



Solidarity, commitment and collaboration for the development of communities

Report and Accounts 2015

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commitment and collaboration
for the development
of communities**

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FOUNDATION BODIES

The Board of Directors (at 31 December 2015)

Chairman

Maurizio Carrara

Vice-chairpersons

Maria Cristina Molinari

Paolo Cornetta

Directors

Maurizio Beretta

Alberto Fontana

Enrico Gava

Francesco Giacomini

Elena Patrizia Goitini

Klaus Priverschek *

Secretary

Lorenzo Lampiano

** The Director Klaus Priverschek tendered his resignation with effect as from 31/12/2015.
On 18/03/2016, the Board of Directors coopted Carlo Vivaldi as Director.*

The Board of Auditors

Chairman

Giorgio Loli

Standing Auditors

Elisabetta Magistretti

Michele Paolillo

Staff

Chairman

Maurizio Carrara

General Manager

Anna Pace

Programs

Alice Aricò

Anna Cravero

Ciro de Girolamo

Communication

Luca Mantoan

Consultants

Giuseppe Ambrosio

Barbara Grzywacz

Secretary

Annamaria Rizzi



Maurizio Carrara
Chairman
UniCredit Foundation

Dear Reader,

Last September's title for the approval of the Guidelines for the forthcoming three years was "A corporate Foundation for the community". Following on from our work in recent years, the document identifies the two key areas of the Foundation's approach: supporting the development of the communities in which UniCredit operates - primarily through the medium of social enterprise, and promoting active solidarity among Group employees. Naturally these are not separate goals, but rather two paths that are destined to meet and interact more and more.

UniCredit Foundation was founded in 2003 as a corporate foundation of UniCredit for promoting values such as equity, transparency, respect, reciprocity, freedom of action, and trust, as laid down in the Group "Integrity Charter". These are the points of reference for the Foundation in undertaking its philanthropic activity, which is based on a sustainable relationship with its stakeholders: local communities, non profit partners, project beneficiaries, and UniCredit and its employees. In this role, the Foundation helps to strengthen the reputational value of UniCredit, through the company's social responsibility guidelines. In-line with the principles and directives of UniCredit and the characteristics typical of a corporate foundation, the Foundation therefore strives to bring itself closer to its target regions and communities, operating on both a local and international level, consistent with the geographic and cultural scale of UniCredit which is currently present in 17 countries (the project sheets provided over the next few pages summarise all our projects organised according to type of project and country).

The fact that the Foundation is not established to make a profit does not mean that we should not strive to achieve our targets as efficiently as possible. In the next three years, one of our priorities is to monitor the inherent issues facing two particular groups of the population - YOUNG PEOPLE and the ELDERLY - who today tend to be the most affected by the risks of social marginality for a number of reasons, including difficulty entering the labour market and gaining appropriate training, health conditions related to long-term illness, limited access to social services and structural shortcomings in family support. In this sense, the Foundation's work will focus primarily on initiatives and projects in the various communities which: 1. develop the necessary rights to participate in the world of work, particularly through the creation of new employment opportunities; 2. create the conditions for the inclusion of particularly vulnerable people. How can we do this? Social business is certainly a key tool in this and one on which the international focus continues to be high. We need merely consider just how central the issue of social innovation and social business is to the policies of the European Commission for the 2014-2019 period, as well as fully participating in the European Union's "Innovation Union" initiative as part of the "Europa 2020" strategy.

To be effective, a definition must have been provided of “social innovation” and of the social and political characteristics of the communities in which it works. **From our viewpoint, the development of social innovation is based on three presuppositions:** 1. participation of citizens in solving social problems in their communities; 2. the need to combine and integrate social impact with economic-financial sustainability; 3. the principle of 'circular subsidising', which involves all actors of a community in the design and management of interventions.

It must be considered, however, that whilst in western European countries, in which the tradition - and often regulations - concerning social entrepreneurship are more advanced, the focus of the Foundation may be more strategically aimed at strengthening the production of goods and services in the collective interest intended for the private market (individuals and companies), the dynamics seen elsewhere on the continent are not the same. In countries of Central and Eastern Europe, we operate in contexts with different traditions and legislative frameworks, but which are nonetheless significant for the development of this component of the social economy.

Downstream, we then have the assessment of what we do. As part of its project auditing activities, in light of the positive experience from 2014, the Foundation has decided to renew its collaboration agreement with Deloitte ERS – Enterprise Risk Services for the 2015-2018 period, focusing on verifying the administrative and accounting aspects of completed projects. In order to better assess the effects produced, specific indicators will also be identified for measuring the social impact of such projects.

In addition to the great commitment involved in planning and implementing the activities in the field, the Foundation also stresses its function as a centre of expertise on non profit and philanthropic activities, at the disposal of all areas of the UniCredit world.

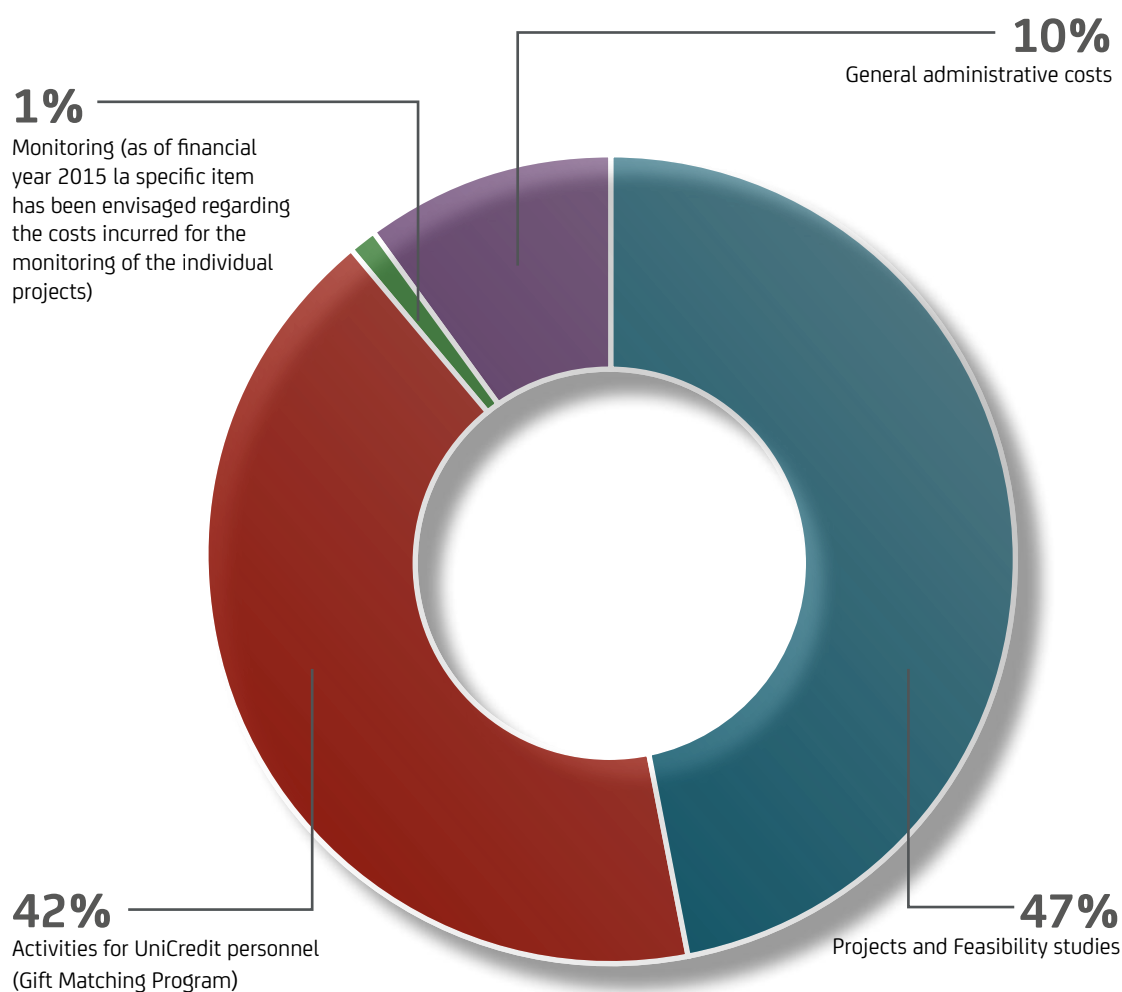
Finally, **for the next three years too, the Foundation will continue to provide access to channels which allow colleagues to express their sensitivity to the social needs of communities**, whether in the form of a donation or a more personal and participatory role. I am thinking particularly of two of our longest-standing and most popular initiatives, the Gift Matching Program and “Your Choice, Your Project”, details of which are given over the next few pages.

Pleasant reading,

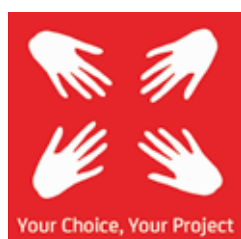


Data Synthesis

The allocation of funds for the year 2015 shows that 47% of the resources were used for the design, implementation and management of UniCredit Foundation projects in Central and Eastern Europe, in Austria, Germany and Italy. A total of 42% was allocated to activities that the Foundation proposed to UniCredit employees through the Employee Community Involvement initiatives (the Gift Matching Program in particular). 10% of the funds were used to cover general administrative costs. Starting from this year, a specific item has then been envisaged regarding the costs incurred for the monitoring of the individual projects, accounting for 1% of the Foundation financial statements.



Notes



Your Choice, Your Project: projects accompanied by this symbol are those that UniCredit employees voted for as part of their involvement in the Foundation's activities. The winning projects were assigned an additional grant by the Foundation.

A Corporate Foundation for communities

Our identity, our approach

UniCredit Foundation, was created in 2003 as the corporate foundation of UniCredit for promoting values such as equality, transparency, respect, reciprocity, freedom of action and trust, as laid down in the UniCredit “Integrity Charter”. These are the points of reference for the Foundation in undertaking its philanthropic activity, which is based on a sustainable relationship with its stakeholders.

In this role, the Foundation helps to strengthen the social and relationship capital of UniCredit, in line with the banks’ sustainable approach.

The Foundation is committed to promoting sustainable initiatives over time, striving for innovation in different fields of social intervention and building effective and lasting partnerships with non profit entities through the transfer of economic resources, a business culture and management-specific skills.

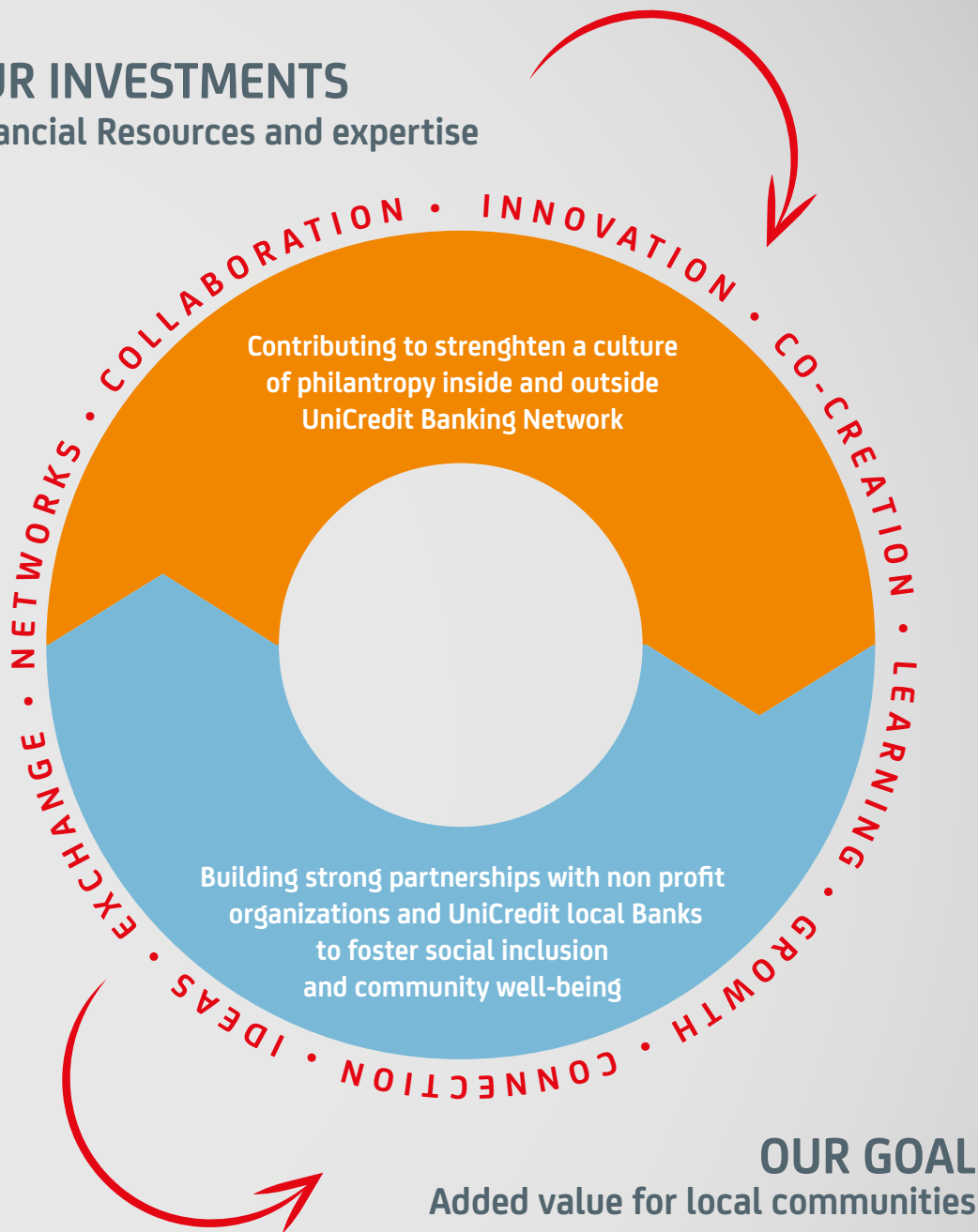
Finally, the Foundation assigns UniCredit personnel a central role within its operations and is committed to enhancing their contribution, with the aid of new tools for encouraging participation and motivation.

In-line with the principles and directives of UniCredit and the characteristics typical of a corporate foundation, the Foundation strives to bring itself closer to its target regions and communities, operating on both a local and international level, consistent with the geographic and cultural scale of UniCredit which is currently present in 17 countries.



OUR INVESTMENTS

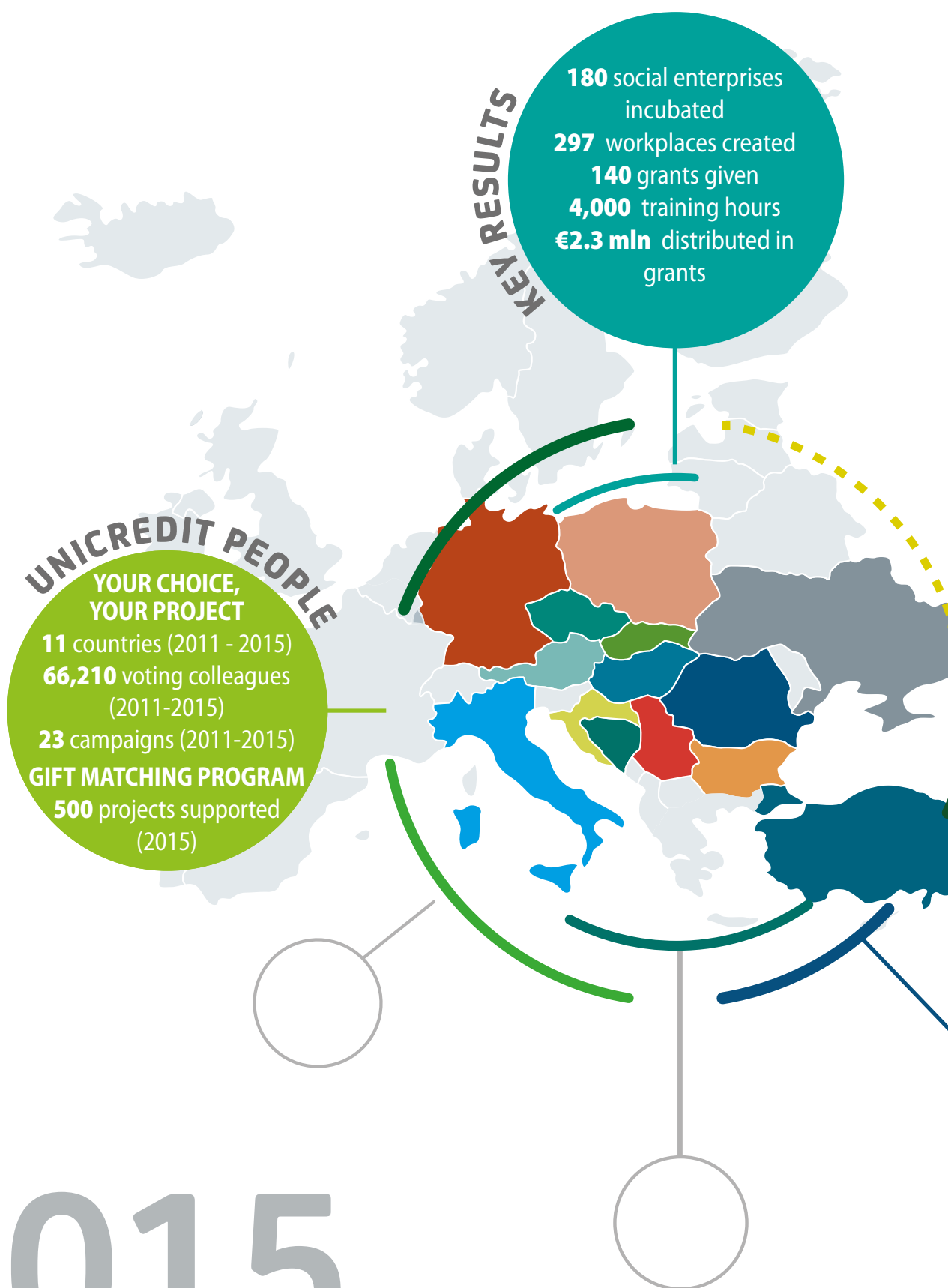
Financial Resources and expertise



Our new 2015-2018 guidelines

These 2015-2018 guidelines are a continuation of what the Foundation has done in the past three years; many assumptions from the previous guidelines have been tried and tested, resulting in a consolidated approach in two key areas: supporting the development of the communities in which UniCredit operates, primarily through the development of social enterprise, and promoting active solidarity, first among UniCredit employees.

