/09/2022 (three absences) and 09/11/2022 (no absences). The average attendance stood at 92.6%.

Subjects dealt with by the Executive Committee in 2022 in matters of greatest interest:

- **Management Performance**  
The Executive Committee constantly monitored FAI's economic performance, receiving detailed management updates from the Executive Committee (FAI Days, fundraising campaigns, performance of the Properties, etc.).

- **Endowment Fund**  
The Executive Committee supported the General Management in drafting the Guidelines for the Establishment and Management of the Endowment Fund, according to clear and precise criteria, and the related Investment Committee Rules.
- **New acquisitions, donations, inheritances and bequests**  
Within the limits of the powers granted by the Board of Directors, the Executive Committee authorized the launch of investigations into new acquisitions, in order to submit them to the Board of Directors, and accepted donations, inheritances and bequests.
- **Divestment plan**  
The Executive Committee followed the divestment Plan with particular attention, monitoring the progress of the programme prepared by the General Management.

In the photo: a view of the Cavallerizza office, the FAI headquarters in Milan



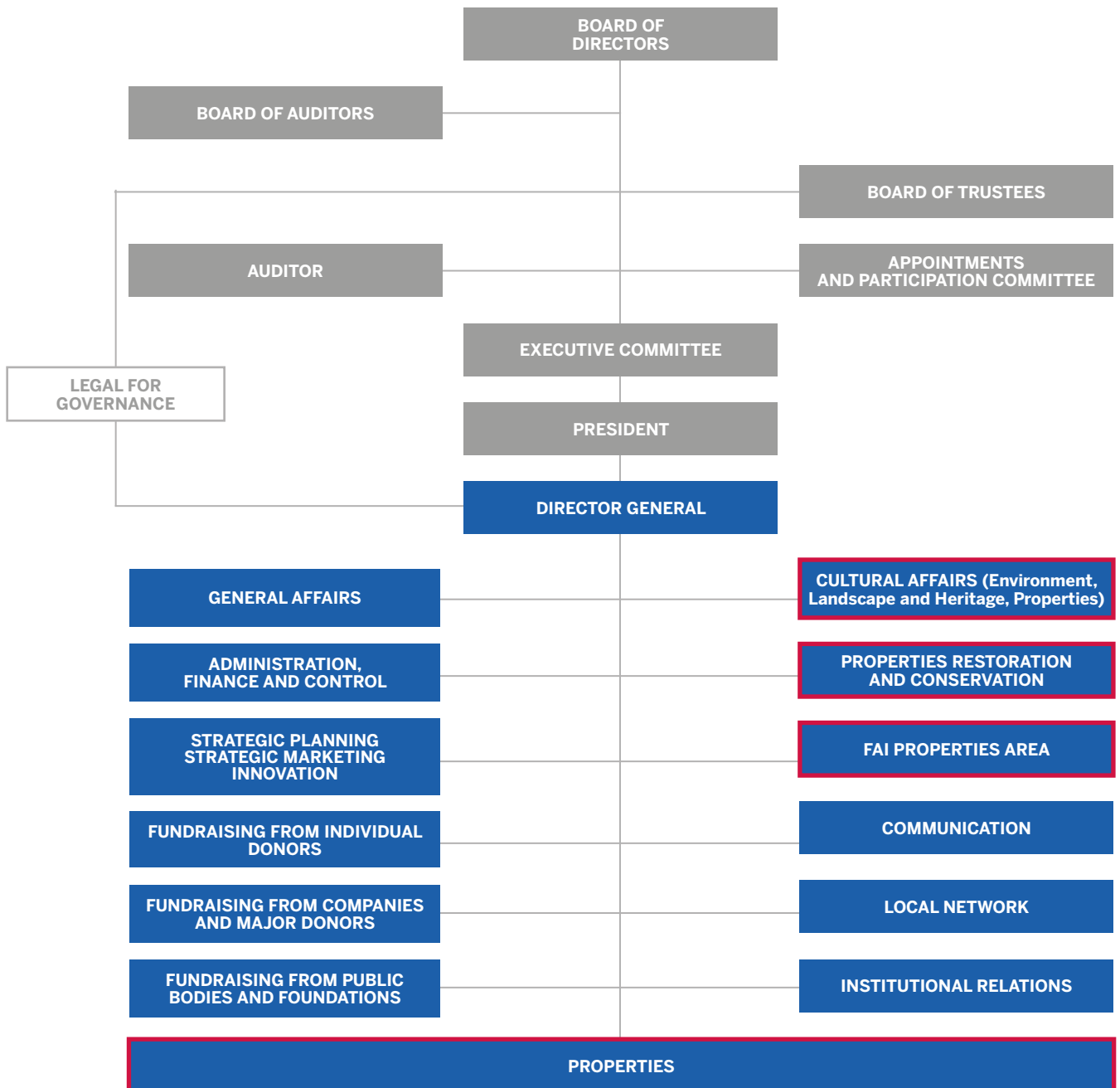
# FAI's people

**A highly motivated team, united by common values, working towards FAI's goals**

People's ethics, passion and expertise are an intangible yet fundamental asset for the entire organization. Each individual, for his or her part, is an agent of FAI's change and growth.

## Staff

FAI's organizational structure of FAI consists of 13 Functions that report to the **Director General** who is responsible for FAI's staff, represents the employer and interfaces with the President. The Director General governs the strategies and administers organizational management with the assistance of the **executives** which, representing each function, guides operational decisions.

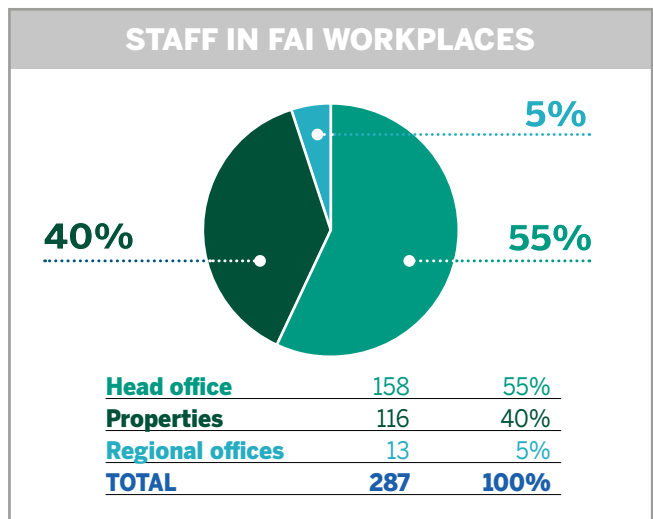
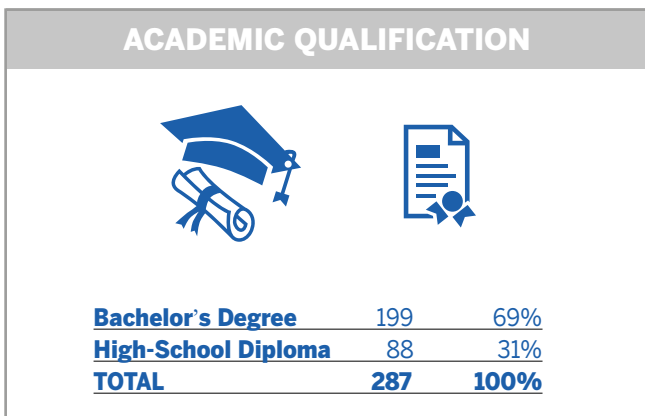
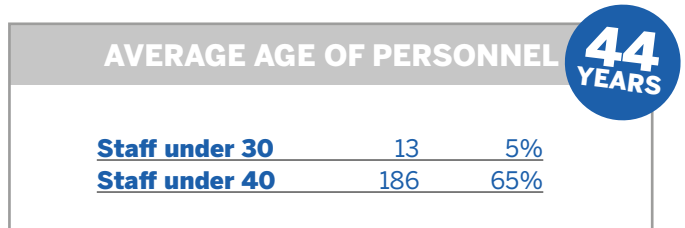
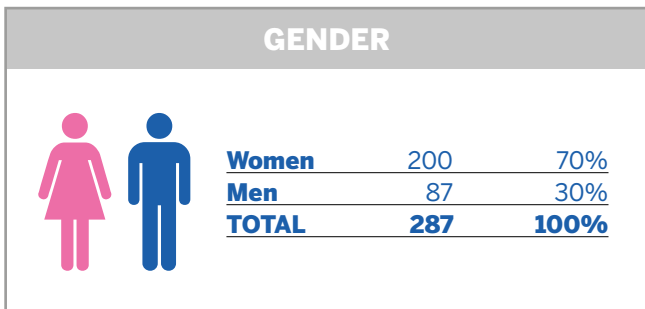
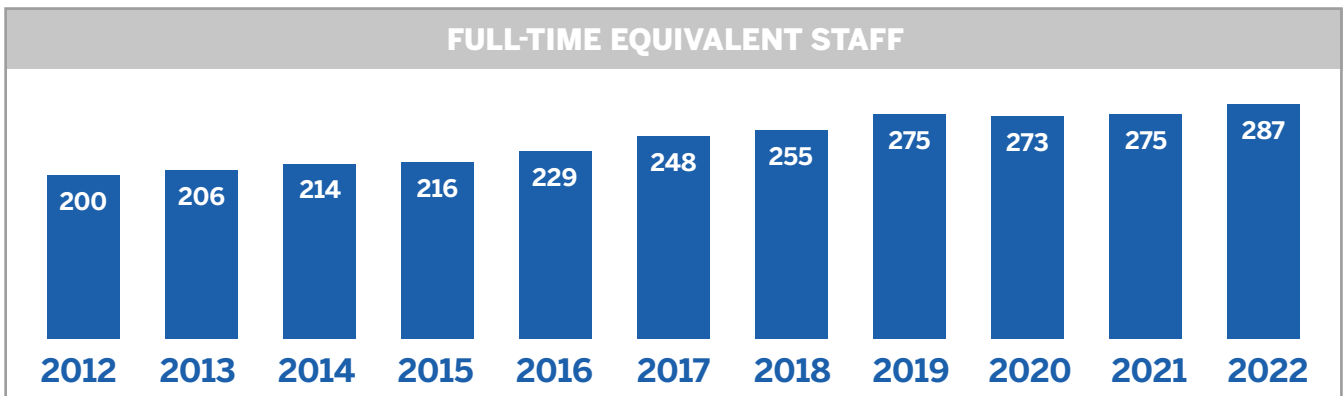


## Composition of staff

As at 31 December 2022, FAI's staff consisted of **332 people**, of whom:

- 8 Executives
- 39 Middle-Managers
- 206 White-collar workers
- 39 Blue-collar workers
- 1 Ongoing Coordinated Contractor
- 39 Professionals

For statistical purposes, the number of staff is restated on a **full time equivalent basis, for a total of 287 employees, contractors and professionals** (+4% vs 2021).



## Employment contract and remuneration

The relevant national collective bargaining agreement (CCNL) is the Confcommercio Trade and Tertiary Agreement.

**Management and control bodies are voluntary positions and do not carry any compensation.**

EXECUTIVE COMPENSATION		
Company seniority	Number of executives	Average remuneration
> 5 years	4	€ 106,000
< 5 years	4	€ 113,000

A ratio of 1:8 is observed between the minimum and maximum gross annual salary of the organization's employees.

## Staff training, welfare and safety activities

In 2022 FAI continued the process of consolidating the role of its staff, providing around **240 hours of technical and specialist training to over 65% of staff**, and started to improve the English language skills of the staff welcoming foreign visitors to the Properties.

Efforts also continued to deepen knowledge of FAI's structure and activities and to develop communication skills, with about **100 hours of training for 140 people**, in addition to ensuring personal and occupational well-being with **ad hoc training projects**, which saw the participation of around 80 people.

The focus on management skills and digital and cultural innovation led to the provision of **107 hours of training for 135 people**.

In view of the changed context and the needs that arose during the pandemic period, **FAI implemented a permanent flexible working system**, which represents a bond of trust between FAI and its workers for the creation of value, regardless of where and how workers choose to achieve their objectives, in line with FAI's institutional aims.

The agreement is based on the flexibility of the organizational model, autonomy in the organization of work, accountability for results, worker well-being, the use of digital technologies that enable and encourage flexible working, an organizational culture based on collaboration, but above all on the balance between the pursuit of the organization's institutional aims and the constant improvement of the relationship between the personal and professional spheres of workers.

The FAI model is a mixed model in which staff at the head office and regional offices work remotely for two fixed days (Monday and Friday) and in presence for the remaining three days, allowing all facilities to be closed four days out of seven. **This method fully achieves the aim of reducing FAI's footprint on the planet**, in keeping with the project focused on the environmental sustainability of our Properties that has already been in progress for several years.

For staff manning FAI Properties, remote work is reduced to one day per week (variable), where compatible with the role.

The application of flexible working requires a paradigm shift. Accordingly, all personnel are constantly trained in:

- digital tools that allow them to operate effectively on and off company premises through various devices, both fixed and mobile;
- goal-setting processes aimed at consolidating a new internal culture based on personal responsibility and an ability to work independently to achieve results;
- remote work safety.

In the photo: FAI staff at work at Casa Macchi in Morazzone (VA), a FAI Property since 2015



“I am a volunteer because FAI protects the environment and our heritage: I think it is very important to leave something to our children and to give this area a future”

Francesco Tedesco,  
volunteer

## Our volunteers

Our volunteers donate their time, commitment and passion to FAI to spread its values and work, concretely demonstrating that they are active citizens.

## Numbers, composition, activities and training

In 2022 FAI could count on the cooperation of **11,716 volunteers** (+6.5% vs 2021) as follows:

VOLUNTEERS IN 2022	
Volunteers in Delegations, FAI Groups, FAI Youth Groups, FAI Bridge Between Cultures Groups	2,496
Volunteers at FAI Properties	717
Volunteers for national events	7,479
Volunteers for Civil Defence	1,024

There are 3,213 volunteers who work for FAI on a non-occasional basis and are registered in the Volunteer Register.

**FAI does not provide any reimbursement of expenses to volunteers.** Recruitment is spontaneous and no campaigns were activated in 2022.

**The volunteers working within the FAI Local Network**, which extends throughout Italy, contribute fundamentally to FAI's roots in the community and are a local point of reference for members. As at 31 December 2022, local units, coordinated by the **19 Regional Directorates**, numbered **340** and were organized as follows:

- **131 Delegations** - These are groups of volunteer members, coordinated by a Delegation Leader and with specific roles
- **108 FAI Groups** - These are formed on the instructions of the Regional FAI President and the Delegation Leader, after analysing the needs of the area. They are thus set up within a Delegation or under the Regional President
- **93 FAI Youth Groups** - These are groups of volunteers between the ages of 18 and 35, set up within the relevant Delegation. They collaborate actively with the Delegation during national events and play a leading role in the *FAI Autumn Days*. They approach their peers, raising awareness of FAI's mission and organizing initiatives for young people
- **8 FAI Bridge Between Cultures Groups** - These are groups formed mainly by citizens of foreign origin, which organize cultural events throughout Italy to bring new Italian and migrant citizens closer to





In the photo: volunteers working at the Villa dei Vescovi, Luvigliano di Torreglia (Padua), a FAI Property since 2005

FAI, with a view to fostering opportunities for exchange between Italy and the rest of the world.

Together they implement fundraising and awareness-raising initiatives through local management of major national events such as the *FAI Spring Days* and *Autumn Days*, of which they are the soul and driving force, such as the *Italian Places I Love*, in the promotion of which they play a central role. Throughout the year, they also plan and organize hundreds of local events dedicated to enhancing their communities (see page 89).

In 2022 FAI organized **numerous training and refresher courses for volunteers**, starting with the annual **National Convention of FAI Delegates and Volunteers**, which for the second year running was held entirely online with a packed schedule of events, some open to the public and others reserved for the local network, focusing on the theme of the landscape. Like every year, the conference reserved a day of work for enhancing volunteer activities in the community, with sharing of the most representative best practices.

The **FAI Youth Groups Meeting** was once again organized in person, with more than 100 volunteers between the ages of 18 and 35 gathering in Milan for a two-day event dedicated to updates on FAI's activities, workshops, visits and moments of togetherness.

During the year there were also **three Interregional Meetings in Rome, Reggio Calabria and Bari** bringing together volunteers from Lazio and Sardinia, Calabria and Sicily, Puglia, Basilicata and Campania and FAI's management.

In addition to these events, **the training offerings provided by FAI to the volunteers of the Local Network were complemented by 56 events** online and in-person, including courses dedicated to the main activities in the community (fundraising, events and communication,

volunteer coordination) and meetings to align with FAI's strategies. **Volunteers working at FAI Properties** support their staff by offering fundamental help with operational management, through activities such as greeting and assisting visitors both in Italian and in foreign languages, promoting FAI and collecting memberships, assisting at the shops and the ticket office, tending to the landscaping and outdoor activities, minor maintenance work, supporting events and children's workshops. There is also a large team of volunteers who collaborate with the staff of various offices at FAI headquarters in Milan, performing operational tasks such as translations, secretarial work, reception assistance and other support activities.

Recruitment, training, motivation and retention strategies for volunteers at FAI Properties are mainly carried out and organized by the Property concerned. **In 2022 the Properties provided all incoming volunteers with basic training** through the *FAI Basic* format. Existing volunteers were also provided with **additional training sessions** involving senior volunteers who shared their experience.

The motivation and loyalty of volunteers are nurtured through the sharing of objectives and results, with small reward events and an annual trip to other FAI Assets and participation in exhibitions or other local cultural initiatives.

Finally, the entire corps of FAI volunteers is offered dedicated in-depth training sessions, carried out as part of the project *FAI Knowledge for the Local Network*.

## The *Messa alla Prova* project

Since 2018, following the signing of the National Agreement with the Ministry of Grace and Justice, some FAI Properties have been hosting people in the "messa alla prova" (MAP) programme, a system that allows defendants accused of offences of medium-low severity to apply for a stay of criminal proceedings against them and to be admitted to do public utility work, the successful outcome of which leads to the dismissal of the proceedings.

The results, over the years, show a consolidation of the project. In 2022 it extended to **15 FAI Properties throughout Italy** involving **32 defendants** whose trials were stayed as part of the MAP programme.

The experience, which over the years has **involved over 140 defendants** who have provided concrete help to the Properties, has been very positive for all parties involved. This project with the Ministry of Justice represents a great opportunity to promote the educational and training value that our artistic and landscape heritage has to offer to everyone, without discrimination.

# OBJECTIVES AND ACTIVITIES



In the photo: the restoration of the Torre Doria at Abbazia di San Fruttuoso (Camogli, GE), a FAI Property since 1983

# FAI takes care FAI Properties

**F**AI Properties are special places owned by donation or inheritance and/or managed under concession. At the end of 2022, FAI had **71** institutional Properties, of which **54** monumental and natural places regularly open to the public and **17** under restoration.

## New acquisitions

### A Carlo Scarpa masterpiece in a village cemetery

#### Memoriale Brion, San Vito di Altivole (TV)

Donation by Ennio and Donatella Brion, 2022

■ The Property is a monumental funerary complex, donated to FAI by Ennio and Donatella Brion and **commissioned in 1969 from architect Carlo Scarpa** by their mother Onorina Brion Tomasin, in memory of her late husband Giuseppe Brion, founder and owner of Brionvega, a leading company in the production of designer electronic appliances after World War II.

■ Immersed in the Treviso countryside, the memorial welcomes visitors with a monumental entrance, known as the “propylaia”, characterized by a stage-like opening in the shape of two intersecting circles, symbolizing the conjugal love on which the entire project is based.

The 2,200 square metres area is a family cemetery to which Scarpa’s genius has given the shape and atmosphere of **a large garden open to all, a place of silence, peace and harmony where different cultures and religions come together for a memorable experience**. The centrepiece of the complex is the “arcosolium”, a lowered concrete arch-bridge the inside of which is covered with a shimmering mantle of glass tiles underlaid with gold leaf, protecting the sarcophagi of the spouses Giuseppe and Onorina Brion, symbolically tilted as if eternally leaning towards each other.

■ An internationally renowned masterpiece of 20th-century architecture, the Memoriale Brion already attracts tens of thousands of visitors from all over the world. **FAI was asked by the family to preserve and enhance the architecture but also the spirit of the place**, an equally precious intangible heritage.



In the photo: the Memoriale Brion arcosolium, San Vito di Altivole (TV), a FAI Properties since 2022

### FAI's first agricultural estate, in the heart of Tuscany

#### Villa Caviciana, Gradoli (VT)

Donation by Fritz and Mocca Metzeler Foundation, 2022

■ Villa Caviciana is an estate of over 140 hectares on the northern shore of Lake Bolsena, with **20 hectares of vineyards, 35 of olive groves and 86 of woods and pastures** – a piece of historical rural landscape typical of Tuscany and an organic farm estate producing olive oil, wine and honey.

■ It was founded in 1989 by a husband and wife from Düsseldorf, and is now named after the Fritz and Mocca Metzeler Foundation, which donated it to FAI for safekeeping, preserving and enhancing this heritage for the benefit of the community.

■ For the first time, **a productive agricultural estate has become part a FAI Property**: a model in which to implement – and from which to promote – traditional yet also innovative farming principles and practices that are ecologically and also economically sustainable, as well as an opportunity to broaden FAI's scope of action. It will be managed by professionals, supported by a **supervisory committee** chosen by FAI from among the most experienced experts in agronomy, agroecology, farming techniques and organic production.

