



REGENERATIVE
SOCIETY
FOUNDATION

IMPACT REPORT

2025

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FROM VISION TO IMPACT: OUR TURNING POINT


- ANDREA ILLY

2025 was not a year like any other for the Regenerative Society Foundation: it was the year we reached our “turning point.”

In 2020, we launched this participatory foundation with a deep conviction—almost a challenge—to demonstrate that economic prosperity can, and must, evolve in harmony with the health of the planet and collective well-being, indeed, collective happiness. We chose regeneration as our compass to reshape business and society itself, setting a necessary horizon by which to realize our ambition: 2030.

In these first five years, we have transformed this purpose into a rigorous method. We have combined the on-the-ground experience of our entrepreneurs with the scientific depth of a multidisciplinary team and Scientific Committee. We have not worked in isolation: we have sought and built a systemic dialogue with stakeholders of every kind—from NGOs to multinationals, from international institutions to the most daring startups, from academia to the manufacturing sector. All of this with a non-partisan and interconnected approach—the only possible way to address the complexity of the “multiple crises” defining our era.

The result of this collective effort is the Regenerative Framework. A tool designed to measure the regenerative potential of projects across the pillars we consider fundamental: circularity, natural capital, climate, education, and well-being.



Once again, that inseparable triad that unites the environment, people, and the economy.

2025 marked a moment of sharing. We presented the Framework and the wealth of experience of our member companies in an international context. Last November's Regeneration 20|30 Forum was not just an event, but a celebration of a promise kept. A moment of dialogue and affirmation that marked the conclusion of our first phase—the Vision phase—and the beginning of a new era: the Impact phase.

This second edition of the Social Report—the first since our official entry into the National Single Register for the Third Sector (RUNTS)—documents the vitality of a growing ecosystem. Here you will find the initiatives that have allowed us to engage with new audiences and plant the seeds of regeneration in ever-wider fields.

Today, the Regenerative Society Foundation is moving toward a new ambition: to transform the Vision that has driven it so far into a tangible reality, capable of generating lasting value through projects in which we will join forces with diverse stakeholders, united in a systemic effort to transform the world in which our families live and our businesses operate.

The time for vision has become the time for action.

Together, as an impact foundation.

ANDREA ILLY

*Co-Chair
Regenerative Society Foundation*


METHODOLOGY

The year 2025 marks a milestone in the history of the Regeneration Society Foundation (RSF): the acquisition of Third Sector Entity (ETS) status and registration in the Single National Register of the Third Sector (RUNTS). This development is not merely a bureaucratic adjustment, but reflects the maturation of the Foundation's identity and mission. By choosing the ETS structure, RSF affirms its commitment to acting as a **fully transparent institutional actor**, whose objectives transcend the interests of individual members to embrace the **common good**.

For the foundation, operating as an ETS means:

- **Greater accountability:** subjecting its social impact to rigorous and public reporting standards (Ministerial Decree of July 4, 2019);
- **Openness to the community:** strengthening our role as a bridge between the private sector and civil society, ensuring that the value generated by our activities is available to the entire community;
- **Scientific and social rigor:** certifying that every resource, expertise, and project developed by or in collaboration with the Foundation is aimed at regenerating the environment, the economy, and society.

This Social Report, covering the 2025 fiscal year, has been prepared in accordance with the guidelines set forth in the Ministerial Decree of July 4, 2019, implementing Article 14 of the Third Sector Code (Legislative Decree 117/2017). Following the Foundation's registration with the RUNTS (Single National Register of



the Third Sector) in 2025, this document meets the legal requirements established for Third Sector Entities. This Social Report is, therefore, an official document that articulates RSF's role as an entity dedicated to the public interest, providing stakeholders with a clear and verifiable overview of the value we are building together.

SCOPE AND REPORTING PERIOD

This report details the activities and impacts generated by the Foundation during the period from **January 1, 2025, to December 31, 2025**. The scope of the report includes knowledge generation, advocacy, stakeholder engagement, and advisory services, as measured through projects using the Regenerative Framework.

EDITORIAL GUIDELINES

In preparing the report, the fundamental principles set forth in the standard were followed:

- **Materiality:** all information necessary to understand the Foundation's social impact has been reported.
- **Completeness:** all key stakeholders and areas of activity (Knowledge, Advisory, Communication) have been included.
- **Transparency:** governance and the use of resources are clearly presented.
- **Verifiability:** Data sources and calculation methods are traceable.

DATA COLLECTION METHODOLOGY AND IMPACT ANALYSIS

For the quantitative and qualitative aspects, the Foundation adopted a multi-method approach:

- **Internal management data:** extracted from the Foundation's databases (digital channel KPIs, event attendance, stakeholder database).
- **The Regenerative Framework:** to assess the impact of member companies' projects, the proprietary tool of the same name (validated by the Scientific Committee) was used.
- **Stakeholder engagement:** ongoing dialogue with direct stakeholders, particularly during the Regeneration 20|30 Forum, provided an opportunity to receive and incorporate feedback regarding the Foundation's activities.

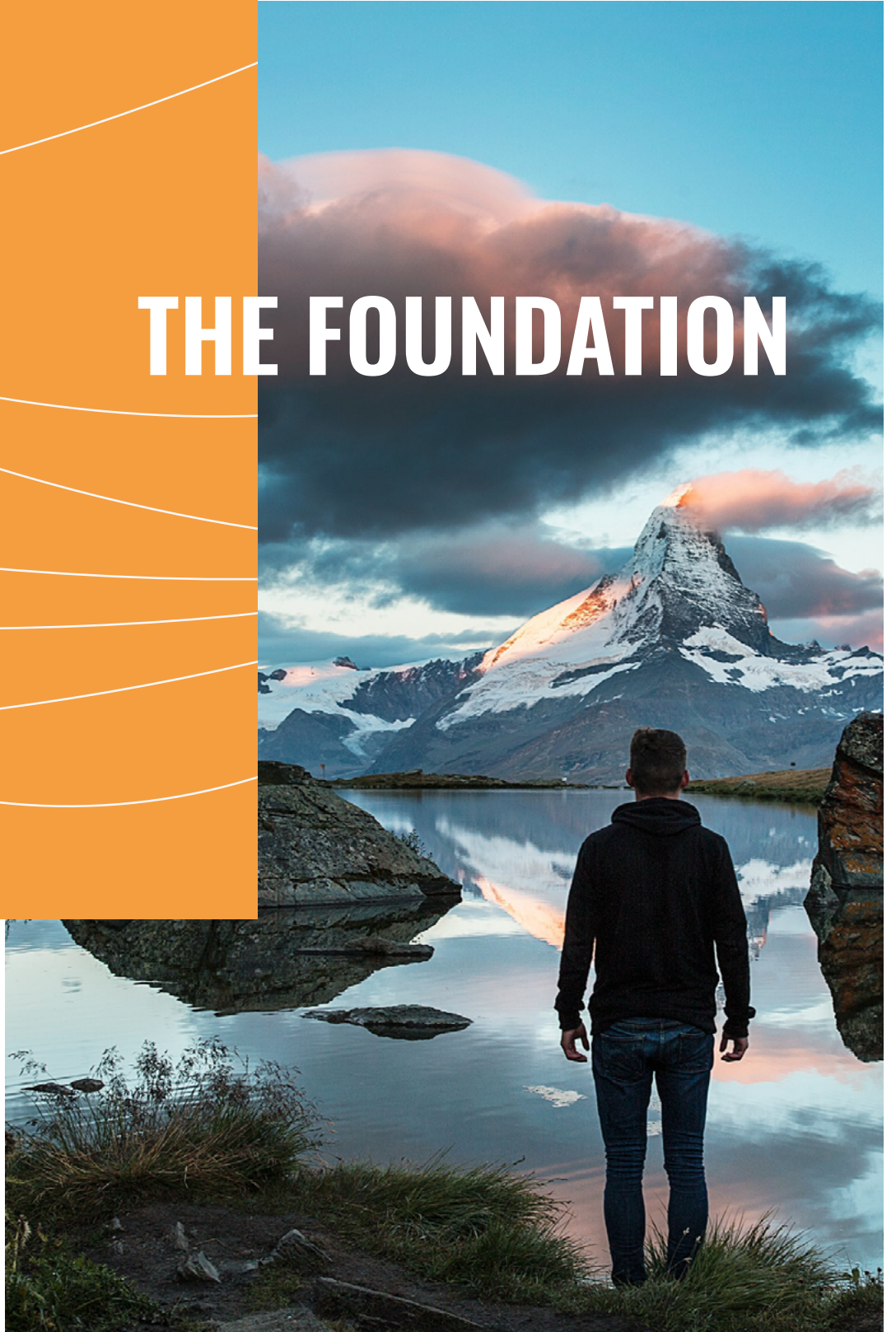
APPROVAL PROCESS

This document was prepared by the Foundation's program management team and approved by the Management Committee on [date]. It is made available to stakeholders through publication on the institutional website.

CROSS-REFERENCE MATRIX BETWEEN THE SOCIAL REPORT AND THE MINISTERIAL GUIDELINES

LGM SECTION	MINIMUM REQUIRED CONTENT	SECTION/CHAPTER/ PAGE OF THE AN- NUAL REPORT
1. Methodology used in preparing the social report	Standards used, scope of reporting, any changes from the previous year.	Methodological Note - P. 5
2. General information about the organization	Organizational profile, mission, history, geographic scope, activities of general interest (Art. 5 CTS).	The Foundation - P. 9
3. Structure, governance, and administration	Membership base, governance structure, governing bodies, stakeholder mapping.	Governance and Human Capital - P. 18 The RSF Ecosystem - P. 27
4. People working for the organization	Staff composition (employees, volunteers), training, health and safety, compensation.	Governance and Human Capital - P. 18
5. Objectives and Activities	Description of activities, objectives achieved, beneficiaries reached, assessment of social impact.	Activities and Results - P. 35 Regeneration 20 30 Forum - P. 62
6. Economic and financial situation	Sources of funding, fundraising, financial management, sustainability indicators.	Financial Position - P. 78
7. Other Information	Legal disputes, environmental impact (if relevant), supplementary notes.	NA
8. Monitoring	Certification by the Supervisory Body regarding compliance with the Guidelines.	Monitoring by the Supervisory Body - P. 82

THE FOUNDATION



THE FOUNDATION

*In the photo:
some
representatives
of the founding
companies
during a
workshop, July
2024*



FROM THE BYLAWS OF THE REGENERATIVE SOCIETY FOUNDATION

The Foundation recognizes the imperative of regeneration in both biological terms (water, land, ecosystems, organisms) and social terms (people, communities, cities, countries, etc.), viewing these two aspects as closely interdependent.

The Foundation aims to promote the creation of a regenerative society by accelerating the transformation of the current extractive economic, cultural, and social paradigm—based on “industrial growth”—into a regenerative and circular one, in which human activities create conditions conducive to life.

In this society, human activities—and economic activities in particular—have the primary goal of caring for the people and communities of which they are a part, contributing to collective happiness and well-being, as well as to the regeneration of natural systems.

THE CONTEXT

We are at a crucial historical juncture, marked by a multifaceted climate, social, and economic **polycrisis** whose root cause lies in the progressive overstepping of **planetary boundaries**. The depletion of **natural resources**, rising **pollution**, and **climate change** are no longer future threats, but realities that erode the natural and social capital on which we depend every day.

In this scenario, **the private sector holds unparalleled responsibility and potential for transformation**. Companies, which contribute more than 80% of global GDP, cannot simply limit themselves to mitigating harm; they must actively assume the role of **regenerative agents**. Their scale of action and capacity for innovation make them indispensable drivers for accelerating the transition from an extractive, linear model to a circular, regenerative one.

MISSION

Maximize the regenerative impact (environmental, social, and economic) of key stakeholders (businesses, the public sector, and citizens) through the regenerative model.

The Foundation was established in 2020 with the goal of promoting the transition to a **new regenerative socioeconomic model**, which aims to correct the trajectory of progress by shifting

The Foundation consists of 19 founding members, including 15 companies and 3 nonprofit organizations. The member companies represent various sectors: agrifood, pharmaceuticals, cosmetics, consulting, finance and investments, building and construction, and manufacturing, with a combined annual revenue of more than 9 billion euros.¹

from an **extractive, linear model to a circular, regenerative one.**

RSF pursues **social and environmental co-benefits** through business activities: according to this vision, the agents of change and implementers of this model are regenerative companies that generate prosperity while safeguarding nature and ecosystem services for the well-being of the planet and humanity.



¹ Figure calculated based on the aggregate revenue of all companies in 2024.



TIMELINE



STATUTARY ACTIVITIES

As set forth in its bylaws, the Foundation pursues its mission through the **generation and dissemination of knowledge**—in both scientific-technological and economic fields—by providing advisory services to companies to promote and implement the regenerative model and by fostering the development of regenerative best practices among its member companies.

More specifically, RSF promotes:

- **economic and social values and practices** that aim for regeneration and go beyond sustainability in all its forms;
- **the development of regenerative business and governance models** that can act as a positive force;
- **inclusive leadership programs** and initiatives to enhance people's happiness and well-being;
- **actions to mitigate** the climate crisis and adapt to climate change;
- **the development and dissemination of robust standards** for measuring the social, environmental, and economic value created.

RSF may also carry out the following activities of general interest:

- scientific research of particular economic and/or social interest;
- the development of technological platforms, financial instruments, and similar tools that are instrumental to the pursuit of

Every generation must have the courage to face its own challenges, and the challenge facing my generation is that of regeneration. We must shift from an extractive approach to a regenerative one in how we do business and run our enterprises. In 2021, we joined the Regenerative Society Foundation, which is helping us on this journey—one focused above all on gaining knowledge and deepening our understanding of the principles of sustainability and regeneration.

LORENZO BAGNOLI

Vice President, Gruppo Sammontana Italia

RSF's objectives;

- education, instruction, and training, as well as cultural activities of social interest with educational purposes;
- organization of events, conferences, and networking activities, as well as the development—in any form, whether physical or virtual—of collaborative, cooperative, and coordinating relationships among individuals, organizations, and complex social networks;
- charity, long-distance support, free distribution of food or products, and the provision of money, goods, or services to support disadvantaged individuals or activities of general interest;
- development cooperation;
- promotion and protection of human, civil, social, and political rights, as well as the rights of consumers and users of activities of general interest;
- incubation and promotion of regenerative businesses, defined as activities that create economic value through the regeneration of environmental and social ecosystems.

Within the scope of activities set forth in the bylaws, the activities carried out focus on scientific research, the development of tools and technological platforms, the organization of events and networking activities, and the incubation and promotion of regenerative businesses.

