



EMPOWERING LIVES THROUGH KNOWLEDGE AND IMAGINATION

SHARING INFORMATION ON PROGRESS REPORT

October 2018

PRME Principles for Responsible
Management Education



INTRODUCTION FROM THE DEAN

GIUSEPPE SODA

We are pleased to renew the commitment of the SDA Bocconi School of Management to the Principles for Responsible Management Education (PRME), and to report on their on-going development and incorporation both in our day-to-day activities and in our planning, as of 2018.

SDA Bocconi School of Management's Mission and value system encompass a strong commitment to social responsibility and community outreach, which is reflected throughout the institution's activities.

In this 5th update of our SIP, we confirm our commitment to the Principles for Responsible Management Education by sustaining our approach along the same guidelines and building on our experience to strengthen our impact.

We consider the development of our 2018 Report and sharing it with other Schools as an opportunity to reflect on our activities and to brainstorm future PRME efforts.

A handwritten signature in black ink, which appears to read 'Giuseppe Soda'. The signature is fluid and stylized, with a large initial 'G'.

Giuseppe Soda

Dean, SDA Bocconi School of Management

THE PRINCIPLES FOR RESPONSIBLE MANAGEMENT EDUCATION

Since its inception, Bocconi University has stood for liberalism, pluralism and social and economic progress. Although a private institution, Bocconi University has traditionally been more than an elite university. It has consistently promoted and practised equality of opportunity throughout its many generations of students, by actively subsidising the education of disadvantaged and deserving students. In the words of its first Rector and President, L.Sabbatini, Bocconi's mission is to "promote harmony between school and life."

SDA Bocconi, as the School of Management of Bocconi University, is aligned to the university's mission of promoting "both economic advancement and civic values, by instilling in Bocconians solid analytical skills and a strong emphasis on ethics" in the specific field of post-experience, executive management education. Consistently, the School's core values inform SDA Bocconi's policy regarding "Ethics, Responsibility and Sustainability", which is as follows.

SDA Bocconi builds its orientation to ethics, responsibility and sustainability on the fundamentals of Italian management theory which represents both a cultural legacy and a relevant cultural identity. Consequently, the School aims to respond with a reflective and thoughtful approach to the demands of these issues from corporations, institutions - both private and public - and participants, while also offering a forum to a wider audience. The School also seeks to keep faculty intellectually satisfied by offering them opportunities for research and teaching engagements in real world projects.

This policy is translated into the activities and behaviour of faculty, students and staff, programme design and organisation, relationships with the business community and society.

While in this report we account for the specific initiatives carried out by SDA Bocconi School of Management as we operate in the larger context of Bocconi University, there are also significant synergies which take place on a daily basis between the School and Bocconi University in the field of global sustainability and responsibility. These include the organisation of seminars and guest speeches, access to resources for joint research activities and collaboration for research and teaching among faculty members and of an across-the-board initiative: the "*Community and Social Engagement*". This was conceived in 2012 and has been continuously updated with the aim of contributing to the personal development of the students, faculty and staff, creating concrete opportunities for personal engagement within the Bocconi community.

As institutions involved in the education of current and future managers in the Private, Public and Non Profit sectors, we are committed to engaging in a continuous process of ensuring the inclusion of, and improvement in, the Principles of Responsible Management Education.

The general perspective we intend to adopt, while continuing with our traditional lines of action, highlights the organic approach we are fostering which is aimed at incorporating all the PRME-oriented initiatives into an overall environment, to both reinforce each initiative and, at the

same time, develop synergies to forge a stronger mind-set.

Firstly, all faculty members and students should act according to the principles defined by the SDA Bocconi Code of Conduct, which is inspired by the following principles:

- integrity and individual responsibility;
- probity, dignity, decorum, mutual respect;
- integration into society and the community, in terms of dignity and individuality, and cultural differences;

- meritocracy, transparency, equality of treatment, spirit of cooperation, equity and solidarity.

