



# Sant'Anna

Scuola Universitaria Superiore Pisa

## Principles for Responsible Management Education

### 2018 Sharing Information on Progress

Scuola Superiore di Studi Universitari e di Perfezionamento  
Sant'Anna Pisa, Italy

**PRME**

This is our **Sharing Information on Progress (SIP)**  
Report on the Implementation of the **Principles for  
Responsible Management Education**

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## Letter of renewed commitment

We are pleased to confirm our commitment to the Principles for Responsible Management Education (PRME), as a framework for systemic change in higher education institutions.

Our mission is to provide students with the tools that will enable them to manage the complex challenges faced by business and society and we believe that one of the key global challenges for the next generations will be how to promote sustainable development for peace and prosperity.

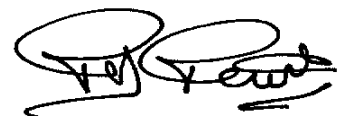
Our value system includes a strong purpose to generate a positive impact on society. In particular, as support to a renewed entrepreneurship, the Institute of Management research activities cover three very important areas: innovation, sustainability and healthcare. Those are areas which have a crucial impact on countries' competitiveness, the quality of life of billions of people and the research of sustainable solutions for the reduction of inequalities.

Our interest in the issues related to PRME extends across the curricula and the research carried out, which is reflected throughout many day-to-day activities related to PRME from a variety of perspectives emerged while we were preparing this report.

We consider the reporting process on PRME in this 3th update of our SIP as an opportunity to reflect on our experiences. We aim to increasingly implement Principles for Responsible Management Education in our Institute and we intend to share our commitment to inspire progressive change in communities and societies.

The Rector

PIERDOMENICO PERATA

A handwritten signature in black ink, appearing to read 'P. Perata', with a stylized flourish at the end.

## Introduction

The Scuola Superiore Sant'Anna, located in Pisa - Italy, is a public university accredited by the Italian Government through the Ministry of Education, University and Research, that holds a unique position within the Italian higher education system.

The Scuola is a university with the accreditation to award its own master's and PhDs, but its undergraduate degrees are awarded in partnership with the University of Pisa. Students at the University of Pisa sit rigorous exams for entrance to Scuola Superiore Sant'Anna's programme. Students are required to achieve top marks in entrance exams and demonstrate proficiency in two foreign languages. In return, they can study at Scuola Superiore Sant'Anna for free.

The Scuola is a research university where students, researchers and professors form a scientific community that aims to combine diversified knowledge and creativity with innovative advancements in science and technology. Excellence in training and research, internationalization, and interaction with the job market are the objectives of the Scuola, which also offers training and postgraduate courses. The Scuola aims at experimenting innovative paths in research and education, with an inter-disciplinary approach.


Established in 1987, Scuola Superiore Sant'Anna achieved the top positions in the World University Rankings as QS. In particular, the Scuola ranked in the top ten of the Times Higher Education's 150 Under 50, celebrating young, successful universities.



There are currently six Institutes, all of which offer graduate programs in which rigorous traditional courses are combined with opportunities for research, service learning, internships and entrepreneurship in both national and international contexts. In this framework, the adhesion to the PRME principles in 2012 represents a coherent choice towards a sustainable, innovative, and better society for future generations.




## 1. 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 for an inclusive and sustainable global economy. |

### Overview

As an interdisciplinary university and leading institution on high-level education, we integrate on a daily basis the sustainable thinking in our core activities, creating synergies across education, research and community interactions.

Making our students critically aware of the sustainability challenges, we pursue the scope to create a profitable dialogue among different disciplines, for a holistic understanding, such as: engineering and innovation solutions; sustainable business management; political and social awareness.

| Principle 2- Values   |  |
|---|--|
|  | We will incorporate into our academic activities and curricula the values of global social responsibility as portrayed in international initiatives such as the United Nations Global Compact. |

### Overview

In the last years we have committed to increase our educational offer, at undergraduate and post-graduate level, on sustainability-related matters (such as sustainability management, human rights, development cooperation), in line with the UNGC principles.

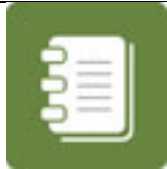
We want to make sure that our students understand the complex sustainability agenda at all levels.

Moreover, we endorse the work on human rights of the UN Special Representative, John G. Ruggie. Therefore we have decided to play an active role by incorporating the “business and human rights” approach in our educational framework and by promoting the respect of human rights as a key driver for global social responsibility.

The Scuola has integrated sustainability into its governance structure and its internal operations. Our reporting activities are conducted in reference to institutional values and principles, to ethical guidelines and codes of conduct.



