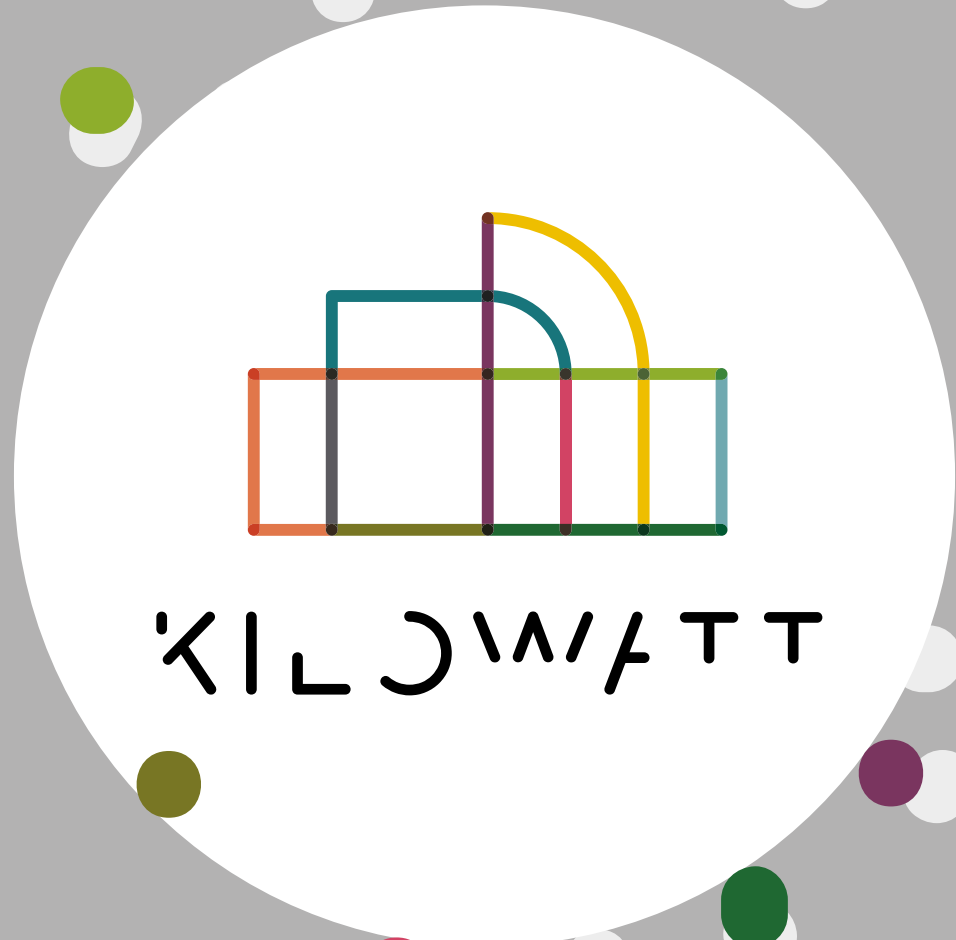


— *Impact report*

— 2024



KILJAWATT

*“We will not be granted survival
unless we learn to tell our story
differently, to dream differently”*

Paul B. Preciado in Dysphoria Mundi (2022)

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This Report is a snapshot of the year 2024, and is the fourth (and last) Report of the 2021-2025 impact strategy. For this reason we have kept the same format as in previous years, so that the game will expand (as the number of variables is also expanding for us, really!) and the reading of the data can be multi-ye

We are towards the end of the course we had set in 2020/2021 and yet on one hand that World seems so far away and on the other hand the new horizon is already opening up before us. In fact, we have begun a **process of internal reorganisation**, hybridising different horizontal paradigms (Holacracy, Sociocracy, RENDANHEYI, etc.) by embracing them into our strong corporate culture. A path that will accompany us for a few years, helping to give us the most suitable tools to navigate these rough waters and to arrive at the next shore, the metamorphosis as we called it last year, which is that of Kilowatt's adulthood!

