

UNHATE FOUNDATION

STRATEGIC PLAN 2025-2027

Content

Who is Unhate Foundation?

Why does it exist?

What are its objectives?

How does it operate?

In a nutshell

- Reborn within the framework of a 2011 project
- It **studies, designs, and acts** to **reduce hatred**, focusing on **reducing inequalities** (economic, cultural, and social) and combating discrimination, disparities, and prejudices, including gender-based ones. It creates connections and opportunities to **value young people** and reward merit, also through cultural heritage as a powerful tool for development and care.
- It primarily operates on the **genesis of hatred**, seeking to counteract and prevent its emergence in advance through education.*
- It does not represent any political, religious, or economic interests but acts systemically with the goal of changing the status quo and positioning itself as an **enabling element for community growth**, even through **disruptive choices**:
 - Promoting collective mobilization and **social commitment** among young people
 - Creating a **cultural and relational infrastructure** that brings together entities from the first, second, and third sectors to amplify the impact
 - Bringing **managerial** and project and financial management **practices and skills** to the third sector

*The term education derives from the Latin "educēre," i.e. "to draw out" or "to develop." It indicates the process through which an individual develops their intellectual, moral, and behavioral faculties, fostering the integral growth of the person. Education encompasses both the acquisition of knowledge and the formation of character and values, involving cognitive, emotional, and social aspects.



Co-designs with the beneficiaries and **works together** with the first, second, third, and fourth sectors, promoting systemic actions.



Identifies and designs **unconventional, innovative, economically sustainable, and scalable solutions**.



Brings **skills and resources** (not only economic) of the Supporters to the third sector.



Promotes **active participation** and collective mobilization.

Our origins

Unhate Foundation, "reborn" in 2024, traces back to a visionary initiative by Alessandro Benetton in 2011, founded on the principles of tolerance and reconciliation. Back then, with the famous UNHATE campaign, Benetton aimed to send a universal message against the culture of hatred, inspired by the profound idea that *"hatreds cease through non-hatred, not through hatred."* Using the web, social media, and art, he invited citizens and young people from around the world to act against the fear of others and promote dialogue between peoples, faiths, and cultures. The campaign, which became iconic, used provocative images of global leaders engaged in symbolic gestures of reconciliation, such as kissing, to stimulate deep reflections on tolerance and mediation.

In 2024, thanks to the determination of Alessandro Benetton now supported by the commitment of Edizione (the Family's holding), Mundys, and Aeroporti di Roma, Unhate Foundation has regained vigor. With more resources and new ambition, it aims to contribute to addressing current challenges and building a more inclusive future, inspired by the same founding values of dialogue and understanding, but with skills, tools, and languages capable of responding to the urgencies of our time.

Following its origins, Unhate Foundation aims at the intervention and action of everyone, in the name of an "enhanced" and open democracy, without political, social, ideological, or physical boundaries, to become **a movement that fights hatred through the power of opportunities.**



A renewed propulsion

The Founder's Vision

"The fight against the growing climate of hatred can only come through a new perspective, providing new answers to deep-rooted problems. Focusing on the youth and offering them opportunities for social mobility is the first step to achieving concrete results.

Improving living conditions, reducing distances and inequalities, and giving everyone equal opportunities by rewarding merit and valuing unexpressed talents."

The Strength of Institutional Supporters

Edizione

Investing responsibly and long-term to promote sustainable growth and shared value. Through entrepreneurial skills and financial discipline, it focuses on strategic sectors and solid partnerships, integrating economic development, social responsibility, and environmental sustainability.

Mundys

Leading the transformation of mobility, making it sustainable, safe, and innovative. With active investments in cutting-edge assets, it aims to create economic and social value for communities and territories, offering services that simplify daily life and improve the travel experience.

Aeroporti di Roma

Contributing to development with an inclusive model based on sustainability, quality, and innovation. Committed to achieving international excellence, we create shared value for passengers, partners, and communities, focusing on people's well-being and the quality of services.