Ongoing efforts in raising awareness and disseminating information both within and outside of UniCredit on the concepts of philanthropy and solidarity, elements which are crucial to achieving increasingly satisfactory results and to keeping up with the group of grant-makers committed to promoting social innovation across Europe.



2015

Europe Activities

ACTIVITIES

14 countries
36 programs
€3 mln allocated
40 non profit
partners
18 calls for projects/
ideas

SOCIAL ENTERPRISE SECTORS

37% agro-food
36% welfare and services
15% environment
12% handicraft

AUSTRIA

- SOCIAL INNOVATION
- GIFT MATCHING PROGRAM

BOSNIA AND HERZEGOVINA

- SOCIAL BUSINESS FUND
- GIFT MATCHING PROGRAM

BULGARIA

- SOCIAL ENTERPRISES COMPETITION
- GIFT MATCHING PROGRAM
- YOUR CHOICE, YOUR PROJECT

CZECH REPUBLIC

- SOCIAL ENTERPRISES COMPETITION
- GIFT MATCHING PROGRAM
- YOUR CHOICE, YOUR PROJECT

CROATIA

- SOCIAL ENTERPRISES COMPETITION
- GIFT MATCHING PROGRAM
- YOUR CHOICE, YOUR PROJECT

GERMANY

- SOCIAL INCLUSION
- REST-CENT
- GIFT MATCHING PROGRAM

HUNGARY

- SOCIAL INNOVATION COMPETITION
- GIFT MATCHING PROGRAM
- YOUR CHOICE, YOUR PROJECT

ITALY

- SOCIAL ENTERPRISES COMPETITION
- SOCIAL INCLUSION
- GIFT MATCHING PROGRAM
- YOUR CHOICE, YOUR PROJECT

POLAND

- SOCIAL ENTERPRISES COMPETITION
- YOUR CHOICE, YOUR PROJECT
- GIFT MATCHING PROGRAM

ROMANIA

- SOCIAL ENTERPRISES COMPETITION
- GIFT MATCHING PROGRAM
- YOUR CHOICE, YOUR PROJECT

SERBIA

- SOCIAL ENTERPRISES COMPETITION
- YOUR CHOICE, YOUR PROJECT

SLOVAKIA

- SOCIAL ENTERPRISES COMPETITION
- GIFT MATCHING PROGRAM
- YOUR CHOICE, YOUR PROJECT

TURKEY

- SOCIAL INNOVATION COMPETITION
- SOCIAL ENTERPRISES COMPETITION
- GIFT MATCHING PROGRAM

UKRAINE

- EMERGENCY RELIEF



Charu Wilkinson: how social business can really take off

On the institutional scene, Charu Wilkinson is without a doubt one of the most qualified observers in terms of the innovation of public policy and social business. Today Principal Consultant for the consultancy firm ICF International, in 2014 she was responsible for the “Map of social businesses and their ecosystems in Europe”, with which the European Commission chose to follow up on the Social Business Initiative dismissed the previous year.

How can we define a “social business”?

A social business is a particular form of business that pursues specific social or environmental goals. If we can say that to some extent, all businesses create social value, for this type of business, the social targets are their very “raison d’être”. This is what distinguishes them. Unlike other forms of business, they do not seek to maximise profits or the wealth of their owners. Any profits booked by a social business are all or partly re-invested back into the social business or allocated to worthy social or environmental causes.

What are the most important markets for social businesses?

Traditionally, they offer services that the public administrations have decided to outsource. Three different areas can be defined: 1) Personal services of general interest: long-term assistance, primary education, infancy assistance, social housing, employment services and healthcare. 2) Public services: maintenance of public areas, transport, waste collection and rehabilitation of former prisoners. 3) Other community services: counselling, youth centres, micro finance and temporary housing for the homeless. Today, however, social businesses are diversifying their range of action. For example, in the supply of goods and services (including to other social businesses), renewable energies, fair and charitable trade and ecological tourism. In the future, private markets will represent a great opportunity for social businesses.

What are the characteristics of an eco-system that is able to support the growth of social business?

I believe that the main elements (although not necessarily in this order) are: senior-level political action and awareness; the legal acknowledgement of the social business; the existence of specific supporting programs like coaching or mentoring, which, however, consider the specific needs and demands of this type of market; the presence of formal and informal training schemes that can help strengthen the necessary skills; a favourable tender policy for example that includes social clauses; and access to financial markets through dedicated instruments or forms of investment with a social impact.

And what are the greatest barriers to the development of social businesses?

In this case too, I shall attempt to be clear. Sometimes the very concept of social business is unknown or misunderstood: as a rule, the public does not know what a social business is. In some countries, including those considered as most advanced and even in the academic or political world, at times it is thought that social businesses are those employing disadvantaged or disabled members of society. But this is a very narrow interpretation. Then there is the matter of the lack of supporting infrastructures: as we saw earlier, social businesses have

certain characteristics that classify them as complex subjects requiring diversified solutions. Very often, there is no specific legislative framework into which these types of businesses can be inserted; and if there is no legal recognition, it can be difficult for the legislator to envisage specific forms of support, such as tax incentives. There are still far too many barriers in the area of public tenders: consider, for example, the excessive business dimensions required in contracts or the use of social clauses, which is not always appropriate. And yet: the financial markets are often still very difficult to access. Conventional channels (banks or investors), because they do not understand the twofold nature of the return that can be obtained (not just financial, but also social and environmental) and the business models of de facto social business, in many countries, are difficult or impossible to access. Finally, an important role is played by the absence of commonly-accepted standards to measure social impacts. Where there is no measurement, consequently, the key tool that can reveal to what extent a social business is making a difference to the quality of life in the territory, is missing. This lack of information is the driving force behind scepticism on the value and role played by social business in our societies.

Where is Europe’s most advanced legislation?

There is no easy answer to this. European countries have embarked upon different routes, also according to their national contexts. Italy and the United Kingdom are examples of countries that have finalised legislation or corporate formulae (“cooperative sociali” in Italy and “community interest companies” in the United Kingdom) that would appear to function adequately in two different contexts.

And instead, in looking to Central and Eastern Europe, what do we see?

A great many countries of Central and Eastern Europe have regulated tailor-made legal forms (for example, social cooperative companies in Poland) or created specific legal statuses (for example in Slovenia and Lithuania). These regulations, however, have thus far enjoyed only limited success, if we were to measure success in terms of the creation of new businesses. This can be explained in various ways. For example, in countries like Poland or Lithuania, the social purpose is interpreted almost exclusively as the inclusion of disadvantaged members of society in the world of work. In Slovenia, there is no provision for financial or tax benefits for an organisation that obtains the status of social business. Worse. The process of registration with the list is perceived as an additional administrative burden.

In this context, what role can a player like UniCredit Foundation have?

A foundation can support the social business with various instruments. I can specify a few by way of example: purchasing goods and services from a social business; financing or offering specialised training programs (mentoring) or facilitating access to specialised structures (incubators or hubs); providing finance for start-up phases or the development of an existing context through donations, loans or investments in capital; supporting their advocacy activities and finally promoting prizes or events that increase the visibility of the social business world.



Networking with Europe for increased efficiency

As shown by the interview published alongside this piece, the matter of social business and the tools necessary to promote and support it is increasingly being included amongst the priorities of both community and national agendas. Without going any further afield, here in Italy a reform of the voluntary sector and the social business institute has been on the cards for a couple of years now.

As part of the Europe 2020 strategic plan, in 2011, the European Commission launched the Social Business Initiative (SBI), considering social business as one of the key elements for the continent's social and economic transformation. The President of the European Commission at the time, José Manuel Barroso, in announcing the SBI, specifically referred to the "central role played by social business in growth and change, able to show that it is possible to act more responsibly, and still operate positively and successfully on the market, becoming a concrete driver of growth for the EU".

In cultural terms, these words have marked a change in pace: **market and social innovation are not longer considered polar opposites, on the contrary, the affirmation and dissemination of the social economy on the market has been encouraged by the EU** in the form of specific interventions in matters of public procurement and with the support of social business investments, both through its inclusion amongst the priority areas of the Structural Funds and by promoting private investments in social business with the institution of the European Social Business Fund and the support of forms of venture capital.

In broadening the perspective, we can declare that we are currently in a transition phase from a welfare state model to a welfare society model, two paradigms that are based on two principles: on the one hand that of redistribution and, on the other that of subsidiarity. We need to go from "doing good" to "doing good well" and it is in these terms that the role of foundations like ours is changing. **In addition to offering financial support and know-how to social subjects operating in the areas in which we are involved, the Foundation increasingly feels the need to network** (our active presence in the European Foundation Centre or the Grantmakers East Forum is significant in this sense) and propose high-impact projects that can become independent and self-sufficient in the medium/long-term.

Social Innovation Award 2015

COUNTRY **AUSTRIA** ■ REGION **LINZ** ■ DURATION **OCTOBER 2015 - FEBRUARY 2016**

**eur
30,000**

FOR THE MOST
INNOVATIVE
PROJECT IN
AUSTRIA

2015 marked the third edition of the Social Innovation Award call for tender, with Bank Austria. The mechanism has been the same since 2013: it starts with the identification of a target region/ location (in this case Linz, capital of the region of Upper Austria) and a local needs analysis, with the innovative projects proposed by the local organisations seeking to provide a response to them. A committee of representatives of Austrian non profit associations and local institutions offers the specific competences necessary for the preliminary analysis and in the assessment of the candidate projects for the national call. Considering the problems connected with the increased flow of migrants in Europe, which is particularly felt in Austria, in 2015 the choice of the theme for the contest fell to the integration of refugees through sport. The grant of

€30,000 was awarded to the “Sport schafft Heimat” - “Sport creates belonging” project, which offers a varied program of activities supplied by the 17 associations, nationwide members of the Sportunion Oberösterreich network.



Andrea Strohmayr (Head of Corporate Sustainability, Bank Austria): “Every year we offer solutions for a social challenge of a defined Austrian region. This approach – which was created together with UniCredit Foundation – is something new and unique in Austria. By integrating regional representatives the Award gives social impulses to whole regions.”

Social Entrepreneurship Tender

COUNTRY **BOSNIA AND HERZEGOVINA** ■ REGION **NATIONAL** ■ DURATION **NOVEMBER 2014 - MAY 2016** ■ PARTNERS **MOZAIK FOUNDATION**

110

HOURS OF
TRAINING AND
MENTORING
DELIVERED

46

NEW JOBS
CREATED

200

FAMILIES
BENEFITING
FROM NEW
INCOME
OPPORTUNITIES

The 2014 Social Business Fund has been promoted since 2014, in favour of existing social businesses with a good level of maturity that seek to pursue their work on a larger scale or redirect their social business to increase its profitability. Being a non profit organisation that allocates 100% of its profits to its social mission is an essential requisite for taking part in the call. After a careful selection phase (57 applications received), five organisations were supported by a team of professionals to perfect their business plans. Finally, the three businesses with the greatest potential for development also received financial backing. Through the fund, €60,000 was made available to develop the initiatives proposed by:

OPZ Tarevci Agricultural cooperative company managed by 130 families dedicated to the production of fruit, vegetables and aromatic and medicinal herbs. The financing will help increase the quantity of raw materials processed and strengthen the professional, financial and marketing skills of the cooperative company members, thereby increasing business on both domestic and international markets.

USU Tuzla Business operating as a daytime care centre offering employment opportunities to the disabled. As part of the project, 20 people

suffering from mental disabilities, attending the Centre for Education and Rehabilitation of Persons with Disabilities (which will be suitably renovated) can gain a professional qualification in the agricultural sector, in greenhouse or open-air production or in the sale of typical produce.

OPZ Zena Agricultural cooperative company managed by women, which has thus been able to purchase a freezer able to hold in the region of 700 tonnes of fruits of the forest. At least 30 female workers, included in the aid programs run by other non-governmental organisations, will be able to sell their products in more favourable market conditions and - thanks to the expansion of the economic activities - other families of local producers can join the cooperative company network.



Mozaik

Vesna Bajšanski Agić (Executive Director, Mozaik): “We have developed a 10-year strategy to develop a break-through generation of entrepreneurial and innovative youth - a value-driven force that creates new social and economic value and develops successful social businesses.”

Social Entrepreneurship Program for NGOs

COUNTRY **BULGARIA** | REGION **NATIONAL** | DURATION **JUNE 2013 - MAY 2016**

PARTNERS **BULGARIAN CENTER FOR NOT-FOR-PROFIT LAW (BCNL)**



52

PEOPLE WHO
TOOK PART IN
THE CAPACITY
BUILDING
PROGRAMS

8

NEW JOBS
GENERATED

108

ASSOCIATIONS
THAT TOOK
PART IN THE
SELECTIONS

Co-financed and realised in partnership with the Bulgarian Center for Not-For-Profit Law, the project has made three calls (respectively 2013/14 - 2014/15 - 2015/16) in favour of the development of social entrepreneurship. Every year several non profit organisations are selected which can attend training courses (partly also held by UniCredit employees) to learn how to optimise the effectiveness of their business plan and their ability to present it to potential partners.

In the last edition, 25 business plans were admitted to the competition. Seven went through to the final stage.

The three winning organisations, designated by the attribution of contributions that totalled €15,000 were: Listen Up ("Business plan with the highest potential" prize for a project aiming to process translation systems for the deaf and dumb), Altruist ("Project with the highest social impact" prize, for a professional requalification project for prisoners) and Helping Hand Foundation (additional prize, for the creation of a Montessori nursery school in Dobrich).

The employees of UniCredit Bulbank voted through the "Your Choice, Your Project" initiative, to allocate three additional grants to Bulgarian Food Bank (support for small local farmers), Concordia Foundation (workshop for the production of clay pots and candles, employing people in difficulty) and Cancer Patients and Friends (dolls, bags and t-shirts created by female cancer patients).



Luben Panov (Director, Bulgarian Center for Not-for-Profit Law): "We see the partnership with UniCredit Foundation and UniCredit Bulbank as very important, especially because we share common objectives. In a nutshell, they helped us improve the program as we received not just money but also real support in the form of know-how and expertise."



Social Business Award

COUNTRY **CROATIA** ■ REGION **NATIONAL** ■ DURATION **NOVEMBER 2014 - OCTOBER 2015** ■ PARTNERS **IMPACT HUB ZAGREB**



28

REPRESENTATIVES OF THE ORGANISATIONS TO WHICH A TRAINING SERVICE WAS DELIVERED

54

TRAINING HOURS

3

JOBS CREATED

Launched in early 2015, the project developed by the Zagreb Impact Hub - the first social incubator of Croatia - in collaboration with UniCredit Foundation and Zagrebačka Banka, has been developed through two separate initiatives: UniCredit Foundation Award and My Zaba Start.

UNICREDIT FOUNDATION AWARD 2014/2015

The prize was assigned to three start-ups, two of which come from the "The Inkubator" program. The third has instead been chosen through a public contest (25 valid submissions were made) to which those meeting the selection criteria of the Impact Hub incubation program were admitted. Following the preliminary shadowing offered to a group of 11 finalists, in 2015 two "The Inkubator" winners were nominated - Acro #GoalAchiever and Healthy Meal Standards - whilst Green Gold - Model of Self-Employment was selected as the best candidate project for the public call. For all three, the program envisaged covering the administrative costs relating to the opening of the social business (including brand registration) as well as mentoring, also offered at the Impact Hub premises. Lessons were given by a pool of professionals and mainly focused on subjects related to social impact and the capacity to find suitable responses to the emerging local needs. Below is a brief description of the three winning ideas:

Acro #GoalAchiever An off-line planning tool for day-to-day commitments and on-line motivation. Acro is an interactive agenda allowing users to establish their own objectives, which can be shared with members of their on-line community.

Healthy Meal Standards The first certification of a "healthy" menu, mainly dedicated to local tourism structures, which includes concepts of dietary education connected to specific nutritional needs.

Green Gold - Model of Self-Employment

Professional training in the production and harvest of local aromatic and medicinal herbs, supplied to unemployed women aged over 50 thanks to the collaboration between the Non profit sector and representatives of the public and private sector.

MY ZABA START 2014/2015

The "My Zaba Start" program, conceived by Zagrebačka Banka to support (social and other) start-ups, includes the pre-selection of 29 projects and - following a further screening phase - nine of them were assured a training route enriched by the professional support of Impact Hub. The program thus offered the chance for a mutual exchange of knowledge and competences between Impact Hub and the Zagrebačka Banka trainers: a concrete example of the profitable collaboration between the non profit world and financial sector.