Moreover, the **Code of Ethics** (updated on September 2017) drives all the activities of the Scuola Superiore Sant'Anna. The Code follows the peculiarities of our university, emphasizing the centrality of a supportive community-in which acts a collegial reality-, the promotion of merit as the primary constitutional value and fundamental instrument of social mobility, the fertile and permanent intersection between training and research and the valorisation of the differences. The Code is divided into three parts: target and objectives, rules of behaviour, organs and means of implementation (i.e. the Board of Ethics, which verifies and communicates the implementation of the Code). Among the issues faced by the Code, a special emphasis is given to the norm on "favoritism and nepotism", and on "conflict of interest". In accordance with the European Charter for Researchers, issued by the European Commission Recommendation 2005/251/EC, the Code states that the Scuola considers all the members of the research staff as professionals, regardless of their classification on the different juridical status existing at the legislative level. The Scuola binds also itself to settle working conditions that guarantee gender equality in the research activities and the creation of a research environment that can provide adequate tools and opportunities.

| Principle 3 - Method  |   |
|---|---|
|  | We will create educational frameworks, materials, processes and environments that enable effective learning experiences for responsible leadership. |

### Overview of programmes dedicated to PRME-related topics:

The **Master in Innovation Management – MAIN**, a two-year full-time program ("Laurea Magistrale") that equips home and international students with advanced knowledge of innovation management, practical experience and personal skills. Specifically, it provides sound knowledge of the innovation processes across industries, based on solid foundations in economics and management, a quantitative approach and the exposure to a mix of world-wide cultures.

The programme includes a Sustainability Management Course aims to provide students with fundamental knowledge of the notion of corporate sustainability, its background, its objectives and operating modalities. It mainly refers to current trends in the way organizations address environmental, social and technological challenges. A specific focus is dedicated on the analysis of the connections between corporate strategy and corporate sustainability and the impact of corporate sustainability on business's functional organizational structures and on business performances. This course discusses key concepts such as how organizations impact on the environment and socio-technical systems, the relationship between social and

environmental performance and competitiveness, the approaches and methods (e.g. organizational, managerial and operational tools) that can be adopted to effectively manage these issues.

The **Master in Human Rights and Conflict Management** is designed to provide students from different cultures and backgrounds with a deep understanding of the linkages between human rights and conflict management theory and practice. The curriculum, strongly field oriented, prepares participants for working with NGOs, governments, aid agencies, the UN system and regional organisations, also operating in the context of complex emergencies and joint operations.

The post – graduate programme is under the patronage of the United Nations Regional Information Centre (UNRIC) and is organised in collaboration with the International Research Laboratory on Conflict, Development and Global Politics and with the International Training Programme for Conflict Management – ITPCM – of the Scuola Sant’Anna.

The **Second Level Master in Environmental Management and Control: efficient management of resources** has been designed to provide outstanding training to those who want to work in sectors in which the efficient resources management is crucial. The Master is based on a multidisciplinary approach aimed at creating systemic skills in the management of environmental issues, both in terms of the regulation and management of public services (water, waste, energy, transport) and in the management of integrated cycles and integrated budgets for materials, water, energy.

From the a.y. 2016 – 17 the Scuola has introduced a new module on Green Management & Circular economy.

The **International Ph.D. in Human Rights and Global Politics: Legal, Philosophical and Economic Challenges** provides an educational path which will enable participants not only to carry out sound academic research, but also to undertake professional careers within a wide range of international, national and regional entities, in both the private and the public sectors.

The Programme addresses the issue of Human Rights (Legal Dimensions of Sustainability and Human Rights Protection) and Global Politics, and is characterized by a strongly interdisciplinary approach, which implies the intersection among the following research areas:

- Agricultural, food and agri-environmental Law
- Public International Law
- Political Economy
- Political Philosophy




The **International Ph.D. in Management in Innovation, Sustainability and Healthcare** deals with the most important management topics which characterize current research activities of Institute of Management. Particular emphasis is given to:

- the management of innovation processes and the international competitiveness of firms, institutions, as well as local, regional and national systems;
- the management of sustainability in public institutions, private companies and wide territory areas specifically focusing on environment policies, renewable energy sources development, and quality evaluation of food and tourism industry chain;
- the management of healthcare, meant as the development of models and tools for governance, in order to support the subjects involved in the healthcare system in the process of management and innovation of social welfare assistance and performance evaluation.

