



ARTSQUARE
LAB

2025 ANNUAL REPORT



Activity Report 2025



Dear Readers,

With great pleasure we offer you the reading of the Activity Report 2025. It was a great and stable year where we have offered our support and services to the actors in the public sector as well as educational institutions.

As long as our collaboration with schools is concerned: our enthusiasm to empower young students is never ending! Thanks to a mutual trust with ENAD and ECG, we continued to involve young people in activities connected to Design Thinking and creativity. The main topic we have selected for 2025 collaboration with schools was career development and empowerment of young people social entrepreneurship. The second important topic we elaborated with youth was futures thinking and the Inner Development Goals. Building active hope in the new generation is our social impact mission to which we are strongly dedicated.

Over the last years, we have become social partners for the institutions that combine research with social impact: here our strong collaboration with LIH and LISER continues, supporting various social groups who are “invisible” or who need to be empowered. Advocating for their cases, inviting them for co-creation solutions that influence their health and well-being, creating neutral spaces for social dialogue followed by concrete change, these were

the themes that kept the team of Art Square Lab busy in 2025.

We have also continued to work closely with the Ministry of Labour to develop a strategy for the social economy and social innovation, organising working groups with all relevant stakeholders. The Design Thinking methodology helped to stimulate discussion and identify concrete courses of action.

We would like to thank all our partners for their continued trust, which has enabled us to develop innovative projects with a real societal impact. Without the financial and operational support of our partners, we would not have been able to channel our creative energy towards serving our target audiences in line with our values of solidarity and inclusivity.

As usual our core team was supported by external experts, design thinkers and innovators as well as young interns from Gen Z who allow us to keep contact with changing reality and guarantee the durability of our actions. We hope to stay on this track in the next few years!

Magdalena Jakubowska
Former CEO

Emanuele Prestifilippo
CEO

The activities implemented by our team would not be possible without great collaboration with our partners:





LE GOUVERNEMENT
DU GRAND-DUCHÉ DE LUXEMBOURG
Ministère de la Digitalisation



LE GOUVERNEMENT
DU GRAND-DUCHÉ DE LUXEMBOURG
Ministère de l'Éducation nationale,
de l'Enfance et de la Jeunesse



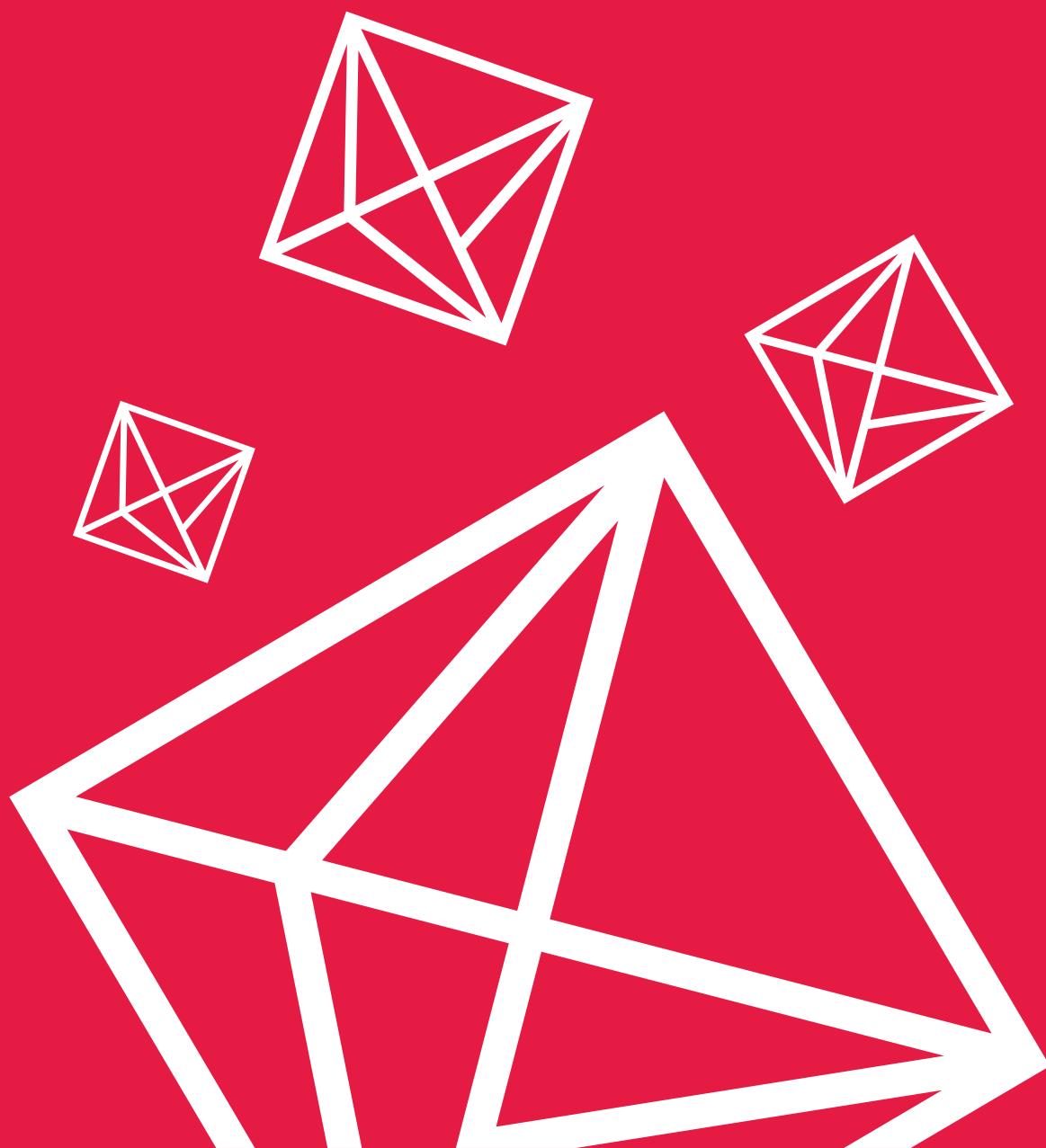
LE GOUVERNEMENT
DU GRAND-DUCHÉ DE LUXEMBOURG
Ministère du Travail