Secondly, the incorporation of a sustainable, responsible and ethical approach into the School's educational activities takes place in two different ways:

1. through the definition of specific courses, required or elective, on ethics/sustainability;
2. through the longitudinal integration of the issues of ethics/sustainability across all programme curricula.

COMPLYING WITH THE PRME PRINCIPLES

PRINCIPLE 1

PURPOSE: WE WILL DEVELOP THE CAPABILITIES OF STUDENTS TO BE FUTURE GENERATORS OF SUSTAINABLE VALUE FOR BUSINESS AND SOCIETY AT LARGE AND TO WORK TOWARDS AN INCLUSIVE AND SUSTAINABLE GLOBAL ECONOMY

For more than 45 years, SDA Bocconi has played a significant role in developing managerial skills, in supporting the Italian managerial community and the evolving processes of Italian companies and institutions, thus representing an important element of visibility and reputation in both the national and international communities.

SDA Bocconi has developed strong relations with local and international communities, business associations and other business schools in order to sustain the role of private and public institutions in society.

The School is an active forum for national and international debate through its events, conferences, and masters and executive education initiatives which encourage entrepreneurial development.

The School supports charities and CSR projects and is an active member of several international networks/initiatives promoting the adoption of an ethical, responsible and sustainable approach to management education.

Since 2010, SDA Bocconi has endorsed the PRME initiative - Principles for Responsible Management Education which promotes the adoption of UN Global Compact recommendations. It is also one of the founders of the PRME Italian Chapter, established in Rome in May 2018.

Since 2003, the School has joined forces with other leading business schools and companies to set up EABIS (European Academy of Business in Society, now ABIS), which aims to develop and promote the inclusion of sustainability principles, namely the SDGs, in management education. SDA Bocconi is an active partner with ABIS in various ways:

- enhancing understanding of sustainable leadership;
- participating in ABIS initiatives with representatives of the School; since 2015 a School representative has been present on the Academic Board of ABIS, also including the role of Vice-Chair of the Board;
- working actively with ABIS, for which it organised the ABIS 14th Annual Colloquium “Global Sustainability Strategy: New models and approaches to achieve sustainable living” in October 2015. The event was very well received by the management education and corporate communities and enjoyed record attendance.

Belonging to these networks enables SDA Bocconi to enrich its knowledge, develop new activities and strengthen collaboration with other leading business schools.

SDA Bocconi organises sports initiatives in order to foster a strong correlation between involvement in sport and involvement in

civic life. Sport, a metaphor for real life, boosts the "social capital" of people, encourages individuals to set high goals for themselves and to work hard to achieve them. It teaches young people the importance of discipline, of learning how to postpone immediate gratification in pursuing important goals, and of handling success and coping with failure - skills and approaches which are relevant to the roles they will soon assume. It is in this spirit that **the SDA Bocconi Running Club** participates every year in the Milano Marathon for Charity.

Another SDA Bocconi Student Club, **the Sailing Club**, organises the annual MBA Conference and Regatta. The managers of tomorrow have a huge responsibility: they are among those whose decisions can have the greatest impact on environmental protection. It is in this spirit that the main topic of the 15th edition of the MBA Conference and Regatta – organised together with the Yacht Club Italiano - was environmental sustainability. It was held in partnership with the One Ocean Foundation, set up to fight the pollution of our seas and to promote a sustainable marine economy.