Some signs can already be seen in 2024, among them the **closure of the construction site** that has accompanied us¹ for the last 3 years, the beginning of the procedure **to grow our KwBaby educational service** (in bigger and even more beautiful spaces and - spoiler - with a new name) and the opening of serra madre, the new artistic and cultural production centre by Kilowatt. But this new structure in the making requires new resources, activities and policies (as we have learned to say in our circles) and the *buen retiro* of 2024 (our annual moment of sharing dreams and strategies) was therefore dedicated to discussing and imagining these organisational evolutions, and this is why we chose to do it on the mainland, in Tuscany, to feel rooted and solid while what was once known leaves room for something else. Yes, because, let's admit it, change is difficult for everyone, even for those who, like us, have made it their identity!

And so, even in the struggle of change, we reconfirmed that Kilowatt exists for:

“ We want to build desirable,
accessible, sustainable futures. ”

¹ In the Italian version we decided to adopt feminine pronouns throughout the text not only to represent Le Serre, the space regenerated by Kilowatt, but also to represent the majority of Kilowatt employees (62% of employees are women).

serra madre - a place for ecological imagination

serra madre is Kilowatt's new **cultural production centre**, created to promote and train an ecological imagination through the dialogue between art and science and to foster a systemic and intersectional understanding of the ecological crisis.

In these 10 years of activity, and from the point of view of Le Serre, **the climate crisis appears to us as the crisis of a culture**, anthropocentric, patriarchal, white, that we have never shared even if we have partly embodied it (for biographical reasons). And so we decided to contribute to its ecological transformation using the tools of culture and art, with their imaginative and speculative power, their emotional strength and their vocation for systemic and complex thinking.

Since we know how to regenerate communities and imaginaries through the regeneration of places, and since we know that having a space, as well as time, is fundamental for building transformations, we have dedicated a place to all this: **serra madre a place for ecological imagination**.

Serra madre embraces all artistic practices, placing them in dialogue with scientific research, to offer a transdisciplinary context to citizenship, research, businesses and administrations, and thus to foster a deep understanding of the ecological crisis. To achieve this, it nurtures and support artistic production and research through residencies, public programmes, educational workshops, training, workshops and exhibitions.

Serra madre offers its audiences experiences and learning opportunities that can challenge the dominant, anthropocentric vision, and bring forth the necessary questions to imagine new solutions for ecological and environmental issues.

Serra madre trains sight, perception and listening, inviting us to overcome all dichotomies, to enter into relations and rediscover ourselves as part of an interconnected and harmonious ecosystem, outside human exceptionalism.



What is the situation right now

We have already said it: this year's report mirrors Kilowatt's evolution, which continues to grow, adapt and build. We are in a time of transition, approaching the end of the 2021-2025 strategy, and this paragraph could be entitled **'Where are we going?'**. While we look at what has been achieved, the drive towards the future leads us to re-imagine ourselves, starting from what has been done so far. So, once again we tell you (and us) how we are and where we are, interweaving quantitative data and qualitative elements, complementary tools for drawing the Kilowatt map.

In 2024 we completed the work and inaugurated Serra Madre which, in addition to being our artistic production centre, also represents the expansion of our educational service KwBaby and Vetro. With this latest regeneration, we've now revitalized a total of **7,600 square meters** of public space since arriving at Le Serre in 2014. This evolution responds to an evolution of Kilowatt's intentionality in generating impact and to a growing interest in our services: in 2024, in fact, **93 families** pre-registered to KwBaby for only **15 places available**, while our community has grown to **140,000 visitors** at Le Serre.

We involved **180 artists** (national and international) in the artistic and cultural activities of Le Serre, continuing to invest in cultural activities with a **5% increase** over the previous year, for a total investment of **€ 150,400**. The production of events remained robust, with **181 events realized**, of which **140 were free** of charge to the public. We **increased our cultural production by 28.4%**, investing **€113,700** in high-quality original projects.