**YOUTH – SOCIAL MOBILITY – OPPORTUNITIES – MERIT – INCLUSION – SUSTAINABLE GROWTH – SHARED VALUE – ENTREPRENEURSHIP
FINANCIAL DISCIPLINE – PARTNERSHIP – INNOVATION – TECHNOLOGY – WELL-BEING – QUALITY – LONG-TERM PERSPECTIVE – ENGAGEMENT**

Core identity

Sources of Inspiration

Definition of Hate

Identity of Unhate Foundation

Main sources of inspiration

- Unhate Foundation's roots are deeply embedded in the **United Nations' 2030 Agenda**, as well as in the **Italian Constitution**, particularly **Article 34**, which emphasizes the right to education as a fundamental pillar of social mobility and equality.
- The **Sustainable Development Goals (SDGs)** that inspire Unhate Foundation are primarily:
 - **Goal 4** – Quality Education
 - **Goal 10** – Reduced Inequalities
 - **Goal 16** – Peace, Justice, and Strong Institutions
 - **Goal 17** – Partnerships for the Goals
- Additionally, Unhate Foundation aligns with:
 - **Goal 1** – No Poverty
 - **Goal 3** – Good Health and Well-being
 - **Goal 5** – Gender Equality
 - **Goal 8** – Decent Work and Economic Growth

Art. 34 of the Italian Constitution

"Schools are open to everyone. Primary education, which is imparted for at least eight years, is compulsory and free of charge. Capable and deserving students, even if lacking financial resources, have the right to attain the highest levels of education. The Republic makes this right effective through scholarships, allowances to families, and other measures, which must be assigned through competitive examinations."



Hate does (not) exist

Hate is not one of the primary emotions. The fundamental human emotions are anger, sadness, joy, fear, and disgust.

Hate is something different—it is a complex construct that emerges from a mix of emotions like **anger, fear, and disgust**, fueled by experiences of **isolation, exclusion, and dehumanization**. When people feel ignored, invisible, or powerless, frustration can evolve into hostility and, eventually, into hate. On a collective level, this feeling is reinforced by dynamics that divide, alienate, and create enemies, offering a false sense of identity to those who feel lost.

Hate is triggered by both **personal and social circumstances**, with the power to break bonds, deepen divisions, and drive violence. In today's world, its spread is amplified by digital platforms, which fuel polarizing narratives and normalize conflict.

At its core, hate grows from **fragility**—inequality, lack of education, and the absence of strong social connections. Without opportunities and recognition, resentment takes root, escalating tensions and fueling ever-deepening conflicts.

The roots of hate

Hate is, at its core, a symptom of social fragmentation, a reflection of deep existential distress, and a force that can drive individuals toward deviant behaviors aimed at overturning a system they perceive as unjust.

Social Breakdown and Isolation - Hate can be seen as a byproduct of a society where human connections are weakening, eroded by relentless competition and extreme individualism. When solidarity and empathy fade, resentment and anger take root, turning diversity into a source of conflict rather than enrichment. In a world where foundational values and support networks disintegrate, hate spreads like a toxin, leading people to see "the other" as a threat to their own existence. This sense of isolation fuels hostility toward those perceived as different, escalating social tensions and internal divisions.

Existential Distress and Inner Emptiness - At the root of hate often lies a profound sense of dissatisfaction and existential emptiness. When individuals lack a sense of purpose or meaning, and feel disconnected from their authentic selves, frustration can easily turn into anger and hostility. In many cases, hate becomes a way to fill this inner void—a means of channeling frustration and escaping the anxiety of feeling lost. It can be a personal act of rebellion, a desperate attempt to reclaim an identity that was either lost or never fully formed. Faced with a complex and overwhelming world, individuals may try to regain control by blaming and demonizing an external enemy, giving structure to their unrest.