INFORMATION

NAME: *Regenerative Society Foundation ETS*

FISCAL CODE: *02952070346*

LEGAL FORM: *Fondazione di partecipazione*

REGISTERED OFFICE: *Via Don Angelo Calzolari 55/A*

AREAS OF OPERATION: *Italy, Europe*

DATE OF INCORPORATION: *20/09/2020*

DATE OF REGISTRATION WITH RUNTS: *19/09/2025*

RUNTS REGISTRATION NUMBER: *156544*

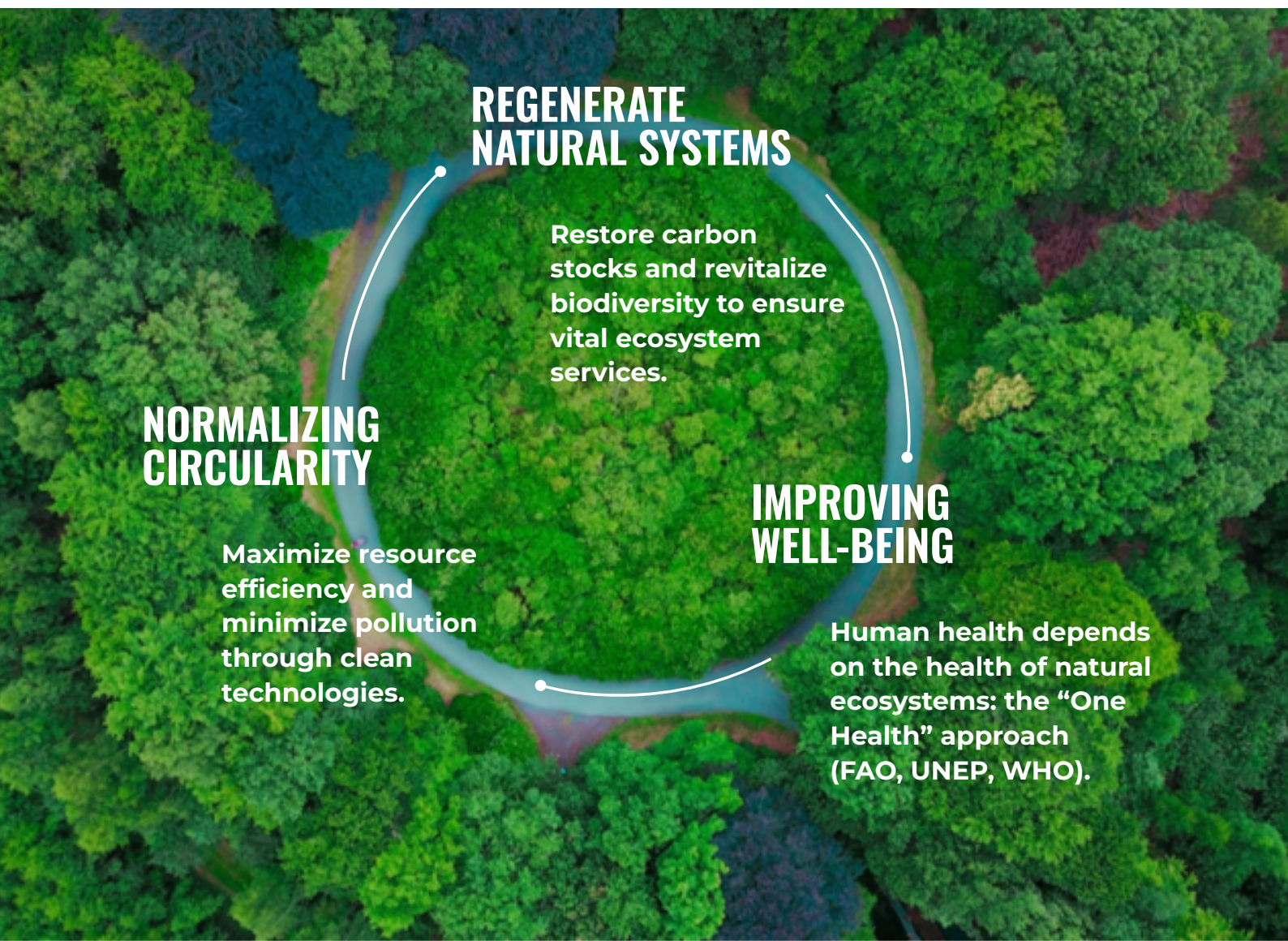
A UNIQUE APPROACH TO REGENERATION



RSF is a **business-led foundation supported by science**. Drawing on a solid scientific foundation, the Foundation has developed its own theory of regeneration that goes beyond the commonly understood concepts of sustainability and environmental regeneration. By “sustainability,” we mean the perpetuation of life on our planet; thus, we consider that all conditions of life are produced by ecosystem services: the air we breathe, the water we drink, the food we eat, the fabrics we wear, the materials we use, as well as the environmental stability and physiological balance that protect our health. However, we must take into account the fact that nature perpetuates ecosystem services by spontaneously regenerating the biosphere. Viewed in this light, **sustainability coincides with regeneration**, whose primary objective is to allow nature to regenerate itself in order to provide the biological elements necessary for life on this planet.

Since society, the economy, and nature are deeply interdependent, it is necessary to adopt a **systemic approach** to manage the complexity of the polycrisis we are experiencing. The regenerative model proposed by RSF aims to rebalance the planet's regenerative capacity with the human ecological footprint, to break the vicious cycle of natural capital depletion and transform it into a virtuous cycle of regeneration at all levels.

The regenerative model developed by RSF is based on the three principles outlined in the diagram below. The better we understand humanity's dependence on nature, the more we can reduce our ecological footprint through a circular consumption model. Fewer natural resources will be depleted and less waste will be generated: in this way, we will facilitate regeneration, which in turn will enable ecosystem services and, ultimately, promote our well-being.



THE STRATEGY IN 2025

In 2025, the Foundation's activities and resources were primarily focused on organizing the **Regeneration 20|30 Forum** in November 2025: a two-day event and a permanent platform for knowledge sharing, designed to demonstrate that being regenerative is possible, now more than ever. (For further details, please refer to the dedicated chapter on [page 62](#)).

In addition to its commitment to organizing the Forum, the Foundation carried out activities and projects within its core areas of focus:

- **knowledge generation and sharing**, through the organization of webinars, the preparation of white papers on key themes of regeneration, and the proposal of a regenerative business model;
- **stakeholder engagement**, both internal and external, with opportunities for exchange among members and the activation of the network;
- **advisory services**, by measuring the regenerative impact of its members' projects using the Regenerative Framework, now available in digital format;
- **and communication and advocacy**, through participation in public events to promote the regenerative model and the organization of the Regeneration 20|30 Forum.



GOVERNANCE AND HUMAN CAPITAL

The Foundation is governed by three main bodies: the Founders' Committee, the Board of Directors (and its chairs), and the Audit Committee.

THE BOARD OF FOUNDERS

The Foundation is co-chaired by **Andrea Illy** (President of illycaffè and Co-founder of the Fondazione Ernesto Illy) and **Jeffrey D. Sachs** (President of the UN SDSN) and brings together various companies and nonprofit organizations (see previous chapter). The founders actively participate in the RSF's governance, acquire and share regenerative know-how and best practices, and create synergies for projects and new initiatives with all stakeholders.

The founders act as **ambassadors** for the Foundation's model and values, with the aim of inspiring and stimulating change within the national and international professional community, institutions, and civil society.

The Board of Founders consists of one representative per company (often CEOs or presidents) or their delegates, and meets two or three times a year to approve the Foundation's strategy and programs, review overall results, and approve the annual financial statements.

The members serve in a *pro bono* capacity.

At RSF, our strategy is the result of a collective dialogue. We are a participatory foundation where the diversity of our experiences comes together through ongoing discussion, transforming that diversity into a shared vision.

GIANCARLO FONSECA

*Country Manager,
Lombard Odier
Investment Managers,
RSF's Executive Chair*

MEMBERS OF THE BOARD OF FOUNDERS IN 2025



ANDREA ILLY

*illycaffè - Fondazione Ernesto Illy
Board of Founders' Chair (RSF)*

*Date of initial appointment: January 22, 2024
Term of office: in office until the date of approval of
the financial statements as of December 31, 2026*



JEFFREY SACHS

*Columbia University
Co-Chair (RSF)*



GIANCARLO FONSECA

*Lombard Odier
Investment Managers
Executive Chair (RSF)*



SIMONE MAZZOLA

*3Bee / XNatura
Vice President (RSF)*



ALESSANDRO ARMILLOTTA

AWorld



LORENZO BAGNOLI

*Gruppo
Sammontana Italia*



DAVIDE BOLLATI

Davines Group



MARIA PAOLA CHIESI

Chiesi Group



KATIA DA ROS

Irinox



PAOLO DI CESARE

NATIVA



ERIC EZECHIELI
NATIVA



PAOLO FRIGATI
Persea Italia



FILIPPO GAMBARDELLA
Carbonsink
(proxy Andrea Maggiani)



GIOVANNA GREGORI



ANDREA GRILLENZONI
Garc S.p.A.



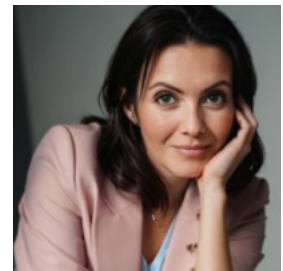
MASSIMO MERCATI
Aboca



RAIMONDO ORSINI
Fondazione per lo Sviluppo Sostenibile



MICHELE SOFISTI
Nzatu Food Group



ELENA STOPPIONI
Lombardini22
(proxy Franco Guidi)



EMMA URSICH
Generali

THE BOARD OF DIRECTORS

The Board of Directors is composed of representatives from the founding companies and other external members. Unlike the Board of Founders, which sets strategic guidelines but does not directly oversee their implementation, the Board of Directors is responsible for the administration of the Foundation; it proposes the operational plan, appoints staff, consultants, suppliers, and the Secretary General, and approves fundraising and communication strategies.

The Board of Directors meets at least three times a year.

The members of the BoD serve in a *pro bono* capacity.



GIANCARLO FONSECA

President of the Board of Founders

Date of initial appointment: Jan. 22, 2024

Term of office: in office until the date of approval of the financial statements as of December 31, 2026



SIMONE MAZZOLA

Vice President



PAOLO DI CESARE



GIOVANNA GREGORI



RAIMONDO ORSINI



SHARON PACULOR



GERARDO PATACCONI

THE SUPERVISORY BODY

The compensation paid to the Supervisory Board in 2025 amounted to €3,806.40.

LUCA BOSCATO

Date of initial appointment: Oct. 15, 2024

Term of office: in office until the date of approval of the financial statements as of December 31, 2026

THE SCIENTIFIC COMMITTEE

The Scientific Committee is composed of scientists and academics from various disciplines, dedicated to validating the Foundation's scientific findings and the theoretical foundations underlying the content and tools produced by the Foundation.

The Scientific Committee is appointed by the Management Committee (subject to approval by the Founders' Committee) and is chaired by Prof. Paolo Vineis.

The role of the Scientific Committee is to identify knowledge gaps in the field of regeneration, formalize scientific and technological theories and practices to be used in the evaluation of regenerative projects, validate the RSF scientific model, and define and validate measurement criteria, metrics, and standards for the evaluation and scalability of projects in line with the RSF theoretical model.



PAOLO VINEIS
Scientific Director

Prof. Paolo Vineis holds the Chair of Environmental Epidemiology at Imperial College London, where he ranks among the top 10 most-cited professors with nearly 140,000 citations. Prof. Vineis directs the Molecular Signatures and Disease Pathways Theme at the MRC Centre for Environment and Health at Imperial College. A Visiting Professor at the Italian Institute of Technology (Genoa), he has also served as a member of Italy's Higher Council for Health.

The Scientific Committee is an independent body that has no financial relationship with the founding companies or financial entities.

Its members receive an attendance fee of €500 gross for each meeting. Some members have waived the remuneration related to the attendance fees accrued.

MEMBERS OF THE SCIENTIFIC COMMITTEE IN 2025



STEFANO BOERI
Urban planning



PAOLA BONFANTE
Plant biology and interactions with plant microbes



ROBERTO BUIZZA
Physics of the Earth System



ANTHONY FARDET
Nutrition



MICHELLE KELLY-IRVING
Sociology



RATTAN LAL
Soil Science



JOHN C. LITTLE
Anthropocene



KRIS MURRAY
Ecology and Global Health



DINO PEDRESCHI
Data science



FREDERICA PERERA
Biology and toxicology



ELISABETH ROBINSON
Economy



LUCA SAVARINO
Bioethics



MAURIZIO ZOLLO
Sustainable Business

In 2025, two new members joined the committee: Prof. John Little, Charles E. Via, Jr. Professor at Virginia Tech and an expert on the Anthropocene and complex systems; and Prof. Maurizio Zollo, an expert in strategy and sustainability at Imperial College Business School and Scientific Director of the Leonardo Centre on Business for Society.

THE TEAM

The RSF team consists of five people:



CHIARA PATITUCCI

*Secretary General
with management
responsibilities*



PAOLO VINEIS

Scientific Director



CATERINA BOVINI

Programme Manager

The Secretary General and the Scientific Director have entered into a three-year collaboration agreement with the Foundation (Secretary General and Scientific Director) until the end of the current Board of Directors' term.

The Scientific Project Manager's employment contract is renewed on an annual basis.

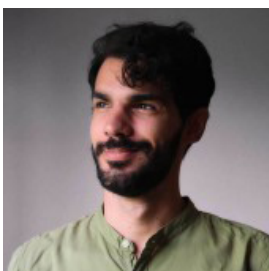


IRENE BRUNI

*Communication
Manager*

The total cost for staff in 2025 amounted to €102,000.

The Program and Communications Manager works for the consulting firm Inedita, which has entered into an annual contract with the Foundation for the following activities: organizational secretariat, program & project management, institutional communications, social media management, external relations & stakeholder engagement, and event organization.



LORENZO MANGONE

*Scientific Project
Manager*

During 2025, the Foundation did not employ any contract staff.

BYLAWS'S AMENDMENT


In 2025, the Foundation's bylaws were updated to ensure greater flexibility and formal adequacy in supporting the evolution of the organizational structure over time.

The main additions made were:

- creation of the position of honorary president;
- separation of the roles of President and Vice President of the Board of Founders and the Board of Directors;
- executive authority vested in the Chairman of the Board of Directors;
- clarification of the role of the Secretary General; the possibility of compensating board members if they are entrusted with specific delegated powers;
- and the possibility of including individuals among the founders.

Following this update, Giancarlo Fonseca assumed the position of President of the Board of Founders (in addition to Executive Chair) and legal representative.

There were no changes in the composition of the two governing bodies (Board of Directors and Board of Founders).



THE ECOSYSTEM OF THE REGENERATIVE SOCIETY FOUNDATION

Since its inception, what has set RSF apart from other sustainability initiatives has been its ability to foster ongoing dialogue among diverse stakeholders, with the goal of building **a coalition that is as broad and inclusive as possible**—one capable of acting as a regenerative force for the environment, the economy, and society.

Alongside the founders, who represent the heart and driving force of RSF, the Foundation's work is supported by a diverse group of **public and private partners**, nonprofit organizations, universities, and research centers.

In addition to sharing the Foundation's mission, these partners help develop knowledge within the Foundation, exchange best practices, and promote the regenerative model through advocacy and communication activities.

