

#mareAsinistra 2.0

Strategy for attracting and enhancing talent in Puglia

Puglia Region

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1. THE CONCEPT

Objectives of the document and genesis of the new regional strategy

Every human potential needs specific conditions in order to express itself, and **talent** is a product – one of the most disruptive and original, one of the most complex and precious – of the environment in which it buds.

In this context, Puglia is to all intents and purposes the mother of some of the finest talents: **people** born and raised in this land, who then made their name far from it and, in some cases, returned. In other cases, they remained away, but always with a “*regional legacy*” capable of radiating intelligence and creativity, beauty and ability.

And that is not all. Puglia, with its people, is a place of welcome, of creating experiences, of building knowledge. With its capital, both human and social, it is an invitation to stop for a while as much as to stay for good. The Region is made up of **resources, ideas and tools**.

Puglia has always shown a commitment to investing in maintaining and promoting a territorial and socio-economic environment that is welcoming and increasingly attractive to residents and non-residents alike. For years it has been running a body of project initiatives which – starting from primary prevention – promote the development of people, businesses, the territory, well-being and health, acting on individual and collective determinants through an integrated environment-and-health approach.

A Puglia that includes health promotion, well-being and a culture of safety and legality within its education and training system. A Puglia that provides for the development of multi-sectoral strategies aimed at fostering the integration of health policies with social, sports, tourism, cultural, economic and environmental policies, developing measures to create settings and opportunities conducive to the adoption of an active lifestyle.

A Puglia which, alone among the Italian regions, has adopted a regional strategic document (the so-called Gender Agenda), with the aim of integrating the gender dimension into regional policies and promoting an intersectional perspective in all institutional initiatives, in full pursuit of the principles of equity and equality on which our European Union is founded and of SDG *no. 5 – Achieve gender equality and empower all women and girls* set by the UN 2030 Agenda for Sustainable Development.

Fostering the attraction of talent, ideas and capital and connecting the territory to other innovation ecosystems is essential to establishing the Puglia Region as one of the leading places for development in Europe and in the wider Mediterranean area, with a particular focus on **North Africa**, the **Balkans** and the **Near East**. There are already **pilot experiences**, particularly with Albania and Montenegro, of jointly building skills through *open innovation*; projects which, in the programming period now opening, can be scaled up in order to provide all the territories concerned with the intellectual strength needed to pursue development that is smart but also socially sustainable.

These facts, corroborated moreover by the share of young people in the population, by visits from major fashion *brands*, by the growing figures recorded in tourism, by the region’s contribution to national industrial value added, by the interesting business birth rate and by the steadily increasing number of innovative start-ups, are however offset by the progressive loss of inhabitants. This amounts to just over twenty thousand people every year, and the trend is set to intensify owing to the fall in births, the

progressive ageing of the population and emigration. These are phenomena that can also be curbed through a greater and more conscious development of women's empowerment.

In this respect, the objective of ensuring gender equality by investing in women's employment and in work-life balance services can help to nurture the desire to stay in, return to or come to live in Puglia. A desire that runs counter to the migration project which reshapes, often painfully, the world of one's origins and forces a separation from it.

The policies implemented so far have enabled those working in the field of economic development to travel the world, host visitors, meet potential investors, engage with public and private actors, and represent Apulian identity and the specific qualities of the territory. What comes back from this experience is an image of a Puglia that is changing, evolving, attracting the attention of target groups other than the traditional ones, opening up to digital nomads, drawing back local energies that have spread across the world, activating processes to enhance its setting, and earning appreciation for its quality of life and its everyday style of hospitality.

Data from the Performance Evaluation System of Regional Health Systems of the MeS Laboratory at the Sant'Anna School in Pisa show that Puglia records better values than the average of the other regions for neonatal and infant mortality, mortality from cardiovascular diseases and suicide. The critical issues highlighted in the past in its health profile have provided a constructive stimulus for redefining strategies aimed at improving the quality of life and the environment, through an intersectoral approach that genuinely embodies the One Health logic.

While it is clear that the ultimate aim of regional development policies is the **well-being of the people who live, study and work in Puglia**, it is equally clear that **productive investment is driven by the quantity and quality of the people present in the territory**. This factor lays the foundations for the emergence of local talent, for its return where it has left, or for the attraction of new talent. Because it is women and men, brought together in communities, who shape the dynamics of their setting and make it evolve further, just as their collective capabilities are decisive.

The values to focus on are those of a new **social mobility**: the task of the Institutions, the private sector and civil society is to create the conditions for work in Puglia to aim not only at quantity but also at quality of demand. Workers in Puglia must know that they can count on fair pay, naturally in line with the cost of living, on opportunities to grow professionally and personally, and on a merit-based selection method.

On this subject Puglia has significant strengths to rely on: its particular geomorphological make-up, comprising a geographical position at the centre of the Mediterranean, a particular wealth of natural resources such as sun and wind, the beauty of its coastline and landscapes, the quality of its human fabric, and its high academic and scientific standing. At the same time, the features of Apulian **artistic production** deserve to be further enhanced through a circular process of exchanging ideas and passions, supported by *ad hoc* measures that represent an unmissable opportunity for growth for its many-sided artistic talents. And there is the urgent need to enhance the regional lifestyle, combining it with social activation.

It is therefore a matter of "joining these dots" and making them better known to the outside world, in order to persuade the last few undecided to take the step. The step of people staying, arriving, returning

or relocating, who can themselves become levers of a process that turns the Apulian attitude and inclination into a method.

To do so, the Puglia Region is launching a **strategy for attracting and enhancing talent**, as a compass to guide talent attraction, and it evokes the image of its sea: the one on your left as you travel to Puglia. It aims to do so in order to activate a narrative of the Apulian ecosystem – a natural system made up precisely of the set of relationships connecting people to one another, and people to the physical environment – of a bustling regional reality in which forces and energies work to bring about change.

The Apulian Strategy for attracting and enhancing talent thus starts by setting out the **portfolio of actions** already under way in Puglia, which have a positive impact on talent attraction and often steer or redirect its objectives, and it nurtures the ambition of bringing them together into a system, to be enriched with proposals and new actions by all the stakeholders in the territory. These actions, which as mentioned already exist, will include an appropriate quota reserved for women, who often need to be attracted in terms of activation, as they are valuable and already present in the territory, though not always reached and valued.

What is sought, then, is a bold and circular strategy, one that starts from the territory and returns to it, that enhances its “*pull* factors”, that activates virtuous pathways of interaction, and that accompanies transformations at local level through the practice of active listening and through the valuable contribution of both local authorities and the Third Sector, indispensable hubs of subsidiarity.

One of the most important issues the strategy aims to address is that of an **alliance between the public and private stakeholders who care about the territory’s attractiveness to people**. For this reason, the strategy proposes the establishment of an Alliance within which everyone plays their part. The Region will be among its founding members. Public administrations, businesses (whether *start-ups*, micro, small, medium-sized or large enterprises) that are Apulian and/or located in Puglia, Third Sector organisations, universities and research centres will then be able to join. Private individuals will also be able to join: Apulians who are in Puglia or elsewhere in the world. They will be “ambassadors” for our land, whether they are residents, no longer residents or not yet residents. Each member will therefore be involved; they will be able to bring needs, proposals, experiences and resources; they will be able to describe the actions under way, as well as their plans for activities to attract talent. For this purpose too, the regional government will promote the adoption of a **regional law on talent attraction**, either standalone or linked to other similar topics, which sets out aims, tools and resources, and establishes mechanisms for monitoring, communication and periodic review.

The strategy, whose primary objective is to bring or bring back value to Puglia, consists of five areas of action: three – the **primary activities**, people, businesses and the brand – and **two support lines** – networking and management.

So let us start with people: to attract them, activate or reactivate them, and give them back to Apulian places in the form of a twinkling constellation. Let us continue with businesses, fertile ground for *talent attraction*; because there is no staying where there is no work, and there is no presence where, even though opportunities exist, the *matching* of skills with employment or investment opportunities is not fostered.

We then work on the **Puglia brand**, the identity mark of our regional land, and we offer support and networks. The ultimate goal is to strengthen the **Apulian community**: a *cool* community that lives and

works, enjoying the Apulian lifestyle, and that fills the whole territory, which is itself made up of spaces and social facts; an expression, therefore, of materiality as much as of intangible dynamics and practices, shaped by relationships and in turn shaping its setting.

2. CONTEXT ANALYSIS

2.1 HARNESSING TALENT PLATFORM: THE EUROPEAN FRAMEWORK FOR TALENT

On 17 January 2023 the European Commission published COM(2023) 32, entitled *Harnessing talent in Europe's regions*, which aims to give fresh impetus to reskilling and upskilling, as the first key initiative of 2023 contributing to the European Year of Skills. This mechanism:

- will help EU regions affected by an accelerated decline in their working-age population to train, retain and attract the people, skills and competences needed to address the impact of the demographic transition;
- proposes local and multidimensional solutions, including the use of existing EU funds and initiatives, to support the regions most affected by the ongoing demographic transition and its side effects, and to prevent the emergence of new and growing territorial disparities within the EU.

EU Member States are facing a sharp decline in their working-age population. This population fell by 3.5 million people between 2015 and 2020 and is projected to fall by a further 35 million people by 2050.

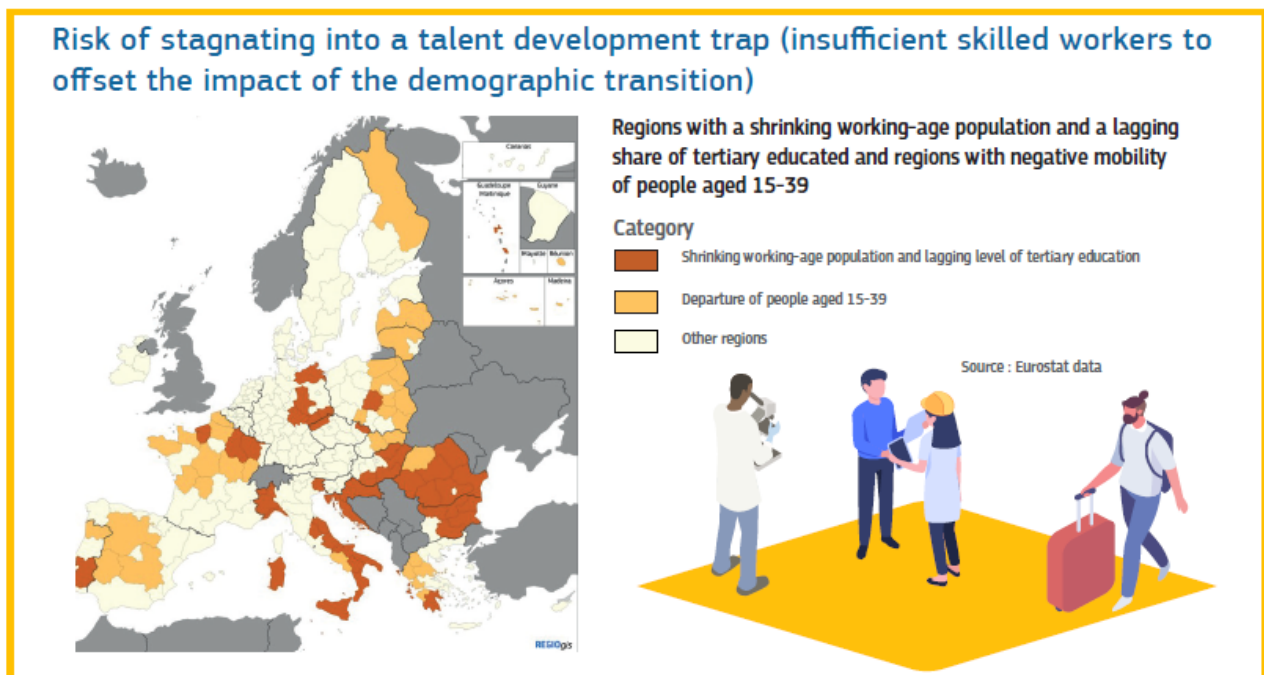


Figure 1 Target regions. Source: https://ec.europa.eu/regional_policy/policy/communities-and-networks/harnessing-talent-platform_en

82 regions in 16 Member States (representing almost 30% of the EU population) are severely affected by this decline in the working-age population, where the regions have a low share of graduates and university-educated people and negative mobility of the older population;

In this regard, the Communication identified:

- 46 European regions (shown in brown in Figure 1 – 16% of the EU population) that are currently in a talent development trap, as ageing and a shrinking working-age population, together with

limited economic dynamism, lead to a decrease in younger, highly skilled workers. Socio-economic obstacles such as limited economic diversification, dependence on declining sectors, low innovation capacity, poorly performing labour markets, lower adult learning rates and limited access to essential services make the problem worse. This confluence of challenges limits these regions' ability to develop sustainable, competitive and knowledge-based economies, putting the EU's overall resilience and competitiveness in the global race at risk;

- 36 regions (shown in yellow in Figure 1 – 13% of the EU population) that are currently at risk of falling into the talent development trap in the future, as they are severely affected by the departure of people aged between 15 and 39.

Being caught in the talent development trap is a multidimensional challenge and poses a significant risk to long-term prosperity for those regions facing specific structural challenges, such as inefficiencies in the labour market, in education, training and adult learning systems, as well as poor performance in innovation, public governance or business development. Ensuring that these regions become more resilient and attractive is therefore a crucial element of the EU's commitment to leave no one and no place behind.

To help regions tackle demographic challenges, the European Commission has launched a dedicated Talent Booster Mechanism, structured around eight Pillars, which aims to boost talent in regions that are facing, or are at risk of facing, a talent development trap.

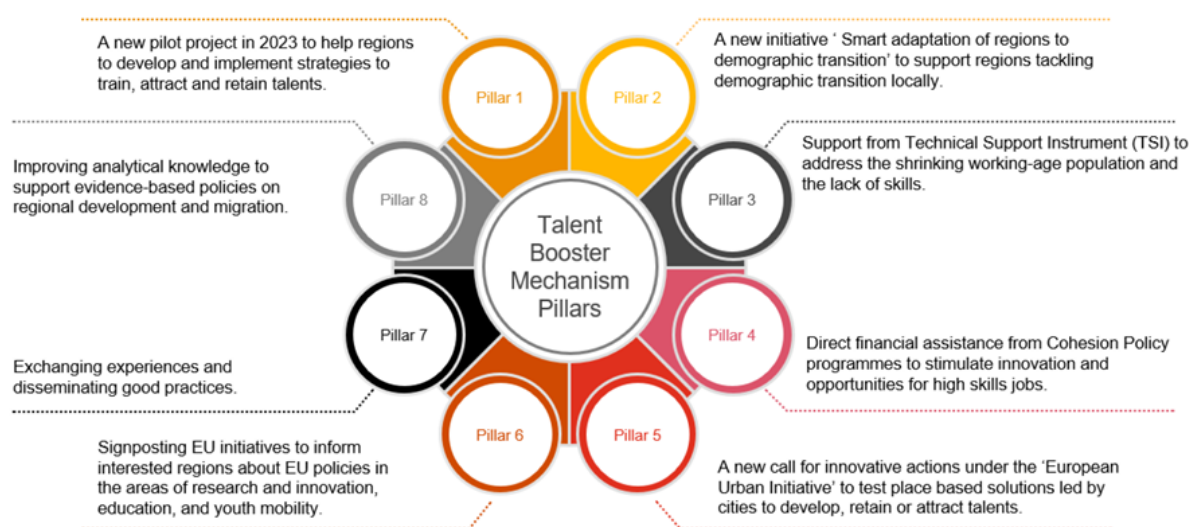


Figure 2 The 8 pillars of the Talent Booster Mechanism

In particular:

- under **Pillar 1**, *Technical assistance* (pillar 1), direct assistance will be provided to eligible EU regions taking part in specific calls, in order to help regional and local authorities develop and implement strategies to harness their untapped potential for a tertiary-educated workforce and mitigate the impact of challenges linked to demographic change, supporting the identification of needs and priorities and providing advice and methodological support;

- under **Pillar 7 Working groups** (pillar 7), dedicated working groups are to be set up. The aim of the working groups is to bring together stakeholders from different territorial levels to discuss the enhancement of talent in Europe and the territorial consequences of the related demographic dynamics. These working groups act as a forum for strategic exchange on how sectors such as digital, health, research and innovation, and territorial development can influence a region's ability to be competitive and attractive to young people and to a highly skilled workforce;
- cohesion policy programmes and the Interregional Innovation Investments (I3) provided for under **Pillar 4** of the Talent Booster Mechanism aim to stimulate innovation and highly skilled job opportunities and thus help improve the chances of retaining and attracting talent in these regions. This pillar is closely linked to flagship initiative no. 3 of the New European Innovation Agenda (adopted by the European Commission on 5 July 2022), which aims to accelerate innovation and unlock excellence across the EU through various instruments. It focuses on laying the foundations for the emergence of **Regional Innovation Valleys** (RIVs) connected across the EU, involving in particular regions with lower innovation performance, building on strategic areas of regional strength and specialisation, in support of the EU's key priorities.

2.2 INTRA-REGIONAL AND INTER-REGIONAL FLOWS

As noted by Istat¹ (2023), in 2021 internal mobility in Italy grew by 6.7 percentage points compared with the previous year. A total of 1,423,000 transfers of residence were recorded. Immigration increased (over 318,000; +28.6%), while emigration fell (just over 158,000; -1% on 2020). Provisional Istat data (2023) for January–October 2022, compared with the same period of 2021, show a further moderate increase in internal migration flows (+4%) and flows from abroad (+13%), and a sharp reduction in outflows from the country (-20%).

The substantial internal migration of the last century, which mainly followed the route from the South to the Centre-North, led to a progressive redistribution of the population, causing the structural impoverishment of entire areas in terms of both depopulation and the depletion of qualified human resources. Over the ten years 2012–2021 there were around 1,138,000 moves out of the South and the Islands to the Centre-North and around 613,000 in the opposite direction. The balance between outflows and inflows resulted in a net loss of 525,000 residents for the South. In 2021 the recovery in internal mobility also affected movements along this route. Transfers from southern to northern municipalities amounted to around 112,000, a slight increase (+3%) on 2020 but a marked decrease (-17%) compared with the pre-pandemic period. Over the same period, however, emigration abroad also increased, especially among young people with a university degree. Young qualified resources from the South therefore constitute a source of human capital for the more productive areas of the North and Centre of the country and for foreign countries.

In 2020 the overall loss of young resources from the North to other countries amounted to around 36,000, that of the Centre to around 12,000, while that of the South exceeded 26,000 over the whole period considered.

Against these significant losses, the North and the Centre manage to offset a large part of the outflows abroad thanks to migration from the South. Again between 2011 and 2020, the North gained over 112,000 young resources from the South and the Islands, and the Centre over 12,000. As a result, the overall gain for the northern regions amounts to around 76,000; the Centre partially recovers and limits its loss to

¹ https://www.istat.it/it/files//2023/02/REPORT_MIGRAZIONI_2021.pdf.

around 737; outflows from the South to other countries and to other Italian regions, by contrast, result in an overall loss of more than 150,000 young graduate residents. By giving up qualified resources without receiving as many in return, the South sees its own development prospects compromised.

In more detail, over the last two decades (from 2002 to 2021), all Italian regions (Chart 1) have seen their intra-regional mobility increase. Valle d'Aosta and Lombardy are the regions with the highest internal mobility: 25 registrations/deregistrations per thousand inhabitants. The bottom four regions for changes of residence are all in the South; in 2021 Puglia recorded 9 changes of residence per thousand inhabitants. In relative terms, Trentino Alto Adige is the region with the largest increase (around 5 percentage points), while Lazio recorded the smallest increase (around 1%) in the number of changes of residence within its regional boundaries.