In the photo: an aerial view of Villa Caviciana, Gradoli (VT), a FAI Property since 2022



## Restoration, conservation and enhancement

Every Property acquired or managed brings with it a specific history and significance, which FAI seeks to recognize, conserve and enhance so that everyone can engage with it. Each initiative is designed and carried out by professionals with specialized skills, driven by a desire to rise to the excellence that has always been the core value of FAI's work.

### INVESTMENTS IN RESTORATION AND CONSERVATION OF PROPERTIES OWNED BY FAI, UNDER CONCESSION OR ON FREE LOAN AND THIRD-PARTY PROPERTIES, IN 2022 (IN EUROS)

Properties owned by FAI	4,015,114
Properties on loan or concession	538,612
Italian Places I Love	342,753
<b>Total initiatives</b>	<b>4,896,481 (+32% vs. 2021)</b>

The main Properties on which restoration, conservation and enhancement work focused in 2022 were:

#### A late 19th-century bourgeois residence, where time has stopped

#### Casa Macchi (Morazzone, VA)

Inherited from Maria Luisa Macchi, 2015

■ In preparation for the reopening to the public after four years of work, the complex construction site involved hundreds of professionals, from structural engineers to historians. The house had a roof that needed to be redone, several collapsed ceilings, damp on the walls, completely moth-eaten the furniture and worn and torn fabrics. **Work needed to be done everywhere, but everything had to be kept as it was** so as not to harm the authenticity of an intact environment – the essence of the place's cultural value and charm. Everything has been preserved, restored or, in some cases, merely cleaned.

■ **The roof was completely redone, as were the plumbing and electrical systems**, in order to adapt the spaces for public use in their new function as a domestic museum. **During the initiative, 400 square metres of ceilings were rebuilt, 200 window and doorframes recovered, 1,500 terracotta tiles removed, to insulate the floors, and put back** exactly where they were; where it was necessary to add on or rebuild, reclaimed materials were chosen, for a restoration in full keeping with the spirit of the place, but also attentive to contemporary sustainability.

■ **More than 2,000 items, including furniture and objects, were catalogued, 300 of which were digitalized and studied**, ranging from letters to postcards, from school report cards to the trousseau inventory (see also p. 81).

### A thousand-year-old castle in the heart of Canavese area

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

Purchased from Luigi Valperga di Masino thanks to a donation from FIAT, Cassa di Risparmio di Torino and Maglificio Calzificio Torinese, 1988

■ Restoration of the **frescoes of the Savoia Room** was completed in 2022 as part of a broader programme of works started in 2019 and dedicated to the pictorial decoration of the Castle's most monumental rooms – the Stemma Room, Billiard Room, Gobelins Room and Ballroom (already completed in 2021) – **for a total of 2,000 square metres of painted surfaces**.

■ After three years of work, FAI presented to the public the results of the initiative that, by removing the layer of white paint that had been covering the walls of the room since the 19th century, to house a picture gallery of 97 17th- and 18th-century canvases, brought to light **an astonishing, perfectly preserved painting cycle dating back to the end of the 17th century**.

The walls are entirely frescoed with trompe-l'œil painted architecture framing landscape views of 22 towns in Piedmont and Savoy, with a frieze of 147 noble coats of arms, culminating in the symbol of the marriage of Victor Amadeus II and Anne of Orleans, and with a three-metre-high family tree on the fireplace. **An iconographic programme currently without parallel**, celebrating the Savoy dynasty, to which the Valperga family, who owned the Castle for centuries, was closely linked and loyal.

■ The restoration of the Savoia Room was accompanied by extensive **research work** that began at start of the work, involving a constant dialogue between the monument and historical sources, which will continue in the coming years. The study also includes collaboration with the University of Turin for in-depth scientific research that will be assigned to young researchers with scholarships financed by FAI. Along with the opening of the room to the public, the Castle's offerings for visitors have also been expanded to include **a new room** where visitors can consult four interactive touch screens to learn more about the history of the Salone, view details of the frescoes and understand their meaning.

■ Work also continued on **restoration of the picture gallery** previously set up in the Savoia Room after the already completed phases of mapping, diagnostic investigations and assignment of the work. The campaign of work on the 97 paintings was organized according to their state of conservation and available resources. In 2022 the restoration of paintings and frames involved a first batch of **21 paintings**.

■ As every year, in Masino **preventive and planned conservation work** was also done, such as the cleaning of 18th-century textiles, the inspection of clocks, and the examination and cleaning of several light fixtures, including the large chandelier in the Ballroom.

■ **Extraordinary maintenance also continued on the Salone Historical Library**, following its beginning in 2021, which included the dusting and conservation inspection of 1,000 volumes. Finally, the carpets in some of the Castle's rooms needed to be redone, the covering of the windows in the Poets' Gallery to be restored, and the curtains in the apartments of the Queen and the Tower of the Winds to be replaced.

In the photo: the Savoia Room at Castello e Parco di Masino (Caravino, TO), a FAI Property since 1988, before and after the restoration work completed in 2022

**BEFORE**



**AFTER**





### An elegant, ancient dwelling overlooking the “Gulf of Poets”

In the photo: one of the processes used in cataloguing the works kept at Villa Rezzola (Pugliola, SP), a FAI Property since 2020

### Villa Rezzola (Pugliola – Lerici, SP)

Testamentary bequest by Countess Maria Adele Carnevale Miniati, 2020

■ The first urgent conservation work involved **the careful reclamation of the Property to remove items containing asbestos fibres:**

numerous technological components, pipes, tanks, flues, roofing, thermal insulation, installed in the 1950s and 1960s, were in fact still widespread and spread throughout some rooms and in the Park where, in the meantime, **maintenance pruning of the centuries-old camphor trees** was performed by expert arboriculturists using mountaineering techniques.

The approximately 1,300 square metres of the buildings’ roofs, with their downpipes and gutters, which showed widespread deterioration causing severe leaking, were maintained with extensive repair and cleaning work.

■ **The project for the restoration and functional adaptation of the rooms at the entrance** of the Villa, where the ticket office and visitor services will be set up over the next few years, was also carried out.

■ A conservation survey and photographic campaign made it possible to **map and catalogue the paintings and prints** stored at the Villa, so initiatives can be planned for the future opening and catalogue entries can be updated.



In the photo: from the left, Marco Magnifico, FAI President, Elena Eva Maria Grandi, Councillor for the Environment and Landscape of the City of Milan, and Giuseppe Sala, Mayor of Milan, at the inauguration of *An environment for the Environment* at Villa Necchi Campiglio



### A 1930s Art-Deco icon in the heart of Milan

#### Villa Necchi Campiglio (Milan)

Donated by Gigina Necchi Campiglio and Nedda Necchi, 2001

■ In 2022 a permanent **new multimedia space**, open to the public for free, was inaugurated to complement and enrich the current offerings for visitors. ***An environment for the Environment*** is an immersive video installation set up in the villa's original garage – subject to a repurposing and adaptation project for the occasion – which the FAI has **dedicated to telling the story of the environment in the heart of the city**.

An exciting narrative, the result of thorough, painstaking historical and iconographic research, uncovers the ambience of “old Milan”: a city founded on water, and which founded its historical development and built its wealth on water. Milan's main natural resource today is not lost – quite the opposite. It is on the use of groundwater, which is not drinkable but perfectly suited to many daily functions, FAI has built the ecological sustainability of Villa Necchi: thanks to a well and a geothermal water heat pump, **FAI saves 55% of drinking water and drastically reduces CO<sub>2</sub> emissions**; many are the other actions large and small that it takes here and at other Properties throughout Italy, which it is telling the public about for the first time at Villa Necchi.

■ Over the course of the year, a **new video surveillance system** was installed, along with other works necessary to make the electrical, heating and lighting system more efficient, and the **complete replacement of the fire detection centre**. The installations of the glassed-in tennis court were also significantly improved by the addition of **new smoke detection devices**.

■ Planned conservation and conservation surveys involved furniture, textiles and works of art. Among the works in the Claudia Gian Ferrari Collection, **cleaning was performed on *il Dormiente***, a marble replica of the plaster cast executed by Arturo Martini in 1921, exhibited in the garden of the Villa.

### Salento has a thousand-year-old heart

In the photo: the new video-installation *The “buried” history of Abbazia di Cerrate*, shown in the Casa Monastica of the complex, on concession to FAI from the Province of Lecce since 2012

### Abbazia di S. Maria di Cerrate (Lecce)

Under concession by the Province of Lecce, 2012

■ **A new permanent multimedia space** that complements and enriches the current offerings for visitors, dedicated to telling a lesser-known chapter of the Abbey’s history, uncovering and exploring its Byzantine origin and soul. ***The “buried” history of Abbazia di Cerrate is the title of the immersive video-installation*** set up in a specially restored room in the Casa Monastica (Monastic House), the oldest part of the complex, which today appears to be a typical Salento farmhouse, huddled around the Church of St. Mary, but which a thousand years ago was a Byzantine monastery. The Lecce stone blocks of the ancient walls are brought to life with projections of historical images, documents and details of the architecture, decoration and frescoes, while a compelling narration guides visitors through a journey back in time in pursuit of the Byzantine monks who lived in these rooms for centuries.

The narrative is the result of a **scientific study** promoted and coordinated by FAI, in consultation with university professors and based on the work of eight young researchers supported by FAI through scholarships focusing on specific understanding of Abbazia di Cerrate from various perspectives.

■ In 2022 work also began on the **consolidation of the stone perimeter walls** around the citrus grove, a complex project that in addition to restoration includes **archaeological digs** along the entire section of wall.





### The Renaissance in the Euganean Hills

### Villa dei Vescovi (Luvigliano di Torreglia, PD)

Donated by Maria Teresa Olcese Valoti and Pierpaolo Olcese, in memory of Vittorio Olcese, 2005

- Major **extraordinary maintenance work** was carried out the roof of the **Barchessa building**. The characteristic tile roof was dismantled and completely rebuilt to allow for the installation of a waterproofing layer to ensure a better seal.
- Important maintenance works were also completed on the plaster of the **perimeter walls** around the court and the villa's wooden shutters.

### On Biumo hill in Varese, a villa from the 18th century houses the art of the 20th-century

### Villa e Collezione Panza (Varese)

Donated by Giuseppe and Giovanna Panza di Biumo, 1996

- A core set of **108 works by 26 European and American artists**, part of the collection of Giuseppe Panza di Biumo, previously kept by his family, formed an **exceptional donation to FAI received from the collector's children and on behalf of his wife, Rosa Giovanna Panza**. This latest generous gesture by the family pursues an extremely far-sighted goal: the donated works will thus be inextricably linked to the Villa, conserved and put to use by FAI. The new core set of works enriches the heritage in terms of quality and quantity: **Villa Panza will in fact be second only to the Guggenheim Museum in New York in terms of the number of works in the Panza collection**, which will thus also participate in revolving exchanges and partnerships with national and international museums, as well as temporary exhibition projects focusing on certain aspects and key themes.

In the photo: the work of Richard Long *Cross of Sticks* (1983), installed in the Rustici of Villa Panza in Varese, a FAI Property since 1996, during the exhibition *Ex Natura* (see p. 87). On the walls, *An Eleven Day Wandering Walk* (1982/2022) and *A 19 Day Coast to Coast Road Walking Journey* (1988/2022), by Hamish Fulton



### A 17th-century palace and an Italian-style garden in the heart of the Upper Town

#### Palazzo Moroni (Bergamo)

In partnership with Fondazione Museo Palazzo Moroni, 2019

■ After the opening to the public in September 2021 of the four 17th-century rooms on the main floor, at the end of 2022 **work began on the restoration of the last five rooms of the Palazzo, which will thus be fully open to the public starting in autumn 2023.** These are the residence's private rooms, expanded from the original core and redecorated in the 1830s. After the design phase needed to obtain the authorizations from the competent authorities, the rooms were completely cleared to begin restoration and functional adaptation work, the first phase of which involved **new wiring and special installations.** **The restoration and maintenance campaign on the furniture and collections,** which are in good maintenance condition, was planned in concert with the competent Superintendency. After the required preliminary documentation process, the work will mainly involve cleaning, localized consolidation, code compliance and restoration of historical light fixtures.

The restoration is accompanied by a **research project** involving systematic study of the 19th-century documents in the Archives, to root the decoration and collection work in the historical documentation and shed new light on the history of the Palazzo.

■ During the year, work was also started and completed on the **installation of the new fire detection and alarm systems** in the four rooms already open to the public and the staircase.

In the photo: documentation prior the restoration of the furniture and collections in the 19th-century rooms of Palazzo Moroni in Bergamo, Property in collaboration with Fondazione Museo Palazzo Moroni since 2019

## An environmental heritage to explore and protect

### Area Boschiva sul Monte di Portofino (Camogli, GE)

Donation by Carla Salvucci, 1981 and Donation by Benito Brignola, 1986

■ The land in this area, tended to by FAI, was secured. In Liguria, in particular, FAI is working in synergy with the municipality of Camogli and Portofino Park to prevent major hydrogeological instability in the village and the Abbazia di San Fruttuoso and in the Mount Portofino area. Thanks to the memorandum of understanding signed in 2015 between the institutions, FAI co-financed a **project to mitigate hydro-geomorphological risk in the village of San Fruttuoso**, the first initiatives in which have already been carried out, drawing on the resources of two European calls for tenders won by the Municipality of Camogli, Interreg Maritime – IT FR – Maritime Project TRIG – Eau (concluded), and by the Portofino Park Authority, Horizon2020 Project Reconnect (currently underway).

■ In early 2022, on a FAI Property in Scogli Grossi, Punta Chiappa, FAI began **extraordinary work to mitigate the hydro-geomorphological issues** that have come to light in that area. After clearing vegetation from the land, FAI commissioned a preliminary report that indicated a need for action to stabilize the area. The work was carried out in the shortest possible time to reduce the inconvenience to tourists, businesses and residents in Punta Chiappa, and was completed on schedule despite the instability of the terrain and the risk of mobilization of debris masses.

In the photo: work to stabilize the area at Punta Chiappa (GE) to mitigate the risks of hydrogeological instability



### A bit of paradise by the sea in Portofino

In the photo: the terraced garden located between the Abbazia di San Fruttuoso (Camogli, GE), a FAI Property since 1983, and the Doria Tower, subject to safety work

### Abbazia di San Fruttuoso, (Camogli, GE)

Donated by Frank and Orietta Pogson Doria Pamphilj, 1983

■ The section of dry stone wall supporting the terracing known as the **Parish Priest's Garden** in front of the recently restored Rectory building required **urgent work to shore it up**. In fact, a large portion of the wall under strain from the strong pressures exerted by the land behind it, which has caused the upper part of the wall to buckle. Water, which in the dry-stone walls typical of Liguria is allowed to drain naturally outside, was in many places obstructed by the presence of mortar, improperly used in previous work. All these circumstances gave rise to severe instability of the walls, on which action was taken by drilling holes in the masonry and excavating at the foot of the structure. In order to strengthen the structure, metal chains were embedded in the masonry at a depth of around 5-6 metres.



In the photo: the restoration site of the building that will house the new info-point at Villa del Balbianello, Tremezzina (CO), a FAI Property since 1988



**Memorabilia of business and adventure, kept in this treasure chest looking out over Lake Como**

#### **Villa del Balbianello (Tremezzina, CO)** Bequeathed by Guido Monzino, 1988

■ In 2022, thanks to funds from GAL, work began on **the restoration of a small rustic building on the Dosso di Lavedo**, which will house an infopoint in support of visits to the Villa and Dosso di Lavedo, the first point visitors encounter when reaching the Property on foot. The project aims at improving the tourist itinerary of this nature area and also includes a bicycle rental service for experiencing Dosso di Lavedo and its surroundings.

■ In 2022 **four stained glass works were also restored**: this delicate process, which began in 2018 and was divided into lots according to priorities and available resources, involved the restoration of **25 works in a poor state of conservation**. The Villa is home to around one hundred and fifty stained glass pieces collected by Guido Monzino, most of them of Italian manufacture, in addition to pieces from the Flemish, English and German schools.

■ A thorough conservation survey was also conducted on **the collection of over 200 prints**, mostly 19th-century lithographs depicting landscapes, especially views of Lake Como. All the works were catalogued and mapped, making it possible to determine the state of conservation, detect environmental parameters and plan restoration over several years. The first batch of work involved 19 prints in a poor state of conservation.

■ As usual, **scheduled annual maintenance was also done on the Villa's historical textiles**, such as tapestries, carpets and upholstery, with on-site micro-vacuum and needlework carried out by specialized restorers.

A photography campaign was carried out on noteworthy furniture and works of art as part of the **project to digitalize the collections** and update catalogue files.





### Among the green pastures high in the Valtellina Pre-Alps

#### Alpe Pedroria e Alpe Madrera (Talamona, SO)

Bequeathed by Stefano Tirinzoni, 2011

■ In the summer, **work was completed on restoring the stable** at Alpe Pedroria, which had begun in 2021, with the aim of making it accessible and usable again and **adapting the space to FAI's educational and outreach activities** on the subjects of pastoral culture, typical and organic products and the mountain landscape.

The steep walls on the valley side had already been secured in previous years with temporary support structures, but with the latter it was possible to shore them up.

The roof was also completely restored and secured, using timber transported by helicopter as well as stones found on site. **An attempt was made to conserve and reuse the existing materials as much as possible**, alongside new wood and steel elements, discreetly added so as not to compromise the historical nature and characteristics of the structure.

Thanks to the **solar panels** placed on the back of the pasture manager's cabin, the large barn thus recovered can be lighted for re-use by school classes and visitors starting next year.

In the photo: restoration of the stable at Alpe Pedroria, Talamona (Sondrio), a FAI Property since 2011

## The home of the mermaids of Capri

### Baia di Ieranto (Massa Lubrense, NA)

Donated by Italsider, 1987

In the photo: one of the restored trails on the Baia di Ieranto, in Massa Lubrense (NA), a FAI Property since 1987

■ At the beginning of the year, work was completed on **securing the trails**, involving three areas in particular: the trail from the farmhouse to Torre di Montalto, the trail through the vegetable gardens and olive grove to the Baia beach, and finally the trail through the former mining village to the edge of the disused quarry. Several sloping sections needed to be restored by building new stone steps with material found on site, as well as steps made from larch or chestnut wood; in several places, the walking surface needed to be built anew by excavating and restoring the sections by hand.

■ Major work was also carried out on the palisades and parapets. All the works required **extensive efforts in terms of setting up the site** and handling materials: the complex can in fact be reached either by land via a steep trail, or by sea with major docking issues and the need to obtain special permits to enter the protected area.





### A stronghold at the entrance to Trentino region

### Castello di Avio (Sabbionara di Avio, TN)

Donated by Emanuela di Castelbarco Pindemonte Rezzonico, 1977

■ The restoration carried out in 2022 was not a normal one, but **a restoration of the frescoes in the Casa delle Guardie**, which had already been worked on in the early 1990s. The frescoes, which most likely date back to the mid-14th century, are **one of the most significant chivalrous cycles in Italy**. The project thus involved delicate, painstaking and very light – but also thorough – work owing to the techniques and criteria used, with great respect for the original parts that were not touched, even if they are very faded and altered in some places.

The end result of the work is greater clarity and overall legibility of the paintings and decorations, which is particularly appreciable in the battle scenes, which are so rich in figurative detail and have retained their original colours.

Work will continue with the design and **installation of a new lighting system** of greater efficiency than the current one, in terms of both energy savings and the rendition and interpretation of the frescoes.

In the photo: restoration of the frescoes in the Guardhouse at Castello di Avio (Sabbionara d'Avio, TN), a FAI Property since 1977

## A unique scenario between Roman temples and the roar of the Tivoli waterfalls

In the photo: the landslide on the slope below the substructures of Villa di Manlio Vopisco at Parco Villa Gregoriana in Tivoli (RM), a Property under concession to FAI since 2002

### Parco Villa Gregoriana (Tivoli, RM)

On concession from the Italian State Property Agency, 2002

■ Following the shoring-up of the Miollis slope, which partially collapsed in February 2021, the process of **monitoring, consolidation and extraordinary maintenance of all areas potentially in danger of collapse** and of all paths continued in cooperation with the State Property Agency.

Nonetheless, in November 2022, after heavy rainfall, the slope below the substructures of the Manlio Vopisco Villa collapsed. **A large mass of about 150 cubic metres of soil slid down**, settling on the lower path and dragging a large holm oak tree with it. Without the palisades built in the preceding months, the damage would have been more severe and the landslide even greater, but there was little that the existing historical water drainage systems could do. Therefore, urgent action was taken to **secure the affected area** and to check the condition of the other areas under monitoring. The event necessitated the closure of the property, which was reopened in the spring after initiatives to ensure the safety of visitors.



Although the following two Properties are not open to the public, the first is still a listed building and the second an income-generating asset, to which FAI dedicates equal care and attention in the restoration work to be carried out:

### **Palazzina di Corso di Porta Vigentina (Milan)**

Bequeathed by Alma Colombo, 2014

■ **Two façades of the building were restored.** The property is a well-preserved characteristic example of a “**casa di ringhiera**”, a type of social housing that was widespread throughout Milan in the early 20th century. Due to the “façade bonus” tax relief, the restoration of both façades was completed in 2022. The initiative, which started in 2021, affected approximately 1,200 square metres of surfaces that presented safety and urban decorum issues. Once the masonry work was completed, all the **window frames and shutters were restored.**

■ Inside the apartments and in the common areas, some **restoration and functional adaptation works** were carried out.