LE GOUVERNEMENT
DU GRAND-DUCHÉ DE LUXEMBOURG
Ministère de la Santé
et de la Sécurité sociale



Ch.1



1. About Art Square Lab and our Approach

Art Square Lab's purpose is to support companies with change management and digital transformation of commercial or non-commercial activities by providing consulting and training in collaborative processes, management, social innovation and strategy. More specifically, we aim to encourage corporate social responsibility by promoting actors of the social and solidarity economy, social innovation, social and inclusive entrepreneurship and all areas related to the United Nations Sustainable Development Goals.

We offer training adapted to people in fragile situations, either because of their economic or social situation, and maintain accessibility for all. In addition, we offer our services at reduced rates to actors of the social and solidarity economy, NGOs, non-profit associations and societal impact companies with socially innovative projects.

Our vision

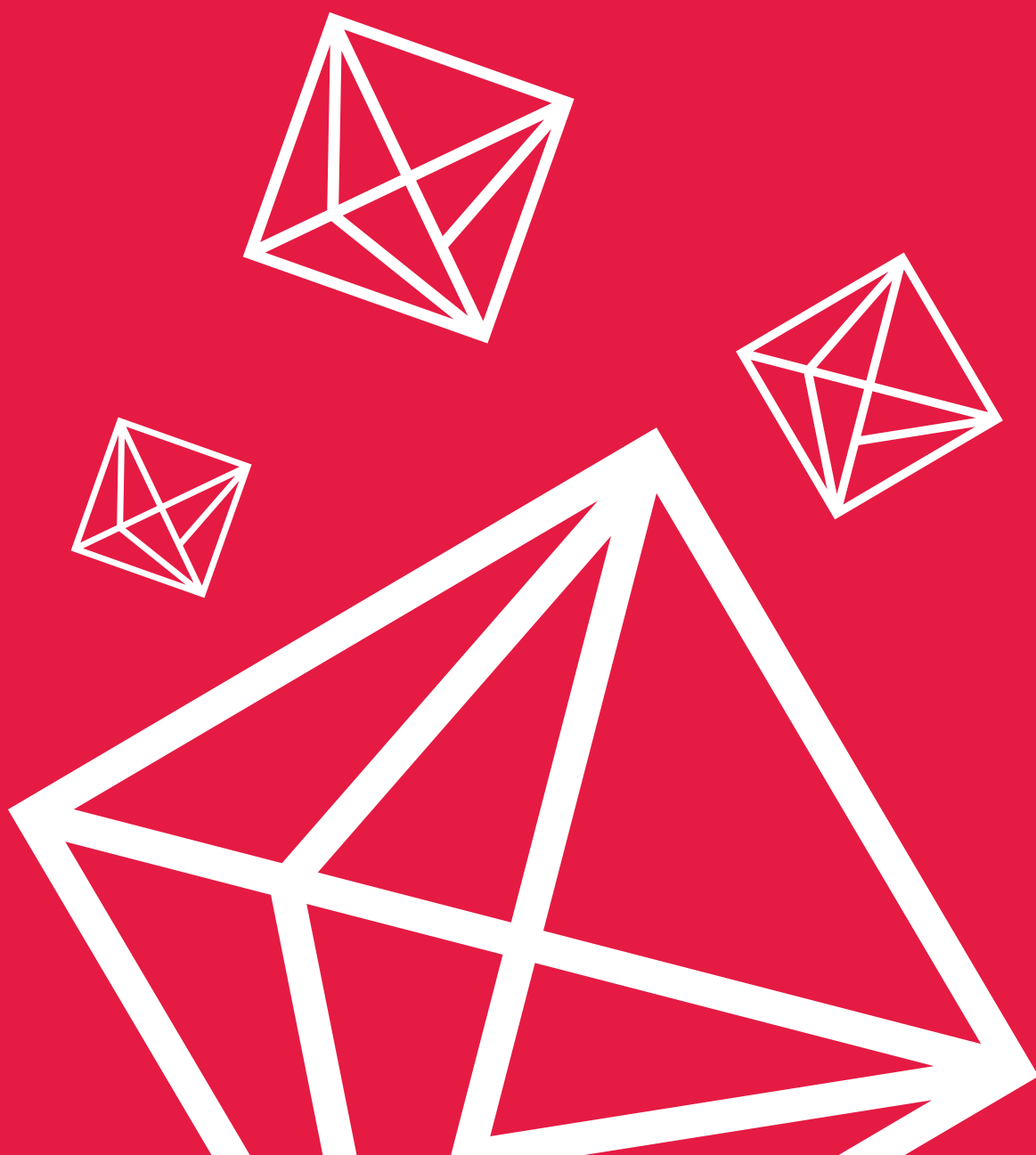
Art Square Lab believes in a respectful, just and inclusive society where people have courage to co-create their futures.



Our mission

Art Square Lab feels committed to create social and economic change. We are human and PLANET centred. We actively pursue a better tomorrow by empowering public and private organisations, businesses and citizens with the skills, passion and purpose to make positive contributions to the world around us. We apply principles of design thinking to invent new ways of doing business and rethink our way of living. We focus on environmental sustainability, educational transition, entrepreneurial ecosystems and citizen engagement.