PhD thesis are often focused on topic linked to responsible management, as such as:

- Aliperti Giuseppe - Consumers' engagement as opportunity for crisis and disaster risk management: A tourism oriented analysis (2017)
- Boem Alberto - Impact measurement for social banking: The case of Banca Etica (2017)
- Cafagna Gianluca - An equity lens in healthcare performance measurement: more than equity gains? (2018)
- Kumah Emmanuel - Improving Healthcare Quality through Patient-Focused Strategies: A Focus on Self-Management and Care Experience (2017)
- Sarti Silvia - Exploring individual behaviors to unveil their responses to modern life challenges (2018)
- Taglialatela Jonathan The impact of innovation on SMEs financial dynamics and performance. (2017)

*(The complete list of PhD thesis is here available:  
[https://dta.santannapisa.it/theses/browse/by\\_type/PHD.html](https://dta.santannapisa.it/theses/browse/by_type/PHD.html))*

| Principle 4 - Research  |   |
|---|---|
|  | We will engage in conceptual and empirical research that advances our understanding about the role, dynamics, and impact of corporations in the creation of sustainable social, environmental and economic value. |

## Overview


Within one of our Institutes (i.e. Institute of Management), we are engaged to combine the knowledge of business management and policy making with the principles of sustainability, through scientific research and empirical investigations on three main fields: Corporate Sustainability Management; Environmental Management; and Resource Efficiency Management.

In terms of research achievements, the main international publications of the Scuola on sustainability, starting from November 2016, can be found below:

- Testa, F., MV Russo, M.V.; Cornwell, T.B.. 2016 *Social sustainability as buying local: social influences on purchase intentions* Academy of Management Proceedings 18
- Testa, F.; Gusmerotti, N.M.; Corsini, F.; Iraldo, F. 2016 *Predictors of organizational citizenship behaviour in relation to sustainability* 32<sup>nd</sup> EGOS Colloquium 12
- Turchetti, G. 2016 *Sustainability and future of healthcare systems: the example of oncology* 26th Congress of EAHM (European Association of Hospital Managers) - Bologna 13-14 October
- Turchetti, G. 2016 *Costs and benefits: sustainability and transferability* European Respiratory Society - Comprehensive management of ventilator-dependent patients - 6-8 October 2016, Barcelona, Spain
- Pianezzi, D.; Lino, C. 2016 *Assessing the validity of accounting for human rights: a pragmatic constructivist perspective* Qualitative research in accounting & management 370-391
- Daddi, T.; Testa, F.; Frey, M.; Iraldo, F. 2016 *Exploring the link between institutional pressures and environmental management systems effectiveness: an empirical study* Journal of environmental management 647-656
- Testa, F.; Gusmerotti, N.M.; Corsini, F.; Passetti, E.; Iraldo, F. 2016 *Factors affecting environmental management by small and micro firms: the importance of entrepreneurs' attitudes and environmental investment* Corporate social responsibility & environmental management 373 – 385
- Testa, F.; Corsini, F.; Gusmerotti, N.M.; Iraldo, F. 2016 *Predictors of organizational citizenship behaviour in relation to environmental and health and safety issues* Faculty of economics, University of Naples EGOS – Proceedings 17
- Daddi, T.; Iraldo, F.; Frey, M.; Gallo, P.; Gianfrate, V. 2016 *Regional policies and eco-industrial development: the voluntary environmental certification scheme of the eco-industrial parks in Tuscany (Italy)* Journal of cleaner production 62-70
- Rogoz, M.; Daegan, L.; Healy, C.; Hendow, M.; Hronková, M.; Huddleston, W.; Kraler, A.; Kutáľková, P.; van Doorninck, M.; Zampagni, F. 2016 *Responses to demand in the context of trafficking of human beings: regulatory measures from twelve national contexts [the case of Italy]* Demand AT Working Paper No. 6