Rebellion, Deviance, and the Search for Identity - Hate can also serve as a tool for social deviance—a way for individuals to find an alternative identity or reject norms they see as oppressive. In a society where the need for belonging and validation is paramount, hate can act as a unifying force among those who feel marginalized or excluded. Extremist and radical groups often use hate as a form of cohesion, legitimizing their defiance of mainstream social rules. This dynamic is especially evident in group settings, where shared hostility toward a common "enemy" provides a sense of purpose and belonging that might otherwise be unattainable in a world that overlooks or rejects them.

Stopping hate

Hate is not a primary emotion, which means it is neither inevitable nor permanent. It can be understood, deconstructed, and transformed—opening new spaces for dialogue and reconciliation, starting with young people and their vulnerabilities.

Fighting hate requires looking beyond its surface expressions and addressing its root causes.

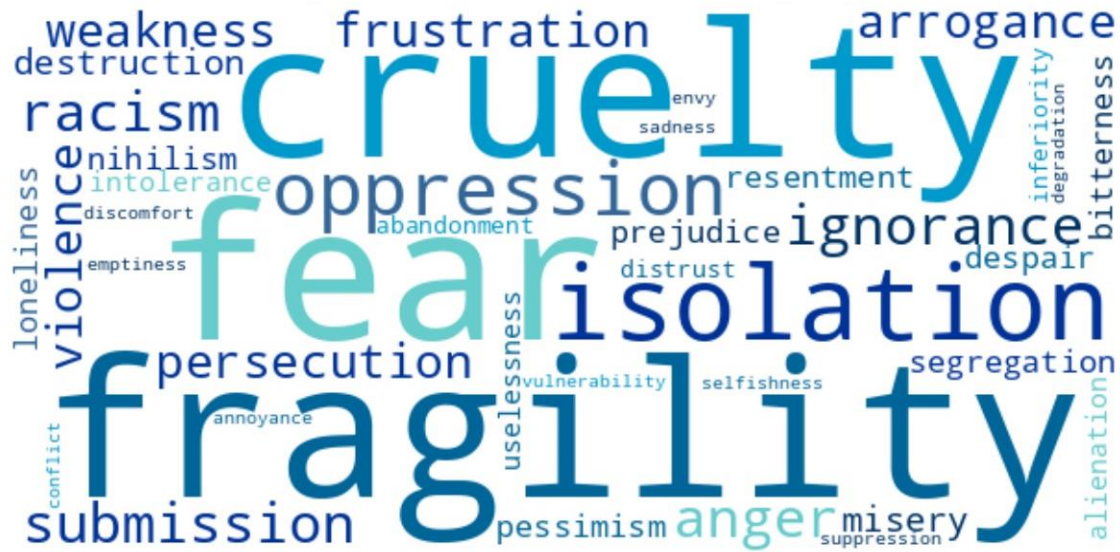
- It means **educating new generations in empathy and emotional intelligence**, helping them recognize their own dignity and that of others—leveraging tools like sports, art, and technology to foster understanding.
- It means **tackling inequalities, creating opportunities for young people, and helping them build inclusive communities** where no one feels left behind, while supporting their civic engagement and social mobility.

At Unhate Foundation, we believe that hate can be transformed into dialogue and reconciliation through education, social cohesion, and collective action—driving meaningful and lasting change. Together, we can create a future where understanding and solidarity triumph over indifference and fear.

The roots of hate can be weakened and starved, but this requires targeted efforts, increased awareness, and coordinated collective mobilization—a movement that fights hate by **unleashing the power of opportunity**.

Word of

Hate



Unhate



Vision

UnHate Foundation strives to replace violence and domination with dialogue and a culture of solidarity. It is particularly committed to supporting younger generations on their path to growth and education, promoting **skills and excellence** as key drivers of **genuine social mobility**.