The **onboarding process continues** for companies and institutions in the region that want to develop their capacity for ecological thinking and imagination, becoming part of the broader **serra madre community**. This path is translated into **Kilowatt+**, the corporate membership of Kilowatt, which now includes **11 organizations**, both businesses and public institutions.

We are continuing to work on rethinking value creation models and contributing to the spread of an imaginary that guides us toward a desirable future and ecosystem (as stated in one of our impact dimensions in our cards).

We have done this by supporting **75 startups—14 of which from Morocco, Tunisia, and Algeria**—in the development of business models that are not extractive but redistributive.

We also supported **15 organizations** and **2 public administrations** in their **strategic planning processes** based on a positive impact vision. Additionally, we trained **191 people**, and through **5 projects**, we focused on offering **tangible, high-quality responses** to the “gray area”—that portion of the population which, though not officially considered poor, is at risk of marginalization.

At the same time, we have worked to **expand our membership community** and **strengthen the cooperative**, ensuring its long-term sustainability. **Kilowatt's share capital** has risen to **€770,898**, thanks to the entry of **3 investment funds**, the multinational **Day**, **5 new individual members**, and the continued commitment of our **11 working members**. Today, our **work community** includes **42 permanent employees**, more than half of whom are women.

On the environmental front, we have recorded significant progress: **52% of our purchases** come from suppliers who sell products with a reduced environmental impact, **an increase of 9%** over the previous year. Our **commitment to the circular economy** has also prevented the release of **0.8 tons of plastic** into the environment, thanks to the use of **reusable glass cups with deposit systems**.

We invested **€217,015** in our local area, prioritizing **local suppliers** and increasing our commitment to a **short and sustainable supply chain by 12%** compared to 2023.

Finally, this year's employee survey revealed a **low sense of alignment with the internal goal** of “giving work the same quality as free time.” However, we've launched a **targeted consulting process** specifically aimed at this goal, with the intention of fostering **internal improvement**. Each figure, each event, each result reflects an organization that is changing, evolving, and reimagining itself—just as we said at the beginning. This year's report tells not only where we are, but it also reveals our **desire to build the future we envision**.

And while we may be at the end of one journey, we know it's only the beginning of a new one.

The magnitude of impact

We have always considered **our organization, Kilowatt, and our habitat, the Serre, as an organism**, rather than as a machine. The difference between the two lies in the fact that the machine is complicated while the organism is complex, and this requires recognizing **the multiple interactions that exist in a complex system**. The Theory of Change and the impact assessment, with the whole box of operational and governance tools, have helped us to build a shared overview and identify the aspects that can contribute to the achievement of this strategic goal of the organism.

Our common goal is to make desirable, accessible and sustainable futures possible. This vision represents the “condensation” of a process of imagination and internal reflection that involves year after year all areas of the organism.

With the aim of observing ourselves, rather than controlling ourselves, we have defined four dimensions of impact, scopes and benchmarks, which come from the common goal:

1. Creating new opportunities, being enablers towards artists and creatives, offering spaces and times of expression; towards citizens and families, generating opportunities for cultural confrontation and contamination among different audiences; towards the “grey bracket”², making projects that try to lower the threshold of access to opportunities for a quality life.

2. Rethinking value creation models by putting relationships, sustainability, culture, uniqueness of each person at the center, because only this change will enable us to solve the biggest crises of our time. The fields of activity are the business world, policy-making processes, pedagogical and training models, lifestyles and consumption.

3. Helping to spread a desirable and viable imaginary ecosystem, we resist dystopian visions and fatalism that go with the dominant narratives on climate change and the multiple crises we are experiencing: we want to spread an approach to the future made of

hope and possibility, where art plays a central role in activating lateral approaches to observe, understand and act. We do this starting from a tangible place, designed and managed every day with this vision in mind: The Serre of the Giardini Margherita.

