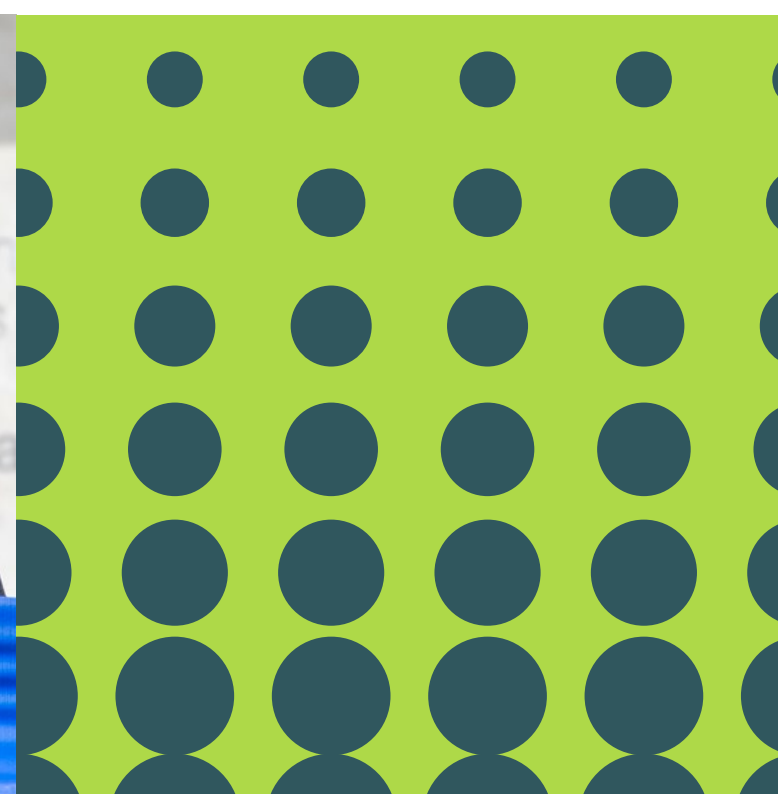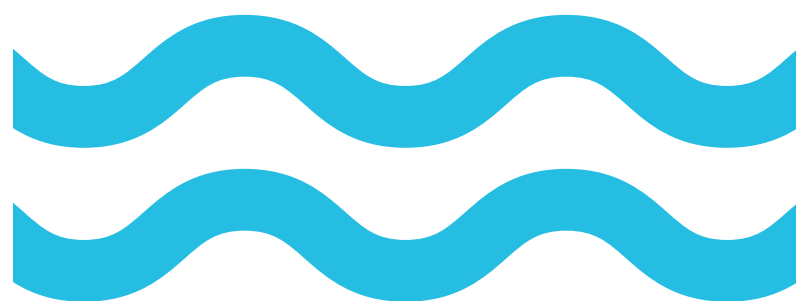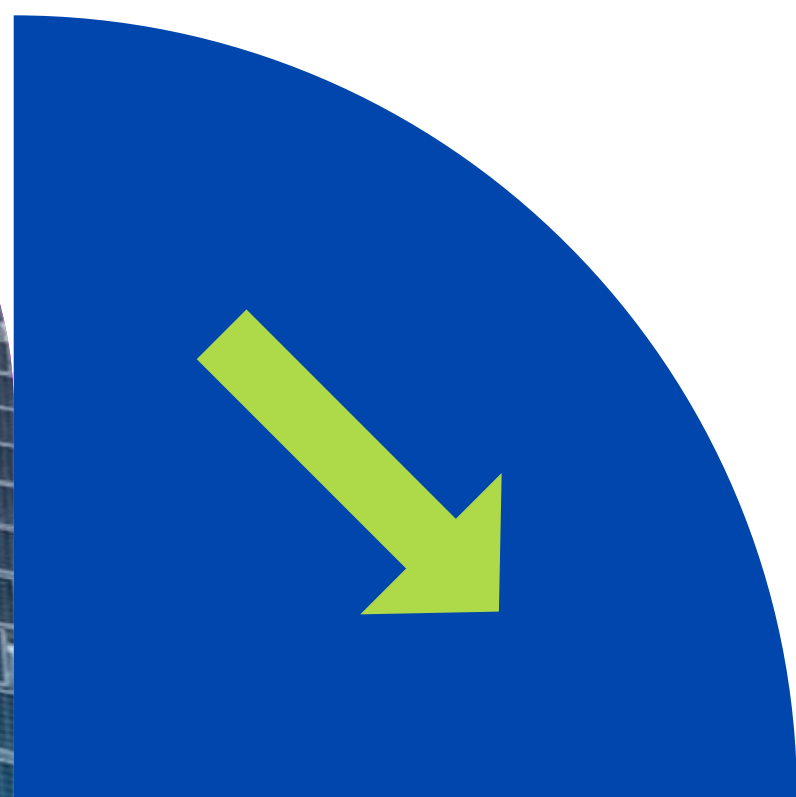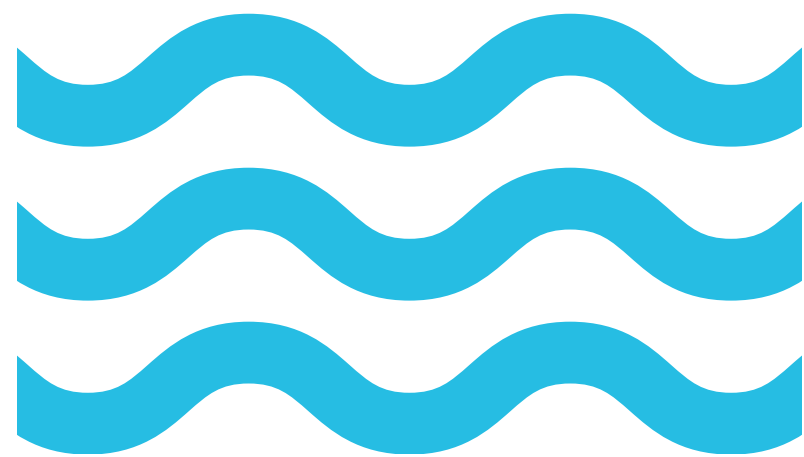# Bocconi

#Sustainabilitythatmatters

# Sustainability Report 2024

# Contents

**Methodology Note**

Promoted and coordinated by the University's Sustainability Committee, and continuing the approach adopted in recent years, this is the sixth Sustainability Report published by Bocconi University. The document introduces several social and environmental sustainability initiatives as University policy and outlines the commitments to promoting the more sustainable and responsible development models contained in the orientations of the Strategic Plan 2021-2025 and Bocconi Vision 2030 approved in November 2020.

From a methodological point of view, those initiatives are contained within the Bocconi University perimeter, thus all its teaching, research and operational areas, including the Bocconi urban campus. Data and information refer to the 2024 calendar year or, alternatively, when stated, the 2024-2025 academic year.

With regard to the main methodological references, the University's main contributions to the achievement of the Sustainable Development Goals (SDGs) of the United Nations 2030 Agenda have been reported for each of the major sustainability challenges identified, along with a set of KPIs able to provide an accurate and analytical vision of the University's commitment to these issues. In addition, the KPIs themselves are linked to the consolidated reporting practice of the Global Reporting Initiative (GRI) standards.

# Message
## from the Rector and the Managing Director

**FRANCESCO**
## Billari
- Rector

**RICCARDO**
## Taranto
- Managing Director

## Dear Readers,

We are happy to present the sixth edition of the Bocconi University Sustainability Report. As it does every year, the document offers an overview of our University's main goals, projects and guidelines in the area of sustainability in its many forms, in full coherence with the University's strategic orientations.

**On the environmental side, in 2024 our University achieved an important recognition — ISO 14001 certification for the Environmental Management System**, becoming the first Italian University specializing in the social sciences to achieve this certification. This achievement represents more than just recognition: it attests to the robustness of the actions we have taken to continuously improve the environmental profile of our activities, and is part of an integrated strategy that aims to keep our campus among the world's best in terms of sustainability.

**With reference to social aspects and equity**, our University confirms its historic commitment to ensuring academic excellence regardless of socioeconomic background. Quality university education is an essential tool for building a society based on talent and skills. In this direction, **in 2024 we again allocated more than €48.6 million to tuition waivers and scholarships**, an increase of 13.8% over the previous year. This investment demonstrates our belief that the right to study should translate into concrete opportunities for all deserving young people.

**Research remains the driving force behind our contribution to global challenges**. Indeed, we are increasingly convinced that our research should have a real impact on the economy and society, guide policy and institutional choices, improve people's lives and help transform the world for the better. In 2024, 98 new research projects were activated, including 39 related to sustainability, with 150 publications dedicated to these topics.

**This cutting-edge research directly feeds our educational mission**, translating into an educational offer increasingly aligned with contemporary challenges. On the teaching front, 117 courses on sustainability have involved more than 7,300 students, while our programs, including Specialized Master programs, remain at the top of global merit rankings.

All these achievements are possible thanks to the daily work and dedication of our entire community. It is collective engagement that enables us to be catalysts for a more sustainable and inclusive future.

## Thank you for your attention, and please enjoy our report.

# Facts & Figures

## Educational Offer
(A.Y. 2024-2025 vs 2023-2024 and 2022-2023)

**59** degree programs, including:

| | 2022 | 2023 | 2024 |
|---|---|---|---|
| Bachelor programs | 10 | 11 | **11** |
| Master of Science programs | 15 | 16 | **16** |
| Specialized Master programs | 10 | 9 | **5** |
| PhD programs | 5 | 5 | **5** |
| Post experience programs | 20 | 21 | **22** |

| | 2022 | 2023 | 2024 |
|---|---|---|---|
| Open programs | 103 | 108 | **107** |
| Custom programs | 564 | 596 | **611** |
| Online On-Demand programs | 42 | 48 | **56** |

## Students and Mobility
(A.Y. 2024-2025 vs 2023-2024 and 2022-2023)

**15,455** students enrolled, including:

| | 2022 | 2023 | 2024 |
|---|---|---|---|
| Students enrolled | 15,126 | 15,174 | **15,455** |
| › including: number of women students enrolled | 6,314 | 6,476 | **6,769** |
| › including: number of international students enrolled | 3,408 | 3,571 | **4,469** |
| Number of nationalities represented | 117 | 114 | **122** |
| Partner Universities | 286 | 288 | **290** |
| % students "on track" | 94.5% | 94.2% | **94.9%** |
| Bocconi students who have spent time abroad | 3,867 | 4,234 | **4,335** |
| Incoming international students from partner universities | 1,761 | 1,926 | **2,026** |
| Number of Bocconi students in double degree programs | 250 | 211 | **213** |

## Breakdown of Student Population by Gender:
### 43.8% women
(A.Y. 2024-2025 vs 2023-2024 and 2022-2023)

| | 2022 | 2023 | 2024 |
|---|---|---|---|
| Undergraduate (Bachelor) | 40.0% | 40.9% | **41.3%** |
| Graduate | 40.5% | 40.4% | **41.2%** |
| Law | 55.3% | 56.8% | **63.2%** |
| PhD School | 35.8% | 37.6% | **40.0%** |
| SDA Bocconi (Master) | 45.4% | 45.2% | **45.8%** |
| **Total % women** | 41.9% | 42.6% | **43.8%** |

# Students

## Students and Employment

| | 2022 | 2023 | 2024 |
|---|---|---|---|
| MSc graduates employed on graduation day (employment rate) | 83.7% | 80.6% | **78.3%** |

## 78.3%
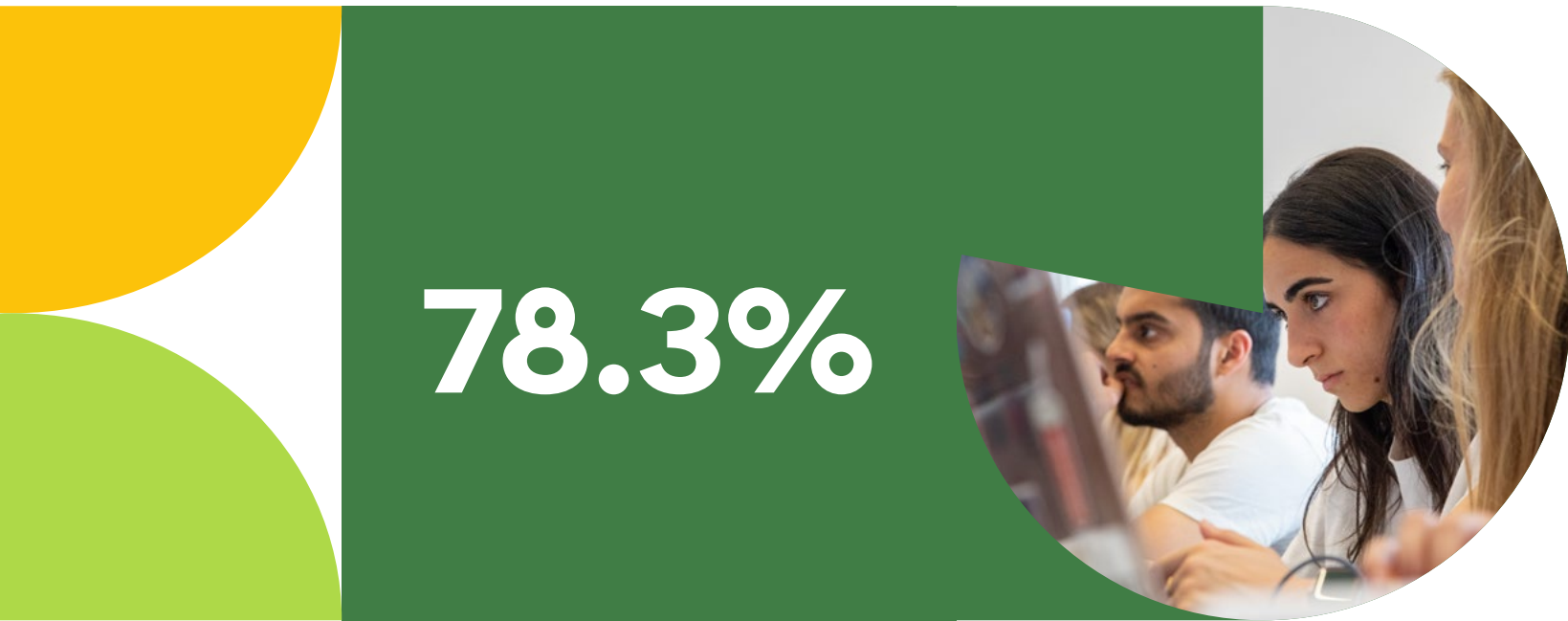
## Students and Satisfaction with Programs Attended
(Most recent available survey of graduating students)

| | 2022 | 2023 | 2024 |
|---|---|---|---|
| "Are you satisfied overall with the program you attended?" | 90.0% | 91.3% | **90.8%** |

## Graduates

| | 2022 | 2023 | 2024 |
|---|---|---|---|
| **Bachelor** graduates | 2,287 | 2,412 | **2,474** |
| **Master of Science** graduates | 2,067 | 2,046 | **2,170** |
| **Law** graduates | 263 | 213 | **263** |

# Faculty

| | 2022 | 2023 | 2024 |
|---|---|---|---|
| Core Faculty | 414 | 424 | **437** |

| **By gender** | 2022 | 2023 | 2024 |
|---|---|---|---|
| Core Faculty – Men | 282 | 290 | **295** |
| Core Faculty – Women | 132 | 134 | **142** |

# Staff

| | 2022 | 2023 | 2024 |
|---|---|---|---|
| Staff | 701 | 727 | **740** |
| Total Men | 192 | 196 | **199** |
| Total Women | 509 | 531 | **541** |
| Directors | 22 | 21 | **24** |
| Directors – Men | 11 | 11 | **13** |
| Directors - Women | 11 | 10 | **11** |
| % permanent employment contracts | 94.3% | 95.7% | **95.0%** |

# Training[1]

| | 2022 | 2023 | 2024 |
|---|---|---|---|
| Average training hours for employees (directors and staff) | 8.8 | 32.9 | **29.5** |
| Employee training hours (total) | 6,146 | 23,955 | **21,814** |

1 Starting in 2023, the People & Culture office developed a project to collect all training initiatives for the Bocconi employees, including those implemented by other offices (e.g. courses on physical safety, IT security, legal liability under Legislative Decree 231, etc.), which were previously not reported.

# Student Financial Aid Provided Directly by the University (mln €)

| 2022 | 2023 | 2024 |
|---|---|---|
| € 38.4 mln | € 42.7 mln | **€ 48.6 mln** |

# Economic Value

| | 2022 | 2023 | 2024 |
|---|---|---|---|
| Revenue from BSc and MSc programs | 53% | 53% | **52%** |
| Revenue from post-graduate programs | 23% | 22% | **21%** |
| Revenue from research, conferences and training | 8% | 9% | **10%** |
| Federal and regional contributions | 6% | 6% | **6%** |
| Fundraising and other contributions | 4% | 4% | **4%** |
| Revenue from management of right to university education | 4% | 4% | **4%** |
| Other revenue | 2% | 2% | **2%** |

# Rankings

Highly differentiated rankings in terms of quality, methodological robustness and relevance are emerging in the international landscape of undergraduate and postgraduate education. Consistent with the nature of Bocconi as being specialized in the area of economics and management and more generally in the social sciences, Bocconi University and the SDA Bocconi School of Management have always been placed in excellent positions in the major rankings.

