Bocconi

SUSTAINABILITY REPORT 2019

#Sustainabilitythatmatters

CONTENTS

NOTE ON METHODOLOGY

This document is an organized collation of Bocconi University's many social and environmental sustainability initiatives, showcasing our commitment to the promotion and dissemination of development models that are increasingly sustainable.
Specifically, this document is the culmination of an intense process of reflection about the University's true mission, accompanied by the definition of our new Strategic Plan and the Bocconi 2030 Vision. At the same time, it represents a springboard for Bocconi's activities in the near future, with a view to further consolidating the sustainability of all the University's activities.
The initiatives reported encompass all the teaching, research and operations within the Bocconi University perimeter, including the Bocconi Urban Campus. The figures and information refer to the 2019 calendar year or, when specified, to the 2019-2020 academic year.
For each of the major sustainability challenges identified, the University's main contributions to the achievement of the Sustainable Development Goals (SDGs) of the United Nations 2030 Agenda for Sustainable Development have been reported, with the identification of a set of KPIs capable of providing a precise and analytical view of the University's commitment to these issues. In addition, these KPIs are linked to the consolidated reporting practice of the Global Reporting Initiative (GRI) standards.

MESSAGE FROM THE RECTOR AND THE MANAGING DIRECTOR

Bocconi University was founded in 1902 as a gift to society, and our community's fundamental values of independence, meritocracy, integrity, respect, open-mindedness, pluralism and social responsibility continue to guide and inspire us in our daily actions and in our plans for a long-term, sustainable Bocconi.

Our history and identity enable us to act as a catalyst for sustainable change, by creating and disseminating knowledge, supporting social mobility and continuously focusing on diversity and inclusion.

This report contains and provides a comprehensive overview of the many stages, initiatives and commitments undertaken by the University in the areas of sustainability linked to the United Nations Sustainable Development Goals and the Global Reporting Initiative standards. It also enters the broader debate in course in the European Union on the Green Deal, aimed at turning environmental challenges into opportunities in all sectors, as part of a just and inclusive transition for everyone.

In the coming pages, you will see that we have narrowed down our contribution to three major sustainability challenges, which we are all called upon to address:

Empower: Inspiring future agents of sustainable change

Embrace: Continuing to develop a sustainable Bocconi

Engage: Being key players in sustainability challenges

We are confident that the concrete commitment in these areas made by our community of students, faculty, staff and alumni will be instrumental in the development of a more sustainable society, one that is able to ensure a bright future for the generations to come. We hope you enjoy our report!

Gianmario Verona
RECTOR

Riccardo Taranto
MANAGING DIRECTOR

HISTORY
VALUES
MISSION

Today Bocconi is one of Europe's leading research and education Universities, specializing in economics, management, legal studies, social sciences and data science, with a strong international focus that goes hand in hand with pride in its Italian tradition and roots.

The University was founded in Milan in 1902 by Ferdinando Bocconi, a farsighted entrepreneur whose generous endowment was made in memory of his son Luigi, who died in war. From the very beginning, the founders of Bocconi University clearly expressed their vision of an independent research institute, where higher education in economics and management would be based on advanced studies aimed at expanding knowledge and contributing to the improvement of society.

Bocconi cares about its independence and freedom from any external political or economic power, and sees itself as a culturally open University. The variety of personal experiences and backgrounds is appreciated and encouraged here, because these very differences foster

mutual knowledge, insight into social phenomena, development of knowledge and education of tomorrow's citizens in a globalized world.

At Bocconi, therefore, we set great store by differences in gender, ethnicity, religion, age, nationality, sexual orientation, skills, socioeconomic status and geographical origin, welcoming them in the spirit of mutual respect.

As a legally recognized non-government university, Bocconi has constantly fostered and pursued equal opportunities among its many generations of students, actively subsidizing the education of disadvantaged and deserving students.

Bocconi University was founded on a core set of fundamental values that guide and inspire all the activities of the entire community of students, faculty, staff and alumni worldwide: **independence**, **meritocracy**, **integrity**, **respect**, **open-mindedness**, **pluralism and social responsibility.**

Governance

Bocconi's values are expressed in the University's governance structure, which enables the University to implement its objectives through a coordinated system of bodies responsible for carrying out specific functions in support of a common development strategy.

Governance structure of Bocconi University
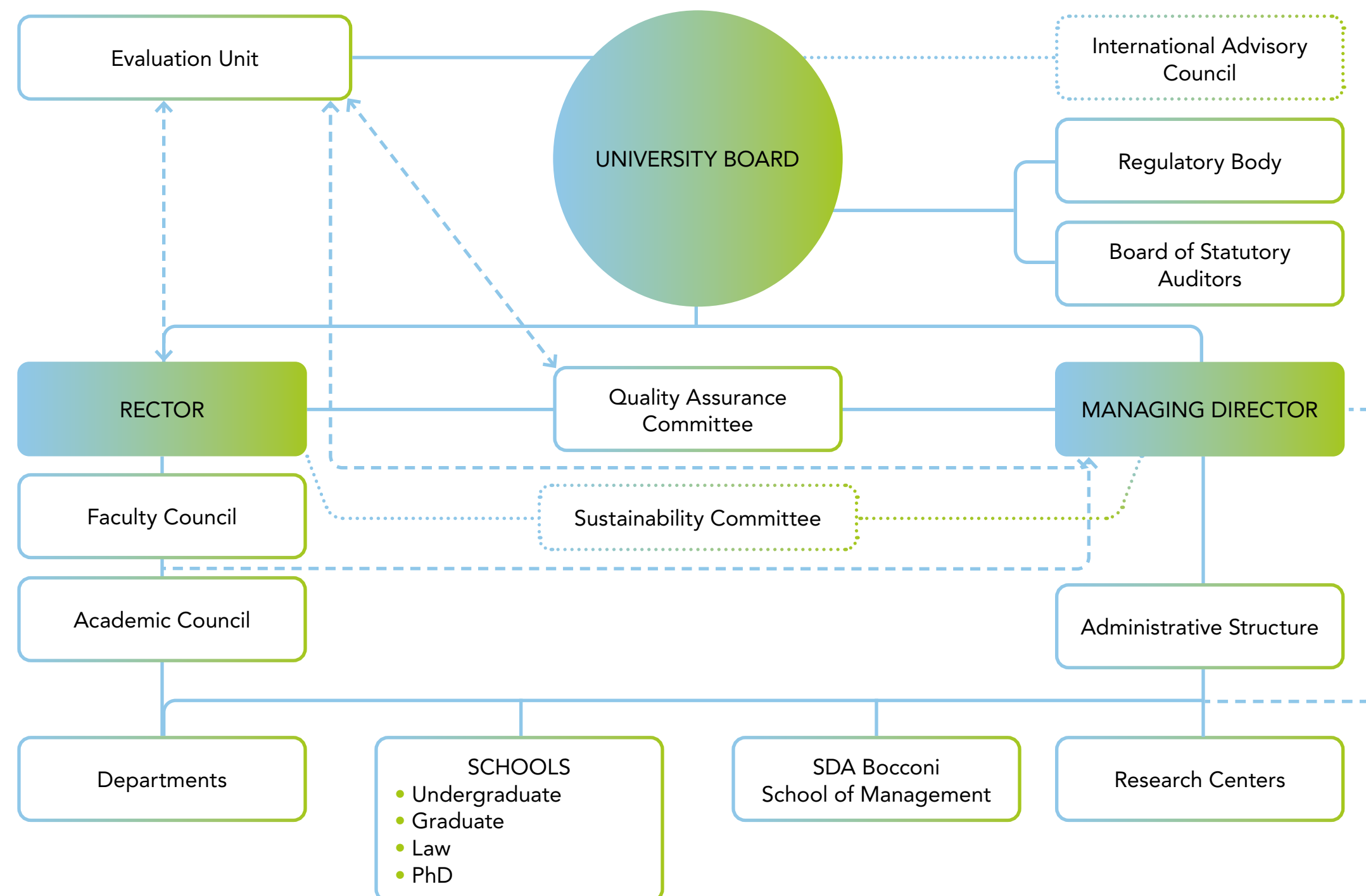
Within the Governance system, the University Board is responsible for Bocconi's ordinary and extraordinary administration. It also defines the general course of action for the University's development. The President of the University Board, and nine of the 19 members are appointed by the "Istituto Javotte Bocconi Manca di Villahermosa – "Amici della Bocconi" Association, a key reference for strategic decisions.

Bocconi considers ethics, as well as responsibility for one's conduct and actions, fundament for the education and professional lives of people. To this end, it has set up a number of Committees, formed of faculty and non-academic staff members, to oversee specific aspects connected to the University's ethics and responsible governance:

1 The **Sustainability Committee** is responsible for developing the guidelines and procedures for reducing Bocconi's environmental impact. It is also tasked with promoting a culture of social responsibility and coordinating the University's sustainability projects and initiatives.

2 The **Social Engagement Committee** Committee is tasked with formulating concrete methodological analyses and proposals on the topic of sustainability with the participation and awareness of all members of the university population (faculty, students and staff).

3 The **Equal Opportunities Committee** analyzes and makes proposals regarding equality, equal opportunities and the well-being of workers.

4 The **Disabilities Committee** is called upon to identify, define, and consider the feasibility of measures to support different types of disabilities, for students, faculty and staff at Bocconi University.

The University promotes **ongoing quality improvement** across all the activities that contribute to the pursuit and implementation of its mission. To this end, Bocconi has laid down a structured and integrated set of rules, mechanisms and procedures, aimed at guiding the actions and behavior of all the University stakeholders (faculty members, staff, students), in order to achieve its institutional objectives. The main pillars determining the expected behaviors and operation at the University are its Statute, its Organizational, Management and Control Model and its Code of Ethics.

↓ **Documents can be accessed on unibocconi.it**

At Bocconi, sustainability
first and foremost means pursuing its Mission to:

1

ADVANCE
THE FRONTIERS
OF KNOWLEDGE IN
THE SOCIAL SCIENCES

2

PROVIDE
A UNIVERSITY
EDUCATION THAT IS
AT THE CUTTING EDGE
OF KNOWLEDGE,
IS INTELLECTUALLY
RIGOROUS, AND
HAS STRONG
CONTEMPORARY
AND PROFESSIONAL
RELEVANCE, WHILE
ALWAYS FOSTERING
CRITICAL REFLECTION

3

CONTRIBUTE
TO THE DEVELOPMENT
OF OUR NATIONAL
AND INTERNATIONAL
COMMUNITY

4

IDENTIFY AND
ANTICIPATE FUTURE
PROFESSIONAL
OPPORTUNITIES

5

FOSTER DIVERSITY
AND INCLUSION
TO ENSURE EQUAL
OPPORTUNITIES

6

IMPROVE
THE EXPERIENCE
OF LIFE ON THE
URBAN CAMPUS

"

Openness, inclusion, merit, tolerance: these are the values that nurture the growth and the competitiveness of a small university community, as they do a large country.