4. Giving work the same quality of leisure time, as we believe that to generate a positive change in the context we live in, we must first feel good with ourselves: we want to commit ourselves so that everyone feels valued and part of a shared project.

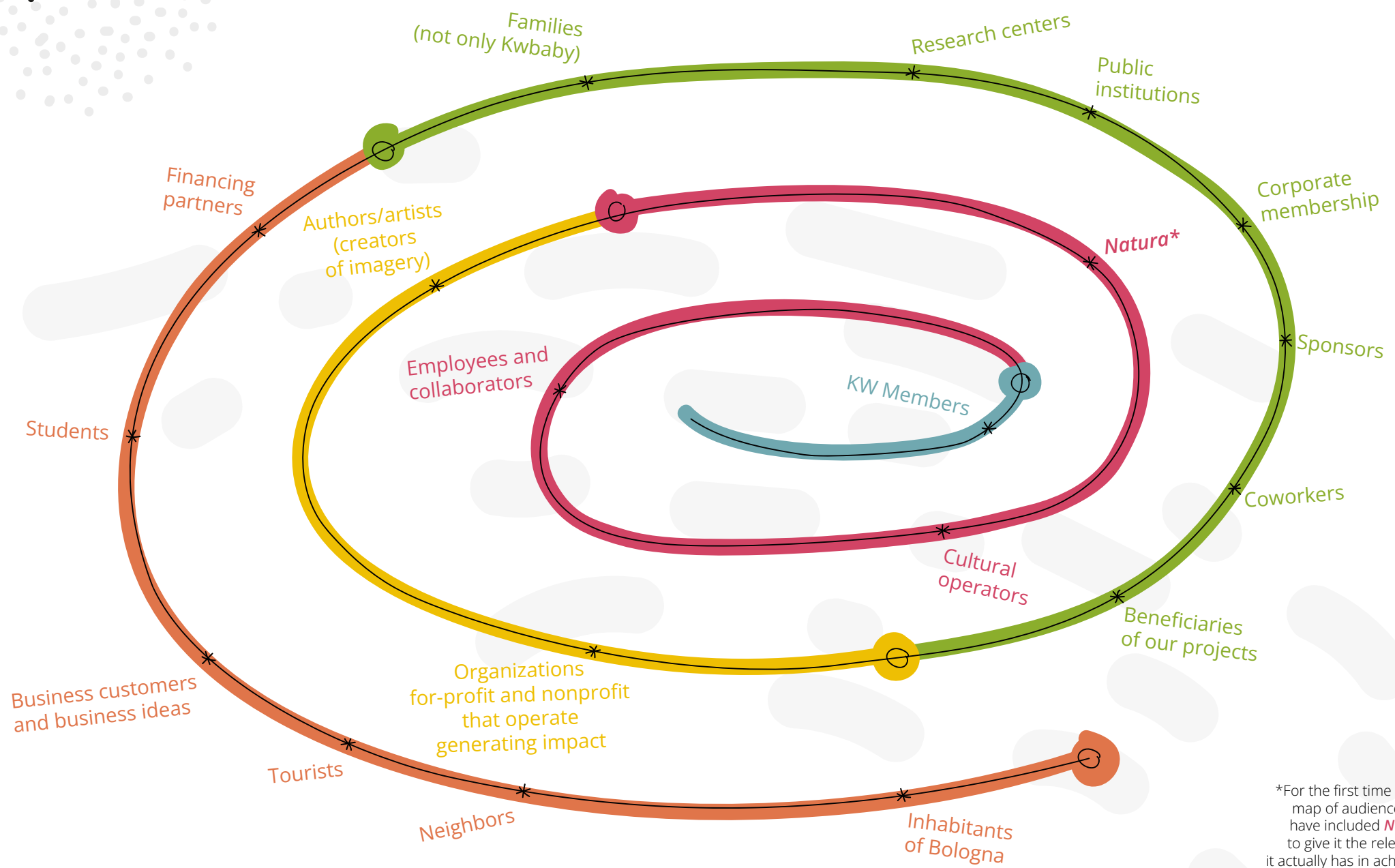
You will find the first 3 dimensions, we call them “external” dimensions, in the deck of cards; on the other hand, you will find the fourth dimension, the one facing more towards the “inside” of the organization, in the Company Profile, in the pages that follow.