In February 2016, the second edition of "The Inkubator" started, with a format that was partly renewed: accompaniment for beneficiaries will be strengthened and a new voting campaign launched for employees of Zagrebačka Banka, with "Your Choice, Your Project".



Hermes A. N Arriaga Sierra
(Co-founder & Director, Impact Hub Zagreb): "The financial support and expert advice received positively impacted also our beneficiaries: those early stage organizations increased their survival rate in the start-up phase, which is so critical for social businesses in our country."



buntkicktgut goes Franchise - From Social Project to Social Business

COUNTRY **GERMANY** ■ REGION **NATIONAL** ■ DURATION **JUNE 2015 - MAY 2016** ■ PARTNERS **BUNTICKTUT**

8

LOCATIONS
OPERATING
NATIONWIDE

4,800

PARTICIPANTS
IN THE 2015
BUNTICKTUT
INITIATIVES

2,000

MATCHES
PLAYED
BY TEAMS
REGISTERED
WITH THE
BUNTICKTUT
CHAMPIONSHIPS

UniCredit Foundation has supported this project since 2008, alongside HypoVereinsbank. Buntkicktgut intervenes primarily in urban areas with problematic social dynamics and high levels of immigrants, promoting football as a vehicle for the integration of children and adolescents. Through a real national football championship, the various teams can play and compare notes, understanding the value of spending time together and finding more solid points of reference every day. As from 2013, at the request of UniCredit Foundation, buntkicktgut embarked upon a growth path in terms of professional competences (by flanking the Social Entrepreneurship Akademie) and a more structured governance, heading towards the generation of income and a concrete financial self-sustainability, as is typical of social business. Through a franchising strategy that aims to replicate the model in various cities throughout Germany, buntkicktgut has helped create local employment opportunities (e.g. educators, trainers), reinforcing the social impact and

involving an increasing number of young girls and boys. In 2015, buntkicktgut was involved in the consolidation of the new model of action, which has proven to be an essential resource by which to face up to a new challenge in a timely manner: the welcoming of young refugees, who have been able to take part in the network activity program.



Rüdiger Heid (Director, buntkicktgut): "UniCredit Foundation is supporting us in creating a suitable structure in order to increase our social impact and disseminate the buntkicktgut method. We have significantly expanded our reach, by increasing job opportunities and also involving more beneficiaries."



Call for tender UniCredit Carta E 2014: Social cohesion strategies for young people

COUNTRY **ITALY** ■ REGION **NATIONAL** ■ DURATION **24 - 36 MONTHS**



Seven non profit organisations won the fourth edition of the Call for tender UniCredit Carta E 2014 "Social cohesion strategies for young people", which awarded €60,000 to the most innovative projects with the greatest effectiveness in terms of offering young men and women solid, long-lasting professional inclusion paths. The winners were chosen by a Scientific committee coordinated by UniCredit Foundation in collaboration with the Centre for Research on Healthcare Management of Bocconi University of Milan, which assessed 166 proposals. At the end of the Tender, the seven projects were also submitted for voting by the employees of UniCredit in Italy, through the internal initiative "Your Choice, Your Project", which enabled the assignment of a further contribution in the amount of €80,000 to the seven beneficiary organisations, distributed proportionally to the preferences expressed. The funds were made available by UniCreditCard Flexia E, the credit card that, at no additional cost for the holder, allocates 0,2% of any expense made to a provision set aside for solidarity initiatives and projects. The following projects have been rewarded:

Società Coop. Soc. Il Margine Collegno, Druento, Castagneto Po, Pianezza (TO) - "SOL-IDEE" project

To establish an agricultural, bee-keeping and plant nursery production chain in the metropolitan area of Turin, in which young men and women experiencing social or working difficulties play a lead role, connected with processes for the inclusion of the disabled.

Vesti Solidale Coop. Soc. Onlus Milan

"SHARE" - Second HAnd REuse project
To consolidate and develop the "SHARE" model for the selection and sale of quality second-hand clothes at accessible prices, as a way of ensuring employment for disadvantaged young adults, and to generate resources for other social projects and safeguard the environment.

Coop. Soc. Centro di Lavoro S. Giovanni Calabria

Verona - "La Bottega dello speziale" project
To promote the dissemination of local products (honey, teas, jams, spices, etc.) involving young men and women in difficult situations in the nature park of Novezzina.

Al Plurale Coop. Soc. Onlus

Arezzo - "B.I.O. - Building social Inclusion Opportunity in agribusiness" project

To develop a new business for the marketing of organic agricultural products through the creation of an own trademark and the optimisation of a 0 km distribution method.

Associazione Bambini + Diritti Onlus

Subiaco (Rome) - Project: "Re-Start"

To requalify unused highly productive agricultural land for the production and marketing of high quality agricultural food produce.

Scurpiddu Coop. Soc.

Foggia - "C.O.E.S.I. - Costruzione di Opportunità Educativa Sociali ed Imprenditoriali" project

To establish a social cooperative company to make a service whereby minor services are offered, in a professional context. The initiative stems from the decade of experience accrued by the volunteers of Operazione Mato Grosso (which in Italy involves the younger generation in minor on-call jobs and in the recovery of materials to finance missions in Latin America) and intends to also contribute towards the fight against submerged competition.

L'Arcolaio Coop. Soc.

Siracusa - "Sapori Cult" project

To support the development and launch of a new line of products of gastronomic excellence, combining culinary innovation and tradition and optimising the creativity and talent of young Italians and foreigners coming from difficult backgrounds.



**Giuliana Baldassarre (Cergas
Researcher; Director, Master
NP&Coop SDA Bocconi):** "We are a partner of UniCredit Foundation in support of an action that aims at rewarding the excellences of the third sector. We share with the Foundation the call assessment process which is based on transparency and on the monitoring of efficiency and effectiveness indicators to support the best project ideas in the service of the third sector. Together we promote a culture oriented to sustainability capable of giving responses to emerging problems."



Call for tender Occupiamoci! 2015

COUNTRY **ITALY** | REGION **NATIONAL** | DURATION **18 - 24 MONTHS**

PARTNERS **MISSION BAMBINI ONLUS, FONDAZIONE CANALI, FONDAZIONE SAN ZENO**

Considering the social importance, at times like these, of employment (in particular for the younger generation) and after the success enjoyed by the 2013 edition, UniCredit Foundation, Mission Bambini Onlus, Fondazione Canali and Fondazione San Zeno have proposed the "Occupiamoci!" call for tender for 2015 too. The aim is to facilitate the employment of the younger generation, promoting a more inclusive employment market with fewer barriers and social, cultural, geographical, generational and gender divides. The competition is for the allocation of a total amount of up to

€600,000, in favour of projects for the employment of young men and women aged between 16 and 29 years old, at non profit organisations intending to strengthen or develop their production activities or start new social business initiatives.

Partner foundations worked in collaboration with Associazione Manageritalia Milano - Gruppo Volontariato, which, as technical partner, assisted the organisations chosen, free of charge, in the managerial and organisational development of the project.



Chikù

COUNTRY **ITALY** | REGION **CAMPANIA** | DURATION **24 MONTHS**

PARTNERS **LA KUMPANIA IMPRESA SOCIALE, FONDAZIONE CON IL SUD, FONDAZIONE PEPPINO VISMARA**

An Italian-Rom restaurant or a permanent workshop dedicated to children, families and youngsters in Scampia? Both! In a word: Chikù. This is the name of a project which the Foundation has promoted in one of the most problematic districts of Naples. Chikù Gastronomia Cultura Tempo Libero (the project's full name), thanks not least to its location, above the Scampia Auditorium, with a panoramic view over the Villa Comunale (City Park) – is an open, convivial space. After the November 2014 opening, last year the activities structured onto several levels were launched and consolidated: catering in the daytime and in the evening, events, banqueting locally and externally, cultural events, workshops, educational themes and children's areas. Ten people work at the centre.

The gastronomic activities are run by a group of eight local women (Rom and Italian). The project sets itself two objectives: on the one hand, to create an economic and professional opportunity under the scope of multicultural catering and on the other to fight the ethnic-racial, social and gender discrimination that is so rife. The work of La Kumpania is also intended

for schools or groups of local residents who are offered workshops on the history of the culinary traditions of Rom, the Balkans, Italy and Naples; tasting sessions of typical dishes and menus of the traditions of Italy, Naples, Rom and the Balkans; meetings on the subject of multicultural gastronomy and practical gastronomic classes aimed at increasing knowledge of the Rom culture through its food and history as well as spreading and encouraging a healthy, genuine food culture.



Emma Ferulano (President, La Kumpania): "This is one of Italy's first experiments in terms of social emancipation projects that has involved Italian and Rom women with the aim of fighting ethnic, social and gender discrimination in a complicated context as is that seen in Scampia, Naples. The project has been managed professionally and in a business fashion, with the idea of being able to replicate it in other contexts."



Corporate foundations for the young: how to develop the nursery

Two years since the initiative was first launched, last October saw Expo 2015 showcase the results of the “Corporate foundations for the young: how to develop the nursery” research, whereby Fondazione Italiana Accenture, Fondazione Adecco per le Pari Opportunità, Fondazione Bracco, Fondazione De Agostini, Enel Cuore Onlus, Fondazione Allianz UMANA MENTE, UniCredit Foundation and Fondazione Vodafone Itali wanted to analyse the role and activities that Italian Corporate foundations have in favour of young people, under-represented in the labour market. With reference to the period 2011-2014, the investigation, carried out by IRS – Istituto per la Ricerca Sociale, is an in-depth analysis of the work of 49 subjects (a sample of 37% of the world of

Corporate foundations, source: Istat).

Total financing comes to approx. €49 million.

In this respect, it is interesting to note the trend during the crisis years: if in 2012 donations reached €11 million, in 2014 the forecast rose to 12.6 million, showing that the Corporate foundations are in the forefront, supporting the country. 184 projects have been recorded, directly or indirectly involving approximately 56 thousand young men and women. It emerges clearly that by virtue of the “spillover effect”, the results obtained impact not only the subjects involved but also benefit the social-economic activity in the reference territory.



Social StartUp

COUNTRY **POLAND** | REGION **NATIONAL** | DURATION **FEBRUARY 2015 - MARCH 2016** | PARTNERS **ASHOKA POLAND**



20

PEOPLE WHO
TOOK PART IN
TRAINING

200

JOB
SUPPORTED

1,000

BENEFICIARIES
SUPPORTED
BY THE
ASSOCIATIONS
WINNING THE
CONTEST

Social StartUp was the first initiative run in support of social business promoted in Poland by UniCredit Foundation, in collaboration with Bank Pedao and Ashoka Poland. The project not only aims to promote the development of innovative social businesses, but also to help solve the social problems broached by the start-ups it supports. Social StartUp seeks to be a development lever in the context of a social economy market that in Poland employs just 3.9% of the workforce (Social entrepreneurship and social innovation enterprises - theory and practice 2014 report) as compared with 9.7% in Italy (I.t.a.l.i.a. - Geografie del nuovo made in Italy 2015 report). Ten winning organisations were involved in the articulated program that combines financial support with mentoring, consultancy and networking under the scope of the national and international Ashoka network:

Wielkopomoc

It welcomes the homeless involved in the management of the "Animal Land" kennels, to produce pellets and cultivate spelt.

Slawek Foundation

It supports the working and social integration of prisoners and former prisoners. The project proposes involvement in a new business activity based on the cultivation of Goji berries.

Synapsis Foundation

It offers services involving the diagnosis, care and rehabilitation of the autistic, who also find employment opportunities in the connected artisan work of ceramics and decorations.

Wspolny Stół / Common table

This creates job opportunities for the long-term unemployed under the scope of slow food catering, also flanked by an extensive program of workshops on dietary education for locals.

FADO Social Cooperative

It works to improve the accessibility and usability of products and services for the disabled. It has also developed software that offers audits for public institutions and businesses to verify the degree of usability of their offer for users and to promote reduction of potential barriers.

Dalej Razem / Along Together

Creates opportunities for development and the employment of people suffering from autism and their educators. The application developed "EdWords" aims to facilitate the relational skills with the outside world.

DALBA

The cooperative company facilitates the integration of people with disabilities thanks to the use of the beer factory by the same name - the unique initiative of its kind in Poland - and keeps traditional recipes of local tradition alive, collaborating with similar producers on the English market.

Robinson Foundation

The foundation is established to accompany the institutionalised teenagers towards real autonomy, through work experience in the artisan production of cakes and pastries.

FAJNA

The social cooperative company proposed creating dedicated spaces within shopping centres where the disabled can be involved in selling products and services of local social businesses.

Serfenta

The association's mission lies in the recovery of the art of wickerwork weaving and, thanks to the experience accrued, looks to collaborate with foreign markets.

In 2016, a new edition of "Your Choice, Your Project" will be organised for the assignment of an extra €5,000 grant to the idea obtaining the most votes from employees. Thereafter, the second edition of the contest will be launched.

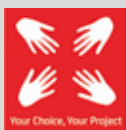


Agata Stafiej-Bartosik, (Country Director, Ashoka Poland):

"With this program we aim at supporting social entrepreneurs with the resources and tools they need to succeed, in order for them to benefit from a more supportive environment which involves the private business sector."



Support to social entrepreneurship



In the Czech Republic and Slovakia interest in the subject of the social business is growing. The concept has progressively matured, even if it continues to be a matter for study and debate (in Slovakia there is an ad hoc legislation). UniCredit Foundation's intervention divided into two parallel initiatives in the two Countries, launched in September 2013, drew to a close in March 2015. In October 2015, the new (2015/2016) edition was launched of two local calls, which reflects the model of the first project, with the aim of strengthening the impact. The projects have been structured by liaising with UniCredit Bank and have developed into two separate areas, also thanks to the renewal of the partnerships established with important local non profit players: "Better Business", in collaboration with VIA Foundation in the Czech Republic, and "Flying Fish" ("Can Fish Fly?" in the first edition), together with the Provida Foundation in Slovakia. As for the program's first edition, the two new initiatives launched during the last quarter of 2015 also offer new opportunities for the involvement

of the colleagues of the two local banks, for the assignment of another two grants under the scope of the "Your Choice, Your Project" initiative.



Better Business

COUNTRY **CZECH REPUBLIC** | REGION **NATIONAL** | DURATION **SEPTEMBER 2013 - SEPTEMBER 2016** | PARTNERS **VIA FOUNDATION**

24

PEOPLE WHO
BENEFITED
FROM
SPECIFIC
TRAINING

33

HOURS OF
TRAINING
FOR EACH
ORGANISATION
SUPPORTED

1,498

TOTAL
BENEFICIARIES
OF THE PROJECTS
REACHED
THROUGH THE
WORK OF THE
SUPPORTED
ORGANISATIONS

In the Czech Republic the concept of social business is extended to organisations with different legal forms, which, due to their social, economic and environmental externalities can be considered as effectively social businesses. The growing interest in the phenomenon has translated in recent years into new (financial and other) programs launched by the public and private sector. "Better Business" has provided a full response to the demand by social businesses for non-restrictive financial investments and technical support during the start-up phase. Thanks to the initiative's first edition (2012/2015), all twelve different organisations took part in the training and accompaniment sessions. Of these, eight have received grants in support of the development of their business plans. The new 2015/2016 edition envisages a public call addressed to social businesses during start-up phases. It aims to identify organisations with innovative, replicable business models, involved in social and environmental matters. The capacity to

create employment in the favour of disadvantaged groups and to attract the interest of investors to the local markets, are distinctive aspects of the preliminary assessment process. More specifically, the program will assure financial and operative backing to eight social businesses through a dedicated training and accompaniment period. The organisation that stands out most for the implementation of the best business plan may be awarded another grant.



● ● ●
NADACE VIA

Jiří Bárta (Executive Director, Via Foundation): "The project provides support to non profit organizations that seek to increase their social impact by generating income through entrepreneurship, and to for profit companies that pursue publicly beneficial goals."

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**ENTREPRE-
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Can Fish Fly? and Flying Fish

COUNTRY **SLOVAKIA** | REGION **NATIONAL** | DURATION **SEPTEMBER 2013 - OCTOBER 2016** | PARTNERS **PROVIDA FOUNDATION**

24

PEOPLE WHO
HAVE BENEFITED
FROM SPECIFIC
TRAINING

100

HOURS OF
TRAINING
DELIVERED TO
INCUBATED
ORGANISATIONS

5

NEW JOBS
CREATED

In Slovakia social business is regulated and is mainly associated with the function of (re)-including disadvantaged groups (in particular long-term unemployed) into the employment market. In addition to this purpose, the concept is increasingly being extended to reach a multitude of subjects using business tools in proposing solutions to social and environmental issues. The sector evolution does, however, suffer a lack of suitable support programs offered by public institutions. By contrast, the private operators, namely Foundations and other international organisations (Provida, UNDP, NESsT) are ever more present. In its first edition (2013/2015), the project enabled the financing of the start-up and consolidation of four social businesses (NGOs) in addition to having provided consultancy and mentoring on matters of business plans and market analyses, for a considerable number of social entrepreneurs. As for 2013, the new edition of the project envisages a public call for tender, aimed at choosing four social businesses from the organisations that are already involved in social

business activities or in the start-up phase. The selection is based on criteria aiming to identify businesses with a major innovation component, a measurable social impact, a good level of managerial capacity and staff motivation. The program in fact intends to concentrate financial and operative support by experts and staff of Provida, on businesses with high potential, so as to reinforce the relevant impact, economic sustainability and replicability in other regions across the country.



Peter Mészáros (Program Director, Flying Fish): "There are still no Foundations in Slovakia who would venture into supporting purpose driven business activities aimed at delivering social impact. Our innovative project has a great added value in recognizing the shift among NGOs towards engaging in economic and business activities with social objectives."