## Bocconi University Rankings

QS World University by Subject 2025:

**QS**

**7**th
worldwide
**Marketing**

QS World University by Subject 2025:

**QS**

**10**th
worldwide
**Business and Management**

## SDA Bocconi Rankings

SDA Bocconi's international excellence

**Bloomberg Businessweek**

**3**rd
**European B-School**

**FT FINANCIAL TIMES**

**6**th
**European B-School**

**FT FINANCIAL TIMES**

**4**th
**Worldwide Global MBA Ranking**
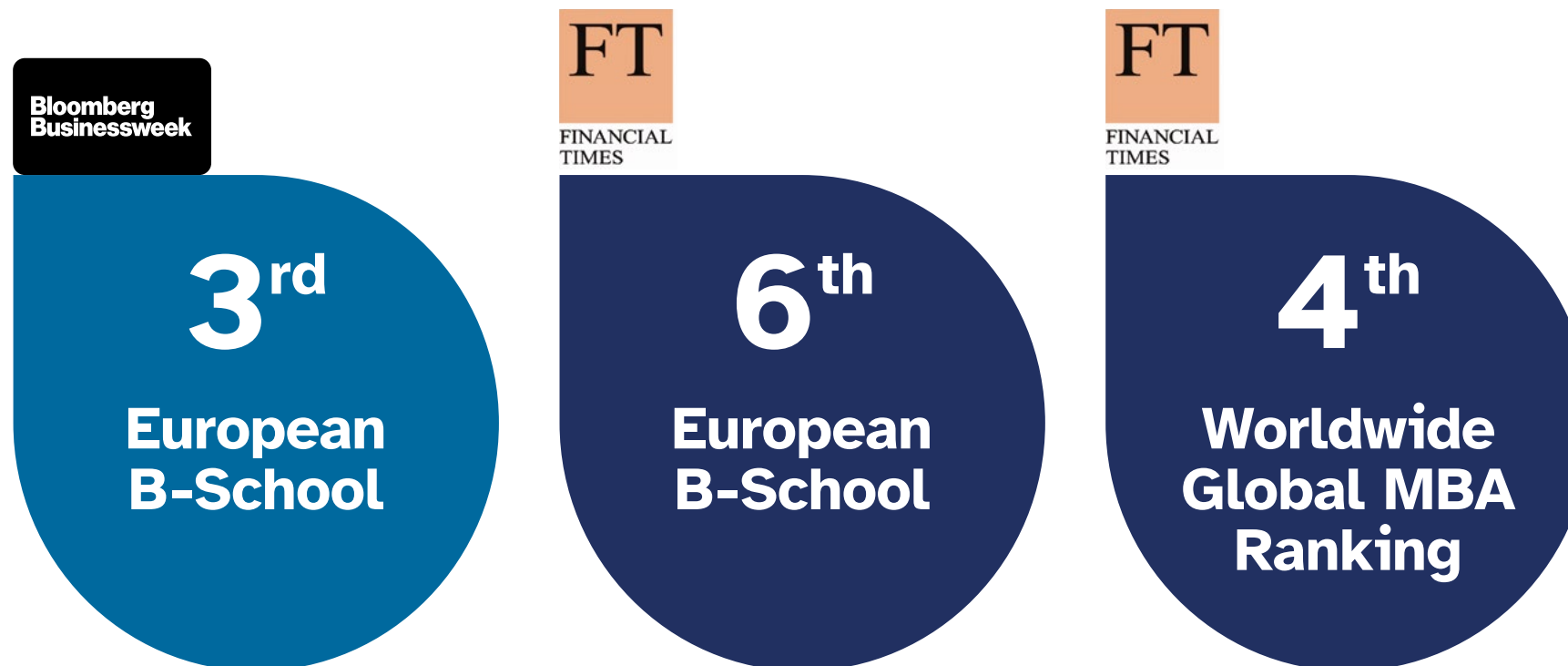
**BLOOMBERG BUSINESSWEEK**

**#3 EU** B-Schools Ranking 2024, Bloomberg Businessweek

**FINANCIAL TIMES**

**#4 WW - #2 EU** Global MBA Rankings 2025

**#6 EU** B-School Rankings 2024

**#1 WW** Environmental Impact Global MBA Rankings 2024

**#3 WW - #3 EU** Executive Education Custom Rankings 2025

**#12 WW - #11 EU** Executive Education Open Rankings 2025

**#14 EU - #23 WW** Executive MBA Ranking 2024

+ **Find out more and see the latest updates on rankings**

+ **Find out more and see the latest updates on rankings**

# The Bocconi Campus Leads Financial Times Carbon Footprint Rank for the Third Consecutive Year

For 2024 and 2025, the Financial Times has again awarded our institution another recognition: first place in the Carbon Footprint Rank for the most sustainable campus in the world. This special classification assesses the environmental footprint and goals to reduce $CO_2$ emissions of the university on a global level. The ranking recognizes the efforts being made to decarbonization and sustainability in general.

**Find out more**

# Our Commitment to Sustainability

- Vision 2030 and the Strategic Plan 2021-2025

- Sustainability That Matters

- Bocconi and the UN Agenda 2030 for Sustainable Development

- The Perspective of Our Stakeholders and Sustainability Challenges

- Climate Commitment and ISO 14001 Certification

# Vision 2030 and the Strategic Plan 2021-2025

Bocconi University has identified **six strategic objectives** that guide the Bocconi Vision 2030 and will define our University in the future, starting with the guidelines in the Strategic Plan 2021-2025. The University is progressively pursuing these goals:

**1.**
A leading **independent international** university in the social sciences

**2.**
A university committed to the **advancement of knowledge** through rigorous and relevant research

**3.**
A university offering a **life transforming learning experience** of the highest academic quality

**4.**
A university promoting impact and **engagement of all its stakeholders**

**5.**
An open university supporting **social mobility, inclusivity, diversity and sustainability**

**6.**
A university promoting **innovation and entrepreneurship**

As described below in the dedicated sections, the evolution of the University's sustainability performance compared to what was defined in the Strategic Plan shows a **consolidated growth path and the integration of sustainability into the multiple dimensions of the University's activities**.
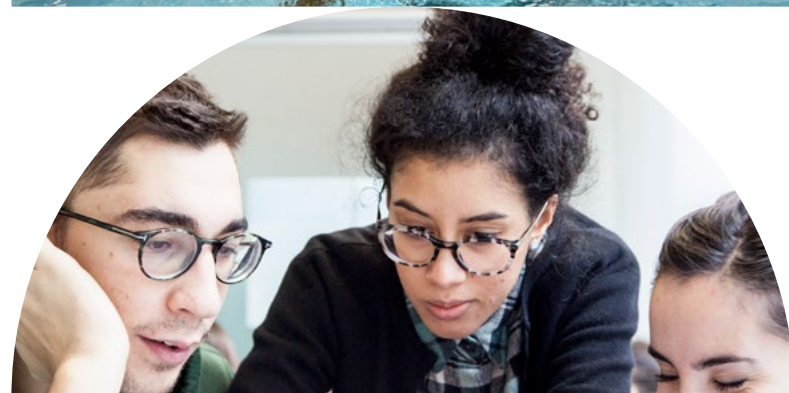
**In the area of research, Bocconi has strengthened its commitment to sustainability issues**, with a substantial increase in dedicated research projects and specialized scientific publications, confirming the University's role as a knowledge catalyst for addressing global challenges.

**Commitment to accessibility and inclusion has grown steadily**, with a consistent increase in investment in scholarships and tuition waivers, consolidating the mission of promoting social mobility through quality education.

**Environmentally**, the University has achieved milestones of international excellence, obtaining major certifications attesting to the soundness of its environmental management system and placing in top positions worldwide in sustainability rankings.
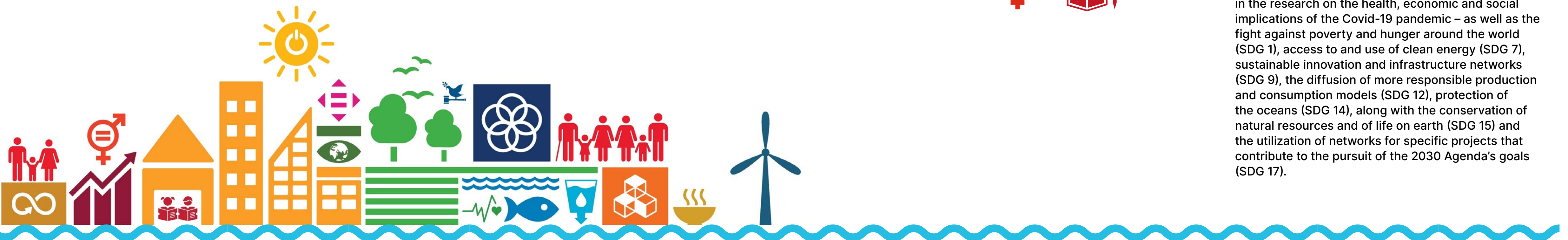
**Internationalization has continued to progress**, maintaining a virtuous balance between global attractiveness and local presence, while **innovation and sustainable entrepreneurship initiatives demonstrate the University's ability to translate research into concrete impact** on society.

**+ Find out more**

B4i BOCCONI FOR INNOVATION

# Sustainability That Matters

## Vision 2030 and the Strategic Plan 2021-2025 confirm the central role of sustainability in its many forms, as a global challenge facing us all.

In this sense Bocconi continues to be fully committed, devoting its best efforts to achieve more sustainable, inclusive development geared towards future generations. It will 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 become 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 everyone's reach. Armed with the knowledge and experience we have gained we will continue to be a strong, clear and free voice in the sustainability debate, from the local community to the global context challenges, and we aim to take a leading role that can make a measurable impact on society now and into the future.



## Bocconi and the UN Agenda 2030 for Sustainable Development

Once again in 2024, Bocconi's most direct contribution to the United Nations 2030 Agenda for sustainable development is in research and teaching, and in particular Quality Education (SDG 4), Gender Equality (SDG 5), Decent Work and Economic Growth (SDG 8), Reduced Inequalities (SDG 10), Sustainable Cities and Communities (SDG 11) and Climate Action (SDG 13).

Bocconi University also contributes to the development of multiple fields of study that address, in a multidisciplinary manner, many other SDGs. These include health and wellbeing (SDG 3) – as can be seen in the research on the health, economic and social implications of the Covid-19 pandemic – as well as the fight against poverty and hunger around the world (SDG 1), access to and use of clean energy (SDG 7), sustainable innovation and infrastructure networks (SDG 9), the diffusion of more responsible production and consumption models (SDG 12), protection of the oceans (SDG 14), along with the conservation of natural resources and of life on earth (SDG 15) and the utilization of networks for specific projects that contribute to the pursuit of the 2030 Agenda's goals (SDG 17).

# The Perspective of Our Stakeholders and Sustainability Challenges

The formulation of our vision of sustainability, confirmed in **Vision 2030** and the **Strategic Plan 2021-2025**, took into consideration the perspectives, needs and expectations of our stakeholders.

The definition of sustainability challenges originated from a materiality analysis that was conducted when setting up the reporting process and was a key moment of listening to and involving internal and external stakeholders. This analysis involved an inclusive methodological approach, articulated through qualitative interviews with representatives of the University's main governance bodies — including the Executive Committee, the Rectoral Committee and the Sustainability Committee, as well as the managers and heads of all organizational units — complemented by specific surveys of students and alumni to gather their perspectives and expectations.

The outcome of this participatory process outlined the backbone of the Sustainability Report itself, in its three strategic macro-challenges — Empower (inspiring future agents of sustainable change), Embrace (continuing to develop a sustainable Bocconi) and Engage (being key players in sustainability challenges) — and its 10 specific components ranging from international excellence in academic research, facilitating access to education and fostering diversity and inclusion to managing direct environmental impacts.

This architecture represents the **synthesis between stakeholder expectations and the commitments Bocconi makes to meet them**, configuring itself as a true sustainability pact that guides the University's evolution toward an increasingly responsible and transformative development model.

## Our Stakeholders

- Students
- Faculty and Collaborators
- Personnel and Staff
- Alumni
- Families of Employees and Students
- University and Research Centers
- Non-Profits
- National and International Institutional Partners
- Companies
- Donors
- Local Community
- Suppliers
- Public Administration

# Climate Commitment
## and ISO 14001 Certification

During the 2024-2025 academic year, Bocconi University achieved ISO 14001 certification for its Environmental Management System, a recognition that attests to the robustness and effectiveness of the strategies adopted to reduce the environmental impact of its activities.

This achievement represents the culmination of a journey that began in 2023, during which the University consolidated the best practices already in place, strengthened the monitoring of environmental aspects and implemented new tools to ensure compliance with current regulations and continuous improvement of environmental performance.

This is a **historic milestone**: in fact, Bocconi University is the first Italian university specializing in the social sciences and among the first in Europe and the world to have achieved ISO 14001 certification.

This achievement is part of an integrated sustainability strategy that also includes the previous ISO 50001 certification for energy management and the recent ISO 14064-1:2018 certification for quantifying greenhouse gas emissions.
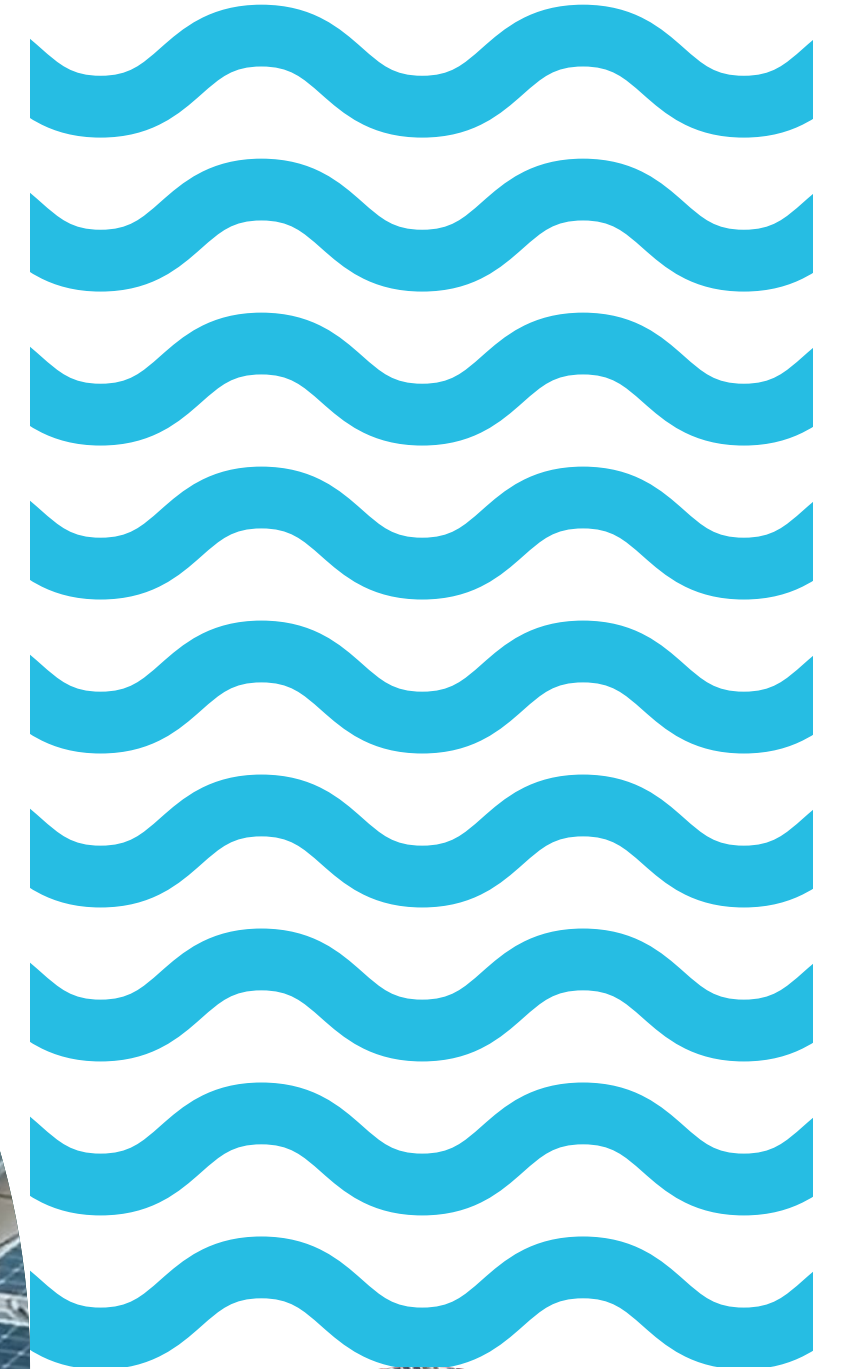
**+ Find out more**

# Be Sustainable,
# Be Responsible,
# Be Safe

The New Number Theory

Bocconi Governance

Sustainability Committee

# The New Number Theory
## Sustainability Awareness Campaign

**"The New Number Theory" campaign to raise awareness on sustainability** issues that was launched in 2023 came to a close in 2024.