Our actions, projects, activities aimed at achieving the impact dimensions described above include 9 (out of 17) **goals for sustainable development**.

SUSTAINABLE DEVELOPMENT GOALS



² By grey bracket we mean that section of the population that does not fall within the parameters of absolute poverty, but is still at risk of marginality.



INFORMATIONS CONSULTING CODESIGNING COPRODUCING COMANAGING

*For the first time in our map of audiences, we have included *Natura*, to give it the relevance it actually has in achieving our impact vision. It is also an invitation for us, to consider it as a bearer of of inalienable rights

Company profile

As we always say, **this is not a typical company profile**. It does not present the list of services that we can offer you, because they change and evolve with us. Instead, it is something deeper, but it should interest you more because it **is the soul of the organization, which then influences products, services, projects**.

We start from the medium-term goal that we have set for our organization, the inward looking one: **to give work the same quality as leisure time**. We believe that to transform the collective imagination we must start from the relationship, and so from ourselves and from how we feel. To contribute to this ambitious commitment, we are committed to making everyone feel valued and part of a shared project.

Despite all this effort, the changes and growth—both spatial and organizational—have led to some internal fatigue, which caused a drop in the indicator we use to measure our progress toward our fourth impact dimension: “giving work the same quality as free time.”

This year, for the first time, that score fell **below 6 out of 10**.

But we’re already working on it—see you in 2025 for an update!

Kilowatt is a **working cooperative made of different souls** operating in the fields of **social innovation, culture** and **art, communication, regeneration, education** and **nutrition**. This project comes to life within the regenerated spaces of **Le Serre dei Giardini**, a place of culture and models experimentation. “Our home” is a fundamental part of achieving the impact goal.

We are a **hybrid organization**, consisting of a working cooperative that 100% owns a LLC, a choice dictated by the desire to guarantee a continuous socialization of any profits generated by the administration activity.

This organization has **four souls**:

- **Impact, Innovation and Communication**: a creative ecosystem that supports public and private organizations along the entire value chain: from the idea to design, from communication to engagement.
- **Cultural production and regeneration**: from the Serre to Serra Madre, cultural programming and production to entertain, train and to build a dialogue between art and society (businesses, institutions, research world, policy makers, citizens) aimed at promoting a deep ecological transition.
- **Education**: from the 0-6 KwBaby experimental educational service, to the training courses for educators and parents, to the activities of support for families and lifelong training, based on the values of the Pedagogy of Nature.
- **Eating and feeling good**: from our Vetro bistro, which encompasses all our passion for good, ethical, healthy and sustainable food, to the vegetable garden and the hydroponic cultivation plant, all the activities and projects that allow us to take care of people and the environment through food.



We are a total of **42 employees with permanent contracts**, divided into different areas. Even in the structure of the same working areas we are constantly looking for **a hybridization and a contamination**: some of the employees are cross-area and are involved in different activities and cores.

In 2024, we recorded a **share capital increase of € +4.188 (22 individuals and 7 legal entities participated in capital increases)** and the **subscribed and paid-up share capital** now amounts to **€ 770.898**. While **the value of production** (coop + LLC) decreased by -3%.

We have worked with **clients from different geographical areas** (2 international, 31 national, 6 from Emilia Romagna, 57 from Bologna) **and sectors**, including 7 Public Administrations, 4 Trade Associations, 12 Foundations and Universities, 40 profit companies, 32 belonging to the Third Sector and 4 privates. In addition, **63% of our clients chose us for the second time**.