Center for Sustainable Development
EARTH INSTITUTE | COLUMBIA UNIVERSITY



UNIVERSITÀ
DEGLI STUDI
DI MILANO



SOULFOOD
FORESTFARMS



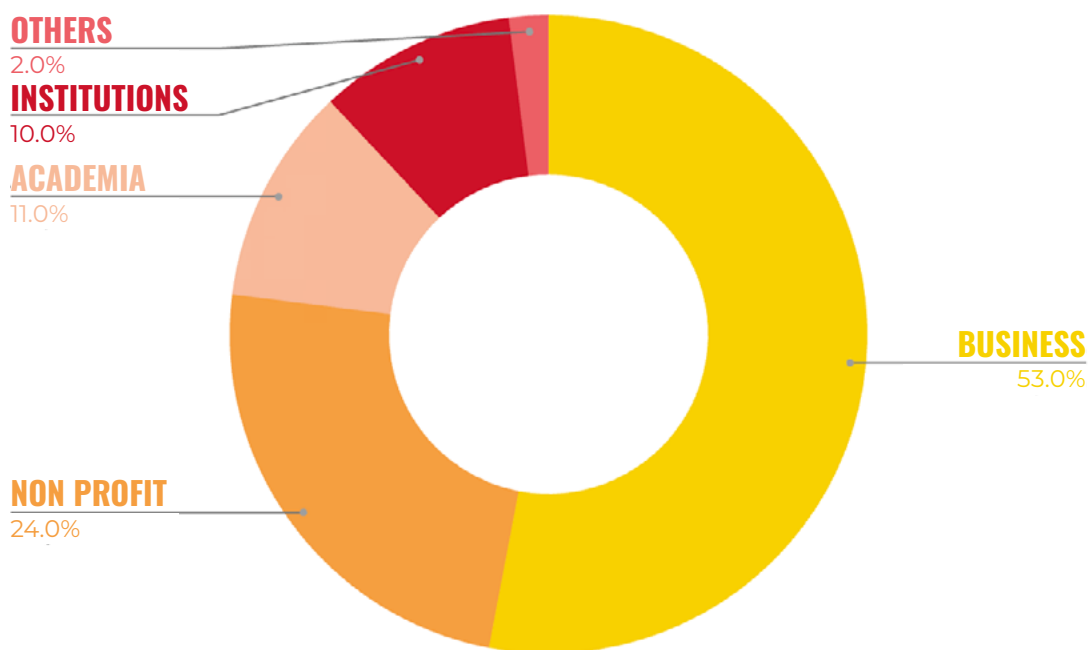
UNITED NATIONS
INDUSTRIAL DEVELOPMENT ORGANIZATION

In 2025, the **One Ocean Foundation**, an NGO dedicated to ocean sustainability and restoration, joined RSF as a new partner.



STAKEHOLDER MAP

In addition to the founding companies and partners, the RSF network includes a wide range of stakeholders representing various sectors of society: primarily the private sector, but also non-governmental and third-sector organizations, public institutions, international organizations, and the academic community.



In recent years, RSF has also engaged in dialogue with **civil society**, particularly through communication and advocacy activities on digital platforms and by organizing the Regeneration 20|30 Forum (see the relevant sections on [pages 52 and 62](#)), which saw broad public participation.

RSF is also part of national and international networks, platforms through which it promotes its regenerative initiatives:



UN SDSN

The Sustainable Development Solutions Network is a nonprofit organization launched by the United Nations in 2012 to promote the implementation of the United Nations Sustainable Development Goals at the national and international levels. It is chaired by Jeffrey Sachs.



SDSN ITALIA

The national chapter of UN SDSN promotes concrete solutions for achieving the Sustainable Development Goals (SDGs) and implementing the 2030 Agenda, serving as a catalyst between research, policy, and practical action.



EUROPEAN BUSINESS & NATURE PLATFORM

An initiative by the European Commission aimed at helping businesses measure and integrate biodiversity into their decision-making processes. It supports the EU Biodiversity Strategy for 2030 by offering free membership to promote dialogue and provide tools for assessing, reporting, and reducing environmental impact.

In addition, in 2025, the Foundation was accepted as **an observing NGO by the UNFCCC**, the United Nations international organization that organizes the annual COP (Conference of the Parties).

SHARED ACTIVITIES & RESOURCES

INTERNAL STAKEHOLDER ENGAGEMENT

The Foundation's strength lies in its members: for this reason, the ongoing involvement of internal stakeholders is essential to ensuring strategic alignment and the sharing of best practices and project ideas.

The key activities the Foundation organizes for its members are:

- **In-person governance meetings and workshops** to ensure strategic alignment and consensus;
- **thematic webinars** to share specific knowledge and best practices on sustainability and regeneration across all levels of the organization;
- **Scientific Committee meetings** open to both founding companies and new partners and/or key stakeholders as observers, to explore specific topics in depth;
- **A monthly internal newsletter** dedicated to founding companies and all corporate representatives involved in the Foundation's activities, with the aim of keeping them enga-

In the photo: representatives from the founding companies and team members during a workshop, June 2025.



ged and updated on the activities of RSF and its members, and gathering input and information on ongoing projects;

- **Founding company ambassador programs** featuring the sharing of dedicated materials to promote the Foundation and their role as ambassadors of regeneration within their own networks.

EXTERNAL STAKEHOLDER ENGAGEMENT

External stakeholder engagement activities aim to expand the RSF coalition, maximize its impact, and disseminate the regenerative model as widely as possible. In 2025, external stakeholder engagement activities focused on recruiting new contacts for the Regeneration 20|30 Forum as speakers, participants, and sponsors. For further details, please refer to the dedicated section on *page 62*.

The strengths of these new, high-impact business models lie in sharing, networking, and joining forces. RSF acts as a catalyst for innovation, promoting cutting-edge practices validated by the scientific rigor of a high-profile committee. Membership in RSF acts as a powerful accelerator of expertise, while enabling the organization to implement pioneering, knowledge-based business models.

MICHELE SOFISTI

CEO, Nzatu Food Group

SHARED RESOURCES

RSF does not provide funding but shares **intangible resources** with its stakeholders, following a collaborative approach that aims to maximize mutual value and impact.

Specifically, RSF offers:

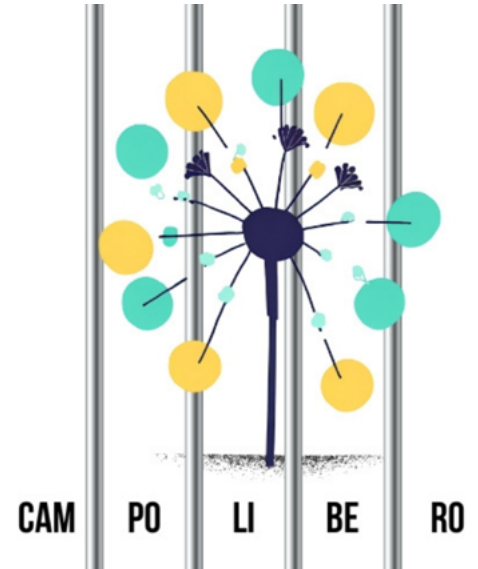
- 1. Knowledge exchange** through workshops and webinars in collaboration with partners to share knowledge and best practices;
- 2. Application of know-how and expertise** to the founders' specific projects;
- 3. Access to RSF's network** of regenerative companies and organizations to foster collaboration;
- 4. Institutional visibility**, offering partners the opportunity to participate in RSF events as speakers and ensuring the Foundation's presence at their events to strengthen mutual credibility;
- 5. Support in high-level forums**, facilitating stakeholder participation in international decision-making contexts (e.g., COP);
- 6. Amplification of communication**, leveraging communication channels (newsletters, social media, website) to raise awareness of partners' initiatives among RSF's audience.

Following the signing of the partnership agreement with the One Ocean Foundation, RSF was invited to organize its own panel as part of the One Ocean Foundation's Ocean Week 2025. In turn, RSF invited a representative from the One Ocean Foundation to speak at the Regeneration 20|30 Forum.



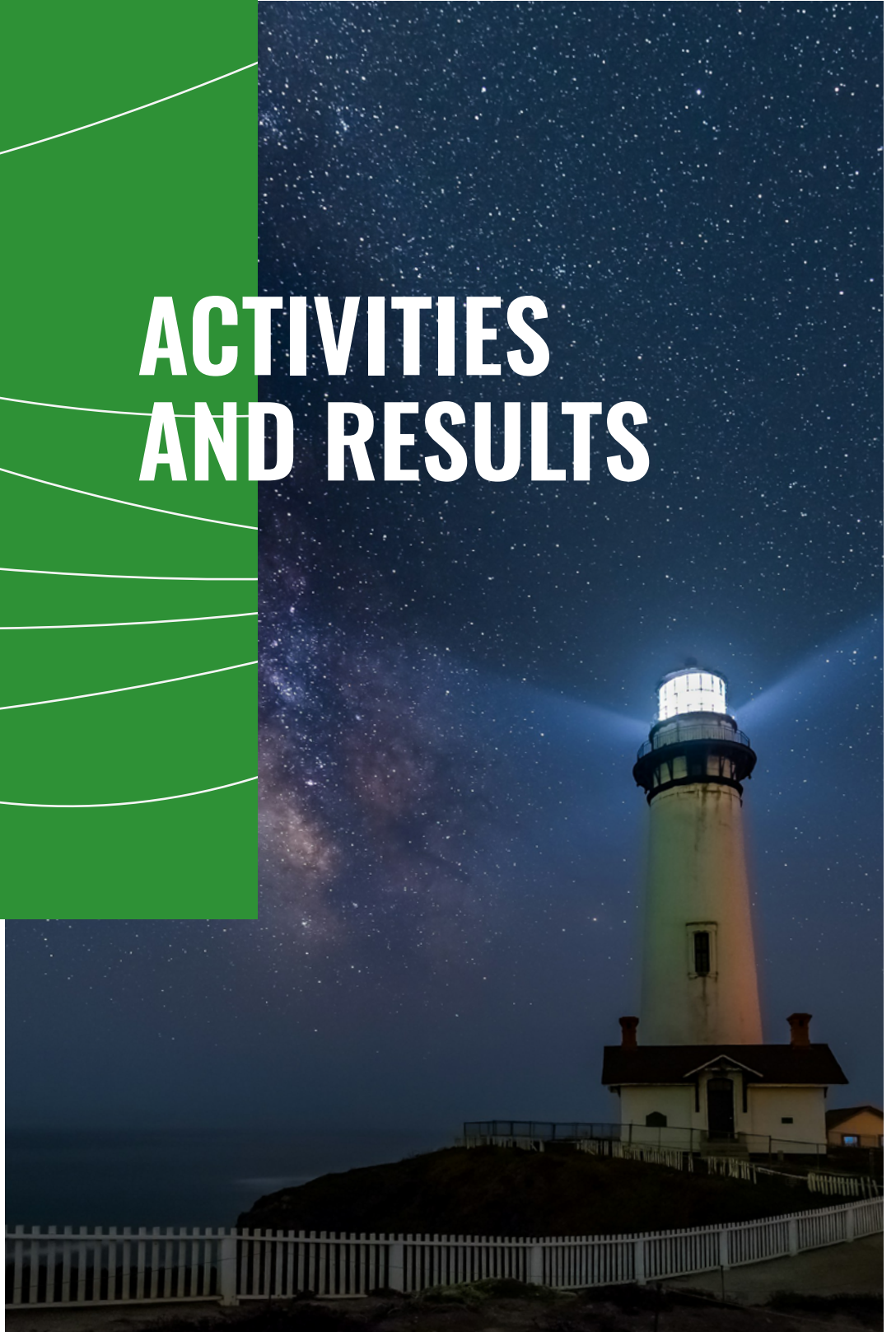
In 2025, the Foundation provided financial support for the **Campo Libero project** with a donation of €2,000.

This is a socio-ecological regeneration workshop at the Bollate Prison, promoted by the University of Milan in collaboration with Soulfood Forestfarms, both partners of RSF, who together created the first agroforestry system in an Italian prison, generating ecosystem services (soil regeneration, microclimatic mitigation, carbon sequestration, and multispecies interactions) and combining theoretical and practical training with fieldwork (agroforestry, medicinal plants, composting) through a participatory and inclusive approach.



*Pictured: some photos of the project and its participants at the Bollate Correctional Facility No. 2.
Source: Instagram @campolibero_*

ACTIVITIES AND RESULTS



KNOWLEDGE GENERATION AND SHARING

In 2024, RSF Co-President Andrea Illy and Scientific Director Paolo Vineis, with the support of RSF's founders and the Scientific Committee, published the manifesto "**No Sustainability without Regeneration: A Manifesto from an Entrepreneurial Viewpoint**," which appeared in the scientific journal *Anthropocene Science*.

The manifesto outlines RSF's vision of regeneration and shares proposals for a regenerative society, highlighting in particular the role of business and science.

Anthropocene Science (2024) 3:179–188
<https://doi.org/10.1007/s44177-024-00080-w>

OPINION PAPER



No Sustainability Without Regeneration: A Manifesto from an Entrepreneurial Viewpoint

Andrea Illy¹ · Paolo Vineis²

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Abstract

Sustainability means perpetuating the living conditions on our planet. All living conditions, no one excluded, are produced by ecosystem services, including the environmental stability and the physiological equilibrium that protect our health. Nature perpetuates these ecosystem services by spontaneously regenerating the biosphere. A corollary of these enunciations is that there cannot be sustainability without regeneration or, in other words, that sustainability is just regeneration. It is, therefore, urgent to address and quantify the regenerative capacity of the planet, which is the difference between the net primary production and human extraction of resources. Natural capital depletion is also a cause of poverty and inequality, due to its impacts on food security and on the economy in general. A second corollary of our diagnosis is that, due to its multisystem complexity—economic, social and environmental—sustainability must be managed with a systemic approach; in other words, it cannot be managed from a reductionist angle. The paper is structured in sections that address the transition from Holocene to *Anthropocene* and its implications, i.e. the fact that a clear-cut distinction between nature and culture no longer holds, while humans need to support the regeneration of lost natural capital. Then a section follows that addresses the close links between the social crisis (increasing inequalities) and the environmental crisis, and explains why any attempt to regenerate lost ecosystem services requires also action to fight inequalities and improve well-being of all. An analysis of the deep drivers of the environmental and social crisis is followed by a conceptual discussion of regeneration and its relationships with sustainability. This leads to the formulation of some proposals for a regenerative commitment of society, including in particular entrepreneurs and scientists, in the form of a Manifesto with five policy recommendations.

Keywords Sustainability · Regeneration · Ecosystem services · Inequalities · HANPP

1 Introduction

The whole planet has become the “evolutionary niche” of humans, a definition of *Anthropocene*. Other species are niche constructors and ecosystem engineers (e.g., beavers) but none has transformed the whole Earth into their niche (Meneganzin et al. 2020; Odling-Smee et al. 2003). In doing so, the human species has overexploited natural resources: as a consequence, the planet is in a disequilibrium state, with a potential non-linear trajectory leading to collapse if the exceedance of the “planetary boundaries” continues to

worsen. One of the key disequilibria—among several—is between extraction of CO₂ from the geosphere and the ability of the terrestrial and ocean systems to absorb it (Richardson et al. 2023).

The environmental crisis is a social crisis as well. If policy-making does not understand this, it is inevitable that social inequalities will increase. Degradation of social relationships, lack of trust in institutions and a collapse of democracy might occur in the near future (Peñuelas and Nogué 2023).

Given the extensive loss of natural capital that is happening and will likely worsen, some semantic considerations are necessary. First, the word “sustainability”, which is the expression of a steady state of a system (tending to perpetuate itself over generations), has become obsolete and unrealistic in a world that has lost its equilibrium (Søgaard Jørgensen et al. 2023). The word “mitigation” is more realistic but also somehow limited. Mitigation is only a partial and

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To ensure the document reaches as wide an audience as possible, a **digest** was produced in 2025 in both **Italian and English** and published on the Foundation's website.

The state of the planet is such that it is increasingly urgent to keep our focus not only on sustainability but also on regeneration.

I see two important aspects. The first concerns the production of culture and knowledge. Awareness of the need to regenerate planetary resources depleted by human activity—as an indispensable prerequisite for embarking on a virtuous path out of the planetary crisis—is still very limited among the general public and even among scientists themselves. The second aspect is technical and scientific. It is urgent to take advantage of all advances in science and technology (AI, the exposome, the theory of planetary boundaries) to build an alternative model to the extractive one, with significant contributions from companies.

PAOLO VINEIS
Scientific Director

Drivers of the crisis
The impacts of the extractive economic model

TAKE **Resources depletion** | We are using an unsustainable amount of resources. For example, the land dedicated to agriculture is 45% of all habitable land, compared to the 38% that is still occupied by forests.

MAKE **Biodiversity loss** | To support higher productivity, we are progressively impoverishing ecosystem services (e.g. in extractive agricultural practices) and geological resources (extraction and use of fossil fuels).