The campaign, also active on totems around campus and within internal communications, aims to highlight the importance of small daily gestures including turning off lights as well as electronic devices when not in use, and adopting a more active lifestyle. By quantifying the savings and benefts, through both personal and collective efforts, these simple behaviors can make a difference and contribute to making our environment more livable and sustainable – from words to numbers, numbers to facts. The topics of the campaign included:



**ENERGY**  **MOBILITY**  **CLIMATE CHANGE**  **FOOD**  **WASTE**
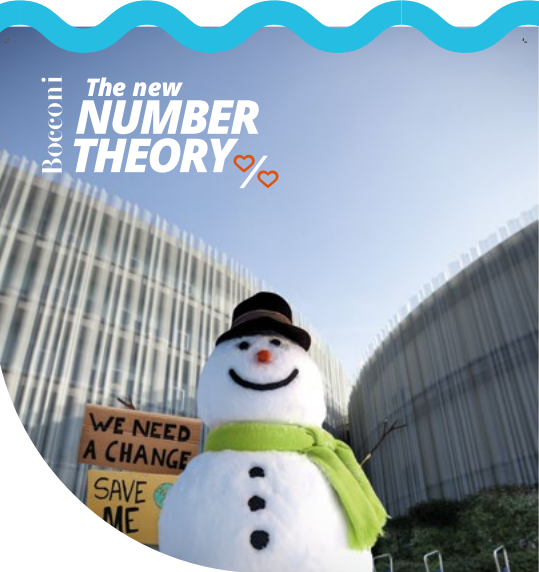
Made of recycled plastic wastebins previously collected from offices, the "**ReCircle Bench**" was created as a concrete symbol of commitment to the circular economy. It demonstrates how the principles of sustainability can be translated into practical and innovative solutions for the university community.

**+ Learn more about "The New Number Theory"**

# Bocconi Governance

Bocconi's values are expressed in the University's Governance structure, allowing the University's objectives to be implemented through a coordinated system of bodies responsible for carrying out specifc functions to support a common development strategy.

The Governance system sees the University Board as the body in charge of the University's ordinary and extraordinary administration, including the defnition of the general direction of the University's development. Bocconi University considers ethics, along with responsibility of behaviors and actions, fundamental for the training and professional life of people. In this regard, the University has provided for specific institutional assignments, and has a number of committees — composed of faculty, administrative staff members, and students — designed to preside over aspects related to ethics and responsible management of the University.

## Governance for Sustainability at Bocconi University and the SDA Bocconi School of Management

### INSTITUTIONAL ROLES

Bocconi University
Dean for Diversity, Inclusion and Sustainability

**PROF. PAOLA**
# Profeta

SDA Bocconi School of Management
Associate Dean for Sustainability and Dean's Delegate for Diversity, Equity and Inclusion

**PROF. FRANCESCO**
# Perrini

## COMMITTEES AND DELEGATES FOR SPECIFIC TOPICS

- ✸ Sustainability Committee
- ✸ Equal Opportunities Committee
- ✸ Inclusion, Disability and Wellbeing Committee
- ✸ Community and Social Engagement Committee
- ✸ Committee for the Coordination of Student and Group Activities – CASA
- ✸ Inclusion Service
- ✸ Diversity Delegates in Each Department
- ✸ SDA Bocconi Team for Diversity, Equity and Inclusion

**Find out more**

# Sustainability Committee

Established in 2013, the Committee is responsible for determining the University's guidelines and orientations for reducing environmental impact, fostering a culture of social responsibility and coordinating University projects on the basis of sustainability goals. The Committee is Bocconi's driver of sustainability in its various iterations, both of an environmental and a social nature.

**+ Learn more about Committee**

## BOCCONI UNIVERSITY AND SDA BOCCONI SCHOOL OF MANAGEMENT

**Rectorate and Rector's Team**
Find out more

**Organizational Unit Directors and Managers**
Find out more

**SDA Bocconi School of Management – Executive Committee**
Find out more

The University promotes the continuous improvement of quality in all areas of activity through which it implements and develops its Mission.

To this end, the University has defned rules, mechanisms and procedures which — in the pursuit of institutional objectives — tend to direct the behaviors of all actors involved, at different levels of responsibility. The main pillars defning the functioning and expected behavior within the University are contained in Bocconi's system of rules laid out in its Statute, as well as in the Organizational, Management and Control Model and Code of Ethics.
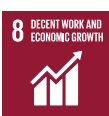
**Model 231**
Find out more

# Our Sustainability Challenges

## EMPOWER
Inspiring 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
Continuing 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
Being key players in sustainability challenges

Being a global player

Promoting entrepreneurship and employment

Fostering integration into the local community

## Inspiring future agents of sustainable change

# EMPOWER

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.

# Being an international excellence
## in academic research and economic and social innovation

Bocconi University compares with the best universities in the world and is present in the top positions of the main international rankings. This is thanks to excellence in academic research and an ability to interpret new global challenges, including those of sustainable development. In this respect, research carried out during the 2024-2025 academic year confirm this trend and once again position our University as a benchmark in the fields of social sciences and management.

In 2024, 98 research projects were activated at Bocconi University and SDA Bocconi School of Management. 39 of these were specifically related to sustainability issues. The number of publications reached 671, with 150 publications dedicated to sustainability issues, registering a significant increase from the previous year. The University's commitment to promoting the culture of sustainability also took the form of organizing 209 events related to these issues, maintaining a constant level of outreach activities and scientific discussion.

## DISCLOSURES

|  | 2022 | 2023 | 2024 |
|---|---|---|---|
| Number of research projects launched throughout the year (Bocconi University and SDA Bocconi School of Management)[1] | 36 | 169 | 98 |
| ▶ of which linked to sustainability issues | 18 | 62 | 39 |
| Research programs funded by the European Research Council (ERC)[2] | 24 | 27 | 8 |
| Publications | 554 | 575 | 671 |
| Publications linked to sustainability issues | 100 | 68 | 150 |
| Events linked to sustainability | 208 | 210 | 209 |

1 Growth in the number of projects launched in 2023 is partly attributable to the awarding of calls that are not published annually, many of which include research projects of national interest.

2 ERC data are for projects active in the reporting year.

## RELATED INITIATIVES

### GREEN Centre for Research on Geography, Resources, Environment, Energy & Networks

**GREEN** is an independent research center, led by Professor Marco Percoco, that conducts research activities at the intersection of socioeconomic phenomena and climate change, transportation, environmental policies and energy markets.

In 2024, the Center continued its work on innovative lines of research, including:

* Economics and environmental policies
* Climate change
* Transport policies and transport economics
* E-mobility and mobility as a service
* Logistics
* Energy markets and other network industries
* Economic geography
* Infrastructure planning

➕ **Find out more**

### AXA Research Lab on Gender Equality

The AXA Research Lab on Gender Equality, led by Professor Paola Profeta, promotes research in social sciences related to gender. Research includes all areas of gender economics, policy and diversity management. The Lab aims to promote gender equality in the economic and social spheres through rigorous scientific methodologies, including through the organization of workshops and seminar series on the most relevant topics. Additionally, a conference is organized yearly to present the most interesting findings.

Research areas addressed include:

* Education
* Family, work and fertility
* Culture
* Women's empowerment
* Gender policies

➕ **Find out more**

➕ **See the events calendar**

### LEAP Laboratory for Effective Anti-Poverty Policies

The mission of LEAP-Laboratory for Effective Anti-Poverty Policies is to understand and combat the causes of poverty using rigorous assessment methodologies. The lab helps design, analyze and disseminate anti-poverty programs through scientific research and original data collection in order to:

* **Determine** whether or not a program/intervention works in the desired direction
* **Quantify** the extent of benefits brought by the intervention
* **Compare** the benefits of such an intervention with its costs and choose the intervention with the highest returns
* **Experiment** with different implementation options to improve program design
* **Contribute** to capacity building in the partner organization and the recipient country

➕ **Find out more**

## SDA BOCCONI AND SUSTAINABILITY RESEARCH

Research is the driving force behind SDA Bocconi School of Management. Its Labs and Observatories have the mission to identify innovative issues of strategic importance to businesses and institutions, analyze them employing rigorous tools and methodologies, and produce results that can increase knowledge of specific phenomena, as well as provide relevant and useful answers to meet the challenges of change.

Over the years, the projects developed within the Labs have shown multiple synergistic opportunities by offering areas of collaboration between different research groups that have observed the same phenomena through complementary analytical lenses. It is from this awareness that SDA Bocconi's Knowledge Platforms originated: crosscutting platforms that embrace the major topics in which the School intends to play an active role. There are currently six platforms, each of which is a place for laboratories to meet and discuss synergy development.

➕ **Learn more about Knowledge Platform**

### SDA Bocconi ESG - Excellence in Sustainability & Governance Knowledge Platform

The Excellence in Sustainability and Governance - eSG Knowledge Platform and the Labs that are part of it focus on global challenges related to environmental, social and governance issues that lead businesses, organizations, public and government institutions to rethink their future.

➕ **Find out more**
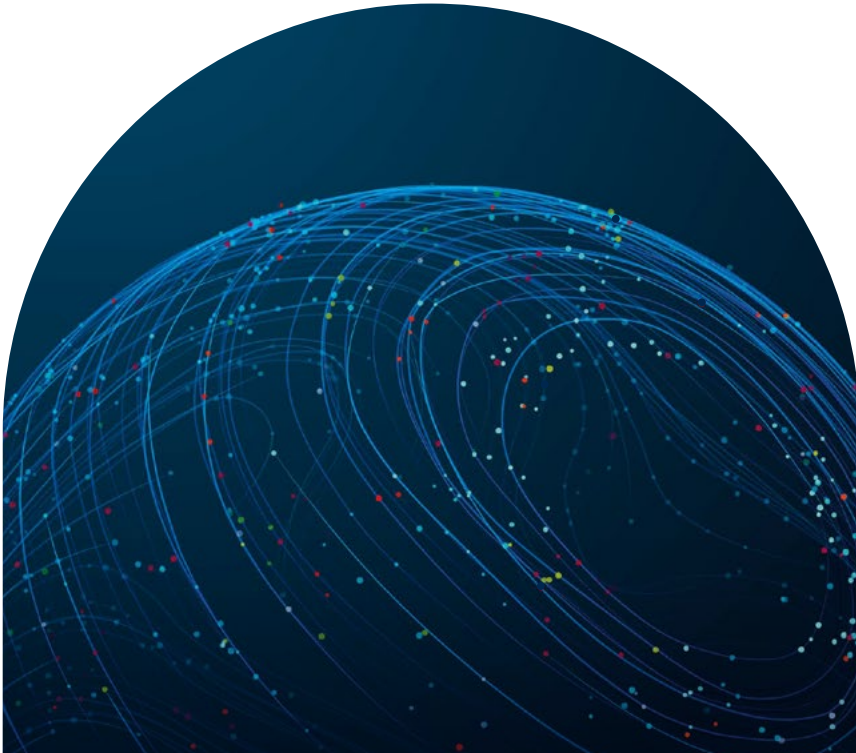
### SDA Bocconi Sustainability Lab

The Sustainability Lab at SDA Bocconi School of Management, led by Professor Francesco Perrini, proposes innovative research solutions aimed at promoting the creation and dissemination of strategic skills in the field of sustainability.

### SDA Bocconi eSG Lab

The aim of the eSG-excellence in Sustainability and Governance Lab, co-directed by Professor Francesco Perrini and Professor Alessandro Minichilli, is to produce and disseminate managerial skills regarding sustainability and governance of SMEs. In particular, the eSG Lab has developed an innovative strategic-organizational model to support SME decision-making processes in a context where sustainability and governance are increasingly important for the long-lasting success of companies, especially non-listed ones.

### SDA Bocconi Invernizzi AGRI Lab

The Invernizzi AGRI Lab, led by Professor Vitaliano Fiorillo, carries out scientific research, training and dissemination activities aimed at strengthening the knowledge and skills of the agribusiness sector in the areas of business management, innovation, technology and sustainability.

### SDA Bocconi Corporate Governance Lab

The Corporate Governance Lab, led by Professor Alessandro Minichilli, meets the internal needs of the business community to spread best company management practices. The goal is to ensure that the participating companies have the tools to strengthen their corporate assets and to guarantee their company's long-term success.

**EMPOWER**
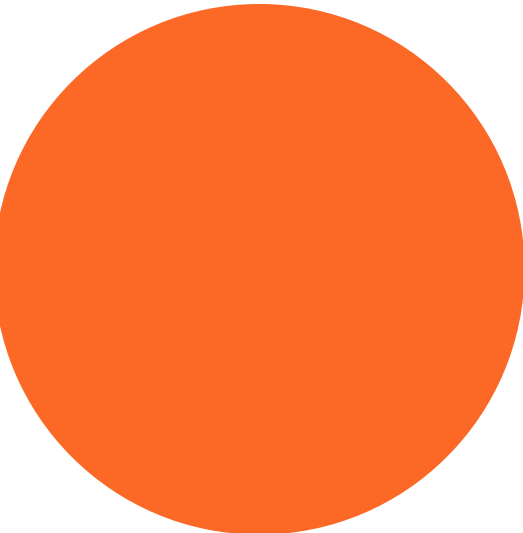
## BOCCONI UNIVERSITY PARTNER IN THE MUSA PROJECT

Bocconi University is a partner in the Multilayered Urban Sustainability Action (MUSA) project, an innovation ecosystem funded by the Ministry of Universities and Research under the National Recovery and Resilience Plan (PNRR, Mission 4, Component 2, Investment 1.5).

The project involves four universities in Milan: Università di Milano-Bicocca as the proposing institution, Bocconi University, Politecnico di Milano and Università Statale di Milano, along with several public and private partners. The initiative aims to develop solutions for urban sustainability through collaboration between academic institutions, public agencies and the private sector, using National Recovery and Resilience Plan resources earmarked for strengthening the research and innovation system.

Specifically, Bocconi University participates in the following areas of research, called **SPOKES**:

**Find out more:**

+ **Sustainable Urban Regeneration Lab**

+ **Sustainability Reporting Benchmarking Lab**

❋ **SPOKE 1**: **Bocconi University's SUR Lab has analyzed the impacts of urban regeneration processes**, applied methodologies to assess their sustainability, and identified regulatory and economic tools suitable for different contexts. Research activities have explored the transformative role of urban regeneration policies and tools and their impacts on carbon emissions reduction, resource use efficiency and biodiversity protection. Innovative market instruments that can mobilize private economic resources were analyzed, such as carbon credit and biodiversity systems.

❋ **SPOKE 2**: **The Bocconi University research group has addressed the issue of sustainability with a specific focus on the environmental dimension in the context of digital transformation in healthcare.** In particular, several research areas (Tasks) are analyzing the implications related to the progressive adoption of artificial intelligence (AI) in clinical practice. Task 5.3 mapped the AI applications already adopted in clinical practice, along with the strategies put in place to support their implementation.

❋ **SPOKE 4**: **Research activities have focused on creating an innovative platform for sustainable financial education**, integrating the principles of traditional finance with the skills needed to understand and promote sustainable development in economic and business decisions. In this area, advanced educational methodologies have been explored to transfer financial knowledge to different target audiences, from secondary school teachers to SMEs, developing multimedia training tools and practical resources for sustainability reporting.

❋ **SPOKE 5**: **Research has focused on developing innovative strategies for integrating sustainability into the fashion, luxury and design sectors**, promoting circular economy models and urban regeneration through the transformation of waste materials into valuable products. Activities have explored new approaches to responsible production and consumption, implementing pilot projects ranging from the recovery of textile waste to the promotion of sharing and repair practices. Advanced scientific tools, such as LCA analysis and innovative materials databases, as well as urban circularity measurement frameworks have been developed that can support the transition to more sustainable and inclusive production ecosystems in Milan's creative sectors.

❋ **SPOKE 6**: **The project has focused on developing innovative policies to combat inequality and strengthen social inclusion** by implementing experimental projects ranging from school guidance to re-employment strategies to combat long-term unemployment. Research activities have explored mechanisms for promoting social sustainability through diversity climate surveys in educational and business settings, developing targeted interventions to improve service accessibility and employability. Innovative local welfare tools and collaborative platforms with territorial health agencies have been developed to respond to contemporary demographic and family transformations through an interdisciplinary approach that integrates scientific research and artistic languages.

**RELATED INITIATIVES**

EMPOWER

# Being a point of reference across the globe
## in terms of educational offer

Bocconi University has played a pioneering role in integrating social and environmental issues into its educational offer, anticipating the expectations of society and new generations, the needs of markets and international and national regulations. The University provides curricula that cover topics such as the environment, sustainable growth, technological development, social and cultural inclusion, diversity and social responsibility, from a multidisciplinary and integrated perspective.