- Giacomo, Delledonne, G. 2016 *Review of C. Dupré, the age of dignity: human rights and constitutionalism in Europe* (Oxford, Hart Publishing, 2015) Common market law review 1796-1798
- Capone, F. 2016 *Comparing and discussing the different approaches to remedies for child victims before the European court of human rights and the inter-American court of human rights* Brill | Nijhoff Towards a Universal Justice? Putting International Courts and Jurisdictions into Perspective 190-215
- Strazzari F.; Belloni, R. 2016 *Corruption in post-conflict Bosnia-Herzegovina and Kosovo* Routledge Corruption in the Aftermath of War 133-149
- Frey, M. 2017 *Sustainability is good for business: recenti evoluzioni della responsabilità sociale d'impresa* Bancaria 8-13
- Corsini, F.; Rizzi, F.; Frey, M. 2017 *Extended producer responsibility: the impact of organizational dimensions on weee collection from households* Waste Management 23 – 29
- Daddi T; Nucci B; Iraldo F; 2017 *Using life cycle assessment (LCA) to measure the environmental benefits of industrial symbiosis in an industrial cluster of SMEs* Journal of cleaner production 157-164
- Schiavo, G.; Leonardi, C.; Pasolli, M.; Sarti, S.; Zancanaro, M. 2017 *Weigh it and share it! Crowdsourcing for pro-environmental data collection* Association for computing machinery, inc Proceedings of the 19th International Conference on Human-Computer Interaction with Mobile Devices and Services, MobileHCI 2017 1-12
- Bartolozzi, I.; Rizzi, F.; Frey, M. 2017 *Are district heating systems and renewable energy sources always an environmental win-win solution? A life cycle assessment case study in Tuscany, Italy* Renewable & sustainable energy reviews 408-420
- Daddi, T.; De Giacomo M.R.; Marco, F.; Fabio, I. 2017 *Analysing the causes of environmental management and audit scheme (EMAS) decrease in Europe* Journal of environmental planning and management 1-20
- Battaglia M. 2017 *Sustainability in the tourism business* Symphonia 122-134
- Venier, S. 2017 *Aaron Xavier Fellmeth, Paradigms of international human rights law* Human rights law review 365-370
- Venier, S. 2017 *Exploring the dichotomy: the evolving role of positive obligations under international and European human rights law. Essay book review of Laurens Lavrysen's book on human rights in a positive state* Human rights and international legal discourse 289-304
- Spagnuolo, F. 2017 *Global land rush, water grabbing and the human right to water* Springer Agricultural Law. Current Issues from a Global Perspective 17
- Battaglia, M.; Cerrini, E.; Annesi, N. 2018 *Can environmental agreements represent an opportunity for green jobs? Evidence from two italian experiences* Journal of cleaner production (257-266)
- Testa, F.; Corsini, F.; Gusmerotti, N.M.; Iraldo, F. 2018 *Predictors of organizational citizenship behavior in relation to environmental and health & safety issues* The international journal of human resource management 1-34
- Sarti, S.; Darnall, N.; Testa, F. 2018 *Market segmentation of consumers based on their actual sustainability and health-related purchases* Journal of cleaner production (11)

- Testa, F.; Russo, M.V.; Cornwell, T. B.; Mcdonald, A.; Reich, B.. 2018 *Social sustainability as buying local: soft policy, meso level actors and social influences on purchase intentions* Journal of public policy & marketing (32)
- Battaglia, M.; Annesi, N. 2018 *Efficient and nice – urban sustainability and quality of life: the socioeconomic perspective* Springer Quality of Life in Urban Landscapes 141-149
- Annunziata, E.; Pucci, T.; Frey, M.; Zanni, L. 2018 *The role of organizational capabilities in attaining corporate sustainability practices and economic performance: evidence from italian wine industry* Journal of cleaner production 1300-1311
- Cerri, J.; Testa, F.; Rizzi, F. 2018 *The more I care, the less I will listen to you: how information, environmental concern and ethical production influence consumer's attitudes and the purchasing of sustainable products* Journal of cleaner production 343-353
- Testa, F.; Iraldo, F.; Daddi, T. 2018 *The effectiveness of Emas as a management tool: a key role for the internalization of environmental practices* Organization & Environment 48-69
- Macchi, C. 2018 *A treaty on business and human rights: problems and prospects* Intersentia The Future of Business and Human Rights 63-88
- Sommario, E. G. 2018 *Limitation and derogation provisions in international human rights law treaties and their use in disaster settings* Routledge Handbook of Human Rights and Disasters 432
- Sommario, E. G.; Venier, S. 2018 *Human rights law and disaster risk reduction* Questions of international law 29-47
- Daddi T.; Iraldo F.; Testa F.; De Giacomo M.R., 2018 *The influence of managerial satisfaction on corporate environmental performance and reputation* Business strategy and the environment 10
- Della Valle, C.; Cittadini, S.; Capponi, G.; Pellegrini, C. 2018 *Empowering diversity: a dialogue between political theory and business management* Crossthink-Lab Series 33
- Pellegrini, C.; Rizzi, F.; Frey, M. 2018 *The role of sustainable human resource practices in influencing employee behavior for corporate sustainability* Business strategy and the environment
- De Rosis, S.; Corazza, I.; Pennucci, F.; Nuti, S. 2018 *Healthy living: when engaging people makes a difference. Evidences from an experiment with teenagers in Tuscany* Ubiquity Press Annual Conference Supplement 2018 (1)
- Piccaluga, A. M. C.; Di Minin, A. 2018 *Exploring the organization of university-industry joint laboratories: a leadership perspective* Emerald Insight 141-173
- Rizzi, F.; Pellegrini, C.; Battaglia, M. 2018 *The structuring of social finance: emerging approaches for supporting environmentally and socially impactful projects* Journal of cleaner production 805-817
- Frey, M. 2018 *The role of the private sector in global sustainable development: the UN 2010 Agenda* Palgrave Macmillan Corporate Responsibility and Digital Communities 187-228

| Principle 5 - Partnership   |   |
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|  | We will interact with managers of business corporations to extend our knowledge of their challenges in meeting social and environmental responsibilities and to explore jointly effective approaches to meeting these challenges. |

## Overview

Committed to create a strong partnership between the business world and our university, we continuously promote research projects having as main target companies and/or business-related issues, on sustainability management matters.

