



Interview - Soliha

WP 2

Activity 1 (Leaders Interview)

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Interview Metadata

Date of Interview:	25/07/2025
Interviewer Name:	Marie-Ange GAY
Consent for data collection	YES
Additional remarks on the interview	Leadership centered on social inclusion, dignity, and accessibility for vulnerable populations (especially older adults)

Meet the leader

Name:	Vanina Battesti
Age:	45
Gender:	Female
Current role and position:	Director
Years of Work Experience:	15 years
Years in Leadership Roles:	15 years
Organization:	SOLIHA
Sector of Activity:	Social Housing / Inclusion / NGO
Country / City:	France / Bastia (Corsica)
Organization Size:	<input type="checkbox"/> Micro <input checked="" type="checkbox"/> Small <input type="checkbox"/> Medium <input type="checkbox"/> Large



Main Interview Content

Interview Section	Summary of Answers	Selected Quotes
<p>The Path to Leadership Key moments, challenges, values</p>	<p>Vanina Battesti has been deeply committed to promoting housing as a tool for social inclusion. At SOLIHA, she supports vulnerable populations, particularly older adults facing isolation, discrimination, and inaccessible housing. Key moments in her leadership came through confronting difficult situations that pushed her toward a more human-centered, inclusive vision. She emphasizes dignity, active listening, and partnership with local stakeholders.</p>	<ul style="list-style-type: none"> • “Housing should not be seen as a merely technical solution, but as a powerful driver of social inclusion.” • “These experiences pushed me to adopt a broader, more human-centered vision of leadership.” • “I’m most proud of having helped shift the way we work placing humanity, dignity, and inclusion at the heart of our actions.”
<p>Your Approach to Leading Inclusion, decision-making, vision</p>	<p>Her leadership is guided by sustainability in its environmental, social, and human dimensions. Decision-making focuses on long-term impact for beneficiaries, especially vulnerable older adults. She aims to foster a work culture where team members feel valued, encouraged to reflect on their impact, and connected to a larger mission. She also highlights the importance of collaboration with local partners to amplify their collective impact.</p>	<ul style="list-style-type: none"> • “We think about our impact not only in terms of renovated homes, but also in terms of restored trust.” • “Working at SOLIHA isn’t just about processing files it’s about supporting people who often no longer trust the system.” • “I try to create an environment where everyone feels heard, valued, and encouraged.”



<p>Driving Change Strategies for sustainable and positive outcomes</p>	<p>Vanina’s role sits at the intersection of social and environmental concerns. She ensures projects improve both people’s living conditions and environmental sustainability. Her leadership is based on active listening, collective intelligence, and shared responsibility within her team. She evaluates impact through qualitative feedback and changes in team practices. In 2024, about 105 people received support from SOLIHA Haute-Corse to make their homes more accessible and comfortable. This represents around 80 applications submitted and processed during the year.</p>	<ul style="list-style-type: none"> • “Caring for people without also caring for their environment would be incomplete.” • “I rely on listening and a long-term perspective when things get complex.” • “Everyone knows they have an essential role to play.”
<p>Bias & Belonging Tools, practices, awareness</p>	<p>SOLIHA has developed inclusive communication practices to reduce barriers for older adults such as simplified language, large-print materials, and in-person support. The organization regularly reflects on real-life cases to address unconscious biases. Vanina emphasizes creating spaces where people, both beneficiaries and staff, can express themselves freely and shape solutions together.</p>	<ul style="list-style-type: none"> • “We adapt how we communicate: we rephrase things in simple terms, use large-print documents, and take the time to explain each step.” • “You have to create the right conditions for people to express themselves in their own way.” • “It showed us how important it is to listen to all voices.”
<p>Sharing What Works Inspiration, examples, transferable tools</p>	<p>She recommends regular team reflection based on real-life situations as a way to build inclusion and awareness of bias. Vanina draws inspiration from direct field experience and daily interactions with colleagues and beneficiaries. This continuous learning process shapes the organization’s inclusive practices.</p>	<ul style="list-style-type: none"> • “Even on a small scale, certain practices can make a real difference.” • “It’s often the concrete situations and the conversations with beneficiaries or colleagues that help me identify biases.”



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