In 2024, this commitment took the form of offering 117 courses on sustainability topics, totaling 4,548 hours of specialized teaching, which involved 7,383 enrolled students, registering a significant increase over the previous year. The growing interest of students in these issues is also evidenced by the 983 theses dedicated to sustainability issues out of a total of 5,053 theses discussed during the year. True to this approach, Bocconi is working to complement its presence in frontier social sciences with new alliances and educational programs, supporting digital transformation and the use of artificial intelligence, including through collaborations and ties with other universities and companies.

## DISCLOSURES

| | 2021 | 2022 | 2023 |
|---|---|---|---|
| Number of courses on sustainability issues[1] | 102 | 111 | 117 |
| Number of teaching hours on sustainability issues[1] | 4,320 | 5,168 | 4,548 |
| Students enrolled in courses on sustainability issues [1] | 5,886 | 6,005 | 7,383 |
| Total theses | 4,681 | 4,807 | 5,053 |
| Theses on sustainability issues | 890 | 922 | 983 |

1 Data include courses in Specialized Master, PhD and SDA Bocconi programs

EMPOWER

## Bocconi - Politecnico Master of Science in Transformative Sustainability

At a time in which major environmental and social challenges have become central for any type of business, Bocconi University and Politecnico di Milano have each leveraged their own unique areas of expertise to design a joint degree with an integrated and innovative perspective on sustainability.

The program — which began in 2022 led by Professor Francesco Perrini and is currently directed by Professor Miriam Allena — combines fields of a technical nature (technologies for the environment, energy, mobility and circularity) with the fields in the social sciences (management, economics and quantitative and legal disciplines) that are needed to manage sustainable transition within organizations.

➕ **Find out more**

## From MaSEM (Master in Sustainability and Energy Management) to MSM (Master in Sustainability Management) - The Evolution of Excellence in Sustainability Education

Starting from the academic year 2024-2025, the Master in Sustainability Management (MSM) has picked up the legacy of the prestigious MaSEM (Master in Sustainability and Energy Management), consolidating and renewing the tradition of excellence that has made Bocconi a pioneer in specialized education on sustainability. The program is offered by the SDA Bocconi School of Management, under the academic direction of Professor Francesco Perrini (MSM Academic Director) and the program direction of Professor Matteo Di Castelnuovo (Program Director).

This transition represents the natural evolution of an educational path rooted in the longstanding tradition of MaGER (Master in Green Management, Energy and Corporate Social Responsibility, MaSEM's previous name) and one that has distinguished itself internationally for the quality and innovation of its teaching approach. In fact, Bocconi was among the first universities in the world to dedicate a specialized program to the topics of sustainability, corporate, social and environmental responsibility, climate change, renewable energy, energy efficiency and sustainable urban development.
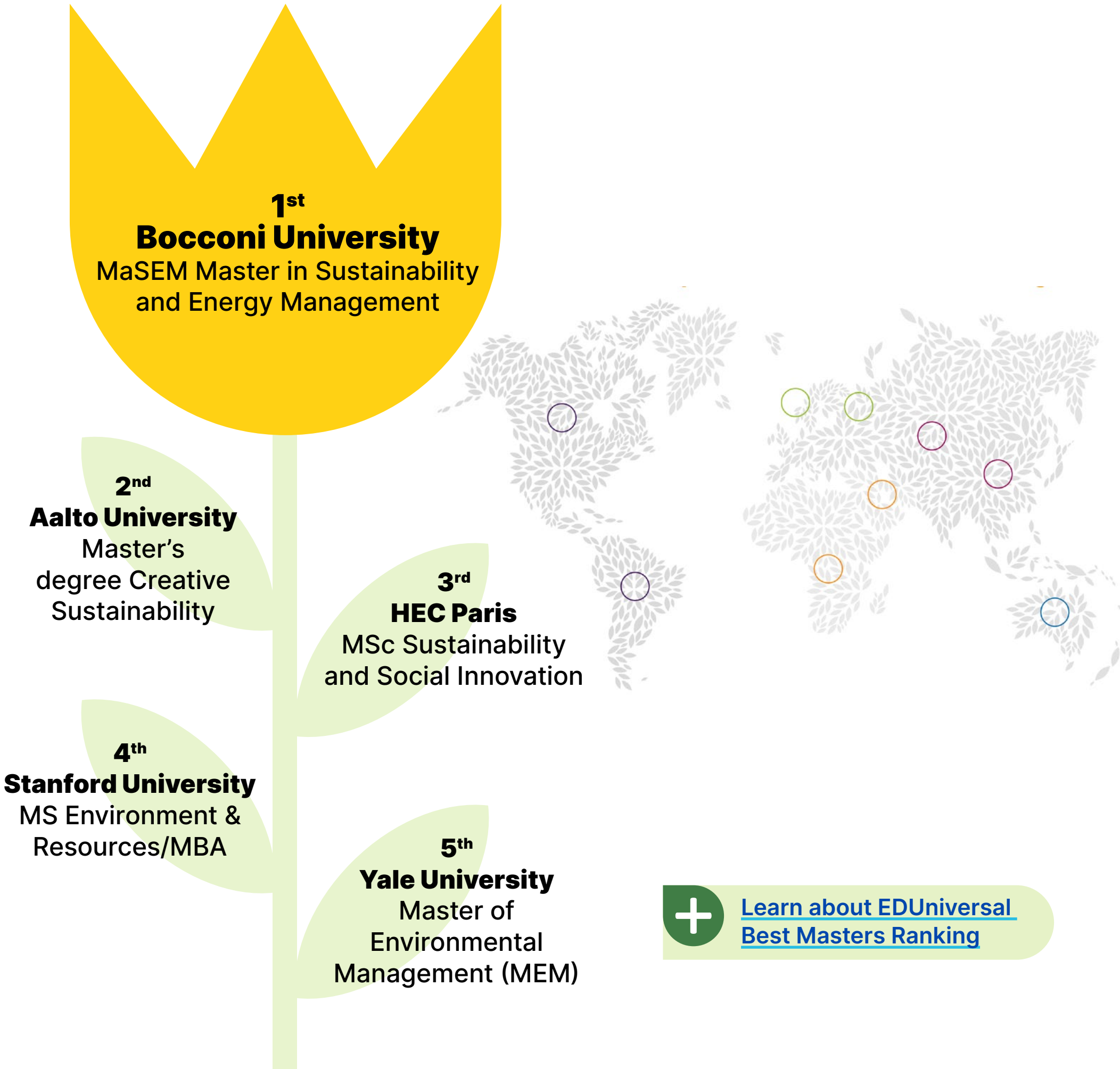
**Recognition of this leading role has been embodied in the uninterrupted world leadership that MaSEM has maintained since 2015 in the Eduniversal Best Masters Ranking in the Sustainable Development and Environmental Management category**, attesting to the quality of a solid and comprehensive preparation aimed at building cutting-edge knowledge and skills that are easily expendable in the job market.

**The new MSM inherits this legacy of excellence**, maintaining the intensive program structure entirely in English, continuing in the tradition that granted its predecessors international recognition as benchmark programs in the field. The one-year Master program offers 70 ECTS credits and trains managers and specialized professionals, preparing them for industrial and service companies, international agencies, nonprofit organizations and public authorities.

➕ **Find out more**

eduniversal
BEST MASTERS

**TOP 100-2024 • EDUNIVERSAL BEST MASTERS RANKING**
**Sustainable Development and Environment Management**

**1st**
**Bocconi University**
MaSEM Master in Sustainability and Energy Management

**2nd**
**Aalto University**
Master's degree Creative Sustainability

**3rd**
**HEC Paris**
MSc Sustainability and Social Innovation

**4th**
**Stanford University**
MS Environment & Resources/MBA

**5th**
**Yale University**
Master of Environmental Management (MEM)

➕ **Learn about EDUniversal Best Masters Ranking**

## RELATED INITIATIVES

## Our Sustainability Courses

Below is a breakdown of courses focusing on sustainability, showing numbers of lesson hours and students enrolled in in the various academic years. There is a steady growth in the number of courses, characterized by a substantial shift toward more specialized teaching delivered as part of Master of Science, Specialized Master and PhD programs, and particularly within SDA Bocconi, where enrollment in sustainability-focuses courses more than doubled over the three-year period.

| Program[1] | COURSES | | | LESSON HOURS | | | STUDENTS ENROLLED | | |
|---|---|---|---|---|---|---|---|---|---|
| | 2022-23 | 2023-24 | **2024-25** | 2022-23 | 2023-24 | **2024-25** | 2022-23 | 2023-24 | **2024-25** |
| Bachelor | 14 | 16 | **14** | 864 | 1,024 | **816** | 1,507 | 2,683 | **2,529** |
| Master of Science | 25 | 28 | **29** | 1,279 | 1,728 | **1,364** | 1,478 | 1,372 | **1,776** |
| Law | 2 | 2 | **4** | 96 | 336 | **208** | 149 | 217 | **444** |
| Specialized Master | 19 | 27 | **1** | 556 | 752 | **40** | 685 | 652 | **13** |
| PhD | 12 | 8 | **10** | 276 | 204 | **240** | 106 | 49 | **60** |
| SDA Bocconi | 30 | 30 | **59** | 1,249 | 1,076 | **1,880** | 1,961 | 1,032 | **2,561** |
| **Total** | 102 | 111 | **117** | 4,320 | 5,168 | **4,548** | 5,886 | 6,005 | **7,383** |

1 Starting in the 2024-2025 academic year, one-year Specialized Master programs, including MASEM that was renamed MSM, are part of the SDA Bocconi School of Management educational offer.



### Diversity & Inclusion in Teaching – Faculty Training

University faculty (core and extended) have access to the online training module "Diversity & Inclusion in Teaching," structured around four topic areas: gender inequality, multiculturalism, mental health, disabilities and special educational needs. The main objective of the module is to raise awareness of these issues and provide practical tools for inclusive teaching approaches, using concrete examples provided directly by students. The program offers specific guidance on how to support students with different forms of disabilities or mental health difficulties, prepare accessible teaching materials, adopt gender-inclusive language, and effectively manage the dynamics of a multicultural student environment. Through operational suggestions and best practices, the module aims to develop concrete skills to create an equitable and inclusive learning environment for all students.

# Attracting and keeping the best faculty and staff
## globally

Bocconi Faculty are renowned for their academic excellence and cultural diversity. Composed of professors from around the world, it boasts experts in the fields of economics, management, social sciences and law. This international environment fosters an interdisciplinary approach and a global perspective in teaching and research. The trend of internationalization of the Bocconi Faculty has increased over the years, with faculty on campus from top research institutions around the world, as well as Adjunct and Visiting Professors, Post Docs and Teaching Fellows. A similar trend can be seen in the methodical process used to select administrative staff, structured in such a way as to recruit profles with international experience, while also promoting merit and integrity.

## DISCLOSURES

| | 2022 | 2023 | 2024 |
|---|---|---|---|
| **CORE FACULTY** | 414 | 424 | **437** |
| ▶ with non-Italian citizenship | 104 | 108 | **107** |
| | 25.1% | 25.5% | **24.5%** |
| ▶ with a PhD earned abroad | 192 | 199 | **205** |
| | 46.4% | 46.9% | **46.9%** |

| | 2022 | 2023 | 2024 |
|---|---|---|---|
| **STAFF** | 701 | 727 | **740** |
| ▶ with non-Italian citizenship | 50 | 57 | **65** |
| | 7.1% | 7.8% | **8.8%** |
| ▶ with at least 6 months' experience of work/study abroad | 210 | 220 | **241** |
| | 30.0% | 30.3% | **32.6%** |

**EMPOWER**

# Faculty

Bocconi University boasts international faculty of the highest quality, covering the entire spectrum of the social sciences. Our Faculty is indeed a reference point in the academic world, to the extent that today Bocconi is one of the most attractive Universities for young researchers who, after earning their doctorates at the world's most prestigious schools, choose Bocconi to start their careers. Bocconi's appeal extends to senior faculty as well: they also decide to come to Bocconi because they fnd a stimulating environment here, one that supports scholarly production at all levels.

**437** professors
24.5% have non-Italian citizenship and 46.9% earned a PhD abroad

**32.5%** are women, in line with leading social science universities worldwide.
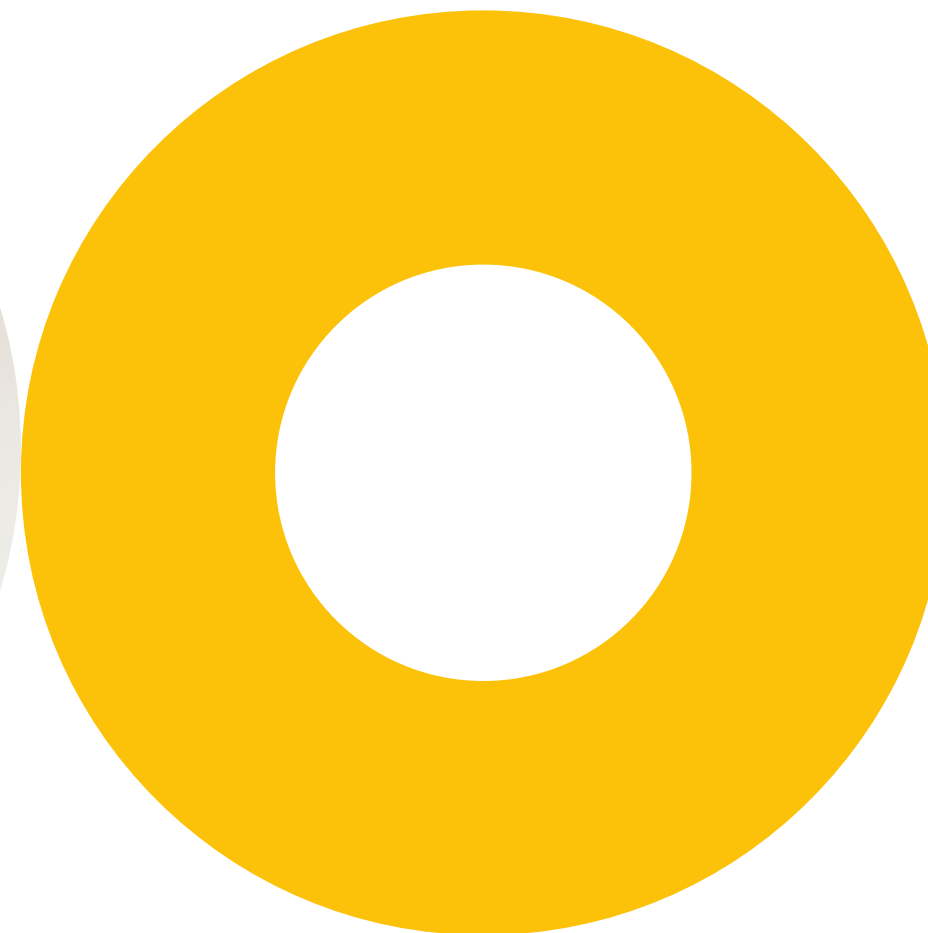
**Work**

**Life**

### Research Excellence and International Impact

The Bocconi faculty is distinguished not only by the quality of its teaching, but also by its high-level scientific output that contributes to international academic debate. Faculty members regularly publish in the most prestigious scientific journals in their fields and actively participate in global research conferences and networks. This outstanding scientific production directly feeds into educational quality, ensuring that students have access to the most up-to-date and innovative knowledge. The university also promotes interdisciplinary research collaborations that enable it to address contemporary challenges with an integrated approach, involving diverse expertise, including economics, law and the social sciences.

### Development and Promotion of Academic Talent

L'impegno della Bocconi nel coltivare il Bocconi's commitment to nurturing academic talent is manifested through structured professional development and mentorship programs for young researchers. The University offers opportunities for growth that includes pedagogical training and support in obtaining research funding, creating a clear and challenging career path. This approach has helped position Bocconi as a benchmark institution for those aspiring to a high-profile academic career in economics and the social sciences.

# EMBRACE

## 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, 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 a part of everyday life experienced first-hand by every member of our community.

EMBRACE

# Facilitating access to education

Social responsibility and the ethical values of solidarity and social justice are integrated into Bocconi's institutional mission. In order to guarantee young people have access to a high-quality education — regardless of their socioeconomic starting conditions — Bocconi has activated scholarships, tuition waivers and financial aid to support deserving students. This is made possible thanks to its donors, individuals, companies and foundations.

## DISCLOSURES

| CALENDAR YEAR | 2022 | 2023 | 2024 |
|---|---|---|---|
| Total amount earmarked for aid and scholarships (million €) | 38.4 | 42.7 | **48.6** |
| % covered by Bocconi | 78.8% | 77.0% | **77.1%** |
| Funding granted through credit institutions (million €) | 4.6 | 5.4 | **3.5** |

| ACADEMIC YEAR | 2021-2022 | 2022-2023 | 2023-2024 |
|---|---|---|---|
| Financial aid and scholarships | 4,932 | 5,335 | **5,657** |
| Students eligible for an ISU scholarship | 914 | 935 | **444** |
| Accommodation spots for students | 2,062 | 2,057 | **2,057** |
| Guests in residence halls at reduced rates | 368 | 381 | **353** |

## RELATED INITIATIVES

### Scholarships

Making higher education accessible was the generous and disruptive idea that guided Ferdinando Bocconi when he founded the University. Bocconi has included this goal in its Strategic Plan, to which it aims to contribute every year. More than €48.6 million was allocated to scholarships in 2024, up from €42.7 million in the previous year — equivalent to an increase of 13.7% — confirming the steady growth in investments in financial aid and scholarships.