We strongly believe in the importance to further extend our partnership with the business community, in order to develop a shared knowledge platform on sustainability issues.

A list of some main research projects developed in partnership with public and private institutions in the last two years is given below:

| MAIN INTERNATIONAL RESEARCH PROJECTS   |  |
|--|--|
| <b>GEMEX:<br/>COOPERATION IN<br/>GEOTHERMAL<br/>ENERGY RESEARCH<br/>EUROPE-MEXICO FOR<br/>DEVELOPMENT OF<br/>ENHANCED<br/>GEOTHERMAL<br/>SYSTEMS AND<br/>SUPERHOT<br/>GEOTHERMAL<br/>SYSTEMS</b> | <p>The GEMex project is a complementary effort of a European consortium with a corresponding consortium from Mexico, who submitted an equivalent proposal for cooperation. The joint effort is based on three pillars:</p> <p>1 – Resource assessment at two unconventional geothermal sites, for EGS development at Ao and for a super-hot resource near Los Humeros. This part will focus on understanding the tectonic evolution, the fracture distribution and hydrogeology of the respective region, and on predicting in-situ stresses and temperatures at depth.</p> <p>2 – Reservoir characterization using techniques and approaches developed at conventional geothermal sites, including novel geophysical and geological methods to be tested and refined for their application at the two project sites: passive seismic data will be used to apply ambient noise correlation methods, and to study anisotropy by coupling surface and volume waves; newly collected electromagnetic data will be used for joint inversion with the seismic data. For the interpretation of these data, high-pressure/ high-temperature laboratory experiments will be performed to derive the parameters determined on rock samples from Mexico or equivalent materials.</p> |

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|   | <p>3 – Concepts for Site Development: all existing and newly collected information will be applied to define drill paths, to recommend a design for well completion including suitable material selection, and to investigate optimum stimulation and operation procedures for safe and economic exploitation with control of undesired side effects. These steps will include appropriate measures and recommendations for public acceptance and outreach as well as for the monitoring and control of environmental impact. The consortium was formed from the EERA joint programme of geothermal energy in regular and long-time communication with the partners from Mexico. That way a close interaction of the two consortia is guaranteed and will continue beyond the duration of the project.</p>   |
| <p><b>LIFE BRAVER: BOOSTING REGULATORY ADVANTAGES VIS À VIS EMAS REGISTRATION</b></p> | <p>The main objective of the project is to increase the adoption of measures of regulatory relief to support EMAS adoption in participating countries and regions. In particular, starting from the experiences of the 2011-2014 Life+ BRAVE project, the BRAVER aims to involve other EU countries willing to increase the number of EMAS registered organisations. More in detail, the project, aims at demonstrating that:</p> <ul style="list-style-type: none"> <li>• “better regulation” in environmental policies is possible if voluntary schemes, as EMAS and the EU Ecolabel, are effectively and proactively used in the development of new legislation and in the revision of the existing one;</li> <li>• these measures are feasible for all EU Member States and practicable at the EU regulatory level with a reasonable effort both in policy making (e.g.: drafting new or renovate directives or legislative acts) and in policy implementing (changing permitting procedures, communication flows, control modalities, etc.);</li> <li>• the adoption of an Environmental Management System can guarantee that a company is able to comply with environmental legislation;</li> <li>• the companies (and organisations) that apply a voluntary certification scheme, such as EMAS, deserve administrative “regulatory relief” and incentives (e.g.: permits, controls, etc.). This can lead to a better and more efficient application of the environmental policy, included traditional Command and Control instruments;</li> <li>• if “better regulation” and “regulatory relief” are implemented, this can lead to benefits and advantages both for companies (savings, organisational efficiency, better control and timely adaptation to policy changes) and for public bodies involved in policy making and implementing (time efficiency in managing the procedures, cost savings in control activities, etc.);</li> <li>• all in all, this can create a virtuous cycle in which companies are strongly incentivized to adopt voluntary schemes, with a final effective improvement in their environmental impact.</li> </ul> |