WASTE **Pollution** | Developed with the main goal of increasing efficiency, production practices are often responsible for considerable production of waste and pollution that affect all ecosystems.

Drivers of the crisis
The impacts of the human ecological footprint

OVERPOPULATION
The development of **technologies** such as antibiotics and vaccines and increase in **agricultural production** have allowed better survival and quality of life. But this has led to a state of overpopulation.

1,05 billion people in 1822

8 billion people in 2022

Regeneration means
A new approach

We live in a **unified 'eco-socio-economic' metasystem**, in which technology, education, business, consumption, climate, biodiversity and other elements concur to people's health, security, prosperity, as well as to natural resource depletion, pollution, and loss of resilience.

It is imperative to **tackle the issue of regeneration** from multiple directions using a **systemic approach** and to include private business, investors, the civil society and governments.

Words matter
What is regeneration?

In biology, "regeneration" is the process enabling a cell, tissue, or organism to **recover from damage**. Applied to the **environment**, it refers to the **capacity of ecosystems to replace or restore what has been consumed**.

The life on the planet is guaranteed by ecosystem services which are allowed by **the biodiversity of flora and fauna**. The planet's ability to support life through ecosystem services is its **"biocapacity"**.

Words matter
An unsustainable balance

Sustainability is a condition related to the ability of the human species to **safely co-exist** with other species on Earth over a long time.

It is commonly described according to the three pillars of **environmental, economic, and social sustainability**.

But if "sustainability" means perpetuating the same situation over time, in the current situation where the balance has been lost, **we need to redress the balance, not perpetuate it.**

THE SCIENTIFIC COMMITTEE'S CONTRIBUTION

During the Scientific Committee's annual meetings, the **measurement outcomes** from six founder projects analyzed using the Regenerative Framework were evaluated and validated.

In addition, the Scientific Committee provided guidance on the topics and structure of the **scientific paper on the Regenerative Framework** (*for more details, see the next section*), currently under review by the journal *Frontiers in Sustainability*.


Finally, the Committee reviewed and provided feedback on the topics and structure of the **Regeneration 20|30 Forum**, both during the initial planning phase and later when approving the final program.

SCIENTIFIC ARTICLES & WHITE PAPERS

The production of scientific content continued in 2025 as well, notably with the publication of a scientific paper on the Regenerative Framework and two white papers on the topics of regenerative agriculture and urban regeneration.

The **scientific paper on the Regenerative Framework² “A comprehensive framework for the measurement of sustainability and regenerative capacity of economic activities”** was developed in collaboration with the measurement group, the Scientific Director, and several founding companies that have used the tool to measure the regenerative potential of their projects. The article explains in detail the rationale behind the tool, its structure, how it works, and the criteria used for measurement,

2. For a description of the Regenerative Framework, please refer to the section titled “Advisory” on [page 42](#).



and presents four concrete examples of measured projects. Specifically: Garc's project on the sustainable management of seismic waste, the Sammontana Almond Code, Nzatu's regenerative agriculture project in Zambia, and an urban regeneration project by Lombardini22.

The article is currently awaiting publication in the journal *Frontiers in Sustainability*.

For the drafting of the **2025 white papers**, two themes were selected that are common to several member companies—namely, regenerative agriculture and urban regeneration—with the aim of gathering and presenting the founders' best practices in their respective sectors. To this end, two working groups (one for each topic) were established, composed entirely of member companies and their employees and coordinated by the Scientific Project Manager.

The **white paper on regenerative agriculture** adopts a deductive approach, starting from the theoretical foundations of agroecology and then providing examples of practices adopted by the founding companies.

The **white paper on urban regeneration**, on the other hand, adopts an inductive approach, starting from one or more concrete projects and analyzing their characteristics to reflect on various aspects of regenerative urban planning.

Both white papers are currently being drafted.

SEMINARS ON REGENERATION

Last year, RSF supported the thesis project of PhD candidate **Greta Colombi** (Sustainability Management Lab dell'Istituto di Management della Scuola Superiore Sant'Anna) at the **European Regenerative Organic Center** (EROOC) in Davines with the aim of assessing the **benefits of regenerative organic agriculture (ROAg) on human well-being and environmental practices**. The project, coordinated by **Prof. Paolo Vineis**, consisted of a **systematic review** of the existing literature on this topic to extract data for evaluating the impact of ROAg on soil parameters, associated ecosystem services, and the direction of that impact.

Following the publication of Dr. Colombi's article "*Regenerative Organic Agriculture and Soil Ecosystem Service Delivery: A Literature Review*" in the journal *Ecosystem Services*, RSF organized a presentation of the study in the form of a seminar/webinar in collaboration with Davines and EROOC, attended by representatives from member companies.

During the Scientific Committee meetings, two seminars were also held by the new members who joined in 2025. During the first meeting, Professor **John Little** held a seminar on the Anthropocene and complex systems titled "*Societal Challenges of the Anthropocene – An Evolutionary, System-of-Systems, Convergence Paradigm*", while Professor **Maurizio Zollo** spoke at the second meeting about the link between sustainability and financial returns for companies, sharing the study "*A Behavioural Revolution: Sustainability actions that create alpha*" by the Leonardo Centre on Business for Society.

KNOWLEDGE GENERATION AND SHARING

DIRECT AND INDIRECT BENEFICIARIES

DIRECT BENEFICIARIES:

- **Founder companies and Partners:** who have direct access to the Foundation's knowledge
- **Students and Researchers:** Greta Colombi, a doctoral student at the Scuola Superiore Sant'Anna, has received support for her research.
- **Employees of member companies:** by participating in training seminars and webinars

INDIRECT BENEFICIARIES:

- **Broader business community:** Professionals and businesses that can benefit from scientific publications and a regenerative model to adopt or aspire to
- **Agricultural sector:** whose understanding of regenerative agriculture is growing as a result of the study's findings
- **Civil society:** which indirectly benefits from the regenerative approach adopted by businesses

OUTPUTS

- **Scientific Publications:** 1 paper in the process of being published
- **Public Outreach Materials:** 1 bilingual compendium (Italian/English) and 2 thematic white papers (Agriculture and Urban Planning) in progress
- **Training Events:** 3 high-level academic seminars
- **Scientific Governance:** Annual meetings of the Scientific Committee to validate measurement tools and activities.

IMPACT ON STAKEHOLDERS

- **Founding companies:** A repository of knowledge on urban regeneration and continuing education, available for practical application.
- **Scientific Committee:** Strengthening of the advisory role to ensure the Foundation's scientific rigor and to guarantee that corporate practices align with the latest academic evidence.
- **Research network:** Strengthening synergies between the academic world (Scuola Sant'Anna, EROC) and the private sector, accelerating technology and knowledge transfer.
- **Public/external stakeholders:** Lowering barriers to entry on complex topics (through compendiums and the website), promoting an accessible and pragmatic vision of a "regenerative society."

ADVISORY



THE REGENERATIVE FRAMEWORK

In recent years, RSF has developed its own assessment and advisory tool, the Regenerative Framework, to assist member companies in applying the regenerative model. The framework is an assessment tool developed by RSF's measurement group, led by NATIVA, incorporating technical input from subject matter experts on the Scientific Committee. It was created with the threefold purpose of enabling a comprehensive self-assessment of projects or an independent/assisted evaluation, comparing projects in similar fields of application, and designing projects to achieve maximum regenerative potential.

The Regenerative Framework is based on five pillars, corresponding to the pillars of the **RSF regenerative model: circularity, natural capital, climate, well-being, and education.**

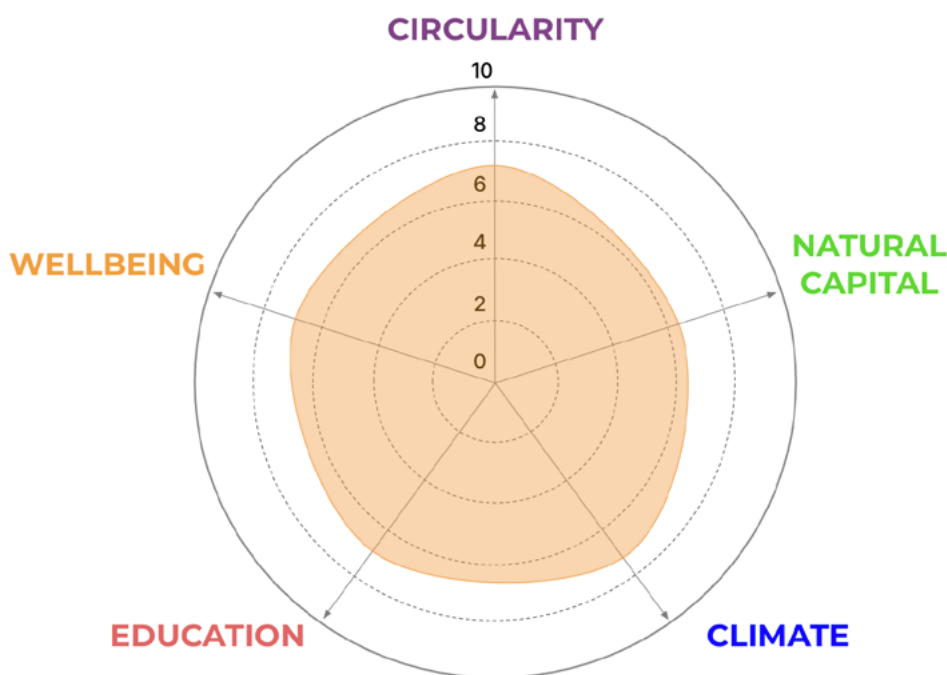
A project is evaluated in its entirety based on its climate impact, its circularity in terms of material use and recycling, its educational potential for the relevant sector and the public, and its overall impact on natural capital and the well-being of the people and communities involved.

The assessment is conducted in a semi-quantitative manner and is based on 30 questions distributed across the 5 axes and grounded in international sources and standards (e.g., Science Based Targets for Nature, IP-BES). Based on the answers to these questions, along with interviews conducted to facilitate a more in-depth evaluation, the result of the assessment is a regenerative profile of the project or activity under review.

With the Regenerative Framework, we have translated RSF's vision into an operational language for businesses. By integrating international standards with scientific rigor, this tool serves as the essential bridge between intention and measurable action, guiding project design toward its full potential.

PAOLO DI CESARE

Co-founder of NATIVA and team leader of the measurement group



The final score is a value on a scale from 0 to 10 for each axis, representing how much the project's practices differ from those applied in a "business as usual" scenario within the specific area of analysis. The result of the analysis can be summarized with a **"regenerative profile"** visualized across the five

axes. The framework can be used both during the design phase of a project, to ensure it has the most positive impact possible across all five axes, and during the conclusion phase, to assess its actual regenerative potential.

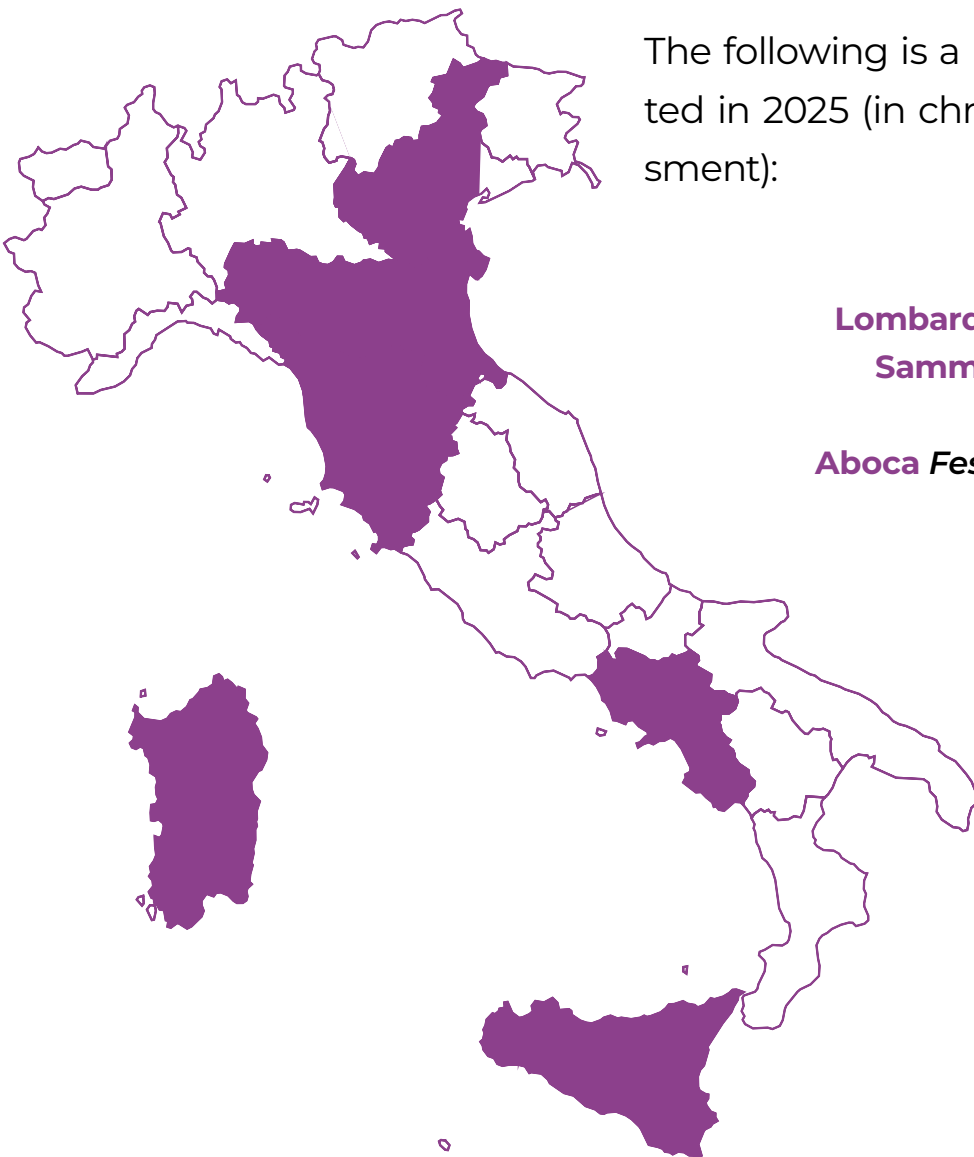
The axes and factors within each axis have been evaluated and validated by the Scientific Committee.

EVALUATION OF NEW PROJECTS

In 2025, the assessment of member companies' projects continued as part of a guided analysis conducted in collaboration with the assessment team.