UnHate Foundation aims to spark **positive and innovative change** in social development, working to **strengthen the foundations of a democratic and inclusive society**. It encourages young people to actively participate in shaping their communities, equipping them with the tools to **influence decisions and drive meaningful initiatives**. The foundation also champions the **ethical value of beauty**, fostering the power of **art and knowledge** as essential instruments to counteract the roots of hate and its destructive impact.



UNHATE
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A Complex Problem Requiring a Systemic Approach



I am not asking for money, I am asking for a future

"Waking up to headlines
Filled with devastation again
My heart is broken
But I keep going

Pain, but I won't let it turn into hate"

(Youth, Shawn Mendes)

Looking at young generations



The rise in **violent behaviors** among young people is a clear indicator of a deep-rooted crisis affecting families, schools, and society as a whole.

- 40% of high school students (aged 15-19) were involved in fights or brawls in 2023.
- 10% of students witnessed a violent incident being filmed on a mobile phone.
- 52% of teenagers in relationships reported experiencing violent behavior at least once.
- Over 30,000 reports involving minors (aged 14-17) were filed with law enforcement in 2023, with the most common offenses including theft, receiving stolen goods, extortion, assault, sexual violence, and cybercrimes.

Looking at young generations



- **ECONOMIC POVERTY:** 12% of young people aged 18 to 34 live in **absolute poverty**.
- **EDUCATIONAL POVERTY:** The **dropout rate** is one of the highest in Europe.
- **PSYCHOLOGICAL DISTRESS:** Over 49% of young Italians aged 18 to 25 have reported suffering from **anxiety** and **depression**.
- **INEQUALITIES:** Italy has a Gini coefficient on income distribution of 34.8%, **the third highest among the 27 EU countries**.
- **LACK OF ENGAGEMENT:** Only **7% of young** Italians aged 16 to 24 participate in **formal volunteer activities**, compared to a European average of 12%.

=

PERCEPTION OF HAVING NO FUTURE

- In Italy, 12% of young people aged 18 to 34 live in conditions of **absolute poverty**.
- Poverty impacts education, physical and mental health, social exclusion, limitation of job opportunities, and reduction of youth aspirations..
- This doesn't just mean having less money in your pocket but also facing **daily challenges** that test resilience.
- The good news is that we know where to intervene: the most affected regions, such as the **South**, can benefit from targeted activities to bridge the gap and offer new opportunities.

Understanding Youth Poverty

- Education is the key to opening doors and building secure paths. However, in Italy, the **school dropout** rate is one of the highest in Europe: in 2022, 11.5% of young Italians aged 18 to 24 left school before obtaining a secondary school diploma, a figure higher than the European average of 9.5%.
- It is estimated that reducing **school dropout*** rates could "save" the community up to **6% of GDP**.
- However, this is not an inevitable fate. By investing in innovative educational programs and ensuring equitable access to education, we can transform **NEETs** (over 5.7 million) into young people with real skills and job prospects. NEETs are 56% female; for a woman, it is much more difficult to escape this condition.
- Every young person and every woman reintegrated is a resource for the country. It is necessary to strengthen local networks and reach out to young people who are most distant from opportunities.

*the lack of, incomplete, or irregular use of educational and training services by young people of school age.

Overcoming Educational Poverty

- Mental health is the engine of overall well-being.
- More than 49% of young Italians aged 18 to 25 have reported suffering from **anxiety** and **depression**. This is correlated with increasing **social isolation** due to difficulties in relationships and growing loneliness. In 2023, only 27% of 11-14-year-olds and 30% of 15-17-year-olds reported seeing their friends every day.
- 17% of girls and boys aged 14 to 18 think that **occasional slapping** in an **intimate relationship** is possible.
- While the use of social media can amplify isolation, it also represents an opportunity to raise awareness and offer support.