We are committed to our suppliers, we grant an average of **20 days for invoices payment**, only in 0.2% of the total transactions the payment times have exceeded the terms. In the hope that sooner or later we will be able to produce renewable energy directly, at the moment we have signed **renewable energy contracts (electricity + gas)** that have allowed us to **save 50,1 tons of CO2**.

We are an organization with a variable and horizontal hierarchy.

This is a constant work of negotiation and empowerment, and can be read from various indicators including the difference between the partners' salary and the lowest salary which is 1:1.7 (*in social enterprises the law provides that this percentage should not exceed the ratio of 1:8). **We are proud to be a diverse and multicultural organisation**: 6 different nationalities worked with us in 2024.

And we are just as proudly a female-dominated company; of the 42 employees, **62% are women**. In addition, we have activated 3 internships per year (curricular, training, placement).

One year's work, at a glance

MULTICULTURAL COMPANY

6 different nationalities worked with us

WE ARE COMMITTED TO RELEVANT ISSUES

and we have focused our cultural production (in terms of resources and effort) on three fundamental and radical themes: **decolonial thought, ecological thought, and gender issues.**

CREATIVE ENTERPRISE

8,4 out of 10, the average value Kilowatt employees give to the question *"how much does the work you do enhance your passions and bring out creativity?"*

WE HAVE STARTED A PROCESS

aimed at redesigning our organizational model **based on self-observation and on the needs of our workers**

-3%
decrease in total Kilowatt turnover in 2023 (coop + LLC)

CAPITALIZED SME

22 natural persons, of which 11 working partners, and 7 legal entities participated in capital increases

770.898 €
of subscribed and paid-up share capital



FEMALE ENTERPRISE

62% of Kilowatt's 42 employees are women

1:1,7
ratio between the salary of the working partners and the lowest salary

63%
of our corporate customers chose us for the second time

50,1 TONNES
of CO2 saved thanks to renewable energy contracts (electricity + gas)

Portfolio 2024: some of the projects we love the most



PLURALI MASCHILI

A gender-focused festival to explore new models of masculinity beyond the hegemonic norms of dominant patriarchal society—starting from and in dialogue with feminist and transfeminist thought. Talks, workshops, and entertainment to embrace multiplicity and break free from the cages of stereotypes.

Masculinities, pluralities, feminisms.

Commissioned by:
Kilowatt

OPS! INSIEME IN NATURA

Ops! Together in Nature is a shared space of games and exploration in nature, dedicated to pairs of children and adults (ages 2-5), guided by an educator.

In this space of games and discovery, children explore nature, meet others, and observe the many wonders around them.

Through the reading of illustrated books and engaging in artistic activities, creative thinking, free expression, and imagination are encouraged.

Sharing, active creativity, outdoor education

Commissioned by:
Kilowatt



ENTRACK

ENTRACK is a project funded by the LIFE programme, created to accelerate the energy transition in eight rural communities across the Mediterranean. Through a group of “climate explorers” and ethnographic tools, we are helping make energy policies more accessible and grounded in everyday reality, supporting local governments in promoting a just and equitable energy transition.

Energy transition, rural communities, climate explorers.

Commissioned by:
European Climate, Infrastructure and Environment Executive Agency



BAUMHAUS VISUAL IDENTITY

Rethinking the visual identity of an organization that envisions and develops training and production projects guided by principles of social justice, accessibility, cultural quality, and intersecting approaches, starting from the usability of digital content and the functional aesthetics of web environments. Creating new imaginaries and communicating complexity through a strategic and creative approach.