The following is a list of the projects evaluated in 2025 (in chronological order of assessment):

Lombardini22 *Centro Direzionale Napoli*
Sammontana Italia *The Almond Code*
Persea *Agroforestry project*
Aboca *Festival dei Cammini di Francesco*
Gruppo Chiesi *Chiesi Gardens*
Irinox *Save the Food*



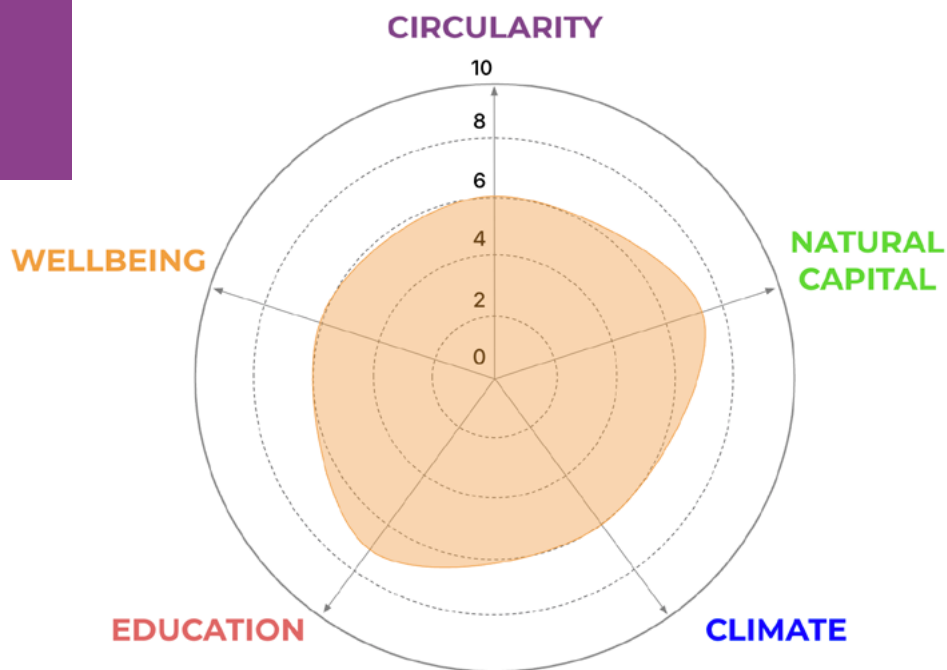
CENTRO DIREZIONALE NAPOLI

Lombardini22



The Regenerative Measurement Framework has been applied to an urban regeneration project by Lombardini22 that aims to revitalize the deteriorated area of the Centro Direzionale, a commercial district in downtown Naples. The project, which is still in the planning phase, aims to create green spaces, organize high-profile events, increase the number of commercial businesses, and renovate residential buildings.

Axis	Values
Circularity	6/10
Natural capital	7/10
Climate	6/10
Education	7/10
Wellbeing	6/10



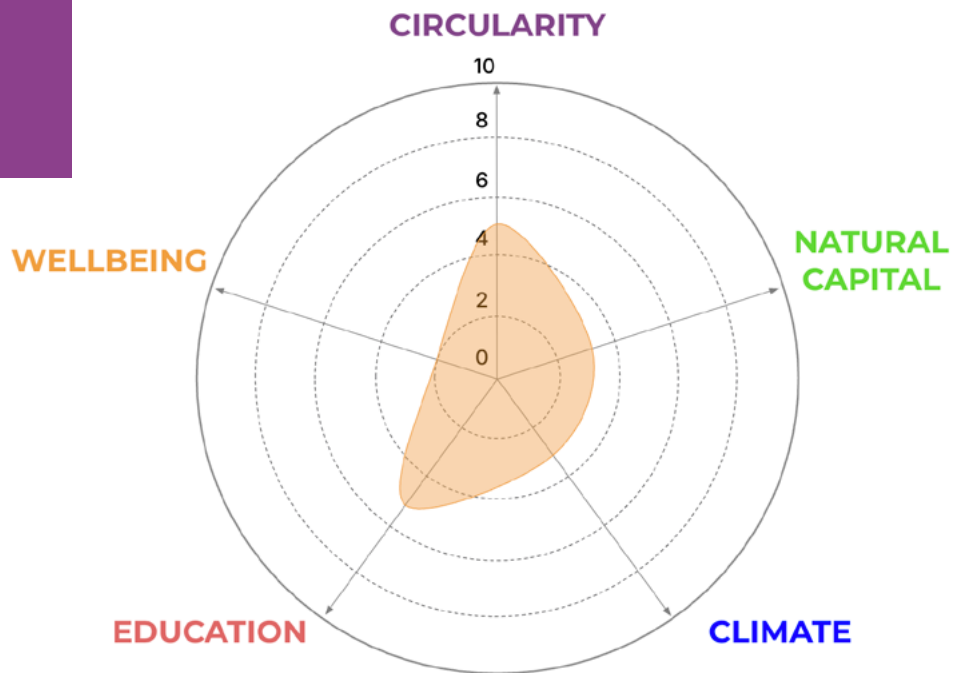
THE ALMOND CODE

Sammontana Italia



The framework for regenerative measurement has been applied to a project involving the Sicilian almond supply chain by Sammontana. All members of the “Almond Code” must comply with the requirements of ISCC PLUS (International Sustainability and Carbon Certification) certification and commit to monitoring greenhouse gas emissions. The Code also requires monitoring of the following aspects: biodiversity, water use, circularity index, and labor contracts. The almond orchard, which spans 44 hectares, is located in Sicily, near Agrigento.

Axis	Values
Circularity	5/10
Natural capital	3/10
Climate	3/10
Education	5/10
Wellbeing	2/10



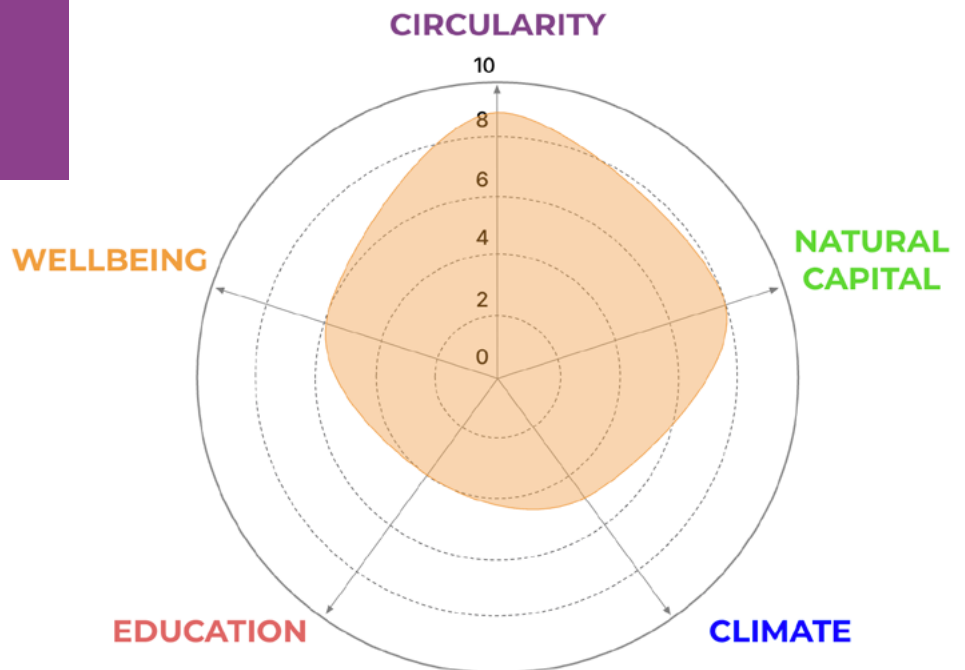
AGROFORESTRY PROJECT

Persea



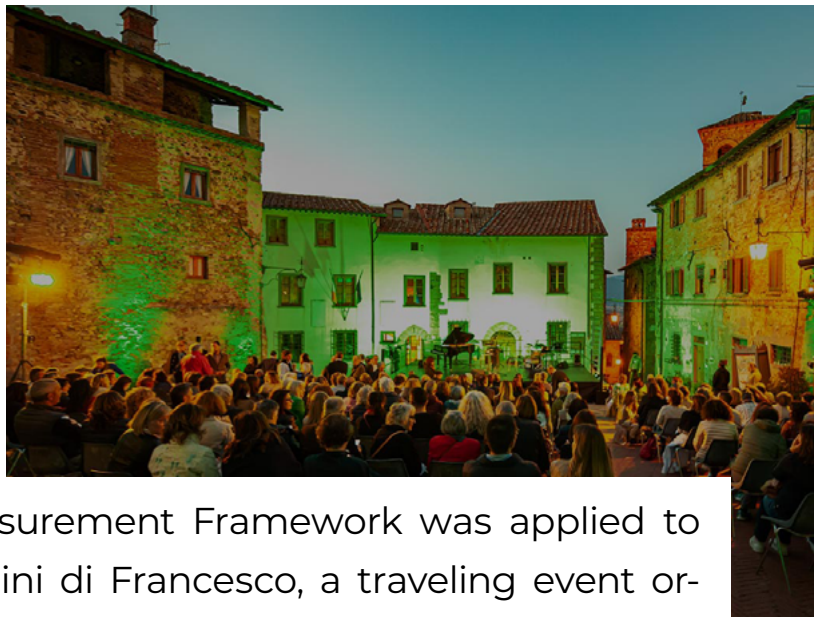
The Regenerative Measurement Framework was applied to a regenerative agriculture project led by Persea, specifically 5 hectares of land in Sardinia dedicated to the organic cultivation of avocados in an agroforestry system. The goal is to extend these same practices to the entire property, thereby contributing to the regeneration of 700 hectares of land originally managed as monocultures of corn and grains, improving soil biodiversity and the well-being of local communities.

Axis	Values
Circularity	9/10
Natural capital	8/10
Climate	5/10
Education	4/10
Wellbeing	6/10



FESTIVAL DEI CAMMINI DI FRANCESCO

Aboca



The Regenerative Measurement Framework was applied to the Festival dei Cammini di Francesco, a traveling event organized by the Fondazione Progetto Valtiberina, which takes place along routes inspired by St. Francis of Assisi and involves approximately 4,500 participants. The goal is to promote discussion and sharing on how Franciscan themes remain relevant today and can offer food for thought to modern society. The festival includes conferences, book presentations, evening performances, and excursions, engaging local communities and regions through an inclusive and open approach.

CHIESI GARDENS

Gruppo Chiesi



The Regenerative Measurement Framework was applied to an urban redevelopment project by Chiesi, which aims to revitalize the historic industrial site on Via Palermo in Parma. The project, scheduled for completion by 2028, aims to create green spaces, an innovation hub, coworking spaces, workshop rooms, and a bistro.

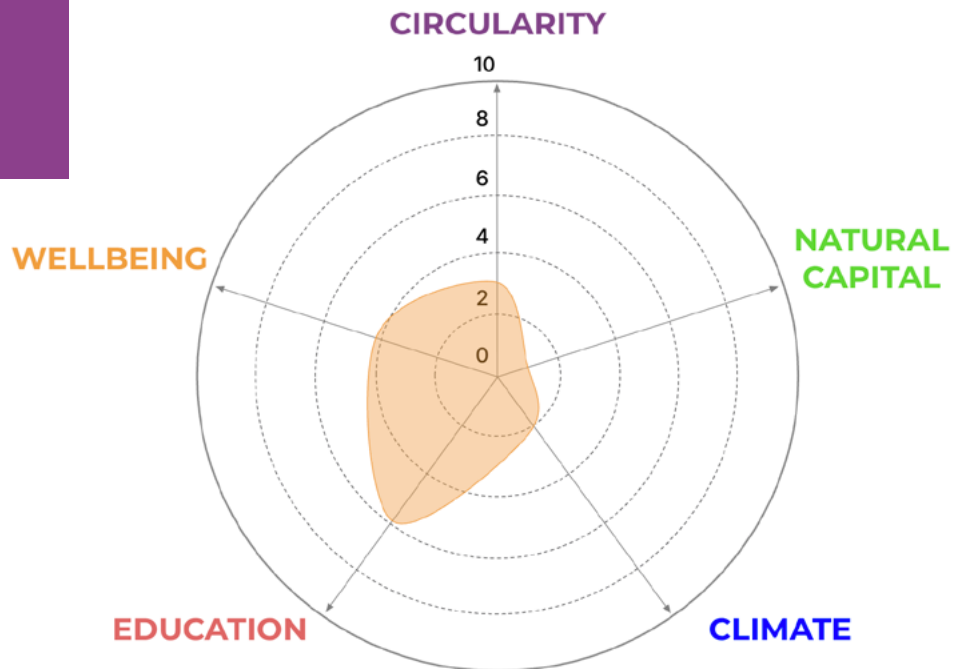
SAVE THE FOOD

Irinox



The Regenerative Measurement Framework was applied to Irinox's "Save the Food" project, which aims to raise awareness among high school students and employees about the impact of food waste and practical solutions to reduce it.

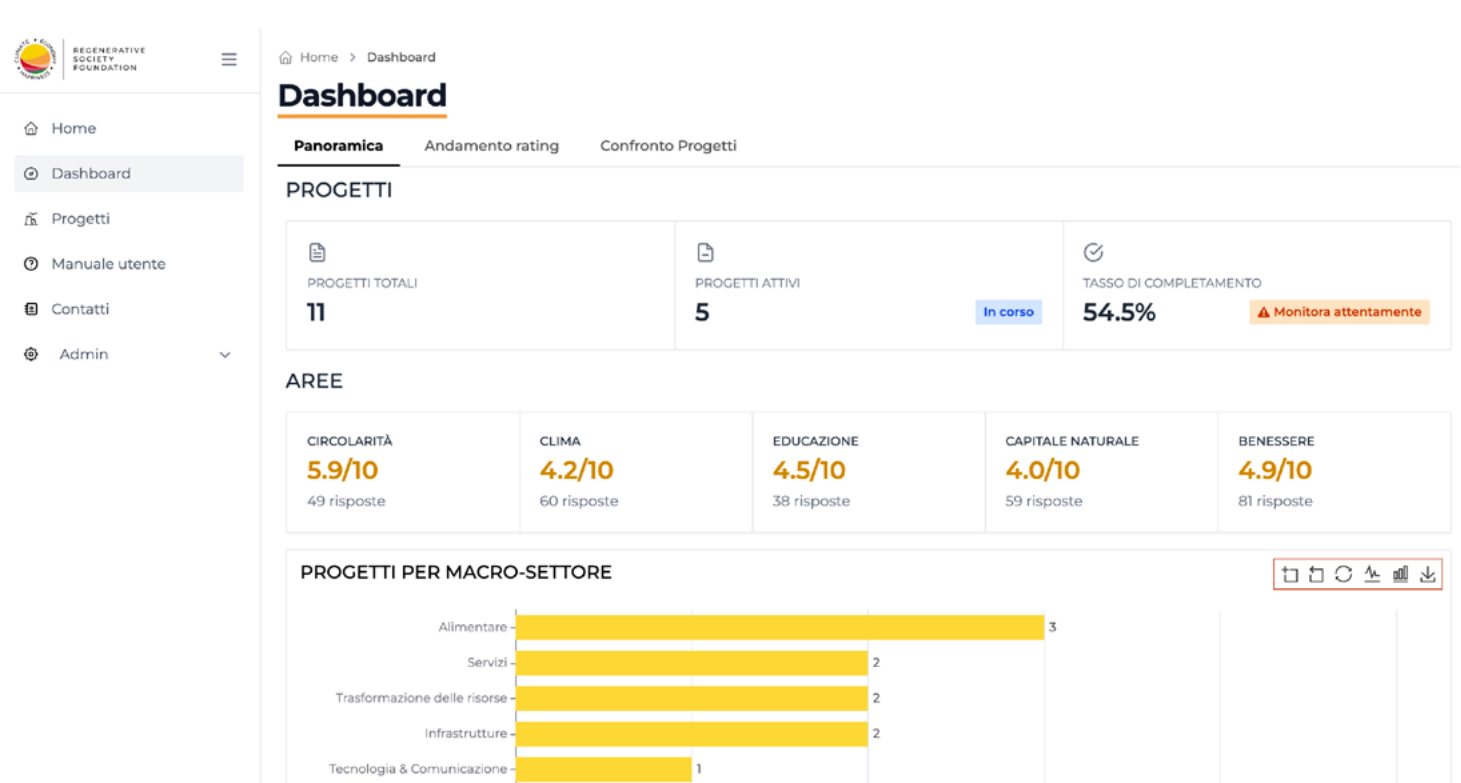
Axis	Values
Circularity	3/10
Natural capital	1/10
Climate	2/10
Education	6/10
Wellbeing	4/10



DIGITIZATION OF THE FRAMEWORK

To make the tool easier to use and enable users to complete the assessment questionnaire on their own, RSF developed a **web-based version of the assessment framework** in 2025. The digital version includes a **brief user guide**, the **assessment questionnaire**, and a set of **analytical tools** for comparing different projects and identifying potential areas for improvement. The goal of the web tool is to enable **independent completion**, which can facilitate access to this knowledge base and its widespread application.