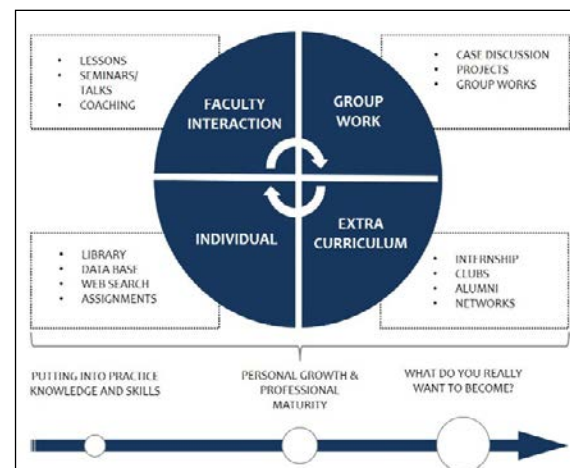
Student Clubs and Observatories are key elements for supporting and developing ERS topics and, consequently, responsible leaders. In particular, **the Ethica Club** can be considered an important driver of various activities and special events related to ethics, CSR and sustainability. The goal of the Ethica Club is to promote ethical behaviour both by enhancing awareness of

ethical standards among MBA and Master Programme students and engaging in charitable activities to help people in need.

We consider Principle 1 as the guiding principle, which informs and inspires the efforts of SDA Bocconi School of Management in developing the capabilities of students to be future generators of sustainable values.

Therefore we decided to adopt an inclusive framework aimed at offering a stimulus to students and executives to take advantage of the SDA Bocconi learning environment from the beginning of - or even before - their learning experience. We have also structured it, as presented in the following diagram entitled "The SDA Bocconi learning Environment". It contains information regarding resources, clubs and networks which each participant can access in order to maximise her/his own capability to develop an innovative career inspired by the PRME principles.

The SDA Bocconi learning environment



PRINCIPLE 2

VALUES: WE WILL INCORPORATE INTO OUR ACADEMIC ACTIVITIES, CURRICULA AND ORGANIZATIONAL PRACTICES THE VALUES OF GLOBAL SOCIAL RESPONSIBILITY AS SET OUT IN INTERNATIONAL INITIATIVES SUCH AS THE UNITED NATIONS GLOBAL COMPACT

The integration of sustainability and ethics within a school's programmes is meant to develop critical thinking skills not in order to develop a special set of moral standards but to teach students a method of moral reasoning by exposing them to the complexity of real life problems¹ with no straightforward answers.

The School strives to educate and cultivate responsible leaders with a strong orientation to global social responsibility issues, such as entrepreneurship, innovation, microfinance, the environment, shared value creation and others.

A unique perspective on sustainability and ethics is offered by the programmes dealing with the so-called "Italian excellence" platform, which are the MAMA (Master in Arts Management and Administration), the MAFED (Master in Fashion, Experience & Design Management) and the MFB (Master of Management in Food & Beverage). Besides their specific knowledge and content domain, they share a common approach to pressing ERS issues. In the MFB programme, courses and seminars deal with Agribusiness Supply Chain Management and Food waste management, Baby Food Management, "Save the meal" and "World Food Programme". The MAFED programme is especially sensitive to themes related to corporate social responsibility,

sustainability, and ethics. Several general management courses integrate CSR implications into their core sessions (e.g. marketing, supply chain management, communication). The MAMA programme analyses and discusses the themes of the Social and Economic Impact in Arts and Culture and Heritage Management. The MAMA students also gain direct experience during their Grand Tour, which takes them through a series of meetings with the directors of major art and cultural institutions in Florence, Naples, and Rome. In 2018 they were able to visit the catacombs in Naples and see first hand the enormous work done and the positive impact created by a local cooperative, leveraging the huge potential of the area, its human and artistic heritage, to transform the troubled neighbourhood where Naples's Catacombs are located.

<https://www.sdabocconi.it/en/news/2018/06/art-and-culture-region-agreement-partnership-catacombs-naples-and-rione-sanita-neighborhood>.

Other examples are:

- the MCF Programme, (Master in Corporate Finance) which has achieved CFA certification and is strongly focused on ethical principles;
- the emphasis placed on Public Administration and Healthcare of international master programmes such as MIHMEP (Master in International

¹ Giacalone & Promislo, 2013; La Rue, 1985

Healthcare Management Economics and Policy) and MPA (Master of Public Administration);

- the domestic programmes in Public Administration, such as EMMAP (Executive Master in Management of Public Administrations), MiMS (Master in Management of Healthcare), and EMMAS (Executive Master in Management of Healthcare Authorities).