### Funding Access to University

Bocconi has always undertaken a policy of investment in support of the most motivated and brightest students through a financial aid system, based on both merit and need. The "Bocconi4Access to Education" support scheme aims to promote access to a plural environment that is open and accessible. Each form of financial aid consists of full or partial tuition waivers, depending on the situation presented by the individual student and family needs.

Moreover, Bocconi supports students who, even with their family support, still require significant assistance in addition to their family's investment, allowing them to pursue their studies with peace of mind. There are also tuition waivers intended for students who have special characteristics, regardless of the family's financial situation.

**+ Find out more**

### Africa Initiative and Support for Refugee Students

**INCLUSION PROGRAM: SUPPORT FOR STUDENTS FROM SUB-SAHARAN AFRICA AND REFUGEES ENROLLED IN DEGREE PROGRAMS**

Since 2021, Bocconi has promoted an increasing number of activities to ensure access to higher education for refugees and high-potential students from extremely socioeconomically disadvantaged backgrounds, mainly from sub-Saharan Africa and/or with refugee status. Called "Inclusion Programs," they provide full scholarships with full tuition waivers, housing, meals and dedicated support services for the duration of studies. For most of these programs, Bocconi has partnerships with local NGOs in Africa that that help identify these talents, in addition to the crucial financial support provided by a number of donors.

For the 2024-2025 academic year, **18 students enrolled in Master of Science and Bachelor programs through this project**, compared to 10 the previous year. 17 are from various sub-Saharan African countries (including Congo, Burundi, Rwanda, South Africa and Uganda), while one student is from Afghanistan.

The first Inclusion Program was the UNICORE (University Corridors for Refugees) program sponsored by UNHCR with Caritas Ambrosiana, Diaconia Valdese, the Italian Ministry of Foreign Affairs and several Italian universities. The UNICORE corridor offers refugees residing in selected African countries the opportunity to continue their studies by attending a Master of Science program in Italy with full scholarships. Bocconi joined the project in 2021 and has already participated in four editions, with 9 students enrolled in the 2023-2024 academic year, almost 80% of whom are women.

At the undergraduate level, there has been an increase in Inclusion Program scholarships for Africa offered thanks to a growing collaboration with local entities that, in addition to the established Labia Foundation in South Africa, have been amplified through the partnership with the High Achieving Low Income Students network (HALI), active throughout the region.

EMBRACE

# Fostering diversity, equity and inclusion

Bocconi annually welcomes more than 6,000 international students representing over 100 different nationalities. In 2024, the number of international students reached 6,328, confirming the steady growth trend that testifies to the University's global attractiveness. Cultural and geographic diversity is one of the University's assets, which continues to foster an inclusive environment full of intercultural exchange, preparing students to meet the challenges of an increasingly globalized world. Regarding the fostering of diversity, equity and inclusion, the establishment of a Dean for Diversity, Inclusion and Sustainability has increased the focus on these matters. Commitment to inclusion is also reflected in the attention given to students with disabilities and SLDs, who numbered 488 in 2024, up from 410 in 2023.

## DISCLOSURES

| | 2021 | 2022 | 2023 |
|---|---|---|---|
| International students welcomed throughout the year (enrolled and incoming from partner schools) | 5,169 | 5,622 | **6,328** |
| Number of types of disability | 8 | 8 | **8** |
| Students with disabilities and specific learning disorders (SLD) | 368 | 410 | **488** |
| ▶ breakdown: | | | |
| Mobility impairment | 12 | 8 | **14** |
| Neurological disability | 53 | 75 | **107** |
| Mental disability | 16 | 19 | **30** |
| Hearing impairment | 11 | 14 | **11** |
| Visual impairment | 6 | 9 | **12** |
| Temporary injury | 20 | 1 | **0** |
| Illness | 34 | 35 | **26** |
| Learning disorder | 196 | 236 | **259** |
| Not reported | 20 | 13 | **29** |
| Volunteering (participants)[1] | 844 | 1,190 | **1,159** |

1 Data refer to the various channels of volunteering in the social engagement project, including Volunteer Desk, Making Sense of Profits, Social Impact Recognition, AVIS (Italian Blood Donors Association) and ADMO (Bone Marrow Donors Association).

## RELATED INITIATIVES

### Governance, People and Policies

Bocconi aims to ensure that our policies, research and teaching — as well as the lived experiences of students, faculty, staff and alumni — reflect our promise to uphold a transparent and coherent strategy in the area of diversity, equal opportunities and inclusion.

The governance that regulates such important issues is defined by the Deanship for Diversity, Inclusion and Sustainability currently led by Dean Professor Paola Profeta, who cooperates with the academic committees and diversity delegates in each Department.

### Inclusion, Disability & Wellbeing Committee (IDW)

With the aim of promoting a welcoming study and work environment accessible to all, the committee addresses issues related to:
* Accessibility (removal of architectural and digital barriers)
* Awareness initiatives
* Anti-discrimination measures
* Support for students with learning disabilities and specific needs
* Counseling activities
* Mental health and wellbeing
* Workplace climate
* Cultural and religious diversity.

➕ **Find out more**

### Equal Opportunities Committee (POB)

With the aim of promoting equal opportunities, the committee:
* Protects the dignity and rights of people in the context of work, study and research activities
* Prevents discrimination and harassment, both direct and indirect
* Monitors and analyzes diversity and inclusion in the university environment through surveys and reports to improve both collective and individual wellbeing in the community
* Contributes to the drafting of the Inclusive Gender Equality Plan (IGEP), Gender Report, and other university policies on equity, diversity and inclusion
* Acts as a Steering Committee for obtaining the Gender Equality Certification, as per the Italian National Agency for Standardization (UNI) policy PdR125:2022

➕ **Find out more**

### Inclusive Communication Guidelines

Taking into consideration linguistic and cultural developments, the Inclusive Communication Guidelines (in both Italian and English) were updated in spring 2024, with contributions from Corporate Marketing & Communication and Inclusion Service. In particular, the update expands the sections on ethnicity and skin color. The addition includes further examples and practical suggestions, with separate guidelines for referring to individuals or groups. It also emphasizes the complexity and sensitivity of the issue, considering the diversity within ethnic groups themselves. The proposed approach is not prescriptive, but rather aims to promote language use that is informed, respectful and open to discussion and listening.

➕ **Find out more**

### Inclusive Gender Equality Plan 2025-2027 (IGEP)

In November 2024, Bocconi University's Academic Council approved the second edition of the Inclusive Gender Equality Plan 2025-2027 (IGEP). IGEP is a policy document that is both a reflection on the present situation and a strategic vision for the 2025–2027 three-year period. The Plan is in line with Vision 2030 and the Strategic Plan 2021–2025, reinforcing the University's commitment to diversity, equity and inclusion.

#### OBJECTIVES
1. Raise awareness of Diversity & Inclusion topics among the academic community
2. Plan and promote equal opportunity policies within the University and the wider academic context
3. Meet the requirements for access to European funding, which is increasingly geared towards compliance with the principles of equality and inclusion.

#### FOCUS AREAS
The plan is divided into seven strategic areas with a total of 21 goals and 47 actions:
* **AREA 1.** Diversity and Inclusion in Leadership Strategies
* **AREA 2.** Communication of Organizational Culture
* **AREA 3.** Prevention and Management of Discrimination, Violence and Harassment
* **AREA 4.** Integration of Diversity and Inclusion into Research and Teaching Programs
* **AREA 5.** Work-Life Balance
* **AREA 6.** Gender Balance in Leadership Positions and Decision-Making Bodies
* **AREA 7.** Gender Equality in Recruitment and Career Advancement.

➕ **Find out more**

## RELATED INITIATIVES

### Anti-Discrimination Service Desk

Establishing the role of Anti-Discrimination Counselor, the Anti-Discrimination Service Desk has been active since the 2024-2025 academic year. It is the point of reference for students, faculty and staff who believe they are victims of discrimination or harassment within the academic community, with the aim of promoting a respectful and inclusive environment. The Anti-Discrimination Counselor works fully autonomously, guaranteeing confidentiality and offering advice on possible solutions and procedures based on university regulations and codes of ethics, in collaboration with university services focused on diversity, inclusion and wellbeing.

**+ Find out more**
**Watch the video**

### Digital Accessibility and Accessibility Statement

In recent years, Bocconi University has intensified its efforts to comply with digital accessibility regulations, which are mandatory for public and private organizations. To support the University in planning and developing projects aimed at ensuring the accessibility of its digital content, a collaboration with digital accessibility experts was launched in May 2024. One of the first steps was to verify the accessibility of Bocconi's website. The results of this analysis are outlined in the "Accessibility Statement," which is available at the link below.

**+ Read the Accessibility Statement**

### Orange the World

On 25 November 2024, International Day for the Elimination of Violence against Women, Bocconi University joined the UN Women Orange the World awareness campaign. On that day, some of the buildings and spaces on campus were lit up in orange, a color symbolizing optimism and commitment to a future free from violence against women.

**+ Find out more**

### "Everybody In, Nobody Out" Video

The "Everybody In, Nobody Out" video highlights the University's commitment to diversity and inclusion, fostering a welcoming environment for all. It promotes gender equality, as well as respect for all gender identities and sexual orientations. It also ensures equal opportunities for individuals of all abilities and neurodiversity. The University emphasizes the importance of mutual respect and wellbeing, encouraging everyone to report issues or suggestions through a designated channel.
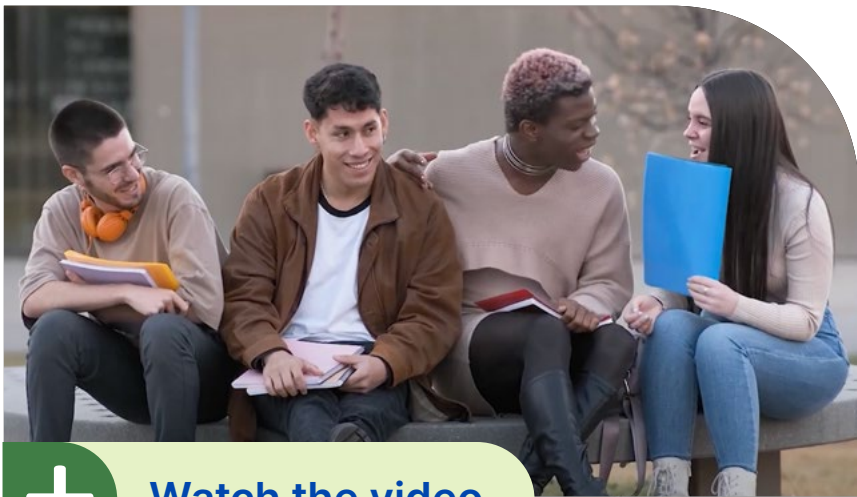


**+ Watch the video**

### Workplace Climate Surveys

In 2024, Bocconi University conducted two surveys targeting Faculty and Staff, respectively, with the aim of fostering an increasingly inclusive, collaborative and welfare-oriented work environment.

In the spring, a questionnaire administered to Faculty investigated perceptions of discrimination, diversity and inclusion in the workplace. The results offer useful insights for introducing practices aimed at strengthening inclusiveness and wellbeing in the academic environment.

In December, the first Employee Engagement Survey targeting Staff was launched, aimed at also assessing organizational climate and gathering feedback on issues such as sense of belonging, collaboration, work environment (investigating, for example, perceptions on inclusion, openness to innovation, instances of discrimination, equal opportunity, etc.), welfare, wellbeing and work-life balance. There was widespread participation in the initiative (84%) and many open comments were collected, providing valuable insights for in-depth analysis.

The two surveys return a clear view of the organization, highlighting strengths to be enhanced and areas for improvement to be acted upon in a continuous development perspective.

### Interventions to Overcome Architectural Barriers

In 2024, Bocconi University continued its commitment to eliminating architectural barriers through targeted interventions affecting different areas of the campus.

The upgrading of common areas, distribution and transit spaces inside buildings, entrances and the courtyard was completed, with the construction of a second access ramp to Aula Zappa and Aula Notari on the ground floor of Sarfatti25. All this significantly improves accessibility to these teaching spaces.

At the same time, the redevelopment of outdoor areas was conducted through the adaptation of the outdoor courtyard of Sarfatti25, creating easier and safer paths for people with disabilities. The interventions also included the upgrading of service spaces, with a focus on upgrading the restrooms on the ground floor of Sarfatti25, ensuring high standards of accessibility and comfort for all campus users.

### Interventions to Improve the Ergonomics and Usability of Furniture and Equipment

During 2024, numerous interventions aimed at improving the ergonomics and usability of university spaces were carried out. The installation of integrated and mobile desks in classrooms involved the upgrading of the classrooms in Sarfatti25, continuing with the renovation of furniture in the Sraffa13 - Leonardo Del Vecchio Building to ensure better accessibility and comfort during teaching activities.

Particular attention was paid to the remodeling of front-office furniture, with the implementation of vending machine accessibility for visually impaired people, the installation of braille plates at the Library's study rooms and the placement of a tactile model of the campus in Gobbi5.

Significant progress has also been made in improving the usability of elevator facilities and

communication tools through the installation of speech synthesis in campus elevators, the installation of an intercom at the entrance to Röntgen1 to facilitate accessibility for people with reduced mobility, the replacement of the stairlifts in some classrooms on campus and the construction of a new elevator in Sarfatti25.

### Bocconi University and the "A Scuola d'Inclusione" Project

In collaboration with Dynamo Academy and Intesa Sanpaolo, with the media partnership of La Repubblica newspaper and the support of Affari Pubblici, Bocconi University completed the second year of the "A Scuola d'Inclusione" project. The project aims to encourage young people to think about a cause of social exclusion and, after understanding the context and impact, develop concrete project solutions in various focus areas such as poverty, mental health and disabilities. The second edition kicked off on 19 November 2024, with a hybrid presentation event, followed by five online training sessions between November 2024 and February 2025. Interested teams had until 28 February 2025 to register and until 28 March 2025 to submit their projects. The most effective projects were selected from among all those submitted and presented during a final hybrid event held on 21 May 2025 in Brescia.

**+ Find out more**

## RELATED INITIATIVES

### Counseling

Bocconi University recognizes the importance of psychological wellbeing as an integral part of university life and promotes initiatives aimed at supporting students in their personal and academic journey. The Counseling Service offers a safe and confidential space for listening and discussion with qualified professionals, with the aim of helping to manage personal, emotional, relational and study issues. The service operates by appointment with individual sessions. There is also a walk-in service, without appointment, every day remotely and in person three afternoons a week. This service provides access to informal counseling, which is useful for initial guidance and a better understanding of what to expect from a possible counseling session. In addition to individual support, small group workshops on specific focus areas and psychoeducational activities on wellbeing and general health are offered, led by psychologists and experts. The University is thus committed to promoting a culture of care and awareness, fostering an inclusive, caring and responsible environment.

**+ Find out more**

### Social Engagement

Bocconi University recognizes social responsibility and engagement as core values of its institutional identity in many ways:

- **Actively promoting participation in volunteer activities among students**, both in Milan and in national and international contexts. To support this, the Bocconi **Volunteer Desk** is available, created in collaboration with the Volunteering Service Center (CSV). It provides information, personalized guidance and access to a network of hundreds of associations operating in the area.

**+ Find out more**

- **To facilitate the match between students and associations, the University organizes the Bocconi Community Volunteer Fair,** an event held three times a year, in October, February and April, during which CSV channel volunteer associations are invited on campus to present their activities and directly engage the student community and beyond.

**+ Find out more**

- **The Bocconi Social Impact Recognition project was launched in the 2023-2024 academic year** to strengthen students' focus on social responsibility and enhance social engagement and volunteer activities. The project is an academic recognition offered to all students who have done significant social impact activities and volunteering during their studies. Students who meet the requirements and attest to the activity performed (at least 50 hours of volunteering) receive a Social Impact Recognition Certificate (Digital Open Badge). In addition, a limited number of these students who demonstrate extraordinary commitment to carrying out social impact activities may be included on the Dean's List for Social Impact Recognition. The students included on the Dean's List for Social Impact Recognition are mentioned on a website repository and they may be invited to special events. Their profiles are also shared with top employers with a focus on social impact.

**+ Find out more**

### CIVICA Echoes – Bocconi and Sciences Po Students United Against Gender-Based Violence

CIVICA Echoes is a student-led initiative funded by the CIVICA Student Engagement Fund in the 2024-2025 academic year that brings together voices from diverse backgrounds to shed light on issues of femicide and gender discrimination. This joint project, led by students from Bocconi and Sciences Po, has resulted in a digital hub dedicated to valuable resources and informative material spotlighting the daily realities of women around the world. In addition, at the beginning of March 2025, students organized a conference entitled "Women's Rights and Femicide Awareness" at Bocconi. The event was introduced by Professor Paola Profeta, Bocconi's Dean for Diversity, Inclusion and Sustainability, and featured a discussion with professors from Bocconi University and Università Statale di Milano, as well as a testimony by Carlotta Menozzi, a former victim and now an advocate in the fight against gender-based violence. The event also featured an art exhibition showcasing works by young women artists, highlighting diverse perspectives of women's experiences.