### **Palazzo Dal Fabbro Zanchetta (Bassano del Grappa, VI)**

Bequeathed by Laura Zanchetta Dal Fabbro, 2005

■ Thanks to government “façade bonus” incentives, **conservation and restoration work was carried out on plaster of the façade on Via Verci and the courtyard**, along with restoration of decorative elements. The initiative also included the **general reorganization of all systems** present on the façade and the **conservative treatment of all the gratings** and iron elements present.

In the photo: restoration site for the renovation of the façades of the Corso di Porta Vigentina building in Milan, a FAI Property since 2014



■ Special mention should be made of the restoration and enhancement work carried out on artistic and natural sites selected through the survey *Italian Places I Love*, on which **€319,711** was spent (more than twice as much as in 2021). Since 2003, the year of the first survey, FAI has promoted and supported **139 projects** benefiting artistic and natural sites in 19 regions, in addition to the many initiatives made possible by the interest of institutions and individuals as a result of the visibility provided by the survey.

■ In conservation efforts, the updating of cards and the **digital catalogue** of the collections of furniture, paintings and art objects held in FAI Properties also continued in 2022.

FAI enters each item into a catalogue prepared according to criteria established by the relevant ministerial bodies. Over the years, this heritage has been catalogued and progressively digitalized thanks to the efforts of curators, scholars and archivists, aided by increasingly sophisticated technology. Until now, this constantly updated catalogue has been a tool for internal use, but today it has become a multimedia archive that **in 2023 will be accessible to all through a dedicated website**.

■ In 2020 FAI also started a process of **digitalization of the content supporting visits to FAI Properties**, both in response to the contingent need arising from the current health emergency, and to adapt and improve offerings for its visitors.

In 2022 visits to Villa Necchi Campiglio (MI) were enriched by this new approach: an interactive map with integrated podcasts, available via the FAI website through a dedicated QR-code, that allowed the public to visit the Properties freely, lingering in each room according to the topics of greatest interest and curiosity.

To accompany visitors, **16 podcasts** were created, in both Italian and English, narrated by professional speakers and created drawing on the research conducted. The audioguides were also translated into many other languages (Russian, Ukrainian, Chinese, Arabic, Sinhalese and Persian) by language mediators who took part in the "Altreguide" project **designed and carried out by the Friends of FAI Association as part of the FAI Bridges Between Cultures Project**.

Since the start of the project, FAI's podcasts have been listed to **423,669 times**.

A similar project was launched at the end of 2022 for the Villa e Collezione Panza (VA).



In the photo: detail of the furnishings in the Casa e Collezione Laura, Ospedaletti (IM), a FAI Property since 2001

## FAI Properties Management

A total of **€16,052,442** was invested in management of the Properties (+19% vs. 2021). In 2022 FAI recorded a **94% increase in revenues from sales of tickets** (€6,899,325) and a **75% increase in income on the sale of products in stores** (€1,555,327), whereas the revenues generated by the use of our properties as venues for private and company events (€1,731,454) are confirmed at the same values as in 2021.

### New openings to the public

**A surprising treasure chest containing one of the most amazing collections of applied art in Italy and all of Europe**

#### **Casa e Collezione Laura, Ospedaletti (IM)**

Donated by Luigi Anton and Nera Laura, 2001

■ Donated by Mr and Mrs Laura in 2001, Casa Laura became a full FAI Property in June 2021, after the death of Nera, who had retained usufruct of the house, living in it for the past 20 years.

Mr and Mrs Laura were a close-knit couple in their life and work, driven by an authentic, constant shared passion for art, nourished by constant study and research, which is reflected in this house as in their most painstaking, heartfelt creation, the masterpiece of their life's work.

**Casa Laura is a surprising “treasure chest” containing their original, very personal collection of art, particularly applied art, exceptional and unique in Italy and Europe**, comprising around 6,000 pieces of the highest workmanship, including Italian, European and Chinese furniture, porcelain, sculptures, majolica, silver and oriental antiques, collected with the intuition of antiquarians, the knowledge of connoisseurs and the spirit of collectors, on recurring business or study trips to European capitals, and on genuine adventures around the world, ranging as far as the Middle and Far East.

■ After two special opening days in November 2021, **Casa e Collezione Laura officially opened to the public on 25 February 2022** for guided tours by appointment every weekend. **Special visits with the Curator** are also available, as well as, in the summer, the *FAI Summer Evening* events, during which visitors can enjoy the view of the sunset from the terrace overlooking the Ligurian Sea. In 2022 the Property received **2,625 visitors**.



### A Carlo Scarpa masterpiece in a village cemetery

In the photo: the two crossed circles that appear on the propylaeum of the Memoriale Brion in San Vito di Altivole (TV), a FAI Property since 2022, symbolizing the conjugal love around which Carlo Scarpa's entire architectural project revolves

### Memoriale Brion, San Vito di Altivole (TV)

Donated by Ennio and Donatella Brion, 2022

■ On 30 June 2022, in collaboration with the MAXXI in Rome, FAI presented to the public the donation by the Brion family of the Memoriale Brion in San Vito di Altivole (TV). The funerary complex, FAI's 70th Asset, was the final work of architect Carlo Scarpa, completed according to his plans after his death: a collection of 1,583 graphic designs, drawings and notebooks, representing the monument down to the smallest detail, acquired in 2001 by what was then the General Directorate for Contemporary Art and Architecture of the Ministry of Culture and intended for MAXXI, where they are conserved, at the Architectural Archives Centre, and therefore the site of the presentation that marks the launch the **partnership between the two institutions to enhance the monument.**

■ The Property is freely accessible with FAI staff dedicated to receiving visitors and performing routine maintenance on the buildings and landscaping. To help enhance visits to the monument, FAI is organizing **special guided tours by reservation** in addition to the audio guide, already freely available at the site via QR-code, created by the Municipality of Altivole.

In the first year after it opened, **1,720 visitors** took advantage of the possibility of a guided tour, confirming the potential of the Memoriale Brion, which was already an important tourist attraction in the Treviso area; of these, 6% chose to support the FAI by signing up at the site.





**A “living museum that brings prestige to Morazzone”**

**Casa Macchi - Morazzone (VA)**  
Inherited from Maria Luisa Macchi, 2015

■ After four years of restoration work, in December 2022 Casa Macchi in Morazzone, a typical provincial bourgeois dwelling that has remained intact for 150 years and that Maria Luisa Macchi left as “a living museum that brings prestige to Morazzone”, opened to the public.

The donor’s wishes inspired a project that went beyond the restoration of the house and was carried out thanks to a **programme agreement signed in 2017 by the Region of Lombardy, with the Municipality of Morazzone and FAI, later joined by the Province of Varese, aimed at the redevelopment and revitalization of the historic centre of the village** which, like so many in Italy, today suffers from progressive depopulation and risks losing, along with its inhabitants, its identity, history and value.

■ The visit to the house and garden begins with a **video narration with immersive projections** in the former stables, featuring the voice of the Italian actress Lella Costa. A series of **podcasts** accompanies the visit, thanks to the content created by the FAI professionals who supervised the work and the students of the course in History and Histories of the Contemporary World (Department of Theoretical and Applied Sciences) at the University of Insubria, with which FAI reached an agreement for the enhancement of Casa Macchi, in addition to financing two research scholarships.

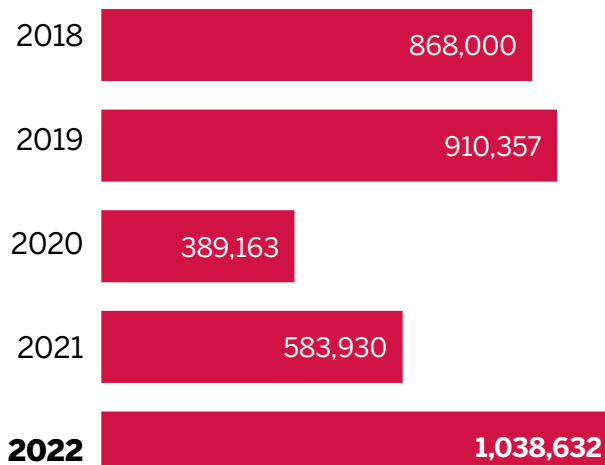
■ In just two weeks (since the first day of opening to the public, 18 December) **there have been 1,952 visitors to Casa Macchi**, and of these 8% decided to join FAI during their visit.

In the photo: a visit to the rooms of Casa Macchi in Morazzone (VA), a FAI Property since 2015, opened to the public on 18 December 2022.

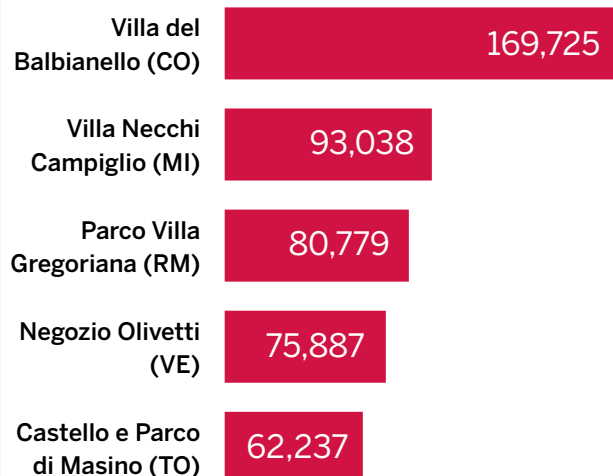
## Visitors to FAI Properties

The year 2022 was one of great satisfaction for FAI's Properties: thanks to the strong teamwork and the strategies implemented across the board, **an all-time record of 1,038,632 visitors** was reached. After two years conditioned by the effects of the pandemic, an increasingly interested and experience-seeking public returned. The big spike occurred during the summer, when between June and August – despite the heat, the uncertainties still tied to the health situation, and the possible influx of tourists to seaside resorts after two years of restrictions – the Property were visited by almost 350,000 people, exceeding the pre-Covid figures by 20%. The trend remained strong in the following months – due in part to favourable weather conditions – until December, ending the year with **visitors up +78% on 2021 (and 14% on 2019)** and with a robust recovery of foreign tourism (almost 30% of the total).

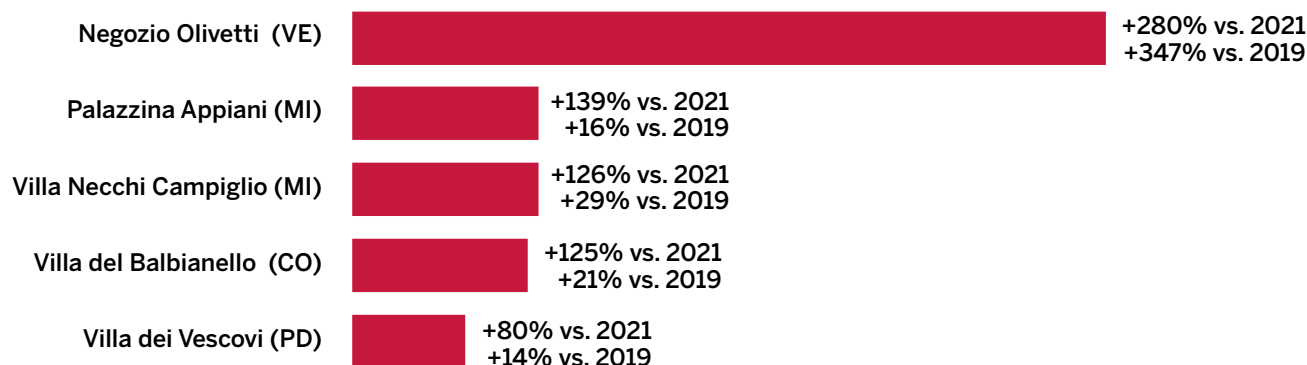
### VISITORS TO FAI PROPERTIES OVER THE YEARS



### THE FIVE MOST VISITED FAI PROPERTIES IN 2022 (number of visitors)



### THE FIVE FASTEST-GROWING FAI PROPERTIES (% increase in visitors)





In the photo: dinner in the churchyard of the Monastero di Torba (VA), a FAI Property since 1977, during the FAI Summer Evenings

In 2022 FAI once again asked its visitors to rate their **degree of satisfaction**. The sample of respondents to the questionnaires sent by e-mail consisted of both FAI members and non-members. More than 14,000 responses to the questionnaires sent out were received, representing 23% of the total and an increase of 45% on 2021. The average overall satisfaction, which was very good, stood at **4.7** out of 5. Among the areas of reference, the reception by staff scored the highest at 4.8, and the shopping experience in the stores was also perceived very positively, with an average of 4.6.

During the year there were **49,690 member sign-ups at FAI Properties**, +40% on 2021 and +51% on 2019. The conversion rate increased proportionally on previous years to 4.8%. The sound management of visitor flows enabled the Properties to focus increasingly closely on welcoming visitors, thus conveying FAI's values and the importance of supporting its mission through membership.

In 2022 the consolidation of more structured visit offerings continued, thanks to the availability of guided tours and new initiatives, which brought the **average ticket** from €6.03 in 2021 to **€6.59** in 2022, with growth on 2019 as well (€6.11). The guided tours, like the events, also contributed significantly to stimulating FAI membership.

The **stores premises** faced a major challenge in 2022: maintaining the effectiveness achieved during the pandemic years despite the heavy flows of visitors returning to the Properties. The year ended with **€1,555,327** in revenue (+75% compared to 2021) and with an average expenditure per capita of €1.64. The growth of the FAI-branded food lines continued, which now number five product types: honey, jams and marmalades, olive oil, chocolate and salt. In addition, in recent years special types of products have been introduced to enhance the characteristics of the area of reference. A new line of photographic merchandising was also introduced for the FAI Properties (magnets,

postcards and posters), recording revenues of €23,000 in the three autumn months alone.

Thus, 2022 was a year of positive results for the Properties Area, due not only to cost optimization but also to income generation.

Each Property took a series of strategies aimed at improved, increasingly differentiated commercial offerings, turning an operating profit for the first time. Despite the considerable increase in some fixed costs, above all energy, policies were implemented to rationalize costs, optimizing investments where necessary, but always with a view to achieving results and limiting waste.

These results have had a significant impact on the financial sustainability of FAI, which aims to balance the income and expenses of the Properties. During the year we **covered 101% of the running and maintenance costs of the Properties through direct income**, an unprecedented result that confirms the capacity of the Assets to finance themselves.

FAI also generates income from **income-producing Properties**<sup>1</sup>. In 2022, the management of leased units generated revenues of **€1,350,351**, of which about 43% from the Palazzina di Corso di Porta Vigentina in Milan alone.

It was a truly exceptional year for sales in 2022. As many as 11 Properties sold, including flats, villas and land, were sold, generating proceeds of **€6.5 million**. The property that contributed most to this extraordinary result, sold for €4,093,200, was a flat in Monte Carlo (Principality of Monaco), generously donated to FAI by Mr and Mrs Laura to fund the Casa e Collezione Laura in Ospedaletti (IM). Contributing to this excellent result were, among other things, the sale of a flat in Cortina d'Ampezzo (BL), part of the real estate holdings of the notary Roberto Martinelli of Lucca, and farmland in Trecenta (RO), received thanks to the generous gesture of Luciana Malavasi (2020).

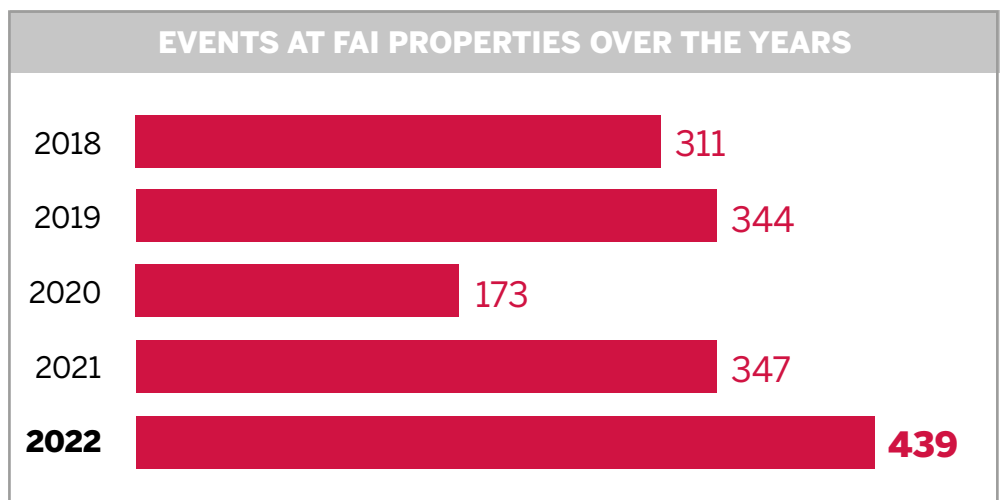
---

<sup>1</sup> Income-generating Properties are real estate units (entire buildings, flats or land) bequeathed or donated to FAI to create operating surpluses in support of the restoration of our Institutional Properties and our mission in general. As at 31 December 2022, FAI's assets included **78 leased units and 26 properties for sale**, located throughout Italy, but mainly in Northern and Central Italy.

## Events at FAI Properties

In 2022 **439 events** (vs. 347 in 2021) were held for a total number of **1,928 days** (vs. 1,263 in 2021), attended by around 20% of the total number of visitors to the Properties.

The success of the historical events was confirmed and new events were launched, starting with Properties with a higher attraction potential.



In the photo: young visitors to the horticultural event *A Breath of Spring* at Villa Necchi Campiglio in Milan



- At the end of February and beginning of March, two customary Milanese initiatives kicked off the event season, **Citrus** and **Breath of Spring** at Villa Necchi Campiglio (MI), which hosted a total of **over 12,000 visitors**. The two events were an opportunity for cooperation not only between the staff on duty at the Villa but also that of the Cavallerizza office and other FAI Properties: staff rotation during major events is one of the best practices we are developing in an increasingly structured manner.
- On **Easter and Easter Monday**, 17 Properties involved in the campaign hosted **around 18,000 people**.
- In April a number of first-time events were tested: these included **The Lagoon Festival** at the Saline Conti Vecchi (CA), **Vinum Euganeum** at Villa dei Vescovi (PD) and **Herbarium** at the Monastero di Torba (VA).
- These new developments were the backdrop to the main event on the calendar: the **Three Days for the Garden** (spring edition) at Castello e Parco di Masino (TO). Now in its **30th edition**, after the pandemic restrictions the historic event was back to welcome a hundred nursery workers, along with its large, loyal public: **17,494 enthusiasts and experts** from the horticultural sector visited in 2022.
- Spring then made way for the **FAI Summer Evenings**, the great summer campaign at the Properties, consisting of a schedule of **over 300** evenings.
- The summer ended with the 3rd edition of the classical music festival **Veneto Soloists for FAI**, a calendar of seven events held in collaboration with the historic Veneto orchestra and hosted at six Properties in northern Italy.
- **Panorama Day**, in collaboration with Fondazione Zegna, is the format event that each year extends to new Properties, such as the recently acquired Villa Rezzola (SP).
- The full calendar of autumn events, in addition to the major **horticultural gatherings** hosted at Castello di Masino (TO) and also at Villa Necchi Campiglio (MI), involved numerous activities dedicated above all to families, such as *With Free Hand*, an event organized at Villa Necchi Campiglio (MI) and now in its fourth edition, dedicated to rediscovering the importance of calligraphy. The season ended with the Halloween campaign at 12 Properties, much appreciated by our very young visitors, as shown by the case of the Castello di Avio (TN), visited by more than 2,500 on the occasion. The Castle also hosted a Christmas market that drew over 10,000 visitors in four weekends.