These programmes contribute to developing a comprehensive approach to the whole ecosystem in which companies operate and offer students the opportunity to meet diverse perspectives.

The full time MBA programme offers the following courses:

- “Ethics in Management” and “Corporate Citizenship” are specifically geared to raise participants’ awareness and sensitivity towards social issues relevant for corporations;
- “Organizational Behaviour” and “Leading people in organizations” also crucially touch upon such issues;
- “Operations and Supply Chain”, “Corporate Finance, Banking and Financial Markets” have specific parts of their syllabi in which such issues are discussed.

Social, environmental and balance sheet sustainability issues are themes which emerge on a regular basis during the *Leadership Series* and the *Lunch & Learn Talks*.

Seminars in the *Leadership Series* involve top-ranking company testimonials who come along and share their views about leadership and other issues not strictly related to their company. They tend to cover a variety of industries. One-half of the speakers are top women managers (this is

a self-imposed quota goal and is strictly enforced by the MBA programme Director).

Lunch & Learn Talks are non-compulsory short seminars (45 minutes) held during the lunch break when students share a meal and practical knowledge with an external speaker (a Bocconi professor, an ambassador, a journalist, a manager) who gives a short but incisive speech on the topic of the day and then holds a Q&A with the students.

For the third consecutive year, SDA Bocconi MBA students have taken part in an international competition dedicated to impact investing, (MIINT – MBA Impact Investing Network & Training) which gives them the unique opportunity to identify, examine and present an actual impact venture to a hypothetical investment committee.

The last edition of the competition involved more than 600 students from 25 top international business schools. More information can be found here: <http://www.themiint.org/how-miint-works/>

The Executive MBA programmes offer many courses, such as “Corporate Citizenship”, “Leadership”, “Leading People”, “Operations and Supply Chain”, “Corporate Finance”, and “Markets and Financial Institutions” plus an elective sequence of courses, called “Growth and Sustainability”.

With reference to the GEMBA-Global Executive MBA programme, besides mandatory curricula courses which deal with the ERS-Ethics, Responsibility and Sustainability themes (such as “Global Strategy”, “Entrepreneurship in India”, “Population Dynamics and Economics”, “Business Ethics”, “Governance”, “Digital Transformation”), it also offers additional courses such as “Green management”, “Positive psychology” and “Workplace

design” during the two elective weeks in Milan.

All in all, the goal of these programmes is to generate responsible leaders with solid managerial capabilities who will safeguard the public interest.



PRINCIPLE 3

METHOD: WE WILL CREATE EDUCATIONAL FRAMEWORKS, MATERIALS, PROCESSES AND ENVIRONMENTS WHICH PROVIDE EFFECTIVE LEARNING EXPERIENCES FOR RESPONSIBLE LEADERSHIP

As set out in the introduction, since its foundation in 1971, SDA Bocconi has built its orientation to ethics, responsibility and sustainability on the fundamentals of Italian management theory² which represents both our cultural legacy and a relevant cultural identity; we consequently aim to respond with a reflective and thoughtful approach to the demand on these topics from corporations, institutions- both private and public- and participants, while also offering a forum to a wider audience. Moreover we want to keep our Faculty intellectually satisfied by offering them opportunities for research and teaching engagements in real world projects.

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As presented in Principle 1, the SDA Bocconi Learning Environment, SDA Bocconi provides effective learning experiences for responsible leadership. Students are empowered and sustained in developing beyond-the-classroom activities.