PROVIDA



Competition and Capacity Building Support to Social Enterprises in Romania

COUNTRY **ROMANIA** ■ REGION **NATIONAL** ■ DURATION **NOVEMBER 2014 - OCTOBER 2015** ■ PARTNERS **NESST ROMANIA**



51
PEOPLE TRAINED
ON CAPACITY
BUILDING
PURSUITS

832
HOURS OF
TRAINING
DELIVERED

41
NEW JOBS
CREATED

The competition (2014/2015) gave awards to five social businesses (in addition to a further three of the NESST Romania portfolio) from the 80 applications received. The aim was to support new businesses able to produce income and employment in the medium/long-term, involving the population brackets that are most in need in the production process. Launched in 2012, the partnership between UniCredit Foundation and NESST Romania has been enhanced thanks to the active involvement of UniCredit Bank and UniCredit Business Integrated Solutions Romania and has enabled 17 businesses of this type to grow, carefully chosen through three consecutive national contests. More than 200 job opportunities have been created (around 70% maintained for three years), thanks to the work of these businesses. The contribution is then even more important if we consider that the development of social business comes within a context of a country that is marked by major social and economic disparity: around 40% of the population lives in conditions of poverty or is at risk of such (Eurostat, 2013). Moving onto the last edition, the following are the profiles of the five businesses assigned training and financial resources, including the extra grant assigned by the employees of UniCredit Bank and UBIS Romania jointly (for the first time) under the scope of "Your Choice, Your Project":

Made in Rosia Montana This employs 30 young women in the production and sale of woollen items, with the aim of offering new income opportunities also through the conception of a new line of products and an extension of the sales network.

Timural Group This produces wooden objects and toys for children. The financial backing will

help support the growth in the employment of the disabled and disadvantaged.

Amurte! This supports a refuge for children and teenagers in difficulty, thanks to the income from the production and sale of vegetables cultivated in a social allotment. The project envisages expanding the business.

Merci Charity Boutique Association This aims to extend Bucharest's first "charity concept store". The store, where products of various types will be sold, offered by around 50 local producers, will be manned by the disabled and revenues will be allocated to projects designed to assist young cancer patients.

Phoenix Speranta Association This promotes the social inclusion of the disabled. With the financing received, it supports a social business - employing disabled members of society - for the production and sale of organic soap.

In the middle of 2016 a pilot program will be launched in support of the most mature social businesses already present on the market.



Zoltan Bereczki (Country Director, NESST Romania): "With support from UniCredit, NESST Romania strengthened the sustainability and capacity of Romanian social entrepreneurs as agents of positive change and inclusive growth in low-income, marginalized communities."



Idea for a better tomorrow

COUNTRY **SERBIA** | REGION **NATIONAL** | DURATION **NOVEMBER 2014 - NOVEMBER 2015**

PARTNERS **ANA & VLADE DIVAC FOUNDATION, SMART KOLEKTIV**



27

ENTREPRENEURS
INCLUDED
ON TRAINING
COURSES

25%

MAXIMUM
INCREASE IN
INCOME OF THE
BENEFICIARIES

5

AVERAGE
NUMBER OF
JOBS CREATED
FOR EACH
INITIATIVE

The second edition of the competition - sponsored by Ana & Vlade Divac Foundation with UniCredit Foundation and UniCredit Bank and, for the first time, Smart Kolektiv - has encouraged the spread of social businesses in Serbia. Seven existing businesses have been supported (in Belgrade and other regions across the country) that are able to offer income and employment opportunities to disadvantaged members of society and bring products that can promote "Made in Serbia" to both the local and foreign markets:

Daj daj This promotes products for children on the market, including the innovative bamboo fibre nappy, an ecological, inexpensive alternative to disposable nappies. The business is also involved in facilitating the employment of women in difficult situations and in creating networks between female-based social cooperative companies.

Bosiljak Chosen by the employees of UniCredit Bank to receive the extra grant offered by "Your Choice, Your Project", this association of social cooperative companies offers training courses and laboratories seeking to recover old artisan traditions (like embroidery, weaving and decoration) to benefit vulnerable groups and in particular single mothers, the disabled and Roma.

Atina This aims to expand its business into the souvenir and hand-made jewellery market through a more effective marketing strategy. Revenues will then be used to support projects for the fight against human trafficking.

Optimist This looks to construct a system for the processing and sale of fruit, which will ensure jobs for five women and business opportunities for 50 families of local producers.

Sumarko This employs people with disabilities in a carpenter's workshop specialised in the production of educational and teaching toys made from wood, designed for children with motor or cognitive disabilities.

SZR Sofi This intends to enter the market of natural and organic cosmetics with the production and marketing of a range of bio-cosmetics at accessible prices. Proceeds will be allocated into the business of family refugees and reinvested to allow for the employment of the disabled.

Nasa kuca This produces and sells one of Serbia's most popular sweets (dried plums with hazelnuts, coated in chocolate). It reinvests part of the revenues into a new project entitled "Cucina su Ruote" to provide meals at home for the elderly, ill and non self-sufficient citizens.



Aleksandra Kecojević
(Program Manager, Ana & Vlade Divac Foundation):
"Social entrepreneurship is underdeveloped in our country and this project, which is among our core activities, benefits the local community on various levels: from promotion of employment to the promotion of positive image of Serbia also abroad."



Neven Marinović (Director, Smart Kolektiv): "Our approach combined financial and non-financial support mechanisms, ensuring that the social enterprises meet both their social and business goals."

smart
KOLEKTIV

Social Innovation Tender

COUNTRY **HUNGARY** ■ REGION **NATIONAL** ■ DURATION **AUGUST 2015 - AUGUST 2016**
PARTNERS **NESST HUNGARY**



125

APPLICATIONS
SUBMITTED,
TRIPLE THAT
OF THE FIRST
EDITION

10

EXPERTS,
INCLUDING
UNICREDIT
MENTORS
WHO WILL BE
HANDLING
THE TRAINING
COURSES

The second edition of this initiative, going by the new name of “Step with Us!” has chalked up great success in terms of participation. A grand total of 125 applications were received, far more than the first edition. In addition to financial backing for the development of the projects proposed by existing organisations, the contest will also offer a six-month mentoring program for 2016. The contest beneficiaries are:

Suhanj Foundation Pursuing the SUHANJ! project (“FLY!”) Fitness and Barrier Free Integrative Gym Project, namely the creation of a gymnasium equipped to offer sports programs to the disabled and others.

Pearl Foundation Developing “The Work Experience” project that promotes the social integration of Rom families and children through an all-round program that includes training (both individual and professional) and the employment inclusion of all local communities.

Hungarian Reformed Church Aid (MRSZ)
It intends to develop a new marketing and promotion plan, designed specifically for the tourist attraction of the ancient village of Bódvalenke - featuring fresco paintings by Rom artists - which promotes a message of the fight against prejudice. Specifically targeting eco-tourism enthusiasts, the project looks

to increase income opportunities for less well-off families residing locally.

We Will Not Give Up The café by the same name, already up and running in Budapest, is extended to increase job opportunities and potential meeting points for the disabled and others.

The four winning projects were awarded a special prize (mentoring) for the For Technology Education Foundation, which convinced the panel with its “Skool Clubs” project aimed at reinforcing the digital skills of the new generations and girls in particular.

Assignment of an extra-grant is also provided for, in the second half of 2016, through “Your Choice, Your Project”.



Anna Horvath (Country Director):
“Critical social problems cannot be solved without innovation and an entrepreneurial mindset. Through the support of five innovative organizations UniCredit Foundation contributed uniquely to these types of solutions and local development.”



Brief summary of projects

F&ASIBLE COUNTRY: SERBIA

2015 marked the close of the multi-year program that had begun back in 2012 in collaboration with the local partner Grupa 484. The initiative assisted with the development of projects run by 14 local social businesses chosen by a specific Investments Committee. The organisations benefited from grants made available by Grupa 484 and a beneficial-rate credit facility managed by UniCredit Bank Serbia and guaranteed by UniCredit Foundation. Grupa 484 then also provided consultancy on the development of business ideas by the companies, which will look to finalise their work during the first half of 2016.

CHANGE WITH BUSINESS COUNTRY: TURKEY

During 2016 in Turkey a joint project will be launched involving UniCredit Foundation and Vehbi Koç Foundation, which provides for a social business incubation program. The aim is to harness the very best of Turkish social business experience. The project will not only act in the interest of its direct beneficiaries but will also seek to inform both the public and private sector of the potential of social business, considered a tool for the economic and financial growth of those who are disadvantaged and a vehicle to help the Turkish service sector expand. In addition to the training and mentoring services, the program also envisages the intense dissemination of information on a national scale, dedicated to current and aspiring social entrepreneurs.

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Young and old, our commitment is ageless

Young and old. In terms of advocacy and social inclusion, these are the main targets that the Foundation has set itself for the forthcoming three years.

According to a recent Oxfam report “from 2009 to 2013, the number of people living in conditions of severe material deprivation, namely without sufficient income to pay for heating or cope with unforeseen expenses, increased by 7.5 million in 18 European Union Member States, reaching a total of 50 million. In Italy, from 2005 to 2014, the percentage of people in a state of severe material deprivation has increased by 5 points (from 6.4% to 11.5%)”. In the same way, the data given in the Brussels Bertelsmann Stiftung Foundation report, which each year publishes the “Social justice index” is also food for thought. According to the document, young Europeans are the “great losers of the European economic and debt crisis”. There are a total of 26 million people of the younger generation at risk of poverty or social exclusion in the European Union. And of these, 27.9% are children. There is a lack of economic resources and a lack of prospects. There are 5.4 million young men and women in our continent who are not working, nor training, nor studying. They are referred to as NEETs, namely “Not (engaged) in Education, Employment or Training”.

At the other end of the emergency, we have the elderly, who are often not self-sufficient. **The 5th Report on assistance to the non self-sufficient elderly in Italy dated last December shows that for the first time ever, the cover of services and actions for non self-sufficient elderly members of society are all reported with a negative sign.** This means that for all services, the number of elderly people being assisted has reduced, despite the fact that the number of those who are not self-sufficient has risen. Residents of such assistance structures in the period going from 2010 to 2012 went from a total of 2.4% to 2.1% of the over-65 population; those receiving an “accompaniment grant” dropped by 12.6% in 2011 to 12.0% in 2013. In Italy, a total of 2.5 million elderly people have functional limitations of some kind (mobility, autonomy, communication, etc.)

and are partially or totally non self-sufficient. More generally, today more than 21% of the Italian population is aged over 65 years old: 13.2 million people of whom half (6.6 million) aged over 75 (Istat 2015). And there is more: according to the European Union, 20% of people at risk of poverty and social exclusion fall into the over-65 age bracket.

As poverty rates increase, there is a corresponding decline in the levels of service. **So how can we reverse this? The challenge of social innovation may prove to be the key to doing so.** This is why the Foundation seeks to create conditions to ensure that the beneficiaries can be integrated over the long-term and not (only) acting as a stop-gap in emergencies. The aim is to initiate virtuous recovery and development processes in social contexts that clearly lack resources. In order to achieve this goal, UniCredit Foundation accompanies these actions with sensitisation, advocacy and networking throughout the territory, as in the case of the Alzheimer Cafés or the Expofacile project, which, as the Chairman of LEDHA (Lega per i diritti delle persone con disabilità - League for the rights of the disabled), Alberto Fontana, explains in his address alongside this piece, has generated a virtuous mechanism whereby public and private collaborate with results that will continue well beyond the 6 months of the Universal Exhibition.

“For some years now,” confirms the Chairman of UniCredit Foundation, Maurizio Carrara, “we have set ourselves the goal of systematically contributing to the creation and reinforcement of a network that generates social cohesion and assistance strategies for non self-sufficient members of society, offering, like in the case of the Alzheimer Cafés, support to both the relatives of those who are ill and to those who take care of them on a daily basis. We very much see our activity as helping to construct virtuous models which can be replicated in other contexts, both public and private. Indeed, we feel that the problem of assistance for the non-autonomous elderly represents a formidable crisis, one that could seriously threaten the social fabric of our communities in the coming decades.”



Expofacile, an emblematic project

On 8 December, Milan won the “City Access Award 2016”, assigned by the European Union to the cities that during the year have implemented good practices in terms of ensuring

widespread disabled access. This is no “bolt from the blue” but rather a recognition that has come in the mark of what can only be defined as an exemplary project: Expofacile! promoted by the Region of Lombardy and Milan Municipality, with the support of UniCredit Foundation.

The Brussels award is a fair recognition of the effort made by the public administrations sensitive to the matter of accessibility and for disabled associations. Indeed, it is an important victory, because with their help, they make the path towards social equality a tangible reality.

We therefore have a great responsibility and must make the most of the opportunity we are given to make Milan even more welcoming and accessible to all, not only to those with motor and sensory disabilities. To achieve this aim, however, the “Expofacile model” must be fully implemented, i.e. we must have a mechanism that allows for the real participation and joint planning of associations, making the slogan that is part of our history, a concrete reality: “Nulla su di noi, senza di noi!” [Nothing on us, without us]. In fact, Expofacile has a little story behind it, which was showcased during the six months of the Universal exhibition, but which in actual fact tells of a project that belongs in equal measure to the various players involved. We, disabled associations, with Expofacile have accepted full responsibility in this respect, whether we win or lose, because the showcase was truly prestigious. I must say that I was pleasantly surprised by the way in which the associations have proven able to network and stand together when faced with a shared objective. In a certain sense, the associations have made a leap in quality, and this is very important for the future.

The new portal that will feature the legacy left by Expofacile must set itself the aim of offering disabled people timely, practical information on accessible opportunities in our region, on what can be used and what is possible and on how to rely on the network of services available. It must also be a place that is open to everyone, including local administrations, large and small alike, who can offer areas where more in-depth and promotional information is available on accessible tourist opportunities. And this will also be our place, the place of the associations, ever ready to help anyone in need. It is important to remember that over the next few months, the scope of site action will gradually be extended, to include not only tourism, but also access to local services, school, work, sport and culture. The proverbial gauntlet has been thrown down. And we are ready!

Alberto Fontana
President, LEDHA

Call for tender UniCredit Carta E: Social cohesion strategies for the elderly

COUNTRY **ITALY** | REGION **NATIONAL** | DURATION **24 - 36 MONTHS** | PARTNERS **VEDOGIOVANE COOP. SOC., FONDAZIONE MARTINELLI, ASSOCIAZIONE NEUROPSICHE, AUUSER FIRENZE, SOCCORSO CLOWN COOP. SOC., ANTEAS COSENZA, CORALLO COOP. SOC.**

7,024
PROJECT
BENEFICIARIES

650
HOURS OF
TRAINING
AND CAPACITY
BUILDING

46
JOBS CREATED

From 2011 to date, the Call for tender UniCredit Carta E has supported 26 projects throughout national territory with around €2.5 million, hinged on two areas of intervention: support for the elderly in financial, social or medical difficulty and support to social businesses and young employment.

2013 EDITION

In 2015, the activities supported in the 2013 edition continued. The aim is to promote projects that support families with elderly members, through actions that encourage their active participation within the community, the development of social housing initiatives and reduce loneliness. The beneficiary partners are:

- Coop. Soc. ("Badante di condominio" project in Novara and Borgomanero);
- Fondazione Martinelli (project: "L'ospizio diffuso: l'altra Baggina-nuove forme di abitare e una rete di sostegno a favore degli anziani e dell'intera comunità" in Cinisello Balsamo);
- Associazione Neuropsiche (project: "Noi da voi: supporto specialistico a domicilio alla gestione della persona con demenza e alla modifica della casa per una sua migliore autonomia" in Romano d'Ezzelino);
- Auser Firenze (project: "Abitare Solidale" in Cascina, San Miniato, Castelfranco di Sotto, Santa Croce sull'Arno and Monsummano Terme);

- Soccorso Clown Coop. Soc., (project: "Azione Anziani" in Rome);
- ANTEAS Cosenza (project: "Orti solidali" in Cosenza, Rende and Castrolibero);
- Corallo Coop. Soc., ("Sweet Home" project in Siracusa, Lentini, Carlentini and Frankfurt).

2015 EDITION

Last December, UniCredit Foundation launched the new edition of the Call for tender UniCredit Foundation Carta E "Social cohesion strategies for the elderly", which in 2016 will be assigning funds of €500,000, divided up between the seven "onlus" organisations that have presented the best projects in terms of offering support to the elderly. In total, seven contributions were made, each of €60,000 to seven non profit organisations throughout the territory, according to the geographical breakdown of UniCredit in Italy, which may receive a further €80,000, divided up proportionally, thanks to the "Your Choice, Your Project".

As for previous editions of the Call for tender UniCredit Carta E, the projects received will be examined and selected by the Ethics Charter Committee within UniCredit, in collaboration with the Centre for Research on Healthcare Management of Bocconi University in Milan.



Alzheimer Cafés

COUNTRY **ITALY** | REGION **NATIONAL** | DURATION **24 MONTHS** |

PARTNERS **ASSOCIAZIONE RINDOLA IMPRESA SOCIALE, COOPERATIVA SOCIALE RICERCA & PROGETTO**

328

BENEFICIARIES
OF CAPACITY
BUILDING
ACTIVITIES

147

HOURS OF
CAPACITY
BUILDING

223

DIRECT
BENEFICIARIES

Since 2012, UniCredit Foundation has dedicated a specific call for proposals to support the creation of Alzheimer Cafés. Thanks to this call, financed by UniCredit Factoring, four associations were awarded three-year contributions to support the establishment of such Cafés in Turin, Verona, Naples and Palermo.