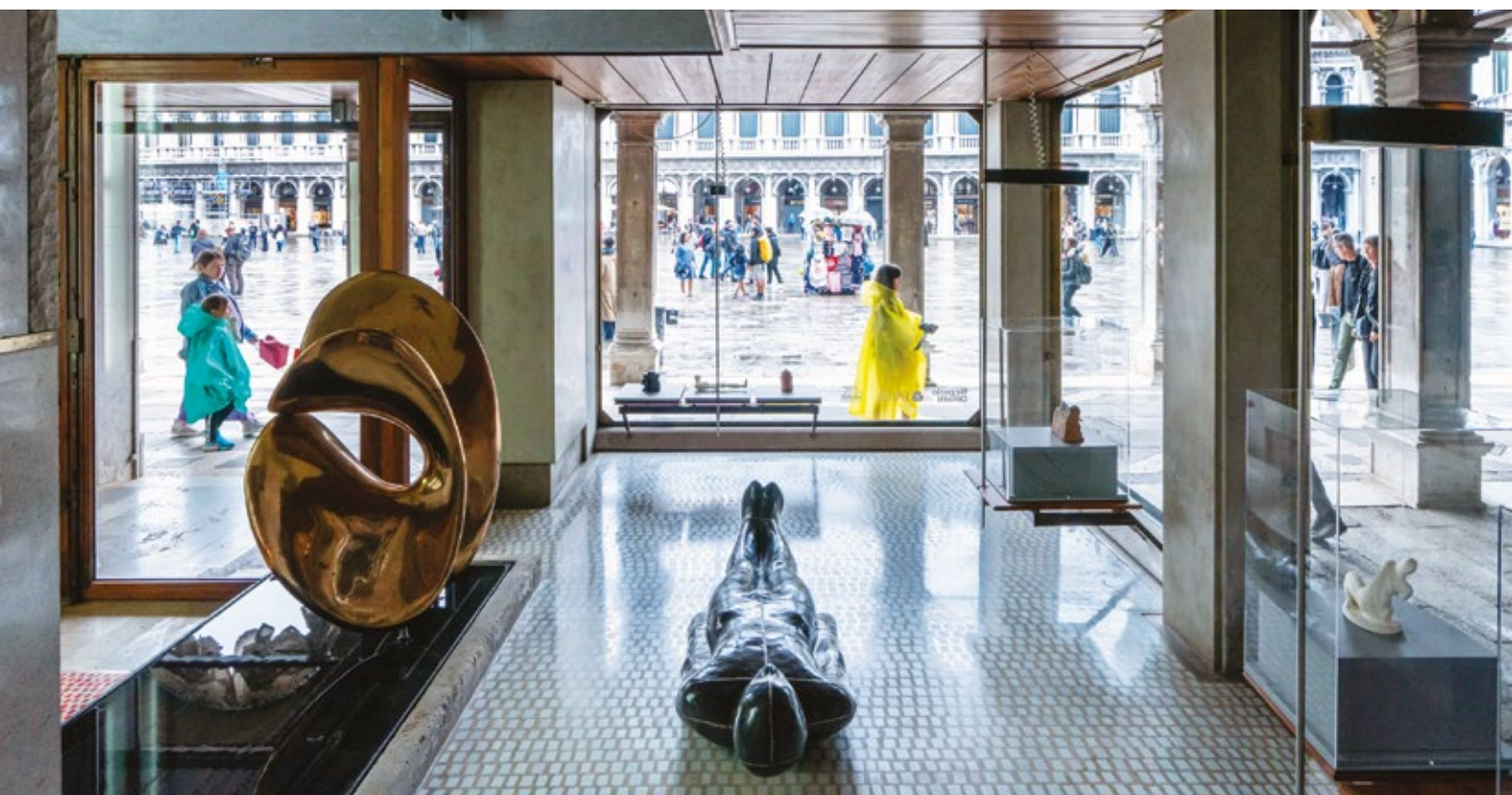
**Exhibitions** also played an important part in attracting the public:

■ **Giorgio Colombo. Photographs from the Panza Collection (1975-1992)** - from 13 April to 25 September 2022 at the Villa e Collezione Panza (VA), the entire collection of 113 photographs taken and printed by Giorgio Colombo was exhibited. The photographs document some of the works collected by Giuseppe Panza di Biumo between 1975 and 1992, displayed at Villa Panza and in other exhibition spaces, and which are themselves works of art in the Panza Collection.

■ **Lucio Fontana/Antony Gormley** - from 23 April to 27 November 2022, a major exhibition was held at the Negozio Olivetti in Piazza San Marco in Venice, a side event to the *59th. International Art Exhibition - La Biennale di Venezia*. Designed and curated by Massimo Luca Barbero, the exhibition brought together drawings, works on paper and sculptures by the two artists for the first time, creating a dialogue guided by the implication of light and space. The exhibition drew 67,000 visitors: a unique number for Negozio Olivetti.

■ **Ex Natura. New works from the collection of Giuseppe Panza di Biumo** - hosted from 10 November 2022 to 1 October 2023 (ongoing) at the Villa e Collezione Panza Villa (VA). The exhibition investigates the relationship between two polarities, nature and form, through the display of 46 works by ten different artists, corresponding to ten monographic sections, introduced by quotations by Giuseppe Panza di Biumo from his autobiographical volume *Memories of a Collector*. For the occasion, FAI produced a guide accessible via smartphone and several podcasts.

In the photo: a view of the works by Lucio Fontana and Antony Gormley on display at Negozio Olivetti in Piazza San Marco in Venice, a Property under concession to FAI since 2012 (The gilded bronze sculpture on the left - *Nude in the Sun* by Alberto Viani - is an integral part of the Store's furnishings)







In the photo: volunteers at the Rome Opera House, opened during the FAI Spring Days

# FAI promotes

In addition to tending to and managing its places, FAI supports major national promotion and awareness-raising activities such as the *FAI Days* or the *Italian Places I Love* survey, with delegates and volunteers playing a prominent role in conceiving and organizing the events.

FAI also devotes considerable attention to educating young people, involving teachers and students in multidisciplinary programmes aimed at getting to know their local area, to make the new generations responsible for respecting this common heritage and guiding their future choices.

**A network of special people who translate FAI's values into concrete gestures**

## The local network

In 2022 there were about **1,300** local initiatives organized by FAI Delegations and Groups, including cultural events and nature walks, special openings and meetings to discover each area's identity: opportunities for participants to discover, experience and deepen their knowledge of places worthy of appreciation, and for our volunteers to continue their efforts to raise awareness of the value of our immense cultural and natural heritage, so that more and more people can understand, appreciate and protect it.

**Over 250 events** were organized by the FAI Youth Groups, in established and new formats, including regionally organized initiatives such as *Secret Gardens*, created by the Campania FAI Youth Groups, *FAI Visit the Vineyard*, run by the Liguria FAI Youth Groups, and *FAI Trip Through the Sicilian Summer*, organized by the Sicily FAI Youth Groups. FAI also offered *FAI Visit in the Villa* by the FAI Veneto Youth Groups and *Open Gardens*, organized by young volunteers in Emilia Romagna, as well as a new edition of the regional initiative *Itinedante*, which staged Dante's Purgatory and Paradise in Abruzzo and Molise. Finally, in 2022 FAI Delegations, Groups and Youth Groups from Friuli-Venezia Giulia also collaborated on the new edition of *FAI Visit the Vineyard*.

During the year, FAI also participated in the educational mission of the exhibition **Genesis - Art and Human Rights**, involving the volunteers of the FAI Bridge Between Cultures Project, who created more than 40 podcasts with personal accounts reinforcing the messages conveyed by the works on display.

The contributions collected during the year by the local network during activities organized at the local level, which amounted to **€174,247**, were set aside for the restoration and redevelopment of Villa Rezzola in Lerici (SP).

*“Wonder: that’s the feeling. A return to beauty, to the joy of sharing, where cohesion, but also fun and the desire to be together, become essential components of perfect teamwork.”*

*Cristina Giovenale, volunteer in the Locride and Piana FAI Youth Group*

**The great national festival dedicated to discovery of Italy's lesser-known heritage**

*“Wonder at the beauty of the places, curiosity and interest for the story, pride at the competence of the organization and the reception it offers. I really appreciated a place near me that I didn't know about, it was a revelation.”*

*A participant in the FAI Days*

**A major campaign to support FAI's mission to care for and protect cultural and environmental heritage**

## Major national events

### FAI Spring Days

■ On 26 and 27 March 2022, the *FAI Spring Days* reached their thirtieth spring: since 1993, 14,090 places of history, art and nature were opened throughout Italy, visited by **more than 11,600,000 citizens**, thanks to 145,500 volunteers and 330,000 student “Apprentice Tour Guides”. An exciting achievement, but also a valuable opportunity to focus on the significance of the cultural heritage that reflects our identity, bears witness to our history and reinforces the values of civilized society. In this spirit, the 30th edition of the *FAI Spring Days* saw volunteers from **130 Delegations, 89 FAI Groups and 4 FAI Youth Groups** active throughout Italy, acting as the true driving force behind these events. Overall, the event welcomed over **350,000 visitors** (+133% vs 2021 and -41% vs 2019), with 700 places (vs 600 in 2021) in 400 cities, including villas and historic palaces, archaeological areas, churches of great architectural or historic and artistic value, examples of industrial archaeology, castles, libraries, art collections and museums. There was no shortage of village itineraries in discovery of lesser-known corners of the Italian landscape, where hidden treasures are preserved and ancient traditions are handed down, along with educational visits to urban parks, botanical gardens, historic gardens and courtyards, which stem from FAI's commitment to spreading a broader "culture of nature". The most viewed site was **Villa Rezzonico in Bassano del Grappa (VI)**, followed by Mackenzie Castle in Genoa and Monastero della Visitazione Santa Maria in Milan. The audience satisfaction index (Net Promoter Score) was **83** on a scale of -100 to +100.

■ The *FAI Spring Days* ended the **RAI Cultural Heritage Awareness Week in collaboration with FAI**. From 21 to 27 March, as has been the case for more than 10 years now, RAI was at the forefront, alongside FAI, with all its radio and television channels and RaiPlay.

### Let's Remember to Save Italy and FAI Autumn Days

■ **Let's Remember to Save Italy** is the major national fundraising campaign that FAI runs every year in October, inviting everyone to support its work for the care, restoration and enhancement of Italy's heritage by becoming FAI members. In the name of environmental protection – an absolute priority for everyone – in the 2022 edition FAI invited citizens to support its ecological transition project to make its Properties increasingly resilient to the effects of climate change and ecologically sustainable through **projects for conserving energy, reducing consumption, resources and emissions, protecting and restoring landscapes and biodiversity** and ensuring widespread education regarding the culture of nature and sustainability.

■ The **FAI Autumn Days** on Saturday 15 and Sunday 16 October 2022, now in their 11th edition, were the focus of the October campaign in support of FAI. An exceptional event to learn about FAI's mission and activities, in which **109 Delegations, 74 FAI Groups, 31 FAI Youth Groups** and thousands of FAI volunteers allowed the public to visit more than 700 special places in 350 cities, many of which are usually inaccessible or simply poorly known.

The event allowed **330,000** people (+65% vs. 2021 and the same result as in 2019) to visit many Italian treasures that remain under-appreciated.

The most-visited places were **Palazzo Ducale in Modena, which tied with former San Sebastiano Prison in Sassari**. The most-visited FAI Asset was Villa Gregoriana Park in Tivoli (RM).

The visitor satisfaction index (Net Promoter Score) was **75** on a scale of -100 to +100.

In the photo: visit to the Church of Santo Spirito in Sassia in Rome, opened during the 2022 FAI Days



The most important Italian project to raise awareness of Italian places not to be forgotten

### *Italian Places I Love*

With **1,500,638 votes collected** for more than 38,800 places, the 11th edition of the survey, which was launched in May and ended in December, confirmed its status as Italy's most important campaign to raise public awareness of the value of heritage and the need to protect and enhance it, as is FAI's mission.

The 2022 edition involved **6,508 municipalities in Italy, 82.4% of the total**, as custodians of places indicated by citizens, either on their own or in committees, on the initiative of various organizations, ranging from schools to parishes, from libraries to museums, from Pro Loco chapters to the municipalities themselves.

Three places of worship and popular devotion topped the national rankings:

in 1st place, the **Church of St. Peter of the Samaritans in Gallipoli** (LE), a small medieval building immersed in the Salento countryside less than a kilometre from the sea, linked to the figure of Saint Peter and the Crusades, now at risk of collapse, **voted for by 51,443 people**, more than twice the number of inhabitants of Gallipoli itself;

in 2nd place, the **Museum of the Mysteries of Campobasso**, which brings Molise to the podium for the first time in the history of the survey with **32,271 votes**. The museum houses the machines used starting in the mid-18th century to raise up 76 children and participants dressed as religious characters during the annual Corpus Christi procession, still alive and well;

in 3rd place, the **Church of St James of Victory in Alexandria**, voted for by **31,028 people**, filled with votive offerings testifying to the community's historical affection, but now only occasionally used for ceremonies and in need of restoration.

With 20,196 votes, the winner of the special rankings, this year dedicated to **Villages and Their Places**, is the medieval village of **Cremolino** (AL), in upper Monferrato, on the top of a hill surrounded by vineyards with a view of the Alps, in need of revitalization and enhancement.

Thanks to *Italian Places I Love*, since 2003 **139 projects** have been supported in 19 regions, in addition to the four winners of the 2022 survey (see map on page 95). This great process of social and community cohesiveness accompanies the voting phase with the selection of the projects supported to benefit some of the places that receive the most votes through the call for proposals held every odd-numbered year, which in 2023 will once again allow the candidacy of projects benefiting places that exceed the minimum threshold of 2,500 votes.

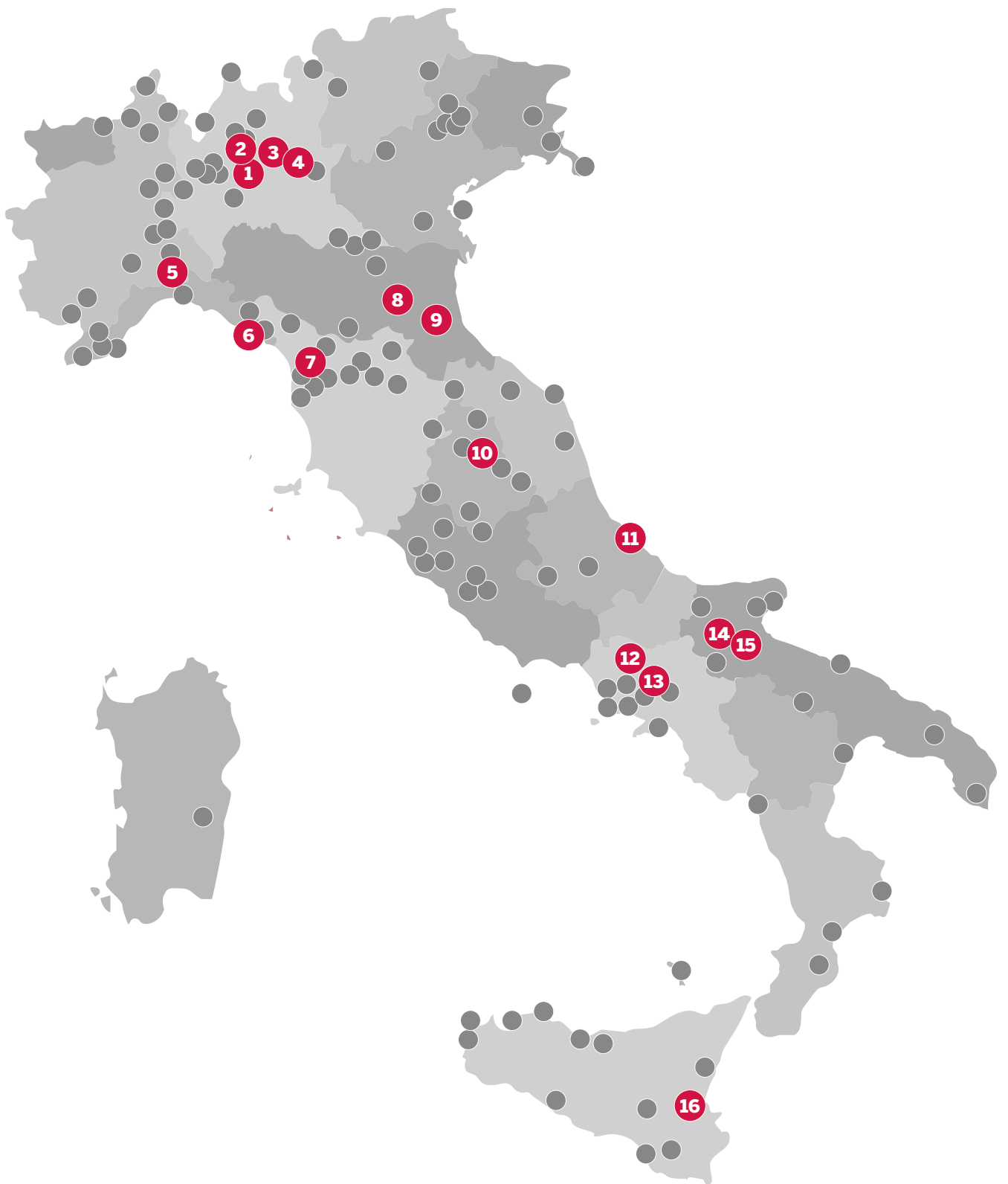


In the photo: the raised apse of the church of San Nicola in Almenno San Salvatore (BG) during the restoration of the complex's 1,500 ceiling tiles, decorated in ancient terracotta and dating back to the 15th century, made possible by a grant awarded in 2022 as part of the *Italian Places I Love* project.

The church of San Nicola placed 6th in the national rankings in the 2016 survey with 29,735 votes.

Of the 139 restoration and enhancement projects carried out with the contribution of the *Italian Places I Love* project, 16 were completed in 2022:

- 1 Church of San Bernardino**, Caravaggio (BG)  
restoration of frescoes in the choir - 2014 survey
- 2 Basilica of Santa Giulia**, Bonate Sotto (BG)  
restoration of the roof and the stone decorations in the apse  
2018 survey
- 3 Church of Sant'Eufemia**, Corte Franca (BS)  
restoration of the Renaissance fresco cycle - 2020 survey
- 4 Brescia Castle**  
illumination of the Strada del Soccorso - 2020 Survey
- 5 Monumental Complex of Santa Croce**, Bosco Marengo (AL)  
set-up and opening to the public of the Vasarian Museum inside  
the complex - 2016 survey
- 6 Monesteroli** (SP)  
restoration of part of the steps leading to the village - 2020 survey
- 7 Church of Santa Caterina**, Lucca  
restoration of the organ - 2010 survey
- 8 Giardino degli Angeli**, Castel San Pietro Terme (BO)  
creation of a path accessible to the vision and hearing impaired  
2020 survey
- 9 Foro Boario**, Forlì  
landscaping - 2016 survey
- 10 Piandarca**, Cannara (PG)  
work on the Sermon to the Birds trail - 2014 survey
- 11 Trabocco Turchino**, San Vito Chietino (CH)  
restoration and reopening to the public - 2018 survey
- 12 Real Sito di Carditello**, San Tammaro (CE)  
restoration of monumental fountains with obelisks in the parterre  
2012 survey
- 13 Convent of San Vito**, Marigliano (NA)  
restoration of cloister - 2018 survey
- 14 Augustan Amphitheatre**, Lucera (FG)  
improvement of visitor route - 2016 survey
- 15 Ducal Hanging Gardens**, Bovino (FG)  
recovery of the Garden of Statues - 2018 survey
- 16 Chiesa Rupestre del Crocifisso**, Lentini (SR)  
restoration of the 13th-century fresco of Christ Pantocrator  
2018 survey





### The first decisive step to spread a culture of respect for and protection of Italy's heritage

*“It was immensely satisfying to see, especially in the eyes of the little ones, the curiosity typical of their age, but directed towards something harder to understand, different from what they see every day.”*

*Silvia from Istituto Magistrale A. Cairoli in Pavia, Apprentice Tour Guide during the FAI Days for Schools*

In the photo: a group of Apprentice Tour Guides at the Abbazia di S. Maria di Cerrate (LE), a Property under concession to FAI since 2012

### Educational projects

The programme that FAI offered to academe in 2022 was dedicated to the environment: a rich, varied, year-long calendar of original, in-depth educational content and engaging educational activities, designed to support teachers and students in their civic education curriculum. The programme consisted of several projects:

#### ■ Course for teachers and students: *Environment? All that surrounds us*

As an organization accredited for training by the Ministry of Education, FAI involved **5,000 teachers and students** in a series of webinars and e-learning sessions with original multimedia content, curated by FAI with authoritative experts exploring various environmental issues. A total of **20,000 students** participated in the **#greenfuture competition**: a special project that invited classes to identify examples of virtuous cooperation between humanity and nature in their local areas, offering lessons for the future.

#### ■ Apprentice Tour Guides and FAI Days for Schools

The project **Apprentice Tour Guides**, in which FAI offers students the opportunity to complete a course of study on an online platform, with the support of their teachers and FAI volunteers, to enjoy engaging active citizenship experience. **14,640 Apprentice Tour Guides** participated in the *FAI Spring Days* and **8,478** in the *FAI Autumn Days*. During the *FAI Days for Schools*, **6,300** of them led **35,500** students in discovery of their local areas in a peer education project.

#### ■ Educational activities at FAI Properties

The activities FAI offers to **classes visiting the Properties** are opportunities for cultural exploration and hands-on experience that complement classroom teaching. After the end of the suspension of school trips due to the pandemic, classes throughout Italy have resumed organizing local activities, and **43,000** students chose FAI Properties as the destination of their school trips. At the end of December 2022, **59,500 students** were FAI members (14,941 in 2021).





**In-person trips and virtual tours to discover new routes and special places**

## **Cultural trips**

After the pandemic restrictions of the last two years, cultural travel activity resumed in 2022. **During the year, 30 trips were held.** Such trips are designed to offer original programmes, supported by experts and teachers, involving **480 FAI members** (+41% compared to 2021). The most successful trips were the itineraries in Italy, which often included a visit to a FAI Property in the area: from Verona to Basso Lazio, from the Amalfi Coast to Venice. The *FAI Trekking* project, involving hiking routes that encourage “slow” travel, also enjoyed good success.

Participation was also strong in the **musical trips** to Turin, Genoa, Syracuse for the Greek tragedies, Barcelona and Rimini, and finally Berlin at the end of the year.

**The online sessions of the *Grand Tour from the comfort of your Sofa cycle*** also continued to meet with success. In 2022 **18 lectures** were given by the teachers who normally go on the trips, on topics and destinations ranging from archaeology to art history and Indian culture, involving more than **1,000 people** registered participants.

In concert with the Middle and Major Donor Office, the Travel Office also organized visits and meetings reserved for **FAI Supporters** – members who choose to make a larger contribution to the mission of the Foundation. In 2022 the programme included cultural events in Milan, Florence, Venice and Rome.

FAI Supporters were also offered online sessions dedicated to FAI Assets, involving the professionals and experts who have been involved in their study, restoration and conservation for years.