Mario Monti | PRESIDENT

FACTS & FIGURES

Educational offer

(A.Y. 2019-2020)

58

DEGREE PROGRAMS, INCLUDING:

9 BACHELOR OF SCIENCE PROGRAMS

14 MASTER OF SCIENCE PROGRAMS

9 SPECIALIZED MASTER PROGRAMS

5 PHD PROGRAMS

21 POST EXPERIENCE PROGRAMS

OTHER SDA BOCCONI PROGRAMS (2019):

150 OPEN PROGRAMS

400 CUSTOM PROGRAMS

20 ONLINE ON-DEMAND PROGRAMS

10 EXECUTIVE CAREER DEVELOPMENT TRAINING

Students and Mobility

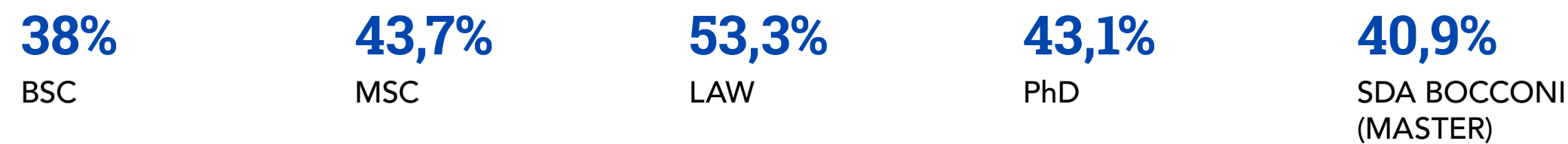(A.Y. 2019-2020)

14,922

STUDENTS ENROLLED, INCLUDING:

2,900 INTERNATIONAL STUDENTS FROM **100+** COUNTRIES

94.6% STUDENTS "IN CORSO"*

282 PARTNER UNIVERSITIES IN 54 COUNTRIES (2019)

4,039 BOCCONI STUDENTS WHO HAVE SPENT TIME ABROAD (2019)

2,133 INCOMING INTERNATIONAL STUDENTS FROM PARTNER UNIVERSITIES

210 STUDENTS IN DOUBLE DEGREE PROGRAMS
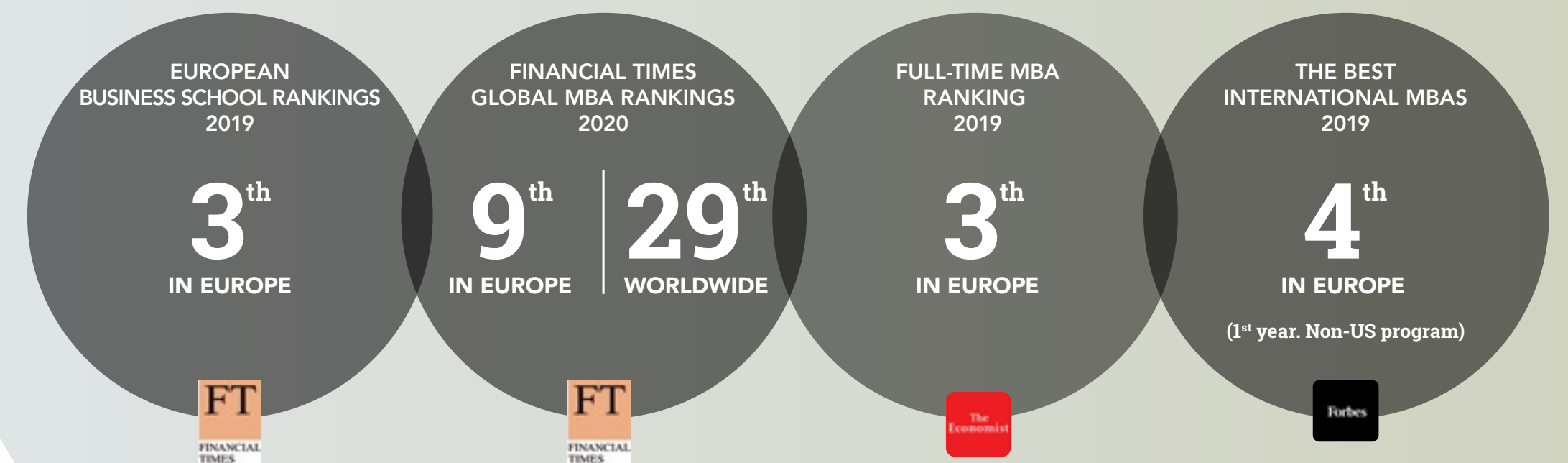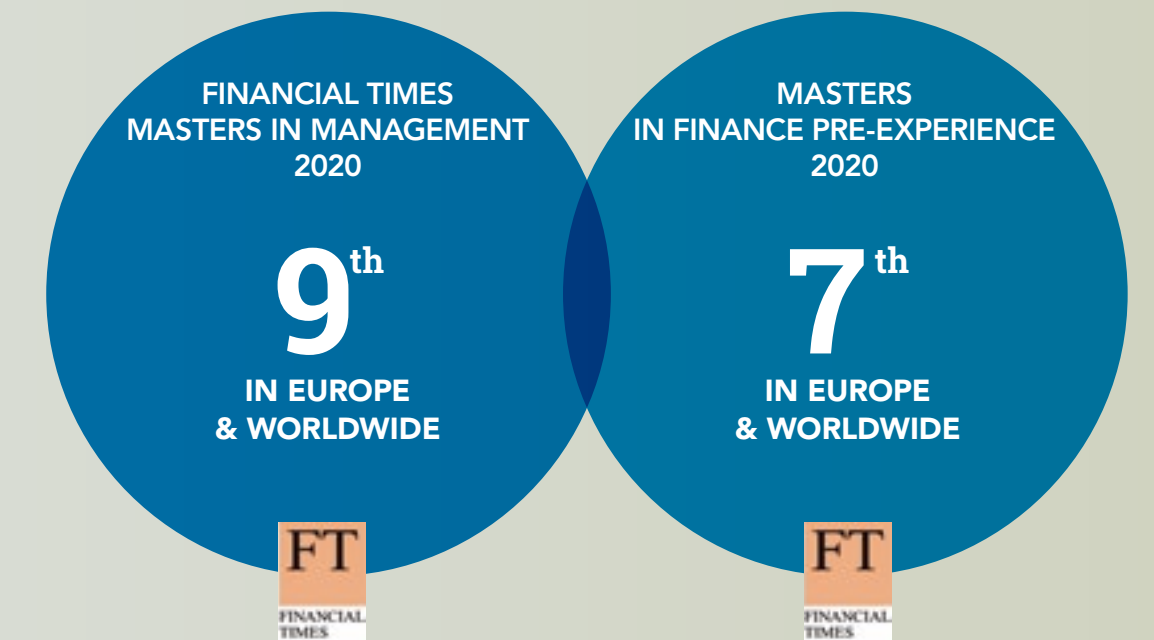
* PROVISIONAL FIGURE A.Y. 2019-20

Breakdown by gender
of student population (% women)

(A.Y. 2019-2020)

38%
BSC

43,7%
MSC

53,3%
LAW

43,1%
PhD

40,9%
SDA BOCCONI
(MASTER)

Ranking

FINANCIAL TIMES
MASTERS IN MANAGEMENT
2020
9th
IN EUROPE
& WORLDWIDE
FT FINANCIAL TIMES

MASTERS
IN FINANCE PRE-EXPERIENCE
2020
7th
IN EUROPE
& WORLDWIDE
FT FINANCIAL TIMES

WORLD UNIVERSITY
RANKINGS BY SUBJECT
2019
4th **16**th
IN EUROPE WORLDWIDE
Social Sciences
and Management
QS

WORLD UNIVERSITY
RANKINGS BY SUBJECT
2019
6th **18**th
IN EUROPE WORLDWIDE
Accounting
and Finance
QS

WORLD UNIVERSITY
RANKINGS BY SUBJECT
2019
4th **8**th
IN EUROPE WORLDWIDE
Business
and Management
QS

WORLD UNIVERSITY
RANKINGS BY SUBJECT
2019
4th **16**th
IN EUROPE WORLDWIDE
Economics
and Econometrics
QS

EUROPEAN
BUSINESS SCHOOL RANKINGS
2019
3th
IN EUROPE
FT FINANCIAL TIMES

FINANCIAL TIMES
GLOBAL MBA RANKINGS
2020
9th **29**th
IN EUROPE WORLDWIDE
FT FINANCIAL TIMES

FULL-TIME MBA
RANKING
2019
3th
IN EUROPE
The Economist

THE BEST
INTERNATIONAL MBAS
2019
4th
IN EUROPE
(1st year. Non-US program)
Forbes

Students & Employment

73.2%

MSC GRADUATES EMPLOYED ON GRADUATION DAY

(2019 survey)

95.7%

MSC GRADUATES EMPLOYED ONE YEAR AFTER GRADUATION (EMPLOYMENT RATE)

OF WHICH **31.1%** WORKING ABROAD

0.8 MONTHS AVERAGE FOR JOB PLACEMENT

(2020 survey)

Students and satisfaction with programs attended

(Most recent available survey of graduating students)

92.5%

POSITIVE EVALUATIONS

Graduates

(A.Y. 2018-19)

2,352 BACHELOR OF SCIENCE GRADUATES

1,967 MASTER OF SCIENCE GRADUATES

257 LAW GRADUATES

9 FOUR-YEAR PROGRAM GRADUATES

Faculty (2019)

363 CORE FACULTY

48 AVERAGE AGE OF FACULTY

BY GENDER

248
CORE FACULTY – MEN

115
CORE FACULTY – WOMEN

Staff (2019)

644 STAFF MEMBERS

164 MEN, **480** WOMEN

23 DIRECTORS

11 MEN, **12** WOMEN

96% PERMANENT EMPLOYMENT CONTRACTS

TRAINING (2019)

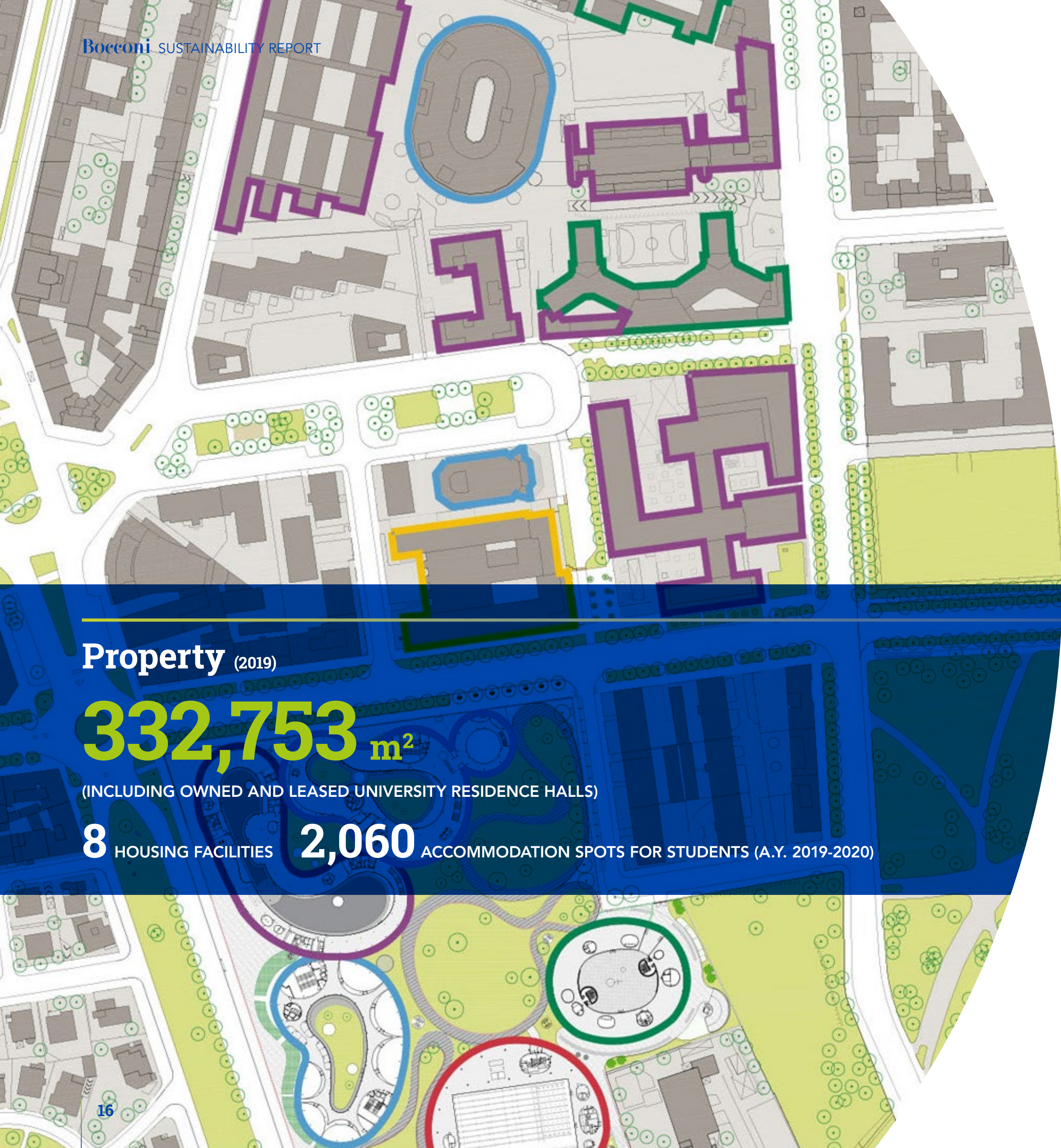**9.7** AVERAGE TRAINING HOURS FOR EMPLOYEES (DIRECTORS AND STAFF)

6,951 TRAINING HOURS (TOTAL)

RATIO OF SALARY OF WOMEN TO MEN (2018)

96.17% DIRECTORS – REMUNERATION

91.67% STAFF – REMUNERATION

96% RATE OF RETURN FROM PARENTAL LEAVE (2019)