The projects coming to an end, in the completion stage, last year involved highly specialised staff and well-prepared volunteers. In 2014, in pursuing its strategic choice to help strengthen a network of assistance dedicated

to the elderly suffering from neurodegenerative disorders and, in particular, patients with Alzheimer's disease, the Foundation then financed the creation of two further Alzheimer Cafés: the "Alzheimer Caffé Alto Vicentino", developed by the Associazione Rindola Impresa Sociale (Neuropsychological Rehabilitation Centre) of Vicenza in San Vito di Leguzzano and the "Al Caffè d'Enrichetta", developed by Cooperativa Sociale Ricerca & Progetto in Campobasso. The Vicenza café was opened on 05 June 2015, whilst that of Campobasso followed shortly afterwards, on 14 July.



Federica Cozzi (Deputy Chairperson, Associazione Rindola Impresa Sociale): "The Alzheimer Café Alto Vicentino project is becoming a real point of reference for those suffering from dementia and their families, who seem to be

in real need of guidance in this new life experience, given that public health care can only guarantee six-monthly monitoring of pharmacological treatment and intervention in an emergency."



Giovanna di Soccio (Sole Director, Cooperativa sociale Ricerca & Progetto): "The severe repercussions the disease has on family life means that the public service resources need to be supplemented by the family and community, in order

to guarantee that the needs for assistance and care of the patient can be met alongside the working and living needs of his/her family. This is where "Il caffè d'Enrichetta" comes in, the first Alzheimer Café in Molise with the aim of assisting those in the early stages of the disease, with activities aiming to stimulate the memory, of giving patients the opportunity for social interaction and supporting the family, by providing information and training on the disease."



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Expofacile!

COUNTRY **ITALY** | REGION **LOMBARDY** | DURATION **SEPTEMBER 2014 - NOVEMBER 2015** | PARTNERS **LEDHA**

240,000

TOTAL
NUMBER
OF PROJECT
BENEFICIARIES

500

INFORMATION
PAGES ON THE
WEBSITE

During the six months of Expo 2015, the project sought to provide Milan and Lombardy with an information structure that encourages and permits everybody to participate in the event, regardless of their psycho-physical condition and in respect of their dignity, in equal conditions for all. The aim was to construct a database to collect and organise the information on accessibility to Expo 2015 and tourist events in the area of Milan, whilst also creating a technical observatory on the critical issues and good practices in the Milan and Lombardy accommodation and hospitality system for those with disabilities or special needs. The development of the Expofacile! project enabled the integration and activation of synergies between the various entities and institutions involved.

The following results have been achieved:

1. a database was created before the event, containing 200 access records of structures registered directly by LEDHA. And thanks to the support offered by the Municipality, a further 180 records have been added, relating to hotels, restaurants and the main tourist, cultural and artistic attractions in the city of Milan and wider area involved in the event.
2. the "Accessibility task force" of Milan Municipality was activated, within which LEDHA acted as technical observatory of critical issues and good practice in the Milan and Lombardy hotel and accommodation system for people with disabilities or special needs, reporting problems and helping identify the best technical solutions and verify the results of the interventions.

3. The main achievement of the project was the www.expofacile.it website, which made all the information collected available to both locals (with the possibility of talking directly to industry operators) and the public institutions handling the information services intended for the disabled. Expofacile is also present on Facebook, Twitter and YouTube.

In this context, all those who were able to use the information supplied by Expofacile, namely the 240,000 people who visited the website, can be considered as direct beneficiaries of the project activities. And there's more. LEDHA itself, along with the main associations dealing with disabilities, have acknowledged that Expo 2015 was an event that was generally accessible to and usable by the disabled and, more generally, people with special needs.



Giovanni Merlo (Director LEDHA): "The success of the Expofacile! Project represents a turning point in how disability is perceived socially. The connection between the conditions of accessibility and participation shows how the attention to the matter of easy access to events and public spaces is not only a right, but above all an actual need of disabled people."



Social Award 2015

COUNTRY **AUSTRIA** | REGION **NATIONAL** | DURATION **APRIL 2015 - FEBRUARY 2016**

Again in 2015, the Social Awards - promoted by Bank Austria in collaboration with UniCredit Foundation to facilitate social inclusion - involved a call for tender intended for each of the 9 regions of Austria. Approximately 200 project proposals were voted on by more than 14,000 stakeholders (on-line voting) who selected three winners in each region. The 27 winners were awarded a total of €60,000 with which to implement the best projects responding to various social problems that are felt to be priorities at a local level (children and teenagers in difficulty, integration, migrants). The following beneficiaries were awarded first place in the nine regions:

Vienna - Salesianer Don Bosco

SALE für alle project, aiming to create workshops to help children and young adults learn.

Lower Austria - MOKI NÖ Mobile Kinderkrankenpflege Niederösterreich
KI-JU-PALL project on palliative care for terminally-ill children and teenagers.

Burgenland - Pannonische Tafel

Das Wohnzimmer project offering the home delivery of meals for low-income families.

Upper Austria - Verein I.S.I.

Owizahra project seeking to provide unemployed young adults with a short-term job in a bid to stabilise employment.

Salzburg - Muslimische Jugend Österreich
Fasten Teilen Helfen project, seeking to offer young Muslims a job helping the elderly.

Tirol - Verein Interkultureller Gemeinschaftsgarten Wilten-lbk Gemeinschaftsgarten Wilten

project coordinating the work of a social centre striving to integrate foreigners.

Vorarlberg - Caritas der Diözese Feldkirch
Mentor Innen für minderjährige Flüchtlinge project offering social accompaniment services for young refugees.

Stiria - Verein Sportbündel
Sportbündel – gemeinsam packen wir's! project, accompanying disabled children or those with personality disorders to acquire autonomy as they grow up, through sports.

Carinthia - Caritas Kärnten
FIB - Freiwilliger Integrationsbegleiter project that, thanks to a team of volunteers, offers assistance to refugees in their relations with the public administration, supporting them as they learn the language and giving them the chance to take part in free time recreational activities.



Roman Jost (Corporate Sustainability Manager, Bank Austria): "Without the cooperation with UniCredit Foundation, the Bank Austria Social Award would not be what it is: It has become one of the most famous social awards in Austria. Its main benefit is the special emphasis on smaller NGOs who often tell us that the funds granted by the award preserve the running of their projects for the whole year."

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Joblinge

COUNTRY **GERMANY** | REGION **NATIONAL** | DURATION **MAY 2015 - APRIL 2016** | PARTNER **JOBLINGE**

1,000

YOUNG
PARTICIPANTS
IN JOBLINGE IN
2015

1,500

BUSINESSES
THAT OFFERED
INTERSHIP
OPPORTUNITIES
AND POSSIBLE
EMPLOYMENT
FOR
PARTICIPANTS

Just as was the case for the buntkickgut project, in 2015 Joblinge also adapted its objectives and strategies, so as to ensure an effective response to the refugee emergency that is seen as so important in Germany. The “Joblinge – Jointly Against Youth Unemployment” project was carried out in collaboration with HypoVereinsbank. More specifically, also thanks to the support offered by UniCredit Foundation, in 2014 Joblinge opened two new offices in Hamburg and Stuttgart, and in 2015 a new office in Darmstadt, thereby taking the national network to a total of 16 offices. The number of young people involved through the program has gone up in just two years (2013-2015) from about 1,700 to more than 3,300. The initiative can be divided up into two main phases:

- in the first, HVB employees who chose to join the initiative as mentors received specific training from the partner association, in order to learn how to best manage relations with children in difficulty;
- during the second phase, the colleague-mentors were asked to start regular (fortnightly or even weekly) one to one meetings with young adults, previously identified by Joblinge as coming from socially complex situations, as they left school and entered the world of work. At the same time, the youngsters were offered the chance of completing traineeships with some of Joblinge's business partners.

Approximately 70% of those who completed the professional training succeeded in finding a job that was appropriate for their character and professional abilities. The challenge for the next few years is to cope with the increasing number of requests made by the young unemployed (even foreign), which can be achieved thanks to the opening of new offices in Germany. More specifically, Joblinge intends to set up new offices in Berlin (considered the capital of youth unemployment in Germany) as well as in Mannheim, Heidelberg and Ludwigshafen. The focus will then gradually shift to extending outside national confines, in particular into the area of Central and Eastern Europe, where unemployment levels are at their highest.



JOBLINGE

Ulrike Garanin (Director, Joblinge): “Work, social integration, and the dignity of each individual are inextricably linked. The long term partnership with UniCredit Foundation not only contributes to measurable results for young people entering the job market, but also gives a special contribution to the sustainability of the initiative, enabling us to expand our sphere of action—from the establishment of new locations, to the recent development of the Joblinge for Refugees concept.”



Ukraine emergency

COUNTRY **UKRAINE** | REGION **NATIONAL** | DURATION **MARCH 2015 - MARCH 2016**

PARTNERS **EAST EUROPE FOUNDATION AND UKRAINIAN NATIONAL CHARITABLE FUND ZAPORUKA**



Due to the conflict that exploded in 2014, more than 1.5 million people had to leave their homes and the most affected by the emergency were families with children, owing especially to the shortage of food and medicine. UniCredit Foundation decided, therefore, to work alongside two non profit organisations present in the territory to offer concrete support. The work done with East Europe Foundation (EEF), aimed at providing care and rehabilitation to the refugee population and to the injured, concentrated on the military hospitals of Dnipropetrovsk, Kiev and Lviv and involved the purchase and supply of specialised medical equipment and healthcare materials. In coordination with the managers of the local hospitals, EEF works to guarantee timely aid and was able, in this way, to serve approximately 100 beneficiaries every month, from the start of the initiative.

The second intervention – carried out in parallel, together with the Ukrainian National Charitable Fund Zaporuka – had as its objective assistance to refugee families with children suffering from cancer. Although in conditions of difficulty Zaporuka, which has collaborated for more than ten years with the National Cancer Institute of Kiev (which accepts patients from all parts of the country), has helped more than 30 children and families. Besides medical treatment, Zaporuka provides the families with temporary housing in its own hospitality structure, offering also psychological support and social services.



Natalia Onipko (President, Zaporuka Foundation): “In Ukraine the conflict and the economic crisis have forced more than two million people to leave their homes and seek refuge and social and healthcare assistance all over the country. Thanks to the contribution of UniCredit Foundation, in 2015 we were able to cover the costs for medical treatment of 38 children suffering from cancer, for whom we purchased medicines and other healthcare materials.”



Victor Liakh (President, East Europe Foundation): “We are very thankful for our partners from UniCredit Foundation for their support at such a crucial time for our country. We focused our aid on hospitals and purchased the most needed equipment; we also assisted children who saw the war at such a young age to overcome post-traumatic stress.”

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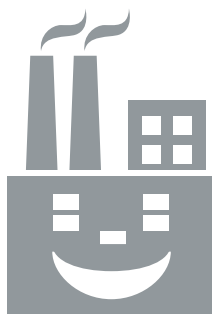
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Employee activism? A benefit for the Group

ISTAT reports that 6.63 million Italians carry out volunteer work. Most of them - more than 4 million - do so within organisations (associations, committees, movements, informal groups, etc.), whilst the rest do so directly for other people, the community or the environment. The volunteer work rate thus comes to 12.6% of the population: one in 8 Italians. The figure was 6.9% in 1993 and 10% in 2011. According to the Socialis Observatory (report no. 6 - Volunteer work: where and why we do it), 83% of adult citizens believe volunteer work to be necessary where they live. "In addition to a moral reason, the acknowledgement of the need for and usefulness of volunteer work is clear, highlighted by a present day situation where welfare tends to weaken progressively", the Observatory researchers note. Growth of the commitment to volunteer work and the awareness of the role that each of us can play within our community is, however, also the result of a new business culture that is becoming widespread on an international level. Mark Zuckerberg (Facebook), Bill Gates (Microsoft) or Reed Hastings (Netflix), with their increasingly frequent public displays of social commitment, are just some of the most famous international icons. They are backed by important figures. **90% of the 500 largest American companies in terms of turnover boast solutions that involve their employees in community service activities.** Instead, Deloitte's Volunteer Impact Survey makes it abundantly clear that "more than eight out of ten companies (84% to be precise) feel that company volunteer work is key to the success of non profit organisation projects in their area". But the same virtuous mechanism also reverberates within the companies themselves. And again from Deloitte, we learn: employee involvement, especially of younger members, leads to companies "being repaid" not just in terms of more satisfied workers but also in terms of retention. A strategically focused volunteer program can be one of the most critical elements a talented employee takes into consideration when deciding to remain with his present company or move on. Two long-standing community involvement tools that UniCredit Foundation organises for Group employees are the direct

results of this modern vision of doing business: the "Gift Matching Program" and "Your Choice, Your Project". "Let's take the first, by way of example: in recent years this has grown considerably, both quantitatively and qualitatively, involving an ever larger number of participants. Today it is undoubtedly an asset, and one which, together with others, contributes towards our banking Group's positive image, both internally and externally", the UniCredit HR Manager, **Paolo Cornetta**, explains. "These are", he continues, **"long term strategies that embody a specific company conception: social responsibility is an integral part of our Group mission, production processes and organisation"**. In 2000 the European Council in Lisbon defined social responsibility as a new strategic objective, aimed at increasing and sustaining the competitiveness of Europe's economy relative to its competitors. We have fully embraced this approach, an approach that is fully expressed in the CSR, able to create capital both inside and outside the company, and making it possible, in turn, to generate greater economic value. This is because internal, positive and systematic community-oriented relations are essential in optimising business results". **But today, this alone cannot suffice, we need to take the next step: raising the bar on the type of real impact that this activation produces. And Mr Cornetta is well aware of this:** "We understand the need to prepare instruments and metrics that allow us to report on and measure the impact of internal mobilisation generated by our projects, more accurately and in greater detail". This is also with a view to better selecting the targets and making this activity more visible outside the company walls. The challenge is far from simple, considering the complexity of identifying truly effective measurement instruments. "In these terms", Mr Cornetta concludes, "we clearly need to optimise the work of our more socially active collaborators and employees precisely because they are the best "bridges" linking the company and the territory. It is they we need to address to find out how far our volunteer initiatives affect the real lives of the people concerned".



Solidarity in companies is gaining popularity

An increasing number of American companies are now seeing volunteer work experience and the participation in business

solidarity programs as a key element in their employees' careers. Participation in projects run to the benefit of others is seen as a privileged area, where skills can be developed such as leadership, which can then be put to good use in everyday working environments.

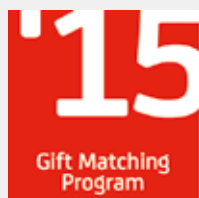
One of the world's largest organisations dedicated to the promotion of volunteer work, the US Points of Lights (its ambassadors include Kevin Bacon and John Oliver, to mention just a couple), highlighted in its January 2015 Trends Of Excellence report, also considered worthy of note by Forbes magazine (which each year draws up a classification of the world's richest men), the fact that more and more US businesses are encouraging their employees to combine sales performance with a commitment to the local community.

The researchers believe that company volunteer work and involvement in non profit projects conceived and/or supported collectively in a working context has a positive impact on employee morale, strengthening team spirit. And the incentive also tends to lengthen the professional relationship enjoyed between employees and company.

It therefore comes as no surprise that a US finance giant like JPMorgan Chase should choose to involve its employees in programs designed to help disadvantaged young men and women improve their reading skills through a virtual tutoring program that can be used by employees at their desks. On its part, the Californian Mc Kesson considers volunteer work experiences as an important part of the ICARE (Integrity, Customer - First, Accountability, Respect, Excellence) screening carried out each year by employees.

Another good practice, the study claims, is that implemented by PricewaterhouseCoopers, whose recruitment office shows considerable appreciation for university volunteer work experiences when considering CVs submitted by future employees. Once the contract has been signed, the new employees are immediately introduced to the PwC corporate volunteer work program and called to take part in team-building projects focussed on offering local young men and women the support they need.

In companies that have upheld this policy an increased participation in charitable events has naturally been recorded. In other words, helping others has become a way of gaining appreciation in the workplace. A virtuous circle of good practices at zero cost that, when all is said done, benefits all those involved, stakeholders and otherwise.



Gift Matching Program

Organised for the first time in 2003, when UniCredit Foundation was established, the Gift Matching Program has been adopted by the Foundation to support UniCredit employees in their approach to philanthropy, following in the footsteps of the major Anglo-Saxon corporate foundations.

In practice, it allows groups of employees to make a donation to a non profit organisation of their choosing. According to the level of funding allocated to the project, UniCredit Foundation then matches these donations donating the same amount as has been donated by the employees to the organisations in question.