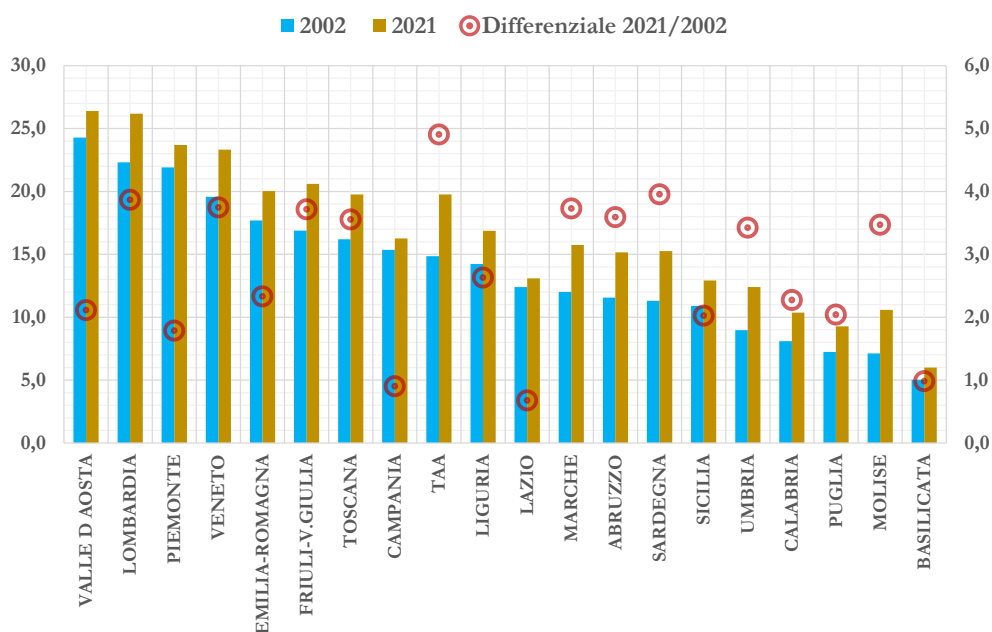


Chart 1 Italian regions. Intra-regional registry registrations/deregistrations per 1,000 residents (left axis). Difference between 2002 and 2021 (right axis). Years 2002, 2021. Source: ISTAT. IPRES calculations (2023).

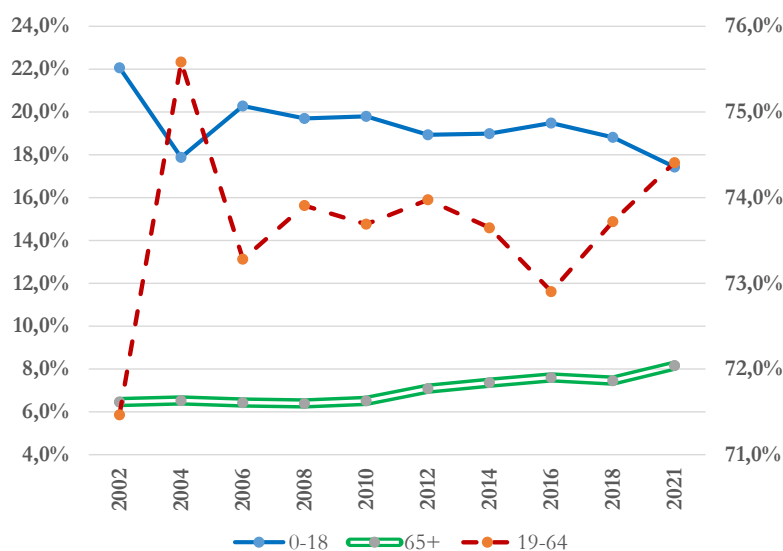


Chart 2 Puglia. Share of registry registrations/deregistrations within the region, with the annual total set at 100. Left axis: age groups 0-18 and 65 and over; right axis: age group 19-64. Alternate years from 2002 to 2021. Source: ISTAT. IPRES calculations (2023).

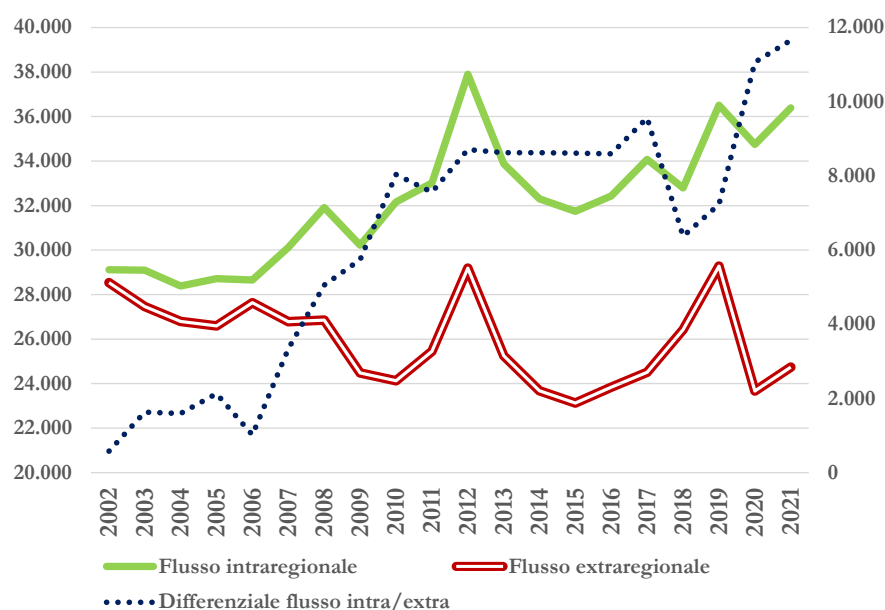


Chart 3 Puglia. Flow of intra-regional registry registrations/deregistrations and of deregistrations to other regions (extra-regional flow). Intra- and extra-regional flows (left axis). Differences between flows (right axis). Years 2002–2021. Source: ISTAT. IPRES calculations (2023).

Specifically for Puglia (Chart 2), and according to the age groups of those who change their residence while remaining in the region, the figure for the over-64s is worth noting: their weight tends to grow over the years. While in 2002 their share was around 6%, twenty years later it exceeds 8%. The opposite trend is seen among the under-19s, whose intra-regional change of residence falls from a share (of the population) of 22% (2002) to just over 17% (2021). The series for adults changing their residence within Apulian borders over time is more uneven: it peaked at 75.5% in 2004 before falling to 74.5% in 2021. A comparison between the flow of registrations/deregistrations within the region and the flow of deregistrations to other regions of the country reveals opposing trends (Chart 3): on the one hand, changes of residence within Puglia are increasing, from around 29,000 in 2002 to over 36,000 in 2021; on the other, extra-regional flows are falling, from around 28,000 to 25,000. Over the two decades observed here, the gap grows from a few hundred to almost 12,000 registry deregistrations in favour of other intra-regional residences. The peaks recorded at times of economic recovery (2012, 2019), which are capable of supporting and encouraging greater mobility, are interesting. Looking at the data by age group (Chart 4), the last twenty years show a clear decline in the under-19s (almost halving) as a result of the sharp fall in the birth rate recorded across the country (and consequently also in Puglia). Conversely, deregistrations of over-64s from Puglia to other regions are increasing, while a slightly decreasing trend is recorded for the adult group, which nonetheless shows two peaks corresponding to the years of economic recovery (2012, 2019).

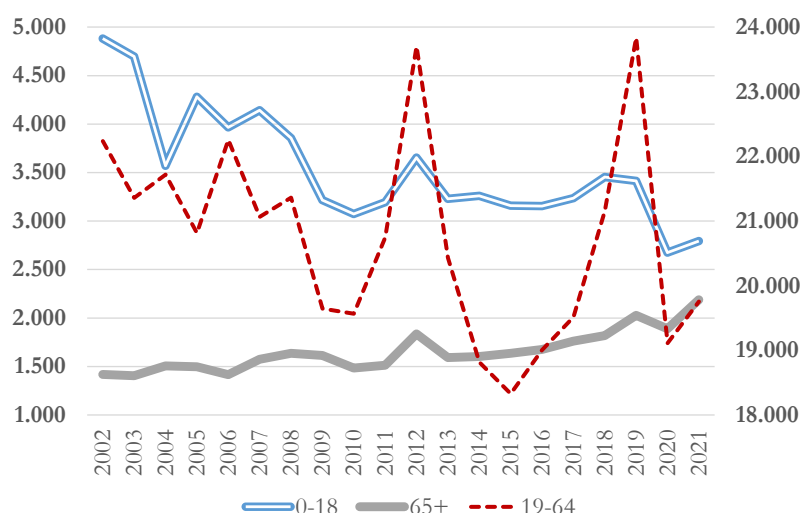


Chart 4 Registry deregistrations from Puglia to other Italian regions by age group. Left axis: age groups 0-18 and 65 and over; right axis: age group 19-64. Years 2002–2021. Source: ISTAT. IPRES calculations (2023).

As regards the destinations outside the region of Apulians who deregister from their municipalities, consistent trends emerge over time for all of the top six destination regions. By far the favourite destination is Lombardy, with an average annual flow of 5,500; it is followed by Emilia Romagna, where the flow is tending to decline (slightly below an annual average of 4,000). Lazio is the third destination region for Apulians changing residence, with numbers averaging between 2,600 and 3,000 residents each year.

A comparison of registrations from abroad between Puglia and two regions of the centre and north of the country (Lazio and Lombardy) shows different shares of foreign presence by ethnic origin. While at national level 5 foreigners per 10,000 residents are Romanian, in Lombardy the share of 5.13 is accounted for by Egyptians, compared with 6.7 for Romanians in Lazio. In relation to the *ethnic migration chains* that have developed mainly in central Italy, Lazio records significant numbers from the East: Indians and Bangladeshis account for more than 8 per 10,000 residents. Lombardy, by contrast, attracts more registrations from countries closer to Italy.

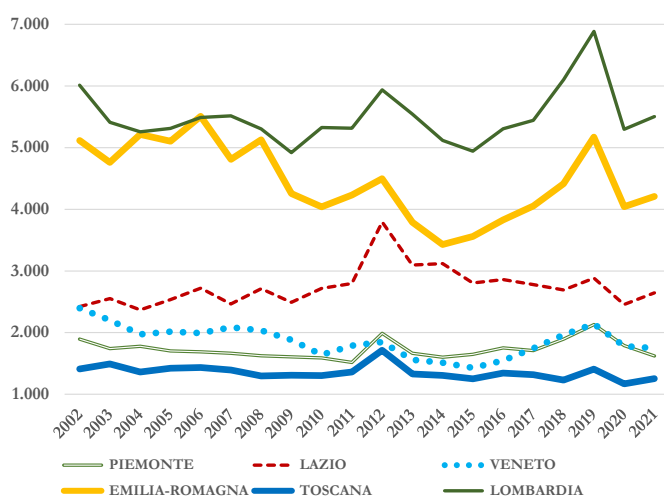


Chart 5 Registry deregistrations from Puglia to the top six Italian regions. Absolute values. Years 2002–2021. Source: ISTAT. IPRES calculations (2023).

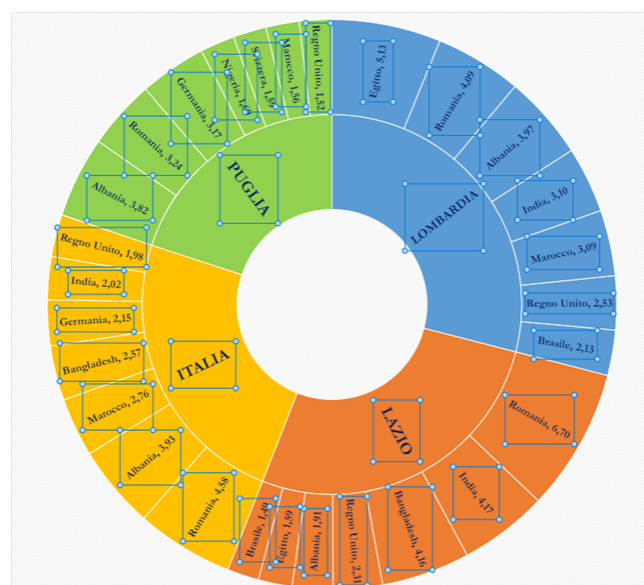


Chart 6 Puglia, Lombardy, Lazio, Italy. Registrations from abroad per 10,000 residents, top seven countries of origin. Year 2021.

If we look at the dynamics of registry deregistrations in Apulian municipalities, considering the difference between deregistrations to other municipalities within the region and deregistrations to municipalities outside the region, it is possible to identify similarities and territorial differences (Chart 7).

The municipalities of the Terra di Bari, for example, record a surplus of deregistrations to municipalities within the region, unlike areas of the Gargano or Salento which instead record a higher number of deregistrations to the rest of Italy than to municipalities in Puglia. Overall, the municipalities showing the greatest mobility towards other regions are those of the Tavoliere. The cities of Bari (+1,294) and Lecce (+773) record the largest difference in deregistrations in favour of other municipalities in the region. Conversely, Foggia (-765) and neighbouring municipalities are the areas with the largest flow towards municipalities outside the region.

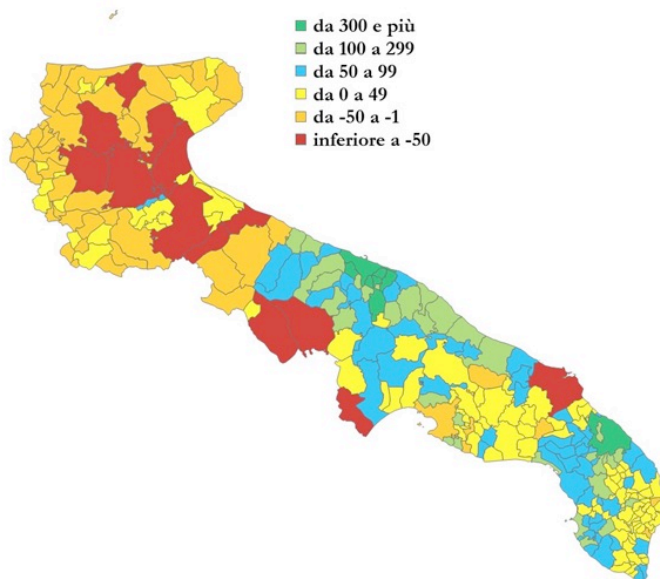


Chart 7 Municipalities of Puglia. Outflows from Apulian municipalities. Difference between registry deregistrations from a municipality to another municipality in the region and registry deregistrations from a municipality to a municipality outside the region. Year 2021. Source: ISTAT. IPRES calculations (2023).

2.3 PUGLIA: A REGION OF “TALENT”

Puglia is a region with a modern and diversified economy, aiming for a high level of innovation focused on smart specialisation.

The regional Government places the tools of strategic planning and Programming at the heart of its action – starting with the preparation of the 2020–2030 Regional Development Plan, to be carried out through participatory methods involving local areas – with the aim of making Puglia a competitive, cohesive and sustainable region of southern Italy, and it integrates this process with sectoral regional strategies and plans, such as the **Regional Sustainable Development Strategy**, the **Gender Agenda**, the **5th Regional Social Policy Plan**, the **Regional Hydrogen Strategy**, the **Regional Smart Specialisation Strategy 2030**, the **Blue Vision 2030** strategy, the **Digital Strategy**, the **Puglia Employment Agenda – “The future is a masterpiece”**, the **Puglia365** strategic plan, the **Youth Policy Programme**, the **PiiiL Culture in Puglia** plan, the **“Invest in Puglia”** programme, and the **Agency for the Right to University Education**, to name but a few.

The vision guiding the actions of the Regional Executive is consistent with the President’s Programme, adopted in 2020 following the administrative elections. It sets out 9 political priorities for regional action:

1. *A pact for the climate and for a green and sustainable economy*
2. *More competitive with Puglia in the World*
3. *A region where no one is left behind*
4. *I want to go and live in Puglia*
5. *Rights to the future, starting from knowledge*
6. *An ever-evolving cultural destination*
7. *Puglia 4.0, ready for the Challenge*
8. *All for health, health for all*
9. *Taking part is what matters, on an equal footing.*

This consistency shows and demonstrates a **holistic vision**, in which development objectives are an integral part of policy guidelines and are at the heart of policy-making on internal and external action across all sectors.

The regional Administration has brought together a range of financial instruments, with European (ERDF, ESF, European Programmes, Interreg, etc.), national and regional resources, to activate and build an advanced, competitive and sustainable economy, capable in turn of creating opportunities for growth.

Puglia is the leading region in Europe for its capacity to spend European funds, driven by the measures implemented by the Department of Economic Development, which oversees aid to businesses and sets the direction for the territory's development prospects.

Puglia's GDP grew by 5% in 2022. This is the highest figure among the regions of southern Italy and the 6th highest in Italy. It exceeds national growth (+3.7%), as well as that of the North-West (+3.1%), the North-East (+4.3%), the Centre (+4.2%), the Centre-North (+3.7%) and the South (+3.6%).

This is confirmed by Istat in its annual report on regional economic accounts². In absolute terms, Puglia's GDP (calculated in chain-linked values with 2015 as the reference year) grew by €3.659 billion, from €72.609 billion in 2021 to €76.268 billion in 2022. The disposable income of consumer households is rising, and the volume growth rate of their final consumption expenditure rose from 3.8% in 2021 to 6.1% in 2022, in line with the national average (+6.1% compared with 2021).

The region ranks first in southern Italy and fourth in Italy, after Tuscany, Veneto and Lombardy, for employment, which in the third quarter of 2022 had increased by 27,000 compared with the same quarter of 2021, totalling 1.272 million people in employment compared with 1.245 million in the June–September period of the previous year (*Istat data*). This took the employment rate from 45.5% in 2018 to 49.6% in 2022. In the third quarter of 2023 – the Istat data are very recent – the number of people in employment rose by 31,000 compared with the same quarter of 2022, raising the employment rate from 49.6% to 51%.

Puglia also ranks well in Europe compared with its “peer³” regions in terms of **specialisation** in high-potential sectors, showing a relative advantage in the pervasiveness of innovation both in the productive

² Source Istat: <https://www.istat.it/it/files//2023/12/Conti-territoriali-2023.pdf>

³ *peer* European regions are defined as those “closest” to it in terms of GDP per capita (they had been divided into quartiles) specialisation in high-potential sectors refers to ATECO sectors K-N: financial and insurance activities; real estate activities; professional, scientific and technical activities; business support services.

system (number of innovative SMEs, turnover from innovations, strategic innovations) and in research (scientific publications and R&D expenditure).

The Region believes in **the South as the engine of the country**. For this reason it has developed a programme to enhance local resources, which has led it to count 90,000 women-led businesses, around 40,000 youth-led businesses, 21,000 businesses set up by foreign nationals and around 700 start-ups – 4.75% of the national total. This, after all, is the picture of Puglia for 2022, according to the report published on the website of the Ministry of Enterprises and Made in Italy (Mimit).

What emerges, therefore, is a focus on innovation; even more striking is the degree of innovation by women, which took place particularly during the pandemic crisis, thus demonstrating enormous, resilient potential. According to data processed by InfoCamere for Unioncamere's Observatory on Women's Entrepreneurship, in September 2022 there were 103 innovative start-ups run by women in Puglia, accounting for 5.15% of the national total of women-led start-ups (2,000 in all) and 14.8% of all innovative start-ups in Puglia. Compared with the same month of 2019, the year before the pandemic, Apulian women-led businesses therefore increased by 45.6% (in absolute terms, 47 more businesses). This growth places Puglia fifth in Italy after Lombardy, Lazio, Campania and Tuscany.