In the photo: a group of participants on one of the *FAI Trekking* trips in Salento



In the photo: one of the earthenware canals, of ancient Arab tradition, that irrigate the citrus groves of the Giardino della Kolymbethra in the Valley of the Temples in Agrigento, a Property under concession to FAI since 1999

# FAI monitors

## FAI's approach to environmental sustainability

**A pillar of our mission, now more urgent and essential than ever**

Caring for special places for present and future generations – one of the cornerstones of FAI's mission – is a high-profile commitment, consistent with the concept of sustainable development defined in 1987 by the United Nations: development that can ensure that the needs of the present generation are met, without compromising the ability of future generations to meet their own needs.

Faced with the current scenario, which puts this objective in jeopardy, FAI is stepping up its efforts to respond to a crisis that has become planetary at various levels. Global warming, water scarcity, soil transformation and loss of biodiversity are tangible manifestations of the imbalance that threatens the Earth's future. We are paying for the consequences of the delay in that change of pace by institutions and governments, but also by individual citizens, which is necessary to reduce the impact of our activities on the environment and landscape. This delay is also the consequence of a cultural vision, which for two centuries has separated nature from history, science from culture, and the environment from humanity. **A new cultural vision is thus needed to bring about change, starting with a redefinition of the environment as a human environment**, i.e. the result of joint evolution of humanity and nature, which has been extraordinarily constructive over the millennia, but increasingly destructive in recent centuries.

The environmental crisis we are experiencing is the crisis of the human environment, of our communities, of the places we live in, of our "home"; for the care of which we must all feel responsible. In the coming years, FAI is committed **to promoting a new culture of the environment that makes everyone feel that they are a leader of change.**

In the light of this vision, **FAI participates in the national and local debate** on transformations affecting communities, landscape planning and ecological and energy transition, with a constructive, non-ideological attitude. It is committed to issues such as soil consumption, sound management of land, landscape, water and energy, climate change, conscious use of natural resources and the preservation of biodiversity by developing **national awareness-raising campaigns** such as #salvailuogo, #salvalacqua, #Faibiodiversità and #Faiperilclima. In keeping with such campaigns, it conducts **advocacy and lobbying** with major Italian and European government institutions to ensure that principles and measures protecting the environment, heritage and landscape are made into law.

FAI is also taking concrete action to ensure that **its Properties promote sustainability** by reclaiming virtuous traditional knowledge, testing out innovative technologies in contexts protected by strict historical, architectural and landscape restrictions and developing new approaches to the design, management and enhancement of these Properties. For example, at many FAI places **sustainable water management** has been intensified in recent years, saving, recovering and recycling this

important resource, with the restoration of historic cisterns. In 2015, with the *Sustainable Places Project*, FAI improved the energy efficiency of its buildings, with the aim of **reducing CO<sub>2</sub> emissions by 15% by 2023. This goal was already achieved in 2022** through replacement of inefficient boilers, installation of photovoltaic panels, replacement of energy-consuming fixtures with energy-saving lighting and replacement of over 1,200 conventional light bulbs with LED bulbs, in both equipment rooms and in secondary lighting in art and museum rooms.

FAI also intensified **the spread of knowledge and its activities to protect animal and plant biodiversity at its Properties**. At 14 of them, for example, FAI introduced beehives to help protect pollinating insects. At other Properties, it recovered swallow towers – structures built in the past to attract swallows – and now shelters suitable for their nesting. It also began projects dedicated to observing and teaching about wildlife, such as badgers or red squirrels.

All these goals were made even more ambitious in 2022 through the launch of **a plan for the ecological transition of the entire FAI organization** based on measuring and reporting impacts and consumption, with ambitious targets to reduce its ecological footprint, including the goal of climate neutrality in 2040.

The Properties thus promote **best practices to be shared** with local communities and all citizens, in the knowledge that all actions – even the smallest – have a profound educational significance and represent a replicable model. In view of this goal, FAI complements its awareness-raising campaigns with **concrete experiences**, such as meetings at and visits to the Properties, led by experts in the most diverse fields of knowledge, so that, for example, visitors can experience first-hand the effects of the climate crisis, but also the mitigation and adaptation projects begun at the Properties and in their communities. It also offers **narrative spaces dedicated to telling the story of the environment** according to the new definition: multimedia rooms for an immersive experience through a high-tech set-up based on visual cues and engagement of the audience, who are called upon to reflect on the theme of the environment, landscape and environmental sustainability. In 2022 the first narrative space – *An environment for the Environment* – was set up at Villa Necchi Campiglio in the centre of Milan (see p. 65).



# Environment and landscape emergency

Campaigns, petitions, disputes, public appeals, legal actions for constant monitoring and protection of the environment

## Landscape for FAI

During its **26th Convention of Delegates and Volunteers**, FAI focused on the **concept of the landscape** to reflect on the inevitable transformations linked to the ecological transition.

In response to the dangerous new opposition between the urgency of infrastructure for sustainable development and the duty of protection, FAI reaffirmed its commitment to the landscape, which in Italy especially is a collective work of art, the result of the work of generations that have shaped it, and even transformed it, and therefore a precious testament to our history and culture. In order to avoid compromising this heritage, we need shared rules, up-to-date expertise, effective procedures and tools in service of protection that does not restrict development, but steers and supports it. Above all, however, **citizens and institutions need to be educated about the landscape** as never before, starting with schools and administrations. **FAI can help spread knowledge and values** by teaching how to view and interpret it, to grasp its continuity and evolution, its beauty and meaning.

## FAI's campaigns for the environment and landscape

### ■ **#salvalacqua**

As part of the awareness-raising campaign to underscore Italy's need for a national water strategy, the **Blue Book** was presented in advancement of the project that, in 2018, saw FAI promote the *Pact for Water*, drafted and signed by the main actors of the water system (AIAPP, ANBI, ANCI, ANIE, ANIMA Confindustria, ASVIS, Coldiretti, Confcooperative, Federbim, Comuni Virtuosi, CSI-ANIE, Istituto Superiore di Sanità, Kyoto Club, Legambiente, Touring Club Italiano, Utilitalia and WWF Italia, as well as Confindustria and UIL Bonifiche) together with scientific partners (Milan Polytechnic - Energy & Strategy Group, CNR-IRSA, Nomisma).

**The Blue Book promotes a more efficient, sustainable management model of this precious, limited resource**, to be launched through concrete actions that ensure the protection of the water cycle and the quality of water resources in natural environments; the safe, sustainable use and reuse of water; and balanced, participatory communication on water quality for people and communities.

### ■ **#FAIperilclima**

The campaign **#FAIperilclima** reached its second edition to coincide with the 26th UN Conference of the Parties on Climate Change (COP27). To raise awareness and spread knowledge of the climate crisis, in 2022 FAI also organized **a cycle of meetings at its Properties**, where the environmental crisis is a tangible reality.

During the COP27, news and updates on the proceedings of the UN conference were also circulated, with special content and interviews live from Sharm el-Sheikh, where the meeting was being held and, after it concluded, a webinar was organized with the title **A meeting to learn more. Together to do more** streamed from Casa Bortoli, a FAI Properties in Venice.

### ■ #FAIbiodiversità

In addition to the already active campaigns – #salvail suolo, #salvalacqua and #FAIperilclima – in 2022 FAI launched #FAIbiodiversità, a new awareness-raising campaign on the issue of loss of bio-diversity, both plant and animal. This is a problem on a planetary scale, to the extent that scientists have begun to speak of a sixth mass extinction, the first caused by a single species after previous cases caused by extreme climatic effects or asteroid impacts. The campaign discusses and promotes the biodiversity present at the Assets managed by FAI, which always engages in dialogue with the historical, architectural and landscape values present to encourage reflection on the more general issues that affect the organization.

In December, a FAI envoy to Montréal participated directly in the proceedings of COP15, the biennial conference organized by the UN with its member states to halt the ongoing dramatic loss of biodiversity, following up on several themes with **social initiatives and news on FAI's digital channels.**

Projects launched in 2022 included: an initiative with the University of Insubria and Istituto Oikos Onlus to monitor a **colony of badgers** in the

In the photo: speleological investigations of the historic cisterns of the Abbazia di S. Maria di Cerrate in Lecce, an Property under concession to FAI since 2012, to reactivate the ancient rainwater collection system for recovery and reuse within the framework of the Property's water requirements





gardens of Palazzo Moroni in Bergamo; the expansion of the **network of apiaries** at our Properties managed by local beekeepers, in connection with a plan to plant pollinator-friendly flowering plants; the opening of the gardens of Villa Panza (VA) to UNINSUBRIA for a study on the stress on the **red squirrel** in urban areas and the restoration of **sparrow towers** to provide nests for sparrows.

### From environmental sustainability to the Sustainability Report

#### ■ Towards environmental impact reporting

As part of its ecological transition journey, in 2022 FAI identified four areas on which to focus its commitment to environmental sustainability: **carbon neutrality**, to be achieved by 2040, with a 35% reduction of CO<sub>2</sub> emissions by 2030; a 20% reduction of **water footprint**; **protection of biodiversity** through specific projects at our Properties; and the **circular economy**, with a significant reduction of our consumption.

During the year, FAI also began a **process of analysis and monitoring** of the four areas, implementing several energy efficiency, water saving and biodiversity protection measures.

#### ■ Sustainability initiatives at FAI Properties: an update

The survey revealed that there were, at 15 Properties, **49 cisterns** for the collection and re-use of rainwater, mainly to irrigate gardens and cultivated plots and to supply water to the fountains, of which 31 are already in use.

Over the years, FAI has replaced less efficient heating systems at 11 Properties, above all by installing **highly efficient heat pumps**.

In addition, it has set up apiaries at 14 Properties – most recently this year at the Giardino della Kolymbethra (AG) – and surveyed **14 sparrow towers** at three Properties (ten of these are operational and six of them are now used by sparrows for nesting, while initiatives have been taken to facilitate the colonization of the rest). Sparrow towers – structures that were in use until the 1950s to provide artificial nests for sparrows and then collect their eggs and chicks for food – are now being restored to provide nests for sparrows and thus protect the species.

To promote its good practices at its Properties, FAI has set up a **line of signs** on its sustainable behaviour, which will gradually be put up at the Assets, with in-depth information that can be downloaded using a QR-code.

#### ■ Environment and landscape emergency

Several environmental emergencies were responded to. These include efforts to prevent **pedestrian paths from being made into roads for vehicles** in the pristine Mediterranean landscape around the Batteria Militare Talmone, a FAI Property in the municipality of Palau, Sardinia. With the approval of the Coastal Use Plan, the municipality has approved the transformation of these paths into vehicle roads, thus profoundly disrupting the local landscape and environmental context. In 2022 FAI filed an **appeal to the Regional Administrative Court** to block this decision: we are awaiting hearings to present our claims, but it is

worth noting that the Region of Sardinia, in a note addressed to the municipality following our appeal, asked the municipality to annul the resolution approving the Plan, due to the use of the silence-consent procedure to issue the landscape-environmental authorization, which was never granted by the Region.

In the picture: a group of spoonbills at the Saline Conti Vecchi di Assemini (CA), a Property enhanced by FAI since 2017 that is the habitat of around 50 different species of birds





[www.fondoambiente.it](http://www.fondoambiente.it)

# Fundraising

**More and more Italians rely on FAI for protection of and access to Italy's heritage of art, history and nature**

Private citizens, companies, institutions and foundations support FAI's mission with trust and passion. Every single contribution has made, and continues to make, a difference, enabling us every day to protect Italy's heritage of history, art and nature and to safeguard so many extraordinary places in our country.

## Individual contributions

In 2022 FAI raised **€38,422,473** from individuals, or **70%** of total annual revenues, up **44.5%** on 2021.

## Membership and contributions

In 2022 there were **268,795 active members: +25%** on 2021 and above the target set by the 2021-2023 Operational Plan (250,000 members). In **terms of economic value** the increase was **18%** (€6,952,349 compared to €5,895,404 in 2021).

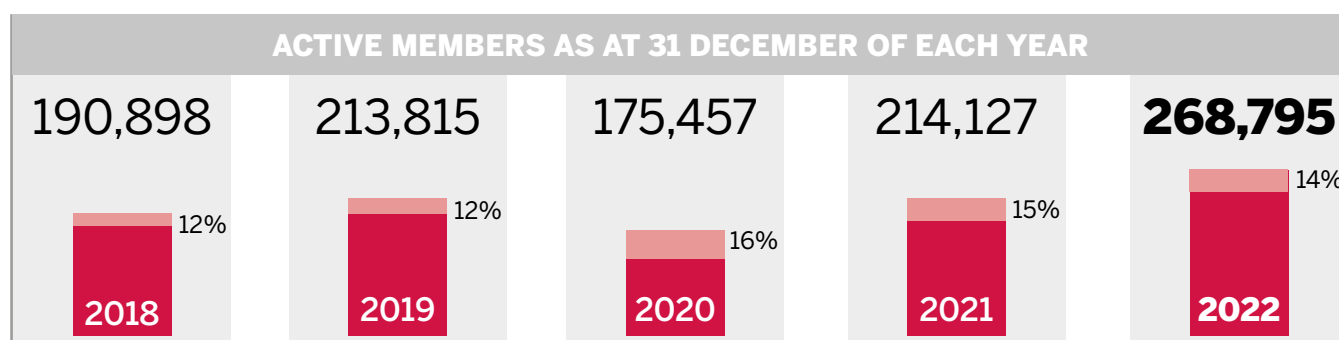
There were 132,198 new members (+44% vs 2021). The **number-one membership channel** was **online** (49% of the total), followed by **the Properties** (31.7%), and then **events** organized by the Delegations at the local level (16% of members), particularly during *FAI Days*. Of active members, 14% support in the form of an **ongoing membership** FAI by Direct Debit.

In 2022 FAI raised **€2,649,368** in contributions related to the **5x1000** programme (Italy's income-tax scheme) from 2021 tax returns on 2020 incomes, for a total of **38,752 selections** (+3.8% vs. 2021).

Through the box "**Financing of activities for the protection, promotion and enhancement of cultural and landscape heritage**" a total of **€1,568,060** was collected thanks to 17,663 selections (59% of total signatures, +16% on 2021), ranking FAI first among eligible beneficiaries. The contribution helped meet the costs of restoration and extraordinary maintenance of some of the Properties, as well as those for the management of Properties open to the public, for educational services and for the organization of events and exhibitions.

From the box "**Support for Third Sector Organizations**", thanks to 21,089 selections made (41% of the total), we raised **€1,081,308**, which went towards the operating costs of the Properties open to the public, the head office and local offices and the purchase of the goods and services needed to carry out FAI's institutional activities.

■ % using the Direct Debit



## Public fundraiser statement



### FAI Spring Day March 2022

#### PURPOSE OF THE FAI SPRING DAYS EVENT

The purpose of the event was to raise awareness and funds for FAI's chartered objectives, by promoting and opening to the public more than 700 places in 400 towns and cities over the weekend of 26 and 27 March, thanks to FAI's volunteers.

The fundraising campaign was promoted through:

- TV features in RAI, Mediaset and LA7 programming
- FAI Spring Days events held in the squares of towns and cities
- Web marketing and online communications

#### RESULTS OF FUNDRAISING OPERATIONS

- The total amount raised of **€1,540,515** was made possible by:
- funds from private sponsors, public bodies, banking foundations and private bodies, amounting to **€534,115**
  - funds provided by individuals, amounting to **€1,006,400**

#### USE OF THE RESOURCES

The funds raised from the FAI Spring Days, amounting to €1,227,107, net of costs, were used to pursue FAI's chartered objectives, and specifically for conservation and maintenance of the Properties protected by FAI that are regularly open to the public.



#### INCOME (in euro)

Donations by individuals .....	1,006,400
Donations by legal entities .....	50,540
Donations by public bodies and banking foundations ..	49,536
Event sponsorships .....	434,039
<b>Total revenues .....</b>	<b>1,540,515</b>

#### EXPENDITURE (in euro)

Communication costs .....	(169,270)
Dedicated personnel costs .....	(5,252)
Other campaign costs .....	(138,886)
<b>Total expenses .....</b>	<b>(313,408)</b>

**NET RESULT .....** **1,227,107**



### FAI Autumn Days, Let's Remember to Save Italy Campaign and RAI Cultural Heritage Week in cooperation with FAI October 2022

#### PURPOSE OF THE FAI AUTUMN DAYS EVENT

The purpose of the event was to raise awareness and funds for FAI's chartered objectives, by opening to the public more than 700 places in 350 towns and cities over the weekend of 15-16 October, thanks to FAI's volunteers.

#### PURPOSE OF THE LET'S REMEMBER TO SAVE ITALY CAMPAIGN AND THE RAI CULTURAL HERITAGE WEEK IN COLLABORATION WITH FAI

The purpose of the campaign is to raise funds for the conservation and maintenance of the Properties protected by FAI in order to keep them open to the public, to deliver educational initiatives across the country and to safeguard the landscape.

The fundraising campaign was promoted through:

- publicizing the events thanks to free advertising space on TV, on radio and in the press
- TV features in RAI, Mediaset and LA7 programming
- FAI Autumn Days events held in the squares of towns and cities
- Web marketing and online communications
- raising funds from partner companies and their customers.

#### RESULTS OF FUNDRAISING OPERATIONS

- The total amount raised of **€1,130,615** was made possible by:
- funds from private sponsors, public bodies, banking foundations and private bodies, amounting to **€326,952**
  - funds provided by individuals, amounting to **€ 803,663**

#### USE OF RESOURCES

The funds raised from the FAI Autumn Days, the October Campaign and the RAI-FAI Week, amounting to **€906,520**, net of costs, were used to pursue FAI's chartered objectives, and specifically for conservation and maintenance of Properties protected by FAI that are regularly open to the public.

#### INCOME (in euro)

Donations by individuals .....	803,663
Donations by legal entities .....	62,602
Donations by public bodies and banking foundations ..	79,443
Event sponsorships .....	111,230
<b>Total revenues .....</b>	<b>1,130,615</b>

#### EXPENDITURE (in euro)

Communication costs .....	(179,411)
Dedicated personnel costs .....	(11,228)
Other campaign costs .....	(33,456)
<b>Total expenses .....</b>	<b>(224,095)</b>

**NET RESULT .....** **906,520**

Caring for special places at a distance so that they live forever

Gestures to remember and be remembered as an example for the present and for the future

## Large donations and adoptions

FAI raised **€2,632,248** from Italian and foreign donors who have chosen to support it to preserve Italy's cultural heritage. There are **8,000** FAI Supporters, Special Members and Guardians of the Beauty of FAI Properties who offered more than the standard amount, representing a significant contribution to fundraising from individuals. Considerable support was also provided by historical allies of FAI such as the **Deutsche Post Foundation**, the **Pomara Scibetta Foundation**, the **Ludovico degli Uberti Foundation** and the **Rocca Foundation**, along with all those who supported the campaign of the year **Cantiere Domani** and the campaign **Art Bonus**.

## Endowments, bequests and commemorative donations

In 2022 **€8,777,083** was raised through endowments, bequests, life insurance policies, adoptions and commemorative donations, an increase of 72% on 2021.

More people than ever before have also named FAI a beneficiary in their wills: members and non-members who wished to leave their mark on Italy's heritage of history, art and nature. Overall **23 wills were received**, a sign of an increasing willingness of individuals to donate an estate or part of an estate in support of the values they believe in.

In particular, three people named FAI as their universal heir:

- **Renata Lilloni** daughter of well-known Milanese artist Umberto Lilloni (1898-1980), who decided to bequeath not only her own estate but also many of her father's works to FAI, with the wish that at least some of them be exhibited in the museum named after him in Romagnano Sesia (NO) or at a FAI Property;
- **Gianpietro Brozzoni**, a well-known and appreciated Cremona lawyer and art collector, who made a number of bequests of works from his collection to important local museums, but generously named FAI as heir to the moveable and immovable property of his estate;
- **Marziano Cravero**, a music-lover from Turin who left his house in the city center and everything he owned to the FAI.

These generous donors are in addition to those who named FAI partial heir of their movable and immovable assets along with other third sector organizations, such as **Luigi Gennari**, **Daniela Bosi**, a FAI volunteer in Torba, teacher **Ornella Pozzolo** and **Luisa Bologna**, a faithful member of the Turin Delegation and an active participant in FAI trips and cultural initiatives. Mention should also be made of the generosity of two women who left their homes to FAI:

- **Marilena Busato**, a faithful and generous member of the Pordenone Delegation who left behind a beautiful building in the city centre;
- **Rosangela Bertolotti**, an artist's wife and passionate botanist who left us her beloved summer residence in the hills above Turin with a well-kept and original garden.

In addition to these bequests of real estate without restrictions, there were two major bequests which will be included among FAI Properties:

- the collection of bronzes and paintings ranging from the Renaissance to the 20th century by **Pietro Cannata**, a Roman art expert, who curated the bronze section of the Palazzo Venezia National Museum in Rome;
- the bequest of furniture and furnishings (as well as a portion of the estate in securities) by Professor **Bruna Falco** of Milan.

The generosity of a number of people who remembered FAI by leaving money to it in their wills is also deserving of mention: **Maria Antonia Buccellati**, whose husband was the FAI Head of Delegation in Varese for many years and thus wished to honour the memory and passion of her late spouse, **Gigliola Filippi** of Livorno, **Aureliano Inglesi** of Siena, **Mary Anne Curtin**, a resident of London, but very attached to Italy, **Paolo Pierpaoli** of Milan, **Ambrogio Vaghi** of Varese, **Maria Teresa Zepponi** of Genoa and **Sandro Marzona** of Udine, both of whom were very close to their local Delegations.