Ch.2



2. Our Activities

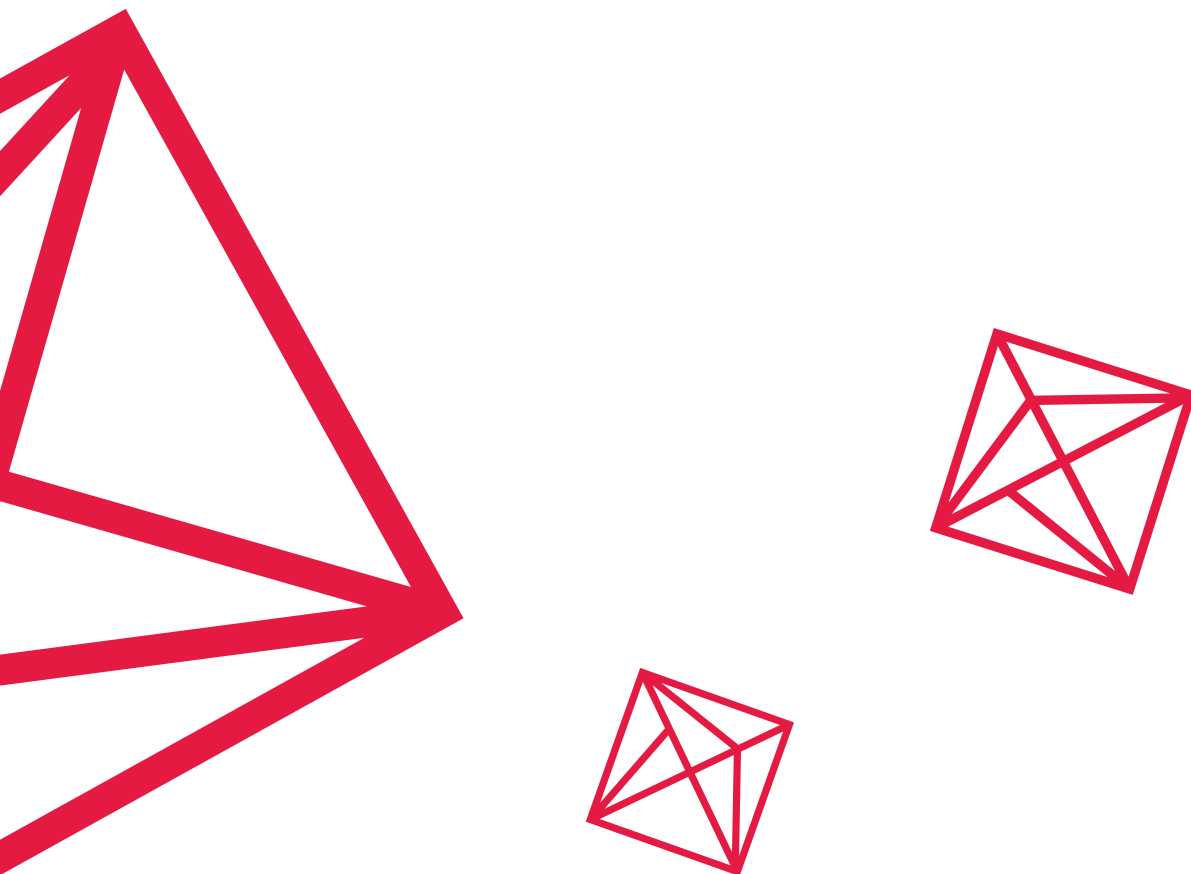
2.1 Our Services

The impact of Art Square Lab, a social enterprise, has been remarkable in various sectors. Through our collaboration with the government, other social enterprises, and the public sector, we have made significant contributions to the local community.

Art Square Lab's initiatives have had a profound effect on the educational sector. By incorporating design thinking, creativity into education, we have enhanced learning experiences for students and fostered innovation in teaching methods. Our programs (Design Thinking training, Thinkathons) have empowered students to express themselves creatively, develop essential skills that go beyond traditional academic subjects and help them to develop their own projects and get future competences as creative problem solving, creativity or design thinking methodology.

In 2025 our collaboration with major actors in the public sector continued. The concrete examples are: continuation of the Luxembourg Gov Jam with the Ministry of Digitalisation, collaboration with the Ministry of Health, the Luxembourg Institute of Health (LIH) and National Institute of Cancer (INC), as well as strategic projects implemented with the Department of Social Economy of the Ministry of Labour.

We are proud to state that the Art Square Lab's impact on development of human-centred design projects is significant across multiple sectors. Through our collaborations with the government, other social enterprises, and the educational sector, we continue to make a positive difference in society by promoting creativity, addressing social issues head-on, and fostering a collaborative approach towards creating a better future for all.



2.2. Offer for Education

Since 2017, collaboration with educational partners has been our principal area of social impact: our desire to share our knowledge with teachers, educators and youth workers has motivated our decision to apply for the label of social impact company. Year by year the educational sector recognises Design Thinking, creativity and the Futures Thinking as an important competence of young people and the decision makers.

In 2025 our focus continued on the projects on a local and European level.

a. European projects

Partnerships with European actors are an important pillar of our activities: it is in the framework of the strategic partnerships where we share our knowledge, create new tools, test them and get to know the best practices. The outcomes of the projects are disseminated to our local partners in Luxembourg.

The following projects were implemented in 2025:

REEFAB: Developing new activities for young adults in FabLabs towards environmental jobs - project financed by EU Erasmus+ programme (February 2024-November 2026)

ReeFab was born out of the desire to make the ecological transition more concrete by engaging young adults and exploring the local practices of FabLabs and locally committed industries. This European project, funded by Erasmus+, brings together Cap Sciences (France), IAAC (Spain), Art Square Lab (Luxembourg) and the Comune di Cinisello Balsamo (Italy).