MBA students have founded the Ethica Club, whose mission is to discover experientially the meaning of business ethics and corporate social responsibility and to make a direct impact on the community. Each year students focus on several large projects, which typically include an international conference, fundraising events and visits to Non Profit and social care institutions, such as:

- *The Diversity Conference* – October 20, 2017. The Diversity Conference aimed to provide the audience with the tools and skills to allow them to better face situations involving cultural and gender differences (among others) to which they might be exposed in their immediate working environment and to understand how these topics might have an impact in their professional career;

² Italian management theory, which has its roots in Bocconi University, traditionally defines the enterprise as “an on-going economical coordination of factors built and resting on the satisfaction of human needs” (Zappa, 1927) and states that

companies “are an important part of human society and according to their own specific conditions participate in the achievement of the common good” (Airoldi, Brunetti, Coda 1994) thus encompassing the corporate social responsibility dimension.

- *Ethics in Fashion: Through Traceability Revolutions* – April 23, 2018 organised in conjunction with SDA Bocconi Luxury & Arts Club.
The event provided a 360-degree view of the importance of sustainability and traceability in fashion and luxury;
- *Join a refugee conversation with the United Nations Organization* – October 27, 2017. The United Nations High Commissioner for Refugees (UNHCR), the United Nations Relief and Works Agency (UNRWA) and a refugee joined SDA Bocconi students for a very special talk about the refugee crisis. Guest speakers shared their unique, individual experiences to provide better understanding of the biggest migration crisis since World War II.

More information is available at:
<https://www.facebook.com/sdabocconi.ethicclub/>

Internships still provide another form of hands-on engagement with NGOs, International Development Agencies, International Organisations, corporations for CSR and social entrepreneurship ventures.

As set out in the introduction, the Bocconi's "Community and Social Engagement initiative" offers all students the opportunity to be engaged in socially relevant activities which add new projects to the previous ones. The Volunteer Project has its own Access Point which provides general information on volunteering and orients those who would like to undertake some voluntary work by matching their interests and skills with the opportunities available. The Community Day, in collaboration with the student association Students for Humanity offers people the chance to give up a few hours of their time to volunteer, along with other Bocconi students, faculty and staff, in one of three selected organisations active in Milan: Opera San Francesco, City Angels and Opera Cardinal Ferrari. Additional projects offer more opportunities to become involved: the "Pane Quotidiano" initiative, the project "Making sense of profits" and the updated edition of "Una scelta possibile".

For more information:

https://www.unibocconi.eu/wps/wcm/connect/Bocconi/SitoPubblico_EN/Navigation+Tree/Home/Campus+and+Services/Campus+Life/Social+Engagement/

PRINCIPLE 4

RESEARCH: WE WILL ENGAGE IN CONCEPTUAL AND EMPIRICAL RESEARCH WHICH ADVANCES OUR UNDERSTANDING ABOUT THE ROLE, DYNAMICS, AND IMPACT OF CORPORATIONS IN CREATING SUSTAINABLE SOCIAL, ENVIRONMENTAL AND ECONOMIC VALUE

SDA Bocconi shows its continuous engagement in and contribution to academic research, business and society by publishing academic articles and books in the thematic areas of responsible and sustainable management, diversity and environment, and corporate governance.

These contributions are published and accepted in a wide range of journals, including the Academy of Management Perspective, British Journal of Management, California Management Review, Corporate Governance: An International Review; Business Ethics Quarterly; Business Ethics: A European Review; Business and Society; Business Strategy and the Environment; Journal of Business Ethics and Public Administration, The Journal Of Corporate Citizenship; Environmental Science & Policy.