In addition, thanks to the generous bequest of Ms **Rossana Festa**, the restoration, decoration and video narration at the Abbazia di S. Maria di Cerrate in Lecce were completed, a testimony to her great love for nature and art (see page 66).

Finally, let us remember the generous gesture of those who named FAI the beneficiary of their life insurance policies: **Elda Baldi**, a FAI volunteer from Livorno and **Lino Mandelli** of Cinisello Balsamo (MI).

Of these generous donors, some were active volunteers in the Local Network, others observed FAI's activities from a distance, and though they were not members, recognized and believed in our cultural role.

In addition, we received a number of donations and adoptions in memory of loved ones, whose contributions were set aside for some of the ongoing restoration or conservation projects at the FAI Properties. In particular, mention should be made of the contribution by the **Isella family** in memory of their daughter Stefania, who was very attached to Villa del Balbianello (CO).

Many companies in Italy choose FAI as an ally for social growth and community development

## Corporate contributions

It was year of great achievements in 2022: over 600 companies confirmed their support, with a total amount of **€7,065,215** (+10.5% vs. 2021), accounting for 13% of total funds raised. This vital input has supported FAI in the care and enhancement of Italy's heritage, and in its renewed commitment to environmental protection.

Important **institutional partnerships** were confirmed and renewed, and new collaborations were undertaken to support the major communication initiatives on FAI Properties (concerning enhancement, maintenance and restoration operations), as well as educational projects geared towards youngsters and projects on environmental sustainability – an issue that is increasingly central to FAI's work.

Also important are the various **co-marketing operations** with historic Italian brands and the activities related to the **Christmas Campaign**, a fundraising initiative that keeps growing every year.

Excellent results were also achieved in the corporate membership programme, **Corporate Golden Donor**, with over **€1,444,200** (+5% vs. 2021), the annual support scheme that allows companies to integrate a commitment to culture and the environment into their social responsibility and sustainability strategies. In 2022 the programme reached a record result of **463 members**, continuing the growth trend of recent years. The **loyalty rate of companies** that renewed their support was very high, coming in **at 83%**. In addition to the membership fee, many companies made significant contributions, for a total of **€911,000** (+17% vs. 2021), to projects for the maintenance and cultural enhancement of FAI Properties and for communication initiatives.

Generous patrons and virtuous companies, consistently supporting FAI

## I 200 del FAI

*I 200 del FAI* group of donors support the Recapitalization Fund, intended to directly finance the heart of FAI's mission: the restoration of the Properties that FAI opens to the public, cares for, manages and enhances, day after day. In over 30 years, more than **€19 million** has been contributed, supporting many of the major restoration projects. Of this amount, **€517,560** (+3% vs. 2021) derives from the contribution made by the 200 in 2022.

Thanks to a network of enthusiastic supporters residing abroad, we enhance Italian cultural heritage across borders

## International fundraising

In view of the more stable international post-pandemic situation, international travel has resumed. This has allowed us to welcome back foreign supporters who, by visiting our Properties and our country's beautiful sites, were able to see for themselves the results of their donations and be inspired to new generous gestures.

The webinars and online activities continued to create opportunities to make FAI's Properties and activities known to an international public, playing a valuable role in supporting international fundraising, which, for the second year in a row, saw a significant increase, owing mainly



to major contributions from individuals and international foundations. International activities raised a total of **€891,314 euro** (+10% vs. 2021).

In 2022, thanks to efforts to redefine strategic fundraising lines in previous years by **Friends of FAI** (see p. 34) together with FAI's central offices, very satisfying results were achieved with private donors, but also major foundations that **chose to support the Palazzo e Giardini Moroni in Bergamo and the environmental sustainability activities at the Properties**, a fundamental pillar of FAI's development. The usual trip to Italy with Verona, Bergamo and Lake Garda as its destinations, was a success in terms of participation and fundraising.

**FAI UK** (see p. 34) continued the work on setting strategic fundraising priorities it had begun in previous years. Communication included **new online initiatives** dedicated to discovering FAI's Properties and activities and promoting knowledge of FAI and its mission among an international public. This autumn, the trip to Milan and Bergamo involved a special group of Italian art and culture enthusiasts, with visits to numerous important sites in these two cities in Lombardy, including two FAI Properties: Villa Necchi Campiglio in Milan and Palazzo e Giardini Moroni in Bergamo.

In 2022 the activities of **FAI SWISS** resumed at full swing (see p. 35), starting with a **rich calendar of events** focused on building a cultural bridge between Italy and Switzerland. These events included a guided visit to the exhibition *Japan Arts and Life* with collector Jeffrey Montgomery, hosted by the Lugano Museum of Cultures, a visit to the historic Sasso da Pigna fortress and the secret Second World War bunkers on the Gotthard Pass, as well as to the Marguerite Arp Foundation in Locarno-Solduno.

Important recognition also came from the city of Lugano, which invited FAI Swiss to forge a closer relationship with the **City's Department of Cultural Heritage**.

The *Apprentice Tour Guides* project, aimed at young people and schools, continued to meet with great success, owing to the support of a major federal grant that will lead to a series of activities in cooperation with several cantonal schools.

In 2022 the **FAI Suisse Romande** delegation consolidated its collaboration with the Dante Alighieri Society, the Bodmer Foundation, the Italian Consulate in Geneva and the Italian-Swiss Chamber of Commerce, in addition to organizing visits and conferences on Italian-related properties and artists. In addition, two trips were organized, the first to Stresa, Borromeo Islands and Villa Della Porta Bozzolo (VA), and the second to Genoa and Abbazia di San Fruttuoso (GE).

Recognized as a vigilant, proactive partner FAI can count on institutional and private sector supporters

## The contribution of public bodies, foundations and associations

In 2022, funding from public bodies, banking foundations, private foundations and associations showed strong growth compared to the previous year with **€8,185,499** (+145% vs. 2021) – equal to **15%** of total income – mostly attributable to the increase in contributions from public bodies (€5,327,565 vs. €1,785,106 in 2021).

The main public contributions included that from **the Ministry of Culture – General Education, Research and Cultural Institutions Department** of €382,006.77, intended to cover the costs of staging the 26th National Conference of FAI Delegates and Volunteers, the organization of webinars on cultural and environmental themes targeted at FAI's national network, and the drafting, production and distribution of the *FAI Newsletter*, sent free of charge to around 200,000 contacts throughout Italy.

Numerous contributions were made to the *FAI Spring and Autumn Days* by: **European Commission Representation in Italy, the Regions of Basilicata, Campania, Lombardy, Marche, Piedmont and Tuscany, the Autonomous Provinces of Bolzano and Trento and the Community Foundation Milan City, South-East, South West and Adda Martesana** for the project *Apprentice Tour Guides outside the Centre*.

In the field of education, mention should also be made of the **European contributions** – *Erasmus +* programme – to the projects *Digicult-cultural heritage: a source of resilience and learning through digital education* and *SEECHT - Staff Exchange in European Cultural Heritage Trusts*.

These were in addition, **under the NRRP – Next Generation EU**, to the significant grants for restoration, conservation and enhancement initiatives.

Particular mention should be made of:

- **€2,000,000** for the restoration and enhancement of the Villa Rezzola garden in Lerici (SP) - M1C3 – Investment 2.3 “Programmes to enhance the identity of places: parks and historic gardens”;
- **€150,000** for restoration work at Monte Fontana Secca in Quero Vas (BL);
- **€150,000** for renovation work at Casino Mollo in Spezzano della Sila (CS) - M1C3 – Investment 2.2 “Protection and enhancement of architecture and the rural landscape”.

Also worth mentioning is the contribution of **€892,000** from the **Autonomous Province of Trento** for structural consolidation work and the expansion of the visitor offerings at Castello di Avio (TN); the contribution of **€450,000** by the **Lombardy Region** for the restoration and adaptation of Palazzo Moroni in Bergamo; the contribution of **€52,300** by the **CARIPARO Foundation** for the enhancement of Villa dei Vescovi in Luvigliano Torreglia (PD).



In the photo: the Anna Maria Tower at the Bosco di San Francesco in Assisi (PG), a FAI Property since 2008

In addition to the significant economic support, in 2022 the **FAI's relations were consolidated with numerous institutional bodies** in Italy, at both a national and local level, to promote FAI's work and develop cooperation initiatives.

At the national level, particular mention should be made of: the constant collaboration with the **Ministry of Culture** to promote knowledge and enhancement of Italy's cultural heritage and landscape; the synergy with the **Presidency of the Council - Civil Protection Department** for the support of volunteers during FAI's major events and with regard to training and promotional activities; and the strengthening of cooperation with the **State Property Agency**.

Two new cooperation agreements were also signed: one with the **Defence General Staff** to facilitate the opening during the *FAI Days* of military sites of significant historical, artistic and environmental value; and the other with **ANCI - National Association of Italian Municipalities** to raise awareness among Italian municipalities on the protection, enhancement and management of the national cultural and landscape heritage and to cooperate in the development and spread of best practices.

# I 200 del FAI

I 200 del FAI are a select group of people and organizations that are sensitive to the values of culture and have an interest in the conservation of Italy's historical, artistic and natural heritage. Since 1987, they have made a crucial contribution to increasing FAI's recapitalization reserve and supporting important initiatives and restoration projects at the Properties that FAI protects.

Sincere thanks to those who renewed their contribution to FAI in 2022.

Emilia Acquadro Folci	BPER Banca	Stefani Demi Monde	Italmobiliare	Delfino Meroni	Claudio Segré
Giuliana Albera Caprotti	Roberto Bracchetti	Alvise Di Canossa	La Petrolifera Italo Rumena	Pascale Pederzani	Davide Serra
Stefano Alberti De Mazzeri	Bracco	Virginie Droulers	Laterlite	Pastificio Rana	Liana Servi Rossi
Margot Alberti De Mazzeri	Bresi	Edison	Mario and Gloria Levoni	Filippo Perego di Cremnago	Grazia Maria Siccardi
Allianz	Bticino	Carlo Eleuteri	Charlotte Longobardi Liedl	Mirella Petteni Haggiag	Sied
Emilio Ambasz	Rosa Maria Buccellati Bresciani	Eni	Maria Luisa Loro Piana Decol	Cristina and Paolo Pinna Berchet Gavazzi	Smeg
Mario Aragnetti Bellardi	Bulgari	Ermenegildo Zegna	Luigi Lavazza	Norbert Plattner	Snam
Maria Giuseppina Archetti Conte	Paolo Bulgari	Gimmo Etro	L'Unione Sarda	Roberto Poli	Sylvia Sodi
Assicurazioni Generali	Michele Canepa	Federico Falck	Maire Tecnimont	Prada	Giuseppe Statuto
Astm	Emilia Cantoni Capponi	Falck Renewables	Giovanni Mameli and Maria Enrica Bonatti	Katherine Price Mondadori	Deanna Stefani Malaguti
Banco Bpm	Leda Cardillo Violati	Fimesa	Cristiano Mantero	Giuliana Puri Negri Clavarino	Silvio Tarchini
Paolo Baratta	Cassa Lombarda	Gabriella Finco Criscuolo	Michele Mantero	Umberto Quadrino	Alberto Tazartes
Gianni Barbaro	Piero Castellini Baldissera	Giacomo e Paola Foglia	Manuli Rubber Industries	Anna Recordati Fontana	Tod's
Guglielmo Bedeschi	Gigliola Ceccato	Fondazione Berti Onlus	Enrico Marchi and Emanuela Marchi Seguso	René Caovilla	Rosanna Tombolini
Massimo Belloni	Coeclerici	Fondazione Cattaneo	Matteo Marzotto	Ottavio Riccadonna	Falciola
Paolo Bernasconi	Piergiorgio e Franca Coin	Fondazione Cultura e Arte	Marco Mazzucchelli	Gianfelice Rocca	Pier Giuseppe Torrani
Silvio Bernasconi	Laura Colnaghi Calissoni	Fondazione Passadore 1888	Mediaset	Andreina Rocca Bassetti	Dario Tosetti
Bloomberg	Anna Corradini Porta	Fondazione Same	Mediobanca	Alberto e Stefani Sabbadini	Marialuisa Trussardi
Renata Boccanelli	Stefania Corsi Marchini	Paolo Fresco	Massimo Menozzi	Juanita Sabbadini	Gavazzeni
Bolton Group	Luisella Cortassa Moro	Bona Frescobaldi Marchi	Francesco Micheli	Rossana Sacchi Zei	Unicredit
Enrico Bonatti	Credem Euromobiliare Private Banking	Valeria Gallerani	Rosita Missoni	Sandra De Benedetti Böhm	Unipol Gruppo
Gian Pietro and Mariella Borasio	D'Amico Società di Navigazione	Susy Gandini	Cesare Mozzi	Paola Santarelli Saras	Vitale & Co.
Arnaldo Borghesi	David Campari-Milano N.V.	Giorgio Garuzzo	Nestlè Italiana	Lorenzo Sassoli de' Bianchi	Claudio e Simona Zampa
Ilaria Borletti Buitoni	De Agostini	Federico Guasti	Madalena Pais and Edward Greco	Alberto Schiavi	Nadia Zanotto Moccetti
Chiara Boroli	Carlo De Benedetti	Piero Camillo Gusi	Maria Camilla Pallavicini	Giuseppe Scibetta and Luciana Pomara	Gianna Zegna Borsetti
Lucia Borra Campisi	Margherita De Natale	Hans Christian Habermann	Isabella Parodi		Andrea Zegna Di Monte
Pier Giacomo Borsetti	De Nora	Susan Carol I. Holland			Rubello and Martin Flaig
Alberto Borsetti	Vincenzo De'	Marjan Houshmand Bigharaz			Giovanni e Enrica Zingarini
Giaele Bosio		Riccardo Illy			
		Intesa Sanpaolo			

# Corporate Golden Donors

The Corporate Golden Donor program is a tool for social responsibility. It also forms a network between the companies that share a commitment to achieving an Italy that is better protected, more loved and which places a greater emphasis on its virtues. Membership of the Corporate Golden Donor program is a specific, up-to-date sign of excellence on the part of companies and provides a new way to contribute to an important ethical cause whilst receiving exclusive opportunities and tangible advantages in return.

**A warm note of thanks to all the companies that supported FAI in 2022 through membership of our Corporate Golden Donor programme.**

2M Decori	Amenduni Tubi Acciaio	Banca Akros	Camellini Service	Confcommercio
A.I.T. Automazione	Amplifon	Banca di Credito Popolare	Carbofin	Consorzio Industriale Provinciale di Cagliari
A.M. Instruments	AMSA Azienda Milanese Servizi Ambientali	Banca Popolare Pugliese	Cartiere Carrara	Conti Store
A.Se.R.	Andrea Paternostro Gioielliere	Banco di Desio e della Brianza	Carvico	Continuus-Propenzi
A+B Industrial Tools Company	Andreotti Impianti	Basile Giocattoli	Casale del Giglio Società Agricola	Corapack
ABP Nocivelli	Angelo De Cesaris	Belvedere	Casone	Coswell
Accord Healthcare Italia	Anima Holding	Berendsohn Italiana	CBI	Covind
ACDA - Azienda Cuneese dell'Acqua	AP.esse	Biffignandi	CE.T.O.C. Centro Tecnico Omologazioni e Consulenze	CRT Group
Acea	Aptafin	Biopap	Cellografica Gerosa	D.I.R.A.
Achitex Minerva	Arca Etichette	Bisiach & Carrù	Centromarca	DAB Centro Operativo
ACPV Architects	Archigen	Blm	Chemprod	DAB Sistemi Integrati
Acquedotto Pugliese	Arco Spedizioni	Blusys	Chiesi Farmaceutici	Daliform Group
Adige	ARD F.Ili Raccanello	Bodega G. & C.	Chiomenti	Danesi caffè
Advanced Technology Valve	Argosped	Braida di Bologna Giacomo	Chiorino	Davide Campari-Milano N.V.
Agos Ducato	Aristoncavi	Brembo	Cibas	Decal
Agricola Due Vittorie	Arix	Brofind	Cisalpina Tours	Dedar
AIPO Ricerche	Arriva Italia	Brunello Cucinelli	Clariant Se, branch office in Italy	DEF Italia
Air Dolomiti	Artelia Italia	Bugnion	CLN Coils Lamiera Nastri	Degrocar
Air Liquide Italia	Arval Service Lease Italia	By Carpel	Clover Energy Italia	Delfino
Airone	Asca Costruzioni	C.A.B.I. Cattaneo	Cobir	Delphina hotels & resorts
Airtec	Assoimmobiliare	C.M.P. Commercio Marmi Pregiati	Coeclerici	Derve
Alfasigma	Autec	C.S.A.I.	Coffein Compagnie Italy	DILC
Alto Partners	Azemar	C.T.E.	Cofle	DLA Piper Studio Legale Tributario Associato
Alto Trevigiano Servizi	Azienda Foderami Dragoni	Caffè d'Italia	Columbus Clinic Center	Doit Viaggi
Ambos	B&B Italia	Caleffi	Comer Industries	
Amca Elevatori		Cama 1		

Dompè Farmaceutici	Faro	Gestim	Il Consulente del Lavoro Dott. Maurizio Rossi	Lati Industria Termoplastici
Donnafugata	Fasti Industriale	Ghella		Lattanzi
Drago	Felsina Società Agricola	Gicar	Il Ponte Casa d'Aste	Lauria Impianti
Duchessa Lia	Fenzi	Giletta	ILT Tecnologie	Le Sirenuse
Dupont Energetica - Gruppo Maio	Ferest Rail	Gima	IMCD Italia	Lefay Resorts
Dusty	Ferraro Group	Giuriatti Futuro	IMO	Legance Avvocati Associati
E.B.ESSE	Fidim	Giuseppe Citterio	IMS Micronizzazioni	Leo France
Earth Viaggi	Fiorani & C.	Glamora	Inac	Leone
ECEF	Flamma	Global Selection	Inarca	Lesda
Ecobox	Flextec	GMA	Inarca	Lesda
Ecopack	Fluid-o-Tech	Golden Goose	Industrie Polieco - MPB	LifeBee
Ecotyre	Fondazione Bonino Pulejo	Gottardo	Interseals	Logistica Uno Europe
Eigenmann & Veronelli	Fondazione FS Italiane	Graziano Ricami	InterVideo	Louisiane
Elettrotec	Fondazione Giorgio Antonuzzi sostenuta da Icefor	Groupama Assicurazioni	Ipae-Progarden	Lumina Italia
Ellepack		All Consulting Group	Iselva Morsetteria	Luxoro
Elmec	Fondazione Gruppo Credito Valtellinese	Gruppo Cimbali	ISI-Flex	M.A. Delponte Business Communication
Emilio		Gruppo Dondi	Isoil Industria	
Enoflex	Fondazione Iris Ceramica Group	Gruppo Enercom	Istituto per il Credito Sportivo	M.I.T.I. Manifattura Italiana Tessuti Indemagiabili
Epo	Fonderie Ariotti	Gruppo Mascia Brunelli - Biolife Italiana	Italmobiliare	M.R. Transport
Erbamea	Fornero		Italmondo	
Eredi Caimi	Four Partners Advisory SCF	Gruppo Pam	ITT	Macron
Esri Italia	Francia	Guacci	Jacobacci & Partners	Madama Oliva
Eternedile	Franco Cosimo Panini Editore	Gucci	Kemon	MAG
Etro		Gustiamo, Inc	Kong	Maglificio Innocenti
Eurocolor	Franklin Templeton International Services	Heidenhain Italiana	Ksenia Security	Malinverno Metalli
Eurodies Italia		Historic Club Schio	L'Erborario Società Benefit	MAN Truck & Bus Italia
Eurospital	Fratelli Fila	Hoffmann Italia		Manifattura Falomo
Eurosyn	Fratelli Garletti	Hotel Savoy Grado	La Contea	Mapa Spontex Italia
Eurotherm	Frigoscandia	Hydro Fert	La Doria	
Eye Pharma	Fugazza F.lli & C.	Hydro Fert	La Doria	Mapei
F.I.S. Fabbrica Italiana Sintetici	Fumero	I.S.E.P.	Laboratorio Farmacologico Milanese	Marcegaglia Steel
Faet	Gabogas	IBC - Associazione Industrie Beni di Consumo	Laborplast	Marina di Punta Ala
Fainplast	Galleria Altido	Icat	Landoll	Mario Cucinella Architects
Farmabios	Gammatom	ICS House	Lanificio Egidio Ferla	Mario Nava
Farmacie Celesia	Garmin Italy Technologies	IG Operation and Maintenance	Lapitec	MecVel
Farmila-Thea Farmaceutici	GDN Logistica	IHI Charging Systems International	Lario Hotels	Mediaset
	Geeg		Larus Re	Medica

Medipass	Odpiù	Farmaceutica	Silfa	Teseo
Meic Costruzioni	Oleificio Zucchi	Rehau	Simona	Tessilbiella
Messaggerie Italiane	Olimac	Renato Corti	Simonazzi	Tessiform
Metallurgica Marcora	Olmetex	Renna	Simonetta	TLC Marketing Worldwide
Metlac	OMB Saleri	Repi	Sinfo ONE	TGT
Mi Consul	OP	Rete	Sisea	TGT
Mida	Opem	Rimadesio	Sistemi Soluzioni Informatiche e Telematiche	Thor Specialties
Minerali Industriali	Osculati	Rimorchiatori Riuniti	Skechers Usa Italia	Thruex
Mini Motor	Pagani Geotechnical Equipment	Rimorchiatori Riuniti Spezzini Imprese	Solari	TIM
Mitsubishi Electric Europe	Paolo Astori	Riseria Provera	Sorma	Tonella
Mobil Plastic	Pastorfrigor	Riso Scotti Snack	Spinosa	Tosvar
Mobil Project	Pavitecna	Roberto Coin	Stam	TPV Compound
Molini Besozzi Marzoli	Peroni Pompe	Roberto Industria Alimentare	Star Italia	Trust4Value
Mondial	Petraco Oil Company SA	Romani Components	State Street Bank International GmbH Succursale Italia	TÜV Rheinland Italia
Montello	Phyto Service	Rossi Ricambi	Steelmetal	Unicompany
Montelvini	Pietro Rimoldi & C.	Rossini	Stefano Mardegan	Unionsped
Montenegro	Pisano Bunker	Roten	Stilolinea	Unitransports
Montura	Poliform	Royal Group Hotels & Resorts	Streparava	Vanzetti Engineering
MTA	Pony	RTC	Studio Auriga	Vega
Munari F.Ili	Poste Italiane	Rubelli	Studio Sfera	Velp Scientifica
N.E.T.	Power Energia Società Cooperativa	Rummo	Studio Torta	Venpa
Natixis S.A. - Milan Branch	Presma	Russo di Casandrino	Swiss Re International SE	Ver Capital
Newchem	Prestiter	S. Ilario Prosciutti	T.EN Italy Solutions	Very Fast People
NexiPayments	Promeco	S.C.A.MM.	Tancredi	Veyal
Next Holding	Promotica	Saced	Target 2000	VI.PA.
NHP	Prussiani Engineering	Saes Getters	Target Point New	Viglietta Matteo
Nice Footwear	PSM Celada Fasteners	Safety	Team Work	Villa d'Este
Notartel	Puccio Impianti	Salvagnini Italia	Tecnoalimenta	Virgilio Holding
Novalca	Pulinet Servizi	Sara Assicurazioni	Tecno-Beton	VRM
Novaterra Zeelandia	Rational Production	Sarp	Tecnofer Ecoimpianti	Wepa Italia
Novavision Group	Ravarini Castoldi & C.	Sebach	Tecnotelai	Wolf Italia
Novelis Italia	Ravioli	Seeweb	Tecres	Zanandrea Sementi
Nuova TCM	Reasol	Sevis	Teleconsys	Zobebe Holding
O.D.S.	Recordati Industria Chimica e	Shelter	Tenute	Zurich Italia
O.M.P. - Officine Mazzocco Pagnoni		Siena Gioielli	Terranova	



# Institutions, Companies, Foundations and Donors

Heartfelt thanks also to all of those individual donors and organizations that in 2022 made substantial donations to FAI, to support its work of restoring, conserving, enhancing and managing some of Italy's most important historic, artistic and natural assets.