A region of "talent" that aims to grow by further involving and inspiring; by listening to the territory, including through processes for gathering the needs and proposals of young Apulian women and men (for example "Puglia ti vorrei – Giovani Protagonisti", a process launched by the Puglia Region to spark a wide public debate to define a new Youth Policy Programme); by understanding the "push factors" and analysing how young people's living conditions affect their ability to achieve, maintain and sustain good health and psychological and physical well-being (see the IPRES – Youth Observatory analysis); and by also assessing the territory's performance and attractiveness for young tourists (see the research carried out by IPSOS on behalf of Pugliapromozione).

A region that promotes new ways of working, starting from local areas and listening to stakeholders (see, for example, the assessments on the subject carried out by the "South Working - Lavorare dal Sud" Association) identifying critical elements and enabling a new balance between personal and professional life by acting along three lines:

- digital infrastructure: a high-speed connection guaranteeing the ability to work efficiently and securely;
- mobility infrastructure: a "continuous" connection with airports, railways and the road network, to define a circular mobility model that allows people to work in the most suitable place for a short, medium or long period.
- social infrastructure: setting up a community hub, a space for social gathering and grassroots participation for collaborative work and intergenerational dialogue.

The Puglia Region intends to create the best technological conditions for the development of the territory and society, strengthening opportunities for economic, technological and social growth and closing the digital divide which, according to the DESI index, still leaves Puglia below the Italian average. The technological reference framework is an information hyperspace, characterised by integration, interconnection and interactivity between multiple social, institutional, technological and economic spaces, according to a Data Economy model.

The new regional digital strategy identifies the actions needed to modernise digital public services; to reduce the *digital divide*, especially in terms of widespread digital skills; to support manufacturing and

service SMEs in particular in reaping the benefits of ICT technologies by increasing their digital maturity; to strengthen a business cluster in advanced services and ICT, continuing policies to attract major international players in the sector; to implement coordinated policies on education and training in STEM subjects; to support and pool the results of university research and of competence and technology transfer centres; and to launch a process of coordinating and stimulating widespread action by civil society.

The drivers of the strategy revolve around:⁴

- **skills:** citizens with adequate digital knowledge and highly qualified ICT professionals; This driver fits into the regional Training and Employment ecosystem, made up of a series of online services supporting the management of administrative procedures linked to initiatives aimed at citizens, businesses and operators in the fields of training and employment. Significant components of this ecosystem are the cross-cutting Systems, such as the Accreditation and Skills Certification System, a series of cross-cutting services aimed at defining a standard, certified level both for the bodies that deliver training and job-placement support and for the results achieved through these activities. Very significant trials of the use of the ecosystem have been carried out in recent years to manage complex European programmes, such as the Youth Guarantee, and in a series of actions supporting active labour policies for citizens receiving social safety-net benefits or who are unemployed, and more generally for the management of Crisis Areas. An important piece has recently been added to the ecosystem, namely the trial of a component for managing certificates for the certification of skills acquired in formal, non-formal and informal settings, guaranteeing equal dignity for all forms of learning. The component is designed to produce a coded, standard skills certification document, as provided for by the relevant regional, national and European legislation, also made possible by its place in an interconnected system with databases inside and outside the administration
- **secure, efficient and sustainable digital** infrastructure; with the roll-out of Ultra-Broadband across the region, the network in the Region's white areas is being built and operated functionally and economically under a concession. The project is at an advanced stage of implementation.
- **digital transformation** of small and medium-sized enterprises; the regional *Innoprocess* measure has funded specific projects linked to advanced digital services, services supporting production processes based on technologies and devices communicating autonomously with each other, and innovative business management processes, including those supporting organisational change. The measure is part of the Puglia Region's Digital Agenda and is consistent with the set of actions and policies known as "Puglia Digitale2030".
- **digitalisation** of public services. Through the "Local Authority Innovation in the Puglia Region" programme, the Puglia Region, with the support of its in-house company InnovaPuglia S.p.A., has consolidated its role as Territorial Aggregator for Digital (SATD), with the aim of making the most of the investments made in its datacentre by making it available to local authorities, regional agencies and public bodies of the Regional Health Service, and of

⁴ Clarification arising from points raised during the participatory process

supporting Apulian local authorities in their digital transition process by developing and making available a number of enabling intermediation platforms.

The **lines of action** to be pursued aim to:

- increase the level of digitalisation of businesses;
- foster the development of the skills of young people and women in STEM subjects and their participation in the development of Apulian ICT;
- develop women's empowerment by investing in employment and in work-life balance services;
- develop and strengthen research and innovation capacity and the introduction of advanced technologies, by strengthening synergies between public and private actors;
- accelerate the digitalisation of the regional Administration and of public administrations in the territory;
- meet the new challenges posed by the digital transition, by re-engineering production cycles and strengthening the competitiveness of the regional productive system;
- make it easier for start-ups to access capital markets and innovative finance;
- develop skills for smart specialisation within businesses;
- ensure a networked model of territorial involvement, on a regional, national and international scale, activating exchanges to increase know-how and diversify the pool of skills.

A region that identifies and recalibrates its priorities for action according to actual needs, nurturing a sense of belonging and helping to create a picture of a Puglia that is increasingly focused on the future: a land that enhances its native resources but at the same time activates virtuous pathways of circularity and economic prosperity, and becomes a magnet for talent.

Alongside these “positive” figures, there are others that are less so. According to the latest ISTAT data, Puglia loses just over 20,000 inhabitants every year, a trend that will intensify. According to some projections, between now and 2030 Puglia will lose between 220,000 and 240,000 inhabitants, putting under strain a system that is today calibrated on the same numbers as a decade ago.

This is accompanied by strong outward mobility of citizens, workers, students and graduates. Between 2002 and 2021, the net balance in Puglia between registrations and deregistrations due to transfers of residence between Italian municipalities was always negative, exceeding 6,800 in 2021 alone; by contrast, the balance between registrations and deregistrations to and from abroad is positive and in 2021 was close to 9,000 (mainly due to registrations of foreign nationals). It is also noted that, at least since 2015, around 25% of Apulian citizens deregistering to move abroad are highly educated, and they are mostly concentrated in the 25-39 age group (Figure 1). This mobility often begins when choosing a university: the percentage of students resident in Puglia enrolled in degree courses at universities outside the region exceeds 35% of total enrolments and has been rising steadily over the years (ARTI calculations on MIUR data⁵).

⁵ Source: ARTI, Apulian Innovation Overview - Students enrolled at universities outside the region
<https://apulianinnovationoverview.arti.puglia.it/indicatori/iscritti-fuori-regione>

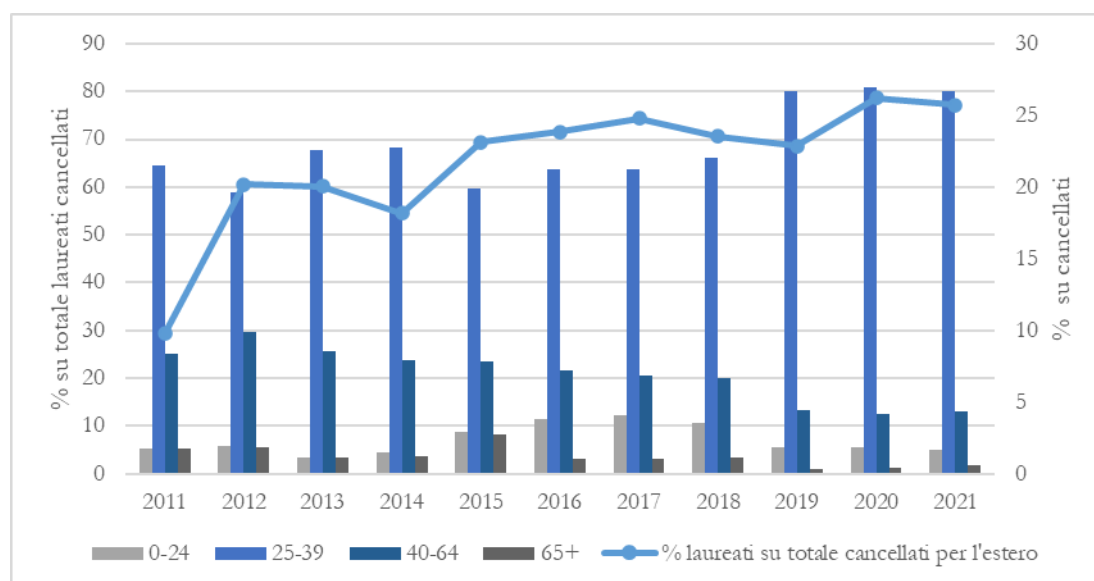


Chart 8 Apulian citizens deregistered due to transfer of residence abroad, 2011–2021. Graduates as a share of total deregistrations to move abroad (%) and graduates deregistered by age group (%)

Source: ARTI calculations on Istat data, Internal migration, registry registrations and deregistrations

Migration also contrasts with the presence in Puglia of numerous technology districts (mechatronics and aerospace, to name but a few), production districts, multinationals and SMEs that require graduates, artists, creatives and PhD holders in many sectors of strategic importance for Puglia.

In addition, according to the latest Svimez report, in the South just 35.3% of mothers with pre-school children are in work, compared with 64% in the Centre-North, partly due to the shortage of available nursery places, the high cost of accessing the service and the limited availability of full-time provision in nursery schools in the South. Shortcomings in work-life balance services inevitably have repercussions on employment gaps. ⁶This is also shown by the latest Eurostat surveys (2022) on employment: the female employment rate, although rising in the South too, remains at the bottom of the European rankings. In these rankings the Puglia region is fourth from bottom, with 35.4% of women in employment (33.8% in 2021). More generally, the women's well-being index⁷, in the 2023 Quality of Life edition published by Il Sole 24 Ore, reports a divide between the territories of the North and Centre (which are evenly spread within the top 60 positions) and the South, concentrated in the lowest positions. Out of a ranking of 107 Italian provinces, Lecce is in 80th place, followed by Bari (88th), Taranto (93rd), Foggia (99th) and BAT (101st).

It has therefore become urgent to activate a series of measures aimed, on the one hand, at countering demographic decline and depopulation, especially in inland areas⁸, and, on the other, at developing highly qualified human capital, providing employment opportunities to retain the human capital already trained

⁶ Clarification arising from points raised during the participatory process

⁷ The composite index was developed by Il Sole 24 Ore and was introduced in December 2021, on the occasion of the 32nd edition of the Quality of Life survey. It is based on 12 indicators describing the different facets of women's well-being across Italy's territories: life expectancy, educational qualifications, job opportunities, roles in public administration, presence in sport, and safety.

⁸ For more information on the National Strategy for Inland Areas: <https://temi.camera.it/leg19/temi/la-strategia-nazionale-per-le-aree-interne-snai-1.html>

in the Region, enhancing women's talent, attracting human capital from outside the Region, and supporting the brightest ideas of those who wish to invest their talent in Puglia. It is therefore essential to activate tools that make Puglia more attractive in order to counter demographic decline.

This is the context of *#mareAsinistra* – “*Strategy for attracting and enhancing talent in Puglia*”, designed to attract the best creative and technological talent at international level, which aims to strengthen the progress of the condition of young people in the Puglia Region, as bearers of skills, values, energy and talent; to involve *stakeholders* (including universities, institutions and investment funds); and to attract digital nomads, *start-uppers*, returning Apulians and new investors in order to broaden development opportunities in the **highly innovative sectors** referred to in the Regional Smart Specialisation Strategy (S3), such as sustainable manufacturing (advanced mechanics, electronics and automation, the automotive, aerospace and agri-food sectors, the home system and the fashion system), human and environmental health (the health and well-being industry, energy and environmental systems), as well as creative and inclusive digital communities (cultural, creative and tourism industries, advanced services).

Sustainable manufacturing groups together some of the main regional production chains, which together account for around 65% of the turnover of the entire regional manufacturing sector, employ 62.4% of its workforce and account for around 71.5% of its exports.

These production chains differ from one another in terms of company structure, territorial rootedness, competitiveness and propensity to innovate, and can broadly be divided into two groups: the first comprising the “Agri-food”, “Home system” and “Fashion system” chains, linked to traditional Made in Italy production, and the second grouping chains with a higher technological content, such as “Aerospace”, “Automotive” and “Advanced mechanics, electronics and automation”, typically more closely linked to international value chains and engaged in a difficult phase of technological transition.

The three chains with strong territorial roots, linked to traditional production in agri-food, the home system and the fashion system, are characterised by their relative importance in terms of employment and a medium or medium-high specialisation index (in terms of employees). As regards exports, while agri-food is the chain that makes the largest contribution in absolute terms to regional exports, it is the fashion system that shows the greatest propensity to export (as a ratio of turnover).

The automotive and aerospace chains have in common their integration into global value chains, a high propensity to export and a good level of propensity to innovate. The automotive chain employs around 6,500 people (4.4% of the entire regional manufacturing sector), while the aerospace chain is the regional chain with the highest value added per employee.

The Advanced mechanics, electronics and automation chain occupies a distinct position compared with the other two groups, with an intermediate level of territorial rootedness, a medium-high international profile (due mainly to the machinery and equipment manufacturing segment) and a good propensity to innovate

Within human and environmental health, the health chain plays a key role in the region, both for the general-interest objectives it pursues and for the economic benefits it produces. In 2021, the 10,936 local units active in the region employed almost 36,000 people, around 4.1% of employees in the entire regional economy (a share slightly above the national average of 4%). With 50 innovative businesses, Puglia ranks sixth for the number of innovative businesses, preceded only by Campania among the regions of southern Italy. Particularly noteworthy is the trend in Apulian local units in the production and R&D component

of the health chain, which between 2012 and 2021 recorded overall growth of 39.3%, almost double the national average growth of 22.3%.

Table 1 Main economic indicators of the sustainable manufacturing chains

		Advanced Mechanics, Electronics and Automation	Automotive	Aerospace	Agri-food	Home System	Fashion System	Total
LOCAL UNITS (2021)	number	967	84	28	5.012	35.806	3.117	45.014
	change 2012-2021	-72 units	+9 units	+3 units	-348 units	-1,774 units	-918 units	-3,100 units
EMPLOYEES (2021)	number	10.285	6.519	4.556	29.444	104.291	22.900	177.995
	specialisation index	0,36	1,02	2,90	1,63	1,27*	1,35	1,08*
	% share of manufacturing	7,0%	4,4%	3,1%	20,0%	12,3%*	15,6%	62,4%*
	% share of total economy	1,2%	0,7%	0,5%	3,4%	11,9%	2,6%	20,3%
	change 2012-2021	3,1%	+6,8%	+29,7%	+13,4%	-5,7%	-6,3%	-1,4%
TURNOVER (2017)	value	€4,890M	€1,978M	€1,400M**	€6,925M	€8,266M	€1,982M	€25,441M
	% share of manufacturing	16,5%	6,7%	4,7%	23,3%	7%*	6,7%	64,9%*
	% share of total economy	4,8%	1,9%	1,4%	6,8%	8,1%	1,9%	24,9%
	change 2008-2017	+161%	+253%	+69%***	-4,8%	-40,3%	-26,5%	-6%
VALUE ADDED (2017)	value	€538M	€448M	€514M	€1,085M	€2,575M	€607M	€5,767M
	% share of manufacturing	16,5%	6,7%	4,7%	23,3%	7%*	6,7%	64,9%*
	% share of total economy	4,8%	1,9%	1,4%	6,8%	8,1%	1,9%	24,9%
	change 2008-2017	+161%	+253%	+69%***	-4,8%	-40,3%	-26,5%	-6%
	value added per employee	58.542 €	69.749 €	114.298 €	37.532 €	28.180 €	27.054 €	35.416 €
EXPORTS (2019)	value	€1,344M	€1,324M	€739M	€943M	€404M*	€710M	€5,464M*
	change 2008-2019	+22,7%	+222%	+317,1%	+140,5%	-32,6%*	-1,7%	+71,5%*
	% share of manufacturing	16,7%	16,5%	9,2%	11,7%	5%*	8,8%	67,9%*
	exports/turnover (2017)	26,3%	40%	43,9%	12,9%	19,5%*	37%	28,4%*

* excluding the construction sector

** ARTI estimate: (turnover per employee, Italy) × (employees, Puglia). The structure of employment by company size at regional level is comparable to the national average.

*** change 2012-2017

The specialisation index for "Total" and "Home System" is calculated on the total economy, while for the other chains it is calculated on manufacturing only.

Source: ARTI calculations on ISTAT data

Table 2 Main economic indicators of the human and environmental health chains

		HEALTH INDUSTRY AND HEALTHCARE SERVICES	ENERGY AND ENVIRONMENTAL SYSTEMS	TOTAL
LOCAL UNITS (2021)	number	10.936	2.044	12.980
	change 2012-2021	+2,514 units	+289 units	+2,803 units
EMPLOYEES (2021)	Number	35.993	18.473	54.466
	specialisation index	1,02	1,24	1,09
	% share of total economy	4,1%	2,1%	6,2%
	change 2012-2021	+39,3%	+5,4%	+25,6%
TURNOVER (2018)	value	€2,842M**	€7,164M	€10,006M
	% share of total economy	2,7%	7%	9,7%
	change 2008-2018	+32,7%**	+125%	+89,5%
	turnover per employee	104.038 €**	401.570 €	231.851 €
VALUE ADDED (2018)	value	€1,034M**	€2,309M	€3,343M
	% share of total economy	3,8%**	8,6%	12,4%
	change 2008-2018	+41%***	+56,1%	+49,1%

		HEALTH INDUSTRY AND HEALTHCARE SERVICES	ENERGY AND ENVIRONMENTAL SYSTEMS	TOTAL
	value added per employee	37.852 €**	129.428 €	74.031 €
EXPORTS (2019)	value	€908M*	n/a	n/a
	change 2008-2019	+10,9%*	n/a	n/a
	% share of manufacturing	11,3%*	n/a	n/a
	exports (2017) / turnover (2017)	105,9%*	n/a	n/a

Table 3 Main indicators of the Advanced Services chain

		ADVANCED SERVICES	Freight transport	Warehousing and transport support	Postal and courier activities	Software production, IT consultancy and related activities	Information service activities and other IT services	Head office and management consultancy activities	Scientific research and development
LOCAL UNITS (2021)	number	14.505	4.269	1.691	841	2.140	1.935	2.951	678
	change 2012- 2021	+2,149 units	-637 units	-16 units	+115 units	+700 units	+359 units	+1,340 units	+288 units
EMPLOYEE ES (2021)	Number	66.276	21.133	14.308	8.393	9.367	5.283	6.149	1.643
	specialisation index	0,81	1,09	0,75	1,23	0,57	0,81	0,52	0,87
	% share of total economy	7,6%	2,4%	1,6%	1,0%	1,1%	0,6%	0,7%	0,2%
	change 2012- 2021	+28,9%	+25,3%	+27,5%	-10,2%	+71,8%	+9,4%	+118,8%	+81,8%
TURNOVE R (2018)	value	€5,746M	€2,512M	€1,381M	€452M	€660M	€235M	€366M	€140M
	% share of total economy	5,5%	2,41%	1,32%	0,43%	0,63%	0,23%	0,35%	0,13%
	change 2012- 2018	+30,4%	+23,7%	+52,4%	-14,4%	+63%	+1,4%	+51,7%	+111,1%
	turnover per employee	99.040 €	131.031 €	118.014 €	47.669 €	91.135 €	50.364 €	82.266 €	107.280 €
VALUE ADDED (2018)	value	€2,498M	€822M	€593M	€338M	€354M	€128M	€172M	€91M
	% share of total economy	9,27%	3,05%	2,2%	1,25%	1,31%	0,48%	0,64%	0,34%
	change 2012- 2018	+23,4%	+57,8%	+14,7%	-20,3%	+36,5%	-16,4%	+65,1%	+104,2%
	value added per employee	43.056 €	42.877 €	50.675 €	35.646 €	48.882 €	27.432 €	38.660 €	69.732 €
	value added / turnover	43,5%	32,7%	42,9%	74,8%	53,6%	54,5%	47%	65%

The Puglia Region is committed to tackling the most pressing challenges by meeting specific local challenges and needs, while contributing to the Union's strategic priorities. For this reason it is a *Regional Innovation Valley (RIV)*, following its application to the European Commission's *Call for expression of interest to become a Regional Innovation Valley*, and it appears on the European matchmaking map designed to facilitate connections between regions working towards the same objectives, in order to prepare joint innovation plans to form connected regional innovation valleys.