Examples of SDA Bocconi publications include:

- S. Bagdadli, F. De Stefano, A. Camuffo, (2017), The HR role in corporate social responsibility and sustainability: A boundary shifting literature review. *Human Resource Management*

- N. J. Foss, M. Bogers, J. Lyngsie, (2017), The “Human Side” of Open Innovation : The Role of Employee Diversity in Firm-level Openness. *Research Policy*

- V. Bramanti, A.Coeli, L.Ferri, G.Fiorentini, E.Ricciuti, (2017), A model for analysing non-profit organisations in the food recovery, management and redistribution chain. *Palgrave*

- A. Grando, V. Belvedere, (2017), Sustainable Operations and Supply Chain Management. *John Wiley & Sons*

- S. Basaglia, S. Cuomo, (2016), Diversity Management e prestazioni aziendali. *Economia & Management*

- L.Etro, A. Dell'Acqua, E. Teti, L. Andreoletti, (2015), Corporate social performance and portfolio management. *The Journal of Management Development*

- C. Paolino, A. Camuffo, F. Destefano, (2015), Safety Reloaded: Lean Operations and High Involvement Work Practices for Sustainable Workplaces. *Journal of Business Ethics*

- M. Chiesa, M. G. Perrone, N. Cusumano, L. Ferrero, G. Sangiorgi, E. Bolzacchini, A. Lorenzoni, A. Ballarin Denti, (2014), An environmental, economical and socio-political analysis of a variety of urban air-pollution reduction policies for primary PM10 and NOx: The case study of the Province of Milan (Northern Italy). *Environmental Science & Policy*

Moreover, SDA Bocconi operates in the larger context of Bocconi University, where the following operate:

- since 1957 the IEFE-Centre for Research on Energy and Environmental Economics and Policy;
- since 2007 the SIF Chair of Social Entrepreneurship & Philanthropy;
- since 2013 the Bocconi Sustainability Committee composed of professors,

students and staff members with the task of promoting and coordinating university projects with sustainability goals.

Economics and society are rooted in the history and legacy of SDA Bocconi's founders, whereas the sustainability component of the environmental impact on both society and economics issues is present in an increasing number of research projects such as One Ocean and the design of the SDGs Italia to oversee the adoption of the 2030 Sustainable Development Goals. Other examples deal with both the private and the public sector in order to develop a sustainability policy on plastic packaging ("Packaging compostabile e competitività"), on urban waste management for a circular economy ("Raccolta differenziata efficiente come modello per un'economia circolare"), on SDGs Evaluation and Cocoa production, to help corporations to achieve more sustainable results.

In 2013, SDA Bocconi, in collaboration with OltreVenture, the first Italian Venture Philanthropy fund, established an "**Impact Investing Lab**". The Lab was aimed at studying the evolution of impact investing in order to understand the conditions which might enable its development as an industry, generate influential knowledge and disseminate best practices and reference models which can stimulate the creation of a suitable ecosystem. As part of its activity, the Impact Investing Lab offered scientific support to the G8 Task Force on Social Impact Investment, and is a member of the Scientific Board of the Social Impact Agenda for Italy (www.socialimpactagenda.it/chi-siamo/comitato-scientifico/).

As for its most recent activities, it is worth mentioning a research project carried out to review the financing of social infrastructure

in the EU. "*EU Financial Policy in the Social Infrastructure Sectors*" focuses on three sectors, Health and social care, Lifelong Education and Affordable housing to explore: (i) financing and governance models used by EU governments to develop social infrastructure; (ii) public value metrics for social infrastructure project evaluation; (iii) existing and potential modalities to mobilise private sector resources in combination with public resources; (iv) the availability of investment finance sources, financial instruments and capability in the capital market to arrange projects in the social sectors; (v) assess how technological development and modalities to provide services affect social infrastructure requirements.

This initiative adds to the experience of **the Diversity Management Lab**, a network of companies which has been operating for over sixteen years in the research field of diversity management. The Diversity Management Lab is unique in Italy due to its constant partnership with companies (more than 150) working with issues which are crucial for organisations, such as the age and generational gap, gender, sexual identity/orientation, ethnicity/culture, disability, maternity/paternity, health and wellbeing, work-life balance, and professional background.