The tool was put into practice with the assessment of the last two projects (*see list above*), conducted directly on the platform in collaboration with the assessment team.



ADVISORY

DIRECT AND INDIRECT BENEFICIARIES

DIRECT BENEFICIARIES:

- **Member companies:** organizations that submitted their projects for assessment in 2025.
- **Project managers and in-house technical teams:** users of the new web tool, who benefit from a user guide and analytical tools for self-assessment.
- **RSF Assessment Group:** which has enhanced its support capabilities thanks to the digitization of the framework.

INDIRECT BENEFICIARIES:

- **Local territories and communities:** The geographic areas where projects are located that benefit from initiatives designed to maximize well-being, natural capital, and educational potential.
- **Private sector:** which sees concrete evidence in these projects of an effective regenerative model and can aspire to adopt it.

OUTPUTS

- **Projects Evaluated:** 6 projects analyzed and assessed.
- **Digital Innovation:** Development and launch of the Regenerative Framework web tool.
- **Validated Methodology:** Consolidation of the set of questions based on international standards (SBTN, IPBES) and validation of the axes by the Scientific Committee.
- **Regenerative Profiles:** Generation of graphical reports (scale 0–10) that visualize the regenerative potential of the projects.

EFFECTS ON STAKEHOLDERS

- **Awareness and self-assessment:** Moving from a subjective perception of sustainability to a semi-quantitative measurement of impact, companies can precisely identify areas for improvement.
- **Changes in design processes:** The Regenerative Framework becomes a design tool to guide business decisions toward maximum regenerative potential.
- **Standardization and rigor:** Thanks to the requirement to provide supporting documentation and audits by the measurement group, the level of transparency and accountability among companies measuring their projects is raised.
- **Cultural evolution:** Shifting the benchmark from “business as usual” to “regeneration” drives corporate stakeholders toward goals more ambitious than merely reducing environmental damage.



COMMUNICATION & ADVOCACY

SOCIAL MEDIA AND WEBSITE

Throughout 2025, the Foundation continued its communication efforts with internal and external stakeholders based on the following strategic guidelines:

- **keeping internal stakeholders informed and engaged:** providing regular updates on the Foundation's institutional activities, highlighting key events of interest to the network, and offering suggestions for further reading (via a monthly newsletter and a WhatsApp group for company representatives);
- **promoting concepts of regeneration** through social media channels (primarily LinkedIn and Instagram, secondarily Facebook and YouTube);
- **redefining the Foundation's social media strategy and branding** (look&feel e tone of voice);
- **updating the website content**, as the Foundation's showcase;
- **promoting events** organized by or featuring RSF, as well as those organized by founding companies on topics related to



the Foundation's mission;

- **expanding the reach of its channels** through sponsored campaigns and community-building and moderation activities;
- **popularizing the Foundation's key scientific assets** to reach a wider audience (e.g., Manifesto's Digest);
- **promoting the Regeneration 20|30 Forum** to encourage public and partner participation through a specific editorial plan, sponsored campaigns, and the active involvement of the founding companies' communications departments.

Among the key highlights of this year's **communications**:

- the dissemination of the themes of the **“No Sustainability without Regeneration” Manifesto** in its **“Digest” version**: a PowerPoint document in which the paper's key concepts were adapted for a non-academic audience, enriched with charts and infographics, and distributed on the Foundation's social media channels, available on the website, and shared with the founding companies for use in internal training sessions;
- highlighting the main **events** organized by or involving RSF, as well as initiatives promoted by the founding companies and partners on topics related to regeneration; the dissemination of interviews with members of the Foundation's Scientific Committee via newsletters and social media, available on the website as a repository;
- the promotion of the **founding companies' vision** on regeneration through the communication plan for the Forum (*see dedicated chapter on page 70*);
- the creation and sharing of the Foundation's first **Social Report** covering activities in 2024.

All of the Foundation's communication channels recorded a **marked increase in user base and engagement (+30% on average KPIs)**.

In 2025, a new communication channel was introduced: the **LinkedIn newsletter**. This serves as a strategic medium because it brings RSF's editorial content closer to its primary stakeholders—namely, professionals—and helps raise awareness of the Foundation from an SEO perspective.

A dedicated channel for information regarding the Regeneration 20|30 Forum is the **dedicated landing page** (regeneration2030forum.com), created in collaboration with the founding company AWorld.

The platform served as a landing page for newsletters and sponsored campaigns related to the Forum from July to November 2025 and provided practical information and updates on the event.



EVENTS

In 2025, RSF participated in various events aimed at different audiences, in collaboration with partners and stakeholders.

INSTITUTIONAL EVENTS

COP16

As an accredited observing organization with the Convention on Biological Diversity (CBD), RSF enabled several founding companies to participate as delegates at COP16 Biodiversity Bis, held in Rome from February 25 to 27, 2025.

COP30

Thanks to its status as an observing organization with the UN-FCCC, the Foundation facilitated the online participation of several members of its founding companies in COP30, held in Brazil from November 10 to 21, 2025.



Photo: Archive from COP16 and COP30.

B2B EVENTS

FAMILY BUSINESS NETWORK

April, 4th | 25 participants



BIODIVERSITY & NATURE SUMMIT

May, 22nd | 71 participants



REGENERATIVE AGRICULTURE SUMMIT EUROPE

September, 8th-10th

| +600 industry leaders



THE DO SUMMIT

October, 8th-10th

| 120 participants



B2B/B2C EVENTS

Festival Aquamour

March, 24th



FESTIVAL DELL'ECONOMIA DI TRENTO

May, 24th | 40.000 participants



OSSERVATORIO INNOVAZIONE PER LA BIODIVERSITÀ @ POLITECNICO DI MILANO

November 20th

| 80 participants



B2C EVENTS

OCEAN WEEK

May, 20th | 2.000 participants



THE BOOK “THE REGENERATIVE SOCIETY” BY ANDREA ILLY

ANDREA ILLY
La società
rigenerativa

Un nuovo modello di progresso

Prefazione di
SANDRINE DIXON-DECLÈVE



RSF has supported the publication of the book “The Regenerative Society: a New Paradigm of Success” by Andrea Illy, published by Egea Editore. The book, available starting in October 2025 at major online bookstores and retailers, addresses the Foundation’s key themes in an informative and accessible style. Regeneration is not an environmentalist utopia: companies that adopt regenerative practices are systematically outperforming traditional ones. Renewable energy sources now cost less than fossil fuels, and cities designed for people create cascading benefits for society as a whole. Illy recounts this possible transformation through eighteen chapters and numerous interviews with entrepreneurs, scholars, and scientists—including Catia Bastioli, Paolo Benanti, Stefano Boeri, Davide Bollati, Mario Cucinella, Simonetta Di Pippo, Massimo Mercati, Patrick Odier, Giuseppe Pasini, Anna Pollock, Salvador Rueda, Patricia Viel, and Paolo Vineis.

The book you hold in your hands goes beyond the autobiographical testimony of an enlightened entrepreneur. It is an operational manual for understanding that regeneration does not belong the realm of utopias, but represents an economic, social, and environmental necessity that is now imperative. It is also an invitation to overcome our ancestral fears and cognitive resistance to embrace a future that is inevitable if we wish to continue to thrive as a species on this planet.

**SANDRINE
DIXON-DECLÈVE**

*Excerpt from
the foreword*

COMMUNICATION & ADVOCACY

DIRECT AND INDIRECT BENEFICIARIES

DIRECT BENEFICIARIES:

- **Member companies:** They receive institutional visibility, internal training materials (Manifesto Digest), and exclusive access to global platforms (COP16, COP30).
- **Digital community:** Users of RSF channels who receive high-quality content on regeneration.
- **Event attendees:** Thousands of participants who have access to high-quality content.

INDIRECT BENEFICIARIES:

- **Civil society:** It benefits from the “popularization” of complex issues through Andrea Illy’s book and social media.

OUTPUT

EVENT PARTICIPATION:

- Accreditation and participation in **2 COPs** (Biodiversity and Climate).
- Active participation in **8 major events** (B2B, B2C, and institutional), with **over 3,000 accredited attendees**.

NEW DIGITAL ASSETS:

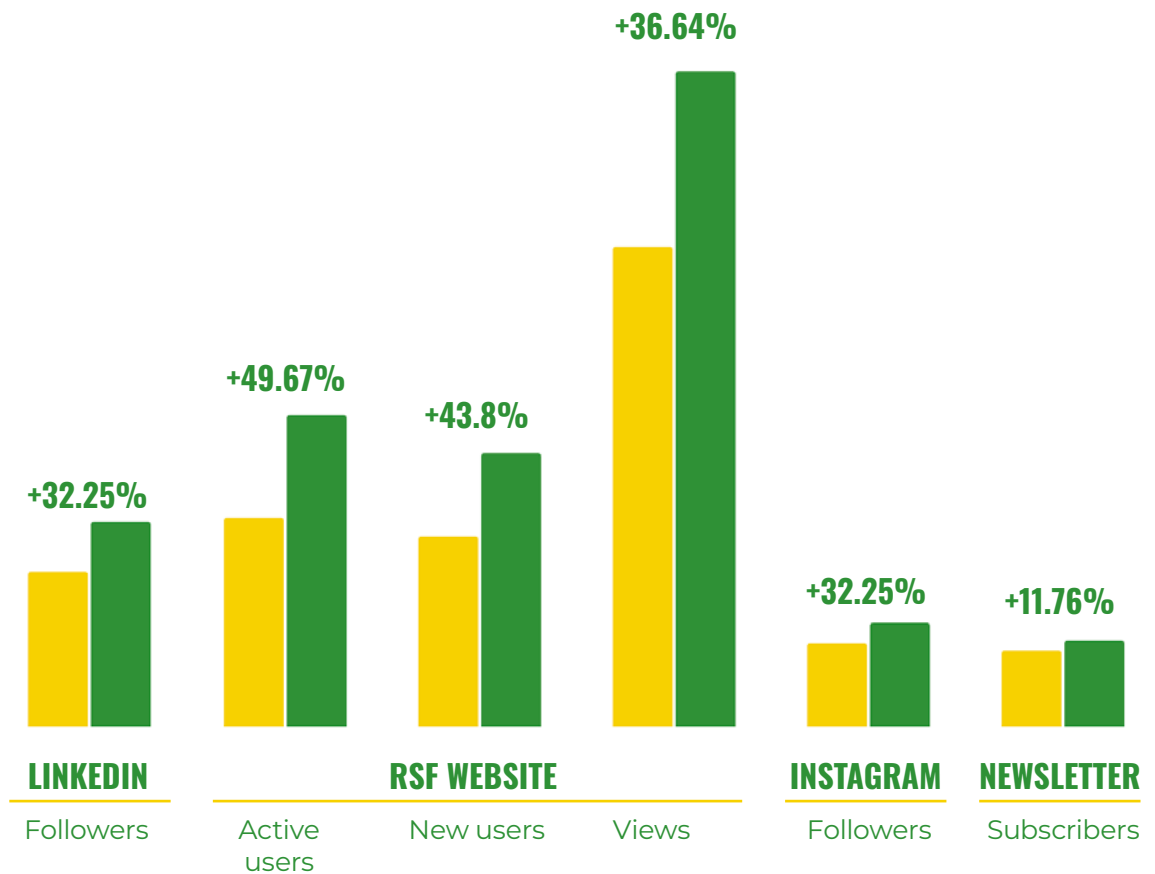
- 1 Manifesto Digest (editable infographic format),
- 1 new LinkedIn newsletter,
- 1 landing page dedicated to the Forum,
- 1 Social Report (for 2024)

CHANNEL PERFORMANCE (DATA RANGE: 1/1/2025–12/31/2025):

- **LinkedIn:** 5,938 followers (+1,448 / +32.25%)
- **Instagram:** 3,014 followers (+614 / +25.58%)
- **Email newsletter:** 2,481 subscribers (+261 / +11.76%)
- **LinkedIn newsletter:** 1,736 subscribers (29.24% of page followers)
- **Website:** 9,061 users (+49.67% compared to 2024), of which 7,965 unique visitors (+43.8%) and 19,070 page views (+36.64%)
- **Forum landing page:** 5,830 users (of which 4,878 unique) and 9,425 page views

PUBLISHING:

- Support for the publication of the book “La società rigenerativa” (Egea/Will Media).



EFFECTS ON STAKEHOLDERS

- **Democratization of knowledge:** Thanks to the “Digest” and the book, complex scientific concepts become part of the public domain, lowering the barrier to entry for companies seeking to embrace regeneration and for civil society in general.
- **Engagement and community:** The growth in KPIs across channels indicates a more responsive community and a base of professionals who recognize RSF as an authoritative point of reference.
- **Validation of the regenerative model for companies:** The interviews and the book demonstrate, with data in hand, that regenerative practices create economic value, shifting the narrative from “sustainability as a cost” to “regeneration as an opportunity.”

REGENERATION 20|30 FORUM



For the Foundation, Regeneration 20|30 marks an important milestone, a starting point and a foundation for ongoing development.

In fact, this was both the name of the coalition of global leaders, companies, institutions, and academics from which the

Regenerative Society Foundation emerged, and the name of the event that launched the Foundation in October 2020 in Parma. In 2025, five years after its founding and its first major public event, RSF decided to renew the spirit that had given life to the organization with a forum bearing the same name: the Regeneration 20|30 Forum. The choice of the forum's name is no coincidence; rather, it draws on its etymological meaning of "forum" or "square"—that is, a public place where people gather to discuss social, economic, and environmental issues, and, in this case, **a shared and participatory moment.**

The atmosphere in 2020 was certainly different from that which characterized 2025: confidence in the themes of sustainability and regeneration, optimism regarding the new environmental targets set for 2030, and a strong spirit of bipartisan collaboration. Organizing an event in 2025 within a different climate required a reassessment of objectives and tools, while still striving to preserve what was inherited from that Regeneration 2013 event five years ago in this new iteration: **a spirit of responsibility, collaboration, and confidence in the future.**



*In the photo:
Paolo Vineis
and Andrea
Illy during the
Forum.*

The **polycrisis** we are facing today—geopolitical, environmental, social, and economic—requires **a systemic response**, and the Forum has sought to offer a concrete and systemic solution by promoting a culture of regeneration and collective re-

sponsibility, reaching from businesses to citizens, institutions, and the academic community. Not just a simple event, then, but **a space for open, multidisciplinary dialogue across all sectors of society**, to discuss visions and tools capable of bringing about real change. The goal was to **contribute to the construction of a new development model** that is not only sustainable but actively regenerative: that is, capable of generating economic value while simultaneously restoring and enhancing natural cycles, territories, and social relationships. In this sense, regeneration is not only environmental but also cultural, relational, and economic.

THE GOALS

The Forum has set itself the following objectives:

- to **promote a cultural shift** in how we view the role of business as an agent of regeneration and the creation of shared value;
- to **demonstrate the interdependence** of all economic and social sectors and how all contemporary challenges must be addressed through a systemic approach involving all sectors, from institutions down to individual citizens;
- to **highlight and network existing best practices**, demonstrating that a regenerative economy is already possible and viable, and that it produces concrete benefits in terms of resilience, innovation, and social cohesion;
- to **raise awareness** among the audience of the role of the citizen-consumer-voter and their role in the choices made at the local and national levels with a view to regeneration;
- to **create permanent communities** and increase the widespread dissemination of content on environmental, social, and governance sustainability through the opportunities offered by digital technologies.