The Guardians of Italian Heritage	BCC CreditoConsumo	DHL Express Italy	Risparmio di Lucca
The FAI 200	Bloomberg	Dolce & Gabbana	Fondazione Cassa di Risparmio di Padova e Rovigo
Corporate Golden Donors	BNP Paribas Cardif	Gian Paolo Dulbecco	Fondazione Cassa di Risparmio di Terni e Narni
FAI Delegations	Bottega Veneta	Edison	Fondazione Cassa di Risparmio di Trento e Rovereto
Friends of FAI	Bromatech	Edist Engineering	Fondazione Comunitaria del Varesotto onlus
FAI UK - Italian Heritage Trust	Bureau Veritas Italia	Edmondo di Robilant	Fondazione CRT
FAI Swiss	Ernesto Carabelli	Lorenzo Enriques	Fondazione del Monte di Bologna e Ravenna
FAI Suisse Romande	Castel	Epta	Fondazione di Comunità Milano Città, Sud Est, Sud Ovest e Adda Martesana
Associazione Amici del FAI	Renée Cattabiani	Esselunga	Fondazione Leonardo Civiltà delle Macchine
FAI Supporters	Bormioli	Eurojersey	Fondazione Ludovico Degli Uberti
FAI Members	CBC Group	Euthalia	Fondazione Passadore 1888
FAI Ongoing Members	Cer.Mar.	Fabiana Filippi	Fondazione Pomara Scibetta Arte Bellezza Cultura
5x1000 donors	CheBanca!	Brion family	Fondazione Rocca
Adriatic LNG	Metropolitan City of Naples	Isella family	Fondazione SAME
AGN Energia	Collistar	Renzo Ferrante	Fugazza F.Ili & C.
Air Dolomiti	European Commission - Representation in Italy	Ferrarelle	Andrea Fustinoni
Anima sgr	Municipality of Tivoli	Ferrero	Franco Ghigliazza
AON	Consorzio dei Comuni della Provincia di Trento	Ferri Auto	Giorgio Armani
Associazione Casaclima Network	BIM dell'Adige	Rossana Festa	
Banca d'Italia	Consorzio Servizi Ecologia ed Ambiente - Saluzzo	FinecoBank	
Banca Ifis	CRC Cassa di risparmio di Cuneo	Carla Folco	
Banca Passadore	Cyberoo	Fondazione Araldi Guinetti	
Banca Patrimoni Sella	Delicious	Fondazione CARIPLO	
Banca Sella	Despar Italia	Fondazione Cariverona	
Banca Sella Holding	Deutsche Post Foundation	Fondazione Cassa di Risparmio di Bolzano	
		Fondazione Cassa di Risparmio di Calabria e Lucania	
		Fondazione Cassa di	

Francesca Gostinelli	Oleificio Zucchi	Siad	Patti
Philipp Greiner	Opem	Snaitech	Diego Dalla Gasperina
Gruppo di Azione locale Valtellina: Valle dei sapori 2014-2020 S.C.A.R.L.	Claudio Orsi William Parente	Mario Spada Space Holding	Filippo Perego di Cremnago Giorgina Consulenza d'Arte, Milan/Venosta
Gruppo Editoriale Eli	Pernod	The Boston Consulting Group	Giovanni Godi - Art Consultant, Milan
Gruppo Finiper	Ricard Italia	The Ruth Stanton Foundation	Giuseppe Armocida
Gruppo Gabrielli	Luigina Pancaldi	Tom and Catrin Treadwell	Il Ponte Casa d'Aste, Milan
Piergiacomo Guala	Marica Piatti Pavoni	Unes supermercati	KPMG
Edmea Guerrieri Cirio	Cristiano Pieri	European Union – Erasmus+	Laura Marelli
Marcella Iandolo	Pirelli	European Union – Next Generation EU – NRRP	Lodovico Consulenza d'Arte, Milan/Caumont Caimi
Il Paniere Serafini	Andreina Pizzi	Vaillant Group Italia	Mario Perrotta
Il Sole 24 Ore	Anna Poloni	Valagro	Notary Ciro de Vivo
Luigi Conti Vecchi	Anna Premoli	Giovanna Valle	Notary Sergio Barenghi
Intesa Sanpaolo	Autonomous Province of Trento	Venezia Calcio FC	Pro&Co Studio Associato
Iper La grande i	Province of Lecce	Viatrix	Sotheby's
Isella family	Fiorenza Quintarelli	Viris	Studio Legale Associato Nicolini Cantù
Italkali Società Italiana	Reale Foundation	Walden Lab	Studio Legale DLA Piper Studio Legale Tributario
Sali Alcalini	Basilicata Region	Yves Rocher	Studio Legale Santosuosso Avvocati Lexcom
Kinto	Campania Region	Giorgio Zaffaroni	Studio Ubertazzi
Klepierre Italia	Lombardy Region	All those who provided pro-bono services	Studio Ubertazzi
Lago di Como GAL S.C.A.R.L.	Piedmont Region	Advant NCTM Studio Legale	TLC Marketing
Clara Lainati	Tuscany Region	Luisa Mazzola, attorney at law	Toffoletto De Luca Tamajo e Soci
L'Erborario Società Benefit	Enrico Ricci	Maria Alessandra Bazzani, attorney at law	Trenitalia Direzione Business Regionale
Lisa	Luciano Rimondi	Briganti Sestrieri Art Consulting	ZNR notai
Rosa Malvezzi Campeggi	Piero Rocchi	Cleary Gottlieb Steen & Hamilton LLP	and all those who wish to remain anonymous.
Marriott Bonvoy	Maura Rolandi Ricci	Coripet	
MediaWorld	Rolex Italia	CP Legal - Studio Legale	
Mediobanca	Rosa Giovanna Magnifico Panza and Panza Collection, Mendrisio		
Mia-Platform	Renzo Sacerdote		
Giovanni Milani	Saim		
Ministry of Culture	SC Johnson		
Paola Molino	Schmidt Futures		
Nespresso	SDA Bocconi School of Management		
Elsa Niessner			

# Financial situation

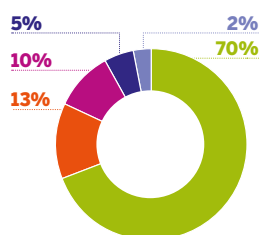
**2022 STATEMENT RECLASSIFIED BY ACTIVITY**

SOURCES OF FUNDS	Operating activities	Restricted funds	Total
Individuals	26,116,706	12,305,767	38,422,473
Companies	6,171,090	894,125	7,065,215
Public institutions	1,794,284	3,533,281	5,327,565
Foundations and Associations	2,314,235	543,699	2,857,934
Financial and extraordinary items	1,462,565	0	1,462,565
<b>TOTAL FUNDS RAISED</b>	<b>37,858,880</b>	<b>17,276,872</b>	<b>55,135,752</b>

ALLOCATION OF 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 assets and concessions	(835,140)	(480,062)	(4,069,249)	(5,384,451)
"Italian Places I Love" initiatives			(319,712)	(319,712)
Property management	(15,879,619)		(25,628)	(15,905,247)
Local cultural promotion, education and monitoring	(2,676,809)			(2,676,809)
General services	(3,860,788)		(1,831)	(3,862,619)
Fundraising, communication and digitalization	(6,100,919)			(6,100,919)
<b>ALLOCATION OF FUNDS</b>	<b>(29,353,275)</b>	<b>(480,062)</b>	<b>(4,416,419)</b>	<b>(34,249,757)</b>
Provision by decision of BoD	(5,000,000)			(5,000,000)
Restricted funds raised during the year and allocated to subsequent years		(16,796,810)		(16,796,810)
Uses of restricted funds raised in previous years			2,554,924	2,554,924
Uses of previous year's profit			1,861,495	1,861,495
Profit for 2022 allocated to subsequent years	(3,505,605)			(3,505,605)
<b>TOTAL BALANCE</b>	<b>(37,858,880)</b>	<b>(17,276,872)</b>	<b>0</b>	<b>(55,135,752)</b>

**SOURCES OF FUNDS**

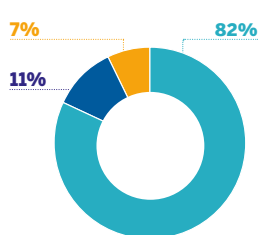
INCOME



From individuals	€ 38,422	69.7%
From companies	€ 7,065	12.8%
From public institutions	€ 5,328	9.7%
From foundations and associations	€ 2,858	5.2%
From extraordinary financial management	€ 1,463	2.7%
<b>TOTAL</b>	<b>€ 55,136</b>	<b>100%</b>

**ALLOCATION OF FUNDS**

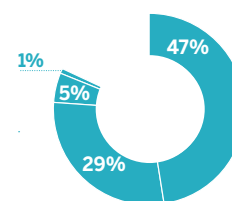
COSTS



Institutional activities*	€ 45,172	81.9%
Fundraising, communication and digitalization	€ 6,101	11.1%
General services	€ 3,863	7.0%
<b>TOTAL</b>	<b>€ 55,136</b>	<b>100%</b>

**\*Institutional activities**

DETAIL



Funds earmarked for restoration of own Assets, Assets under concession and extraordinary maintenance	€ 26,270	47.6%
Property management	€ 15,905	28.8%
Local cultural promotion, education and monitoring	€ 2,677	4.9%
"Italian Places I Love" interventions	€ 320	0.6%
<b>TOTAL</b>	<b>€ 45,172</b>	<b>81.9%</b>

# Communication



“ [...] I believe that the work of every

person in FAI perfectly espouses Article 9 of the Constitution. FAI does just that: it discovers and sheds light on hidden treasures and makes them accessible to everyone. In doing so, every citizen becomes aware of his or her surroundings and can act as a multiplier of beauty. And you know, as Dostoevsky said, beauty will save the world. ”

Marco Carrara  
Journalist, TV presenter  
and author

In 2022 there were **21 press conferences and meetings at national level open to the media** (+17% vs 2021). To these must be added **55 local press conferences** organized by the Local Network for the FAI Days. **Over 28,000 articles were published** (+12% vs. 2021), of which approximately 9,900 in print and over 18,000 on the web.

Approximately **104.5 hours of radio and TV services** (+19% vs. 2021), for a total of **2,115 airings** (+4% vs. 2021), confirm the notoriety achieved by the FAI.

In 2022 **RAI** continued to offer its support to FAI through a **Main Media Partnership** for the national campaigns *FAI Days of Spring, Autumn* and *for Schools, Italian Places I Love* and *FAI Summer Evenings*.

In support of the national campaigns, **32 celebrity endorsers** spoke out, to whom special thanks are due.

The institutional site [fondoambiente.it](http://fondoambiente.it) consolidated its traffic volume, reporting a total of **5,050,296 unique users** and **472,109 page views**. The publishing activity on the website and in the newsletters was expanded with the publication of **294 articles** (+16% vs 2021)

**Two national newsletters** with a biweekly schedule and **three themed newsletters** were sent to a pool of **700,000 users**, while the quarterly house organ *FAI Newsletter* was also sent in a digital version to around **200,000 FAI members**.

In the **social networks** arena, at the end of 2022 there were **1,686,889 followers on Facebook pages** (+15% vs. 2021), **673,349 on Instagram profiles** (+8% vs. 2021), **79,804 on the national Twitter profile** (-9% vs. 2021), **61,152 on the national LinkedIn page** (+37% vs. 2021) and **7,532 on the national YouTube channel** (+22% vs. 2021).

External communication activities are supported by **internal communication activities, which flow into a monthly newsletter** addressed to staff and **a quarterly newsletter** addressed to volunteers, and in the cycle of **FAI Knowledge webinars**, online sessions providing information about FAI.

  
**5,050,296**

unique users  
[www.fondoambiente.it](http://www.fondoambiente.it)  
(-3% vs. 2021  
and +50% vs. 2019)

## THE NUMBERS FROM THE WEB IN 2022



**34,403,036**

user coverage  
of national social profiles  
that generated  
**810,264 interactions**

## PRESS, RADIO AND TV COMMUNICATION NUMBERS IN 2022



**28,000**

press articles  
(+12% vs. 2021)

**2,115**

radio and TV broadcasts  
(+4% vs. 2021)  
for a total of **104.5 hours**  
(+2% vs. 2021)

# OTHER INFORMATION



In the photo: the Saline  
Conte Vecchi in Assemini  
(CA), a Property enhanced  
by FAI since 2017

# Regulatory compliance, accountability and transparency

## Safety in the workplace

FAI is committed to complying with the provisions of the Consolidated Occupational Health and Safety Act (Legislative Decree No. 81 of 9 April 2008). The environments of its operating sites, including the Assets, are prepared and constantly monitored to ensure personnel are protected against risks posed to their health and safety: in 2022 the activities of the Prevention and Protection Service continued to ensure timely inspections, on the basis of which the Risk Assessment Document was updated and a report was drawn up indicating any improvements. In addition, the fire safety management documentation was updated and the status of pending and expiring fire prevention filings was monitored. As every year, the meeting provided for in Article 35 of Legislative Decree No. 81 of 9 April 2008 was held. During this meeting, the training situation of personnel was analysed, with training provided where needed, and medical examinations were carried out by the company physician.

## 231 Organizational Model

By resolution of FAI's Board of Directors of 11 November 2015, FAI adopted its Organization, Management and Control Model pursuant to Legislative Decree No. 231/2001 and its Code of Ethics.

After it was first adopted, FAI's 231 Model was updated in 2019 (Board of Directors' meeting of 27 November) to take into account the regulatory changes set forth in Law no. 179/2017, and then again in 2022 (Board of Directors' meeting of 21 April), in view of the organizational and regulatory changes since first adoption of the 231 Model and its subsequent update in 2019, with a risk assessment conducted with the support of an external consulting firm.

FAI's Supervisory Body – initially consisting of a single person – in the light of the extension of the 231 Model to new types of offences, became a collegial body (Board of Directors' meeting of 21 April 2022). FAI's Supervisory Body is now composed of Luca Cavagnaro (President), Giovanni Rossi and Emanuele Bisco.

In implementing its 231 Model, FAI has adopted specific control protocols identified on the basis of the greater possibility of the commission of potential offence-risks in the context of its activities. FAI implements a training plan for its employees and contractors to ensure adequate knowledge of the contents and principles of its 231 Model, Code of Ethics and the control protocols adopted.

### Internal Control and Risk Management System (ICRMS)

In 2019 FAI, assisted by an external consultancy firm, carried out a project involving a review of its Internal Control and Risk Management System (ICRMS) to identify, in the fields of greatest relevance, possible areas of improvement to strengthen its action and increase its overall level of effectiveness and efficiency. As a result of this survey activity, FAI embarked on a process of improvement and implementation of its ICRMS.

This process, in addition to updating the 231 Model, involved the adoption of the following procedures in 2022:

- *Know Your Counterpart*, for the subjective assessment, according to internally established criteria, of FAI's counterparts, to avoid reputational risks and compliance issues, with a particular focus on the receipt of donations, contributions and funds from individuals;

- *Insurance Management*, which defines the methodological criteria and specific responsibilities in the management of the insurance process for both FAI's immovable (unavailable and income-producing) and movable assets.

As part of its process of improving and implementing its ICRMS, in 2022 FAI also adopted the *Corporate Governance Framework*, which represents a set of principles and rules to be applied in order to increase the clarity, efficiency and concreteness of the FAI bodies and structures involved.

### Personal data protection and security

The internal processes and security measures adopted in recent years by FAI for the processing of personal data comply, in both form and substance, with the legal framework enshrined in Regulation EU 2016/679.

FAI's compliance with the Regulation and internal data protection policies is supervised by a Data Protection Officer, whose expertise ensures compliance with the principles laid down in the European regulations.

In 2022 FAI further consolidated its data processing system to ensure effective privacy by design for all those who come into contact with FAI. Finally, it should be noted that in 2022 FAI, as the Data Controller, did not record any disputes concerning the processing of data, nor did it receive any requests for information or communications from the competent authorities.

## Publicity and reporting

In compliance with the obligations to disclose information on contributions of a public nature (Law No. 124 of 4 August 2017), by 30 June 2022 FAI published on its website [www.fondoambiente.it](http://www.fondoambiente.it) the list of public entities and companies directly or indirectly controlled or owned by public entities that in 2021 made contributions or paid invoices to FAI, and disclosed the contributions received during the year in the Notes to the 2021 Financial Statements.

In addition, in compliance with the Prime Ministerial Decree of 23 July 2020, Article 16, in 2022 FAI published on its website a statement on the 5x1000 contribution for financial year 2020, received on 27 July 2021, with the annexed illustrative report containing an account of the activities actually carried out with the sums received.



# Methodological note

The methodological framework used for the preparation of this Social Report is in continuity with that adopted in previous years for the preparation of the Annual Report.

The description of the work done to educate and instruct the community in protection of the environment and of Italy's historical, artistic and landscape heritage focuses on mission and support activities, and in particular FAI's fundraising and communication activities, as well as on the use of funds for the aforementioned activities. In addition to this information, the Report contains FAI's general profile, its strategic guidelines, a map of its Properties and stakeholders, information on its organizational structure and governance system, and information on staff, Delegations and volunteers, and the FAI network worldwide.

The reporting frequency and boundary coincide with the Annual Report (1 January-31 December 2022), although, where relevant for the completeness of the report, information has been provided on activities carried out in the first few months of 2023.

There are no significant changes to be reported with respect to the scope and measurement methods adopted in the previous year's reporting documents. Any significant variations present are indicated through specific notes in the text.

No specific standard, among those currently in existence, is applied in preparing the information contained in the document. For a more immediate presentation of results and financial performance, a statement reclassified by activity is provided.

This Social Report has been drawn up in compliance with the provisions of the Third Sector Code (Legislative Decree no. 117 of 3 July 2017), with which FAI has complied, from the standpoint of its charter and structure, in 2022, becoming a third sector entity through registration in the Single National Register of the Third Sector on 28 February 2022.