**+ Find out more**

**EMBRACE**

# Growing the Bocconi urban campus experience

The Bocconi campus is the architectural expression of the University's cultural vision, characterized by its innovative and avantgarde character, but also by an international vocation that the University shares with the city. At the same time, in addition to its architectural dimension, the campus represents a place for students, faculty and staff members to socialize and interact with each other. As a testament to the community's vitality and a desire to take part in University life, more than 2,200 events and conferences were organized throughout the year.
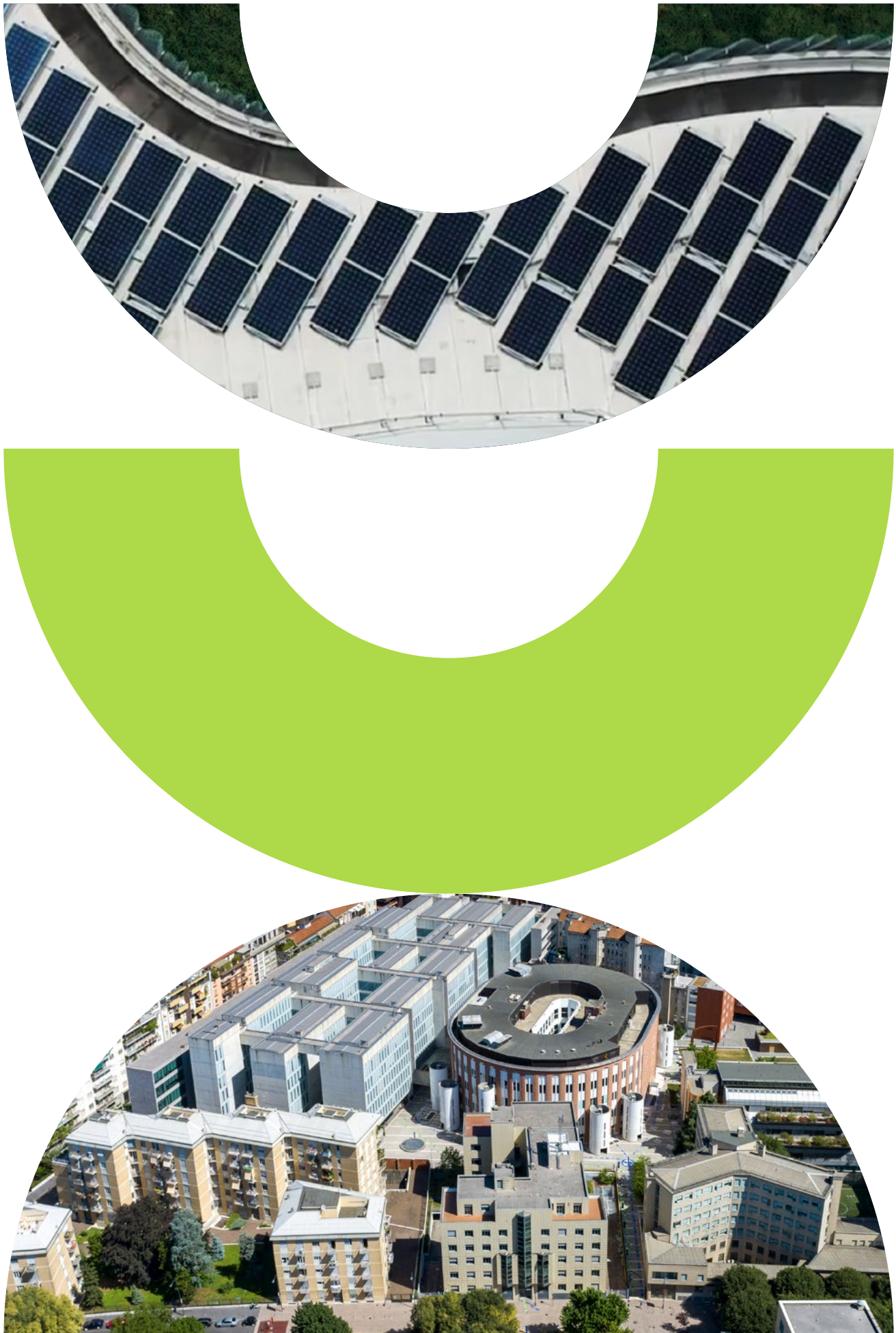


## DISCLOSURES

|  | 2022 | 2023 | **2024** |
|---|---|---|---|
| Number of student associations | 111 | 131 | **108** |
| Student participants in Campus Life courses[1] | 2,806 | 3,927 | **2,773** |
| Number of events and conferences throughout the year (on site and online) | 2,439 | 2,048 | **2,227** |
| On-campus cafeterias/bars/restaurants with menus for food intolerances | 5 | 5 | **5** |

1 For 2021-2022 some activities were carried out remotely and therefore the number of students who registered for an activity, rather than the number of participants, was considered. For the 2024-2025 academic year, the figure refers to students enrolled in courses and activities, including courses worth 2 credit points, offered as part of the activities enhancing the educational experience. Variations in the number of enrollees from the previous year can be attributed to different ways of enrollment: some activities required a participation fee. The number does not include: individual counseling sessions, participants in cultural events (e.g. musical performances), music room users and students involved in the peer mentoring project.

## RELATED INITIATIVES

### Evolution of the Bocconi Campus

With a view to developing an increasingly sustainable and inclusive campus, Bocconi is continuing its planning and preparation of documentation for obtaining permits for the demolition and reconstruction of the buildings at Via Bocconi 6-8 and Sraffa11.

The two buildings will contribute to the decarbonization of the entire Bocconi campus, minimizing its impact on the surrounding environment and ensuring a limited need for resources pertaining to maintenance. In addition, they will physically and culturally represent the context in which they are located, with innovative solutions able to guarantee continuity with not only Milan, but also the Bocconi campus.

After carefully listening to the current needs of all stakeholders involved, the development of the new buildings will see the creation of new teaching spaces, new study spaces, a new student center reception area, new faculty and staff spaces, new support services, and other amenities such as multifunctional spaces and socialization areas. There is also a plan to build a daycare center accessible to both the Bocconi and local communities.

### Mobility Management

In 2024, the new Home-Work Commute Plan (PSCL 2024) was drafted and handed over to the Municipality of Milan's Mobility Manager, confirming the University's commitment to sustainable mobility. To further encourage environmentally friendly travel, new locker rooms were inaugurated on 1 October 2024 in the Via Bocconi 12 building, made available to anyone who walks or bikes to the campus.

In this area, Bocconi University consolidated its commitment to sustainable mobility in 2024 through further expansion of its dedicated bicycle infrastructure. The number of bicycle stalls managed by the University increased from 487 to 598, registering a growth of more than 22% over the previous year. This increase in the supply of bicycle parking improved the indicator of stall density relative to the university population: in 2024, there were 33.2 stalls per 1,000 users (including students, faculty and staff), up from 28.1 in 2023, an improvement of 18%.

During the year, Bocconi also became a member of Euromobility, the national association of Mobility Managers that promotes sustainable mobility in Italy, strengthening the network of collaborations in the sector. In addition, the Travel Policy was updated with the introduction of the requirement to go by train for travel to Rome, optimizing the University's travel policies in terms of sustainability and efficiency. From the data collected in 2024, more than 87% of university trips within a radius of 800km were made by train.

### Campus Security

Significant progress was made in 2024 to strengthen campus security through the implementation of new technologies and protection systems. A new burglar alarm system was installed at the university residence halls, while a dedicated mobile radio system was implemented for emergency management, improving coordination and response capability in critical situations. The plan to upgrade the video surveillance system (CCTV), which as of 2024 has 776 cameras distributed throughout the campus, ensuring widespread coverage of areas, also continued. Finally, X-ray devices were introduced at the Post Office to check for suspicious packages or abandoned items, completing an increasingly integrated and technologically advanced security system.

### Student Associations

Bocconi University fosters and values student initiatives, supporting the organization of their activities and events with access to rooms, funds and means of communication. Student associations enrich university life both culturally and intellectually. The University promotes student associations through the Committee for the Coordination of Student and Group Activities (CASA), which defines the principles and methods according to which activities must be structured, supporting and evaluating student proposals. In addition to the intrinsic value of their activities, numerous student associations pursue goals related to the environment and/or social issues.

**+** **Find out more**

### Campus Tours – Guided Tours of the Bocconi Campus

Bocconi University organizes guided tours of its campus. The Bocconi campus covers an area of 90,000 square meters, and since the first building was erected on Via Sarfatti in 1941, it has grown from a peripheral location outside the city walls into one of Europe's largest urban campuses. The buildings have redeveloped an area originally occupied by two important facilities, the Milan Gas Plant and the Milk Bottling Plant. During the tour, guides lead guests to discover the history of the University's architecture, the people who built them, and the University's deep connection with the city's history, sharing interesting facts and anecdotes.

**+** **Explore the Bocconi Campus in panoramic mode**

**Read more**

**EMBRACE**

# Promoting a culture of environmental responsibility and managing direct environmental impacts

Planned energy efficiency upgrades continued in 2024. This, together with the awareness and engagement campaigns conducted for the benefit of everyone at the university, has resulted in a further containment of overall energy consumption, which has been reduced by 2.3% since 2023, bringing the total to 94,095GJ. Particularly significant was the reduction in methane gas consumption, which decreased by more than 20% (from 15,696 to 12,487GJ), partly as a result of interventions to replace traditional gas boilers with high-efficiency heat pumps. Over the 2022-2024 three-year period, total energy consumption showed an overall decline of about 9%, highlighting the effectiveness of the energy sustainability policies adopted.

The year 2024 is also the second year of implementation of the University's carbon footprint certification by an independent third party, according to the ISO 14064-1:2018 standard. The emission calculation conducted in 2024 further refined the achievements from the previous year to ensure greater methodological accuracy.

Such a systematic approach enables the University to pursue a rigorous decarbonization pathway aimed at achieving carbon neutrality for direct (Scope 1) and indirect (Scope 2) emissions, in preparation for a subsequent focus on reducing indirect Scope 3 emissions.

**-2.3% energy consumption**

EMBRACE
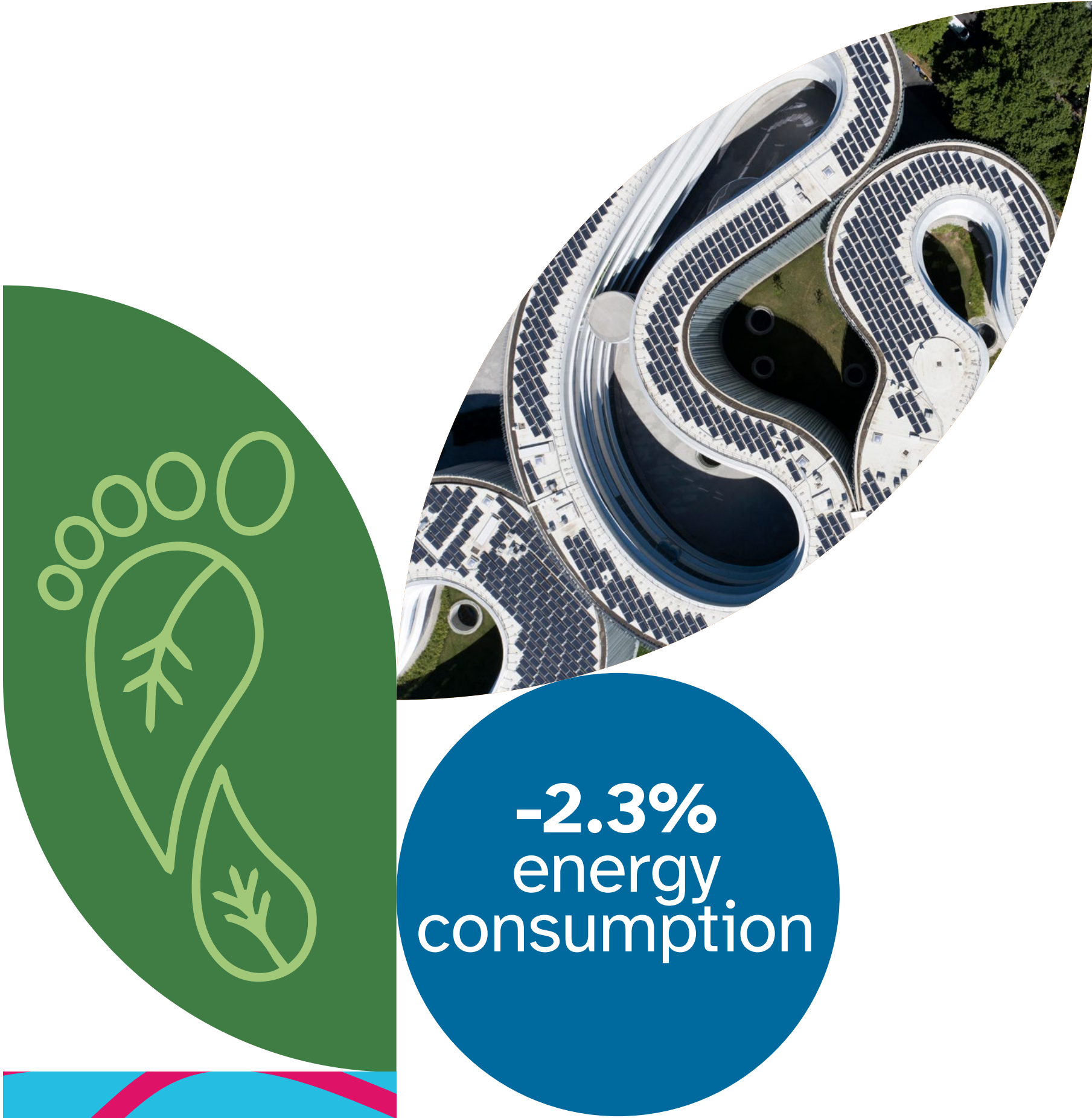
# DISCLOSURES

## PHOTOVOLTAIC ENERGY PRODUCTION

During 2024, the Bocconi photovoltaic park produced more than 1,183MWh of clean energy, compared to 1,364MWh in the previous year, with the reduction due mainly to lower solar irradiation related to less favorable weather conditions. The production of electricity from renewable sources resulted in the **avoidance of about 237 tons of CO$_{2eq}$ emissions** in 2024 compared to the purchase of electricity from the national grid.

**PHOTOVOLTAIC PRODUCTION (KWH) - YEARS 2022-2024**
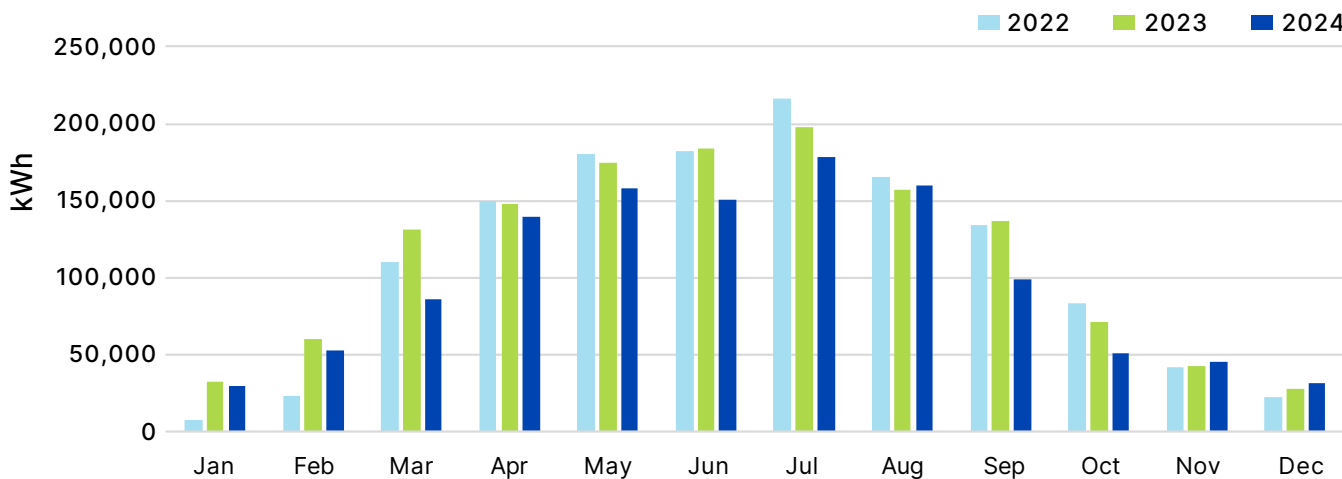


## ENERGY CONSUMPTION (GJ)

| | 2022 | 2023 | 2024 |
|---|---|---|---|
| Methane gas | 17,454 | 15,696 | 12,487 |
| Diesel fuel | 262 | 127 | 85 |
| Gasoline | 0 | 70 | 78 |
| District heating energy | 3,570 | 3,074 | 2,947 |
| Purchased electricity | 77,268 | 72,500 | 74,304 |
| Electricity autogenerated by photovoltaic systems | 4,648 | 4,825 | 4,194 |
| **Total** | **103,202** | **96,292** | **94,095** |

Note: Starting in 2022, the calculation follows the requirements of ISO 14064-1:2018.