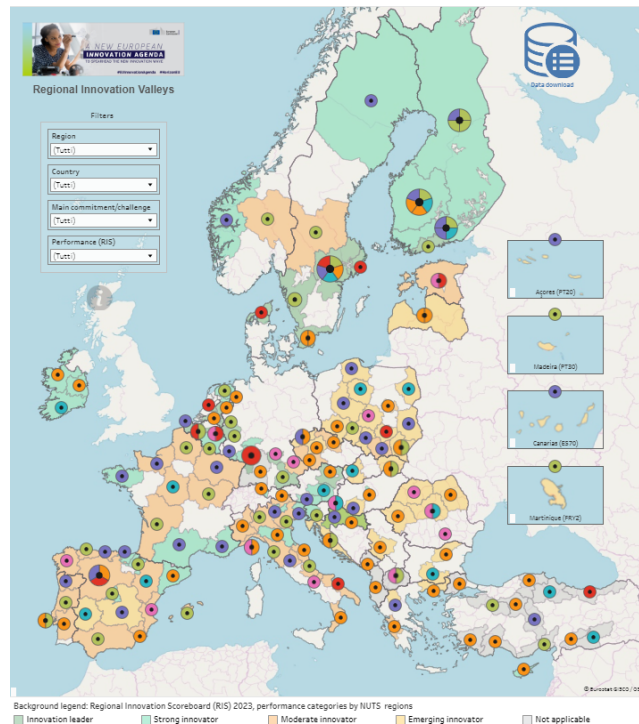


Figure 3 Regional Innovation Valleys matchmaking map - Source <https://projects.research-and-innovation.ec.europa.eu/en/strategy/support-policy-making/shaping-eu-research-and-innovation-policy/new-european-innovation-agenda/new-european-innovation-agenda-road>

The Strategy thus developed aims to define a single vision, an integrated, shared regional strategy which, building on the skills and experience acquired over the years in the various S3 themes by all the regional administrative bodies, and listening to the territory, can act as a multiplier of growth and innovation, structuring regional action with the following aims:

- to strengthen the progress of the condition of young people in the Puglia Region, as bearers of skills, values, energy and talent;
- to attract international technological and creative talent to the region, including digital nomads, returning Apulians and new investors;
- to involve stakeholders (including universities, institutions, businesses and investment funds);
- to support the research and innovation activities of regional actors, with a focus on developing new skills and technological solutions for national and international markets;
- to broaden development opportunities in the highly innovative sectors referred to in the S3, such as sustainable manufacturing (advanced mechanics, electronics and automation, the automotive, aerospace and agri-food sectors, the home system and the fashion system), human and environmental health (the health and well-being industry, energy and environmental systems), as well as creative and inclusive digital communities (cultural, creative and tourism industries, advanced services, and digital products and services);
- to make Puglia a welcoming territory, a place in which to stay, live or simply spend an important part of one's working, personal and professional life.

Puglia as a welcoming territory, a place in which to stay, live or simply spend an important part of one's working, personal and professional life: the Strategy as formulated is not an obstacle to international mobility; on the contrary, it aims to make the most of it, becoming a key ingredient in enabling creative talent to reach full development.

The Talent Attraction Strategy also aims to serve as the guiding and connecting instrument, with a 2030 horizon, between regional strategic programmes drawing on various funding sources such as the ERDF ESF+ Regional Programme 2021-2027, the European Union Framework Programme for Research and Innovation for 2021-2027, the Interreg Europe Programme 2021-2027 and the NRRP, to name but a few. Further resources may be allocated under the programming of the 2021/2027 Development and Cohesion Fund (FSC) resources and other investment programmes.

For this very reason it requires a systemic intervention – structured, multidisciplinary and coordinated – aimed at steering the lines of development over the coming years by integrating the objectives set out in the Strategy with all programming documents and priority *policies* for action.

3. TARGET GROUPS OF THE STRATEGY

The horizons and target groups of the strategic proposal

The Strategy is aimed directly at talented people, identified as students (aged 18-35), workers (employed or job-seeking), returning Apulians, digital nomads, *top scientists*, *ERC grant holders*, etc. who decide to base their activity at an Apulian university. The Region intends to support them and put their needs at the centre.

Since these are people who have acquired, or are acquiring, knowledge and experience of particular importance in the fields of education, research and innovation, and in the S3 Strategy verticals outlined above, the intention is, on the one hand, to devise and implement specific measures for them; on the other, the active involvement of these valuable resources is envisaged, so that, integrated with their ideas and needs into the Strategy and far from being a mere workforce, they become *prosumers*: at the same time **recipients** of the actions implemented and proactive **participants** in the processes, and therefore **co-operators** in creating new opportunities and in telling its story both within the territory and beyond.

From its very first description, such a circuit shows the high potential of the Strategy, which aims to act as a process *booster*: starting from independent talent, already individually nurtured, and from identifying it, the regional institution intends to offer concrete **support actions** and **real enabling opportunities** (such as reception, access to primary services and housing support, access to educational and cultural services, and *reskilling* and *upskilling* actions) which, on the one hand, progressively make the region attractive and, on the other, identify these protagonists as **producers** and **disseminators within the regional Strategy**.

4. LINES OF ACTION

Objectives, actions, tools

The strategy is built around

- **3 Lines of action (primary activities)**
 1. People
 2. Businesses
 3. Brand
- **2 Staff lines (support lines)**
 1. Networking
 2. Management

For each line, the following are identified:

- a. the specific **objectives**;
- b. the **toolbox**, i.e. existing actions and development proposals, both as new initiatives and as innovation and *restyling* of initiatives already launched in previous programming periods;
- c. the development **time horizon** (short, medium or long term).

As mentioned in section 3, the measures described in this document are aimed at promoting, enhancing, retaining and attracting talent, in order to make the Puglia region a dynamic place founded on talent. The objectives set out are in line with sectoral Strategies and strategic plans.

4.1 PEOPLE

4.1.1 Vision

Living in a region that values its territory, energies and talent, creating the best conditions for discovering and refining one's aptitudes and for enjoying innovative cultural experiences, where it is easy to work and get around in a satisfying and sustainable way. A place to be happy.

4.1.2 Target

Students, workers (employed or job-seeking), returning Apulians, digital nomads, scientific researchers, *top scientists*.

4.1.3 Objectives

- to offer high-quality housing and living conditions, with attention to new lifestyles (actions **A-#LiveInPuglia**);
- to retain regional talent by reducing the exodus rate of Apulian students and workers, and to increase the inflow rate of qualified human resources from outside the region (actions **B-#TalentPuglia**);
- to become an attractive destination for digital nomads (actions **C-#MoveToPuglia**).

4.1.4 A look at the present

Target: students

- **The Young Apulian Excellence Award #studioinpugliaperché:** is aimed at secondary school leavers or holders of a bachelor's degree/first-level academic diploma who obtained their qualification with top marks and are enrolled on a bachelor's degree, master's degree, single-cycle degree, or first- or second-level academic diploma course at a University, ITS or Higher Education Institution for Art, Music and Dance (Academy of Fine Arts, Conservatoire) based in Puglia, regardless of their year of study.
- **Scholarships** for Apulian students at university and higher education institutions and ITS Academies, and for orphans.
- **Summer schools** promoted by Apulian universities, under which Apulian universities organise Summer Schools for reflection and study in a special setting.
- **Experimental and innovative services for university students with disabilities**, "SportIntegrazione", "Theatre of diversity: in search of one's self", "Museums without borders", "Independent tourism", and personal assistance services consisting of specialist psychological counselling, educational support and specialist assistance provided by Social and Healthcare Workers.
- **Strengthening of the psychological support service** through an Agreement between the Puglia Region – Education and University Section and the Apulian public universities, by increasing the number of university psychologists available to students.
- **Youth Guarantee:** reception, case-management and guidance actions for young Apulians aged between 15 and 29 enrolled in the programme, who are contacted for the preliminary actions preceding active labour policy and vocational training measures, such as individual interviews, profiling and careers guidance.
- **Graduate Pass:** a support measure for young Apulian graduates wishing to attend a *postgraduate* Master's course in Italy or abroad, funding it fully or partly through training vouchers.
- **Galattica - Puglia Youth Network:** an initiative providing young Apulians with information, guidance and support services for activation, and promoting peer-led community activities within public spaces already used to host initiatives for young people.

Target: workers and job seekers

- **REFIN (Research for innovation):** this regional initiative promotes research and strengthens university education to foster the development of specific skills in the field of innovation, encouraging generational turnover within the five Apulian universities through the recruitment of researchers for three years. The measure, following on from the previous **FIR (FutureInResearch)** measure, now closed, introduced a new experimental approach to research and innovation, enhancing the excellence of Apulian scientific research and laying the foundations for creating new critical mass within universities.
- **RIPARTI:** this regional initiative funds professionalising research grants for new researchers and their placement in the regional productive system, to meet businesses' innovation needs.

- **Punti Cardinali:** guidance points for training and employment, designed to encourage the creation of an “**educating guidance community**” with a strong sense of social responsibility, delivering high-quality guidance pathways that span citizens’ entire lives (lifelong learning).
- **RED 3.0:** the Dignity Income enables people experiencing financial hardship, even temporarily, to access **income support and training opportunities**. The measure is not limited to tackling poverty through income support, but promotes social and labour-market inclusion, offering **allowances for taking part in traineeships or other subsidiarity projects**.
- **Strengthening the network of health service staff:** this action consists of further training for Health Service workers in the Apulian Local Health Authorities who deal with Prevention, Health Promotion and Food Safety;
- **Educating training communities:** an experimental pathway aimed at establishing “Educating Training Communities”, understood as places for training, research and innovation, for producing and sharing knowledge and skills, and for creating tangible and intangible value and employment, inside and outside the company, in related businesses and in the local area, in order to give businesses access to qualified human resources while promoting workers’ personal development and well-being.
- **Inte.R.SS.eca** aims to implement Specific Objective RSO4.3 “Promoting the socioeconomic inclusion of marginalised communities, low-income households and disadvantaged groups, including people with special needs, through integrated actions, including housing and social services”, helping to reduce housing segregation of marginalised communities and disadvantaged low-income groups and to promote housing quality by strengthening social infrastructure, so as to ensure that people have access to a widespread network of services.

Target: context

- **Luoghi Comuni:** a measure supporting initiatives to regenerate under-used spaces through social innovation projects aimed at the local area and communities. The initiative is aimed at Third Sector organisations based in Puglia whose members are mostly young people up to the age of 35.
- **Social Innovation Hubs:** a measure which, through a process of sharing the objectives to be achieved, respecting the characteristics of the different areas and therefore their specific vocations, fosters on the one hand exemplary solutions in terms of strengthening infrastructure and equipment as a driver for social innovation in local areas, and on the other the improvement of access to innovative services for citizens and for economic activities with a social purpose.
- **Puglia University Region: studying and living in welcoming and sustainable cities:** promotes policies and projects for a renewed relationship between the university system and the urban/territorial system, to guarantee those who choose to study in Puglia full Citizenship Rights, as an essential aspect of the Right to Education.
- **Network of digital facilitation services:** a network of 231 physical access points, both fixed and mobile, to be activated throughout the region with the aim of reaching 183,000 Apulians

aged 18 to 75, to strengthen digital skills and support the groups in the population most at risk of suffering the consequences of the *digital divide*.

- **Community Library** (“Biblioteca di Comunità”): this measure aims to build, in a participatory way, an advanced library model capable of offering innovative services to promote reading and culture, adopting technological tools and resources as cultural catalysts within each specific local area.
- **Family Friendly Innovation Plan in SMEs**: the measure encourages Apulian small and medium-sized enterprises to adopt organisational models based on flexible working hours or working arrangements, supporting them with the costs of drawing up and implementing a “*Family friendly* Innovation Plan” for the benefit of their male and female workers, and thus helping to create a family-friendly territory.
- **Regional civil service**: mirroring the national scheme, this measure is aimed at young women and men aged between 18 and 28, offering them the opportunity to devote a year of their lives to social solidarity projects and the protection of the common good, carried out with public or non-profit bodies accredited in the Single Register of the Universal Civil Service.
- **She Tomorrow Roadshow. The Leaders of the future**: the initiative aims to boost the proposal of new projects based on the logic of “*women empowerment*” and comprises a series of 6 touring events across Puglia’s 6 provinces – Bari, Foggia, Brindisi, BAT, Taranto and Lecce – featuring leading figures from innovative businesses and successful professional women at both national and regional level.
- **Puglia Women Code**: a coding bootcamp for women only.
- **Artistic residencies**: the Puglia Region has promoted the development and consolidation of five Artistic Residencies in local areas and one regional Residency Centre, dedicated to supporting and accompanying artistic creation practices and processes, including through fruitful forms of relationship between artists and places and the communities that live in them.
- **University halls of residence**: the Puglia Region, together with Adisu and Asset, has embarked on a programme to create new university halls of residence, taking advantage of new funding sources such as Law 338/2000, under which it applied for and obtained funding to create 3 halls of residence by redeveloping public buildings in Lecce, Taranto and Brindisi. In addition, using NRRP funds, it has acquired 2 hotels and converted them into university halls of residence in Lecce and Foggia. Further projects are currently in the pipeline, in order to strengthen the university system supporting the right to education and guarantee full citizenship rights to students who choose to study in Puglia.
- **Health Service staff**: this measure consists of high-level professional training for Health Service workers.

4.1.5 A look at the future

The Region, working with Universities, Higher Technical Institutes, research bodies, Districts and the other actors of the regional research and innovation ecosystem, promotes and supports the discovery, creation and enhancement, inward mobility, retention and attraction of highly specialised talent, to develop advanced skills in research and innovation in the region, through national and international activities in the areas of the Regional Smart Specialisation Strategy (S3) and the internationalisation of the academic offer, acting across several macro-areas:

A. #LiveInPuglia: a cool, smart, social, sustainable and accessible land⁹

- promotes actions aimed at making Puglia a family-friendly, welcoming and attractive territory, attentive to the needs of families with children and with dedicated services that foster the well-being of all family members and their prosperity in Puglia;
- educating local businesses in Puglia to adopt a *service-oriented* mindset;
- promotes actions to improve the availability and quality of infrastructure, from basic infrastructure (roads, railways, energy, mobile telephony, internet) to high-quality, sustainable public transport and access to broadband and advanced digital services, as well as measures to meet emerging socio-educational needs and healthy lifestyles, both in terms of work-life balance and in terms of strengthening educational, recreational, cultural, physical activity and sports provision;
- launches health promotion, production and protection pathways by encouraging sustainable and responsible production and consumption in Puglia through the Regional Prevention Plan 2021-2025;
- promotes policies to enhance the Apulian lifestyle, integrated with protection and social activation policies, through the implementation of ten Predefined Programmes (PP) and six Free Programmes (PL), integrated and cross-cutting, which implement all six central Macro-Objectives and the Strategic Objectives of the National Prevention Plan 2020-2025
- launches programmes promoting healthy lifestyles by implementing programmes and encouraging innovative solutions for people at risk and/or the most vulnerable (due to age, illness, socio-economic or cultural status, hardship, etc.), as well as by targeting investment at creating, restoring and enhancing places and facilities for recreational, non-competitive physical activity, with a commitment to taking charge of people at risk and/or vulnerable people;
- promotes the creation of a regional portal dedicated to promoting health and healthy lifestyles, featuring a map of places and facilities that promote health (schools, specialist centres, parks, sports facilities, etc.) and innovative digital services;
- promotes interaction between schools, local authorities, Third Sector organisations and the bodies of the regional prevention and health promotion system, for the involvement of students in innovative prevention and health promotion programmes and for the strengthening of school health services;

⁹ Clarification arising from points raised during the participatory process

- promotes the use of artificial intelligence in prevention and health promotion programmes and in proactive medicine;¹⁰
- promotes the adoption of appropriate policies to encourage people to settle (Vouchers to be used for accommodation), including by regenerating peripheral areas, which address, among other things, the accessibility of the most inland and Apennine areas and improve their attractiveness in terms of study and employment opportunities, through appropriate investment in infrastructure, public services, connectivity, care and mobility;
- promotes, in collaboration with municipalities, the launch of an “available housing” platform, as a meeting place for supply and demand and a genuine atlas of availability; promotes policies to facilitate mobility through the introduction of Vouchers to be used for transport services;
- promotes the creation of Youth Economic Zones, grants, incentives, partnerships and measures to support study, training, culture and youth entrepreneurship;
- launches and promotes policies and projects for a renewed relationship between the university system and the urban/territorial system, to guarantee those who choose to study in Puglia full Citizenship Rights, as an essential aspect of the Right to Education (Puglia University Region: studying and living in welcoming and sustainable cities)
- launches and promotes innovative services to encourage reading and culture, adopting technological tools and resources as cultural catalysts within each specific local area;
- promotes the development of innovation *policies* that enhance areas of productive excellence, taking into account the territory’s strategic positioning and development prospects within a global economic framework;
- promotes the conception, planning, development and monitoring of the lines of action defined by the regional Gender Agenda, set out in various action sheets, such as:
 - a. improving women’s living conditions and promoting active participation;
 - b. *women’s* empowerment in the strategic sectors of education, training and employment;
 - c. fostering women’s participation in sustainable development processes and innovation;
 - d. improving women’s working conditions;
- developing cross-cutting actions to remove gender stereotypes and improve administrative action; promotes initiatives to strengthen skills in education, from nursery to primary and secondary school, through targeted actions to support schools, teachers and pupils, by strengthening the educational offer, inclusion and educational and careers guidance;
- supports the reception services offered to talented people and their families for access to the territory’s primary services, to education, training and employment systems, to cultural provision, to participation in regional associations and Third Sector activities, as well as to services for improving knowledge of the Italian language for highly specialised talent, also in collaboration with the Puglia Region’s Agency for the Right to University Education (ADISU);

¹⁰ Clarification arising from points raised during the participatory process

- promotes the establishment in the region of schools offering an international education, including Steiner-based education, to pupils from nursery school through to the end of upper secondary school;
- promotes training in digital and language skills within the regional Administration;
- promotes a system of early childhood education services (0-6) with measures to increase school time and related services (full-time schooling, school meals, supplementary school activities and transport services) and to integrate school provision with out-of-school provision in socio-educational and cultural services for educational purposes;
- promotes measures to improve access for people with disabilities to services, cultural activities (access to museums, events, shows and concerts with audio description, tactile tours, tours in Italian Sign Language (LIS), surtitles, information sheets, QR codes in Italian and English, braille descriptions, Plans for the Removal of Architectural Barriers (PEBA), and sheets in Augmentative and Alternative Communication (AAC)) and ¹¹urban infrastructure;
- promotes and enhances measures on “active ageing”, by developing health education programmes to raise awareness of healthy lifestyles and good habits, with particular attention to chronic disease prevention programmes, as well as communication and awareness-raising activities on the subject;
- promotes the development of active citizenship, community welfare, and integration and training measures to acquire both technical skills relating to the sector and project activities (*hard skills*) and transversal and citizenship skills (*soft skills*), developing *problem-solving* abilities;
- promotes initiatives to develop community welfare in order to support and consolidate forms of collaboration between local networks, focused on protecting common goods;
- promotes “neighbourhood adoption” measures, as a framework for welcoming and supporting talented people and/or their families. The tool, which would involve people of all ages and family or community groups, including informal ones, would help to mitigate the effects of the absence of a family network in the area; supports initiatives to regenerate under-used spaces through social innovation projects aimed at the local area and community;
- supports projects, including those implemented by the Third Sector, that can activate more effective, efficient and fair responses, strengthening the community dimension and involving society and citizens in participatory processes;
- promotes the spread of Social Innovation Hubs which foster, on the one hand, exemplary solutions in terms of strengthening infrastructure and equipment as a driver for social innovation in local areas and, on the other, improved access to innovative services for citizens and economic activities with a social purpose;
- promotes *lifelong learning* for quality of life and social well-being.