Starting with this edition, FAI has therefore complied with the Guidelines for the Preparation of the Social Reports of Third Sector Entities issued by the Ministry of Labour and Social Policies with the Decree of 4 July 2019 (*Official Journal*, General Series No. 186 of 9 August 2019), in particular in the following areas:

■ **General information on the entity** - a description is provided of FAI's legal framework, with its chartered activities, values and aims pursued, which introduce FAI's operations from the perspective of its history, values and the context in which it operates, in Italy and abroad (see pp. 15-41);

■ **Structure, governance and administration** - integrated information is provided on the composition of the chartered governance and supervisory bodies, date of appointment, meetings held, average attendance rate, main issues discussed and decisions taken at meetings (see pages 43-49); map of the main stakeholders (p. 38) who interact with FAI through a variety of tools, communication channels and paths of involvement and participation (the methods of involvement are set out in various parts of the document, linked to the description of the activities carried out);

- **People working for the entity** - information is provided on the type, size and composition of staff who worked for FAI in a paid or voluntary capacity, training and development activities carried out, the employment contract applied to employees and the nature of the activities performed by volunteers; the structure of compensation, remuneration, allowances and the conditions and amounts of reimbursements; compliance with the ratio between the maximum and minimum gross annual remuneration of employees (see pages 51-57);
- **Objectives and activities** - qualitative and quantitative information provided on the actions carried out in the various mission and support areas, in particular fundraising and communication, on the outputs of the activities performed and, insofar as possible, on the consequent effects on the main stakeholders, such as those identified through satisfaction surveys administered to visitors (see pp. 58-105);
- **Financial situation** - the activities described include those related to the collection and allocation of funds, with particular reference to the financial situation, i.e. the origin of economic resources, with separate indication of public and private contributions; specific information on fundraising activities and allocation of funds, in particular the already mentioned 2022 Statement reclassified by activity and the Public Fundraising Statement (see p. 122);
- **Other information** - finally, an ad hoc section has been containing on information of a non-financial nature, related to codes of conduct, standards and practices linked to the organization's social responsibility, such as compliance with personal data protection, the 231 Model and safety in the workplace. (see pp. 125-127); an ad hoc paragraph provides environmental information on activities already adopted and those in the pipeline in pursuit of environmental sustainability, in terms of policies and ways of managing such impacts (see pp. 99-105), while no information on ongoing litigation/disputes has been provided as there are none to report.

This Social Report was submitted to the Board of Auditors for certification of conformity and approved by the Board of Directors on 21 June 2023 prior to its publication on the institutional website of FAI - Fondo per l'Ambiente Italiano and filing with RUNTS - Registro Unico Nazionale Terzo Settore (the Single National Register of the Third Sector).

# Certification of the Board of Auditors on the Social Report at 31 December 2022

To the Board of Directors of FAI - Fondo per l'Ambiente Italiano ETS

## Report on monitoring activity and findings

Pursuant to Art. 30, para. 7, of the Third Sector Code, during the year ended 31 December 2022 we monitored the adherence of FAI-Fondo per l'Ambiente Italiano ETS ("the Entity") to its civic, solidarity and social utility aims.

In particular, in accordance with the current legislative framework, monitoring activities involved:

- verification of the exclusive or principal performance of one or more activities of general interest referred to in Article 5, para. 1, of the Third Sector Code for civic, solidarity and social utility purposes, in accordance with the special rules governing their performance, as well as activities other than those indicated in the legislation cited above, provided that they fall within the limits of the charter and are carried out on a secondary and instrumental basis per Ministerial Decree no. 107, 19.5.2021;
- compliance, in fundraising activities carried out during the reporting period, with the principles of truthfulness, transparency and fairness in relations with supporters and the public;
- the pursuit of non-profit aims, through the allocation of its assets, inclusive of all their components, for the performance of its chartered activity; the observance of the prohibition on distribution, even indirectly, of profits, operating surpluses, funds and reserves to founders, associates, workers and contractors, directors and other members of the entity's bodies, taking into account the indices set forth in Article 8, paragraph 3, letters a) - e) of the Third Sector Code.

## Certification of compliance of the social report with the Guidelines set out in the Decree of the Ministry of Labour and Social Policies of 4 July 2019

Pursuant to Art. 30, para. 7, of the Third Sector Code, we verified the conformity of the organization's social report for financial year 2022 with the Guidelines for the preparation of the social report of ETSS, issued by the Ministry of Labour and Social Policies with the Ministerial Decree of 4.7.2019, in accordance with Article 14 of the Third Sector Code. The Entity declared that it prepared its social report for 2022 in accordance with the above Guidelines.

Without prejudice to the governing body's responsibility for preparing the social report in accordance with the methods and timescales established by the provisions on the preparation of such reports, the control body is responsible for certifying, in accordance with the law, that the social report conforms to the Guidelines of the Ministry of Labour and Social Policies.

The control body is also responsible for determining whether the content of the social report is manifestly inconsistent with the figures presented in the financial statements and/or the information and data in its

possession.

To this end, we have verified that the information contained in the social report faithfully represents the activities carried out by the organization and is consistent with the disclosure requirements of the relevant ministerial guidelines. In particular, we also verified the following aspects:

- compliance of the structure of the social report with organization into sections pursuant to paragraph 6 of the Guidelines;
- inclusion in the social report of the information in the specific sub-sections explicitly indicated in paragraph 6 of the Guidelines, unless adequate account is given of the reasons for omitting specific information;
- compliance with the principles of preparation of the social report set out in paragraph 5 of the Guidelines, including the principles of materiality and completeness, which may entail the need to supplement the information explicitly requested by the Guidelines.

On the basis of our work, we did not become aware of any reason to believe that the Entity's social report was not prepared, in all material respects, in accordance with the provisions of the Guidelines set out in the Ministerial Decree of 4.7.2019.

Milan, 21 June 2023



The President  
Franco Dalla Sega

**BALANCE SHEET**

at 31 December 2022

ASSETS	2022	2021	Difference
<b>B) FIXED ASSETS</b>			
<b>I - INTANGIBLE ASSETS</b>			
2) Development costs	436,669	453,291	(7,180)
4) Concessions, licences, trademarks and similar rights	11,194	18,374	(16,622)
6) Assets under construction and payments on account	0	5,490	(5,490)
7) Other	2,109,864	2,311,777	(201,913)
<b>TOTAL INTANGIBLE ASSETS</b>	<b>2,557,727</b>	<b>2,788,932</b>	<b>(231,205)</b>
<b>II - PROPERTY, PLANT AND EQUIPMENT</b>			
1) Land and buildings	49,860,440	51,426,584	(1,566,144)
2) Plant and machinery	722,448	740,622	(18,174)
3) Equipment	124,336	82,231	42,105
4) Other assets	3,027,572	2,933,415	94,157
<b>TOTAL PROPERTY, PLANT AND EQUIPMENT</b>	<b>53,734,796</b>	<b>55,182,852</b>	<b>(1,448,056)</b>
<b>III - FINANCIAL ASSETS</b>			
1) Equity investments in			
a) Subsidiaries	212,677	10,000	202,677
2) Accounts receivable			
b) From subsidiaries	300,000	300,000	0
3) Other	19,483,050	5,537,169	13,945,881
<b>TOTAL FINANCIAL ASSETS</b>	<b>19,995,727</b>	<b>5,847,169</b>	<b>14,148,558</b>
<b>TOTAL FIXED ASSETS</b>	<b>76,288,250</b>	<b>63,818,953</b>	<b>12,469,297</b>
<b>C) CURRENT ASSETS</b>			
<b>I - CLOSING INVENTORIES</b>	<b>543,737</b>	<b>394,012</b>	<b>149,725</b>
<b>II - ACCOUNTS RECEIVABLE</b>			
1) Due from customers	1,576,381	1,312,192	264,189
3) Due from public bodies	4,359,490	873,370	3,486,120
4) Due from individuals for contributions	1,216,822	1,080,109	136,713
5) Due from entities in the same association network	82,600	89,381	(6,781)
9) Tax receivable	281,975	238,174	43,801
12) Due from others	279,875	270,679	9,196
<b>TOTAL</b>	<b>7,797,143</b>	<b>3,863,905</b>	<b>3,933,238</b>
<b>III - CURRENT FINANCIAL ASSETS</b>			
3) Other securities	2,489,461	2,562,012	(72,551)
<b>IV - CASH AND CASH EQUIVALENTS</b>			
1) Bank and postal deposits	19,543,323	15,337,979	4,205,344
2) Cheques	5,000	5,000	0
3) Cash and valuables on hand	262,602	97,407	165,195
<b>TOTAL CASH AND CASH EQUIVALENTS</b>	<b>19,810,925</b>	<b>15,440,386</b>	<b>4,370,539</b>
<b>TOTAL CURRENT ASSETS</b>	<b>30,641,266</b>	<b>22,260,315</b>	<b>30,641,266</b>
<b>D) ACCRUED INCOME AND PREPAID EXPENSES</b>	<b>738,036</b>	<b>494,171</b>	<b>243,865</b>
<b>TOTAL ASSETS</b>	<b>107,667,552</b>	<b>86,573,439</b>	<b>21,094,113</b>

LIABILITIES	2022	2021	Difference
<b>A) EQUITY</b>			
I - Entity's endowment fund	258,228	258,228	0
II - Restricted assets			
1) Chartered reserves	14,578,910	27,182,650	(12,603,740)
2) Reserves restricted by decision of institutional bodies	53,411,167	30,643,547	22,767,620
3) Restricted reserves allocated by third parties	10,404,562	7,483,136	2,921,426
<b>TOTAL RESTRICTED ASSETS</b>	<b>78,394,639</b>	<b>65,309,333</b>	<b>13,085,306</b>
III - Unrestricted assets			
1) Profit reserves or operating surplus	8,611,981	1,914,835	6,697,146
IV - Surplus/deficit for the year	3,505,605	3,417,057	88,548
<b>TOTAL EQUITY</b>	<b>90,770,453</b>	<b>70,899,453</b>	<b>19,871,000</b>
<b>B) PROVISION FOR CONTINGENCIES AND OTHER LIABILITIES</b>			
3) Other	376,023	442,407	(66,384)
<b>TOTAL PROVISIONS FOR CONTINGENCIES AND OTHER LIABILITIES</b>	<b>376,023</b>	<b>442,407</b>	<b>(66,384)</b>
<b>C) POST-EMPLOYMENT BENEFITS</b>	<b>397,113</b>	<b>409,571</b>	<b>(12,458)</b>
<b>D) ACCOUNTS PAYABLE</b>			
1) Due to banks	416	480	(64)
2) Due to other lenders			
Within the next financial year	72,350	72,350	0
Beyond the next financial year	54,929	127,279	(72,350)
4) Due to entities in the same association network	45,114	30,510	14,604
6) Advances	289,217	656,903	(367,686)
7) Due to suppliers	4,276,397	3,747,637	528,760
9) Taxes payable	628,416	413,072	215,344
10) Due to social security institutions	723,391	639,868	83,523
11) Due to employees and contractors	951,099	1,985,191	(1,034,092)
12) Other accounts payable	4,217,060	1,554,903	2,662,157
<b>TOTAL ACCOUNTS PAYABLE</b>	<b>11,258,389</b>	<b>9,228,193</b>	<b>2,030,196</b>
<b>E) ACCRUED EXPENSES AND DEFERRED INCOME</b>	<b>4,865,574</b>	<b>5,593,815</b>	<b>(728,241)</b>
<b>TOTAL LIABILITIES</b>	<b>107,667,552</b>	<b>86,573,439</b>	<b>21,094,113</b>

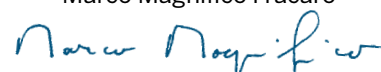
## ETS MANAGEMENT REPORT

at 31 December 2022

CHARGES AND COSTS	2022	2021
<b>A) COSTS AND CHARGES FROM ACTIVITY OF GENERAL INTEREST</b>		
1) Raw materials, consumables and goods	-	-
2) Services	(12,765,919)	(8,869,943)
3) Rental, lease and hire	(272,345)	(168,771)
4) Personnel	(8,907,529)	(8,161,271)
5) Depreciation and amortization	(1,569,858)	(1,643,364)
5bis) Impairment of tangible and intangible assets	-	-
6) Provisions for risks and charges	(38,041)	(109,555)
7) Sundry operating costs	(557,482)	(1,660,699)
8) Opening inventories	-	-
9) Allocation to restricted reserve by decision of institutional bodies	(5,000,000)	-
10) Use of restricted reserve by decision of institutional bodies	2,048,187	3,262,029
<b>Total</b>	<b>(27,062,987)</b>	<b>(17,351,575)</b>
<b>B) COSTS AND EXPENSES FROM OTHER ACTIVITIES</b>		
1) Raw materials, consumables and goods	(1,091,125)	(489,774)
2) Services	(135,314)	(160,799)
3) Rental, lease and hire	(5,828)	(3,916)
4) Personnel	-	-
5) Depreciation and amortization	(3,089)	(3,433)
5bis) Impairment of tangible and intangible assets	-	-
6) Provisions for risks and charges	-	-
7) Sundry operating costs	(3,225)	(3,368)
8) Opening inventories	(482,563)	(468,103)
<b>Total</b>	<b>(1,721,143)</b>	<b>(1,129,394)</b>
<b>C) COSTS AND CHARGES FROM FUNDRAISING ACTIVITY</b>		
1) Charges for regular fundraising	(1,982,810)	(1,885,531)
2) Charges for occasional fundraising	(537,503)	(397,253)
3) Other expenses	(5,450,000)	(4,714,538)
<b>Total</b>	<b>(7,970,314)</b>	<b>(6,997,322)</b>
<b>D) COSTS AND CHARGES FROM FINANCIAL ACTIVITY</b>		
1) Bank fees	(254,050)	(228,241)
2) Loan fees	-	-
3) Property costs	(1,366,280)	(1,339,372)
4) Costs on other assets	-	-
5) Provisions for risks and charges	(49,880)	(91,274)
6) Other expenses	(5,671,385)	(4,297,892)
<b>Total</b>	<b>(7,341,595)</b>	<b>(5,956,779)</b>
<b>E) GENERAL SUPPORT COSTS AND CHARGES</b>		
1) Raw materials, consumables and goods	-	-
2) Services	(1,464,230)	(1,159,186)
3) Rental, lease and hire	(583,319)	(322,033)
4) Personnel	(3,642,813)	(3,966,192)
5) Depreciation and amortization	(87,753)	(397,868)
5bis) Impairment of tangible and intangible assets	-	-
6) Provisions for risks and charges	-	-
7) Other expenses	(329,547)	(474,903)
8) Allocation to restricted reserve by decision of institutional bodies	-	-
9) Use of restricted reserve by decision of institutional bodies	194,086	-
<b>Total</b>	<b>(5,913,577)</b>	<b>(6,320,182)</b>

INCOME AND REVENUE	2022	2021
<b>A) REVENUES, RENTS AND INCOME FROM ACTIVITY OF GENERAL INTEREST</b>		
1) Income from membership fees and founders' contributions	6,952,349	5,895,404
2) Income from members for mutual activities	-	-
3) Revenues from services and sales to members and founders	47,645	70,959
4) Charitable donations	287,121	475,412
5) Proceeds from five per thousand	2,649,368	3,354,044
6) Contributions from private entities	419,471	288,009
7) Revenues from services and sales to third parties	7,599,450	3,689,359
8) Contributions from public bodies	539,931	1,256,497
9) Income from contracts with public bodies	-	-
10) Other revenues, rents and income	3,888,656	1,752,752
11) Closing inventories	-	-
<b>Total</b>	<b>22,383,992</b>	<b>16,782,435</b>
Surplus/deficit from general interest activity (+/-)	(4,678,994)	(569,139)
<b>B) REVENUES, RENTS FROM OTHER ACTIVITIES</b>		
1) Revenues from services and sales to members and founders	-	-
2) Contributions from private entities	-	1,322
3) Revenues from services and sales to third parties	5,435,505	2,919,140
4) Contributions from public bodies	-	-
5) Income from contracts with public bodies	-	-
6) Other income and revenues	12,053	19,660
7) Closing inventory	632,288	483,363
<b>Total</b>	<b>6,079,846</b>	<b>3,423,486</b>
Surplus/deficit from other activities (+/-)	4,358,703	2,294,091
<b>C) REVENUES, RENTS AND INCOME FROM FUNDRAISING ACTIVITIES</b>		
1) Income from regular fundraising	7,274,282	7,747,773
2) Income from occasional fundraising	2,671,130	1,842,096
3) Other income	7,275,624	5,302,246
<b>Total</b>	<b>17,221,036</b>	<b>14,892,116</b>
Surplus/deficit from fundraising activities (+/-)	9,250,722	7,894,793
<b>D) REVENUES, PROCEEDS AND INCOME FROM FINANCIAL AND OTHER ASSETS</b>		
1) Bank income	582	26
2) Other investment income	110,534	144,357
3) Real estate income	1,538,599	1,566,215
4) Income from other assets	-	-
5) Other income	6,217,187	4,421,364
<b>Total</b>	<b>7,866,901</b>	<b>6,131,962</b>
Surplus/deficit from financial and other assets (+/-)	525,307	175,183
<b>E) GENERAL SUPPORT INCOME</b>		
1) Income from the secondment of personnel	-	-
2) Other general support income	321,944	235,775
<b>Total</b>	<b>321,944</b>	<b>235,775</b>
<b>Difference between support income/expenses</b>	<b>(5,591,633)</b>	<b>(6,084,408)</b>
<b>Surplus/deficit for the year before taxes (+/-)</b>	<b>3,864,105</b>	<b>3,710,521</b>
Taxes	(358,500)	(293,464)
<b>Surplus/deficit for the year (+/-)</b>	<b>3,505,605</b>	<b>3,417,057</b>

for The Board of Directors  
The President  
Marco Magnifico Fracaro





### PHOTO CREDITS

Cover, pages 12, 59, 80, photos Luca Chiaudano © FAI  
Page 2: photo Matteo Cupella © FAI  
Page 4: photo Matteo Girola © FAI  
Pages 4, 54: photos Gabriele Basilico © FAI  
Page 5: photo Carlo Furgeri Gilbert © FAI  
Page 9: photo Studio Da Re © FAI  
Page 10: photo © VisitBergamo - Agazzi\_2022  
Page 11: photo Maria Galli © FAI  
Page 11: photo Silvio Zecca © FAI  
Pages 12, 60: photos Massimo Siragusa © FAI  
Pages 13, 88, 91: photos Musacchio-Ianniello-Pasqualino © FAI  
Page 13: photo © Davide Marletta  
Page 14: photo Davide Marcesini-Formento © FAI  
Page 20: photo Davide Poerio © FAI  
Pages 23, 30, 37, 64, 65, 68, 81, 85, 106: photo Barbara Verduci © FAI  
Page 28: © Fondazione Zegna  
Page 42: photo Niccolò Rastrelli © FAI  
Page 50: photo Paolo Barcucci © FAI  
Page 56: photo Martina Vanzo © FAI  
Pages 58, 70: photos Davide Marcesini © FAI  
Page 63: photo Morelli-Mesturini © FAI - Graphics by Agenzia NEO  
Pages 66, 103: photos Antonio Leo © FAI  
Page 67: photo Michele Alberto Sereni - Mainz © FAI  
Page 69: photo Nadia Sanitario © FAI  
Page 71: photo Clara Bianchi © FAI  
Page 72: photo Armando Pezzarossa © FAI p.  
Page 73: photo Marco Piras © FAI  
Page 74: photo Francesca Fossati © FAI  
Page 75: photo Giorgia Montesano © FAI  
Page 76: photo Archivio FAI © FAI  
Pages 78, 79: photos arenaimmagini.it © FAI  
Page 83: photo Davide Panzeri © FAI  
Page 87: photo © Ela Bialkowska, OKNO Studio  
Pages 96, 101: photo Dario Fusaro © FAI  
Page 97: photo Silvia Camagni © FAI  
Page 98: photo Vincenzo Cammarata © FAI  
Page 105: photo Enrico Pinna © FAI  
Page 108: photo Stefano dal Pozzolo © FAI  
Page 114: photo Andrea Angelucci © FAI  
Page 116: photo © Esther Giani 2018  
Page 117: photo Paolo Foti © FAI  
Page 120: photo Studio Moreschi © FAI  
Page 124: photo Andrea Mariniello © FAI

Everyone can support FAI's work with a simple but important gesture:

### **BECOME A FAI MEMBER FOR THE ENTIRE THE YEAR.**

This means sharing our values and mission, doing our part to defend this country's landscape, art and nature.

However, there are also **many other ways to help FAI** carry out its daily work.

Here are the most important ones:

- support our projects with a **donation**
- **adopt** a tree, bench, room or FAI Property
- **visit** our Properties and buy products sold in our shops
- respond to **calls** for the most urgent restoration work with donations large or small
- name FAI a beneficiary in your **will**
- name FAI a beneficiary of your **life insurance policy**
- make a **5x1000** donation to FAI
- become FAI **volunteers**

**Companies** can also support us. More than 500 companies currently support us and invest in culture. They range from small family businesses to large multinational groups, in a wide variety of sectors, from banking to industry.

#### **Companies can support FAI through:**

- its **Corporate Golden Donor** membership programme
- **I 200 del FAI** project
- **sponsorship** of activities and events at FAI Properties and other activities
- **restoration projects** of Assets and their furnishings
- **partnerships** for major national events such as the *FAI Days* and the *Let's Remember to Save Italy* campaign
- **technical sponsorships**, including media partnerships
- **co-marketing**

#### **And also through**

- donations at **Christmas** (tickets, events, products, memberships)
- **company memberships** (employee FAI membership)

# [www.fondoambiente.it](http://www.fondoambiente.it)

On the cover: a detail of the entrance, known as the propylaeum, of the Memoriale Brion (San Vito di Altivole, TV), a FAI Property since 2022, with the two intertwined circles, symbolizing the conjugal love on which Carlo Scarpa's entire project is based.

Supplement to No. 168 of the II Notiziario del FAI  
Registration with the Court of Milan of 09.08.1980 no. 314  
Editor-in-Chief: Maurizio Vento

Poste Italiane Spa - Shipped By post - Decree Law 353/2003 (converted into Law No. 46 of 27/02/2004)  
Art. 1, para. 1 CN/BO