- CAP SCIENCES, a centre for scientific culture in Bordeaux, France
- IAAC, in particular its FabLab, in Barcelona, Spain
- Comune di Cinisello Balsamo, Italy, in particular its network of makerspaces in libraries



ReeFab is a three-year project funded by ERASMUS+, led by Cap Science (FR) and involving various realities around FabLabs linked to manufacturing and participative design based on the Design Thinking model. The project started at the beginning of 2024 and will run until the end of 2026.

ReeFab embraces the vision of FabLabs as living reefs, interconnected and responsive to their environments.

The objectives of the projects are:

1. Encourage young people's initiative, active citizenship and peer-to-peer collaboration through FabLab activities
2. Demonstrate that action, Do It Yourself, is a way of combating eco-anxiety
3. Get young people concretely involved in local communities and discover the sectors of the future in relation to environmental challenges
4. Transforming FabLabs into resource centres for the ecological transition aimed at young people

The project is focusing on paradigm shifts and challenges facing the materials industry, aquatic ecosystems, food production, the textile industry, digital skills and know-how.

The first phase of the project consisted in a survey and knowledge sharing and good practice. The aim was to explore how local initiatives care for and protect their living ecosystems, transform waste into resources, develop sustainable technologies, and engage young people in the process.

Through these explorations, the objective was to uncover key learning, highlight challenges and opportunities, and inspire FabLabs and other change-makers to join us and take action.

In 2025, the activities of the project continued: the project partners met together in Cap Science in Bordeaux to run the design thinking process with local youth and craft the new scenarios for interactive workshops.

The objective of this phase is to develop an educational toolkit with educational scenarios focused on ecology, entrepreneurship and the future employability of young people.



All partners collaborate together to develop the content that can be later on promoted among FabLabs all over Europe. In Luxembourg, Art Square Lab collaborated with Facilitec in Esch-sur-Alzette to prepare the common content and test the workshop with young people from Ecole de Commerce et Gestion (in November 2025).

As part of our social impact in Art Square Lab we are committed to connect citizens and especially young people to co-create their futures: futures that are sustainable, circular and socially responsible. The ReeFab project contributes to our offer that we address to schools, youth clubs, organisations of young entrepreneurs: inspirations from 3 European partner countries, new methods of empowering young audiences to think bigger and think green.

For our organisation, the ReeFab project brings enormous learning possibilities, collaboration with well-established European Fablabs and organisations committed to design thinking and the futures thinking.

Website of the project: <https://www.reefab.eu/>



“Discover EU” - Meet up in Luxembourg (July 2025, Luxembourg), financed by - Erasmus+ programme of EU - ANEFORE

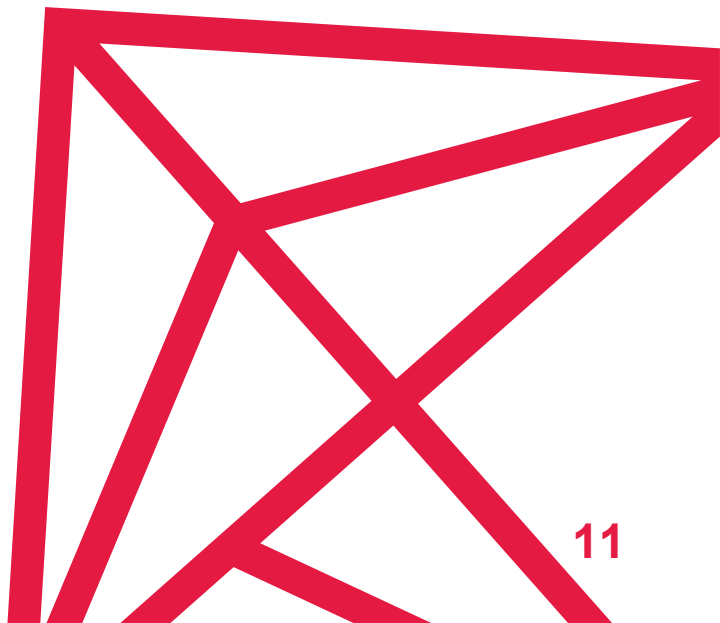
The Luxembourg Discover EU project was a 4-day experience with a workshop focused on the topic of Inner Development Goals and role of Active Hope in sustainable development.

The workshop offered a chance to look at sustainability from the perspective of individual change and its impact on SDG's. In the first part of the workshop participants discovered what are the Inner Development Goals, the concept of Active Hope and the role of creativity and empathy in sustainable change. Participants had a chance to reflect and learn about:

- Inner Development Goals - being, thinking, relating, collaborating and activating
- Evaluating own behaviours and daily choices and their influence on sustainable development
- “Active hope” - how it can support us in change for more sustainable future
- Role of empathy and creativity in designing a desirable future
- Transformational skills for sustainable development
- How self-care can support resilience of our communities

As every year, thanks to the Discover EU in Luxembourg, young people take part in an experience that enables them to explore Europe's diversity, learn about its cultural heritage and history. As they visit different local projects and talk to the experts, the abstract goals become more evident while seen in practice.

In the long term, we wanted to empower young Europeans to have their say in their local community, take part in co-creation of new sustainable solutions and pay attention to what political decisions are taken. We hope that through this experience abroad they are inspired to act to sustainable solutions in their localities.



b. Workshop for Students

Ideation workshop (ECG - Ecole de Commerce et de Gestion)

As part of our partnership with École de Commerce et de Gestion (ECG) in Luxembourg, we organised an ideation workshop. Art Square Lab SIS guided 50 students, divided into 10 groups, using the Design Thinking methodology to explore current societal challenges in fashion, food waste, connected cities, and mobility.

The 10 ideas generated during the workshop served as the foundation for projects developed by the students as part of ECG's Entrepreneurial Week, supported by local businesses.

ECG is one of the first schools in Luxembourg that developed the module on social economy, to raise awareness about it among their students- future entrepreneurs.