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| <p><b>LIFE ENVIRONMENTAL FOOTPRINT IMPROVING GROWING EFFICIENCY</b></p> <p><b>EFFIGE: FOR AND ECO-</b></p> | <p>EFFIGE aims to improve the environmental performances of products operating in the sectors involved in the project by means of the implementation of EU Product Environmental Footprint (PEF) method described in the EU Rec. 179/2013. By using PEF as tools for supporting decision process within companies and remove information asymmetries on the final good market, EFFIGE will support the pilot companies and especially SMEs to improve their environmental “hot spots” and introduce to markets products and services more sustainable. Moreover, EFFIGE project aims to:</p> <ul style="list-style-type: none"> <li>-demonstrate the effectiveness of EU PEF method for supporting the environmental performance improvements of products</li> <li>-contribute to the development and dissemination of EU Environmental Footprint, which has become a top priority in the policy agenda of the European Commission in terms of green market and circular economy. It aims to spread the PEF in Italy and in the EU by focusing on sector not involved in EU Pilot Studies. At least 21 PEF will be conducted according to EU Rec.. 179/2013, in 4 relevant supply chains (furniture, foundry, agrifood, catering services).</li> <li>-develop “preparatory working documents for the future PEF Category Rules” in supply chain not currently involved in EU PEF Pilot Studies, in order to enhance comparability between organisations operating in the same sector and, therefore, to enable consumers and businesses to take better informed decisions.</li> <li>-remove typical drawbacks affecting the implementation of PEF within SMEs by means of the creation of a PEF Supporting Toolkit, tested in the pilot experiences and, finally, disseminated in other sectoral and geographical contexts.</li> <li>-contribute, as requested by the Commission (Rec. 2013/179/EU), to develop Public Databases on environmental impact ready to use by SMEs to perform PEF</li> <li>-develop clear guidelines and approaches to improve the effective communication of environmental performance of product by testing EU communication vehicles and draft and disseminate a “NO Greenwashing” Guideline thanks to the work of the homonymous Working Group</li> <li>-stimulate the integration of PEF method within other existing EU environmental policies thanks to several Policy suggestions and Guidelines developed by the PEF integration Working Group</li> <li>-create tools and approach that are easily replicable and transferable as demonstrated by testing in flied in other EU contexts and supply chains not covered by EU PEF Pilot Studies</li> </ul> |
| <p><b>ENHANCE: EMAS AS A NEST TO HELP AND NURTURE THE</b></p>  | <p>Organizations, large and Small and Medium sized enterprises (SMEs),are increasingly aware of the benefits of closing loops by improving resource efficiency: saving material costs, creating</p>  |

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| <b>CIRCULAR ECONOMY</b>  | <p>competitive advantages and new markets are among the main reasons for organisations to take action. At this respect, the Eco Management and Audit Scheme (EMAS) is considered as a driver of the Circular Economy by encouraging organisations to develop techniques which make better use of resources in the production phase and retain physical goods longer and more efficiently in productive use, thus increasing their competitiveness. Starting from these considerations, ENHANCE project overall objective is to improve the implementation of regional policy instruments oriented to increasing the efficiency of resources by the exchange of experiences and practices on supporting EMAS registration.</p> <p>Main barriers perceived by EMAS adopters are: lack of EMAS recognition from the market and Public Authorities (PA), technical support from PA and external incentives; high cost, etc. In this regard, the role of PA supporting EMAS as a competent body becomes essential in order to remove these barriers and to encourage organizations to adopt EMAS through various means, such as reducing the technical barriers for EMAS adoption, enhancing benefits derived from EMAS, public subsidies and rewarding EMAS implementers with reduced enforcement (e.g., regulatory relief). Derived from the activities to be carried, such expected changes shall become effective upon the production of these main outputs:</p> <ol style="list-style-type: none"> <li>1) Regional Studies on supporting EMAS registration</li> <li>2) Methodology to assess the feasibility of good practices on supporting EMAS registration</li> <li>3) EMAS Joint Database</li> <li>4) Thematic workshops to exchange experiences</li> <li>5) Regional Studies on the exchange process</li> <li>6) Toward EMAS Action Plans. Main beneficiaries from the cooperation will be PA, but direct effects resulting from the project will also affect organizations as EMAS adopters.</li> </ol> |
| <b>IMPRESS - IMPROVING ACADEMIC AND PROFESSIONAL EDUCATION CAPACITY IN SERBIA IN THE AREA OF SAFETY &amp; SECURITY</b> | <p>Basic rationale of the project is in the fact that EU Safety &amp; Security (S&amp;S) heavily depends on the performance in the same areas in the partner countries, especially ones in the closest neighbourhood, such as Serbia. The idea of the project - funded by Erasmus + Programme - is that the academic education capacity in the countries in the process of joining the EU should be improved in order to meet standards and new needs and challenges in Europe. The project can contribute to this by means of enhancing the capacity building in the field of academic and professional education in the area of S&amp;S. The ImprESS project intends to improve exactly this in the following way: by means of strategic partnership ("knowledge alliance") in which will set up the Model for improving the educational capacity in the area of "sector skill alliance" for S&amp;S (SSASS). Based on this model a</p>  |