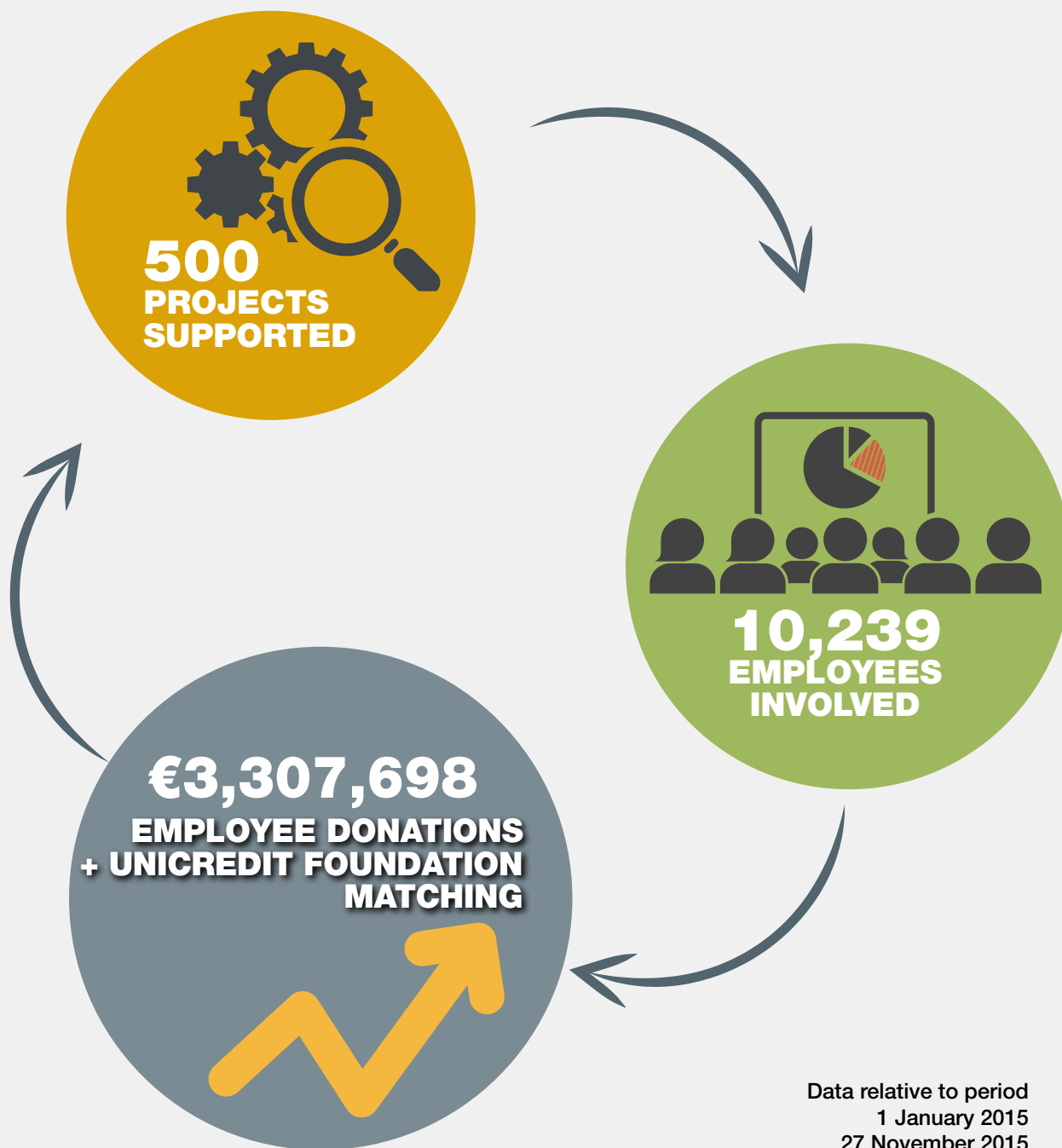
In other words, the program seeks to optimise the direct commitment and initiatives made and taken by our employees, enabling them to make an active contribution to solidarity projects that they themselves have proposed.

The Gift Matching Program is based on a specific regulation available to all UniCredit employees, guaranteeing that it remains fair and transparent.

In 2015, 500 projects received support with the participation of 10,239 employees, with joint (employees and Foundation) donations totalling more than €3.3 million.

Since it first started, the Program has supported almost 5 thousand projects with donations amounting to €43 million, of which in excess of €22 million raised by employees and a further €20 million matched by UniCredit Foundation.

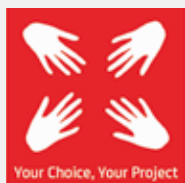
Key figures



A REPORT IN TWO LANGUAGES

“Our Joint Efforts” (or “In prima persona” in the Italian version) is the title of the publication that UniCredit Foundation has been printing for the last four years setting out, page after page, a complete review of the projects supported by the Gift Matching Program. The 2014 edition can be downloaded in PDF format from the Foundation website: www.unicreditfoundation.org/en/publications

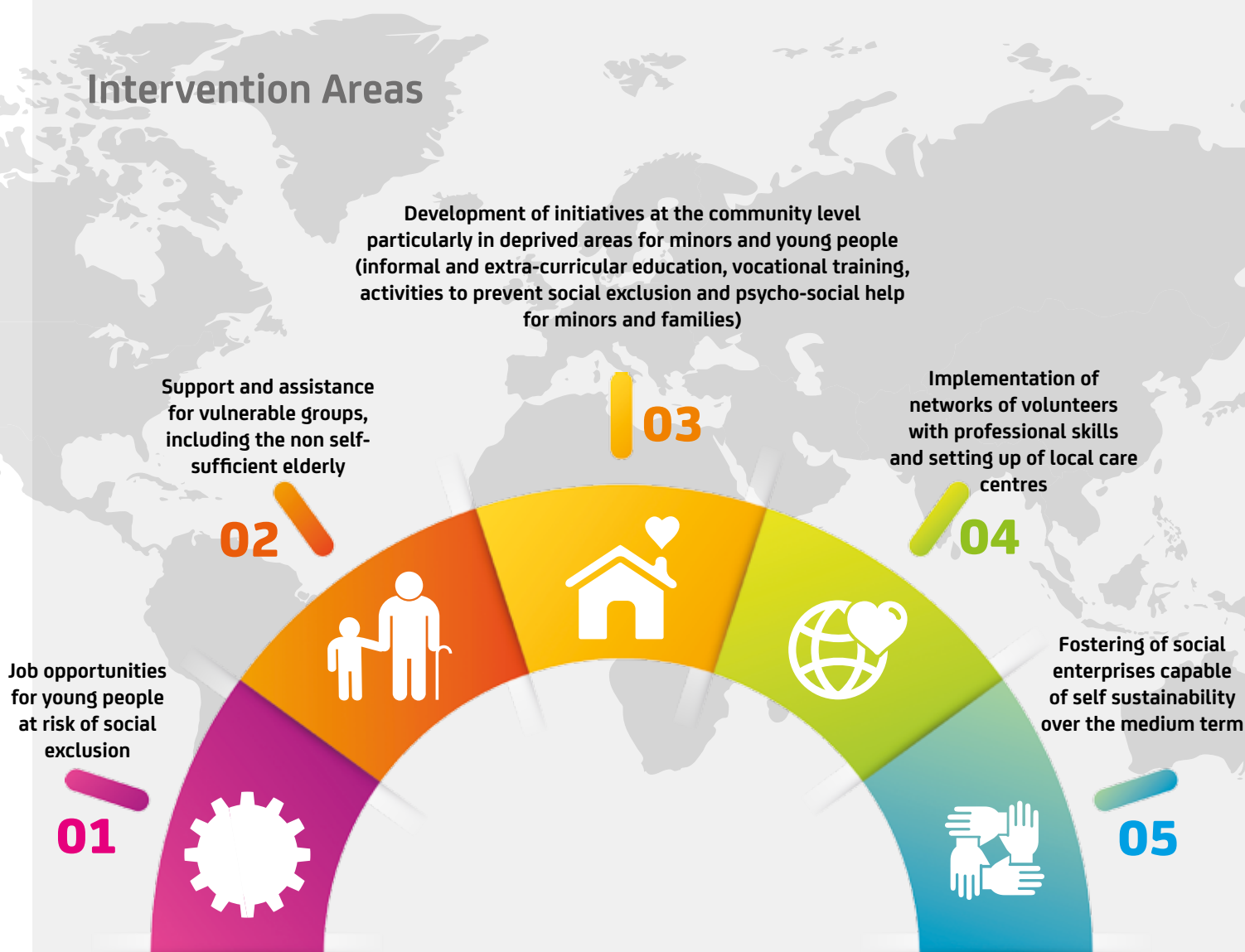
Your Choice, Your Project



The reader will have realized while going through these pages that some of the descriptions of the projects have been marked with the “Your Choice, Your Project” logo. The wording on the logo is the same as the name of the initiative designed to involve employees in the decision making process that was extended to include all of UniCredit Foundation’s activities. The mechanism is simple: after a nationwide competition or preliminary scouting in different regions and an ensuing selection process, the projects that the Foundation will support in each individual country are presented to the employees of the UniCredit group. At this point, a click of the mouse is all that

is required to express a preference and indicate to the Foundation which project should receive an additional donation. In this way employees can participate directly in the decisional processes that direct the philanthropic activities of our Group. Moreover, some colleagues have gone further and have participated in person as volunteers in field projects. From 2012 to 2015, through “Your Choice, Your Project”, it has celebrated five years of activity. Over the years, 23 voting sessions have been held in 12 different countries, for a total of 66,210 votes expressed.

Intervention Areas



Rest-Cent-Initiative

COUNTRY **GERMANY** ■ REGION **NATIONAL** ■ DURATION **JANUARY 2015 - DECEMBER 2015**

4,700

AVERAGE
NUMBER OF
PARTICIPANTS
EACH YEAR

211,000

EUR TOTAL
DONATIONS
DISTRIBUTED

HypoVereinsbank uses the Rest-Cent-Initiative to convey its commitment to active responsible business in favour of the territory, stressing the importance of involving employees. These goals are an integral part of UniCredit Foundation mission, which has always made an important contribution since it was first launched (in 2012), doubling up the annual donations made by HVB employees. The Rest-Cent-Initiative allows colleagues working in Germany to decide to make a monthly donation of a given percentage of their net salary to non profit organisations operating in the country. They have an active role and - on the basis of a preliminary selection made by HVB with the help of Phineo philanthropic advisory experts - choose the beneficiaries by means of the on-line voting mechanism "Your Choice, Your Project". The amount raised during the year is then doubled by UniCredit Foundation.

2015 marked the fourth edition of the Rest-Cent-Initiative; almost €60,000 being allocated to the two social inclusion projects proposed by SchlaU-Schule (social integration for young refugee students) and the famiLY-Programm (education support for the youngest members of families in difficulty).

In February 2016, our HVB colleagues voted to select the beneficiaries of the donations made during the year and which will be matched by UniCredit Foundation.



Nepal emergency

COUNTRY **NEPAL** ■ REGION **CHAINPUR, DISTRICT OF DHADING** ■ DURATION **JULY 2015 - NOVEMBER 2015**

PARTNERS **CWIN, CESVI**

1,454

NUMBER
OF DIRECT
BENEFICIARIES

8,345

NUMBER OF
INDIRECT
BENEFICIARIES

454

PEOPLE
RECEIVING
TRAINING

In April 2015, the north-west area of Nepal's capital city, Kathmandu, was devastated by a disastrous earthquake of a magnitude of 7.8, in which more than 8,700 people lost their lives and just under 17,000 were injured. It is calculated that around 2.8 million people are in need of humanitarian aid and almost 800,000 homes have been damaged or completely destroyed. In this scenario, thanks to the donations made by UniCredit employees, UniCredit Foundation decided to intervene in support of the Nepalese NGO CWIN in collaboration with the Italian CESVI, on a project in the district of Dhading to help the families involved in the emergency. The aim was initially to provide a roof for 272 families whose homes had been completely destroyed, and to offer training to the adults. The training aimed to convey know-how about the risks involved and precautions necessary when building houses in areas at high risk of earthquakes, like Nepal.

The improvement of hygiene conditions in the secondary school of Shree Salbas was also absolutely essential, where there were previously just 4 toilets for 348 students.



Zuzana Kazdova (Program Manager, Cesvi): "Thanks to the materials received and training on anti-seismic construction techniques, the families affected have been able to build themselves dignified shelters and safer homes. The construction of toilets in Shree Salbas Higher Secondary School has also proved essential in improving conditions of students at school, and particularly for young and teenage girls."

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Open Rehearsals

COUNTRY **ITALY** | AREA **MILAN** | DURATION **JANUARY 2016 - MAY 2016**

PARTNERS **FONDAZIONE IEO-CCM, FONDAZIONE IRCCS ISTITUTO NEUROLOGICO CARLO BESTA, FONDAZIONE CENTRO SAN RAFFAELE, FONDAZIONE IRCCS ISTITUTO NAZIONALE DEI TUMORI**

The Open Rehearsals, now celebrating their seventh edition, have become a season in their own right, with five appointments each year (the first of which is completely free of charge and open to the city). The idea is to allow the general public to attend rehearsals for concerts to be performed during the Filarmonica season for a very low cost, also allowing them to be a part of an important solidarity project run for the benefit of Milan-based non profit organisations.

The initiative is organised by the Filarmonica della Scala Orchestra in collaboration with Milan Municipality and the Main Partner UniCredit. It benefits from the sponsorship of the Lombardy Region, città metropolitana di Milano and Milan Municipality. Since 2010, the Open Rehearsals have successfully generated more than €700,000 for social projects. Beneficiaries include: in 2010 Fondazione Don Gnocchi, Fondazione Arché, Casa della Carità and Fondazione Floriani; in 2011 Comunità Nuova, Vidas, Centro per anziani Ercole Ratti, Scuola Italiana di Senologia and Opera San Francesco per i Poveri; in 2012 OBM Onlus, CasAmica, Bambinisenzasbarre and COMIN; in 2013 Opera Cardinal Ferrari, Centro Francese Maria della Passione, Cena dell'Amicizia and Pane Quotidiano; in 2014 Caritas Ambrosiana, Auser Volontariato Milano, Fondazione Progetto Arca, and Associazione Seneca; in 2015 UILDM Milano, Handicap...su la testa!, Associazione iSemprevivi+onlus and Progetto Itaca. The 2015

edition was fully sold out every evening, making for a grand total of more than 9,600 spectators, also thanks to the books of tickets available, giving access to all dates. 1,127 of these were purchased. Gross average takings per evening came to €31,000, whilst the total amount donated to the beneficiary organisations came to more than €126,000. The 2016 cycle was instead dedicated to raising funds for scientific research conducted by four of the main Milan-based organisations of international importance: Fondazione IEO-CCM, Fondazione IRCCS Istituto Neurologico Carlo Besta, Fondazione Centro San Raffaele and Fondazione IRCCS Istituto Nazionale dei Tumori UniCredit Foundation made a direct donation to the Associazione Filarmonica della Scala Orchestra, which pays for all costs connected with the organisation of the evenings (venue, advertising, masks, etc.). All the takings from ticket sales go directly to the organisation matched with the specific Open Rehearsals; which therefore avoids all costs relative to the evening's organisation.

A final note: there is a dedicated website (www.filarmonica.it/proveaperte) which, in addition to publishing the calendar of performances and an archive of news and information about previous editions, also gives a description of the social projects supported and the associations that have partnered the project in recent years.



Prove Aperte
LA FILARMONICA DELLA SCALA INCONTRA LA CITTÀ



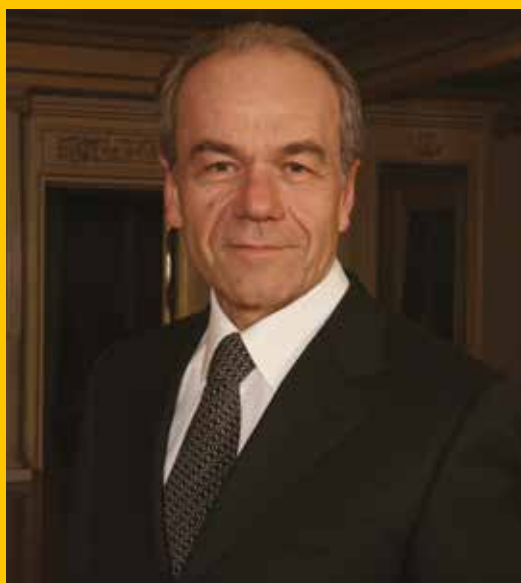
The universal language of music and solidarity

The Open Rehearsals of the Filarmonica della Scala Orchestra has now become a season in its own right, with its very own loyal public assiduously attending concerts, who are aware of just how important this initiative is in terms of offering solidarity and support to the various causes. I must stress my appreciation of the great enthusiasm with which the orchestra musicians have participated in the project. They have understood that with their help, two goals can be achieved: on the one hand, the public grows and gains an insightful glimpse into some of the most important steps in the enormous preparatory work that goes into a performance, and on the other, its professionalism is made available, entirely free of charge, for a greater good: supporting non profit associations. Seven years after this important initiative first started, the opening of the rehearsals for more than 30 concerts of past seasons has successfully raised more than €700,000, all of which has been handed over to Milan-based non profit associations for the development of specific projects. The satisfaction and pride felt from this exceptional social achievement has two sources: on the one hand, we help those working for the social good to achieve their aims, and on the other, we open our concerts up to a new public, which is perhaps approaching music for the first time, to young students of schools and academies who are thus given the chance to observe the conductors and professional orchestra members at work. It must be said that the whole situation in the theatre makes for some very enjoyable, informal, relaxed evenings. The Open Rehearsals brings La Scala theatre ever closer to the city. The Filarmonica has always had a social vocation, since it was first established, felt as a cultural responsibility towards the citizens and community of which it is an integral part. The Open Rehearsals allow the public to access the theatre without all the formal rites usually in place. Indeed this

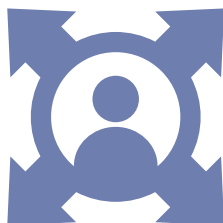
informal approach, the possibility of hearing the words of the protagonists and of gaining familiarity with the pieces on the program, make the atmosphere a light-hearted, pleasant one, creating a bond and participation that is beneficial to La Scala and those who attend it regularly. There is therefore a common thread that links the Filarmonica della Scala Orchestra with the organisations operating in the field of medical and research, which are supported by this project: the bond and the desire to reach everyone with the force of music: a universal language that can overcome all barriers. The purpose of a great orchestra like the Filarmonica is to generate beauty, culture and passion, to allow a community to grow in all its parts, without leaving anyone behind.