Brand Identity, Design, Imaginaries

Commissioned by:
Baumhaus soc coop



Creating new opportunities, being enablers

— Impact, innovation and communication



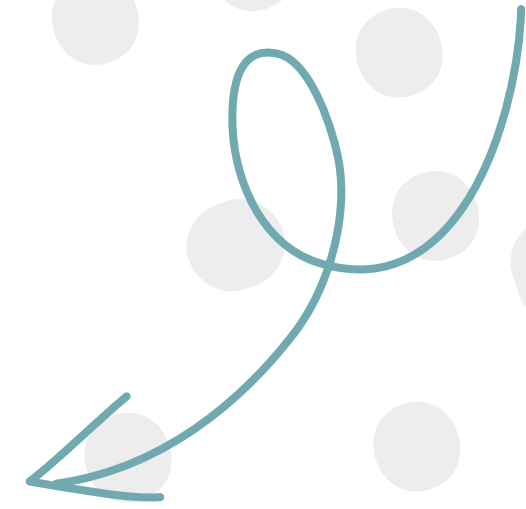
5 We worked on **PROJECTS** to meet the *grey bracket's** requirements with quality solutions

**By grey bracket we mean that section of the population that does not fall within the parameters of absolute poverty, but is still at risk of marginality.*

— Cultural production and regeneration



180 We involved **ARTISTS** in the artistic cultural activities of Serre



We **INVESTED** **150.400 €** in free cultural programs

(+5% in comparison to 2023)

— Cultural production and regeneration



We **INVESTED 113.700 €** in **free cultural production**

(+28,4% in comparison to 2023)



We worked with artists coming from:
72 Bologna area
22 Emilia-Romagna
65 other Italian regions
21 internationals

— Education



93 FAMILIES applied to enter **KwBaby**, with 15 available places



76 CHILDREN raised in **KwBaby** since it opened

— Cultural production and regeneration



We realized **181 CULTURAL EVENTS**, 140 OF THEM WERE FREE

(-22,6% in comparison to 2023)



We realized **15 free cultural events** for families and around **130 FAMILIES PARTICIPATED**





Creating and spreading an image (of development) of ecosystem and desirable

— Impact, innovation and communication



We educated **191 PEOPLE** to:

- **imagine future** before designing it
- **understand what they are giving for granted** of their audience
- **train transversal skills**



Through **2 PROJECTS** we experimented **languages, formats and innovative methods** to solve our clients' problems

— Cultural production and regeneration



We realized **15 FREE EVENTS** promoting **decolonial thinking**



We realized **57 FREE EVENTS** promoting an **ecological thinking**

(+61,4% compared to 2023)

— Cultural production and regeneration



8 ART INSTALLATIONS are permanently exhibited in the Serre

— Cultural production and regeneration



Since 2014 we have regenerated **7.600 SQM** of public soil



140.000 PEOPLE spent their time in Serre this year



We invested **122.405 €** in the care and maintenance of Serre space

— Cultural production and regeneration



Since 2014 we have been investing **3 MILLION EUROS** in the overall regeneration of Le Serre

— Education



We organized **18 TRIPS** to travel around the city with the children of KwBaby



***Rethinking creation templates
of value by putting at the center
relationships, sustainability, the
culture, the uniqueness of each
person***

— Cultural production
and regeneration



11 ORGANIZATIONS
took part into courses
focusing on the
relation **art-science-
sustainability**

— Impact, innovation and
communication



We supported
75 TEAM
to **start a high
impact business**



We supported
15 ORGANIZATIONS
(**2 public administration
included**) throughout a
strategic planning path,
starting from the visualization
of **desirable futures**

*

Rethinking creation templates of value by putting at the center relationships, sustainability, the culture, the uniqueness of each person

— Education



10% OF PEOPLE WORKING IN SERRE curated and realized **creative workshops** for KwBaby