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|  | sample educational infrastructure (curriculum, modules, courses, academic and para-academic educational activities) will be established and implemented in Serbia.   |
| <b>RECYPACK</b>  | <p>RECYPACK is a demonstration project to foster green public procurement (GPP) of commercial plastic packaging waste (CPPW) in urban areas. The project will demonstrate that this waste stream is a valuable resource from which new recycled added-value materials and products can be obtained. The project will implement an innovative management model to assist local authorities in decision making, and to provide companies with incentives to participate.</p> <p>The project will evaluate the generation of CPPW by business/shopping centres, urban commercial centres, distribution companies and professional small and medium-sized enterprises (SMEs). The project will focus on polyethylene, which is the most common type of plastic, and expanded polystyrene, which is a concern because of its low density. The project will operate two recycling facilities, in Hungary and Spain, which will produce recycled polyethylene and recycled polystyrene from CPPW. The recycled material will be used to manufacture new plastic products, thereby closing the loop. The project will also evaluate the potential for replication of its recycling systems in Belgium, Croatia, Poland, Romania and Turkey.</p> <p>LIFE-RECYPACK will be an example of a circular economy business model and will contribute to the recycling of plastic waste, which is one of the priority sectors in the EU Circular Economy Action Plan. The project will also help the implementation of the Waste Framework Directive, the Landfill Directive and the Packaging Waste Directive.</p> |
| <b>ACT4LITTER: JOINT MEASURES TO PRESERVE NATURAL ECOSYSTEMS FROM MARINE LITTER IN THE MEDITERRANEAN PROTECTED AREAS</b> | <p>Many Mediterranean Marine Protected Areas (MPA) affirm that Marine Litter (ML) represents one of the major threats for the protection of biodiversity and marine ecosystems and confirms the lack of knowledge and skills on how to effectively tackle this issue at their level.</p> <p>ML is a priority of the Euro-Mediterranean policies for sustainable development. Recently, many actions have been implemented but these policy commitments still need to be translated into the MPA context.</p> <p>ACT4LITTER will aim at reviewing the most promising proposed measures and select the ones that could be implemented in the MPA , considering particularly the ecosystem services. The selection of measures will result in the development of MPA-specific action plans whose implementation could be the object of a future project. In addition, those plans will be complemented, by a realistic and operational governance plan at transnational level.</p> <p>MPA stakeholders and key experts of ML value chain will be involved</p>   |

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|  | <p>all through the process in order to validate the outputs together. The action plans will have a strong focus on preventive measures, using circular economy and sustainable consumption and production approaches. The issue of ML is global but MPAs are directly affected by its increasing amount, restraining highly the achievement of the conservation goals.</p>  |
| <p><b>RAVE: REINFORCING ADDED VALUE FOR EMAS</b></p>   | <p>On behalf of the Directorate-General for the Environment of the European Commission, "RAVE - Reinforcing Added Value for EMAS. Exploring measures for strengthening EMAS added value to authorities and organizations." project aims at assessing the effectiveness of regulatory reliefs and administrative simplifications as incentives for EMAS adoption (i.e. the voluntary instrument for environmental management of the European Commission) by European organizations. RAVE focuses on identifying the most relevant "best practices" among existing measures of regulatory relief based on EMAS registration, in order to support the diffusion of such measures within the European Union and strengthen the added value of EMAS for organizations and competent authorities.</p> <p>RAVE project is coordinated by the Institute of Management of the Scuola Superiore Sant'Anna and by the German consultancy company Adelphi, in collaboration with Club EMAS Catalunya, the consultancy company Trinomics and the Austrian environmental agency Umweltbundesamt GmbH.</p>   |
| <p><b>S-PARCS: ENVISIONING AND TESTING NEW MODELS OF SUSTAINABLE ENERGY COOPERATION AND SERVICES IN INDUSTRIAL PARKS</b></p> | <p>Envisioning and Testing New Models of Sustainable Energy Cooperation and Services in Industrial Parks S-PARCS presents a sound concept for reducing energy costs and energy consumption in industrial parks, while, at the same time, increasing renewable on-site energy production. The pre-assessment of the seven "Lighthouse Parks" from Spain, Portugal, Italy, and Austria, which participate in the study, has shown a high potential for joint energy actions, many of which are transferrable to the community of S-PARCS Followers in the UK, Sweden, Turkey, Russia, Italy, Portugal, Austria and Norway. 5 research organisations, 1 engineering company and 1 industrial association will make their knowledge on suitable technologies, novel business models and cooperative action among companies available to the parks to help them develop an "energy cooperation plan" and the necessary skills to achieve a long-lasting sustainability impact. At the end of the project, all Lighthouse parks will be equipped with a free ICT tool supporting the decision-making processes on joint investments, at least 1 full feasibility study for the most promising cooperative project, as well as a strategy for longer-term actions. 65 of the 278 located in the "Lighthouse Parks" are expected to benefit directly from reduced energy costs derived from energy efficiency measures, such as the use of waste heat, joint energy purchases and a</p> |