Ernesto Schiavi

Artistic Director, Filarmonica della Scala Orchestra







The non profit control room

As regards initiatives connected to support for non profits and to the development of philanthropy, UniCredit Foundation acts as a centre

of expertise for the entire UniCredit group. The aim is to provide a specific professional contribution, on the one hand, to support the development of the non profit sector in the best and most innovative way and on the other, to raise awareness within and outside UniCredit of the importance of strategic philanthropy as an instrument to support solidarity in the relevant communities.

Considering the increasingly complex needs emerging within the community, **it is no longer possible to have a real impact on social fragility without fostering a knowledge and awareness of the vital role modern philanthropic activities play.**

Along with traditional solidarity interventions, the Foundation together with UniCredit has begun to plan and implement forms of assistance that make the ability to respond to a complex social demand compatible with the need for sustainability, so that interventions in the field have a self-sufficient based economic perspective.

With this in mind and with the aim of functioning like a steering committee for non profit activities, UniCredit Foundation is collaborating with the Private Banking Division to offer a range of services for their clients who would like to “invest” in solidarity initiatives.

Following the Philanthropy Advisory model that begins with the wishes of the client and focuses on his personal humanitarian approach, a philanthropic profile is created and appropriate tools suggested as to the best way to become involved. This could be: a direct donation to an organization identified by the Foundation as being particularly efficient and effective; the establishment of one's own foundation or the activation of a fund, using the instrument of philanthropic brokerage, managed by the Foundation on behalf of the benefactor.

The centre of expertise is also engaged in supporting UniCredit business activities that involve the Third sector and in best practices exchange on an international level. **The Foundation also collaborates with Universo Non Profit, the commercial division that deals specifically with the banking needs of those in the private social sector;** the Foundation, in fact, is currently involved in developing activities with clients they serve and those they could potentially serve. Equally, the Foundation's decision to finance social enterprises, those already established as well as those in the start-up phase, places the bank in a position that enables it to also act as a provider of credit for the non profit system.

UniCredit Foundation, moreover, has contributed to fostering best practices among the diverse countries where it operates, assisting local banks in their choice of social interventions.

“Fondo Giancesini” Initiatives

COUNTRY **ITALY** | REGION **VENETO** | DURATION **JUNE - DECEMBER 2015** | PARTNERS **UNIVERSITÀ DEGLI STUDI DI VERONA**



Thanks to the generous donation of a citizen of Verona, who activated a philanthropic fund in her name managed by UniCredit Foundation, in 2015 the Foundation - in collaboration with the University of Verona - was able to launch the second edition of the call for four “Fondo Giancesini” study/research scholarships, destined for graduates, post-graduate students or PhDs worth €25,000 each.

All candidates submitted a research project, to be realized abroad, lasting between 9 and 12 months.

Last December the names of the winners were announced; they were selected by a Commission appointed by the University and made up of university professors and an external member appointed by UniCredit Foundation: the prizes went to Giovanni Pellegrino and Riccardo Camboni Marchi Adani for the Department of Economic Sciences, and to Christian Geroin and Simone Romano for the School of Medicine and Surgery.

Thanks to the “Fondo Giancesini”, in June 2016 the launch of the third edition of this call is planned.

The donation also enabled the launch in February 2016 of a new initiative entitled “Fondo Giancesini” Research Prize, destined for young associate professors, assistants or researchers of any nationality and from any European university. The two winners will be able to make use of a fund of €15,000 each for the development of research projects lasting a year, respectively in the economic-financial field and in medical sciences and will be selected by two scientific commissions made up of academic experts appointed by the University of Verona and by UniCredit Foundation. The winners will then be invited for a “visiting” period by the University of Verona to share the results of their work and also to present their research during a workshop.

For this initiative, UniCredit Foundation and Verona University benefited also from the collaboration of the UniCredit & Universities Foundation.



Note to the reader



Projects monitoring

All the Foundation's projects are monitored in their implementation and execution. Just like the year before, in 2015, Deloitte ERS Enterprise Risk Services S.r.l. again carried out agreed verification procedures relative to accounting and administration for the following projects:

- Impronte Sociali (Cooperativa Sociale Studio and Progetto 2)
- Mani in pasta (phase 2) Call for tender UniCredit Carta E 2014: social cohesion strategies for young people (Madre Teresa Cooperativa Sociale)
- buntkicktgut goes Franchise - From Social Project to Social Business (Social Entrepreneurship Akademie, buntkicktgut)
- Things: Social Business (TechSoup)
- Support to social entrepreneurship in Czech Republic and Slovakia (VIA Foundation in collaboration with Provida Foundation)
- The Inkubator: Social Business in Croatia 2014/2015 (Idea in Action - Impact HUB Zagreb)
- Idea for a better tomorrow (Ana and Vlade Divac Foundation / Smart Kolektiv)
- Competition and Capacity Building Support to Social Enterprises in Romania (NESsT Romania)
- F&ASible - Financial & Advisory Support to make the emerging of the Serbian social economy feasible (Grupa 484)
- Expofacile! (LEDHA - Lega per i diritti delle persone con disabilità)
- Nepal emergency (CWIN, CESVI)





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Dear Board Members,

We kindly ask you to approve the 2015 Financial Statements presented here which show an operating surplus of €91,269 that will be added to the Operating Reserve.

The Chairman
Maurizio Carrara

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& Social
Innovation

Advocacy
& Social Inclusion

Employee
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A Centre
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BALANCE SHEET AS AT 31 DECEMBER 2015 (AMOUNTS IN EURO)

ASSETS	31/12/15	31/12/14	LIABILITIES	31/12/15	31/12/14
C) Current assets	9,448,395	8,921,149	A) Net equity	4,158,401	4,067,132
II - Receivables	17,855	18,839	I – Operating reserve	4,095,401	4,004,132
5) Due from others	17,855	18,839	1) Surplus/Deficit on operations	91,269	-25,760
III – Financial assets not classified as fixed assets	4,230,594	6,009,679	2) Surpluses of previous years	4,004,132	4,029,892
2) Other securities	4,230,594	6,009,679	II – Endowment fund	63,000	63,000
IV – Liquid assets	5,199,946	2,892,631	D) Payables, with separate indication for each item of the amounts due after the following period	5,289,994	4,854,017
1) Bank deposits	5,171,975	2,836,686	2) Payables for contributions to be disbursed	5,181,993	4,734,029
2) Cash held at asset management companies	27,471	55,445	2.1) Projects in countries where the Group is present	1,579,235	1,787,135
3) Cash and cash equivalents on hand	500	500	due within the following period	1,264,703	1,420,084
			after the following period	314,532	367,051
			2.2) Projects involving personnel of the Group	2,394,482	2,276,894
			due within the following period	2,355,552	2,246,763
			after the following period	38,930	30,131
			2.3) Specific projects	1,208,276	670,000
			due within the following period	520,000	320,000
			after the following period	688,276	350,000
			6) Accounts payable	85,405	85,339
			7) Taxes payable	19,554	18,465
			8) Social security payables	0	0
			12) Other payables	3,042	16,184
TOTAL ASSETS	9,448,395	8,921,149	TOTAL LIABILITIES	9,448,395	8,921,149

MEMORANDUM ACCOUNTS	31/12/15
Commitment by Fondazione con il Sud	21,675.00

REPORT ON OPERATIONS FOR FINANCIAL YEAR 2015 (AMOUNTS IN EURO)

EXPENSES	31/12/15	31/12/14
1) Expenses from ordinary operations	4,556,499	4,124,695
1.1) Projects in countries in which the Group is present	1,362,328	1,364,000
1.2) Projects involving personnel of the Group	2,116,683	2,055,624
1.3) Specific projects	990,575	670,000
1.4) Studies and expenses for feasibility, assessment and promotion of projects	13,138	35,071
1.6) Projects monitoring	73,775	0
6) General administrative costs	502,478	550,440
6.1) Employees	210,619	212,017
6.2) Other operating costs	291,859	338,423
TOTAL EXPENSES	5,058,977	4,675,135
OPERATING SURPLUS	91,269	0
TOTALS	5,150,246	4,675,135

REVENUES	31/12/15	31/12/14
1) Revenues from ordinary operations	4,945,699	3,963,245
1.1) Contributions received	4,945,699	3,963,245
1.2) Other income	0	0
4) Financial income and gains	14,714	145,820
4.1) From bank deposits	8,631	13,350
4.4) From other assets	6,083	132,470
7) Other income	189,833	540,310
Amounts recovered from projects completed or not implemented	189,833	540,310
TOTAL REVENUES	5,150,246	4,649,375
OPERATING DEFICIT	0	25,760
TOTALS	5,150,246	4,675,135

NOTES TO THE ACCOUNTS FOR FINANCIAL YEAR 2015

Preliminary Information

UniCredit Foundation was established on March 5, 2003 as Unidea – UniCredit Foundation, with an endowment of €63,000.

It is a not for profit private foundation and is registered in the Registry of Entities of the Prefecture of Milan under number 414.

The purpose of the foundation is to promote, implement and management support actions in the field of solidarity, assistance and charity, orienting its commitment in particular in countries where the UniCredit group has a presence.

The Foundation's Bodies are: the Board of Directors, the Chairman and the Board of Auditors.

Contents and form of the Financial Statements

The Financial Statements were drawn up in accordance with the recommendations issued by the "Non profit Enterprises Commission" of the National Board of Chartered and Expert Accountants. The accounting principles and valuation criteria have been applied consistently over time and have not been changed unless otherwise noted.

The Financial Statements consist of the Balance Sheet, the Statement of Operations and the Notes to the Financial Statements, and are accompanied by the Annual Report above.

The year 2015 closed with an operating surplus of €91,269, which represents the income for the year not yet assigned to projects as at 31 December 2015 and which will be added to the Operating Reserve.

The statements are audited by the Board of Auditors.

Since the Foundation does not conduct commercial business, it is not subject to VAT and it is also not subject to income tax due to the nature of its income, but is subject to IRAP (Regional Business Tax).

Accounting principles and valuation criteria

Income and expenses are reported on an accrual basis with the exception of contributions received, which are recorded on a cash basis. Accrual of the costs from ordinary activities is determined on the basis of the spending resolutions approved by the Board of Directors.

Assets

CURRENT ASSETS

Receivables are posted at their nominal value which is the same as their estimated realizable value.

The item **Financial assets not classified as fixed assets – Other securities** includes securities in the portfolio for asset management purposes, which the Foundation's reserves are invested in until they are used by the institution. These securities are all listed at market value understood as the price reported on the last trading day of the period, including any accrued income due.

Liquid assets are reported at nominal value.

Liabilities

NET EQUITY

The **Operating Reserve** consists of operating results for the current and previous periods.

The **Endowment Fund** is recognized at nominal value and represents the value of contributions made at the time the Foundation was established.

Payables, with separate indication for each item of the amounts due after the following period.

Payables are reported at their nominal value.

Payables for contributions to be disbursed represent the Foundation's commitment to projects that have been approved but not yet funded. They are broken down by the type of project supported.

Accounts payable include amounts owed with respect to invoices or bills received as well as the amount of any invoices/bills to be received for services received but not invoiced by the end of the year.

Taxes payable include the advanced withholding tax on the income of self-employed workers, taxes withheld from workers and the amount of IRAP tax due.

Social security payables reflect the amount of social security contributions accrued but not paid for people employed.

Other payables represent all remaining payables which, by their nature, are not included in the previous items, including the substitute tax on asset management earnings that have accrued and are owed to the asset management company, which acts as withholding agent.

Memorandum accounts

The **Memorandum Accounts** represent commitments from third parties to make donations to fund specific projects.

Expenses

Expenses from ordinary activities include all contributions and expenses for projects approved during the period by the Board of Directors.

General administrative costs reflect the costs incurred by the Foundation during the reporting period to conduct its operations.

Revenues

Revenues from ordinary operations represent the donations received during the period.

Financial income and gains represent bank interest and income from investments in asset management accounts. Income is reported net of expenses and taxes.

The item **Other Income** brings together the remaining revenues, which by nature cannot be included in the previous categories, including sums recovered due to restructuring of financial commitments relative to projects and surpluses recovered on projects completed or not implemented.

COMMENTS ON THE BALANCE SHEET AND ON THE REPORT OF OPERATIONS

(AMOUNTS IN EURO)

Assets

	31.12.2015	31.12.2014
C) Current assets	9,448,395	8,921,149
II - Receivables	17,855	18,839
5) Due from others	17,855	18,839

Receivables due from others include the balance of prepayments for IRAP and INAIL taxation, prepaid credit cards provided to workers.

	31.12.2015	31.12.2014
III – Financial assets not classified as fixed assets	4,230,594	6,009,679
2) Other securities	4,230,594	6,009,679

Other securities for 2015 decreased in comparison to the amount stated for the previous year since, given the trend in rates and the completely conservative management profile, it was deemed appropriate to limit the investments in asset management, prioritising the decision to increase liquid assets.

Asset management includes:

- Italian and European government securities of €2,504,478 measured at market value on the last business day of December 2015 and include accrued interest of €18,329. A breakdown of the securities portfolio as at 31/12/2015 is provided in the table in Annex A).
- European Bond Securities Funds for a total value of €1,726,115 measured on the basis of values of the units of those Funds at 31 December 2015. Annex B) provides information on the composition of and movements related to the aforementioned funds portfolio.

	31.12.2015	31.12.2014
IV – Liquid assets	5,199,946	2,892,631
1) Bank deposits	5,171,975	2,836,686
2) Cash held at asset management companies	27,471	55,445
3) Cash and cash equivalents on hand	500	500

Bank deposits represent the total of current account balances held at UniCredit S.p.A..

Cash held at asset management companies is the cash generated from the asset management relationship indicated under "Other securities".

Cash and cash equivalents on hand is the balance of petty cash used for current expenses.

Memorandum accounts

	31.12.2015
Commitment by Fondazione con il Sud to make donations to fund specific projects	21,675
<i>Total</i>	<i>21,675</i>

These represent commitments by third parties to fund specific projects.

The contribution from Fondazione con il Sud is the balance related to the amount allocated to the already existing project, approved on 6 June 2011, named Social Innovation for Naples 2.0 and will be paid in 2016.

Liabilities

	31.12.2015	31.12.2014
A) Net Equity	4,158,401	4,067,132

I – Operating reserve

The operating reserve amounts to **€4,095,401** and represents the algebraic sum of the operating surplus for the year of €91,269 and the surpluses from previous years of €4,004,132.

II – Endowment fund

This amount – totalling **€63,000** – was contributed when the Foundation was established.

Changes in Net Equity are indicated in the table below.

Statement of change to the items of the net equity for financial year 2015

	Operating reserve	Endowment fund	Total net equity
Start of year	4,004,132	63,000	4,067,132
Operating result for the period	91,269		91,269
Balance as at 31/12/2015	4,095,401	63,000	4,158,401

	31.12.2015	31.12.2014
D) Payables, with separate indication for each item of the amounts due after the following period	5,289,994	4,854,017

Payables, for contributions to be disbursed, totalling **€5,181,993**, represent the Foundation's commitment to projects that have been approved with disbursements to occur in future periods.

The following table provides a breakdown of projects by type and by disbursement period.

Payables Due	31/12/2015		
	due within the following period	after the following period	Totals
Projects in countries in which the Group is present	1,264,703	314,532	1,579,235
Social Enterprise Countries EEC (BG-RO-RS-SI-HU)	9,562	0	9,562
Business with a Mission - Bulgaria	20,000	60,000	80,000
The Power of Social Enterprise - Romania 2016/2017	70,000	15,000	85,000
Support to Social Entrepreneurship - Czech Republic and Slovakia 2015	105,500	3,150	108,650
Call for tender 2013 Occupiamoci! - Italy	16,654	0	16,654
Social Innovation for Naples 2.0	88,282	0	88,282
Grameen - Italy	0	14,654	14,654
Alzheimer Café - Italy	2,553	0	2,553
Philanthropic activities	96,000	0	96,000
Community nurseries project	12,000	10,521	22,521
Call for tender for establishment or implementation of 2 Alzheimer Cafés	20,000	19,092	39,092
UniCredit Factoring for Alzheimer Café	43,317	0	43,317
Call for tender UniCredit Carta E 2013 Social cohesion strategies for the elderly - Italy	150,000	48,192	198,192
Social Entrepreneurship Tender - Bosnia and Herzegovina 2014	6,734	0	6,734
Social Award - Austria 2015	2,500	0	2,500
Social Innovation Award - Austria 2015	32,500	0	32,500
Initiatives with European Foundation Center 2014	21,343	0	21,343
Competition - Capacity Building Support to Social Enterprises - Romania	6,104	0	6,104
Social Entrepreneurship Tender - Serbia 2014	2,001	0	2,001
The Inkubator: Social Business – Croatia 2014/2015	50,851	0	50,851
Filarmonica della Scala Orchestra meets the City 2015/2016	156,000	39,000	195,000
"Expofacile!" project	35,000	0	35,000
buntkicktut goes Franchise - From Social Project to Social Business - Germany 2014	35,000	0	35,000
JOBLINGE - Jointly Against Youth Unemployment 2014	25,439	0	25,439
Health and Social Assistance to Displaced Persons in Ukraine	10,900	0	10,900
Support to Social Entrepreneurship in Poland – 2015/2016	12,303	0	12,303
Support to Social Entrepreneurship in Poland – 2016/2017	85,000	15,000	100,000
Social Innovation Tender and Capacity Building for Non profit Organisations - Hungary 2015	9,160	0	9,160
Change with Business: Social Entrepreneurship Development Program - Turkey 2015/2016	65,000	14,923	79,923
Call for tender for 2015 Occupiamoci! - Italy	5,000	75,000	80,000
Radici di Memoria - Castelvetrano 2016	70,000	0	70,000
Projects involving UniCredit employees	2,355,552	38,930	2,394,482
Gift Matching Program 2014	201,637	0	201,637
Gift Matching Program 2015	1,976,974	0	1,976,974
Rest-Cent-Initiative - Germany	30,131	0	30,131
Rest-Cent-Initiative - Germany 2016	0	35,000	35,000
ECI – Three-Year Program	114,127	0	114,127
Nepal emergency	27,683	0	27,683
Support for the Dissemination Activities of the Philanthropic Advisory	5,000	3,930	8,930
Specific projects	520,000	688,276	1,208,276
Call for tender UniCredit Carta E 2014: Social cohesion strategies for young people - Italy	200,000	189,707	389,707
Call for tender UniCredit Carta E 2015: Social cohesion strategies for the elderly - Italy	200,000	350,000	550,000
"Fondo Ganesini" initiatives	120,000	148,569	268,569
Total	4,140,255	1,041,738	5,181,993

Accounts payable amounted to **€85,405** and related to amounts owed to UniCredit S.p.A, in relation to the cost of personnel seconded to the Foundation.