B. #TalentPuglia: a territory of skills and talent

- promotes measures aimed at drastically reducing university tuition fees;

¹¹ Clarification arising from points raised during the participatory process

- supports students – secondary school leavers or holders of a bachelor’s degree/first-level academic diploma – who obtained their qualification with top marks and are enrolled on a bachelor’s degree, master’s degree, single-cycle degree, or first- or second-level academic diploma course at a University, ITS or Higher Education Institution for Art, Music and Dance (Academy of Fine Arts, Conservatoire) based in Puglia, regardless of their year of study;
- promotes art and creativity;
- promotes partnerships between public and private bodies to launch intensive modular courses to train experimental profiles of *workers/operatives* in sectors of strategic importance for Puglia (textiles, clothing, footwear and the fashion system, digital services, mechanics, machine production and maintenance, automotive, plant engineering, logistics and transport, printing, agriculture and green-space maintenance, construction, health and well-being, the blue economy, tourism and culture);
- supports young graduates wishing to attend a *postgraduate* Master’s course in Puglia, elsewhere in Italy or abroad, funding them fully or partly through training vouchers. Two actions are to be launched:
 - a. Graduate Pass **out&back**: the Puglia Region supports young Apulian graduates wishing to attend a *postgraduate* Master’s course in Italy or abroad, funding it fully or partly through training vouchers.
The aim is to develop skills to be redeployed in the region;
 - b. Graduate Pass **incoming**: the Puglia Region supports young graduates from other regions wishing to attend a *postgraduate* Master’s course in Puglia, funding it fully or partly through training vouchers.

This action revives the PassLaureati measure, with changes aimed at making the most of the funding granted and at contracting, and thus retaining in the region, the trained talent. At the end of the training period, thanks to the collaboration of ARPAL, the student is offered a **job** consistent with the funded training profile. If the student accepts the offer (or signs a different contract in the region) and remains in Puglia for a period of 5 years, the funding granted is treated as a non-repayable grant and does not have to be paid back. If the student does not accept the job offer made by ARPAL and leaves the region within 5 years of the end of the training course, the funding becomes a loan to be repaid in instalments over 10 years;

- supports young graduates wishing to attend a *postgraduate* Master’s course in Puglia in accordance with Ministerial Decree 77/2022 and Regional Executive resolution no. 1868 of 14 December 2022 entitled: “Approval of the draft Regional Regulation concerning: ‘Definition of models and standards for the development of community care pursuant to Ministerial Decree 77/2022’” with regard to the role of the family or community nurse (IFOC);
- promotes advanced training activities through short courses, *Summer* and *Winter Schools*, and training courses and workshops for young undergraduates, graduates and doctoral students, with particular attention to Puglia’s areas of territorial specialisation and to new digital skills for remote working;
- promotes widespread training through “on the job” courses and training pathways for young undergraduates, graduates, doctoral students and trainee assistants (AIF) (medical

residents), with particular reference to prevention, health promotion, proactive medicine, digital innovation and information systems for prevention and health;

- supports research grants, contracts and doctorates that involve attracting highly specialised talent to the region in the fields of organisational, process and digital innovation for health, the promotion of healthy lifestyles and prevention;
- promotes the strengthening of the network of Health Service staff and, in particular, those in the Apulian Local Health Authorities engaged in institutional activities in Prevention and Health Promotion, or in the initiatives set out in the Regional Prevention Plan, through participation in University Master's courses identified by the Region;
- promotes the upgrading of the skills of Local Health Authority staff responsible for Official Controls on Food Safety pursuant to Regulation (EU) 2017/625, through their participation, as auditors, in University Master's courses on official controls of food and beverages and on food safety;
- promotes and supports, including in synergy with and as a complement to measures implemented by the region's Universities, guidance, awareness-raising and training actions in the fields of security and resilience of critical infrastructure, sustainable mobility, and *upskilling* and *reskilling* in STEM subjects and in the S3 sectors, with particular attention to attracting young female talent in ICT and, more generally, to closing the *gender gap* in STEM;
- supports research grants, contracts and doctorates, and services involving international mobility pathways and the attraction of highly specialised talent to the region;
- supports universities and higher education institutions for art, music and dance (AFAM) in planning courses leading to internationally recognised university qualifications, as well as participation in European university alliances (europeanunialliance.eu);
- promotes actions to support the internationalisation of universities, including through campuses abroad, for training and guidance activities;
- supports the *reskilling* of workers involved in open industrial crisis negotiations;
- supports the delivery of training courses to acquire, update and upgrade digital skills for beneficiaries of the Guaranteed Employability of Workers Programme (GOL);
- supports the recruitment of *top scientists* by Apulian universities in the fields of biomedicine, artificial intelligence, energy, hydrogen, aerospace, psychology, philosophy, innovative materials, etc. The Region undertakes to provide resources to cover the cost of recruiting the fixed-term professor, as well as research funds;
- activates tools to attract winners of European grants who decide to base their activities at an Apulian university;
- activates incentives for hiring talent (personal income tax (IRPEF) relief), also in line with other regional programming lines and in synergy with businesses' policies for developing and enhancing human resources;
- supports Universities and higher education institutions (both those already in Puglia and those intending to set up there) in place-marketing and guidance activities in Italy and abroad, to promote Puglia as a place offering opportunities for advanced training and innovative specialisation in line with global challenges and the SDGs;

- pays particular attention to deprived areas/NEETs/suburbs, bringing pop-up schools of excellence in new digital skills right there and providing support pathways to integrate young people into the digital labour market;
- encourages collaboration measures between:
 - a) Higher Technical Institutes and Universities, in order to enrich the educational offer, including from a multi-regional perspective;
 - b) accredited training bodies and the other actors of the regional research and innovation ecosystem, and higher education institutions for art, music and dance, in order to create and enhance talent.including through targeted job-placement services and support for the international opening-up of the offer by the system of accredited vocational training bodies, as well as through participation in initiatives under European programmes such as Erasmus+; activates incentives for the recruitment by national and international companies of talented people resident in Puglia, with a particular focus on highly skilled remote work;
- activates measures to scout and enhance female talent in line with the objectives and projects set out in the Puglia Region's Gender Agenda, but also with innovative measures launched in agreement with businesses and associations.

C. #MoveToPuglia: an attractive land for digital nomads

- promotes the definition of *policies* for developing skills, incentives and opportunities for remote digital work from Puglia, starting with a preliminary analysis of market demand, involving matching with national and international companies looking for talent and scouting for digital skills in sectors that are strategic for new global challenges, also in collaboration with existing initiatives;
- promotes information, guidance and support services for activation and for the promotion of community activities within public spaces already used to host initiatives for young people;
- promotes the organisation of residencies for artists¹², talented people and digital nomads, divided by area of specialisation, also with the aim of reflecting on and proposing innovative solutions to regional challenges;
- introduces incentives and support actions for organising experiential activities aimed at creating networking connections between the digital nomad / temporary resident and the local community, experiential courses in the local language and culture, and regenerative activities aimed at improving work productivity by sharing the #weareinpuglia philosophy;
- promotes the adoption of implementing tools that encourage the spread and provision of *coworking* spaces and smart accommodation (with particular attention to enhancing peripheral areas) and support for the costs of their use by highly specialised talent;
- encourages teleworking and other tools for flexible working, in order to minimise the critical issue of poor accessibility of some inland areas of the region, where lower incomes tend to go hand in hand with lower attractiveness.

¹² Clarification arising from points raised during the participatory process

4.1.6 Coordination with other regional strategies

Below are some initiatives to be developed in order to comply with the provisions of the regional Gender Agenda:

A. #LiveInPuglia: a cool, smart, social, sustainable and accessible land

Developing cross-cutting actions to remove gender stereotypes and improve administrative action within Third Mission activities.

The action is linked to Gender Agenda Sheet no. 25, operational objective *Integrating education, training and research systems*.

Name of the measure: Gender equality and the social impact of universities

Planned actions: A call for proposals to support Third Mission activities by Apulian Universities aimed at addressing the social challenge of “gender equality”. The call will reward the best proposals submitted by universities, each choosing a main area as its type of Third Mission (as covered by the current evaluation methodology adopted by ANVUR for the years 2015-2019).

B. #TalentPuglia: a territory of skills and talent

Enhancing young female talent in the ICT sector through the creation and implementation of STEM labs.

The action is linked to Gender Agenda Sheet no. 22, operational objective *Promoting the adaptation of the training system to achieve gender equality in access to and participation in training activities*.

Name of the measure: Implementing innovation and creativity labs (STEAM-labs) throughout the region.

Planned actions: The measure is developed through various actions aimed at involving girls, from any social, educational and training background, in pathways to strengthen their scientific and technological skills, as well as artistic ones, since including the Arts in the core STEM scientific subjects helps to stimulate creative thinking, problem-solving and innovative thinking, encouraging an experimental attitude and the use of imagination and creativity to make new connections between ideas.

Provision is made for the promotion and development of experimental Laboratories (STEAM-labs), including through the regeneration of urban spaces (including tactical urbanism), in which female and male students design, build, reflect on and rework their knowledge towards a goal (constructivist approach / new educational paradigm based on real and authentic applications), bringing into play at the same time intellectual and reflective, manual and creative abilities, encouraging them to engage with others and developing critical thinking, as skills (Soft Skills) essential for active participation in today's society. A further action to support education and training systems in spreading the STEAM approach is the promotion of Research and Technology Days, with meetings with female researchers and women from the worlds of science, technology, engineering, mathematics, design, etc. to encourage girls' interest in studying these subjects. Examples of laboratory activities:

- a. Digital fabrication
- b. Educational robotics
- c. Digital skills
- d. Programming

- e. Web development
- f. Art

Below are some initiatives to be developed in order to comply with the provisions of the Regional Sustainable Development Strategy:

A. #LiveInPuglia: a cool, smart, social, sustainable and accessible land

- a. Regional sustainability area of action: *Rights to the future, starting from the acquisition of knowledge and skills*
 - Regional sustainability choices: 4.1 Ensuring the accessibility, continuity and quality of the education and training system.
- b. Regional sustainability area of action: *Taking part is what matters, on an equal footing*
 - Regional sustainability choices: 5.1 Promoting gender equality.
- c. Regional sustainability area of action: *An ever-evolving cultural destination*
 - Regional sustainability choices: 6.1 Conserving and enhancing cultural heritage and promoting culture and sustainable tourism.
- d. Regional sustainability area of action: *Health for all*
 - Regional sustainability choices: 8.1 Strengthening and improving the regional health system, guaranteeing universal access.
- e. Regional sustainability area of action: *A pact for the climate, for the environment and for a green and sustainable economy*
 - Regional sustainability choices: 9.1 Creating resilient communities and territories and promoting the sustainable city model.

B. #TalentPuglia: a territory of skills and talent

- a. Regional sustainability area of action: *Puglia 4.0, ready for the challenge.*
 - Regional sustainability choices: 3.1 Closing the digital divide within the population and guaranteeing everyone access to robust, high-quality digital infrastructure.
 - Regional sustainability choices: 3.2 Strengthening cross-border cooperation for sustainable development.

4.1.7 Development proposals

The new initiatives are set out below:

Table 4 Development proposals - new initiatives - PEOPLE line

Macro-area		ID	Action	Responsibility	Time horizon (short/medium/long term)
A	#LiveInPuglia	A1	Policies to facilitate mobility: <i>Vouchers</i> to be used for transport services	Department of Labour, Education and Training Policies	<i>To be defined</i>

Macro-area		ID	Action	Responsibility	Time horizon (short/medium/long term)
				Department of Mobility	
A	# LiveInPuglia	A2	Policies to encourage people to settle: <i>Vouchers</i> to be used for accommodation, including by regenerating peripheral areas	Department of Environment, Landscape and Urban Quality Department of Labour, Education and Training Policies	<i>To be defined</i>
A	# LiveInPuglia	A3	Design and creation of the AlloggiPuglia Platform, a meeting place for supply and demand of accommodation for the target group.	Department of Environment, Landscape and Urban Quality Municipalities of the Region	<i>To be defined</i>
A	# LiveInPuglia	A4	Creation of Youth Economic Zones, grants, incentives, partnerships and measures to support study, training, culture and youth entrepreneurship	Department of Economic Development	<i>To be defined</i>
A	# LiveInPuglia	A5	Establishment in the region of schools offering an international education to pupils from nursery school through to the end of upper secondary school, including Steiner-based education	Department of Labour, Education and Training Policies	<i>To be defined</i>
A	# LiveInPuglia	A6	Introduction of incentives for businesses that provide their employees with family-oriented services and benefits:	Department of Welfare	<i>To be defined</i>
A	# LiveInPuglia	A7	Introduction of a mentoring	Department of Labour,	<i>To be defined</i>

Macro-area		ID	Action	Responsibility	Time horizon (short/medium/long term)
			programme for students, workers and job seekers: a one-to-one pathway between an experienced person, the mentor, and another person, the mentee, in which the latter, thanks to the guidance, advice and perspectives of their mentor, embarks on a path of both professional and personal growth.	Education and Training Policies	
A	# LiveInPuglia	A8	<i>Reskilling</i> teachers: training in digitalisation, inclusion, sustainability and project development to reduce the <i>skills mismatch</i> and enable them to support the development of the active citizens of the future.	Department of Labour, Education and Training Policies	<i>To be defined</i>
A	# LiveInPuglia	A9	Introduction in primary schools of an experiential civic education teaching programme based on 3 pillars: inclusion and overcoming gender stereotypes, environmental sustainability, and the use of technology and digital tools.	Department of Labour, Education and Training Policies	<i>To be defined</i>
A	# LiveInPuglia	A10	Introduction in secondary schools of an experiential teaching programme in economics and entrepreneurship, financial literacy and careers guidance, including classroom teaching, competitions, and discussions with	Department of Labour, Education and Training Policies	<i>To be defined</i>

Macro-area		ID	Action	Responsibility	Time horizon (short/medium/long term)
			professionals and entrepreneurs		
A	# LiveInPuglia	A11	Development of the “WiFi Italia” project of the Ministry of Enterprises and Made in Italy, which aims to enable all citizens to connect, free of charge and easily through a dedicated App, to a free Wi-Fi network available throughout the country.	Department of Economic Development	<i>To be defined</i>
A	# LiveInPuglia	A12	“Neighbourhood adoption” as a framework for welcoming and supporting talented people and/or their families, and as an educational and community asset.	Department of Welfare	<i>To be defined</i>
A	# LiveInPuglia	A13	Promotion of measures on “active ageing”, including through the development of health education programmes to raise awareness of healthy lifestyles and good habits,	Department of Welfare	<i>To be defined</i>
A	# LiveInPuglia	A14	Developing cross-cutting actions to remove gender stereotypes and improve administrative action within Third Mission activities [Gender Agenda Sheet no. 25]	Department of Labour, Education and Training Policies Department of Economic Development	
B	#TalentPuglia	B1	Drastic reduction of university tuition fees	Department of Budget, General Affairs and Infrastructure	<i>To be defined</i>

Macro-area		ID	Action	Responsibility	Time horizon (short/medium/long term)
B	#TalentPuglia	B2	Tax relief (personal income tax – IRPEF)	Department of Budget, General Affairs and Infrastructure	<i>To be defined</i>
B	#TalentPuglia	B3	Incentives for the recruitment by national and international companies of talented people resident in Puglia, with a particular focus on highly skilled remote work.	Department of Budget, General Affairs and Infrastructure Department of Economic Development	<i>To be defined</i>
B	#TalentPuglia	B4	Graduate Pass out&back: the Puglia Region supports young Apulian graduates wishing to attend a <i>postgraduate</i> Master's course in Italy or abroad, funding it fully or partly through training vouchers. The aim is to develop skills to be redeployed in the region with a job position (see description)	Department of Labour, Education and Training Policies	<i>To be defined</i>
B	#TalentPuglia	B5	Graduate Pass incoming: the Puglia Region supports young graduates from other regions wishing to attend a <i>postgraduate</i> Master's course in Puglia, funding it fully or partly through training vouchers. The aim is to develop skills to be redeployed in the	Department of Labour, Education and Training Policies	<i>To be defined</i>

Macro-area		ID	Action	Responsibility	Time horizon (short/medium/long term)
			region with a job position (see description).		
B	#TalentPuglia	B6	Recruitment of 20 <i>top scientists</i> by Apulian universities in the fields of biomedicine, artificial intelligence, energy, hydrogen, aerospace, psychology, philosophy, innovative materials, etc.	Department of Labour, Education and Training Policies	<i>To be defined</i>
B	#TalentPuglia	B7	<i>Reskilling</i> of workers involved in open industrial crisis negotiations (around 5,000). Digital skills course	Department of Labour, Education and Training Policies ARPAL	<i>To be defined</i>
B	#TalentPuglia	B8	Lavora Futuro: practical training workshops offering engaging experiences for students, NEETs and workers, with experienced professionals, to discover and learn the basic concepts of the most in-demand professions in an interactive environment.	Department of Labour, Education and Training Policies	<i>To be defined</i>
B	#TalentPuglia	B9	Summer/Winterland: advanced training activities through short courses, <i>Summer</i> and <i>Winter Schools</i> , and training courses and workshops for young undergraduates, graduates and doctoral students, with particular attention to Puglia's areas of territorial specialisation and to	Department of Labour, Education and Training Policies	<i>To be defined</i>

Macro-area		ID	Action	Responsibility	Time horizon (short/medium/long term)
			new digital skills for remote working		
B	#TalentPuglia	B10	Enhancing young female talent in the ICT sector through the creation and implementation of STEM labs [Gender Agenda Sheet no. 22]	Department of Labour, Education and Training Policies	
C	#MoveToPuglia	C1	Promotes the conception and development of a #WeAreInPuglia experiential festival for digital nomads, alongside an <i>academy</i> for remote working and a new #WeAreInPuglia <i>work-life balance</i>	Puglia Promozione	<i>To be defined</i>
C	#MoveToPuglia	C2	Co-living Puglia: promoting the creation of co-living spaces for digital nomads who can live there for periods (in summer and at other times), working in spaces with high-speed internet and exchanging ideas, opening these places up to local people, particularly young students and workers, to enable cross-fertilisation.	Department of Budget, General Affairs and Infrastructure Department of Economic Development Department of Environment	<i>To be defined</i>
C	#MoveToPuglia	C3	Artists' residencies	Department of Tourism and Culture	<i>To be defined</i>