**Student financial aid provided directly
by the University**
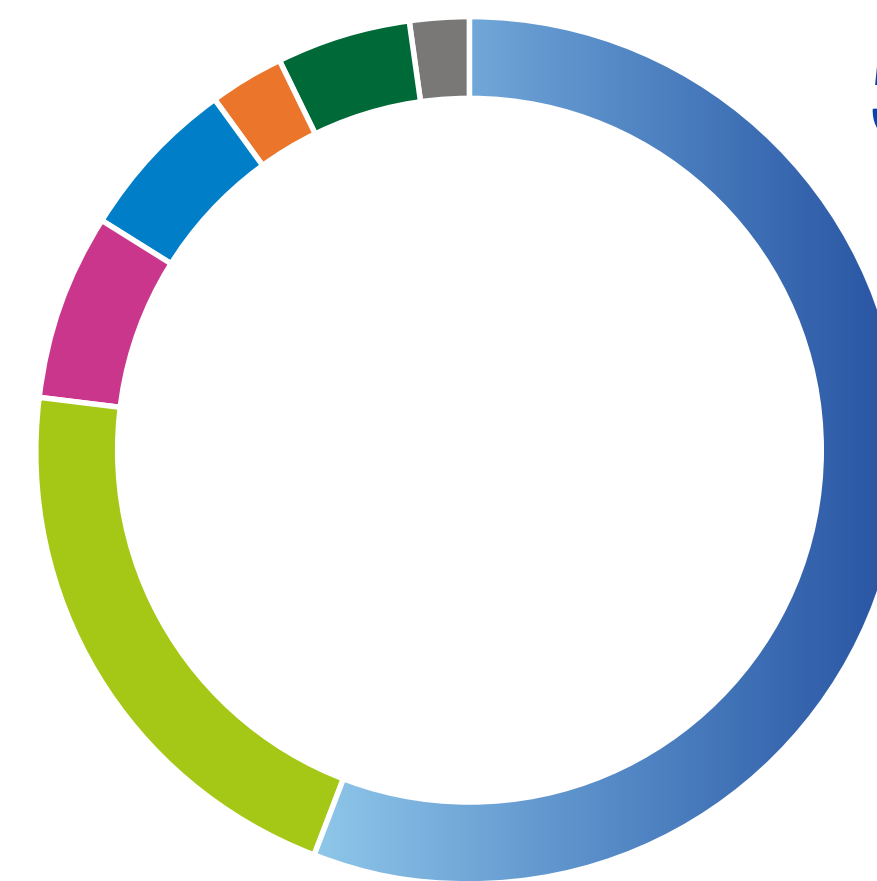
€ **29.4** m

Property (2019)

332,753 m²

(INCLUDING OWNED AND LEASED UNIVERSITY RESIDENCE HALLS)

8 HOUSING FACILITIES   **2,060** ACCOMMODATION SPOTS FOR STUDENTS (A.Y. 2019-2020)

Economic value (2019)

56% REVENUE FROM BSC & MSC PROGRAMS

21% REVENUE FROM POST-GRADUATE PROGRAMS

7% REVENUE FROM RESEARCH, CONFERENCES AND TRAINING

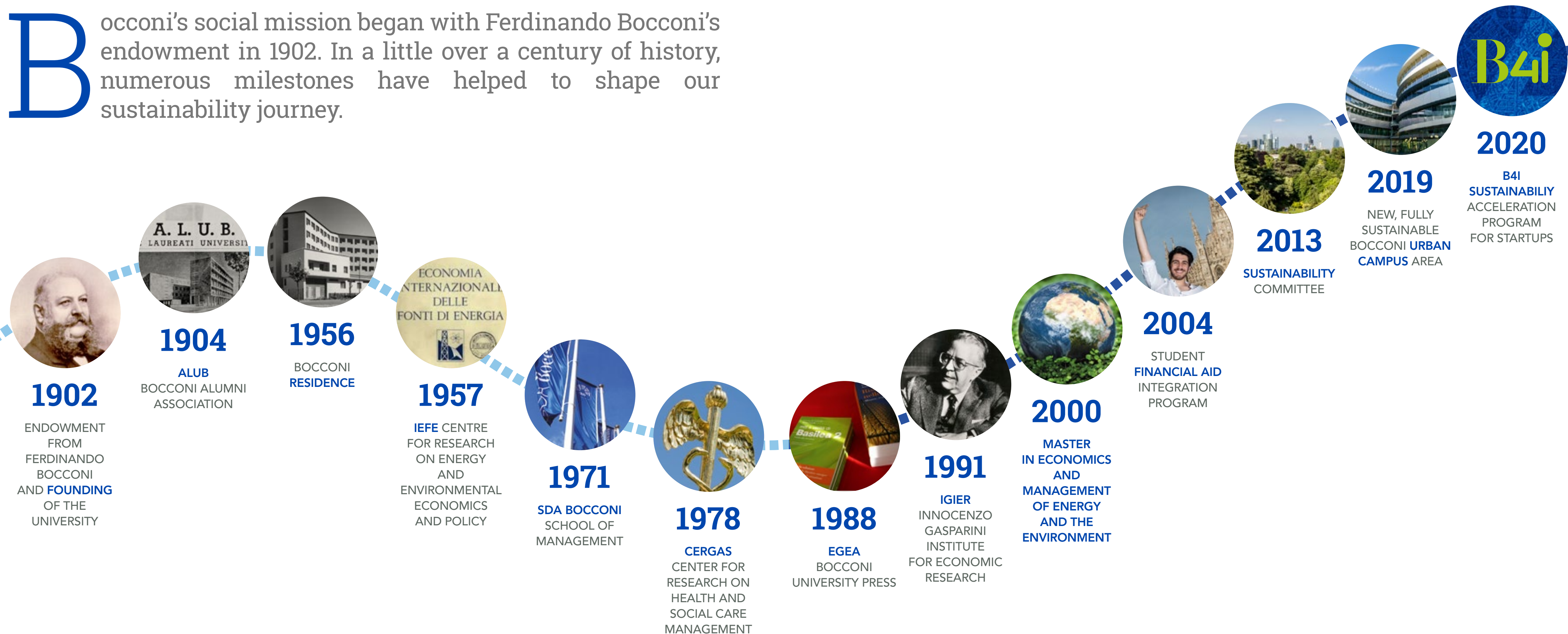**6%** FEDERAL AND REGIONAL CONTRIBUTIONS

3% FUNDRAISING AND OTHER CONTRIBUTIONS

5% REVENUE FROM MANAGEMENT OF RIGHT TO UNIVERSITY EDUCATION

2% OTHER REVENUE

OUR SUSTAINABILITY JOURNEY

Bocconi's social mission began with Ferdinando Bocconi's endowment in 1902. In a little over a century of history, numerous milestones have helped to shape our sustainability journey.

1902

ENDOWMENT FROM FERDINANDO BOCCONI AND **FOUNDING** OF THE UNIVERSITY

1904

ALUB BOCCONI ALUMNI ASSOCIATION

1956

BOCCONI **RESIDENCE**

1957

IEFE CENTRE FOR RESEARCH ON ENERGY AND ENVIRONMENTAL ECONOMICS AND POLICY

1971

SDA BOCCONI SCHOOL OF MANAGEMENT

1978

CERGAS CENTER FOR RESEARCH ON HEALTH AND SOCIAL CARE MANAGEMENT

1988

EGEA BOCCONI UNIVERSITY PRESS

1991

IGIER INNOCENZO GASPARINI INSTITUTE FOR ECONOMIC RESEARCH

2000

MASTER IN ECONOMICS AND MANAGEMENT OF ENERGY AND THE ENVIRONMENT

2004

STUDENT **FINANCIAL AID** INTEGRATION PROGRAM

2013

SUSTAINABILITY COMMITTEE

2019

NEW, FULLY SUSTAINABLE BOCCONI **URBAN CAMPUS** AREA

2020

B4I **SUSTAINABILIY** ACCELERATION PROGRAM FOR STARTUPS

BOCCONI AND THE UNITED NATIONS 2030 AGENDA FOR SUSTAINABLE DEVELOPMENT

By its nature as a University in the Social Sciences, Bocconi contributes to many Sustainable Development Goals (SDGs) of the United Nations 2030 Agenda, mainly through its research and teaching activities.

In particular, we believe that our most direct contribution is represented by **SDG 4 Quality education**, **SDG 5 Gender equality**, **SDG 8 Decent work and economic growth**, **SDG 10 Reduced inequalities**, **SDG 11 Sustainable cities and communities**, and **SDG 13 Climate action**.

Bocconi University also contributes to the development of multiple fields of study that address, in a multidisciplinary manner, many other SDGs. These include the fight against poverty and hunger around the world (SDG 1 No poverty and SDG 2 Zero hunger), health and well-being (SDG 3 Good health and well-being), access to, and use of, clean energy sources (SDG 7 Affordable and clean energy), sustainable innovation and infrastructure networks (SDG 9 Industry, innovation and infrastructure), the dissemination of more responsible production and consumption models (SDG 12 Responsible consumption and production), the protection of the ocean and the development of a sustainable ocean economy (SDG 14 Life below water), together with the conservation of natural resources and life on land (SDG 15 Life on land). Finally, an international network has been activated regarding specific projects that contribute to the pursuit of the UN 2030 Agenda goals (SDG 17 Partnerships for the goals).

THE PERSPECTIVE OF OUR STAKEHOLDERS

FACULTY AND COLLABORATORS

PERSONNEL AND STAFF

STUDENTS

ALUMNI

FAMILIES OF EMPLOYEES AND STUDENTS

UNIVERSITY AND RESEARCH CENTERS

NON-PROFITS

PUBLIC ADMINISTRATION

NATIONAL AND INTERNATIONAL INSTITUTIONAL PARTNERS

SUPPLIERS

LOCAL COMMUNITY

DONORS

COMPANIES

The formulation of our vision of sustainability took into consideration the perspectives, needs and expectations of our stakeholders, who were directly involved in the process of identifying the most pressing issues for the University's sustainability.

Their contributions were condensed into the concept of **Sustainability that matters**, expressed in 3 major challenges:

Empower

Embrace

Engage

SUSTAINABILITY THAT MATTERS

Sustainability, in its many forms, is the global challenge facing us all. Bocconi continues to be fully committed to achieving more sustainable, inclusive and forward-looking development for future generations, devoting time and energy to this purpose.

Our identity enables us to act as a **catalyst for sustainable change** both through **research**, aimed at building new knowledge for the benefit of society, and through **education**, aimed at providing students with the necessary tools to be the key players in this change.

At the same time, we want the Bocconi experience to grow so that it is increasingly a daily, concrete **commitment to sustainability** that is within everybody's reach.

Armed with the knowledge and experience we have gained, we will be a **strong, clear and free voice** in the sustainability debate, from the local community to the global context and challenges, and we aim to take a **leading role** that can make a measurable impact on society now and into the future.

Empower
Inspiring future agents of sustainable change

Embrace
Continuing to develop a sustainable Bocconi

Engage
Being key players in sustainability challenges

OUR SUSTAINABILITY CHALLENGES

Empower

**We inspire future agents
of sustainable change**

BEING AN INTERNATIONAL
EXCELLENCE IN ACADEMIC
RESEARCH AND ECONOMIC
AND SOCIAL INNOVATION

BEING A POINT OF REFERENCE
ACROSS THE GLOBE
IN TERMS OF EDUCATIONAL OFFER

ATTRACTING AND KEEPING
THE BEST FACULTY AND STAFF
GLOBALLY

Embrace

**We continue to develop a sustainable
Bocconi**

FACILITATING ACCESS
TO EDUCATION

FOSTERING DIVERSITY
AND INCLUSION

GROWING THE BOCCONI URBAN
CAMPUS EXPERIENCE

PROMOTING A CULTURE
OF ENVIRONMENTAL
RESPONSIBILITY AND MANAGING
DIRECT ENVIRONMENTAL IMPACTS

Engage

**We are key players in sustainability
challenges**

BEING A GLOBAL PARTNER

PROMOTING ENTREPRENEURSHIP
AND EMPLOYMENT

FOSTERING INTEGRATION
INTO THE LOCAL COMMUNITY

Empower

Inspiring future agents of sustainable change

WE STRIVE TO CREATE AND DISSEMINATE KNOWLEDGE AND CRITICAL THINKING SKILLS TO HELP EDUCATE PEOPLE, NOT JUST MANAGERS OR ENTREPRENEURS.

WE AIM TO PRIORITIZE GLOBAL CHALLENGES, AND SHARE THE TOOLS NEEDED TO ADDRESS THEM.

THROUGH OUR RESEARCH, WE CAN CERTIFY AND SPECIFY OUR RESPONSE TO THESE CHALLENGES, DEVELOPING IDEAS AND SOLUTIONS THAT CAN HAVE A SOLID, POSITIVE IMPACT AND CONTRIBUTE TO THE TRANSFORMATION OF SOCIETY.

THROUGH OUR TEACHING, WE SHARE AND DISSEMINATE OUR KNOWLEDGE IN ORDER TO GIVE YOUNG GENERATIONS THE CHANCE TO HELP CHANGE THE ECONOMIC AND SOCIAL SYSTEM.