*In the photo:
Lorenzo Bagnoli
on stage at the
Forum.*



THE PROGRAM

The program for the Regeneration 20|30 Forum was developed by a **Program Committee** composed of members of the Foundation and the Scientific Committee, which is responsible for the content and the selection of speakers. Among the selected **topics**: what a regenerative enterprise is and how to become one; demonstrating the impact and economic value of regeneration; the interdependencies between the economy, the environment, and society and their consequences; what the economy of the future will look like from a regenerative perspective; in-depth discussions on certain topics affecting everyone's daily life (e.g., energy, food, etc.). In designing the sessions, we have consistently sought to reflect the defining characteristics of RSF: the **systemic approach**, the **interdependence** between environment, economy, and society, and the **constant dialogue between science** (theory) and **corporate best practices** (practice).

*In the photo:
Andrea Grillenzoni,
Michele Sofisti,
Eric Ezechieli,
Veronica Fervier,
Davide Bollati,
Ian Roberts.*

The speakers were also selected based on these criteria, bringing together internationally renowned **academic experts** and **leaders in regeneration** from the private sector. Alongside the founders of RSF, there were internationally renowned professors, representatives from trade associations and nonprofit organizations, and experts in geopolitics. The event featured a variety of **formats**: plenary sessions with international keynote speakers and experts in regenerative economics, thematic roundtables



with startups, best-practice relays, thematic “deep dive” sessions, and networking opportunities. Since the Regeneration 20|30 Forum marks the first major public event organized by the Foundation in five years, the aim was to engage both businesses—the Foundation’s primary stakeholders—and civil society. Hence the need to organize **two separate days of sessions** tailored to different audiences: the first more technical, the second more general.

A key focus of the Forum is convergence—that is, the effort by businesses, as well as youth movements, intellectuals, university professors, academics, ordinary citizens, consumers, and others, to come together around the goal of regeneration, which is increasingly taking center stage. A goal that might have seemed vague and abstract a few years ago is now taking on very specific and measurable characteristics.

PAOLO VINEIS
Scientific Director

In the photo: Andrea Maggiani, Sylvie Goulard, Domenico Dentoni, Simone Mazzola, Lucia Silva, Giancarlo Fonseca, Michele Calcaterra.

The first day, held on November 27 at Le Village by CA Milano and dedicated to businesses, focused on the theme **“The Regenerative Business”**: what it is, how to become one, and through which tools—including the **Regenerative Framework**, which was presented publicly for

the first time in a dedicated session. The plenary sessions featured alternating presentations by businesses and academia, fostering a constant and open dialogue between science and corporate case studies. To facilitate knowledge sharing and exchange among participants, **thematic in-depth ses-**



sions with national and international experts and **networking** opportunities were organized. The first day was attended by **133 people**, primarily from the private sector.

The second day, held on November 28 at Triennale Milano, was titled **“From the Regenerative Business to the Regenerative Society”** and aimed at the general public. Its goal was to **broaden reflection and engagement** on issues related to regeneration by fostering dialogue among experts, businesses, and the public. Alongside **in-depth discussions** on the conservation of natural capital, the energy transition, agri-food systems, urban regeneration, well-being, and sustainable mobility, the program featur-

ed inspirational talks, socioeconomic analyses by national and international experts, and corporate best practices, all aimed at envisioning **the economy and society of the future** through a regenerative lens.

In the photos, from the top left: Cristina Gabetti, Lorenzo Bagnoli, Alessia Mosca, Fabio Tamburini, Enrico Giovannini, Michele Nebuloni, Massimiliano Giansanti, Paolo Frigati, Gewn Jones, Roberto Calugi, Katia Da Ros.



The afternoon of November 28 was entirely dedicated to the **Youth Forum**, during which several national and international **youth organizations** (Centro Casnati, Change for Planet, Global Shapers Rome Hub, Officine Italia, The 50 Percent, Young Ambassadors Society, Youth 4 Climate (UNDP), Young Women Network) presented **recommendations** on the regenerative model proposed by RSF, particularly on how to translate the vision into practice. The young people's presentations were interspersed with contributions from experts on the role of education, public-private partnerships, and examples of regenerative ecosystems, thereby enriching **the intergenerational debate**.

On the second day, **263 people** participated in the morning sessions and approximately **100** in the afternoon. Significant participation from civil society, as well as from businesses and nonprofit organizations.

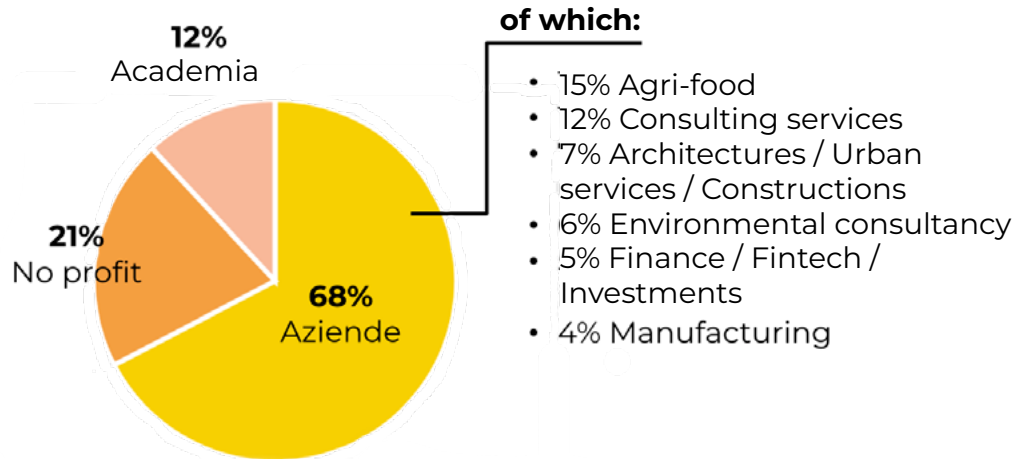
In the photo, from left: Pedro Tarak, Federica Quartesan, Nadia Paleari, Matilde Elia, Diletta De Marco, Gaia Zanzi, Alma Nardelli, Roxáni Roushas, Matías Lara, Cristina Gabetti, Elena Jachia.



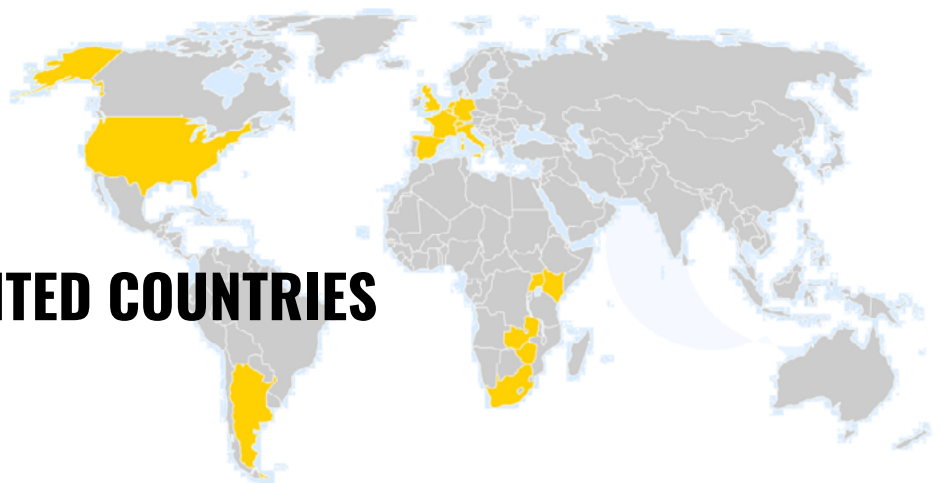
The full program and list of speakers are available on the Forum's official website.

REGENERATION2030FORUM.COM

432 PARTICIPANTS



149 COMPANIES/ORGANIZATIONS PRESENT



15 REPRESENTED COUNTRIES

SUPPORT ACTIVITIES

STAKEHOLDER ENGAGEMENT

As already mentioned in the chapter on the RSF ecosystem, external stakeholder engagement activities in 2025 focused on the Forum with a threefold objective: to engage all stakeholders within the RSF network, to ensure the participation of a broad and diverse audience, and to use the event as a channel to raise RSF's profile externally by promoting its values and principles.

The main activities carried out were:

- **fundraising efforts** with selected companies;
- **reaching out to contacts** within the RSF stakeholder network to encourage participation in the Forum, both as attendees and as speakers;

- organizing a **presentation event** for the Regeneration 20|30 Forum for a select group of stakeholders;



A sinistra, una raccolta di foto dall'evento di presentazione del Forum, il 16 giugno 2025 a Milano.

- presenting the event to several **industry organizations** (e.g., B Lab Italia, Sustainability Makers, Global Compact, ...);
- engaging **the value chains and networks of founding companies** by sharing tailored informational materials;
- establishing **partnerships** with selected organizations to promote and facilitate their members' participation in the Forum (e.g., YPO, Sustainability Makers, etc.);
- requesting **sponsorships** from European institutions (the European Parliament and the European Commission), national institutions (the Ministry of the Environment and Energy Security and the Ministry of Agriculture, Food Sovereignty, and Forests), and local institutions (the Lombardy Region, the City of Milan) and private entities (the Cariplo Foundation).

Reaching out to the public is essential because we need to show that there are companies that operate differently, that produce differently, so that the public knows there are those who can provide jobs and economic growth without exploiting nature as has been done until now. So this is a crucial step. In fact, I would say we need to do even more than this. There is a huge demand among the public to address the issue of climate change, greater sustainability, and greater social justice; therefore, holding events like this that highlight the fact that there are companies already working in this direction is absolutely essential.

ROBERTO BUIZZA

Full Professor of Physics at the Sant'Anna School of Advanced Studies in Pisa, member of the Scientific Committee of RSF

Through its stakeholder engagement efforts, RSF has established a network of partners and sponsors whose participation was essential to ensuring the event's success and widespread impact.

CON IL CONTRIBUTO DI / WITH THE CONTRIBUTION OF



CON IL PATROCINIO DI / WITH THE PATRONAGE OF



SOSTENITORI / SUPPORTERS

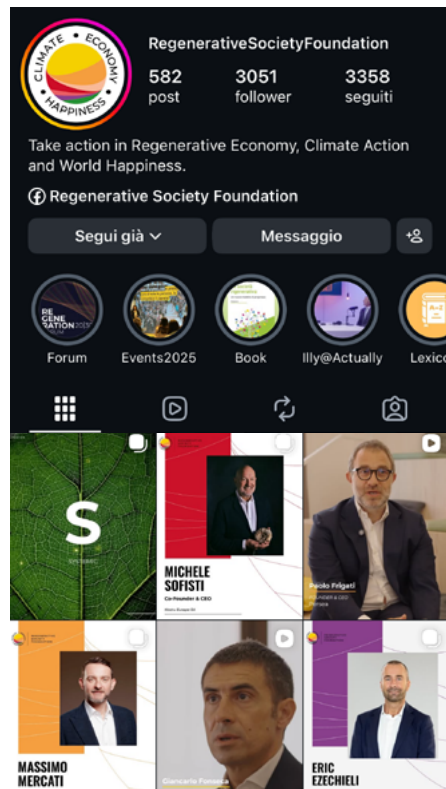
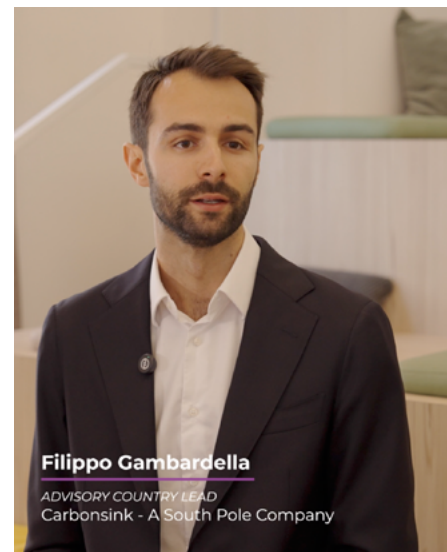


PARTNER TECNICI / TECHNICAL PARTNERS



COMMUNICATION: FROM THE FOUNDATION TO THE FORUM

Starting in June, the Foundation's communications activities were integrated with the Forum's promotional efforts. The participation of representatives from the founding companies as speakers at the event helped **highlight their perspectives on regeneration** in editorial content (10 short videos and 15 interviews) produced by the respective communications departments and filmed by the Foundation, shared every 2-3 weeks via 7 newsletters and on the LinkedIn profiles of the Foundation and the founders, with the aim of providing native content to promote the event and illustrate how regenerative models can be applied to businesses and organizations of various kinds.



On the side are examples of the Forum's communication and promotional materials.



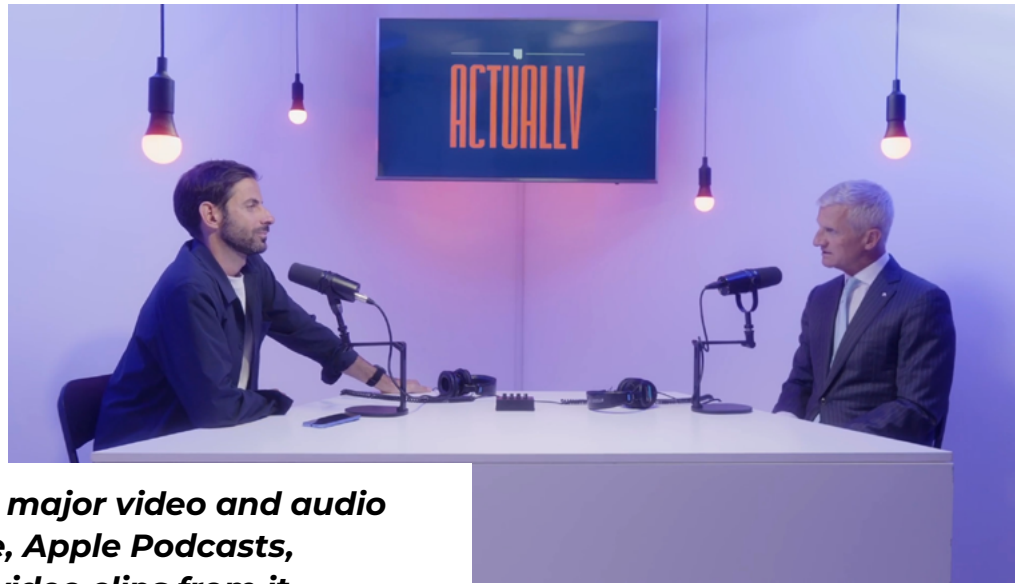
PRESS OFFICE

Starting in September, the press office began its work regarding the Forum and the Foundation's activities (Measurement Framework).

Media relations efforts resulted in **71 media appearances** on major television networks and national publications, including **5 articles in national print media** (Il Sole 24 Ore, L'Economia del Corriere, Repubblica Affari e Finanza), **5 TV segments** (TG1 Libri, Sky TG24, RaiNews24, Class CNBC), and **61 articles in digital publications** (including Repubblica, Corriere, Wired, HuffPost, ...), for a total of €634,913.17 in AVE (Advertising Value Equivalency) and 6,396,355.44 in OTS (Opportunity To See).

APPEARANCE ON “ACTUALLY”

Co-chair Andrea Illy was a guest on the “**Actually**” video podcast produced by **Will Media/Chora**. Speaking with the podcast’s CEO, Riccardo Haupt, Illy discussed the reasons behind the creation of the Regenerative Society Foundation and the **urgent need for the shift in mindset** that the Foundation is promoting.