Actions already launched or planned:

Table 5 Development proposals - initiatives already launched or planned - PEOPLE line

Macro-area		ID	Action	Responsibility	Time horizon (short/medium/long term)
A	#LiveInPuglia	A15	Launch of health promotion, production and protection pathways by encouraging sustainable and responsible production and consumption in Puglia, together with measures to enhance the Apulian lifestyle alongside protection and social activation measures	Department of Tourism, Cultural Economy and Territorial Enhancement Puglia Promozione Teatro Pubblico Pugliese	Medium/long term
A	# LiveInPuglia	A16	Launch of health promotion, production and protection pathways by encouraging sustainable and responsible production and consumption through the Regional Prevention Plan 2021-2025	Department for Health Promotion and Animal Welfare	Medium/long term
A	# LiveInPuglia	A17	Policies to enhance the Apulian lifestyle, integrated with protection and social activation policies, through the implementation of ten Predefined Programmes (PP) and six Free Programmes (PL), integrated and cross-cutting, which implement all six central Macro-Objectives and the Strategic Objectives of the National Prevention Plan 2020-2025	Department for Health Promotion and Animal Welfare	Medium/long term
A	#LiveInPuglia	A18	PugliaFamilyFriendly	Department of Welfare	Medium/long term
A	#LiveInPuglia	A19	Social Innovation Hubs	Department of Welfare	Medium/long term
A	#LiveInPuglia	A20	Puglia Capitale Sociale 3.0	Department of Welfare	Medium/long term
A	#LiveInPuglia	A21	Community library	Department of Tourism, Cultural Economy and Territorial Enhancement	Medium/long term
A	#LiveInPuglia	A22	Punti Cardinali	Department of Labour, Education and Training Policies	Medium/long term

Macro-area		ID	Action	Responsibility	Time horizon (short/medium/long term)
A	#LiveInPuglia	A23	PugliaScuola+	Department of Labour, Education and Training Policies	Medium/long term
A	#LiveInPuglia	A24	Futuro Donna	Department of Labour, Education and Training Policies	Medium/long term
A	#LiveInPuglia	A25	Vouchers for educational services	Department of Labour, Education and Training Policies Department of Welfare	Medium/long term
A	#LiveInPuglia	A26	Youth Guarantee	Department of Labour, Education and Training Policies ARPAL	Medium/long term
A	#LiveInPuglia	A27	Digital facilitation points	Department of Economic Development	Medium/long term
A	#LiveInPuglia	A28	Regional civil service	Department of Economic Development	Medium/long term
A	#LiveInPuglia	A29	Luoghi comuni	Department of Economic Development	Medium/long term
A	#LiveInPuglia	A30	Research projects, counselling desks, teams of specialists, awareness campaigns, and the strengthening of services and measures to promote students' psychological well-being.	MUR	Medium/long term
A	#LiveInPuglia	A31	GOL Digital Training	Department of Labour, Education and Training Policies	Medium/long term
A	#LiveInPuglia	A32	Accessible tourism	Department of Welfare Pugliapromozione	
A	#LiveInPuglia	A33	RED	Department of Welfare	Medium/long term
A	#LiveInPuglia	A34	Care Pact	Department of Welfare	Medium/long term

Macro-area		ID	Action	Responsibility	Time horizon (short/medium/long term)
A	#LiveInPuglia	A35	New Skills for Public Administrations – a training platform dedicated to the human capital of public administrations to develop skills and strengthen Administrations	Department of Personnel Department of Public Administration	Medium/long term
A	#LiveInPuglia	A36	Inte.R.SS.ecc	Department of Welfare	Medium/long term
B	#TalentPuglia	B11	Young Apulian Excellence Award #studioinpugliaperché	Department of Labour, Education and Training Policies	Medium/long term
B	#TalentPuglia	B12	Strengthening the offer of research/Postgraduate Advanced Training (Territorial Pacts)	CURC	Medium/long term
B	#TalentPuglia	B13	Developing skills for the security and resilience of critical infrastructure and for sustainable mobility (Territorial Pacts)	CURC	Medium/long term
B	#TalentPuglia	B14	E-learning platform of the Apulian University System (Territorial Pacts)	CURC	Medium/long term
B	#TalentPuglia	B15	Upskilling and Reskilling in STEM subjects and S3 sectors (Territorial Pacts)	CURC	Medium/long term
B	#TalentPuglia	B16	Funding professionalising research grants for new researchers and their placement in the regional productive system, to meet businesses' innovation needs.	Department of Labour, Education and Training Policies	Medium/long term
B	#TalentPuglia	B17	Galattica - Puglia Youth Network 2.0 – using the network for talent attraction initiatives too	Department of Economic Development	Medium/long term
B	#TalentPuglia	B18	University scholarships	Department of Labour, Education and Training Policies ADISU	Medium/long term
B	#TalentPuglia	B19	High-level professional training for staff working in health promotion, prevention and Public Health at Apulian Health Authorities	Department for Health Promotion and Animal Welfare	Medium/long term

Macro-area		ID	Action	Responsibility	Time horizon (short/medium/long term)
B	#TalentPuglia	B20	Launch of training courses for staff responsible for official food safety controls at the Apulian Local Health Authorities	Department for Health Promotion and Animal Welfare	Medium/long term

4.2 BUSINESSES

4.2.1 Vision

A region able to attract and retain investment capable of creating skilled employment and innovation, promoting sustainability and the integration of regional production chains.

4.2.2 Target

Start-ups from all over the world.

4.2.3 Objectives

- to develop and improve research and innovation capacity and the uptake of advanced technologies (actions **D-#Support**);
- to promote diversity and inclusion in the business ecosystem, encouraging access to resources and support for entrepreneurs (actions **D-#Support**);¹³
- to foster dialogue and develop new connections with local entrepreneurs (**actions D-#Support**);
- to strengthen the sustainable growth and competitiveness of businesses and job creation, including through productive investment (**actions D-#Support**);
- scale-up: to help business projects through the industrialisation phase (actions **D-#Support**);¹⁴
- to develop skills and interactions on a **national** and ¹⁵international scale. (actions **E-#Projects**).

4.2.4 A look at the present

- **Estrazione dei talenti (Talent Extraction)**: funding for personalised support and acceleration pathways for informal teams of at least three people. Support for aspiring innovative entrepreneurs in the areas set out in the Regional Smart Specialisation Strategy.
- **Factories**: as part of the broader “Talent Extraction” measure, the initiative selected 25 “regional factories”. These are public-private partnerships bringing together private investors

¹³ Clarification arising from points raised during the participatory process

¹⁴ Clarification arising from points raised during the participatory process

¹⁵ Clarification arising from points raised during the participatory process

and incubators with universities and training institutions, as well as business and technology clusters, to provide mentoring and business development support to teams of potential entrepreneurs selected through the talent extraction initiative;

- **NIDI:** a fund providing a non-repayable grant and a repayable loan for initiatives proposed by newly established micro-enterprises. The fund is supported by the European Union through the ERDF-ESF Puglia Operational Programme 2014-2020.
- **TECNONIDI:** a fund supporting small businesses wishing to launch or develop technology investment plans in the following innovation areas: sustainable manufacturing; human and environmental health; digital, creative and inclusive communities.
- **Programme Contracts:** an initiative aimed at large enterprises and at small and/or medium-sized enterprises associated with the large lead enterprise, wishing to make an integrated investment in the Puglia Region.
- **Percorsi d'impresa:** the public entrepreneurship support programme for all young Apulian women and men, promoted by ARTI and the Puglia Region.
- **Company Training Plans (PFA):** financial contributions to businesses to support skills development and professional updating for Apulian workers and entrepreneurs.
- **StartCup Puglia:** organised by ARTI since 2008, the competition aims to contribute to the regional development of a new entrepreneurial culture based on innovation, to promote the creation of innovative businesses in the region and to foster the economic growth of the regional productive system.
- **Innovation Hubs,** creating environments better suited to supporting innovative start-ups. In addition to two incubators certified by the Ministry of Enterprises and Made in Italy, **namely** Impact Hub (Bari) and QCUBE (Lecce), these include Exprivia S.p.A.'s "Innovation Lab" and "MecDigito" (the Mechatronics Technology Hub), promoted by the Municipality of Bari.
- **Contamination Labs,** promoted by local universities, which help students develop new business ideas by combining creativity and technological know-how with managerial skills, such as:
 - a. Digilab at the Polytechnic University of Bari
 - b. Balab at the University of Bari
 - c. Clab@Salento at the University of Salento;
 - d. Business accelerators, which support developing companies by giving them access to mentoring, investors and other support to help them become stable, self-sufficient businesses.
- **PIN:** a measure dedicated to projects aiming to launch innovative business initiatives in the cultural, technological and social fields. This regional initiative provides non-repayable grants and is open to groups of two or more people aged between 18 and 35 resident in Puglia.
- **Innoprocess:** a measure aimed at supporting micro, small and medium-sized enterprises in implementing ICT (Information and Communication Technology) solutions such as e-commerce, *cloud computing*, digital manufacturing and cyber security, in line with the *smart specialisation* strategy.
- **Innolabs:** a measure aimed at funding pilot projects testing innovative solutions in order to help promote new markets for innovation in various sectors such as Environment, Security and Territorial Protection, Culture and Tourism, Renewable and Competitive Energy, E-

government for Public Administration, Health, Well-being and Socio-cultural Dynamics, Education and Learning, the Creative and Digital Economy, and Transport and Sustainable Mobility.

- **Innonetwork:** a measure aimed at bringing research and business together in a virtuous system, to deliver innovative projects that support smart, sustainable and inclusive development for the benefit of the territory and its communities.
- **Equity Fund:** a financial engineering measure designed to give small and medium-sized enterprises and innovative start-ups the opportunity to increase their level of capitalisation, and thus their financial strength, through equity participation by specialist investors. The Managers selected to set up co-investment funds undertake to scout for eligible investments in potential target companies.
- **PugliaForesight:** an assembly of Apulian innovative start-ups and SMEs held after the international events in Barcelona (Mobile World Congress), Dublin (DTS) and Toronto, in order to take stock of participation in the international events and to hear and gather needs and views on regional initiatives and measures, thereby providing food for thought for regional development actions.
- **Food4Health:** in collaboration with CIHEAM, the project aims to strengthen the competitiveness of SMEs in the cross-border area by improving production techniques and by transferring, sharing and adopting European quality standards for the processing and enhancement of typical and traditional agri-food and fisheries products, in order to facilitate market access.
- **PUGLIA Start-up Capital:** a programme for innovative START-UPS. It consists of 3 strands: training and self-training; the selection of 2 international trade fairs, with preparatory and guidance programmes and initiatives; and communication activities and promotional initiatives to support fundraising. Regional initiatives will be linked to national and international programmes for innovative start-ups (e.g. Global start up) as well as to the system of regional incentives dedicated to this type of company.
- **Puglia Sociale In Imprese Sociali:** a measure funding support to strengthen business activities that produce socially desirable effects and public goods, with specific reference to supporting tangible and intangible investment to increase production capacity and the degree of involvement of the target groups, and developing business areas in sectors of economic activity in which economic value is combined with the social value produced for the communities concerned, focusing on areas that prioritise enhancement of the territory (natural and landscape resources, products and crafts), as well as forms of intergenerational integration and social inclusion.
- **Training courses for health workers:** a measure aimed at staff of the Apulian Local Health Authorities responsible for official food safety controls across the entire food production chain: from controls on raw materials to checks on livestock farming practices, through to the distribution of the finished product. The region aims to ensure that establishments in its territory are in good general condition in terms of hygiene, maintenance and processing.

4.2.5 A look at the future

The Region encourages measures:

- in all specialisation systems;
- in the various production chains of the regional system;
- in the thematic areas set out in the S3.

These measures are aimed at the discovery of business ideas and the creation, acceleration and growth of innovative businesses by highly specialised talent, as well as at fostering the growth of professional expertise in the health system, which indirectly benefits citizens and businesses in Puglia

To this end, the Region, in accordance with State aid rules and also in collaboration with other regional, national, European and international actors, contributes, through dedicated spaces, services and events:

D-#Support

- to business initiatives, as well as to training and skills development with diversified support systems;
- to introducing an obligation for large enterprises to involve SMEs or start-ups in the region in the projects envisaged under the new Programme Contract measures launched under the 2021-2027 Regional Programme;
- to promoting a *mentoring and support system for start-ups investing in the Puglia Region*, to foster the connection, ¹⁶integration and success of their initiatives, as provided for in the INVESTinPUGLIA investment attraction strategy;
- to the creation and incubation of business ideas and innovative start-ups;
- to the creation of centres of excellence dedicated to the use of new digital technologies;¹⁷
- to the creation of social enterprises, which are a lever for developing new business areas, new integrated service platforms, and new opportunities for inclusion and activation, including through self-employment, as well as for regenerating urban settings and real estate;
- to accelerating new businesses by encouraging the attraction of national, European and international investors, as well as the use of subsidised finance instruments;
- to making research and innovation laboratories and infrastructure available, in collaboration with the actors of the regional research and innovation ecosystem, in order to develop collaborations with the regional productive system;
- to strengthening and developing innovation support measures (collaborative research, process innovation, product innovation), including those aimed at promoting technology start-ups: from supporting an entrepreneurial culture to the creation of creative and innovative businesses;
- to developing *one-stop-shop* initiatives aimed at strengthening and simplifying the tutoring and mentoring system for foreign companies investing in Puglia;
- to promoting and implementing technology transfer pathways, from patent to market and *back* (thus, on the one hand, the dissemination of innovative technologies among businesses and, on the other, linking the results to the measures of InnovaPuglia and PugliaSviluppo)

¹⁶ Clarification arising from points raised during the participatory process

¹⁷ Clarification arising from points raised during the participatory process

for the industrial sectors driving the region's economy, starting with traditional ones, including through regional networks to make the most of the facilities, expertise and research results of universities and public and private research centres;

- to developing information and support programmes and measures for professional and entrepreneurial mobility in Europe made available by the EURES network and the “Erasmus for Young Entrepreneurs” programme;
- to implementing training courses for health workers through specialisation programmes delivered by Apulian universities in collaboration with the ISS (Italian National Institute of Health).

E. #Projects

- to participation in national, EU and international territorial cooperation and development projects.

4.2.6 Coordination with other regional strategies

Below are some initiatives to be developed in order to comply with the provisions of the regional Gender Agenda:

D-#Support

Initiatives to boost women's entrepreneurship and self-employment in rural areas, fostering women's participation in sustainable development processes and innovation.

The action is linked to Gender Agenda Sheet no. 35, operational objective *Steering women's entrepreneurship and self-employment towards expanding and/or innovative productive sectors with a social impact.*

Name of the measure: Innovative services for the quality of work and life in rural areas and for the enhancement of agricultural products: new pools of employment for women.

Planned actions: The measure involves launching a Challenge aimed at groups of young people under 35 and women's groups or women-led businesses, to gather innovative ideas and projects linked to the strategic and operational objectives of the Gender Agenda. The selected project ideas will receive support to develop their Business Model and guidance on the main support measures for start-ups and innovative investment.

Research will also be carried out to analyse new needs for professional profiles, or for upskilling and reskilling of already catalogued professional profiles, in order to guide the institutions responsible.

Initiatives to promote work-life balance measures in the agricultural production sector.

The action is linked to Gender Agenda Sheet no. 41, operational objective *Promoting measures to reconcile working and family life (company welfare).*

Name of the measure: Innovative services for company welfare and women's participation in work in the sector of agricultural production, processing and enhancement of agricultural products.

Planned actions: It is proposed to launch a stable measure over the medium term (2021-2027) open to all possible types of action (company services, purchasing groups, service vouchers, financial

contributions, flexible working-hour arrangements, etc.) for company welfare and work-life balance for all businesses in the agricultural chain and the rural economy, whose workers, including entrepreneurs and the self-employed, have specific contractual characteristics and specific ways of organising their work. The forms of intervention will include: a) vouchers for the purchase of individual services, b) service vouchers for access to local services, c) a time plan for regulating the opening hours of play centres, early childhood play centres and other work-life balance services, d) neighbourhood or company concierge services, e) shared transport services, f) farm nurseries, etc.

Facilitating women's access to incentives and support for setting up businesses in expanding and/or innovative productive sectors: organic farming and organic agri-food production, sustainable transport, eco-friendly production, the circular economy of the 5 "R"s (refuse, reduce, recycle, reuse, rot), and the Blue & Green economy.

The action is linked to Gender Agenda Sheet no. 30, operational objective *Facilitating women's access to incentives and support for business creation.*

Name of the measure: Women Economics - Business creation support;

Planned actions: Awareness-raising, information and training actions are planned on access to funding for women's entrepreneurship and self-employment, in collaboration with the Chambers of Commerce, and for turning women's "tacit knowledge" into entrepreneurial skills.

Other actions are:

- a. acquiring the technical and professional skills needed to launch business projects, through: Training leading to qualification for regulated professions/activities and for self-employment, individually or in association; guidance and training for qualification (with no age limits) in expanding and/or innovative productive sectors: organic farming and organic agri-food production, sustainable transport, eco-friendly production, the circular economy of the 5 "R"s (refuse, reduce, recycle, reuse, rot), and the Blue & Green economy;
- b. improving women's access to and use of laws providing incentives and support for business creation; preparing support measures for business creation by women and spreading an entrepreneurial culture; creating networks with stakeholders to encourage forms of aggregation among women-led businesses; actions to encourage and raise awareness in the lending sector of the need to define gender-oriented programmes in business lending; and creating guarantee funds for lending to women-led businesses and self-employed women.

Below are some initiatives to be developed in order to comply with the provisions of the Regional Sustainable Development Strategy:

D#Support

- a. Regional sustainability area of action: *More competitive with a sustainable Puglia*
 - Regional sustainability choices: 1.1 Supporting research, innovation and the sustainable development of businesses.
 - Regional sustainability choices: 1.2 Supporting quality employment for all.

b. Regional sustainability area of action: *I want to go and live in Puglia*

- Regional sustainability choices: 2.1 Creating empowerment opportunities for young people.
- Regional sustainability choices: 1.2 Supporting quality employment for all.