WE AIM TO ATTRACT STUDENTS FROM ALL OVER THE WORLD, AND TEACH THEM TO TAKE ACTION THAT CAN HAVE A POSITIVE IMPACT ON SOCIETY, INTEGRATING TECHNICAL SKILLS IN THE SOCIAL AND ECONOMIC SCIENCES, WITH VALUES SUCH AS ETHICS, INCLUSION, AND THE ENVIRONMENT.

Empower

BEING AN INTERNATIONAL EXCELLENCE IN ACADEMIC RESEARCH AND ECONOMIC AND SOCIAL INNOVATION

For Bocconi, being an international excellence in academic research and economic and social innovation means liaising with the best universities, developing and consolidating the study and understanding of the new global challenges – including those associated with sustainable development – promoting and supporting new models of analysis and action. Excellence in research is critical to ensuring excellence in student education, in order to pass on the ability to accurately, critically and comprehensively examine economic and social phenomena.

Bocconi University conducts research on sustainability issues through its dedicated structures, i.e. its departments, research centers, and labs. They endeavor to carry out "groundbreaking" research, which can further the advancement of knowledge in a given field and impart internationally recognized original, creative content that is relevant to society as a whole (companies, institutions, and governing bodies).

KEY DATES

1957 IEFE CENTRE FOR RESEARCH ON ENERGY AND ENVIRONMENTAL ECONOMICS AND POLICY

1993 SPACE CENTER FOR RESEARCH ON SECURITY AND PROTECTION AGAINST CRIME AND EMERGENCIES

2009 CRESV CENTER FOR RESEARCH ON SUSTAINABILITY AND VALUE

2015 SDA BOCCONI SUSTAINABILITY LAB

2018 GREEN CENTRE FOR RESEARCH ON GEOGRAPHY, RESOURCES, ENVIRONMENT, ENERGY AND NETWORKS

DISCLOSURES

24 = 59% OF UNIVERSITY'S RESEARCH PROJECTS LAUNCHED IN 2019 LINKED TO SUSTAINABILITY ISSUES (RESEARCH PROJECTS BY PUBLIC OR PRIVATE ENTITIES, PARTICIPATION IN CALLS FOR PROPOSALS FOR FUNDED PROJECTS)

113 = 22% PUBLICATIONS IN 2019 LINKED TO SUSTAINABILITY ISSUES

100 EVENTS RELATED TO SUSTAINABILITY (2019)

GROUNDBREAKING RESEARCH FUNDED BY THE EUROPEAN RESEARCH COUNCIL (ERC)

In recent years, Bocconi has hosted more than 35 long-term research programs funded by the ERC, ranking first in Italy for the number of initiatives awarded, also involving numerous international and national partner universities. Some of the projects more specifically connected with sustainability included: RISICO (RISk and uncertainty in developing and Implementing Climate change pOlicies - 2014-2019), INTERACT (INTerEthnic Relationships in contemporAry CommuniTies: How does ethnoracial diversity affect in- and out-group trust, solidarity, and cooperation - 2015-2019), ASNODEV (Aspirations Social NOrms and DEVelopment - 2016-2021), SMITE (Social Mobility and Inequality across Italy and Europe: 1300-1800 - 2017-2022).

◈ A FEW INTERESTING INITIATIVES

GREEN
CENTER FOR RESEARCH ON GEOGRAPHY, NATURAL RESOURCES, ENVIRONMENT, ENERGY AND NETWORKS

In September 2018, two long-standing Bocconi University research centers merged to establish GREEN.

These two research centers were IEFE (Energy and Environmental Economics and Policy), founded in 1957, and CERTeT (Regional Economics, Transport and Tourism), founded in 1995.

GREEN absorbs and further expands its networks and a wide range of expertise at the national, European and international level. The new center aims to conduct and promote research projects at the intersection of the spatial of socio-economic

phenomena and of climate change, transportation, environmental policy and energy markets.

GREEN is active in the following research fields:

- Environmental economics and policies
- Climate change
- Transport policy and economics
- E-mobility and mobility as a service
- Logistics
- Energy markets and other network industries
- Economic geography
- Infrastructure planning

GREEN is an independent research center, which brings together approximately thirty experts in cost-benefit analysis, economic modelling, policy impact assessment, evaluation, measurement of economics and environmental performance, quantitative/qualitative analysis (including analysis and support to stakeholder's consultations).

⬇ **Find out more**

LEAP
LABORATORY FOR EFFECTIVE ANTI-POVERTY POLICIES

The mission of LEAP is to understand and fight the causes of poverty, by using rigorous evaluation methodologies.

We help design, analyze and disseminate effective anti-poverty programs through scientific research and original data collection in order to:

- Establish if a program/intervention works or not in the desired direction;
- Quantify the magnitude of benefits brought about by the intervention;
- Compare the benefits of that intervention with its costs and choose the intervention with the highest returns;
- Experiment with different implementation options to improve program design accordingly;
- Contribute to capacity building in the partner organization and in the recipient country.

⬇ **Find out more**

SDA BOCCONI
IMPACT INVESTING LAB

Since 2013, the SDA Bocconi Impact Investing Monitor has been a national and international facility for developing investment projects capable of combining economic and financial sustainability with the production of positive impacts on society.

Thanks to SDA Bocconi's wide-ranging expertise in finance, business strategy, public management, social entrepreneurship, and sustainability, the Impact Investing Monitor helps to define the boundaries of impact investing and how to measure its economic and social performance. It also aims to analyze how impact investing can generate public-private and entrepreneurial partnerships by investors who are concerned about social impact.

⬇ **Find out more**

SDA BOCCONI
SUSTAINABILITY LAB

The SDA Bocconi School of Management Sustainability Lab builds on the 20+ years of experience of CReSV (Center for Research on Sustainability and Value) at Bocconi University and brings together the legacy of several other research centers, including SPACE (Center for Research on Security and Protection against Crime and Emergencies) and the Finetica Observatory.

The Sustainability Lab is a cross-disciplinary laboratory with long-term involvement in the field of sustainability and creating sustainable value. It conducts applied research, drawing on the expertise of professors and associates from Bocconi University and the School of Management,

acting as an academic point of reference and providing pragmatic and strategic guidelines to businesses, institutions and market operators, so that they can increasingly orient their activities towards choices that create lasting, sustainable value, in line with the requirements of the United Nations 2030 Agenda.

SDA Bocconi Sustainability Lab operates in the following fields of research:

- Corporate Sustainability and natural capital
- Sustainable Blue Economy
- Sustainable Finance and ESG
- Just Energy Transition
- Social Entrepreneurship & Philanthropy

⬇ **Find out more**

COVID CRISIS LAB
LABORATORY
FOR CORONAVIRUS CRISIS RESEARCH

The Covid Crisis Lab's mission is to understand the spread of COVID19 and analyze its numerous implications on the health of populations, health care, society, the economy at large and its financial and legal consequences. This is done by using rigorous evaluation methodologies across many disciplines.

The research aims to help analyze and plan efficient policies in response to the COVID19 crisis. We disseminate our findings and initiatives through several channels, including academic publications, the Lab's website, workshops and media releases.

⬇ **Find out more**

Empower

BEING AN INTERNATIONAL POINT OF REFERENCE IN TERMS OF EDUCATIONAL OFFER

Social and environmental sustainability is no longer a choice, but an overriding requirement dictated by the growing expectations of society, the demands of international markets, and an evolution of regulations towards increasingly stringent rules. Fundamental issues such as the environment, sustainable growth, social and cultural inclusion, diversity and social responsibility will therefore play an increasing role in all types of decisions at all levels.

Educating tomorrow's leaders not only involves transferring and building skills and knowledge, but also concerns the ability to make decisions based on sound ethical principles that are aligned with the general interests of society. Bocconi is aware of the need to educate a managerial class that has the skills and leadership to handle the transition to a fairer, more inclusive and sustainable society and that, at the same time, is capable of seizing the opportunities associated with the world of corporate sustainability.

KEY DATES

2000
MEMAE MASTER IN ECONOMICS AND MANAGEMENT OF ENERGY AND THE ENVIRONMENT

2009
MAGER MASTER IN GREEN MANAGEMENT, ENERGY AND CORPORATE SOCIAL RESPONSIBILITY

DISCLOSURES

1st WORLDWIDE FOR **MAGER**/ **MASEM** IN THE EDUNIVERSAL RANKINGS OF **MASTERS IN SUSTAINABLE** DEVELOPMENT AND ENVIRONMENTAL MANAGEMENT

26 **COURSES** ON SUSTAINABILITY ISSUES (A.Y. 2019/20)

1,390 **TEACHING HOURS** ON SUSTAINABILITY ISSUES (A.Y. 2019/20)

3,062 **(21% of 14,832)** STUDENTS WHO HAVE ATTENDED PROGRAMS RELATING TO SUSTAINABILITY ISSUES (A.Y. 2019/20)

650 **(about 15%)** THESES ON SUSTAINABILITY ISSUES (A.Y. 2018/19)

A FEW INTERESTING INITIATIVES

MaGER - MASTER IN SUSTAINABILITY AND ENERGY MANAGEMENT
Bocconi was one of the first universities in the world to dedicate a specialized program to sustainability, corporate social and environmental responsibility, climate change, renewable energy, energy efficiency and sustainable urban development.

MASTERS RANKING TOP 2019 EDUNIVERSAL BEST MASTERS RANKING

1st BOCCONI UNIVERSITY
2nd STANFORD UNIVERSITY
3rd YALE UNIVERSITY
4th AALTO UNIVERSITY
5th THE UNIVERSITY OF MELBOURNE

⬇ Find out more

Established in 2009 and now in its 11th edition, the Master in Green Management, Energy and Corporate Social Responsibility (MaGER) is an international Specialized Master taught completely in English.

MaGER includes more than 500 hours of teaching and a 400+-hour internship at leading organizations in energy and sustainability lasting, supplemented by workshops, field projects and company presentations.

A FEW OF OUR SUSTAINABILITY COURSES (A.Y. 2019/2020)

Below are some of the courses more specifically oriented towards sustainability, which is only a small portion of the educational opportunities on these topics available at Bocconi. In fact, though they may not fully focus on issues relating to corporate responsibility, many courses include ad hoc modules intended to provide students with the conceptual tools needed to understand the connections between the subjects they are studying and corresponding social and environmental aspects.

- ENERGY ECONOMICS AND POLICY
- CORPORATE SOCIAL RESPONSIBILITY
- INNOVATION, GROWTH AND SUSTAINABILITY
- GREEN MANAGEMENT AND CORPORATE SUSTAINABILITY
- SOCIAL MOVEMENTS MARKETS AND FIRMS
- SOCIAL ENTREPRENEURSHIP AND IMPACT INVESTING
- FINANCE FOR THE GREEN BUSINESS AND THE CIRCULAR ECONOMY
- BUSINESS ETHICS AND SOCIAL RESPONSIBILITY SEMINARS
- ENVIRONMENTAL ECONOMICS AND POLICY
- SUSTAINABLE OPERATIONS MANAGEMENT
- CSR & ETHICS IN BUSINESS
- GLOBAL SUSTAINABILITY STRATEGY
- CLIMATE CHANGE ECONOMICS
- GREEN MARKETING

- CITIZENSHIP AND MIGRATION LAW
- CIVIL LIBERTIES AND HUMAN RIGHTS
- LABOR LAW - MODULE II (EUROPEAN SOCIAL LAW)
- HUMAN RIGHTS
- DIVERSITY MANAGEMENT AND POLICY
- WELFARE AND PUBLIC ECONOMICS
- INTERNATIONAL DEMOGRAPHY
- POLITICS OF CONFLICT
- ECONOMICS (POVERTY, INEQUALITY AND INCOME DISTRIBUTION)
- GLOBALIZATION, DIVERGENCE AND INEQUALITY IN HISTORICAL PERSPECTIVE
- MANAGEMENT OF INTERNATIONAL ORGANIZATIONS AND NGOs
- SHARING ECONOMY AND SMART CITIES MANAGEMENT

Empower

ATTRACTING AND KEEPING THE BEST FACULTY AND STAFF GLOBALLY

The University's development and its high-level research and teaching are assured by the quality, ambition and internationalization of the faculty. Bocconi professors stand out because of their significant experience acquired in leading international research and teaching institutions.
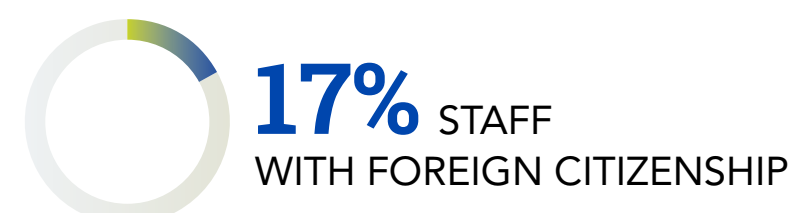
Bocconi University's international visibility and reputation have grown rapidly in recent years, undoubtedly thanks to the commitment of the faculty. In addition to the Permanent Faculty, comprised of tenured professors, Bocconi has steadily brought in faculty resources from top research institutions around the world, and enjoys the qualified contributions of Adjunct and Visiting Professors, Post Docs and Teaching Fellows. Similarly, the methodical process used to select administrative staff is structured in such a way as to recruit the brightest assets, in line with the University's values of merit, integrity and international reach, and to assure, first and foremost, the quality of the provision of services to students.