## CO$_{2EQ}$ EMISSIONS
### Scope 1 and Scope 2 – Market based

| | 2022 | 2023 | |
|---|---|---|---|
| Methane gas | 980 | 888 | Scope 1 |
| Diesel fuel | 20 | 9 | Scope 1 |
| Gasoline | 0 | 23 | Scope 1 |
| F-Gas emissions | 196 | 273 | Scope 1 |
| District heating | 169 | 153 | Scope 2 |
| Electricity | 0 | 0 | Scope 2 |
| **Total** | **1,365** | **1,345** | |

## CO$_{2EQ}$ EMISSIONS
### Scope 1 and Scope 2 – Location based

| | 2022 | 2023 | |
|---|---|---|---|
| Methane gas | 980 | 888 | Scope 1 |
| Diesel fuel | 20 | 9 | Scope 1 |
| Gasoline | 0 | 23 | Scope 1 |
| F-Gas emissions | 196 | 273 | Scope 1 |
| District heating | 169 | 153 | Scope 2 |
| Electricity | 6,295 | 4,742 | Scope 2 |
| **Total** | **7,660** | **6,087** | |

Note: Emission factors reported by ISPRA and DEFRA (UK Government GHG Conversion Factors for Company Reporting) were used to calculate emissions. For the calculation of Scope 2 market-based emissions, Bocconi has been using certified 100% renewable electricity since January 2017.

## CO$_{2EQ}$ EMISSIONS
### Scope 3 (tCO$_{2eq}$) - Market Based

| | 2022 | % Scope 3 | 2023 | % Scope 3 |
|---|---|---|---|---|
| Emissions from purchased goods and services | 8,887 | 44% | 9,866 | 44% |
| Emissions from purchase of capital goods | 5,743 | 28% | 4,556 | 20% |
| Emissions from transportation of students and visitors | 2,827 | 14% | 3,488 | 15% |
| Emissions from work-related travel | 1,641 | 8% | 2,813 | 12% |
| Emissions from employee commuting | 597 | 3% | 623 | 3% |
| Emissions from generation, transportation and distribution of fuel used in stationary sources; emissions from generation, distribution and transmission of electricity | 318 | 2% | 289 | 1% |
| Emissions from solid and liquid waste disposal | 245 | 1% | 237 | 1% |
| Emissions from upstream transportation and distribution of goods | 131 | 1% | 728 | 3% |
| Emissions from generation, transportation and distribution of fuel used in mobile sources | 4 | 0% | 3 | 0% |
| Use of assets (Marked Based) | - | - | 11 | 0% |
| **Total** | **20,392** | **100%** | **22,614** | **100%** |

Note: Emission factors reported by ISPRA, DEFRA and Eurostat were used to calculate emissions. The calculation of Scope 1, Scope 2 and Scope 3 emissions was subject to independent verification in accordance with ISO standard 14064-1:2018.

## WASTE PRODUCTION
### Hazerdous and non-hazardous waste (t)

| | 2022 | 2023 | 2024 |
|---|---|---|---|
| Hazerdous waste | 1.8 | 3.1 | 1.4 |
| Non-hazerdous waste | 2.5 | 6.8 | 12.9 |
| **Total** | **4.3** | **9.9** | **14.3** |

Note: In contrast to previous years, 2023 and 2024 data regard production of non-hazardous waste include decommissioning of unused non-hazardous equipment due to planned modernization work at certain Bocconi sites and the replacement of lighting fixtures (e.g. fluorescent lamps) with LED devices as part of the campus's ongoing energy efficiency.

## WATER USE (m³)

| | 2021 | 2022 | 2023 |
|---|---|---|---|
| Water consumption (aqueducts and water utilities) | 217,087 | 199,043 | 205,877 |

Note: Consumption at the Bocconi Sport Center and the water used for irrigation of the Bocconi Park have been included since the 2022 calculation. In 2024, dispensers located on campus had about 600m3 of drinking water available to students, faculty and staff.

## LIMITING PAPER USAGE

The reduction in the use of paper is closely linked to the digitization of teaching processes (lessons, exams, graduations) and research over the years. Overall, the University introduced a series of innovations such as the elimination of printed theses, digital signature of exam reports, digitization of the faculty register, and other improvements that have enabled a steady reduction in printing and consumption of paper and ancillary materials (e.g. toner).

EMBRACE

RELATED INITIATIVES

## Energy Management

### INSTALLATION OF NEW PHOTOVOLTAIC PANELS AT THE GOBBI5 AND SARFATTI25 BUILDINGS

Rooftop photovoltaic panel installations at the Gobbi5 and Sarfatti25 buildings were completed in 2024, adding to what had previously been installed. Overall, the Bocconi photovoltaic park amounts to 3,435 photovoltaic panels, representing 1.35MW of installed capacity. The intervention is part of the energy efficiency and savings initiatives undertaken by the University, consistent with the sustainability goals defined in the Strategic Plan 2021-2025.

### REPLACEMENT OF LIGHT FIXTURES (RELAMPING) OF THE RÖNTGEN1 BUILDING

Work continued at the Röntgen1 building in 2024 to install more energy-efficient LED lighting systems. With this intervention, a total of 5,091 lighting fixtures on campus were replaced, resulting in annual savings of 560,155kWh.

### ENERGY MONITORING

In 2024, the energy monitoring software upgrade was completed and new advanced sensor technology was implemented to control and account for energy consumption throughout the campus. This integrated system enables the university to obtain accurate, real-time data on building energy flows, identifying areas of inefficiency and optimizing energy management strategies.

### REPLACEMENT OF TRADITIONAL GAS BOILERS WITH HIGH-EFFICIENCY HEAT PUMPS

As part of efforts to achieve carbon neutrality, gas boilers were replaced with high-efficiency heat pumps at the Sarfatti25 and Gobbi5 buildings in 2024. This intervention is a significant step toward eliminating fossil fuels from the campus, contributing to the reduction of $CO_2$ emissions and improving the overall energy efficiency of heating and cooling systems.

## Facility Management

### WASTE PROJECT

In 2024, activities to improve the monitoring of the amount and type of waste produced were further intensified, consolidating cooperation with Milan's municipal waste collection agency AMSA by entering into a specific agreement for the control and monitoring of separate waste collection on campus.

The year was marked by significant structural and communicative interventions: the final elimination of wastebins from offices, the reorganization of separate waste collection sites with an increase in the number of wastebins, and the extensive use of the NANDO platform. The latter is one of the first artificial intelligence-based applications capable of measuring quantity, type and quality of waste collection. It was developed by the startup ReLearn, one of the participants in the B4i - Bocconi for Innovation acceleration programs. All of these initiatives are also producing positive results in terms of improving the quality of waste collection in campus buildings.

### WATER MONITORING

An advanced water consumption monitoring system was adopted in 2024 through the installation of specialized software and dedicated sensors aimed at real-time monitoring of water flows and early detection of water leaks. This technological innovation enables the University to optimize the management of water resources, reducing waste and improving the efficiency of the campus distribution system. The monitoring system is a further step toward more sustainable and responsible management of natural resources, enabling targeted and rapid intervention in case of anomalies in the water network.



ReLearn X BOCCONI UNIVERSITY

**NANDO IMPACT**
BOCCONI CASE STUDY

**15k** Users engaged

**+60%** Correct answers on waste disposal
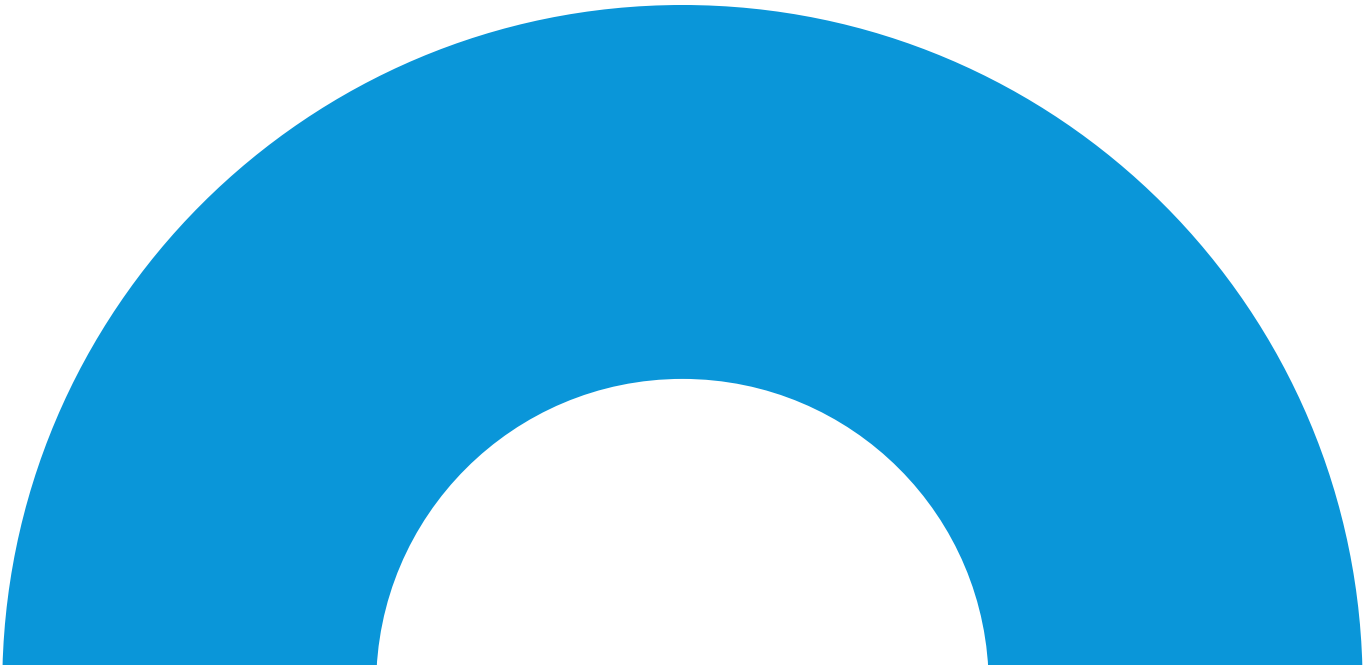
# ENGAGE

## 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

With a network of almost 300 partner schools in 55 countries, Bocconi students have the opportunity to engage in academic and personal growth on a global scale. Bocconi's system of connections and exchanges with prestigious academic institutions and international centers of excellence allows its students to benefit from international work and study experiences, which are essential for rounding out the skillset and knowledge needed to work in the global economy. In 2024, more than 4,300 students spent time abroad, including 2,608 for study programs and 1,727 for work programs. This confirms a growing inclination toward an international educational experience that significantly enriches Bocconi students' academic and professional careers.



**DISCLOSURES**

| | 2022 | 2023 | 2024 |
|---|---|---|---|
| Partner schools | 286 | 288 | **290** |
| Number of countries represented by partner Universities | 55 | 55 | **55** |
| Number of Bocconi students attending double degree programs | 250 | 211 | **213** |
| Bocconi students who spent time abroad | 3,867 | 4,234 | **4,335** |
| ▶ (including) for study programs | 2,419 | 2,560 | **2,608** |
| ▶ (including) for work programs | 1,448 | 1,674 | **1,727** |
| Number of Alumni | 135,284 | 141,207 | **146,901** |
| % Alumni abroad | 16% | 16% | **16%** |

## RELATED INITIATIVES

### Alumni Community and Sustainability

Bocconi has more than 140,000 Alumni all over the globe, and the Community offers its members the opportunity to bond thanks to initiatives promoted with the support of Topic Leaders, Chapter Leaders and Class Leaders. These Alumni are in charge of coordinating and leading not only thematic interest groups, but also worldwide Alumni groups and MBA classes respectively. The Community organizes more than 350 events a year — in Italy and abroad — to encourage the sharing of knowledge, creating new networks, and ensuring guidance at every stage of Alumni's professional growth.
The two Topic Groups more specifically related to sustainability issues are:
* Sustainability
* Energy & utilities

Topic-based events held in the 2024-2025 academic year have ranged from biodiversity conservation to the dynamics of energy markets, with a focus on the interconnections between environmental sustainability and economic development. The calendar included seminars looking at the future of sustainable packaging, exploring regulatory developments and technological innovations in the industry. Significant time was was also devoted to water impact management, addressing the transition from risk management to creating sustainable business opportunities.

➕ **Find out more**

### Egea Publishing Company and Sustainability

Egea, a publishing company controlled by Bocconi University, was founded in 1988 to disseminate university economic-managerial culture and over time has become a point of reference for professional training and life-long learning. Through the Bocconi University Press brand, it publishes contributions with widespread distribution on the social sciences in Italian and English, targeting students, professionals and businesses with a national and international perspective.

On the sustainability front, Egea's commitment takes the form of constant research, publication and promotion of texts dedicated to sustainability issues, contributing to the dissemination of a culture attentive to contemporary environmental, social and economic challenges. These volumes are an important awareness and educational tool for professionals, students and citizens interested in understanding the prospects for sustainable development.

As an integral part of the Bocconi system, Egea shares the University's commitment through several concrete initiatives. Environmentally, for several years it has been using only Forest Stewardship Council (FSC) certified paper to print its volumes. The certification ensures that the paper comes from responsibly managed forests, in accordance with environmental, social and economic standards: protecting forests, safeguarding local communities, ensuring safe and quality working conditions, and environmental sustainability.

Special attention is paid to the movement of goods, with the reduction of packaging and travel both from suppliers and to customers. For local Milan shipments, the company has adopted an environmentally friendly delivery service by bicycle or cargo bike: in 2024, more than 60% of the shipments made by the publishing house and bookstore in Milan were made by bicycle.

➕ **Find out more**

### CIVICA MULTICAMPUS COURSE - THE FUTURE OF EUROPE

The fourth edition of the multicampus course "The Future of Europe" for Master students across the CIVICA alliance was held during the first semester of the 2024-2025 academic year. The course, coordinated by Professor Carlo Altomonte, is one of the most distinctive initiatives of the CIVICA consortium — an alliance uniting 10 of Europe's leading higher education institutions in the social sciences, selected in 2019 by the European Commission and funded under the Erasmus+ program. With 12 online sessions divided into four modules, including a module dedicated to "Environment, Sustainability and EU Green Deal," the course explores the main challenge areas for European policy-makers. A total of 150 students worked on a Capstone Project to develop policy solutions responding to four European challenges: globalization, democracy, environment and digitalization.

➕ **Find out more**

### CIVICA MULTICAMPUS COURSE - THE ROAD TO THE GREEN TRANSITION

The first edition of the multicampus course, "The Road to the Green Transition," available to alliance Master students, was launched in the second semester of the 2024-2025 academic year. The course, developed by a team of CIVICA alliance faculty, coordinated by Professor Alexandros Kentikelenis, critically explores key policy challenges to achieving "net zero" greenhouse gas emissions by 2050, as called for in the Paris Agreement. Special emphasis is placed on the role of economic policy, the role of the private sector, and the multilevel policy behind the green transition. A total of 107 students worked together on 24 teams across different countries and subject areas to complete the final project: a 45-minute podcast related to climate policy challenges.

➕ **Find out more**

### CIVICA EUROPEAN WEEK 2024 – MIGRATION IN A CHANGING EUROPE

80 Bachelor students from the CIVICA alliance, including 10 Bocconi students, gathered at LSE London on 25-28 June for European Week 2024. In this edition, dedicated to "Migration in a Changing Europe," students had the opportunity to delve into the complexities of migration, driven by factors such as conflict, inequality and climate change. One of the most important activities was a G20 simulation focused on climate migration. This simulation provided participants with a hands-on opportunity to understand the complexities and negotiations involved in addressing climate-induced migration globally.

➕ **Find out more**

### CIVICA HONOURS SEMINAR - GREEN INDUSTRIAL POLICY IN A GLOBAL PERSPECTIVE

Launched in the 2023-2024 academic year, CIVICA seminars offer an immersive and intensive three- to five-day learning experience for Master students across the CIVICA alliance. Led by distinguished professors and experts from across the alliance, these seminars delivered on a semester-by-semester basis offer Master students the opportunity to engage in depth with complex topics, collaborate with colleagues from different countries and disciplines, and develop practical skills through group projects and cultural experiences. In January 2025, Professor Alexandros Kentikelenis and Professor Grace Ballor conducted a four-day CIVICA seminar on "Green Industrial Policy in a Global Perspective," providing 27 students from Bocconi, Hertie School, IE University, SGH Warsaw School of Economics and LSE with the tools needed to understand and evaluate the green transition.