4.2.7 Development proposals

The new initiatives are set out below

Table 6 Development proposals - BUSINESSES line

Macro-area		ID	Action	Responsibility	Time horizon (short/medium/long term)
D	#Support	D1	Business incubators and accelerators in the smart specialisation sectors (Aerospace, Automotive, Agri-food, Advanced Mechanics, Electronics, Automation, Home System, Fashion System, Health and Well-being Industry, Energy and Environmental Systems, Digital Communities, etc.)	Department of Economic Development Department of Welfare ARTI	To be defined
D	#Support	D2	International incubators and accelerators for women-led businesses, focusing on social innovation projects that reflect the goals of the 2030 Agenda for Sustainable Development, scalable through the use of digital tools and technology, and connected with similar European and international organisations.	Department of Economic Development Department of Welfare ARTI	To be defined
D	#Support	D3	<i>One-stop-shop</i> initiatives, aimed at strengthening and simplifying the <i>tutoring e mentoring</i> system for foreign companies investing in Puglia	Department of Economic Development Puglia Sviluppo	To be defined
D	#Support	D4	Promoting and implementing technology transfer for the industrial sectors driving the region's economy, starting with traditional ones, including through regional networks to make the most of the facilities, expertise and research results of universities and public and private research centres	Department of Economic Development ARTI	To be defined
D	#Support	D5	Training courses for health workers	Department for Health Promotion and Animal Welfare	To be defined
D	#Support	D5	Azienda si forma	Department of Labour, Education and Training Policies	To be defined

Macro-area		ID	Action	Responsibility	Time horizon (short/medium/long term)
D	#Support	D6	Facilitating women's access to incentives and support for setting up businesses in expanding and/or innovative productive sectors: organic farming and organic agri-food production, sustainable transport, eco-friendly production, the circular economy of the 5 "R"s (refuse, reduce, recycle, reuse, rot), and the Blue & Green economy [Gender Agenda Sheet no. 35]	Department of Economic Development	
D	#Support	D7	Initiatives to promote work-life balance measures in the agricultural production sector [Gender Agenda Sheet no. 41]	Department of Economic Development Department of Welfare	
D	#Support	D8	Facilitating women's access to incentives and support for setting up businesses in expanding and/or innovative productive sectors: organic farming and organic agri-food production, sustainable transport, eco-friendly production, the circular economy of the 5 "R"s (refuse, reduce, recycle, reuse, rot), and the Blue & Green economy [Gender Agenda Sheet no. 30]	Department of Economic Development Department of Labour, Education and Training Policies	
E	#Projects	E1	Participation in national, EU and international territorial cooperation and development projects (International and interregional collaborations/memberships)	Department of Economic Development	To be defined

Actions already launched or planned

Table 7 Development proposals - actions already launched or planned - BUSINESSES line

Macro-area		ID	Action	Responsibility	Time horizon (short/medium/long term)
D	#Support	D9	EQUITY FUND	Department of Economic Development	Short term

Macro-area		ID	Action	Responsibility	Time horizon (short/medium/long term)
D	#Support	D10	NIDI	Department of Economic Development	Medium/long term
D	#Support	D11	TECNONIDI	Department of Economic Development	Medium/long term
D	#Support	D12	PIN	Department of Economic Development	Medium/long term
D	#Support	D13	Programme Contracts (obligation to include start-ups or innovative SMEs in the project)	Department of Economic Development	Medium/long term
D	#Support	D14	Company Training Plans	Department of Labour, Education and Training Policies	Medium/long term
D	#Support	D15	#Estrazione di talenti (Talent Extraction) : Support for aspiring innovative entrepreneurs in the smart specialisation sectors, with the introduction of scale-up grants (Technology Readiness Level)	Department of Economic Development ARTI	Medium/long term
D	#Support	D16	#STARTCUP : Contributing to the regional development of a new entrepreneurial culture based on innovation, promoting the creation of innovative businesses in the region and fostering the economic growth of the regional productive system	Department of Economic Development ARTI	Medium/long term
D	#Support	D17	Strengthening and developing innovation support measures (collaborative research, process innovation, product innovation)	Department of Economic Development InnovaPuglia	Medium/long term
D	#Support	D18	PugliaForesight	Department of Economic Development	Medium/long term

Macro-area		ID	Action	Responsibility	Time horizon (short/medium/long term)
D	#Support	D19	PUGLIA Start-up Capital	Department of Economic Development	Medium/long term
D	#Support	D20	Puglia Sociale IN Imprese sociali	Department of Welfare	Medium/long term
D	#Support	D21	Integrated incentive programmes	Department of Economic Development	Medium/long term

4.3 BRAND

4.3.1 Vision

A region able to attract, retain and make the most of talent for the benefit of the productive and cultural system

4.3.2 Target

Digital nomads, talented people, students, start-uppers, returning Apulians, top scientists.

4.3.3 Objectives

- to promote territorial enhancement and community activities as well as major events in music, sport, food and drink, the arts, dance, etc. (actions **F-#PlaceMarketing**);
- to promote the *Puglia Brand*: positioning the Puglia Region and making it an attractive region for innovative people, in order to capitalise on skills (actions **F-#PlaceMarketing**);
- to promote *Business Diplomacy* initiatives aimed at building alliances with foreign companies present in Puglia to promote the image of Puglia as a place to live and work (actions **F-#PlaceMarketing**);
- to encourage outreach and collaboration initiatives across the region to showcase the potential the territory offers (actions **F-#PlaceMarketing**).

4.3.4 A look at the present

- Co-branding call for proposals;
- “Apulians around the world” initiatives.

4.3.5 A look at the future

The Region promotes:

F. **#PlaceMarketing**

- the creation of a “Puglia” brand for digital nomads and international talent through place-marketing actions, highlighting the unique features of the territory, its vibrant culture, its wonderful landscapes ([#LiveInPuglia](#)) and its thriving micro-business ecosystem, as well as establishing the idea of “Puglia as the Green Tech Hub” as fertile ground for creating and developing a growing ecosystem of Green Tech companies;
- the identification of a *testimonial (ambassador figure)* and a slogan for the Strategy;
- the establishment/enhancement of the title “Ambassador of Puglia”. This is a title representing the region, to be awarded to prominent members of the Apulian community in Puglia and around the world. The main responsibility of these people is to attract others from the national and international context: talented people, aspiring *start-uppers*, digital nomads, students, and founders of *start-ups* in Puglia. Ambassadors are called upon to communicate and disseminate the opportunities, resources and support available. In this way they would play a crucial role in bridging the gap between the Region and the global community, facilitating the exchange of knowledge and promoting collaboration, highlighting the unique features of the territory, its vibrant culture and its wonderful landscapes (area of action [#LiveInPuglia](#)). People can apply for this award, be nominated by others, or be identified directly by the Region;
- the establishment of a *nomad/ hybrid/ disability community manager*, also making the most of the role of municipalities¹⁸, a figure responsible for:
 - a. designing the structure of the community and its events, based on any user requests or on the objectives set, and then defining how people are brought together;
 - b. choosing the tools, services and discussion categories;
 - c. creating the right conditions for positive communication around the Puglia brand;
- the establishment of “*role models*”, positive **reference figures** – *role models*, in fact – able to tell their stories of growth or resilience, thereby inspiring progress in the territory and building trust in it. The role models will be tailored to the *primary activities*;
- information and training actions to support businesses, local authorities, business associations, vocational training centres, universities, research centres and the other actors of the research and innovation ecosystem in their ability to attract, welcome and make the most of highly specialised talent;
- the launch of information and promotional initiatives on opportunities for attracting talent, career opportunities and business creation in the region, through public events, seminars, *career days*, trade fairs and international events, as well as promotion through the media and social networks, including in relation to specific topics or aims linked to the S3 guidelines;
- orientation tours in the 6 Apulian provinces (each province is assigned a business sector). In the low season, students, young talent from the region and elsewhere, and digital nomads are taken on a tour showcasing what the territory offers in terms of companies, training, infrastructure and leisure. Those who wish to take part (places are limited) are entitled to accommodation, meals, entry to museums/cinemas, attendance at local shows and company visits;

¹⁸ Clarification arising from points raised during the participatory process

- the definition of a programme of networking events and connections with local communities, on thematic or online platforms or in person, for international communities, temporary residents and digital nomads in Puglia;
- the implementation of actions to support projects aimed at replicating or transferring to Puglia successful skills and/or experiences developed in other places (in Italy or abroad) by citizens born in Puglia, through collaboration between them and Apulian public and private organisations;
- the launch of national and international promotion services for the territory and regional production chains to attract/enhance/bring back talent, through the active involvement of local businesses and their representative associations;
- recognition for businesses that invest in young people and women through concrete policies for attracting, employing and enhancing talent.¹⁹

4.3.6 Coordination with other regional strategies

Below are some initiatives to be developed in order to comply with the provisions of the regional Gender Agenda:

F-#Place Marketing

Promoting the brand of Puglia's family-friendly tourism offer nationally and internationally.

The action is linked to Gender Agenda Sheet no. 265, operational objective *Steering women's entrepreneurship and self-employment towards expanding and/or innovative productive sectors with a social impact*.

Name of the measure: Promoting the development of Puglia's tourism offer aimed at the national and international market of families with children.

Planned actions: This line of action provides incentives for businesses to strengthen the tourism offer and services linked to the use of beaches, natural and cultural sites, as well as the historic centres most attractive to tourists, specifically:

- a. aid to businesses owning hotels, natural/beach tourist attractions and restaurants, for the quality of existing accommodation and catering services, with specific reference to baby-changing and feeding points for mothers with infants (baby pit stops), children's play areas, dedicated babysitting services in large hotel complexes, beach clubs, museums and archaeological sites, as well as for marketing and promotional activities for a tourism offer aimed at a specific target group;
- b. incentives for new businesses or for the development of new lines of business by existing companies, aimed at supporting the development of new services to improve the quality of the visitor experience for families with children in the areas most attractive to tourists, such as educational and recreational services in cultural venues (community libraries, museums, archaeological sites, nature sites, etc.), including through the use of new technologies and digital services, and play centres or baby parking facilities that allow children's play and educational

¹⁹ Clarification arising from points raised during the participatory process

activities to be fitted around the times when adults are enjoying live performances, archaeological sites, museums, experiential trails, etc.²⁰

4.3.7 Development proposals

The new initiatives are set out below

Table 8 Development proposals - BRAND line

Macro-area		ID	Action	Responsibility	Time horizon (short/medium/long term)
F	#Place Marketing	F1	Creation of a Puglia brand for digital nomads and international talent	President's Cabinet Special Unit for Institutional Communication	To be defined
F	#Place Marketing	F2	Identification of a testimonial and a slogan for the Strategy (for example <i>Pensati pugliese – Think of yourself as Apulian</i>)	Special Unit for Institutional Communication Puglia Promozione	To be defined
F	#Place Marketing	F3	Marketing campaign to identify the Ambassadors of Puglia	Special Unit for Institutional Communication Department of Tourism, Cultural Economy and Territorial Enhancement Puglia Promozione Teatro Pubblico Pugliese Department of Economic Development	To be defined
F	#Place Marketing	F4	Establishment of the role of <i>nomad/hybrid community manager</i> , one for each province.	Puglia Promozione	To be defined
F	#Place Marketing	F5	#Nato in Puglia (Born in Puglia): creating connections between citizens born in Puglia but currently living outside the region who have distinguished themselves professionally, and Apulian public and private organisations.	Department of Economic Development ARTI	To be defined
F	#Place Marketing	F6	Establishment of a <i>community</i> of talented people who have returned to Puglia	ARTI	To be defined
F	#Place Marketing	F7	Major national and international events to be brought to Puglia	Department of Economic Development	To be defined

Macro-area		ID	Action	Responsibility	Time horizon (short/medium/long term)
				Special Unit for Institutional Communication Puglia Promozione	
F	#Place Marketing	F8	Orientation tours in the 6 Apulian provinces (each province is assigned a business sector) for students and workers aged 18 to 35	Department of Tourism, Cultural Economy and Territorial Enhancement Puglia Promozione Teatro Pubblico Pugliese Department of Economic Development Department of Welfare	To be defined
F	#Place Marketing	F9	Organisation of events in schools and universities in key locations in the 6 provinces, aimed at introducing students and the local community to the territory's leading businesses and encouraging cross-fertilisation, inspiration and the development of basic skills through workshops dedicated to different industrial sectors.	Department of Labour, Education and Training Policies Department of Tourism, Cultural Economy and Territorial Enhancement Puglia Promozione Teatro Pubblico Pugliese Department of Economic Development Department of Welfare	To be defined
F	#Place Marketing	F10	Promotion of flagship events that can represent the regional brand identity and allow direct identification with the territory	Institutional Communication	To be defined
F	#Place Marketing	F11	Setting up an events desk at provincial level	Institutional Communication	To be defined
F	#Place Marketing	F12	#mareAsinistra column: voices of a homecoming	Institutional Communication	To be defined
F	#Place Marketing	F13	GenerazioneZ	Department of Economic Development ARTI	To be defined

4.4 NETWORKING

4.4.1 Vision

The strategy for attracting and enhancing talent focuses on implementing innovative support elements that foster the creation of an ecosystem conducive to the growth of the region and the development of its people. Puglia looks to collaboration and interconnection as drivers of growth and development for the territory.

4.4.2 Target

Digital nomads, talented people, students, start-uppers, returning Apulians, *top scientists*, businesses, investors and workers in Puglia.

4.4.3 Objectives

- creating a vibrant community of *start-uppers*, services for *start-ups*, investment funds, business angels, incubators and a human fabric linked to this type of activity that is attractive to aspiring entrepreneurs from all over the world (actions **G-#Planning**);
- fostering collaboration between start-ups and local educational institutions to promote, on the one hand, specific in-company training programmes and, on the other, entrepreneurship support programmes for talented people (actions **G-#Planning**);
- developing skills for smart specialisation, industrial transition and entrepreneurship, including through planning and/or regulatory instruments. (actions **G-#Planning**);
- improving the skills of workers in the Apulian health system (actions **G-#Planning**);
- carrying out a needs analysis involving national and international companies to anticipate the level of skills required (actions **H-#NeedsAnalysis**);
- facilitating the matching of talented people's skills with businesses' needs through effective *matchmaking* platforms and a system for flagging job opportunities, with the active collaboration of public and private actors, including in cooperation with their European and international networks, and in coordination with the job-opportunity promotion services provided by universities, making the most of existing communities (actions **I-#TalentSearch**);
- creating a physical or virtual space dedicated to the meeting, collaboration and incubation of Start-ups, providing resources, tutoring and support services (actions **I-#TalentSearch**);
- promoting interaction between Start-ups, investors, micro, small, medium-sized and large enterprises in the region, and local institutions and resources, through events, competitions and networking that stimulate the region's entrepreneurial ecosystem (actions **I-#TalentSearch**);
- creating talent *communities*, including by building on organisations already present in the territory (actions **I-#TalentSearch**);
creating synergies between *stakeholders* on a regional, national and international scale (actions **J-#Agreements**).

4.4.4 A look at the present

- **LavoroXte portal** dedicated to the world of work: a collection of digital services to facilitate relations between people, businesses and bodies in the labour market chain <https://lavoroperte.regione.puglia.it/welcomepage/>.
- **Puglia Orizzonti Programme** - an innovation programme aimed at improving Puglia's attractiveness to global start-ups, VCs, investors and innovation players, through which 20 brilliant talents from Puglia, other parts of Italy and various countries around the world worked together to launch *open innovation* projects aimed at developing innovative solutions in macro-areas of intervention.
- **Executive Programme Start-up Training**: training organised by Fortune Italia and Treccani Accademia in collaboration with Smart Puglia. Through a strategic approach, the course aims to help **start-up leaders** acquire the tools to define an **innovation development model that is also sustainable**, starting from an in-depth analysis of the processes, organisational models and tools that support and fuel innovation within companies. Topics covered include business strategy and organisation, finance, marketing, storytelling and branding. The course comprises 6 modules and **60 hours of advanced training** delivered via live streaming on the Treccani Accademia e-learning platform.
- **Hackathon** events for start-ups.
- the Region's participation in international institutional bodies and associations.
- "Inchiostro di Puglia" community.
- Training courses for National Health Service staff working in Puglia who, through specific activity programmes (e.g. CCM 2022 "Application of preventive diagnostic, therapeutic and care pathways (PPDTA) for the integrated management of overweight/obese people through targeted, effective, appropriate and sustainable interventions building on the existing health network"; Master's courses in health-related subjects; etc.), increase their skills, raising the standard of community services.

4.4.5 A look at the future

The Region promotes and supports:

G. #Planning

- the development of new regional regulatory instruments, in particular on *Open Innovation* and talent attraction;
- the promotion of *cross-contamination*, *business matching* and *investment forum actions*.²¹

H. #NeedsAnalysis

- information systems for anticipating and analysing skills needs through the active involvement of businesses in the region and the actors of the regional research and innovation ecosystem, also in collaboration with regional agencies;

²¹ Clarification arising from points raised during the participatory process

- territorial attraction projects aimed at developing measures to boost entrepreneurial drive and to address some challenging local development objectives.

I. #TalentSearch

- advanced services for recruiting highly specialised talent for the regional productive and cultural system, using dedicated digital platforms and with the collaboration of the regional Agencies;
- the creation and development of a dedicated LinkedIn-*Puglia* section, to facilitate the matching of labour supply and demand in support of regional businesses and production chains, with the active and financial collaboration of public and private actors, as well as the organisation of specific *recruitment* initiatives;
- the creation of a collaborative platform, interconnected with other existing platforms, aimed at fostering and supporting the development of open innovation ecosystems as a meeting place for talented people, start-ups, investors, public and private institutions, digital nomads, large companies, etc., in order to
 1. learn about the topics shaping the future;
 2. meet other innovators;
 3. accelerate professional growth in the world of innovation.²²

The platform will make it possible to:

- a) systematically identify the innovation and technological challenges to which the industrial system can respond by working as an ecosystem;
 - b) channel cross-fertilisation actions (Cross-Sectorality) between different technological and productive fields;
 - c) contribute to the development of Emerging Industries by making the most of *key competences* and *key enabling technologies* to respond to the technological challenges identified;
 - d) contribute to the *Entrepreneurial Discovery* process aimed at identifying new opportunities to be supported and developed;
 - e) identify new trends in smart accommodation for digital nomads, from co-living to hybrid facilities offering spaces dedicated to socialising, culture, work and temporary residence;
 - f) share training courses on new technologies, entrepreneurship and innovation in business;
 - g) promote the temporary mobility of professionals and the exchange of skills;
- Development of digital/territorial hubs;
 - the establishment of a *community* of talented people who have returned to Puglia;
 - the creation of a network of key players in the field of talent attraction (investors, scientific researchers, artists/creatives, public figures, start-uppers, etc.), as well as meeting places for large companies and start-ups.

J. #Agreements

²² Clarification arising from points raised during the participatory process

- collaboration protocols with the administrations responsible for immigration and the issuing of visas, in order to facilitate the entry and stay of talented people in the region, and the provision of services for the recognition of qualifications already obtained abroad;
- the development of software solutions to simplify administrative interactions with Public Administrations for the issuing of visas;
- partnerships and agreements in collaboration with Local Authorities, Chambers of Commerce, business associations and their European and international partnerships, foundations, universities, higher education institutions for art, music and dance, research centres and other actors of Puglia's regional research and innovation ecosystem, as well as accredited training and employment service providers and other initiatives linked to plans and programmes, aimed at promoting projects at various levels for the attraction and mobility of highly specialised talent, the provision of "local services", the enhancement of their careers in the regional context, access to projects and opportunities for funding and co-design for service development, the development of marketing activities, the enhancement of public assets and initiatives aimed at talented people/digital nomads;
- collaboration and partnership agreements with other regions and national, European and international institutions on the Region's activities of international importance, as well as partnerships with similar international ecosystems, aimed at supporting the economic, social, cultural and scientific development of the region, also with the contribution of its in-house companies and regional agencies;
- participation in Bodies, Associations and Foundations on topics relating to the S3;
- Collaboration agreements between the Region, the University of Bari and the Istituto Superiore for the delivery of training courses aimed at strengthening the Regional Health Promotion Network in support of the actions of the Regional Prevention Plan, linked to the National Prevention Plan 2020-2025;
- Collaboration agreements between the Puglia Region and the Emilia-Romagna Region for the delivery of the project "Application of preventive diagnostic, therapeutic and care pathways (PPDTA) for the integrated management of overweight/obese people through targeted, effective, appropriate and sustainable interventions building on the existing health network" – CCM 2022 Activity Programme.