DISCLOSURES

FACULTY
(2019 – International and Italian programs)

19% CORE FACULTY WITH FOREIGN CITIZENSHIP (31.12.2019)

42.8% CORE FACULTY WITH A PHD EARNED ABROAD (31.12.2019)

STAFF
(% of new hires in 2019)

64% STAFF WITH AT LEAST 6 MONTHS OF STUDY/WORK EXPERIENCE ABROAD

17% STAFF WITH FOREIGN CITIZENSHIP

45% FEMALE STAFF WITH AT LEAST 6 MONTHS OF STUDY/WORK EXPERIENCE ABROAD

PROFILE

Valentina Bosetti

ACADEMIC BIO
- Full Professor of Environmental and Climate Change Economics at the Economics Department, Bocconi University
- Senior Scientist at RFF-CMCC European Institute on Economics and the Environment
- Senior researcher at Fondazione Eni Enrico Mattei (2003-2018)
- Visiting scholar at CASBS, Stanford University (2014/2015)
- Visiting scholar at Princeton Environmental Institute (2008/2009)

EXTERNAL APPOINTMENTS
- President, Terna S.p.A.
- Member of the Macron Advisory Commission on Climate Change, Inequality and Demographic Change
- IPCC Lead Author, WG III, Assessment Report 5 (2014) and Assessment Report 6 (2021)
- President of the Italian Association of Environmental and Resource Economics (IAERE - 2013-2015)
- Council Member of the European Association (EAERE - 2014-2017)

SCIENTIFIC AREAS OF INTEREST
- Economics of Disasters and Climate Change. Climate Change Economics. Innovation and Clean Technologies
- European Research Council Grant: RISICO "RISk and uncertainty in developing and Implementing Climate change policies"
- European Research Council Grant, Innovation for Climate chAnge mitigation: a study of energy R&d, its Uncertain effectiveness and Spillovers, www.icarus-project.org

To understand and address the major challenges of sustainability, with climate change being one of the most relevant, we need to study the connections between sustainable development, economic models, policies, technologies, behavior and human decisions. The study of environmental issues is increasingly closing the gaps between scientific disciplines, making it necessary to share knowledge, viewpoints and experiences from different, complementary research areas. For example, if we apply behavioral economics and the decision theory to environmental issues, we are setting up a groundbreaking connection that can contribute to the development of innovative interpretative models.

Studying interrelations between different fields of research while adopting an interdisciplinary approach to respond to the major environmental challenges finds fertile terrain at Bocconi, both due to the connection between the various university research departments and the presence of dedicated research labs.

For example, the Bocconi Experimental Laboratory for the Social Sciences (BELSS), is used by economics, management, marketing, political science, psychology and neuroscience researchers to study human behavior and the decision-making process.

If we want to draw up policies that help us develop more sustainable behaviors, then we must know and understood who we are and how we react to environmental problems and their solutions.

E mbrace

Continuing to develop a sustainable Bocconi

WE WANT BOCCONI TO BE NOT ONLY A PLACE OF LEARNING, BUT ALSO A COMPLETE EXPERIENCE WHERE SUSTAINABILITY PLAYS A CENTRAL ROLE. WE AIM TO EXPERIENCE SUSTAINABILITY, IN ADDITION TO STUDYING AND TEACHING IT.

WE AIM TO BE A PLACE OF DEBATE, AN INCLUSIVE AND ACCESSIBLE COMMUNITY THAT REWARDS MERIT, LISTENING TO AND UNDERSTANDING DIFFERENT NEEDS, MOVING FORWARD WITH THE PEOPLE WITHIN IT.

WE USE THIS APPROACH TO PROMOTE ISSUES SUCH AS A FOCUS ON THE ENVIRONMENT, THE VALUE OF DIVERSITY AND INCLUSION, AND MERIT, SO THAT THEY BECOME PART OF EVERYDAY LIFE AND ARE EXPERIENCED FIRST-HAND BY EVERY MEMBER OF OUR COMMUNITY.

Embrace

FACILITATING ACCESS TO EDUCATION

Bocconi actively pursues the development of an open University, fully equipped to perform its functions to build knowledge, educate and attract motivated and quality people. In this context, Bocconi sees itself as a "social elevator," providing a substantial contribution to guaranteeing the right to study, and ensuring access to quality education for talented young people.

Therefore, as a way to secure this path for all motivated and bright students, Bocconi offers a range of initiatives and opportunities based on merit and economic conditions. Bocconi is open to everyone. We recognize, in fact, social responsibility as an integral value of our institutional identity and our activities are designed to achieve the ethical values of solidarity and social justice.

KEY DATES

1902
ENDOWMENT OF FERDINANDO BOCCONI AND FOUNDATION OF THE UNIVERSITY

1956
OPENING OF THE FIRST RESIDENCE HALL FOR STUDENTS AT VIA BOCCONI 12

2004
LAUNCH OF STUDENT FINANCIAL AID INTEGRATION PROGRAM INTEGRATION PROGRAM

DISCLOSURES

€ 29.4 M (76.4% COVERED BY BOCCONI)
AMOUNT EARMARKED FOR AID AND SCHOLARSHIPS (2019)
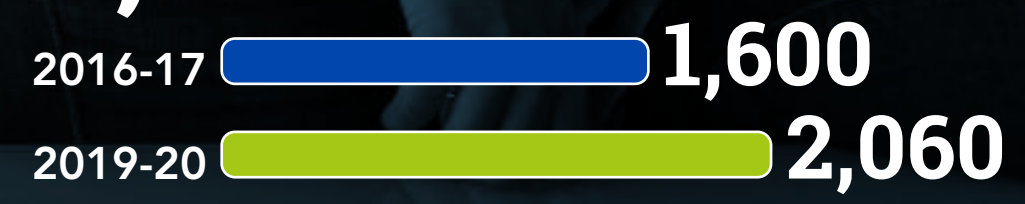
2015 **€ 25.3 M**
2019 **€ 29.4 M**
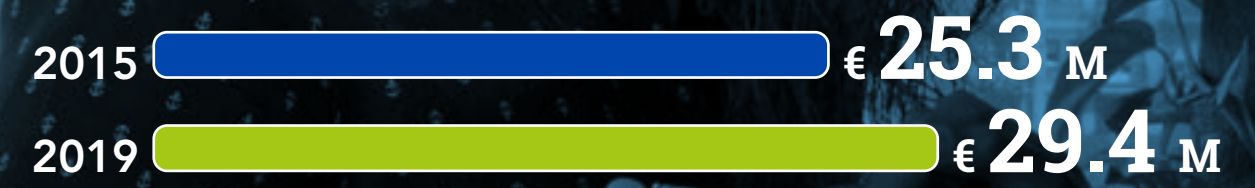
€ 6.3 M FUNDING GRANTED THROUGH CREDIT INSTITUTIONS (SUBSIDIZED LOANS DISBURSED)

4,500+ FINANCIAL AID & SCHOLARSHIPS (A.Y. 2019-20)

809 STUDENTS ELIGIBLE FOR AN ISU SCHOLARSHIP

2,060 ACCOMMODATION SPOTS IN RESIDENCE HALLS (A.Y. 2019-20)

2016-17 **1,600**
2019-20 **2,060**

351 GUESTS IN RESIDENCE HALLS AT REDUCED RATES (A.Y. 2019-20)

A FEW INTERESTING INITIATIVES

VLAD: STUDYING AT BOCCONI IS WITHIN YOUR REACH

"Una Scelta Possibile" is an initiative stemming from Bocconi University's partnership with a group of donors. It has brought Bocconi within the reach of more than 50 capable, motivated young students, whose difficult social and economic circumstances would otherwise have precluded them from enrolling at the University.

The story of Vlad is a perfect example of the impact that this project can have on the lives of these young people.

Vlad Robu, born in 1993, started his Bocconi adventure in 2013 when this program enabled him to enroll in Business Economics and Management at the University.

From Romania, Vlad moved to Italy in 2008 to join his mother who had settled in Monza. A new beginning for this young teenager whose Italian was still uncertain, he enrolled in a high school that specialized in accounting, putting all his energy into his studies. When he reached his fifth and final year, Vlad already knew how much he loved economics, and he wanted to continue his studies, but the cost of a University degree really seemed to put that out of his reach.

"I wanted to enroll in one of the public Universities, but the expense would still have been hard for my family to cover." - says Vlad - "Bocconi? A pipe dream. And just when everything seemed too hard, I was presented with the opportunity to apply for
the very first edition of the 'Una Scelta Possibile' project."

Being admitted to Bocconi and supported by the program changed Vlad's life.

"What to me seemed like a distant, impossible goal turned into a real opportunity! I was being given the chance to discover and learn, to follow my passions. I realized that it would only be the first phase of a fantastic, unique experience. It was a once-in-a-lifetime opportunity that you can't miss."

Vlad graduated on 16 December 2016 after he had already started working. A milestone that he would never have reached without the "Una Scelta Possibile" program. He describes the real value of this project in his own words:

After 3 years at Bocconi, full of challenges, discoveries, adventures, difficulties but above all accomplishments, I found out who I was, I learned more about the world and people, I added an invaluable experience to my life and realized that you never stop learning. It really was possible to grow and follow my dreams (and it will be even more possible in the future). And I want to thank everyone – the donors and the people involved in the project, because they help young people like me make their dreams come true, to make the impossible …possible."

GIVING TO THE FUTURE WITH CONFIDENCE: SOLIDARITY ACROSS GENERATIONS OF ALUMNI

2019 was an exceptional year for Bocconi University, in terms of its ranking, the heightened quality of its research and the recognition of its students and Alumni.

These results would not have been possible without the confidence and support of over 1,300 donors, more than 60% of whom were Alumni.

Alumni who understand the value of higher education, who believe in the importance of merit and in cross-generation support.

With their donations, they open the doors of their Alma Mater to tomorrow's Alumni.

These actions constitute the cornerstones for building a new idea of the future together, starting with young people and focusing on education, research and development.

This is the mission of Bocconi University, an institution founded on a philanthropic act, and this commitment is shared with its many donors.

This is borne out by the success of the dedicated tuition waiver and scholarship projects: today 1 out of 4 Bocconi students receives financial aid and, in 2019 alone, more than 120 students were supported through tuition waivers and scholarships named in honor or in memory.

This is what giving forward is all about: confidently investing in young people and in the future.

A My gratitude and admiration go out to all the Donors who actively strive to provide more and more students with a quality education, an opportunity for incomparable growth.

Your support and generosity are truly encouraging.

They remind me that I am enjoying a stimulating, educational experience that leaves me free to dream, that gives me all the tools I need to become who I want to be, that paves the way to a world where I want to do my part to help.

I cannot thank you enough for the confidence you place in us, for the incredible opportunity that you are giving us."

FEDERICA (2019)

Embrace

FOSTERING DIVERSITY AND INCLUSION

Studying at Bocconi also means encountering different cultures and languages, becoming part of an international community that welcomes students and faculty from over 80 countries around the world. The depth of sharing means that each participant is personally, not just professionally, enriched. The concept of non-discrimination is widely recognized throughout the University and is fundamental to its international status.

Bocconi assures close monitoring of these issues through its Equal Opportunities Committee, which develops and implements actions to guarantee and foster equal opportunities for faculty and raise awareness of this issue in the Bocconi community. Besides respecting equal opportunities, the initiatives promoted by the University also seek to develop inclusive and anti-discrimination policies, with particular reference to disabilities and sexual orientation.

DISCLOSURES

106 NATIONALITIES OF BOCCONI STUDENTS (A.Y. 2019/20)

425 STUDENTS INVOLVED IN VOLUNTEER INITIATIVES PROMOTED BY THE UNIVERSITY (2019)

5,033 INTERNATIONAL STUDENTS WELCOMED THROUGHOUT THE YEAR, ENROLLED AND INCOMING FROM PARTNER SCHOOLS (A.Y. 2019/20)

+52% STUDENTS WITH DISABILITIES (A.Y. 2018/19) (119) AGAINST A.Y. 2019/20 (181)

16 TYPES OF DISABILITIES

A FEW INTERESTING INITIATIVES

THE EXPERIENCE OF VOLUNTEERING

The University has been organizing "**Community Days**" every year since 2014. The two-day event dedicated to social engagement allows members of the Bocconi community – students, faculty and employees – to donate a few hours of their free time to volunteer activities.