Supporting psychological well-being

- We are witnessing a **growing inequality** that creates a gap in **future prospects** and life perspectives.
- Inequalities are never one-dimensional; they are **social**, **educational**, and **health-related** at the same time, and they do not only concern those who suffer the most direct consequences, but all of us.
- Currently, nearly 5.6 million people in Italy are poor, compared to 1.9 million in 2005.
- 22% of minors (aged 3-17) have not engaged in sports activities.
- 48% of minors (aged 6-17) have not read any non-school books.
- These numbers are not an endpoint but a starting point for social inclusion policies, scholarships, and universal access to education. Not everyone starts from the same point, it's true, but we can work to build a fairer system.

Creating opportunities and reducing inequalities

Activating collective mobilisation

- In a context characterized by the precariousness of individuals' public and private spheres, the social commitment of the new generations has progressively weakened.
- Only 7% of young Italians aged 16 to 24 participate in formal volunteer activities, compared to a European average of 12%.
- Youth participation in democratic and associative life in Italy is lower than the European average, resulting in a **limited commitment of young Italians to the common good and active citizenship**.
- Only by mobilizing young people towards collective engagement for **social responsibility** can we trigger positive mechanisms of **solidarity** and **violence prevention**.

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Our Purpose

We are committed to eradicating hatred and violence by **fostering solidarity and dialogue** as the foundation for a **more inclusive future**.

Through **culture, art, and sports**, we strive to drive lasting, positive change, transforming society with **innovative projects and systemic action**.

We believe in young people and their potential to **lead this transformation**. Our goal is to equip them with the tools they need to **shape their own future** and **actively engage** in democratic life.

We are convinced that **social mobility** should be built on **skills, merit, and the uniqueness of each individual**, ensuring that everyone can find their place in a fairer and more welcoming society.

Our words, our behaviors

GENERATE change

We contribute to social well-being through original forms of personal and collective action, connecting people, resources, and communities.

TRANSFORM realities

We create value through innovation, seeking new solutions to existing needs and challenges, and fostering dialogue between different communities and generations as an endless source of progress.

LISTEN to voices

We are curious about others, approaching individuals and communities with empathy, attentiveness, and patience—observing, listening, and caring with a genuine commitment to understanding their realities.

RESPECT differences

We recognize the inherent dignity of every individual, promote mutual respect, and reject all forms of oppression and domination.

PARTICIPATE actively

We want to empower everyone to take action and contribute to building a better society by providing inspiration and tools that fuel a collective movement against hate.

Mission and Focus Areas

Unhate Foundation is committed to **promoting, supporting, and managing** (directly or indirectly) **initiatives that enhance the well-being of local communities**. This mission focuses primarily on **young people facing barriers to education and cultural development**, those who lack access to **empowering tools for personal growth**, and individuals living in **challenging conditions**. By addressing these gaps, the foundation aims to create **opportunities for inclusion, learning, and social mobility**.

1. SOCIAL MOBILITY

Facilitate **access to quality education and training** while promoting **merit and excellence**.

2. EDUCATION INFRASTRUCTURES

Improve **educational, sports, and artistic infrastructure**, including **technological enhancement**, with a special focus on **geographic and cultural peripheries** and ensuring **accessibility for all**.

3. CULTURE

Promote **art and cultural heritage**, both traditional and contemporary, as a **tool for learning, listening, dialogue, and exchange of experiences**, leveraging **digital platforms** to enhance accessibility and engagement.

4. RESEARCH

Observe and study the **root causes of hate**, while promoting **research and impact measurement** to develop effective and sustainable solutions.

Further details

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1. SOCIAL MOBILITY

- Access to learning and holistic development (experiences, content, tools—including technology), with a focus on legality and ethical growth.
- Training for the professions of the future, with a vision that prepares young people for emeraina careers in the near future.

2. EDUCATION INFRASTRUCTURES

- Schools in need of redevelopment, with a focus on technological upgrades and preparation for future professions.
- Facilities enabling artistic and digital activities, fostering creativity and innovation.
- Sports structures as hubs for community engagement and social inclusion.