Taxes payable totalling **€19,554** included the worker-related withholding tax paid to the tax authorities in the month of January 2016 and the balance of IRAP due for 2015.

Other payables totalled **€3,042** and consisted of the substitute tax on asset management earnings accrued as at 31 December 2015 and not yet withheld by the asset management company.

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Expenses

	2015	2014
1) Expenses from ordinary operations	4,556,499	4,124,695
These can be broken down as follows:		
1.1) Projects in countries in which the Group is present	1,362,328	1,364,000
1.2) Projects involving personnel of the Group	2,116,683	2,055,624
1.3) Specific projects	990,575	670,000
1.5) Studies and expenses for feasibility, assessment and promotion of projects	13,138	35,071
1.6) Projects monitoring	73,775	0

The following shows details grouped by the Foundation's main areas of activity: Social Entrepreneurship and Social Innovation (€922,500); Social Inclusion (€439,828).

Social Entrepreneurship and Social Innovation	922,500
<i>Support to social entrepreneurship - Czech Republic and Slovakia 2015</i>	<i>220,000</i>
<i>Social Innovation Tender and Capacity Building for Non profit Organisations - Hungary</i>	<i>100,000</i>
<i>Social Innovation Award - Austria 2015</i>	<i>32,500</i>
<i>Business with a Mission - Bulgaria</i>	<i>80,000</i>
<i>Change with Business Social Entrepreneurship Development Program - Turkey 2015/2016</i>	<i>80,000</i>
<i>Call for tender 2015 Occupiamoci! - Italy</i>	<i>155,000</i>
<i>The Power of Social Enterprise - Romania 2016/2017</i>	<i>85,000</i>
<i>Radici di Memoria - Castelvetrano 2016</i>	<i>70,000</i>
<i>Support to Social Entrepreneurship - Poland 2016/2017</i>	<i>100,000</i>

Social Inclusion	439,828
<i>Health and Social Assistance in Ukraine</i>	<i>50,000</i>
<i>Filarmonica della Scala Orchestra meets the city 2015/2016</i>	<i>195,000</i>
<i>Support to the Bulgarian Charities Aid Foundation</i>	<i>7,328</i>
<i>Social Award - Austria 2015</i>	<i>62,500</i>
<i>Contribution to Slow Food - Terra Madre Giovani event</i>	<i>50,000</i>
<i>Support to Comunità di San Patrignano</i>	<i>50,000</i>
<i>Philanthropic Activities - April 2014</i>	<i>5,000</i>
<i>Initiatives with European Foundation Center 2014</i>	<i>20,000</i>

Also during the financial year 2015, in support of the social initiatives of employees of the UniCredit group, the amount of €2,000,000 was approved for the Gift Matching Program (GMP), which, as usual, consists of a contribution by the Foundation to supplement the donations made by employees of UniCredit in favour of non profit organisations.

This initiative, along with the others listed below, was recorded under the item Projects involving UniCredit employees, which totals €2,116,683.

Projects involving UniCredit employees	2,116,683
<i>Gift Matching Program 2015</i>	<i>2,000,000</i>
<i>Nepal emergency</i>	<i>71,683</i>
<i>Support for the Dissemination Activities of the Philanthropic Advisory</i>	<i>10,000</i>
<i>Rest-Cent-Initiative in Germany 2016</i>	<i>35,000</i>

Specific projects

The amount of €990,575 includes the commitments related to the “Fondo Giancesini”, the UniCredit Carta E 2015 call for tender and the other initiatives listed below.

Specific projects	990,575
“Fondo Giancesini” initiatives	240,000
Call for tender UniCredit Carta E 2015 Social cohesion strategies for the elderly - Italy	550,000
Social Innovation for Naples 2.0	50,575
Support to Fondazione Archè Onlus	150,000

Studies and expenses for feasibility, assessment and promotion of projects

The expenses accruing to this period totalled **€13,138**

The following table shows a breakdown by type of expenses.

	2015	2014
Expenses for promotion activities:	4,767	23,696
Research	0	0
Seminars/Conferences for project development	650	19,875
Publications	4,117	3,821
Preliminary expenses and feasibility studies for projects	8,371	11,375

Projects monitoring

Starting in the financial year 2015, it was decided that a specific item should be included for the costs of Projects monitoring, which had previously been individually allocated to each project. The total value of this item for this year is €73,775.

General administrative costs

	2015	2014
6) General administrative costs	502,478	550,440

These are the expenses incurred for the performance of activities aimed at achieving the Foundation's goals. They decrease from 2014 to 2015 by 8.7%. The breakdown of this item is as follows:

	2015	2014
6.1) Employees	210,619	212,017
6.2) Other operating costs	291,859	338,423

Employees

The Foundation does not have its own employees and uses staff seconded from the UniCredit group, for which it is charged by the parent company.

The 4 employees working in the Foundation at the beginning of 2015 were joined by a fifth person in May 2015 to replace a member of staff who left in November 2014. Another colleague joined in June 2015 to replace an employee leaving in September of the same year.

Please note that, in keeping with the method adopted in 2014, a portion of personnel expenses incurred during the year, equivalent to €103,935, was charged to the "Employee Community Involvement" (ECI) Three-Year Program, due to the fact that employee participation is an essential part of this program for the development of initiatives to promote employee involvement.

Other operating costs (€291,859) were composed of the following:

	2015	2014
Fees for professionals and professional services	210,454	229,299
Taxes and withholdings:	15,410	15,903
• IRAP	15,164	15,683
• Revenue stamps and various indirect taxes	246	220
Other:	65,725	73,481
• Entertainment expenses	3,651	2,467
• Stationery, printing and office supplies	2,692	2,018
• Travel expenses	3,282	7,187
• Rent	40,462	47,587
• Postage and Telephone	12,512	10,242
• Various (subscriptions, publications, membership fees, etc.)	3,126	3,980
Events	0	19,740

The decrease in General Administrative Costs compared to the previous year can be attributed mainly to the significant reduction in Other Operating Costs.

The decrease of the latter is due to the reduction in Fees for professionals and professional services (in particular, activities related to registration of trademarks came to an end and maintenance of the website, redesigned the previous year, was of a purely ordinary nature); to the reduction in Travel expenses as well as in costs for Events (since allocated to individual Projects); to the reduction in Rent (which also includes ancillary expenses such as utilities and building maintenance charges, reduced following the move which took place during the year from the premises in Via Durini to the office in Via San Protaso, both in Milan).

Revenues

	2015	2014
1) Revenues from ordinary operations	4,945,699	3,963,245

Contributions received, totalling **€4,945,699 with an increase of around 25% compared to 2014**, represent the donations received from various companies of the UniCredit group (€4,000,000) as well as the contributions listed below destined for the execution of specific projects (€945,699), as described in the Annual Report.

Ordinary contributions	4,945,699
<i>Contributions from Group companies</i>	<i>4,000,000</i>
UniCredit Spa Group	4,000,000
<i>Contributions for specific projects</i>	<i>945,699</i>
UniCredit S.p.A. for Archè Project	100,000
UniCredit S.p.A. for the UniCredit Carta E 2015 call for tender	500,000
"Fondo Ganesini" Initiatives	240,471
UniCredit group employees for the Nepal emergency project and others	54,653
Fondazione con il Sud	50,575

	2015	2014
4) Financial income and gains	14,714	145,820
4.1) From bank deposits	8,631	13,350
4.4) From other assets	6,083	132,470

The item **From bank deposits** totalling **€8,631**, consists entirely of interest accrued on current accounts. Income is reported net of taxes.

The item **From other assets** includes income from asset management plans with a special risk profile (Mixed Bond management line, with a predominant monetary component of 60% and a short/medium term bond component of 40%). The management line therefore has a very limited 'Modified Duration', totalling 1.66 years at 31 December 2015. Income is reported net of fees, expenses and taxes. A comparison with the previous financial year reveals a net decrease due to the reduction in the rates curve, which meant that during the year the yield on many bonds issued by European countries with medium/short term maturity dates became negative. This movement in the yield curve can be attributed to the expansive monetary policy of QE implemented by the ECB.

	2015	2014
7) Other income	189,833	540,310
Recovery of surpluses from projects completed or not implemented	189,833	540,310

The item **Other income** totalling **€189,833** represents the amounts recovered for the year on completed projects, as detailed below.

2011	Call for tender social cohesion strategies for the elderly – Italy F&ASible - Serbia	21,159 51,491
2012	Call for tender 2012 Social Cohesion Strategies for young people - Italy Social Enterprise Countries CEE (BG-RO-RS-SI-HU) Joblinge - Jointly Against Youth Unemployment - Germany buntkicktgut goes Franchise - From Social Project to Social Business - Germany	20,199 70,000 3,243 4,357
2013	Renewal buntkicktgut project - Germany Your Choice, Your Project - Croatia Support to social entrepreneurship - Czech Republic and Slovakia	9,207 53 938
2014	Social Award - Austria Social Innovation Award - Austria	2,500 2,500
2015	Things: Social Business - Turkey	4,184
Total		189,833

Other Information

As at 31 December 2015, the Foundation had no employees, but used the services of 5 individuals seconded from UniCredit.

The Foundation does not hold, nor did it acquire or sell during the year, any shares of the Founder or of any companies of the UniCredit group.

Members of the Board of Directors and Board of Auditors receive no compensation.

Milan, 14 March 2016

The Chairman
Maurizio Carrara

ANNEXES

**A) Breakdown
of the Securities
Portfolio held
for assets
management as
at 31 December
2015**
(Amounts in €)

Type of securities	Balance			Accrued Interest	Closing Balance
	Nominal value	Market Value	Exchange Value		
AUSTRIA 4.3 15092017	53,000	107.845	57,158	666	57,824
BEI FLOAT 15/01/2018	28,000	100.343	28,096	0	28,096
BEI FLOATER 27/01/2017	249,000	100.34	249,847	85	249,932
BOT 14 SEPTEMBER 2016	195,000	100.0535	195,104	0	195,104
BTP 4.25% 01/02/2019	56,000	112.4841	62,991	983	63,974
BTP ITALIA 2.15% 12/11/2017	45,000	103.6611	46,648	130	46,778
BTP 2.25% 22 APR 2017	58,000	102.7236	59,580	249	59,829
BTP 2.75% 11/2016	349,000	102.4768	357,644	1,213	358,857
BTPS 2.45 26.03.2016 IL	371,000	100.5275	372,957	2,397	375,354
BUNDES 2.75% 08/04/2016	-	100.815	-	-	-
BUNDES 1.75% 09/10/2015	-	99.99	-	-	-
CCT EU FLOAT 15/12/2015	-	100	-	-	-
CCTS FLOAT 15-10-2017	267,000	101.408	270,759	472	271,231
CTZ 30/08/2016	255,000	100.0232	255,059	0	255,059
EFSF 2,625% 02.05.2019	54,000	109.045	58,884	941	59,825
IRISH GOVERNMENT 4.6% 18/04/2016	75,000	101.385	76,038	2,423	78,461
OAT 4% 25/04/2018	75,000	109.868	82,401	2,049	84,450
SPAGNA 3.75% 31/10/2015	-	100	-	-	-
SPAGNA 5.5% 30/07/2017	77,000	108.595	83,618	1,782	85,400
SPGB 3.25 30-04-2016	227,000	101.042	229,365	4,939	234,304
				Totals	2,504,478

**B) Breakdown
of the Funds
Portfolio held
for assets
management as
at 31 December
2015**
(Amounts in €)

Type of securities	Balance			Accrued Interest	Closing Balance
	Shares	Market Value	Exchange Value		
ABSOLUTE INSIGHT EM MKT DBT	45,886.30	1.128	51,760	-	51,760
ALLIANZ FLEXIBLE BOND STRATEGY IT	43.85	1,098.04	48,148	-	48,148
AMUNDI FUNDS MONEY MARKET EUR CL ME	1,356.02	101.74	137,962	-	137,962
AXA WF EURO CREDIT SHORT DURA- TION	359,949	134.26	48,327	-	48,327
BGF-EUR SHORT DUR BOND EUR D2	7,411.46	16.31	120,881	-	120,881
BLUEBAY INV GD ABS RTRN BD M EUR	352,537	100.57	35,455	-	35,455
BNY MELLON ABS RETURN BOND S EUR	688,118	108.6252	74,747	-	74,747
BSF FIXED INCOME STRATEGIES FUND	724.38	121.83	88,251	-	88,251
DB PORTFOLIO EURO LIQ	1,789.34	77.14	138,030	-	138,030
DEUTSCHE INVEST I SH DUR CREDIT FC	454,371	132.14	60,041	-	60,041
DEUTSCHE INV I EURO-BONDS(SHORT) FC	486.03	151.7	73,731	-	73,731
FIDELITY EURO SHORT TERM BOND	1,633.20	26.0247	42,504	-	42,504
HSBC EURO SHORT TERM BOND I	2,734	12,963.93	35,443	-	35,443
ING L LIQUID EURIBOR 3M A	127,404	1,029.61	131,176	-	131,176
LYXOR ETF BOT MTS EX-BANK IT	1,556	101.54	157,996	-	157,996
NATIXIS EURO SHORT TERM CREDIT I EUR	7,189	10,425.03	74,945	-	74,945
ETF PIM ENH SHORT	1,216	101.71	123,679	-	123,679
PIONEER FUNDS EURO CORP SH TERM H	59,721	1191.32	71,147	-	71,147
PIONEER SF CURVE 1-3 YRS H	108,422	1213.41	131,560	-	131,560
SCHRODER EURO SHORT TERM BOND C	4,685.83	7.65	35,847	-	35,847
UBS SHORT TERM EUR CORPO- RATES Q	398,588	111.61	44,486	-	44,486
				Totals	1,726,115

REPORT OF THE BOARD OF AUDITORS ON THE 2015 FINANCIAL STATEMENTS

To the Board of Directors

The Financial Statements as at December 31, 2015, drafted by the Chairman and submitted for our attention, consist of the Balance Sheet, the Statement of Operations and the Notes to the Accounts, and are accompanied by the Mission Statement. They show the following results:

Balance Sheet

Assets	€9,448,395
Liabilities	€5,289,994
Net Equity	€4,158,401

Statement of Operations

Expenses	€5,058,977
Revenues	€5,150,246
Operating Surplus	€91,269

The Notes to the Accounts include all the information considered relevant in order to present a true and accurate picture of the situation. The Mission Statement describes in detail the activities carried out by the Foundation during this thirteenth year of activity.

During the year we have carried out the necessary audits in order to ensure compliance with the Law and with the Articles of Association as well as to check the financial operations of the Foundation, the accuracy of its accounting books and the integrity of the values of the Foundation, as required by the Articles of Association.

Our audit of the Financial Statements has been carried out in accordance with the auditing standards recommended by the “Consiglio Nazionale dei Dottori Commercialisti e degli Esperti Contabili” and, in accordance with these standards, we have made reference to the provisions of law regulating the Financial Statements, as detailed in the accounting standards issued by the above mentioned National Council.

We wish to emphasize that the Financial Statements are based on the accruals principles of accounting, except for contributions received, which are accounted on a cash basis. The exception to the general rule, on which we agree, has been adopted in accordance with the principle of prudence, to prevent use of funds that are not yet available.

On the basis of the audits carried out during the year and on these Financial Statements, we express a positive opinion on the approval of these Financial Statements and on the proposal to set aside the operating surplus for the increase of the Operating Reserve, as indicated by the Chairman.

Milan, March 14, 2016

The Board of Auditors

Giorgio Loli Chairman
Elisabetta Magistretti Regular Auditor
Michele Paolillo Regular Auditor

Intro

Entrepreneurship
& Social
Innovation

Advocacy
& Social Inclusion

Employee
Community
Involvement

Culture
& Solidarity

A Centre
of Non Profit
Expertise

Financial
Statements
2015

REPORT OF
THE BOARD
OF AUDITORS

UniCredit
Foundation
Report and
Accounts
2015

UniCredit Foundation

Registered offices: Milano, via San Protaso, 3

Registration in the juridical persons
register of the Prefecture of Milan
under number 414

on May 21, 2003

Tax code: 97342960156

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