Be YourSurf! - project financed by Oeuvre Nationale de Secours Grande-Duchesse Charlotte (December 2024-November 2025)

The 'Be yoursurf' project is a collaboration between Art Square Lab, SNJ and ENAD school, aimed at engaging a group of students in an immersive experience with the ocean. The target audience consists of participants in the COR+ programme aged 16 and over who may have encountered difficulties in their educational journey.

It can be difficult to spark the motivation to change one's life and educational path in everyday circumstances, due to an environment that reminds young people of failure and often paralyses their progress. The idea of an immersive group adventure abroad offers young people the chance to take on a new challenge in a completely new environment. Like an ocean wave, it could bring fresh inspiration for the next steps, as well as the hope that they have the capacity to face new challenges.

Is it possible to combine the adventure of surfing with personal development, building self-confidence and fostering happiness?

The aim of Be Yoursurf! project is to engage a group of young people from Luxembourg in an immersive experience that will enable them to:

- Learn to nurture their own dreams and use adventure to develop their imagination
- Practise life skills in unfamiliar conditions (learning from failure, perseverance, courage, self-confidence, joy)
- Learn the basics of surfing, experience both group and individual learning of such a challenging activity
- Build bonds with their peer group by living together, cooking together and reflecting on the learning experience
- Connecting with nature, experiencing the power of the elements (water, wind), and changing conditions such as tides, wind and wave size
- Helping the local community to care for its natural resources (coastal restoration) and to understand the importance of the ocean for humanity.

The 'Be yoursurf' project offers more than just physical activity: it provides an opportunity for personal growth, skills development and social reintegration for these students. By funding this initiative, the Grand Duchess Charlotte Foundation supported not only an engaging sports programme, but also an innovative therapeutic solution that can have lasting positive effects on a vulnerable segment of the youth population. This investment could be transformative, offering these young people the tools and confidence they need to rebuild their lives.



Through this project, we aimed to help young people get back on track with their education. We did this by sparking their imagination about the future and empowering them to shape it. Project participants are already part of the ENAD school programme, which provides them with a framework for personal development, learning and participation in extracurricular activities on an individual basis.

The impact

The project had a direct impact on the young people involved in the activities: it will help them make decisions about their personal and professional futures, and will boost their motivation to change and regain confidence in their abilities. The metaphor of surfing was used to illustrate this dynamic: there is no growth without trying, and there is always room for improvement.

In the long term, we hope that the young people will use this experience to decide on the next steps in their education: to gain greater self-confidence and articulate their strengths and weaknesses, to understand the conditions and constraints, and to be able to break down their own dreams into small, achievable steps. Experts from the SNJ and ENAD will work with each individual, providing personalised support tailored to their needs.

The overall Impact

This is a pilot project. This was the very first time the initiative has been implemented with ENAD school. That is why it is extremely important for us to document the process and the results so that we can share them with all stakeholders: other teachers and the school management, who will be responsible for deciding on the curriculum. At present, we can see enormous potential for scaling up the project for future students.



For the SNJ: evaluation and promotion of the project's results among educators, particularly those working with vulnerable groups (including people with disabilities). It is worth exploring whether the methodology used can also be applied to other target groups (e.g. people with disabilities).

For Art Square Lab: promoting the project's results to various partners in the education sector (schools, youth centres, ANIJ, CEPAS educators) to explore ideas for future collaboration beyond the classroom. The project is an example of thinking outside the box: applying new solutions within new partnerships.



2.3. Offer for Social Entrepreneurs and actors of the Social sector

Strengthening the social sector in Luxembourg and in particular the growing sector of social economy has been our priority since the beginning. As a part of the SIS family, we have a deep understanding of the entrepreneurial paths and the challenges connected to it. On the other hand, as service designers we are continuously confronted with the local and global challenges and we focus on ideas that might fix them. This is where our dedication for social innovation and social economy comes from.

a. Touch Base programme for the Ministry of Labour, Employment and the Social and Solidarity Economy

Touch Base programme of Social Business Incubator (SBI) and the Ministry of Labour, Employment and the Social and Solidarity Economy offers future social entrepreneurs development of their business ideas using the expertise of coaches. In 2025 Art Square Lab had the honour to collaborate with both partners on the third edition of the programme and contribute with the expertise of customer experience, user-centricity and service design.



In total 8 entrepreneurs were selected to explore the social or environmental problem they want to solve with their idea for social business and analyse the potential customer segments using the methods of design thinking. Their ideas developed with the programme contribute to sectors of health, education, community building, interculturality and environment. As each year, Art Square Lab supports them during the training and beyond, as our future colleagues.

b. World Cafe for LISER/LIH - WISH Project

Our support offered to LISER in 2025 was aimed at the preparation and organisation of the World Cafe for Cleaning staff, with focus on their well-being and health in daily work. The workshop gathered together 14 participants who offered their feedback in the following areas: Working Conditions, Work Environment and Health. The participants could exchange their opinions, offered their suggestions as well as concrete ideas. The workshop was facilitated by the researchers from LISER and LIH.

c. Workshop for Atelier Kräizbiere

Atelier Kräizbiere is a well-established partner of Art Square Lab and a project that we support with full enthusiasm. In the last two years, we focused our efforts on supporting different workshops with team building such as communication activities, co-creation of the best collaboration and lastly: cooking pizza together!

The activities offered in 2025 closed a long series of creative workshops focused on improving employee experience, design thinking and product and service design.