— Education



18 EDUCATORS took part into **education courses** organized by KwBaby

— Eating healthy and wellbeing



We **saved 0,8 TONS** of **plastic** using deposit glasses

— Eating healthy and wellbeing

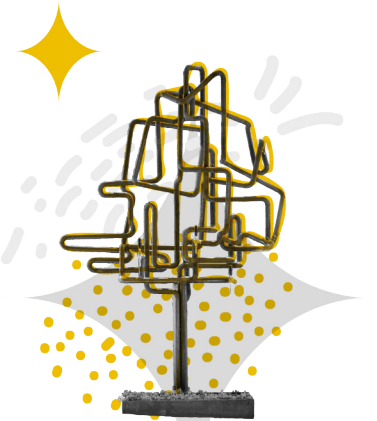


We bought **10.055 KG** (49% of the total) of **organic fruit and vegetables**
(+12% in comparison to 2023)

— Eating healthy and wellbeing



52% OF OUR PURCHASES comes from suppliers selling with a **low impact, both on the environment and on all its life forms**
(+9% in comparison to 2023)



68.000 LITERS of water distributed by **Armillia**, the public artwork- fountain of Serre

We invested **217.015 €** in our territory choosing **local suppliers**
(+12% in comparison to 2023)

opportunities



— Impact, innovation and communication



“Kilowatt’s action tries to shift the current socio-economic balance: from an extractive economy to a generative one, from a system of exclusion to one of inclusion, from processes and productions with a high environmental impact to more balanced actions and choices for natural ecosystems”

— Kilowatt customer, quote from the annual questionnaire



“The opening of Serra Madre has opened up new opportunities for expression and the development of a new cultural offering.”

— Kilowatt employee, quote from the annual questionnaire



— Impact, innovation and communication



90% of our customers answered that during their cooperation with Kilowatt they felt a significant positive impact was being generated.

— Data from the annual questionnaire



“Kilowatt is an innovative and collaborative model, where people are valued and where substance is prioritized over form.”

— Kilowatt customer, quote from the annual questionnaire



— Impact, innovation and communication



We organized events and festivals focused on giving value to diversity, and we involved different audiences

— Kilowatt employee, quote from the annual questionnaire



Kilowatt employees perceive a level of approaching to the impact dimension of 7,3 out of 10



— Eating healthy and wellbeing



“We search more and more carefully for local suppliers and organic products, with growing attention to seasonality and a strong commitment to avoiding waste.”



— Cultural production and regeneration



2024 was an important year, allowing us to explore various research paths—from artistic residencies focused on technology to participatory processes aimed at creating multispecies alliances. More and more, we are shaping a “Serra Madre” curatorial approach.

— Kilowatt employee, quote from the annual questionnaire



Skeletons in the closet

“Overall, Kilowatt employees perceive a level of approaching to this impact dimension of 6.5 out of 10. While there has been a decline compared to previous years, the responses also show a high variance (standard deviation).”

“We are often overwhelmed by too much operational work, which leaves little room for research and in-depth exploration.”

— Kilowatt employee, quote from the annual questionnaire

“Within the organization, there is an ongoing, still loosely structured debate—which has caused some discomfort—about the need for coherence between our values and the entities we work with, especially those to whom we rent our spaces, reflecting a tension between economic needs and impact intentions.”

L3g10N3LL@

Methodological note

Since 2016, we have been using Theory of Change to guide our strategic and observational process (internal and external). The conceptual model of ToC starts from a **vision of desired change in the long term** to achieve goals set upstream.

This methodology has been hybridized and integrated with **community organizing, relational art, lean thinking** and **scenario design** to combine different points of view and approaches. Our goal is to make impact planning and assessment a set of corporate governance tools.

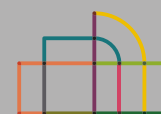
This report is the result of a process that lasted over a year, which involved the entire organization. We came together to review our impact vision, chart of values and long-term objectives, and then to define **qualitative and quantitative indicators for each area**.

These indicators allow us to **observe how we are progressing with respect to the desired future** and have also been an opportunity for **learning and engaging the entire organization**.

This Report offers a **well-thought extract**, according to the principles of *transparency* and *relevance*, of **all the indicators that we monitor internally**, collected through internal accounting tools or questionnaires and in-depth interviews for qualitative data.



Imagined, designed and realized by:



KILJWATT