The episode is available on major video and audio platforms (Spotify, YouTube, Apple Podcasts, Amazon Music), and short video clips from it have been shared on the publisher’s social media channels (2 Instagram posts, 1 Instagram Story, 5 YouTube Shorts, 6 TikTok posts) and reposted on the Foundation’s channels.

THE PROMOTION

With the specific goal of driving traffic to the landing page and encouraging the purchase of tickets to the Forum, **23 sponsored campaigns** were launched on LinkedIn and Meta. Additionally, specific content was created to highlight the **partnerships**, and a media kit was shared with sponsoring organizations and partners to organically expand the reach of the campaign. Speakers also received a dedicated **media kit** to share on their social media profiles and with their networks.



HIGHLIGHTING PARTNERS

The contributions of sponsors and partners were highlighted through **dedicated posts** on the Foundation's LinkedIn and Instagram channels, as well as in all **print and digital promotional materials**, event setup, and follow-up materials.

DURING AND AFTER THE EVENT

Several Forum participants shared their opinions with their networks between late November and early December. A non-exhaustive monitoring of posts and mentions on LinkedIn and Instagram—both in real time and later—highlighted the desire to **share insights and content from the debate with their networks**. A **survey** was sent to all participants who registered via RSF channels (excluding those who registered via Triennale Milano channels, for whom email addresses could not be obtained) to gauge satisfaction with the event's content and organization, as well as **general interest** in the Foundation's activities. The 22 responses received showed an average score of **4.5/5** for satisfaction with the Forum's content and 4.4/5 for the relevance of the content to their work, and provided insights into the public's interest in the individual topics covered.

A PERMANENT PLATFORM

The Regeneration 20|30 Forum did not end with the in-person event, but is designed as an **active and permanent platform** to continue the multistakeholder dialogue that began in November. In addition to sharing the sessions and their content, RSF intends to produce and share scientific papers, thematic white papers, and a position paper summarizing the key issues that emerged during the Forum. These will be complemented by webinars and training sessions open to businesses, public agencies, citizens, and civil society organizations.

REGENERATION 20|30 FORUM

DIRECT AND INDIRECT BENEFICIARIES

DIRECT BENEFICIARIES:

- **Private sector:** Approximately 150 professionals from the private sector (participants on the first day) who had access to high-level content on urban regeneration topics.
- **Citizenship and civil society:** 263 participants (morning session) and 100 (afternoon session) on the second day.
- **Youth organizations:** Members of 8 organizations actively involved in the Youth Forum
- **Speakers and experts:** 55 business leaders, academic experts, and representatives of organizations involved in knowledge exchange.

INDIRECT BENEFICIARIES:

- **The local community (Milan and Lombardy):** By identifying the city and the region as potential regenerative hubs.
- **The national economy:** Through the adoption of regenerative, less extractive business models.
- **Digital audiences and media:** Over 6.3 million people (according to OTS data) reached through press coverage and social media channels.

OUTPUT

STAKEHOLDER ENGAGEMENT AND ACTIVATION:

- **432 total participants** from 15 countries (Italy, France, Switzerland, the Netherlands, Belgium, Germany, Spain, the UK, Argentina, the USA, Kenya, South Africa, Uganda, Zambia, Zimbabwe)
- **Categories of stakeholders** present and their respective percentages: 68% companies, 21% nonprofits, 12% academia 149 companies present, representing an estimated €97 billion in revenue (2023)
- **7 sponsors**
- **6 sponsorships** (including one paid sponsorship from a private entity and 5 institutional sponsorships)
- **partnership** agreements signed with 5 industry organizations and 1 training institution
- **6 technical partners**
- **314 contacts** established among the various stakeholders and **55 substantive** discussions with companies (both within and outside the RSF network)

- **COMMUNICATION AND OUTREACH:**
- **22 sponsored campaigns on LinkedIn** (432,081 views, 1,139 total engagements)
- **Episode on the Actually/Will Media podcast:** 8,730 listens to the episode, 54,674 views, and 495 reactions/comments on shares (data updated as of 12/10/2025)
- **Dedicated newsletters**
- **Press office: 71 releases (July–December), for a total of AVE: €634,913.17 and OTS: €6,396,355.44, including:**
 - **5 press articles** (Il Sole 24 Ore, L'Economia del Corriere, Repubblica Affari e Finanza)
 - **5 TV segments** (TG1 Libri, Sky TG24, RaiNews24, Class CNBC)
 - **61 web articles** (including Repubblica, Corriere, Wired, HuffPost, ...)
- **Survey:** 22 responses, with an average score of 4.5/5 for satisfaction with the Forum's content and 4.4/5 for the relevance of the content to their work
- **User-generated content:** 45 LinkedIn posts, with 930 reactions and 36 reposts, 20 real-time Stories on 6 public profiles with tags (data updated as of 12/10/2025)

EFFECTS ON STAKEHOLDERS

PRIVATE SECTOR

- **Skill development:** Acquisition of knowledge and practical tools to transform the business model from sustainable to regenerative
- **Networking opportunities**

YOUTH (YOUTH FORUM)

- **Empowerment and advocacy:** Recognition of the role of young people as “advisors” capable of providing concrete recommendations

CITIZENS / CONSUMERS

- **Increased awareness:** Greater understanding of the concept of regeneration and best practices among participating companies

INSTITUTIONS

- **Strengthening of dialogue** between policymakers and the third sector through secured sponsorships (EU, Ministries, Municipalities)

ACADEMIC WORLD

- **Synthesis of theory and practice:** Creating a meeting point between scientific research and real-world business case studies.

SPONSORS AND PARTNERS

- **Brand visibility:** Exposure of the brand to a qualified audience.



ECONOMIC AND FINANCIAL SITUATION

BALANCE SHEET

	31.12.2025	31.12.2024
ASSETS		
B) Fixed Assets		
I - Intangible Assets	0.00	0.00
1) Start-up and expansion costs	2,359.36	205.97
	2,359.36	205.97
C) Current Assets		
II - Receivables	0.00	0.00
1) Receivables from users and customers	0.00	0.00
9) Tax liabilities	10,682.29	
12) Due from others	1,076.01	1,076.01
	35,438.30	1,076.01
IV - Cash and cash equivalents		
Mediolanum checking account 2237053	74,105.32	138,051.59
D) Accrued income and prepaid expenses		
Prepaid expenses	0.00	0.00
TOTAL ASSETS	76,464.68	139,333.57
LIABILITIES		
A) Shareholders' equity		
I - Endowment Fund	52,500.00	52,500.00
IV - Surplus/(Deficit) from Previous Years	6,884.72	0.00
IV - Surplus/Deficit for the Current Year	-46,433.38	6,884.72
	12,951.34	59,384.72
C) Severance pay	0.00	0.00
D) Liabilities		
3) Liabilities to partners and founders	0.00	0.00
7) Liabilities to suppliers	39,009.56	31,100.71
9) Tax liabilities	13,118.72	12,432.28
10) Liabilities to social security agencies	4,708.85	9,393.45
12) Other liabilities	6,676.21	27,022.41
	63,513.34	79,948.85
TOTAL LIABILITIES	76,464.68	139,333.57

MANAGEMENT REPORT

	31.12.25	31.12.24		31.12.25	31.12.24
	COSTS AND EXPENSES	COSTS AND EXPENSES		PROVENTI E RICAVI	PROVENTI E RICAVI
A) Costs and expenses from activities of general interest			A) Income and revenue from activities of general interest		
1) Raw materials, consumables, and goods	574.23	0.00	1) Income from membership dues and contributions from founders	326,000.00	254,494.79
2) Services	384,529.79	244,236.70	6) Contributions from private entities	0.00	0.00
3) Use of third-party assets	0.00	0.00			
4) Personnel	494.53	219.01			
5) Depreciation and amortization	795.81	800.00	10) Other revenue, income, and proceeds	20,983.16	1,500.00
7) Other operating expenses	2,432.79	3,639.91			
Total	388,827.15	248,895.62	Total	346,983.16	255,994.79
			Surplus / (-) Deficit from activities of general interest	-41,843.99	7,099.17
B) Costs and expenses from other activities			B) Income and revenue from other activities		
2) Services	38,351.50	0.00	1) Revenue from services and sales to members and founders	34,000.00	0.00
3) Use of third-party assets	0.00	0.00	3) Revenue from services and sales to third parties	0.00	0.00
7) Other operating expenses	0.00	0.00	4) Grants from public entities	0.00	0.00
Total	38,351.50	0.00	Total	34,000.00	0.00
			Surplus / (-) deficit from other activities	-4,351.50	0.00
D) Expenses and charges from financial and equity transactions			D) Revenue, income, and returns from financial and equity investments		
6) Other expenses	63.80	1,422.73	1) From bank accounts	3,786.07	5,319.80
			5) Other income	39.84	88.48
Total	63.80	1,422.73	Total	3,825.91	5,408.28
			Surplus / (-) deficit from financial and equity investments	3,762.11	3,985.55
Total costs and expenses	427,242.45	250,318.35	Total revenue and income	384,809.07	261,403.07
			IRAP based on wages	4,000.00	4,200.00
			Surplus / (-) deficit for the fiscal year	-46,433.38	6,884.72

OVERSIGHT OF THE SUPERVISORY BODY

RELAZIONE DELL'ORGANO DI CONTROLLO

Bilancio sociale al 31.12.2025

Ai signori Soci della Fondazione "Regenerative Society Foundation".

Rendicontazione della attività di monitoraggio e dei suoi esiti

Ai sensi dall'art. 30, co. 7, d.lgs. n 117/2017 (d'ora in avanti Codice del Terzo settore, o CTS), abbiamo svolto nel corso dell'esercizio 2025 l'attività di monitoraggio dell'osservanza delle finalità civiche, solidaristiche e di utilità sociale da parte di "Regenerative Society Foundation" con particolare riguardo alle disposizioni di cui agli artt. 5, 6, 7 e 8 dello stesso Codice del Terzo settore. Tale monitoraggio, eseguito compatibilmente con il quadro normativo attuale, ha avuto ad oggetto, in particolare, quanto segue:

- la verifica dello svolgimento delle finalità previste dallo statuto, la verifica dell'esercizio in via esclusiva o principale di una o più attività di interesse generale di cui all'art. 5, co. 1, Codice del Terzo settore per finalità civiche, solidaristiche e di utilità sociale, in conformità con le norme particolari che ne disciplinano l'esercizio, nonché, eventualmente, di attività diverse da quelle indicate nell'art. 5, co. 1, del Codice del Terzo settore, purché nei limiti delle previsioni statutarie e in base a criteri di secondarietà e strumentalità stabiliti con d.m. 19.5.2021, n. 107;
- il rispetto, nelle attività di raccolta fondi effettuate nel corso del periodo di riferimento, dei principi di verità, trasparenza e correttezza nei rapporti con i sostenitori e il pubblico, la cui verifica, in linea con quanto previsto dalle linee guida per la raccolta fondi stabilite con d.m. 9.6.2022;
- il perseguimento dell'assenza dello scopo di lucro, attraverso la destinazione del patrimonio, comprensivo di tutte le sue componenti (ricavi, rendite, proventi, entrate comunque denominate) per lo svolgimento dell'attività statutaria;
- l'osservanza del divieto di distribuzione anche indiretta di utili, avanzi di gestione, fondi e riserve a fondatori, associati, lavoratori e collaboratori, amministratori e altri componenti degli organi sociali, tenendo conto degli indici di cui all'art. 8, co. 3, lett. a) - lett. e), del Codice del Terzo settore.

Attestazione di conformità del bilancio sociale alle Linee guida di cui al decreto 4 luglio 2019 del Ministero del Lavoro e delle Politiche Sociali

Ai sensi dall'art. 30, co. 7, del Codice del Terzo settore, abbiamo svolto nel corso dell'esercizio 202X l'attività di verifica della conformità del bilancio sociale, predisposto da "Regenerative Society Foundation", alle Linee guida per la redazione del bilancio sociale degli enti del Terzo settore, emanate dal Ministero del Lavoro e delle Politiche Sociali con d.m. 4.7.2019, secondo quanto previsto dall'art. 14 del Codice del Terzo settore.

L'ente "Regenerative Society Foundation" ha dichiarato di predisporre il proprio bilancio sociale, pur non superando i limiti di legge ma in conformità allo statuto sociale, per l'esercizio 2026 in conformità alle suddette Linee guida.

Ferma restando le responsabilità del Consiglio di Gestione della predisposizione del bilancio sociale secondo le modalità e le tempistiche previste dallo statuto e delle norme che ne disciplinano la redazione, l'organo di controllo ha la responsabilità di attestare, nei termini legali previsti, la conformità del bilancio sociale alle Linee guida del Ministero del Lavoro e delle Politiche Sociali.

All'organo di controllo compete inoltre di rilevare se il contenuto del bilancio sociale risulti manifestamente incoerente con i dati riportati nel bilancio d'esercizio e/o con le informazioni e i dati in suo possesso.

Abbiamo, quindi, verificato che le informazioni contenute nel bilancio sociale siano coerenti con le richieste informative previste dalle Linee guida ministeriali di riferimento. Il nostro comportamento è stato improntato a quanto previsto in materia dalle Norme di comportamento dell'organo di controllo degli enti del Terzo settore, attualmente applicabili. In questo senso, abbiamo verificato anche i seguenti aspetti:

conformità della struttura del bilancio sociale rispetto all'articolazione per sezioni di cui al paragrafo 6 delle Linee guida;

presenza nel bilancio sociale delle informazioni di cui alle specifiche sotto-sezioni esplicitamente previste al paragrafo 6 delle Linee guida, salvo adeguata illustrazione delle ragioni che abbiano portato alla mancata esposizione di specifiche informazioni;

rispetto dei principi di redazione del bilancio sociale di cui al paragrafo 5 delle Linee guida, tra i quali i principi di rilevanza e di completezza che possono comportare la necessità di integrare le informazioni richieste esplicitamente dalle linee guida.

Sulla base del lavoro svolto non sono pervenuti alla nostra attenzione elementi che facciano ritenere che il bilancio sociale dell'ente "Regenerative Society Foundation" non sia stato redatto, in tutti gli aspetti significativi, in conformità alle previsioni delle Linee guida di cui al d.m. 4.7.2019.

Vicenza, 09 aprile 2026

Il Sindacale Unico

Luca Boscato



THE NEXT FIVE YEARS



The Regenerative Society Foundation’s outlook for the next five years is shaped by an ambitious vision: to evolve into an **impact foundation**. This goal translates into a strengthened commitment not only to generating and sharing knowledge, but also to its **practical and measurable application**.

RSF intends to expand its operational role by developing and implementing its own regeneration projects. These projects will serve as true “field laboratories” and will be rigorously measured using the Regenerative Framework, the Foundation’s proprietary tool, to quantify the positive impact generated across the pillars of Circularity, Natural Capital, Climate, Well-being, and Education. This measurement process will not only ensure transparency and scientific rigor but will also provide concrete, validated case studies.

The ambition is to consolidate RSF's position as an **authoritative and irreplaceable point of reference** for companies embarking on a regenerative path. The Foundation aims to make its assets—namely the tools, scientific validation, and best practices necessary to transform sustainability intentions into concrete regenerative actions—available to companies.

Being an impact foundation also means reaching an ever-growing number of businesses, public stakeholders, and civil society organizations, both nationally and internationally. In this way, RSF can have a “butterfly effect” on the economy and society.

*Nothing is achieved alone.
As a famous African
proverb says: “If you want
to go fast, go alone.
If you want to go far,
let’s go together.”*



COLOPHON

EDITORS

Caterina Bovini
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PHOTOGRAPHIC REFERENCES

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Foundation Archive
*/ pagg. 10, 31, 56, 60, 61, 62,
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