2.4. Our services for Public Sector

In 2025 we had a chance to continue our collaboration with trusted partners in the public sector: various Ministries and administrations offering services to the public. As practitioners of Service Design Thinking, we offer support in the areas of co-creation, co-design and collaboration with various stakeholders. In 2025 we continued collaborations with the Ministry of Health, Luxembourg Institute of Health, Institute National Cancer, LISER and the Ministry of Labour.

a. Improving Cancer Diagnosis Announcement - Plan National Cancer, axis 3 (Luxembourg Institute of Health - LIH and the National Cancer Institute INC and the Ministry of Health and Social Security)

This project, which addresses the crucial issue of how to improve cancer diagnosis, is the result of a partnership between the Luxembourg Institute of Health (LIH) and the National Cancer Institute (INC) in Luxembourg. It falls within the scope of Axis 3 of the National Cancer Plan 2 developed by the Ministry of Health and Social Security. It is based on the observation that both patients and healthcare professionals emphasise the importance of improving this stage in conditions that combine both the human factor and the need to communicate accurate information about medical care.

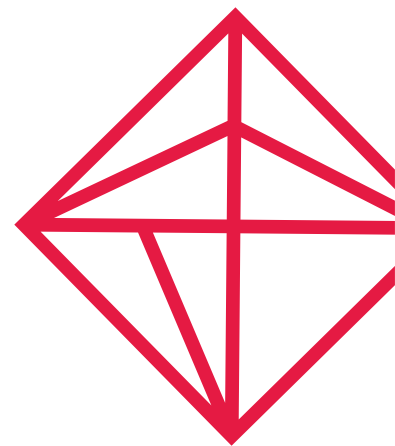
The innovation of this project lies in its patient-centred approach, based on a participatory and collaborative dynamic. These values are also at the heart of the mission of Art Square Lab, recognised as a key player in the field of Design Thinking, which enables the emergence of solutions that are both innovative and people-oriented. It is in this context that the LIH and the INC called on the expertise of our Agency to assist them in identifying needs, co-creating solutions, defining prototypes and conducting the experimentation phase, which will enable the implementation of tools and a methodology that are as closely aligned as possible with the needs on the ground. The beneficiaries of the project are patients, their families and all healthcare professionals involved in the care pathway (doctors, case managers, psychologists, etc.) to improve this key and delicate moment when a cancer diagnosis is announced.



This project, launched in 2024, will continue until 2026 and the different phases follow the 5-step Design Thinking methodology.

After the first 3 steps of the Design Thinking process, based on the conclusions of the interviews and the results of the co-creation groups, prototypes were defined in 2025, then discussed in focus groups (patients/relatives and then professionals) to validate the approach. Finally, the selected prototypes will be developed and tested in 2026 and will undergo a readjustment phase if necessary before implementation in Luxembourg.

This project offers hope and aims to change attitudes and practices to improve patient care during this critical phase of their care pathway. Art Square Lab is contributing its expertise to an initiative that is fully in line with its mission and perfectly aligned with its values and human-centred approach.



b. Workshops PPI (Patient and Public Involvement) for LIH

Art Square Lab helped organise a two-day PPI retreat with patient partners, researchers, and members of senior management to create a space for constructive dialogue among patients and to jointly develop projects and initiatives that offer significant value to all.

Participants worked in small, diverse groups led by a facilitator to maximise the potential of collective intelligence. They used interactive Design Thinking tools, specifically tailored to the mission's objectives.

Day 1: 3-Hour Workshop

Participants: 13 (patients and citizen partners only)

Working Groups: 3

Objective: Share experiences and consolidate ideas for future collaborations. The outcomes of these discussions served as the foundation for the following day's workshop.

Day 2: 3-Hour Workshop

Participants: 30 (patient and citizen partners, researchers, and management members)

Working Groups: 4

Objective: After presenting the results from Day 1, participants worked in mixed groups to develop new ideas for PPI collaboration.



c. National strategy for Social Economy and Social Innovation in Luxembourg (Ministry of Labour, Employment and the Social and Solidarity Economy)



The social and solidarity economy plays a crucial role in Luxembourg and its development is a priority for the Ministry of Labour. According to figures from 2020, more than 2,135 entities are active in the social economy, representing 2.2% of national GDP and 4% of employment. These companies do not seek only to maximise their profits but are committed to providing solutions to societal needs.

This dynamic is also evident in other European countries. Under the impetus of the European institutions, Member States are being asked to develop or update their social economy strategies in order to achieve the objectives of the European Pillar of Social Rights and the EU's headline targets for 2030 in terms of employment, training and poverty reduction.

In Luxembourg, the development of this national strategy for the social economy and social innovation is based on a consultation process involving all stakeholders in the ecosystem in order to define a shared vision and a concrete roadmap for the coming years. It will include concrete measures to promote the financing of social enterprises, continuing education in social entrepreneurship and awareness-raising among the general public.

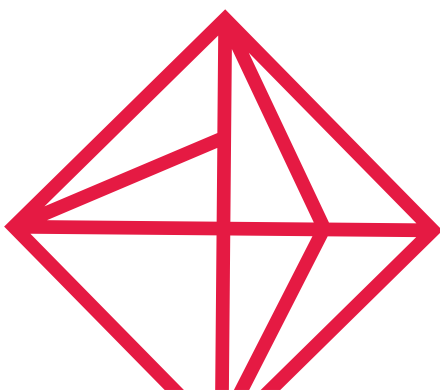


Art Square Lab is supporting the Ministry of Labour in implementing this participatory process, which is divided into several stages based on the Design Thinking methodology.