The "**Making Sense of Profits**" project represents a new way for students to put their economic and legal knowledge at the disposal of non-profit organizations, combining on-the-field experience in the world of work with social engagement that facilitates personal development and coming to grips with organizational dynamics.

There are also dedicated volunteer channels available specifically, focusing on local organizations near the campus. The "**Pane Quotidiano**" initiative is a flexible opportunity, where volunteers can donate a few hours of their time to support the poorest segments of the population. The project with the European Institute of Oncology (IEO), including a training course, is for anyone who wants to spend time listening to and supporting oncological patients and their families.

Lastly, the University participates in "**Volontari per un giorno**", a campaign promoted by the City of Milan, CIESSEVI, Fondazione Sodalitas and Un-Guru that puts potential volunteers in touch with associations and projects for the community that need support. To this end, a volunteer help desk has been set up to match volunteer supply and demand. Offered in collaboration with CIESSEVI - the Volunteer Support Center in Milan and the Students for Humanity student association, about 80 hours of volunteering are donated each year. It aims to help guide interested students towards a large number of associations (around 1,600) and non-profit organizations (around 700) operating across the Milan metropolitan area, as well as summer and international opportunities.

BOCCONI IN PRISONS

In recent decades there has been a steady increase in the prison population, with some estimates suggesting reoffending rates as high as 70%. Prisons are therefore

struggling to fully serve their rehabilitation purpose. Some research confirms that studying in prison makes a big impact on reducing the percentage of repeat offences when prisoners regain their freedom.

Mindful of this impact, Bocconi launched a project with the Opera Prison where detainees study video recordings of lessons and programs provided by the University, and then meet the professors to consolidate what they have studied. The goal of the project is to set in motion a positive process, based on the dignity that comes from a commitment to study.

After a four-year track that began in 2016, in April 2020 the first student graduated, and two more inmates will complete their degrees over the summer.

DISABILITIES COMMITTEE

Bocconi has developed numerous services to support students with disabilities, providing information for high school students with disabilities who want to attend Bocconi and plan their life at the University.

The primary objective is the complete inclusion of all students in the processes of learning, taking exams and living on campus but developing and making the most of their potential, knowledge, competencies and abilities, irrespective of their disability.

Bocconi waives all university tuition and fees for students with a certified special need or disability equal to or greater than 66%.

Student Associations

BESt
Bocconi Equal Students

ETHICA CLUB
SDA BOCCONI

students for HUMANITY

OUT
LGBTQ+ CLUB
SDA BOCCONI

wib
women in business

Embrace

GROWING THE BOCCONI URBAN CAMPUS EXPERIENCE

The Bocconi campus is the scene of numerous cultural, sports and social events that are occasions for students, faculty and staff at the university to socialize and interact with each other. Bocconi has a Social Engagement Committee consisting of faculty and administrative staff appointed by the Rector, which promotes social initiatives for the benefit of the Bocconi community.

These initiatives give students the opportunity to express their creativity and social commitment. In particular, Bocconi's response to the requests and needs of students materializes through initiatives organized as part of Campus Life, which aims to promote the physical and psychological well-being of students and their personal enrichment, offering cultural, community, social, sports and recreational opportunities.

DISCLOSURES

90 STUDENT ASSOCIATIONS (A.Y. 2019/20)

1,002 PARTICIPANTS IN CAMPUS LIFE COURSES AND CULTURAL INITIATIVES

7.6 CONFERENCES AND EVENTS A DAY IN 2019
(1900 EVENTS IN 250 DAYS)

5 ON-CAMPUS CAFETERIAS/BARS/RESTAURANTS WITH MENUS FOR FOOD INTOLERANCES

A FEW INTERESTING INITIATIVES

Art for sustainability

BOLIN, THE INVISIBLE MAN DISAPPEARS IN FRONT OF BOCCONI STUDENTS

Hundreds of students, faculty and staff were enthralled by a live performance by the Chinese artist who created one of his famous photographs on campus on 3 October 2019.

The long, painstaking process required extreme precision to match each feature of the artist's painted body with a background of books created specifically for the occasion using the contemporary and antique volumes provided by the Bocconi Library.

With his photograph at Bocconi, Bolin continued his series of camouflaging in cities: since 2008, he has created 45 artworks in some of the most iconic places of Italian art around the country. In his vision, the disturbing element of the space represented by his outline forces the observer to focus on that exact piece of reality. Consequently, the idea behind his concealment in the space is actually to draw attention to the place.

GREENLIGHT FOR BUSINESS

Green Light for Business is the paramount student association addressing green economy and sustainability at Bocconi.

Established in 2008 by a group of international students, we have promoted initiatives that stimulate debate on current environmental challenges, aiming to inspire a proactive attitude towards green business opportunities. We believe that in order to build a sustainable future, tomorrow's entrepreneurs and managers must recognize these opportunities and be ready to tackle the relevant challenges with both economic and environmental awareness.

Green Light for Business has

always been very active in the organization of conferences and workshops, and has broadened its activities by launching the Green Campus project, its blog, and an educational area for Green Light for Business members and collaborators on topics associated with the green economy.

BOCCONI ART GALLERY

Bocconi Art Gallery is the path by which the University approaches a "different" contemporary world, the cultural and artistic world that is part of everyone's life.

Contemporary art, even if you don't fully understand it, brings enrichment and opens the mind.

That is why Bocconi has chosen to invest consistently now for seven years in the project called BAG - Bocconi Art Gallery, always involving new international artists, and collaborating with important Italian and foreign galleries. The goal is a continuous cultural exchange and turnover of works from year to year, to offer a diversity of points of view and interpretations.

Thanks to BAG, the Bocconi campus will open its doors to the city, art enthusiasts and anyone who would just like to enjoy a special full immersion in contemporary art.

Embrace

PROMOTING A CULTURE OF ENVIRONMENTAL RESPONSIBILITY AND MANAGING DIRECT ENVIRONMENTAL IMPACTS

Bocconi places the utmost importance on environmental responsibility and the protection of the natural environment, not only in terms of research and teaching, but also in all the activities that take place on the university campus. These include reducing the consumption of materials and saving raw materials, conserving energy and lowering greenhouse gas emissions, cutting down waste and separating it for recycling, making sure that the entire Bocconi community is aware of the importance of adopting environmentally sustainable behaviors.

The sustainability of the University's infrastructure and buildings, in particular the new Bocconi Urban Campus, constituted the design element that guided the construction of the new university buildings inaugurated in November 2019.

KEY DATES

2013 ESTABLISHMENT OF THE **SUSTAINABILITY COMMITTEE**

2017 **CERTIFICATION** OF THE ENERGY MANAGEMENT SYSTEM TO ISO 50001 STANDARD

2019 **INAUGURATION** OF THE NEW BOCCONI **URBAN CAMPUS** DESIGNED TO MEET STRICT SUSTAINABILITY CRITERIA

17,000

(~50%) SQUARE METERS OF GREENERY IN THE NEW AREA OF THE BOCCONI URBAN CAMPUS

DISCLOSURES

ENERGY CONSUMPTION

ENERGY CONSUMPTION (GJ)	2017	2018	2019
Methane gas	23,426	20,915	21,120
Electricity	52,947	51,127	49,472
Geothermal energy	5,300	5,897	5,479
TOTAL	81,673	77,939	76,071

EMISSIONS OF CO_2Eq

SCOPE 1 & SCOPE 2 (tCO_2 Eq)*	2017	2018	2019
Methane gas	1,132	1,011	1,021
Electricity	0	0	0
Geothermal energy	0	0	0
TOTAL	1,132	1,011	1,021

WASTE PRODUCTION

HAZARDOUS AND NON-HAZARDOUS WASTE (t)	2017	2018	2019
Hazardous waste	2.1	0.9	1.3
Non-hazardous waste	8.1	3.2	2.2
TOTALE	10.2	4.1	3.5

WATER USE

WATER USE (m³)	2017	2018	2019
Water consumption (aqueducts and water utilities)	144,679	125,013	130,572

REDUCING THE USE OF PAPER

SAVINGS IN PAPER USE	2017	2018	2019
Number of sheets of paper saved	895,000	967,000	976,000
Annual savings of paper (kg)	4,466	4,825	4,870

The emission factor 1.885 kgCO_2e/m³ was used to calculate the Scope 1 emissions (Source: GHG Protocol tool for stationary combustion. Edition 4.1). To calculate Scope 2, since January 2017 Bocconi has used 100% certified renewable electricity purchased from the grid, which means Scope 2 emissions amount to zero, as do emissions determined by the use of geothermal energy

◈ A FEW INTERESTING INITIATIVES

SUSTAINABILITY COMMITTEE

In 2013, Bocconi University established the Sustainability Committee, which is tasked with promoting and coordinating the University's sustainability projects and initiatives, including its adherence to the principles and objectives of the UN 2030 Agenda for Sustainable Development.

Since its inception, the Committee has launched a number of initiatives, including Bocconi Green, a project aimed at encouraging and disseminating environmental responsibility across the whole campus, raising the awareness of students, faculty and staff to reduce the University's direct and indirect environmental impact.

This project in particular focused on promoting initiatives relating to:

- energy savings and lowering of emissions
- reduction in the consumption of materials and savings in raw material
- waste reduction and separate waste collection
- sustainable mobility

More generally, the Committee provides guidelines, makes proposals and identifies areas of action to underpin the University's overall commitment to sustainability. The Sustainability Committee coordinates the stakeholder engagement process, the definition of strategic positioning in terms of sustainability, jointly with the

process to develop the new 2021-2025 Bocconi Strategic Plan and its sustainability reporting initiatives.

ENVIRONMENTAL PERFORMANCE OF THE NEW BOCCONI URBAN CAMPUS

The new Bocconi Urban Campus was created with the aim of guaranteeing students, researchers and faculty ideal study and working conditions, according to the standards of the best international universities.

The new Campus was designed in accordance with biocompatibility and eco-sustainability criteria and is the first of its kind in Italy.

Its design follows innovative principles to build a structure focused on maximum exploitation

of sunlight, reduction of noise pollution and waste prevention.

The high environmental standards of the new Campus were achieved by:

- using next-generation building materials, in order to guarantee high energy performance of the building complex
- developing a district heating and cooling system based on the use of water from the Milanese aquifer and Ticinello canal
- installing 1.2 MW of photovoltaic panels on the building rooftops, for off-grid energy consumption

The Master Executive Office (MEO) on the Bocconi Urban Campus was specifically designed in compliance with the strictest energy efficiency and eco-friendly

building criteria, particularly with LEED (Leadership in Energy and Environmental Design) standards developed by the U.S. Green Building Council (USGBC). The level certification process is in progress, and will be issued upon completion of the works of the entire building area, by the end of 2020.

In any case, we expect the build to achieve one of the highest classes (platinum or gold).

ENERGY EFFICIENCY, SUPPLY OF ENERGY FROM CERTIFIED RENEWABLE SOURCES AND EMISSIONS

Bocconi reduced total energy consumption in 2019 by almost 2% compared to 2018, and by about 7% compared to 2017, with initiatives to improve performance (for example, progressive replacement of neon lighting fixtures with LED lights, installation of new control systems for heating and air conditioning systems, management and control of room temperatures, malfunctions, luminosity, schedules, as well as the replacement of "energy-intensive" vending machines with new, more efficient models), and to raise awareness. Other initiatives are being progressively rolled out to further reduce the average consumption of installed appliances.

Bocconi installed photovoltaic panels in the various university buildings (for example, Viale Bligny, university residences, a recently activated, 900 kW photovoltaic system in the new Master Executive Office of the

Bocconi Urban Campus) to supply some of its own energy (about 8% of the total). It has also generated energy savings by installing solar panels in some residence halls for the production of hot water. At the same time, a little more than 7% of its total energy consumption comes from geothermal energy, which it also produces through heat pumps.