The Diversity Management Lab tackles these issues with scientific rigour by identifying the most suitable practices to put in place within the organisation. In order to do this, it offers a structured path and a network of organisations which are actively involved in diversity management.

In keeping with the diversity theme, SDA Bocconi has partnered with PWA - the Professional Women's Association of Milan - a network of International women with diverse backgrounds, cultures and occupations aimed at fostering personal and professional development. This

initiative was followed up by talks at the Women in Business Conference (2016) – an event dedicated to sharing best practices and women's success stories.

Lastly, a Lab with a very specific focus is ***the Sustainability Lab***, with its latest initiatives such as the ONE OCEAN and the custom research dealing with SDGs in

international companies. The Sustainability Lab is also a scientific partner of the SRI-Sustainable and Responsible Investment Fair, the only event in Italy dedicated to Asset Management Companies, Retail Investors, Bankers, Family Officers and consultants dealing with responsible finance.



PRINCIPLE 5

PARTNERSHIP: WE WILL INTERACT WITH MANAGERS OF BUSINESS CORPORATIONS TO EXTEND OUR KNOWLEDGE OF THE CHALLENGES THEY FACE IN MEETING SOCIAL AND ENVIRONMENTAL RESPONSIBILITIES AND TO JOINTLY EXPLORE EFFECTIVE APPROACHES TO MEETING THESE CHALLENGES

SDA Bocconi's involvement in improving the local community is embedded in the configuration of the new campus, whose buildings are almost completed and will be fully operational in 2019. Their design is in line with key sustainability requirements and well integrated into the surrounding urban area. The new campus is designed as a place where students, faculty and visitors can be part of an active academic community, sharing the values of harmony and empathy towards nature and the environment in a place which is also open and accessible to city residents.

The environmental/ energy drivers of the new premises are:

- energy-efficient/environmental redevelopment;
- energy self-sufficiency;
- environmental comfort for the entire community;
- sustainable mobility, including charging stations for electric cars and motorcycles.

Moreover SDA Bocconi adopts a Green Policy to create a culture of sustainability, by following these guidelines:

- save resources in offices and classrooms;
- recycle and reduce waste;
- green your event;
- leave your car at home.

SDA Bocconi and Bocconi University also show their commitment to the local

community by opening their doors to art exhibitions. Bocconi Art Gallery initiatives have gathered together works of art from various collections and galleries.

Institutions, artists and professionals have participated in producing exhibitions and temporary installations with the aim of bringing visitors to the campus closer to the language of art, and in particular the abstract and conceptual language of contemporary art. For more information:

https://www.unibocconi.eu/wps/wcm/connect/Bocconi/SitoPubblico_EN/Navigation+Tree/Home/About+Us/Initiatives/Bocconi+Art+Gallery/www.unibocconi.eu/artcampus

In terms of Sustainability, SDA Bocconi, together with Bocconi University, hosts Italy's biggest Sustainability event, the "**Salone della CSR e dell'innovazione Sociale**". At its sixth edition this year, the event brings together people who are interested in the following subjects:

- Diversity and Inclusion, with a particular focus on artificial barriers for disabled workers;
- Circular Economy and waste reduction;
- Smart Communities and Smart Cities, with a focus on the redevelopment of suburbs;
- Sustainable Finance;
- Sustainable Supply Chain;
- Artificial Intelligence, robotics and change.

Details about the many initiatives covered during the Convention can be found here: <http://www.csreinnovazione sociale.it/english/>

Extending its contribution to the local context, in 2012, SDA Bocconi developed the “**SDA4Growth**” Programme, promoting the participation of the School, its faculty members, staff and students in a set of initiatives with social impact, as follows.

In 2012 the School launched 2 open programmes in distance on “Project Management” and “Team Building” for not-for-profit organisations, with 72 participants and 29 organisations represented.

In 2013 SDA Bocconi further developed the initiative by delivering distance-learning courses to SMEs in the Lombardy and Emilia Romagna Regions which were

damaged by the 2012 earthquake (34 small companies with 62 participants).