3. CULTURE

- Events and awards for under-30s that promote talent and vocations.
- Certified experiential and training programs designed to enhance employability and career opportunities.

4. RESEARCH

INTERNAL

- Development of impact measurement metrics.
- Creation of white papers to disseminate knowledge and insights.

EXTERNAL

- Research defining the foundation's commitment to cultural development.
- Studies aimed at enhancing the effectiveness of initiative design and implementation.

How we want to act

WHO

- Age **10–30**, with a particular focus on the **11–23** age range (pre-adolescence, adolescence, entry into the workforce).
- Young people from **geographical and cultural peripheries, second-generation Italians, legal immigrants, prisoners/ex-prisoners for minor offenses to be reintegrated, girls, NEET** (Not in Education, Employment, or Training).

WHAT

- Recognition and management of vulnerability
- Counteracting school dropout
- Support for self-awareness and emotional education
- Training and guidance
- Fighting unemployment and non-employment (quality employment)
- Support in preventing psycho-physical discomfort conditions (e.g., eating disorders, social media addiction, bullying, recidivism)

WHERE

- In the first phase of Unhate Foundation's life, we will focus on the **Italian territory**, with as broad a geographical scope as possible.

WHEN

- Secondary schools (lower and upper secondary) (possible extension to the final years of primary cycle)
- Post-secondary education
- Sports facilities and extracurricular activities
- Healthcare facilities
- Reception and prison facilities

HOW

- Art, sports, and technology as tools

Acting as a platform

- Unhate Foundation was born from the awareness that **no meaningful change can happen in isolation**. It is part of a broader ecosystem, fueled by the commitment of its **Institutional Supporters and Founder**, as well as the complexity of the challenge it has chosen to tackle.
- Its strength lies in being a **connector, a unifying force** capable of acting within an **ecosystemic framework** by:
 - **Co-designing solutions** with organizations across the **public, private, nonprofit, and civic sectors**, fostering shared strategies.
 - **Building synergies** with leading nonprofit organizations that share its values and goals, to **strengthen and amplify impact**.

Unhate Foundation will engage stakeholders annually in **closed-door workshops** to gather insights, needs, suggestions, and commitments.

Key stakeholders include:

- Shareholders and Investors / Supporters
- Management, Employees, and Collaborators
- Clients
- Suppliers
- Civil Society
- Future Generations
- Small and Large Enterprises
- Research Institutions
- Public Administration

Unhate Foundation does not act alone—it moves forward together.

Only through a strong social infrastructure and a collaborative approach can we create real and lasting change.

Unhate Foundation & its corporate partners

Companies that support and join Unhate Foundation play a crucial role in its success by:

- **Encouraging employee participation** in our initiatives, contributing their time and expertise.
- **Amplifying media visibility** for our causes and activities, leveraging their extensive national and international presence.
- **Raising awareness and fostering values** aligned with the fight against hate, promoting engagement in training programs related to Unhate Foundation's mission.
- **Spreading Unhate Foundation's values** among their stakeholders.

Unhate Foundation will collaborate closely with its corporate partners, helping them build and maintain **positive relationships with local communities** in their areas of operation.

Objectives '25-'27

- I. **Weaken the roots of hate and violence** in specific geographic and cultural peripheries in Italy.
- II. Position Unhate Foundation as a **leading knowledge hub on fragility and hate**, leveraging data, analysis, and solutions.
- III. Work in **synergy with corporate partners**, maximizing the use of their assets (spaces, expertise) and ensuring systematic, rather than episodic, engagement. Develop projects within their key communities.
- IV. Launch a **movement against hate** through education, communication, and active youth involvement.
- V. Expand and test Unhate Foundation's impact **beyond Italy**.

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Investment Methods

Active and Grant-Giving: We invest in projects of organizations that operate within our area of interest, but in a limited number of cases, we also operate directly.

Investment Concentration: Ideally (soft constraint), no project will absorb more than 15%-20% of the foundation's total endowments over the considered time horizon.