Lastly, in order to reduce its emissions into the atmosphere as much as possible, since January 2017, 100% of the electricity Bocconi uses comes from certified renewable sources, thus eliminating its Scope 2 emissions.
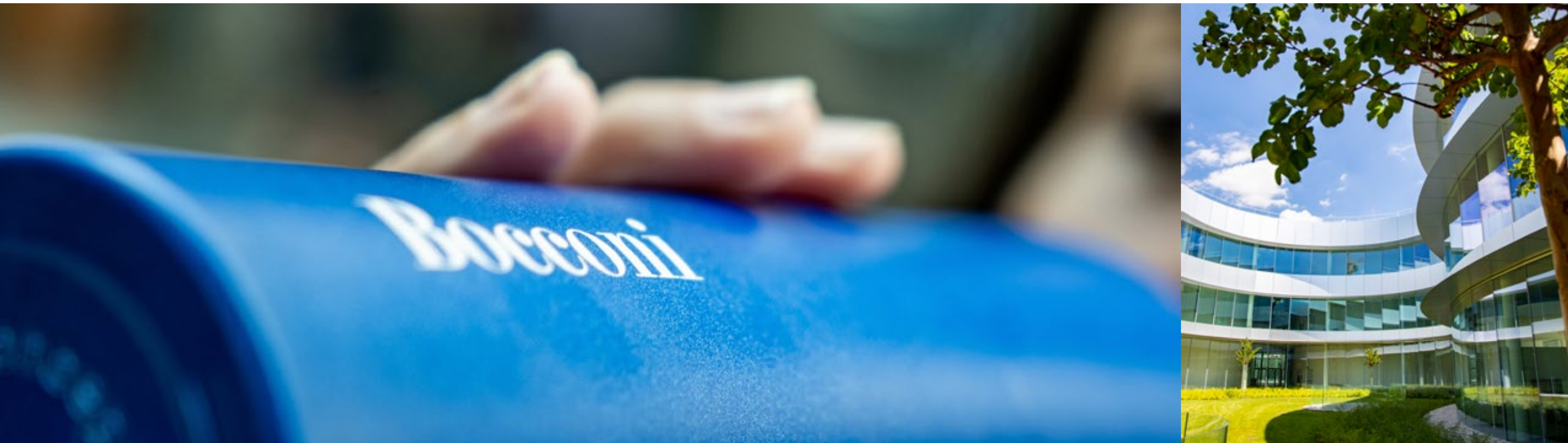
B-SUSTAINABLE

⬡ A FEW INTERESTING INITIATIVES

"DRINK SUSTAINABLY!" INITIATIVES TO REDUCE DISPOSABLE PLASTICS

Bocconi has undertaken a plan aimed at the progressive reduction of disposable plastics used on campus. In 2016, the first cold filtered water dispensers connected to the water mains were installed.

Over the years the number of dispensers has increased, and since 2019 they have been widely distributed across the entire campus, including university residences. At the same time, the sale of plastic bottles in vending machines was reduced to the point of their complete elimination.

This has meant a saving of over 700,000 half-liter water bottles per year, which amounts to 8.4+ metric tons of PET, and more than 66,000 kWh of electricity, after subtracting water dispenser operations.

The welcome kit distributed to all first-year students during the 2019 Welcome Days included a customized Bocconi water bottle, and the **Drink Sustainably!** awareness campaign was launched.

A process to engage and raise awareness of the university cafeteria operators was also launched, and as a result they have reorganized their procurement systems, selecting alternative solutions to disposable plastic (e.g. bio-plastic, reusable cups and utensils), with the aim of limiting plastic packaging in their supply chain.

RESPONSIBLE CONSUMPTION MANAGEMENT

The Academic Affairs office has played a huge part in reducing paper consumption. Beginning in 2008, it conducted an analysis of all projects involving a review of internal organizational processes with reference to technological innovation or the introduction of new services offered to students and faculty. This study showed that the concept of "dematerialization" was a relevant and priority issue. In light of this, all projects involving hardcopy documents were reviewed so as to cut back on the production of paper documents as much as possible, and reduce waste. These innovations have made it possible to save paper, lower consumption of ink and electricity for printing, and reduce transport and storage costs.

In 2019, the University introduced the following additional improvements:
- recording of written exams through OTP
- introduction of digital signatures for some categories of certificates
- online management of program change applications
- use of the web application to manage lesson and exam changes.

Engage
Being key players
in sustainability challenges

IN VIEW OF OUR ROLE, WE BELIEVE WE HAVE A RESPONSIBILITY TO BE A STRONG VOICE IN THE LOCAL, NATIONAL AND INTERNATIONAL DEBATE ON SUSTAINABILITY, PROVIDING OUR COMMITMENT AND EXPERTISE, INTEGRATING THE BOCCONI MODEL WITH THE NEEDS OF THE LOCAL COMMUNITY, THE ITALIAN DEVELOPMENT SYSTEM, AND INTERNATIONAL DEBATE.

WE INTEND TO DRIVE CHANGE BY PRESENTING A NEW IDEA OF ENTREPRENEURSHIP, ALIGNED WITH THE REAL NEEDS OF SOCIETY, AND CAPABLE OF DELIVERING A TANGIBLE CONTRIBUTION TO ADDRESSING GLOBAL CHALLENGES.

Engage

BEING A GLOBAL PARTNER

Thanks to a consolidated system of connections and exchanges with prestigious schools and institutions all over the world, Bocconi University enables its students to benefit from international study and work experience and to acquire an appropriate education in line with developments in the global economy. Internationalization has been one of the University's top priorities since 1974, when the first international cooperation agreements were signed.

Bocconi has long had an "International Advisory Council" with the precise task of assisting the Board in defining the University's internationalization strategy. By focusing on this issue and progressively developing this process over the years, Bocconi has been able to set up a consolidated system of connections and exchanges, including on specific sustainability issues, with highly prestigious academic institutions throughout the world.

KEY DATES

1974
FIRST INTERNATIONAL EXCHANGE AGREEMENTS WITH THE **ESSEC** (FRANCE) AND **NYU** (US) BUSINESS SCHOOLS

1988
YEAR OF FOUNDATION OF **CEMS**

2020
CIVICA - THE EUROPEAN UNIVERSITY OF SOCIAL SCIENCES

DISCLOSURES

MAP OF BOCCONI'S NETWORK ABROAD

282 PARTNER SCHOOLS IN **54** COUNTRIES
(2019)

210 NUMBER OF BOCCONI STUDENTS ATTENDING DOUBLE DEGREE PROGRAMS IN 2019

4,039 NUMBER OF STUDENTS WHO SPENT TIME ABROAD (FOR STUDY OR WORK) IN 2019

120,000+ ALUMNI WORLDWIDE (19% ABROAD)

A FEW INTERESTING INITIATIVES

BEING PART OF PRESTIGIOUS INTERNATIONAL NETWORKS MAKES IT POSSIBLE FOR BOCCONI TO ALWAYS BE AT THE FOREFRONT AND TO SYSTEMATICALLY EXTEND ITS INFLUENCE WITHIN AND BEYOND EUROPEAN BORDERS.

CEMS MIM
MASTER IN INTERNATIONAL MANAGEMENT

Bocconi is one of the four founding members and the only Italian partner university in this global program (33 partner universities, around 70 corporate partners and 7 social partners).

The commitment of CEMS to an ethical and responsible approach to management education includes a **strong focus on sustainability**.

The program includes courses on sustainability issues addressed to all participating students. For the 2019-2020 academic year, Bocconi organized the following compulsory courses for CEMS students:

SOCIAL ENTREPRENEURSHIP AND IMPACT INVESTING
(Prof. Francesco Perrini)

In 2006, with the establishment of the ten-year SIF Chair of Social Entrepreneurship & Philanthropy by Società Italiana di Filantropia, a series of courses on the subject were launched, including a CEMS block of seminars held at the beginning of the year. The aim of the course is to equip students with the tools they need for all phases of the social entrepreneurial process, including the identification of business opportunities, mobilizing resources, critical issues in the launch of a social startup, routine management based on sustainability and autonomy, the measurement of social value created and the so-called "impact" investment.

GREEN MANAGEMENT AND CORPORATE SUSTAINABILITY
(Prof. Stefano Pogutz)

Climate change, ecosystem degradation and energy are among today's most pressing issues, receiving broad attention from political institutions, advocacy groups, media, and public opinion. Companies are expected to tackle sustainability issues leveraging their networks to develop and spread green technologies and sustainable business models.

The course is intended to familiarize graduate students with these challenges by addressing both the macro and systemic perspective and micro and organizational action.

GLOBAL CITIZENSHIP
(Prof. Bettina Gerke)

This seminar is designed to boost the capacity of students to reason ethically, to respect diversity, and to engage in intercultural dialogue with sensitivity and empathy.

Students benefit from a permanent connection with the CEMS community, both professionally – with access to job opportunities and employers – and as part of a very active and supportive network around the world.

More than 12,000 CEMS alumni with 85 different nationalities currently hold positions at various management levels in a wide range of industries worldwide.

⬇ approfondimenti

ALUMNI COMMUNITY TOPIC GROUPS – SUSTAINABILITY

Topic Groups are issue-based interest groups formed of Alumni who, in collaboration with the Bocconi Faculty, organize and coordinate continuous education activities focused on the professional and cultural interests of the entire University network.

Right now there are 12 topic groups, one of which revolves around Sustainability issues.

The Sustainability Topic Group aims to stimulate knowledge and habits of virtuous practices oriented towards environmental protection and the reduction of energy needs, the application of scientific research, ethical and responsible economics and finance. Disseminating the concept of sustainability means taking action to change our deepest perceptions of the right way to live, both at work and in our private life.

To find out more and join the topic group: sustainability@bocconialumni.it

EFMD CONFERENCE 'MANAGING IMPACT'

On 13-14 February 2020 a global conference on the social impact of business schools was held at SDA Bocconi.

Numbers:

4 PLENARY SESSIONS

9 PARALLEL SESSIONS

33 SPEAKERS

434 PARTICIPANTS

59 NATIONS

260 BUSINESS SCHOOLS/UNIVERSITIES

MEMBERSHIP

PRME – Principles for Responsible Management Education, UN supported initiative (SDA Bocconi a member since 2010)

ABIS – The Academy of Business in Society (ABIS) - a global network of companies and academic institutions with the goal of developing and promoting inclusion.

"*The EFMD Conference for Deans and Directors General hosted at the SDA Bocconi School of Management represented an important opportunity for open and creative debate on the fundamentals of management education.*

Guided by the core theme "Managing impact," the conference was structured around four plenary sessions and a series of workshops, which gave speakers and the audience the opportunity to discuss and ponder the impact that business schools have, or should have, on individuals, organizations and society. In this context, some of the main topics were the role of academic research and teaching; faculty and alumni; and external collaboration and geographical expansion.

When these parts are brought together as a whole, they help create a horizon within which the role of business schools and their impact on the various stakeholders can be redesigned.

BEPPE SODA – Dean SDA Bocconi, and **SILVIA CINQUE** – Lecturer SDA Bocconi

Engage

PROMOTING ENTREPRENEURSHIP AND EMPLOYMENT

Bocconi has always aimed to provide academic opportunities tailored to the needs of businesses, with the overriding goal of facilitating the entry of its students into the world of work, and to offer opportunities for professional growth and development to post-graduate, master and executive students. Young graduates are supported in their search for a job by the University's Markets and External Affairs Division, which works with businesses across all sectors in the leading world markets, industry, government bodies, institutions and professional offices to set up professional orientation and job placement initiatives. At the same time, to facilitate the creation of new businesses, Bocconi selects the most innovative ideas and the startups with the greatest potential and helps them to grow and succeed by giving them access to the experience, knowledge and resources of the Bocconi community.

KEY DATES

1974
SUPPORTING PARTNERS COMMITTEE (COMPANIES)

1996
PARTNERS FOR DEVELOPMENT PROGRAM

2000
CORPORATE ASSOCIATES PROGRAM

DISCLOSURES

10,696 INTERNSHIP AND JOB OPPORTUNITIES PUBLISHED ON THE JOBGATE PORTAL (2019)

102 PROFESSIONAL ORIENTATION INITIATIVES (2019)

970 EMPLOYER PARTICIPANTS IN RECRUITING EVENTS (2019)

95.7% MASTER OF SCIENCE GRADUATES EMPLOYED WITHIN ONE YEAR AFTER GRADUATION (2020 SURVEY)

5 FIRST STARTUPS WELCOMED BY B4i

A FEW INTERESTING INITIATIVES

SDA BOCCONI SCHOOL OF MANAGEMENT

Established in 1971, SDA Bocconi School of Management is one of the few business schools in the world to hold the "triple crown" accreditation, three of the most prestigious international accreditations: AACSB, EQUIS and AMBA. It is the only Italian business school present in all of the most important International rankings, including Financial Times, Forbes, Bloomberg Businessweek, and The Economist.

The footprint and spirit of its founders – according to whom every learning experience is a transformative journey – are alive today more than ever. Thus, our masters, our open and custom programs, and our applied research aim to change and improve people and organizations.

At the same time, our scientific research creates cutting-edge knowledge to help leaders face the toughest challenges in an increasingly global and constantly changing market.

When it comes to sustainability,

SDA Bocconi provides specific, custom modules and programs on sustainability in the following areas:

• SUSTAINABILITY CHALLENGES
• SUSTAINABLE BLUE ECONOMY
• SUSTAINABLE FINANCE & ESG
• CORPORATE SUSTAINABILITY
• ENERGY MARKETS & TECHNOLOGIES
• ENERGY TRANSITION
• SUSTAINABLE SUPPLY CHAIN
• CIRCULARITY
• NON FINANCIAL REPORTING
• SOCIAL ENTREPRENEURSHIP & PHILANTHROPY

B4I (FOCUS SUSTAINABILITY)

B4i is a Bocconi University initiative that acts as a catalyst for the most innovative and high potential ideas and startups in the Italian entrepreneurial ecosystem. Building on the unique experience, know-how and legacy of our business school, B4i aims to promote the entrepreneurial culture, encouraging and supporting innovative startups, and developing innovation within companies.