4.4.6 Development proposals

The new initiatives are set out below

Table 9 Development proposals - NETWORKING line

Macro-area		ID	Action	Responsibility	Time horizon (short/medium/long term)
G	#Planning	G1	Regional law on Open Innovation		

Macro-area		ID	Action	Responsibility	Time horizon (short/medium/long term)
G	#Planning	G2	Regional law on attracting and enhancing talent	Department of Economic Development	To be defined
H	#NeedsAnalysis	H1	Skills needs analysis	ARTI	To be defined
H	#NeedsAnalysis	H2	Territorial attraction projects and facilitation of labour supply and demand matching – <i>Puglia Orizzonti 2.0</i>	Department of Economic Development	To be defined
I	#TalentSearch	I1	Recruitment of highly specialised talent for the regional productive and cultural system, using dedicated digital platforms and with the collaboration of the regional Agencies HEAD HUNTING	ARPAL	To be defined
I	#TalentSearch	I2	LinkedIn-Puglia	Department of Economic Development ARTI	To be defined
I	#TalentSearch	I3	LavoroXte – Start-up Section	Department of Economic Development Department of Labour, Education and Training Policies	To be defined
I	#TalentSearch	I4	Creation of a collaborative platform aimed at fostering and supporting the development of open innovation ecosystems as a meeting place for talented people, start-ups, investors, public and private institutions, digital nomads, large companies, etc.	Department of Economic Development	To be defined
I	#TalentSearch	I5	CompanyMeetsPuglia: meetings between companies interested in hiring people in Puglia and local communities	Department of Economic Development Department of Labour, Education and Training Policies	To be defined
I	#TalentSearch	I6	Development of digital/territorial hubs;	Department of Economic Development	To be defined

Macro-area		ID	Action	Responsibility	Time horizon (short/medium/long term)
J	#Agreements	J1	Participation in the Ministry of Tourism's Innovation Network, with the aim of defining coordinated strategies and initiatives to support new innovative entrepreneurship in the tourism sector	Department of Economic Development Department of Tourism, Cultural Economy and Territorial Enhancement	To be defined
J	#Agreements	J2	Collaboration protocols with the administrations responsible for immigration and the issuing of visas, in order to facilitate the entry and stay of talented people in the region, and the provision of services for the recognition of qualifications already obtained abroad	President's Cabinet	To be defined
J	#Agreements	J3	Development of software solutions to simplify administrative interactions with Public Administrations for the issuing of visas	Department of Economic Development	To be defined
J	#Agreements	J4	Collaboration protocol with the Department for Youth Policies and the National Youth Agency (ANG) for initiatives dedicated to young people.	Department of Economic Development	To be defined
J	#Agreements	J5	Participation in the " <i>Call for expression of interest for new S3 thematic partnerships</i> "	Department of Economic Development	To be defined
J	#Agreements	J6	Participation in European associations active in the S3 sectors	Department of Economic Development	To be defined
J	#Agreements	J7	creation of a network of key players in the field of talent attraction (investors, scientific researchers, artists/creatives, public figures, start-uppers, etc.)	Department of Economic Development	To be defined
J	#Agreements	J8	Participation, including in support of local authorities, in European calls and networks: Urbact, European Urban Initiative – Innovative Actions, EIT, New European Bauhaus	Departments	To be defined
J	#Agreements	J9	Puglia Life Science Foundation	President's Cabinet	To be defined

Macro-area		ID	Action	Responsibility	Time horizon (short/medium/long term)
J	#Agreements	J10	Polis Project - Poste Italiane: presentation of Spazi per l'Italia ²³	President's Cabinet	To be defined

4.5 MANAGEMENT

Connecting the territory to other innovation ecosystems and fostering the attraction of talent, ideas and capital is essential to establishing the Puglia Region as one of the leading innovation *hubs* in Europe and the wider Mediterranean area, linking Africa on one side with the Balkans and the Near East on the other.

There are many development *drivers* in Puglia, but to define a distinctive value proposition they need to be strengthened through appropriate policies, which must then be communicated effectively: Puglia has the opportunity to become a point of reference especially for people currently working in other parts of the Mediterranean, but it needs a *catalyst* to effectively promote this *hub* as attractive to *start-up* founders and investors.

To achieve this objective, the **Strategy for attracting and enhancing Apulian talent** seeks to define a single *vision*, an integrated, shared regional strategy which, building on the skills and experience acquired over the years in the various S3 themes by all the regional administrative bodies, and listening to the territory, can act as a multiplier of growth and innovation.

First of all, the regional governance of Mediterranean-related processes has already been strengthened, with a particular focus, as already highlighted, on North Africa, the Balkans and the Near East. Indeed, Resolution no. 1044 of 24/07/2023 reshaped the functions of both the “Interreg management structure” Project Unit and the Special Territorial Cooperation Unit, which accordingly takes the name “**Euro-Mediterranean Cooperation**”. The latter unit will be tasked with intensifying relations with those countries offering the greatest scope for growth in scientific, industrial and productive partnerships, which may also lead to attracting skills and commitment to our land.

Implementing the Strategy through the lines of action described so far requires

- identifying European calls for proposals to which the proposals forming part of the strategy can be submitted (actions **K-#Resources**) at both regional and local level, including by supporting and accompanying local authorities;
- designing a results monitoring system (actions **L-#Monitoring**);
- developing the communication plan (actions **M-#CommPlan**);
- implementing the participatory public consultation process through the Puglia Partecipa portal, as well as information meetings and in-depth discussion meetings (actions **N-#Consultation**).

4.5.1 Financial instruments: submitting the proposals that form part of the strategy for funding

The regional Administration has brought together a range of financial instruments with European, national and regional resources (ERDF, ESF, European Programmes, Interreg, NRRP, etc., to name but a few), to activate and build an advanced, competitive and sustainable economy, capable in turn of creating opportunities for growth. Further resources may be allocated under the programming of the 2021/2027 Development and Cohesion Fund (FSC) resources and other investment programmes.

The actions described in the previous sections may also be implemented using additional resources provided by European, national or international programmes, however named. It will be the task of the Governance described in section 5.1 below to identify European calls for proposals to which the proposals forming part of the strategy can be submitted.

4.5.2 Monitoring system

The regional Strategy provides for *accountability*, evaluation and monitoring of the actual implementation of the planned measures, and of their impact on the territory and on the target groups.

Activities are planned covering both *ongoing* monitoring and *ex post* evaluation:

- *ongoing*: projects and measures will be monitored in order to periodically check the actions under way and compare the results achieved with those expected. In this way, corrective action can be taken where deemed necessary, and the coordination and management of the links between the measures themselves can be improved;
- *ex post*, through counterfactual analysis, to verify the results and impacts achieved by the various initiatives. This evaluation will be an important benchmark for measuring the achievement of the strategic objectives set out in the Strategy and for developing virtuous policy-learning processes aimed at continuously improving policy programming and management capacity at regional level.

Consideration will be given to implementing competitive or external benchmarking against similar international initiatives, introducing Key Performance Indicators ²⁴in order to illustrate the aims of the actions and the impact they are intended to generate, while also assessing their correlation with other regional Strategies.

The monitoring activity must ensure the development and implementation of a *web-based* dashboard system for the *real-time* analysis of result and *output* indicators, fully customisable according to the needs of the collective body referred to in section 5.1 below and viewable externally, with different levels of access, in order to

- a. provide the various key actors involved with a record of the progress made in each line of action and project activity in terms of costs, resources used, activities carried out and effects produced, with a view to establishing the information base for the subsequent and complementary evaluation activity;

²⁴ Clarification arising from points raised during the participatory process

- b. enable the Regional Technical Unit referred to in section 5.2 below and the collective body referred to in section 5.1 below to obtain information on what is being achieved, promoting changes and adjustments to project activities on the basis of any critical issues that emerge;
- c. implement any re-planning of the planned project activities while work is in progress, to adapt them to the actual circumstances;
- d. communicate the progress of the planned actions to all stakeholders and to the public.

4.5.3 Communication plan

The regional Talent Attraction Strategy is one of the Region's main medium- to long-term strategies, drawn up with the aim of increasing the attractiveness, innovation, quality and sustainability of the region's development, removing all other forms of inequality and in particular promoting full gender equality in access to services and measures.

To give recognisability and distinctiveness to the way in which the proposed actions are communicated in Puglia and to create a renewed sense of trust in the institutions, a new, collaborative communication paradigm will be adopted, based on the participation and direct involvement of the target groups.

Communication of the Regional Talent Attraction Strategy is part of the communication strategy and methods already in place within the Region, specifically within the Special Unit for Institutional Communication.

Objectives of the Communication Plan

The communication plan aims to:

- strengthen information on objectives, strategies and results;
- involve stakeholders in the opportunities and detailed planning of the planned activities as well as in the results, to ensure timely, accurate and transparent information, based on networking ability, inclusive and taking account of the different types of target groups;
- reach the general public through tools that allow wide dissemination of the message, using both traditional methods and more innovative solutions aimed at increasing public interest and interactivity, without neglecting information on obligations and responsibilities. Priority will be given to communication channels and tools differentiated by target group, plain language and assistance to beneficiaries. Communication materials and portals will be accessible to people with disabilities, using the most up-to-date technologies;
- develop the specific lines of action set out in the document.

Actions

The actions to be implemented relate to:

- information;
- awareness-raising;
- communication;

- guidance and support;
- participation/*engagement*.

The Communication Plan must incorporate all the promotion and *branding* actions set out in the main lines of action.

Target groups

The *target* groups may be identified from among the following:

- actual and potential beneficiaries, direct and indirect, of the attraction measures (digital nomads, talented people, students, *start-uppers*, returning Apulians, *top scientists*, investors, public administrations, workers, etc., with particular attention to the younger generations and women);
- *stakeholders* at local, regional, national and international level (thematic and cross-cutting), trade associations, social partners, etc.;
- at local level, bodies able to amplify the information.

Channels and tools

The information management model will include setting up communication tools and channels designed to reach an ever wider and more targeted audience, in line with the objectives and aims of the measures. The activities implemented will take a synergistic approach to the various traditional media, social and digital media tools and channels, such as:

- the institutional *web* portal;
- the participation platform;
- social media, with the potential to reach thousands of people;
- public information events and specific seminars (in person and *online*), and direct engagement initiatives;
- publications (*online* or in print), audiovisual productions and promotional material;
- press releases.

4.5.4 Participatory processes

By its very nature and methodological design, the Strategy is a dynamic document. It is a genuine Agenda, requiring continuous and constant *restyling* to keep its content consistent with the historical moment in which it is set. After all, the process of improving the efficiency of public administration and multi-level *governance* also depends on strengthening shared ways of working, based on the involvement of local areas and of the *networks* of strategic actors working on them.

For these reasons, the document will undergo a participatory process via the **PugliaPartecipa institutional platform**, as well as dissemination meetings and in-depth discussion meetings announced through the same platform, and will involve the main *stakeholders* such as students, university researchers, workers, entrepreneurs, digital nomads, representatives of bodies and institutions, *start-uppers*, *top scientists*, etc.

The participatory process will be developed on two different levels:

- **internal:** aimed at the Regional Units, Agencies and in-house companies;
- **external:** aimed at students, university researchers, start-uppers, workers, entrepreneurs, digital nomads, and representatives of bodies and institutions.

The results of the participatory process **will feed into the document, updating its content, and will constitute** the main reference for the detailed design of measures to attract and enhance talent in Puglia.

4.5.5 Development proposals

The new initiatives are set out below

Table 10 Development proposals - MANAGEMENT line

Macro-area		ID	Action	Responsibility	Time horizon (short/medium/long term)
K	#Resources	K1	Identifying European calls for proposals to which the proposals forming part of the strategy can be submitted.	Regional Technical Unit Alliance for the development of the Strategy	To be defined
L	#Monitoring	L1	Development and implementation of a <i>web-based</i> dashboard system for the <i>real-time</i> analysis of result and output indicators, fully customisable according to the needs of the Body (Association) and viewable externally	Department of Economic Development Special Unit for Institutional Communication	To be defined
M	#CommPlan	M1	Development of the Strategy's Communication Plan and creation of a showcase web page listing all the initiatives to be launched/already launched	Special Unit for Institutional Communication Puglia Promozione	To be defined
N	#Consultation	N1	Preparation and launch of the participatory process on the preliminary document "Strategy for attracting and enhancing talent"	Department of Economic Development Special Unit for Institutional Communication	short term

5. GOVERNANCE OF THE STRATEGY

5.1 ALLIANCE FOR THE DEVELOPMENT OF THE STRATEGY

The first issue the Strategy must address is **the alliance between the public and private stakeholders** who care about the territory's attractiveness to people. This alliance is aimed at implementing the strategic proposals set out in this document in order to attract investment and promote a thriving innovation ecosystem in the region: a meeting place for various stakeholders, including government bodies, Third Sector organisations, universities, research centres, sector experts, digital nomads, *start-ups*, and businesses (whether start-ups, micro, small, medium-sized or large enterprises) that are Apulian and/or located in Puglia, investors, scientific researchers and artists/creatives, to work together towards innovation-led growth.

Therefore, in order to achieve the objectives detailed in the preliminary document, and in the manner provided for by law, it is necessary to establish a Governance body through an Alliance for the development of the Strategy, a collective body – hereinafter the Alliance or collective body – (which will take, at least initially, the legal form of an association), aimed at implementing the strategic proposals set out in this document in order to attract investment and promote a thriving innovation ecosystem in the region: a meeting place for various stakeholders, including government bodies, Third Sector organisations, universities, research centres, sector experts, digital nomads, start-ups, and businesses (whether start-ups, micro, small, medium-sized or large enterprises) that are Apulian and/or located in Puglia, investors, scientific researchers and artists/creatives, to work together towards innovation-led growth.

The Alliance will put forward proposals for, manage and monitor the activities provided for in this strategy, as well as any further related activities, including real estate, movable property and financial transactions useful for pursuing its stated aims.

The tasks assigned to the Alliance include the following:

- drawing up the annual strategic Agenda aimed at guiding and encouraging actions to attract, retain and enhance talent in Puglia;
- a talent observatory, also linked to other existing regional observatories or technical and scientific committees, aimed at analysing the phenomena of talent mobility and circulation, and at simplifying processes;
- periodically updating the Strategy to adapt it to changes in context and to new public and business innovation needs;
- support for policies promoting the attraction, retention and enhancement of talent in Puglia;
- support for policies promoting a healthy Apulian lifestyle²⁵;
- identifying European calls for proposals to which the proposals forming part of the strategy can be submitted;
- developing a plan for the management of advanced services.

²⁵ Clarification arising from points raised during the participatory process

5.2 REGIONAL TECHNICAL UNIT

Pending the establishment of the collective body, the functions assigned to it may be performed by the Regional Technical Unit set up by Regional Executive resolution, made up of all the relevant regional departments and instrumental bodies, which will in any case continue to act as the interface between the Region and the collective body even after the latter has been established. The specific tasks assigned to the Technical Unit include:

- a. supporting the activities provided for under the Harnessing Talent Platform;
- b. designing and commissioning a monitoring system for the Strategy;
- c. the formalities for establishing the Alliance for the Development of the Strategy;
- d. acting as the interface between the Region and the Alliance once it has been established;
- e. technical support to the Alliance;
- f. technical assistance actions and services in collaboration with its instrumental agencies and in-house companies;
- g. linking the Strategy with the various areas and sectors of regional policy, and in particular with the strategies and plans drawn up for each of the matters falling within regional competence;
- h. acting as the interface with the regional units and instrumental bodies responsible in various capacities for the programming, implementation, management and monitoring of those policies.

6. A STRATEGY ON THE MOVE

The strategy **is already under way**.

Since the approval of the preliminary document, a number of measures included in its provisions have in fact been approved: for example, the 2021/27 calls for Nidi, Tecnonidi, Programme Contracts and PIA (the last two include, for example, support for salary costs for hiring people who have gained significant study and/or work experience outside Puglia) and the Equity Puglia fund, which saw as many as 4 winning funds that will co-invest with the Region and Puglia Sviluppo in Apulian start-ups and scale-ups; but also the Calls aimed at households for access to educational services for children aged zero to three accredited in the Online Catalogue of services for minors, the new RED with community education, for access to cultural, recreational and personal development services and benefits, the Childcare Service Voucher, the reopening of Pass Laureati, and the Gol/2023 *Work in Puglia* Call – Training to acquire technical and professional skills under Pathway 2 – Upskilling and Pathway 3 – Reskilling. There is also “Un’impresa alla pari”, which promotes gender equality certification for Apulian businesses. To name but a few.

In addition, in order to fully implement the proposals identified in the preliminary document, the Puglia Region has taken part in a number of European initiatives on talent, in particular Pillars 1, 4 and 7 of the Harnessing Talent Platform.

On 23 November 2023, during the launch event of the Harnessing Talent Platform, opened by the Commissioner for Cohesion and Reforms, Elisa Ferreira, it was announced that the European Commission had chosen Puglia as the only Italian region to receive expert support through a pilot project as part of Pillar 1 of the Talent Booster Mechanism under the Harnessing Talent Platform. The Puglia Region was also selected as a core member, and the only Italian region, of the *Working Group - Digital Sector*, a 20-member working group addressing the enhancement of talent in Europe and the territorial consequences of the related demographic dynamics, in order to promote good practice and translate the results into policy recommendations and technical guidance.

In this context, being designated as a recipient of Technical Assistance (Pillar 1) to counter the *talent trap* is an indispensable driver for Puglia to better target the strategic actions envisaged in #mareAsinistra and to promote a unified policy on talent attraction.

Being an active member of the *Working group – digital* (Pillar 7) also provides Puglia with a valuable setting in which to address important issues such as the Digital divide and Digital Public Services, drawing on smart specialisation expertise.

In order to build a regulatory framework within which to contribute **to the attractiveness**, innovation and competitiveness of the Apulian system by promoting the attraction, retention and enhancement of talent, the regional government, also thanks to the Technical Assistance provided by the European Commission, will promote:

- the implementation of a systematic and continuous process of collecting and analysing structured data and information, with benchmarking against similar processes at EU level;

- the identification of gaps in the territory, improvements to regional infrastructure and to crucial services of general interest, appropriate investment policies, and opportunities for more effective action to address demographic challenges and mitigate the brain drain;
- the study of ad hoc measures to make the territory attractive to young and highly skilled workers, while integrating a strong economic development narrative;
- the adoption of a regional law on talent attraction, either standalone or linked to other similar topics, which sets out aims, tools and resources, and establishes mechanisms for monitoring, communication and periodic review.

The planning of the activities envisaged for the development of the Strategy is set out below, showing progress compared with the preliminary document approved in August 2023.

Table 11 GANTT chart: planning of the Strategy's development

Activity	YEARS										
	2023						2024		2025	[...]	2030
	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	Jan-Jun	Jul-Sep			
Approval by Regional Executive resolution of the preliminary document “Strategy for attracting and enhancing talent in Puglia”											
Preparation of the participatory process on the Puglia Partecipa portal											
Launch of the participatory process at the Meeting for Friendship among Peoples in Rimini – 20 August 2023											
Presentation of the preliminary document at the Fiera del Levante, 13 September 2023											
Integration of the preliminary document with the assessments resulting from the participatory process											
Approval by Regional Executive resolution of: - the strategic document following the participatory process - #mareAsinistra 2.0 - the guideline for establishing the collective body: the Alliance for the development of the strategy - the guideline for submitting a regional bill on talent attraction, either standalone or linked to other similar topics, which sets out aims, tools and resources, and establishes mechanisms for monitoring, communication and periodic review											
Implementation of measures											
Implementation of existing measures											
Implementation of new measures											

Key:

	Activity completed
	Activity to be completed