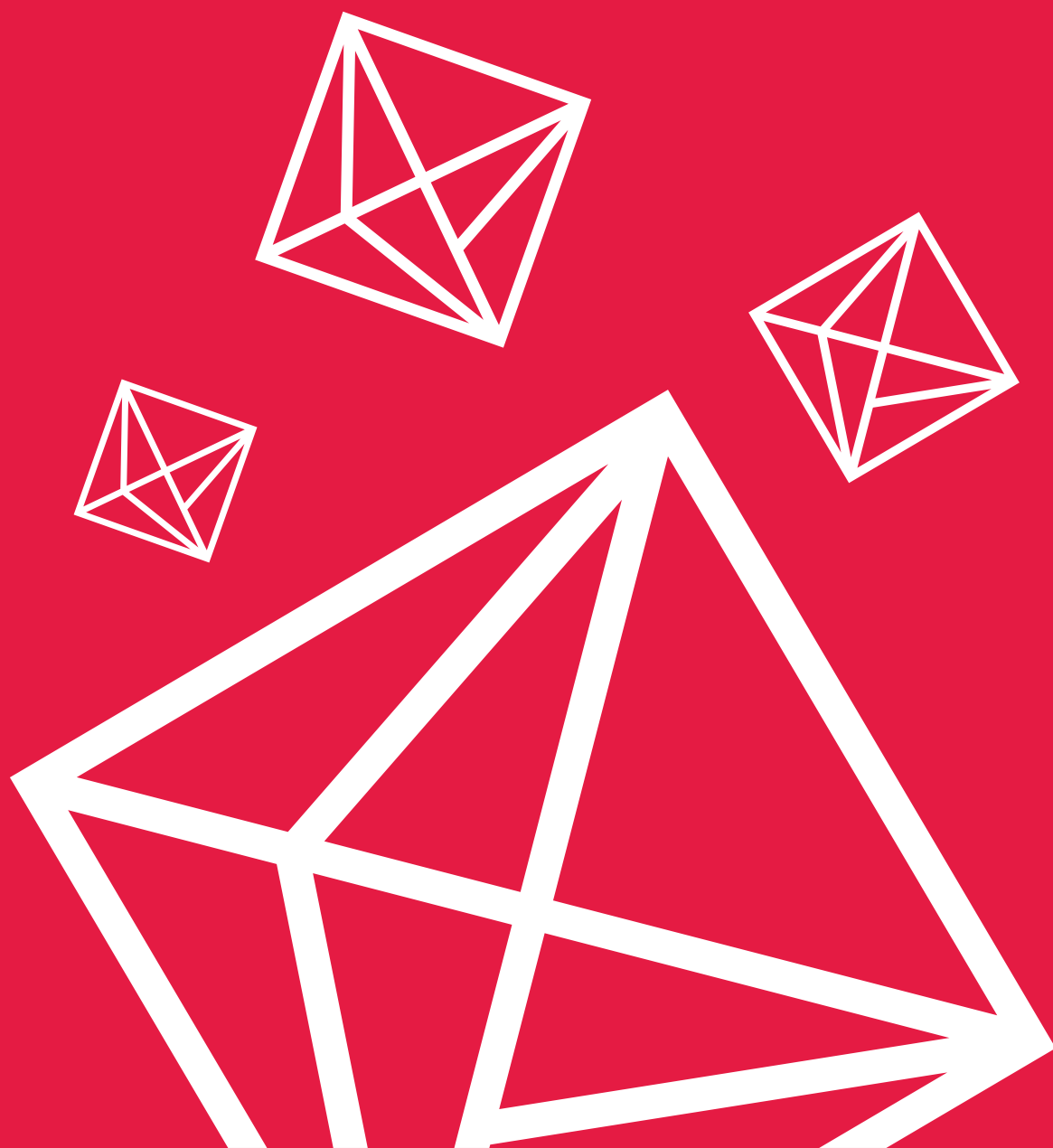
As a Design Thinking agency and Social Impact Company, this project is particularly meaningful to us, as we are keen to contribute our expertise to the collective effort to define an ambitious national strategy that responds to current economic and social challenges and the needs of its stakeholders for a fair, inclusive and sustainable future.

In 2025, we organised 4 working groups with representatives from the relevant ministries, SIS, federations, foundations, University and various institutions representing businesses, among others. The aims of these sessions were to map actors and actions, brainstorm on actions and share and prioritise actions.

At the end of the consultation process, an operational roadmap will be defined with clearly identified objectives, actions and indicators, as well as short, medium, and long-term milestones.

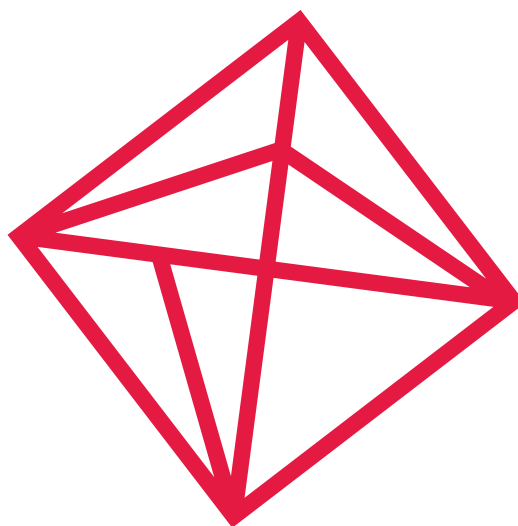


Ch.3



3. Social Impact at Art Square Lab

Social Impact of all the activities and projects implemented in 2025 was one of the most important goals for the team of Art Square Lab. We performed our best competences in the field of training in Design Thinking methodology and providing service design consulting. In order to measure our impact and broaden it, the following social impact indicators were set up for 2025:



**Indicator 1: Number of clients
who benefited from the company's services**



**Indicator 2: Proportion of customers
who used the company's services
at a reduced rate by category**

7 out of 11 clients = 63%

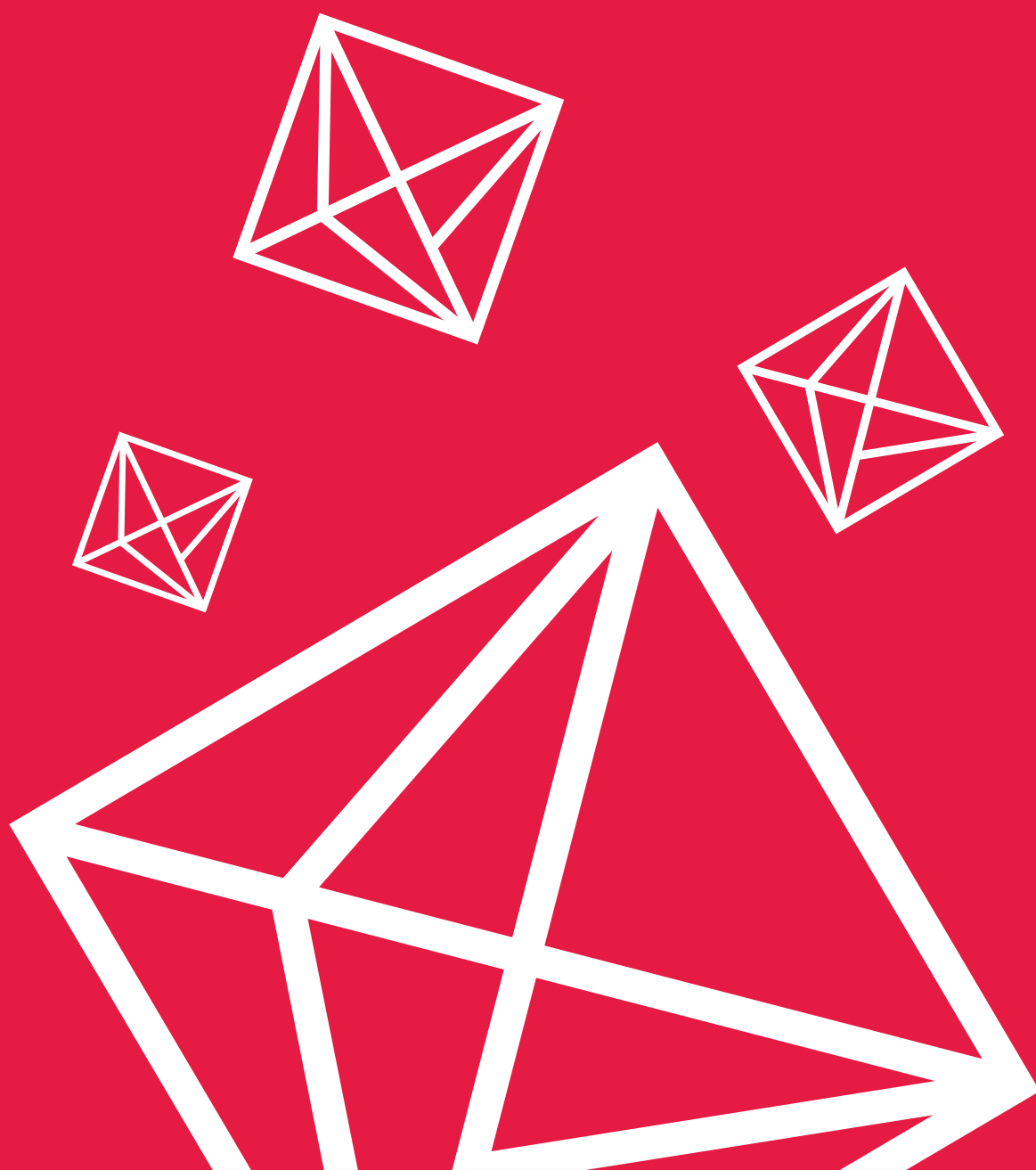
**Indicator 3: Number of adapted trainings
that have been offered by the company**

- 1 training for 50 students of ECG
- 15 people for the 2 sessions for Atelier Kraïzbiere
- 14 participants of LISER workshop
- 18 participants of ReeFab project / ECG school students
- 15 participants of Discover EU
- 30 participants of LIH workshop
- 12 young people for Be Your Surf

**Indicator 4: Proportion of clients in situations
of economic or social fragility who have benefited
from adapted training**

154 people out of 384 = 40%

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4. Our Commitment to Sustainable Development Goals

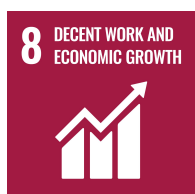
Let's walk the talk! At Art Square Lab, we continuously increase our efforts to achieve social impact and we use the 17 SDGs to determine what goals we are going for.

In 2025, we continued target in 3 out of the 17 goals:



SDG 4 - Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all

An important aspect of our social impact is our continuous contribution to the improvement of educational tools and methods in formal and non-formal education in Luxembourg. At Art Square Lab, we believe that we have the necessary expertise and practical experience in future skills, such as empathy, problem solving, creativity, thinking outside the box, co-design and co-creation, and it is our duty to share these with the education ecosystem. Our collaboration with local schools, teachers and educators is an important part of this process. In addition, in 2025 we have started a new project with ENAD school, aiming at prevention of school dropping out.



SDG 8 - Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all

Diversity, equity and inclusion are important factors in our work. To “walk the talk”, we promote diversity within our team and embrace inclusive employment policies. We continue our support for young people who search for internships - in 2025 we offered this opportunity to two young people! We believe it is important to offer 'circularity of competences' - an opportunity to test, develop or refresh skills in the safe (but demanding) environment of Art Square Lab.



SDG 12 - Ensure sustainable consumption and production patterns

As in previous years, we paid special attention to our suppliers, with whom we collaborated on various events. We made every effort to collaborate with green suppliers and organisations active in the social sector, such as other SIS or asbl organisations like Muse asbl. We encouraged our partners to consider various elements, such as waste reduction (e.g. offering local products and reducing plastic waste), fair trade and the environmental impact of the event. Supporting small local suppliers is also one of our goals. Although it is sometimes easier to choose a supplier that offers lower prices, we go the extra mile to collaborate with those who contribute to the betterment of society.





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