**Find out more:**

➕ **Shaping-the-green-transition**

➕ **A-week-in-milan-learning-connecting-and-the-exploring-climate-policy**

## RELATED INITIATIVES

### CIVICA CONFERENCE - ADVANCING CLIMATE ECONOMICS: A CATALYST FOR SUSTAINABLE DEVELOPMENT

In October 2024, IE University hosted the conference "Advancing Climate Economics: A Catalyst for Sustainable Development" as part of the CIVICA Thematic Activities initiative. This two-day meeting brought together prominent academics, policymakers and climate specialists to explore the role of economic policies in addressing climate change. Professor Valentina Bosetti of Bocconi opened the first session with a presentation on "Negative Emission Technologies and Climate Cooperation" focusing on the challenges and potential of international cooperation in implementing technologies designed to remove carbon from the atmosphere, a crucial component in the fight against global warming.

**Find out more**



### CIVICA COLLABORATIVE RESEARCH PROJECTS - GREEN TRANSITION AND CLIMATE POLICIES

In the 2024-2025 academic year, the CIVICA alliance announced the selection of eight new innovative collaborative research projects among its 10 partner institutions following its fourth call for proposals. They included the following involving Bocconi faculty and researchers:

* **Valentina Bosetti**, Department of Economics, is among the team leaders of the Political Results Obtained through Lobbying in Europe (PROLE) project. The project aims to study and raise awareness about the role of vested interests and lobbying influence in EU climate-related policies and decision-making processes. The team will build a dataset on lobbying activities and policy outcomes related to the environment in key European institutions.

* **Italo Colantone**, Department of Social and Political Sciences, is among the team leaders of B2G - Brown to Green: The Political Economy of Risks, Voting and Compensation Policies. The project examines the green transition, addressing socioeconomic and policy challenges and thereby providing information on how this transition affects labor markets, voting behavior and policy design across Europe. Piero Stanig, also of the Department of Social and Political Sciences, is among the team members.

**Find out more**

### ESTABLISHMENT OF CIVICA'S ENVIRONMENTAL SUSTAINABILITY BOARD (ESB)

CIVICA's Environmental Sustainability Board (ESB), which met for the first time on 11 March 2024, is a strategic initiative of the alliance for addressing environmental challenges. The committee is composed of Senior Sustainability Officers from each partner institution and operates under the coordination of the CIVICA Secretariat, with the goal of exchanging best practices, conducting assessments of the alliance's carbon footprint and producing a sustainable strategy report.

**Find out more**



### Participation in Committees, Research Centers and Working Groups on Gender and Disability Issues

Bocconi University participates in committees, research centers and working groups on gender and disability issues, including:
* CRUI (Conference of Italian University Rectors) - Gender Issues Commission
* Cultures of Gender - Inter-University Research Center
* National Conference of the Equality Bodies of Italian Universities
* CRUI - CNUDD National University Conference of Disability Delegates
* CALD - Lombardy University Coordination for Disability

### Bocconi University and the Network of Universities for Sustainable Development (RUS)

Bocconi participates in the Network of Universities for Sustainable Development (RUS), promoted by CRUI (Conference of Italian University Rectors). The Network accepts Italian universities committed to issues of sustainability and social responsibility, with the aim of promoting the dissemination of sustainability culture and good practices, including through the coordination and sharing of experiences and initiatives of interest aimed at achieving the goals of the UN 2030 Agenda (Sustainable Development Goals).

**Find out more**

### Bocconi and the Dolomite Conference on Climate Change

Bocconi University participated as a scientific partner in the third Dolomite Conference on Climate Change, held in Trento and Bolzano on 17-19 October 2024. Like previous editions, the goal of the Dolomite Conference was to act as a catalyst for new ideas for sustainability and to promote an ethical approach to climate change. The third edition consisted of three types of sessions. The plenary sessions involved 100 participants selected from academics, politicians, journalists and policy makers, with streaming on social media and media partner channels. The content followed the themes of the concept paper prepared by Vision and scientific partners. The problem-setting and problem-solving groups worked under the Chatham House Rule to develop concrete solutions to the issues defined in concept papers drafted by the Vision team together with students from partner universities. The public sessions were open to Trento residents and tourists, as well as the media, ensuring that the event was accessible to the local community.

**Find out more**

### Bocconi and Parma Greenweek Green Economy Festival

Bocconi University participated in the work of the Green Economy Festival held in Parma on 25-30 March 2025. The initiative, promoted by Fondazione Symbola, Corriere della Sera's L'Economia, the Municipality of Parma and the University of Parma, among others, aims to spark debate and promote concrete actions for global sustainability.

**Find out more**

# Promoting entrepreneurship and employment

Bocconi accompanies students even as they enter the workforce, through internship and job opportunities posted on the Bocconi portal, along with career guidance initiatives and company matching and recruitment events. More than 10,800 internship and job opportunities were posted in 2024, and there were 132 career guidance initiatives, with more than 1,000 companies participating in recruitment events. The effectiveness of this support system is reflected in the high employment rate of two-year graduates, which reaches 95.7% one year after graduation. In terms of promoting entrepreneurship, for several years Bocconi has developed pre-acceleration and acceleration initiatives aimed at supporting innovative startups.



## DISCLOSURES

| JOB MARKET | 2022 | 2023 | 2024 |
|---|---|---|---|
| Internship and job opportunities posted on the **JobGate portal** | 13,197 | 11,752 | **10,812** |
| Professional orientation initiatives | 161 | 130 | **132** |
| Employer participants in recruitment events | 973 | 1,032 | **1,069** |
| MSc graduates employed one year after graduation (employment rate) | 96.9% | 97.1% | **95.7%** |

| B4i | 2022 | 2023 | 2024 |
|---|---|---|---|
| **Startups accepted by B4i** in the pre-acceleration track | 30 | 32 | **26** |
| including: with sustainability in their core business | 8 | 13 | **16** |
| **Startups accepted by B4i** in the acceleration track | 13 | 13 | **12** |
| including: with sustainability in their core business | 4 | 7 | **6** |

## RELATED INITIATIVES

### B4i Bocconi for Innovation

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, knowhow and legacy of our business school, B4i aims to promote 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 group of founders, the ability to respond to market demand and pertinence to the B4i's three areas of specialization: Digital Tech, Sustainability and Made in Italy.

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

**+ Find out more**

**CONTRIBUTION OF B4I-SUPPORTED STARTUPS TO THE ACHIEVEMENT OF UN 2030 AGENDA SDGS**

The contribution of B4i-supported startups to the achievement of the United Nations 2030 Agenda for Sustainable Development SDGs focuses mainly on three strategic areas: decent work and economic growth (39%), innovation and infrastructure (32%), and health and wellbeing (25%). This distribution reflects the evolution of the B4i ecosystem toward sustainability, evidenced by the number of startups supported over the years.

| SDG | % |
|---|---|
| 8 DECENT WORK AND ECONOMIC GROWTH | 39% |
| 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE | 32% |
| 3 GOOD HEALTH AND WELL-BEING | 25% |
| 4 QUALITY EDUCATION | 20% |
| 11 SUSTAINABLE CITIES AND COMMUNITIES | 14% |
| 12 RESPONSIBLE CONSUMPTION AND PRODUCTION | 13% |
| 13 CLIMATE ACTION | 9% |
| 15 LIFE ON LAND | 4% |
| 10 REDUCED INEQUALITIES | 4% |
| 6 CLEAN WATER AND SANITATION | 2% |
| 16 PEACE, JUSTICE AND STRONG INSTITUTIONS | 2% |

Note: 1 point was awarded for each SDG addressed. The percentage for each SDG is the ratio between the points obtained and the 56 startups considered in the analysis.

### SUSTAINABILITY CLINICS FOR STARTUPS

Sustainability Clinics for Startups is a program launched by B4i to provide an intensive course in collaboration with leading sustainability organizations. The aim is to improve the sustainability approach and performance of startups in advanced stages of growth.

The project was developed by defining a win-win-win model that combines three categories of stakeholders: a startup chosen after the accelerator program, a partner sustainability organization leader, and a Master student who will have the opportunity to complete their thesis and/or internship within the program, under the supervision of a Bocconi professor.

The first edition ended in 2024 with two startups involved, **Empethy**, a digital platform created to facilitate informed pet adoptions, and **MineCrime**, a benefit corporation that can collect and systematize crime and degradation data.

The second edition, which is currently underway, has more startups participating:

✦ **Rilemo**, a company specializing in the development of medical devices for diagnostics and monitoring based on non-ionizing electromagnetic imaging, paired with InVento Innovation Lab

✦ **Math Legacy**, an app that turns math exercises into a tiered video game, paired with Save the Children

**Find out more:**

**+ Rilemo**

**+ Math Legacy**

The Sustainability Clinics for Startups are part of Multilayered Urban Sustainability Action (MUSA).

### ICE INNOVAZIONE AND CORPORATE ENTREPRENEURSHIP

Innovation and entrepreneurship pose complex challenges to large companies. The Innovation and Corporate Entrepreneurship Center (ICE) — jointly founded by B4i and SDA Bocconi — is a catalyst for research, training and business support. It aims to increase companies' entrepreneurial energy and support them in managing both internal and market-based sources of uncertainty, to reduce barriers to innovation.

**+ Find out more**

### Best Performance Awards 2024-2025 Honors the Growth and Sustainability of Italian Excellence

The Best Performance Award is a SDA Bocconi initiative to reward the best companies that create economic, technological, human, social and environmental value by operating in an overall sustainable manner. The Best Performance Award is the annual award dedicated to Italian companies, which stand out for excellence in sustainable development understood in a broad sense, that is, as the ability to do business while ensuring business continuity (a necessary condition) in compliance with:

✦ Human and Environmental Dimensions (Green & Social)

✦ Innovation (Innovation & Technology)

✦ Economic Management (Value Added)

There were five awards given by the panel in this edition as well, under one common thread: "Sustainability for Growth." In addition to Best Performer of the Year, i.e. the winning company whatever its size, three awards were given according to size (large, medium and small), while a special award was given to the company that stood out with respect to the "topic" of the year, i.e. the "love brand."

**+ Find out more**

ENGAGE

# Fostering integration into the local community

Despite its longstanding strong international orientation, Bocconi has always had a close connection with its host community. For several years, the University has been involved in organizing a wide range of events and initiatives, in the field of both social responsibility and innovation and civic engagement with underprivileged people or groups. In addition, several years ago the University began a path of important redevelopment and investment around the campus and in related urban areas. The Bocconi urban campus, designed to provide students, faculty and staff with a comfortable, innovative, safe and sustainable environment, was also conceived to be shared with local residents and the entire city of Milan.
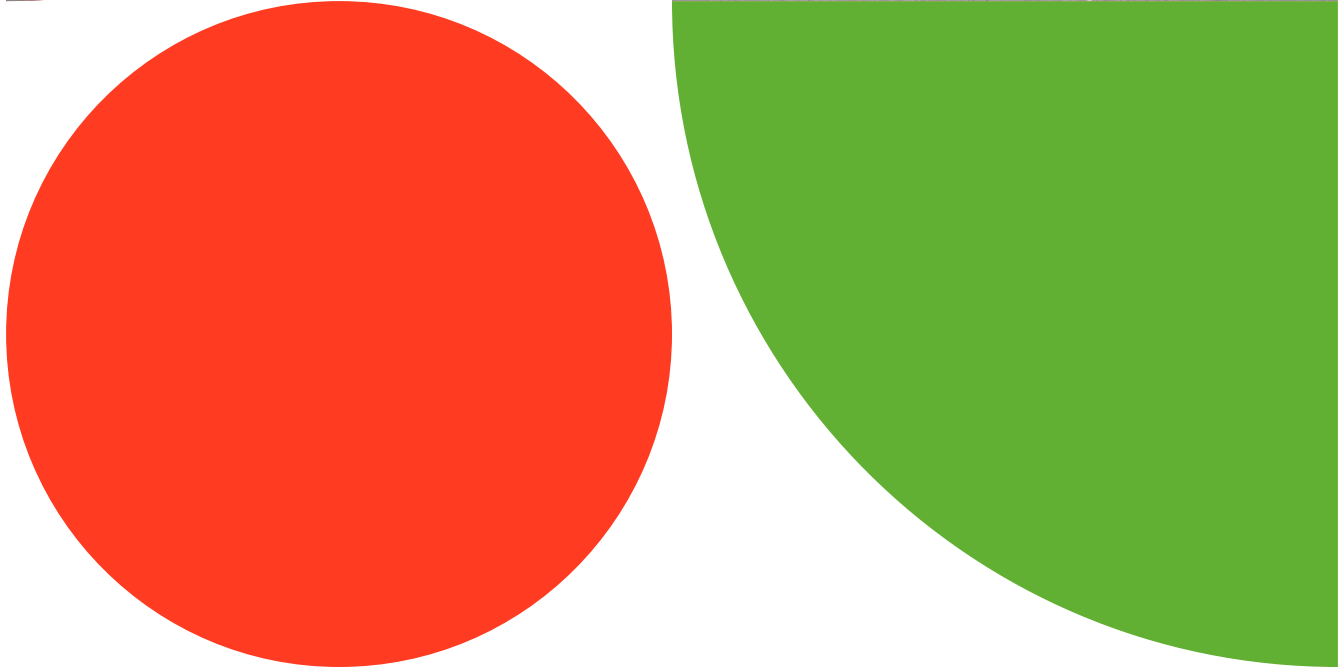
## DISCLOSURES

| | 2022 | 2023 | 2024 |
|---|---|---|---|
| CSR-IS Fair - Participating Organizations | 270 | 284 | 270 |
| CSR-IS Fair - Speakers | 421 | 549 | 530 |
| CSR-IS Fair - Events | >100 | >100 | >100 |

## RELATED INITIATIVES

### 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. Along with the other main organizations working in CSR in Italy, Bocconi University is a member of the Fair's steering group.

The 12th edition, "Challenging Contradictions," was held on 9-11 October 2024 at Bocconi University. Before the national edition, the CSR Tour of Italy made several stops and the Extra Fair was held, a series of initiatives for in-depth study held online from January to December.

270 organizations including companies, nonprofits, government agencies and startups, took part in the national edition. The cultural program, which featured 530 speakers, included more than 100 events with more than 120 hours of livestreaming. All the events were livestreamed by Bocconi and can be viewed again on the Fair's YouTube channel.

**+ Find out more**



### Comitato Community and Social Engagement

Bocconi University was created, founded and developed on the basis of a solid system of values, including pluralism of cultures and ideas, adherence to the principles of open society, social responsibility, moral integrity, culture of legality, solidarity, balance and social mobility.

Out of this strong commitment comes the Community and Social Engagement project, which aims to enhance issues of social responsibility within the Bocconi community, and to make more explicit what is already present in this area.

Professor Marta Cartabia, Dean for Social Engagement and Institutional Affairs, coordinates Third Mission initiatives, promoting open dialogue with the community and third sector, and chairs the Community and Social Engagement Committee. She also represents the University in institutional relations with the Ministry of Universities and Research, the Region, the Municipality of Milan and other local authorities, supporting orientation activities and interaction with high schools.

Community engagement initiatives include:

❉ **Support to Pane Quotidiano**, a secular and apolitical nonprofit organization with which Bocconi has developed a partnership since the 2015-2016 academic year. Pane Quotidiano supports the poorest segments of the population by providing food and clothing, free of charge. Bocconi University promotes this volunteer initiative, where volunteers an donate their time by delivering meals near campus through this association.

**+ Find out more**

❉ **Bocconi in Prison project**: In 2016, Bocconi launched a project with the Opera Prison, where detainees — duly enrolled in the university — study video recordings of lessons and then meet 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.

**+ Find out more**

**+ Learn more about Third Mission and Social Impact activities**
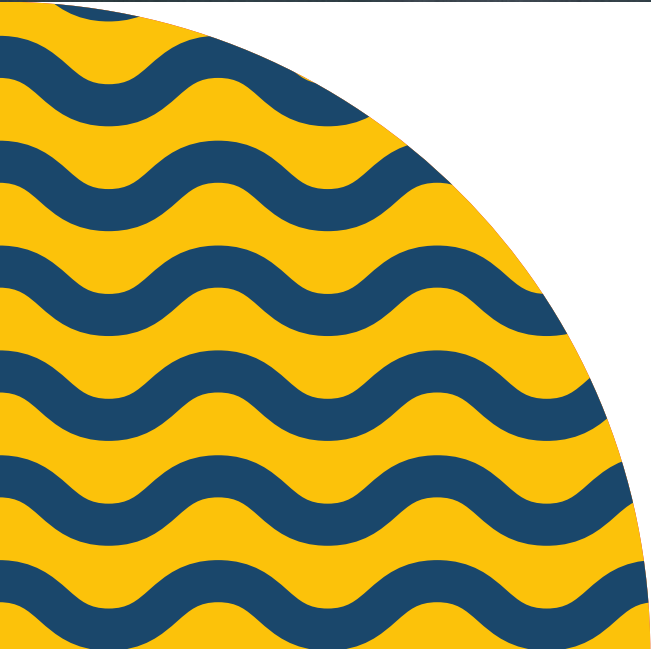
# GRI Content Index

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.