Pipeline generation: Communication has a dual value for us, namely to make the foundation's activities known and to generate project proposals.

Methods of project identification

Direct selection

Partnership

Call for proposals

Internal reporting

Project phases

I. IDENTIFICATION OF ENTITY

II. NEEDS ANALYSIS

III. SUPPORT AND GUIDANCE

IV. RESULTS/IMPACTS ANALYSIS

Funding

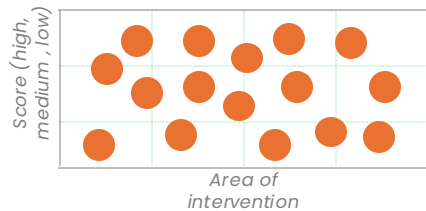
1^ DISBURSEMENT

2^ DISBURSEMENT

3^ DISBURSEMENT

Selection and management of projects

1 Projects' collection



- Identification of projects through direct selection or external channels, via the website www.unhatefoundation.org

2 High-level evaluation



- Internal Project Analysis through **Scorecard** on a Set of Parameters:
 - Consistency with targets
 - Innovation/Uniqueness
 - Scalability
 - Sustainability over time
 - Risk
 - Team
 - Impact on communication /institutions

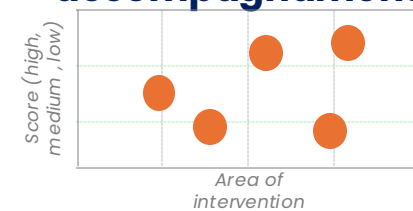


3 Due diligence (investigation)

- In-depth evaluation of the project's potential through an **investment memo** to be submitted to the BoD:
 - **Executive Summary**
 - **Why we love it**
 - **Key Risks**
 - **What has to be true for this to work?**
 - **Business model: economics, team, legal setup**



4 Selezione e accompagnamento



- **Selezione finale** dei progetti da sviluppare e **reporting periodico per monitoraggio** avanzamento. Identificazione eventuali aree di miglioramento e supporto agli enti riceventi.

Main selection criteria

PROJECTS

- Depth of Needs Analysis
- Project Stage (Initial, Intermediate, Final)
- Project Development Capability
- Resources (€, Human Capital, Tools)
- Sustainability and Scalability
- Monitoring Tools for Goal Achievement
- Impact Analysis
- Recognitions & Networking
- Publication of Documents (Transparency):
 - Statute
 - Financial Statements/Various Reports
- Activity Reports
- Support Network:
 - Public Institutions (Government & Entities - First Sector)
 - Private Sector (Second Sector)
 - Nonprofit Sector (Third Sector)
 - Supporters (Individuals, Private & Public), Volunteers, and Media

NGOs

- Proven Execution Capability
- Team Quality
- Available Resources (Financial & Asset-Based)
- Network & Reputation
- Impact Analysis & Monitoring Capability
- Innovative Approach
- Ability to Leverage Technology

Eligibility for funding

All **nonprofit entities and organizations**—regardless of their legal structure—are eligible to apply for funding from UnHate Foundation. This includes, but is not limited to:

- **Recognized and unrecognized associations**
- **Foundations and committees**
- **Social cooperatives and social enterprises**
- **Volunteer organizations**
- **Non-Governmental Organizations (NGOs)**
- **Third-Sector Entities (ETS)**

Organizations applying for funding **must not pursue profit-making purposes**. The foundation reserves the exclusive right to assess whether an applicant's mission and activities align with this requirement.

Additionally, **individuals** may also be eligible for funding, provided they meet the specific criteria outlined in the programs designated for them.

Exclusions

The following entities are **not eligible** for funding:

- Organizations with an explicit or implicit profit-making purpose (as determined by the foundation).
- Political parties or entities engaged in political propaganda.
- Organizations with a mission focused on religious proselytism.

Thank you

info@unhatefoundation.org

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