In 2015, from June to September, SDA Bocconi offered two online courses to support youth employability, “Know the enterprise” (6 sessions) and “How to innovate and grow your business” (10 sessions) with more than 1,200 participants.

When it comes to its international impact, Bocconi University and SDA Bocconi have launched the “**Bocconi for Africa**” initiative. The aim of the initiative is to foster entrepreneurship and the development of African start-ups and SMEs with the critical mass to compete in the global arena, following the belief that cooperation between Africa and Europe in the start-up movement will generate a virtuous circle for social and economic development.



Bocconi for Africa, at its first edition in 2018, is a 2-week event which has emerged from a collaborative effort between Bocconi University and SDA Bocconi School of

Management with the support of the Adansonia programme and in cooperation with various business and institutional sponsors. The 2018 edition took place in

Milan from February 26 to March 8, 2018 and consisted of two main elements:

1. a five-day-training event taught by experienced faculty members from SDA Bocconi and crafted to the needs of thirty young African entrepreneurs selected by the Adansonia programme;
2. three days of conferences, panel discussions and “hands-on” events focused on Africa, its complexities and

opportunities. During this event, Bocconi University and SDA Bocconi brought together entrepreneurs, incubators, start-ups, students, investors and ecosystem-builders to promote the consolidation of a community of networked ecosystems to foster the creation and growth of start-ups and SMEs capable of exploiting current and emerging opportunities in Africa.

PRINCIPLE 6

DIALOGUE: WE WILL FACILITATE AND SUPPORT DIALOGUE AND DEBATE AMONG EDUCATORS, STUDENTS, BUSINESSES, GOVERNMENT, CONSUMERS, THE MEDIA, CIVIL SOCIETY ORGANISATIONS AND OTHER INTERESTED GROUPS AND STAKEHOLDERS ON CRITICAL ISSUES RELATED TO GLOBAL SOCIAL RESPONSIBILITY AND SUSTAINABILITY

We continuously build on one of our strengths, namely combining Private, Public and Non Profit sector research and practice, and leverage our multi stakeholder platform of students, alumni, faculty and affiliated organisations to organise initiatives aimed at addressing cutting edge issues of sustainability.

SDA Bocconi is an active member of several international networks/initiatives promoting the adoption of an ethical, responsible and sustainable approach to management education:

- **PRME** (Principles for Responsible Management Education) which promotes the adoption of UN Global Compact recommendations;
- **ABIS** (The Academy of Business in Society), which aims to develop and spread the inclusion of sustainability principles in management education.
- **CFA Institute** (Chartered Financial Analysts Institute) which stands for creating an environment where investors' interests come first, markets function at their best, and economies grow, while adopting an ethical approach;

- **GNAM** (Global Network for Advanced Management), a network of top business schools committed to educating global leaders.

Belonging to these networks enables SDA Bocconi to enrich its knowledge, develop new activities and strengthen collaboration with other leading business schools.

In addition, we have reinforced our participation in international accreditation organisations in working groups dealing with responsible management education. We are part of the AACSB Affinity Group on Principles for Responsible Management Education, a network of management educators committed to advancing sustainability, corporate responsibility, social entrepreneurship and innovation in business schools worldwide. We are also heavily involved in the Academy of Management activity, having SDA Bocconi Faculty members as Division Chairs, such as the Public and Non profit Division and the Management Education Division. In ABIS we are part of the Academic Board and in ASFOR, the Italian Association for Management Education, we are part of the Management Board and we lead the Accreditation Committee.

LOOKING TO THE FUTURE

Building on the PRME framework for Responsible Management Education, SDA Bocconi School of Management confirms its commitment to PRME and aims to further enhance the activities delineated above. It also intends to expand its

research and teaching interests, the resources and contacts currently available as well as the networking opportunities which emerge from these activities.