Startups for the acceleration track are selected on the basis of the innovativeness of the business idea, the quality of the team of founders, the ability to respond to market demand and being in one of the B4i – Bocconi for innovation areas of specialization, namely: Digital Tech, Sustainability and Made in Italy.

With the specialization in Sustainability, B4i's contribution extends to projects that address climate change, social entrepreneurship, circular economy, smart communities & smart cities, and clean technology

Engage
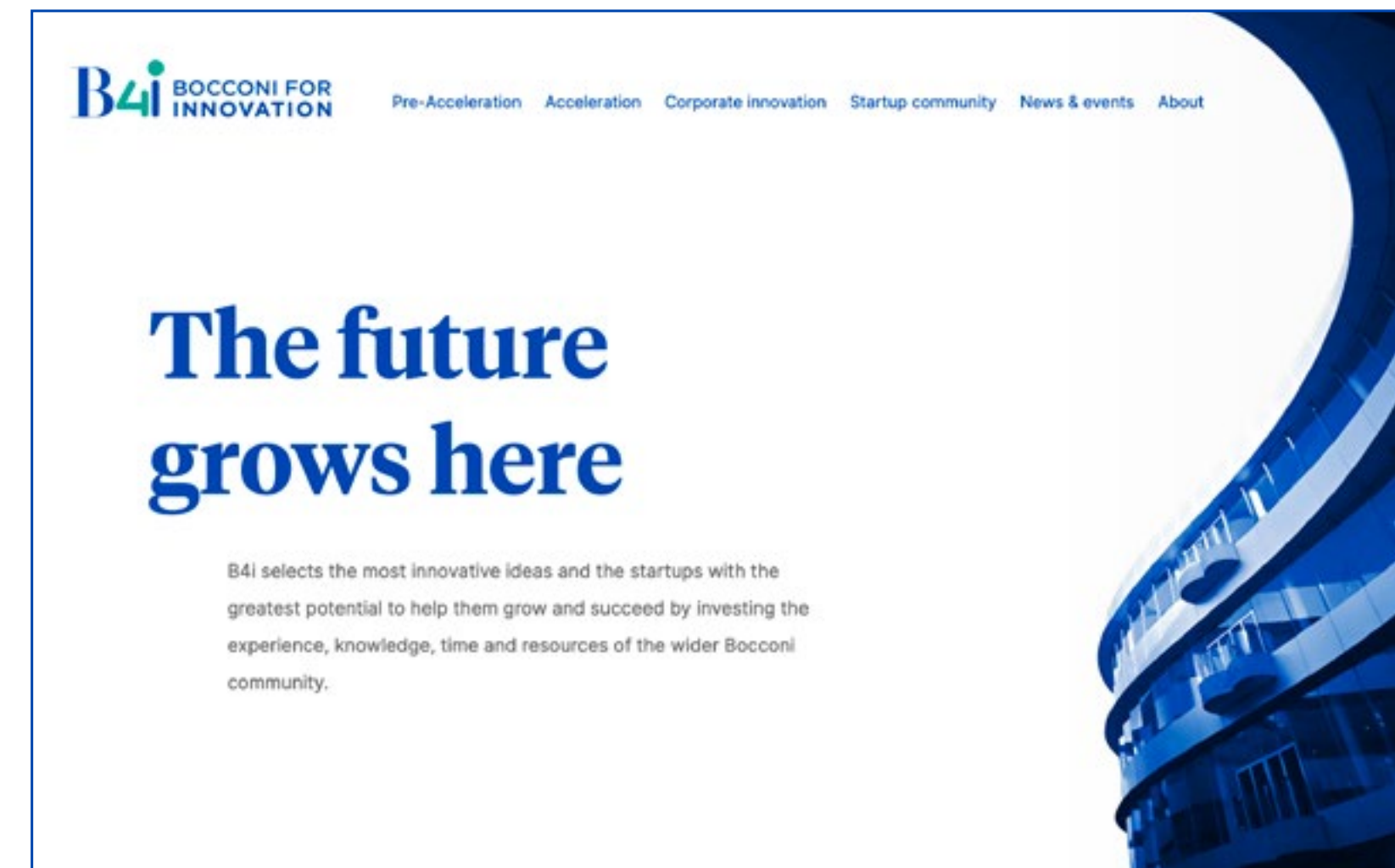
FOSTERING INTEGRATION INTO THE LOCAL COMMUNITY

Despite its strong international vocation and disposition, Bocconi has always maintained and cultivated its connection with its host community, the city of Milan, the Lombardy Region and the whole of Italy. This connection is expressed in many ways.

First of all, the new Bocconi Urban Campus, designed to provide students, faculty and staff with a comfortable, innovative, safe and sustainable environment, will also be shared with the local community and, more broadly, with the citizens of Milan, who will be able to enjoy the wide open spaces of the Campus, the multipurpose sports center and the supplementary services. Bocconi also supports the local economy and businesses, and seeks to create value for the community by activating local supply chains, supporting regional and national companies, creating opportunities for community development and economic, social and cultural growth.

DISCLOSURES

RECREATION CENTER
(COMPLETION BY THE END OF 2020), NEW MULTIPURPOSE CENTER FOR STUDENTS AND THE LOCAL COMMUNITY:

17,000 000SQUARE METERS, 50M OLYMPIC POOL, 25M TRAINING POOL, INDOOR RUNNING TRACK, FITNESS/ RECREATION AREA, BASKETBALL AND VOLLEYBALL COURTS

€5 M PEDESTRIANIZATION OF PIAZZA SRAFFA AND BEAUTIFICATION OF RAVIZZA PARK

2019 CSR FAIR

216 PARTICIPATING ORGANIZATIONS,

451 SPEAKERS, **100** EVENTS

⬡ A FEW INTERESTING INITIATIVES

SDA BOCCONI FOR GROWTH

Launched for philanthropic purposes in 2012, this long-term project allows the School to make its knowledge available free of charge, providing concrete support to young people, micro-enterprises and small non-profit organizations, and other businesses and entities.

As part of this initiative, a program for school principals was launched in June 2020.

The program addresses a small group of High School Principals in Milan and some of their close associates, engaged in the redesign of school services in light of the current social distancing rules and the uncertainty that will characterize the resumption of the school year.

At the end of the course, participants involved will have:
- focused more clearly on the critical issues to which they intend to respond (prioritizing decisions);
- defined the strategic approach with which to guide the change (vision and anchors);
- learned some strategies and tools to act in their own organization;
- drafted some useful considerations for the resumption of School.
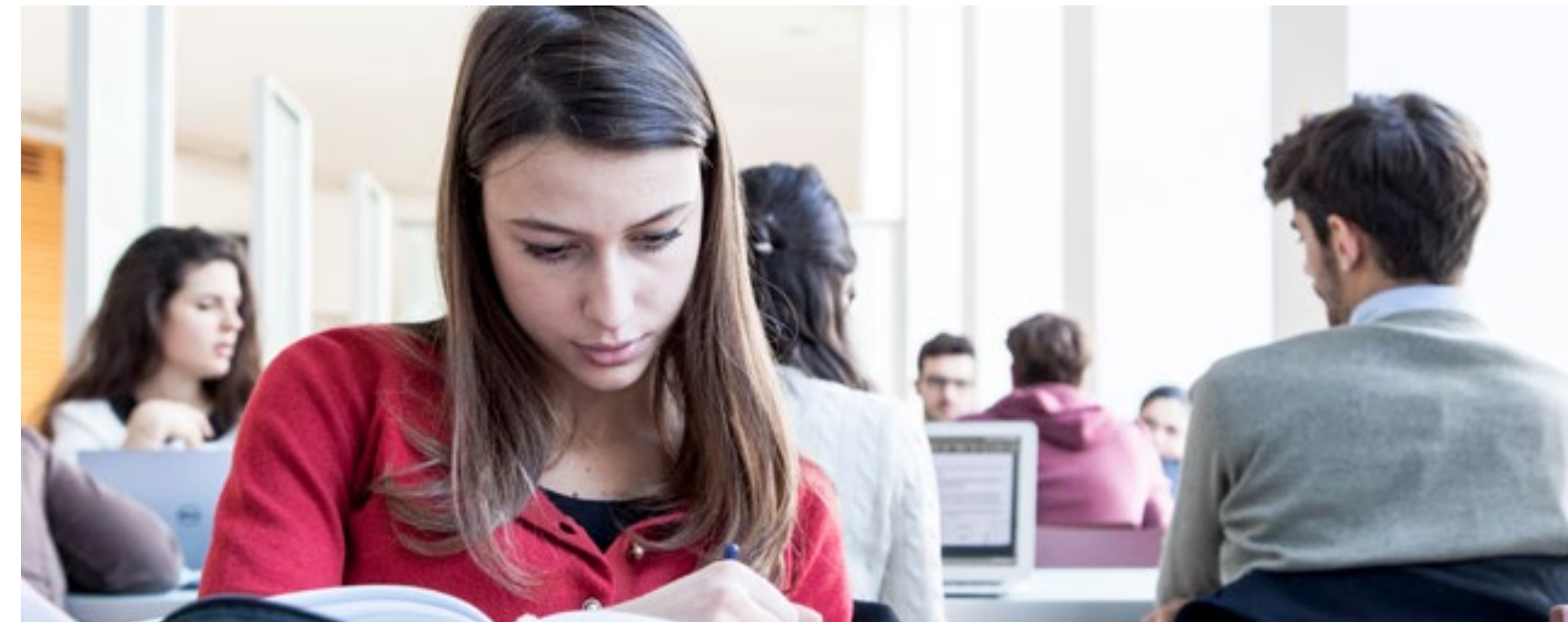
LEGAL CLINICS

The Bocconi School of Law has decided to make its legal resources and expertise available to the community through a Legal Clinic project.

These LEGAL CLINICS provide advice and guidance on legal issues to those who request it at the legal desks available in selected contexts.

Therefore, from the end of the fourth year of their program, students can practice on real cases through pro-bono activities with the aim of:
- learning by doing, developing skills and strengthening relationships with leading law firms and institutions
- raising awareness of each citizen's social responsibility
- promoting the recognition of rights in vulnerable contexts.

The **LEGAL DESK** are the heart of the project: students, supported by faculty and professionals, offer advice and guidance on legal issues at a number of directly accessible desks.
- **Bocconi legal desk at the Bollate penitentiary** in collaboration with Università degli Studi di Milano-Bicocca
- **Bocconi in the San Siro district**: University at the service of everyone in collaboration with the Politecnico di Milano
- **Bocconi for innovation** support for the launch of new startups at Bocconi

The students record, discuss and study the legal cases with their tutors, working in small teams and giving users their support.

CSR AND SOCIAL INNOVATION FAIR

The "CSR and Social Innovation Fair" is the most important event in Italy dedicated to the topic of sustainability.

It is a unique occasion for hundreds of key organizations and thousands of visitors to learn, debate and network. The structured cultural program aims to grow the culture of CSR, leverage the most interesting experiences and encourage the various players to interact with each other.

Together with some of the other leading exponents of CSR in Italy, Bocconi University is a member of the group promoting and organizing the CSR and Social Innovation Fair.

Every year, these organizations work together to define the title of the edition, prepare the program and choose the interactive and training activities for the event.

2019 marked the Fair's seventh year, and 216 organizations participated, including companies, non-profit organizations, public bodies and startups, that discussed the most topical issues in the field of Corporate Social Responsibility.

451 speakers participated in the cultural program, which included 11 workshops, 19 seminars, 100 events, 21 book presentations and other exciting activities.

Some of the Fair's partner organizations helped organize the event.

GRI CONTENT INDEX

Below are the indicators adopted to cover the most relevant economic, environmental and social aspects with reference to ensuring that this document is in line with Global Reporting Initiative standards (GRI standards) representing global best practice for sustainability reporting. We have provided the page numbers containing the information considered most significant.

DISCLOSURE		PAGE(S)
ORGANIZATIONAL PROFILE		
102-1	Name of the organization	Front cover
102-2	Activities, brands, products and services	12,18,19
102-3	Location of headquarters	7
102-4	Location of operations	7
102-5	Ownership and legal form	7
102-6	Markets served	12
102-7	Scale of the organization	12,17
102-8	Information on employees and other workers	15
102-12	External initiatives	63
102-13	Membership of associations	60,62,71
STRATEGY		
102-14	Statement from senior decision-maker	5
ETHICS AND INTEGRITY		
102-16	Values, principles, standards and norms of behavior	5,7,8,9,10,11