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|  | <p>wide range of viable smallscale renewable projects. Improvements in the parks in terms of energy efficiency are likely to be superior to 10%. The project's impact, however, extends to the entire Follower Community, thanks to the identification of at least 20 viable cooperative energy solutions, which are to be widely disseminated. The identification of relevant financial, legal and organizational barriers to joint energy action in the parks – and ways of overcoming them - will make a valuable contribution to policy-making on regional, national and European level.</p>  |
| <p><b>LIFE TACKLE:<br/>TEAMING-UP FOR A<br/>CONSCIOUS KICK FOR<br/>THE LEGACY OF<br/>ENVIRONMENT</b></p> | <p>The main objective of TACKLE is to increase the awareness and to improve the practices of sport events key actors in order to improve waste management during football events. Grounding on the shortcomings that characterize the current governance of these sport events, in order to prevent and reduce waste production during football matches, the project aims to: - Focus the project activities on the whole sport event life cycle (conception, organisation, staging, closure); - Collect, assess and test best practices on waste management during sport events realizing Guidelines as basis for the awareness actions; - Develop adequate competences and organizational structures within the national football associations (NFAs) to guide the diffusion of best practices in the related football leagues and stadiums; - Identify the critical information flows that are necessary for NFAs to ensure an adequate implementation of the EU waste policies in stadiums; - Increase the competences and awareness of NFAs in developing a set of strategies and tools, e.g. guidelines, procedures, contract formats, etc. to both prevent and manage waste according to circular economy criteria; - Engage all the relevant contractors in enduring efforts to prevent and reduce waste during football matches (e.g. food and beverages providers, stadium cleaning operators, tickets sellers etc.); - Promote the continuous improvement of the environmental management of football events even after the end of the project via the setting of targets and the peer-influence of the National Football Associations committed to environmental sustainability; - Develop and implement communication campaigns aimed at increasing awareness over waste issues among: football clubs, football fan clubs, supporters, stadium and sport facilities staff; - Exploit the influence of Football National Associations, Football Leagues and Football clubs and famous football players over fans and supporters to engage them in keeping correct behaviours; - Replicate project activities and results in non-participating NFAs through the establishment of a specific Replicability Management Board (RMB) coordinated by UEFA; - Keep strong contacts with EURO 2020 organizers to share with them TACKLE results on waste management issues to be valorised during the European Championship; - Assure a wide dissemination of project results adopting advanced communications techniques and</p> |

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|  | valorising the support of Life Programme during the targeted football events  |
| <b>GIUSTINT:<br/>INTERGENERATIONAL<br/>JUSTICE AND ETHICAL<br/>SUSTAINABILITY IN<br/>THE CONTEXT OF<br/>DEVELOPMENT OF<br/>THE ELECTRICAL<br/>GRID</b> | <p>The project "Intergenerational Justice and Ethical Sustainability in the context of development of the electrical grid (GIUSTINT)" aims to continue and expand a scientific collaboration between the Research Area in Public Ethics and RSE s.p.a., initially started with the project named "The different aspects of the concept of justice in the planning phases of electrical infrastructures (GIUSTEL)".</p> <p>The new project intends to continue the previous one developing it along four different but structurally coordinated directions, hereafter identified in synthetic form.</p> <p>Particular attention will be given first to the theme of intergenerational justice. In this first research strand, we will focus on models and practices of justice between generations, trying to analyse critically how key principles of equality, reciprocity and distribution are conceivable in a fruitful dialogue between present stakeholders and potential future stakeholders, in relation to the development of the grid. Specific attention, in the context of a rapidly evolving international debate on the subject, will be dedicated to the theories of energy justice.</p> <p>Secondly - as first specific focus of research - the project will investigate the link between justice and vulnerability. Such a nexus wants to recall the entire scope of vulnerability studies, i.e., studies of policies and rights designed for specific vulnerable social groups, i.e. children, disabled, elderly, in order to understand whether there is connection between social vulnerability and "technologically induced" vulnerability, particularly due to the installation of energy transmission lines. It will be looked at possible costs/ damages for specific categories of subjects living in areas surrounding the sites affected by the transmission infrastructure. We intend to research both a theoretical level and case studies, already individuated through the previous GIUSTEL project or identified ad hoc.</p> <p>The third research strand concerns the transformation of the social imaginary. The purpose is to investigate the altered public perception and usage of the sites affected by the grid infrastructures and the immediate areas close to them, elaborating an analysis that will necessarily intersect physical and geographic data, landscape-based surveys, and surveys of the social perceptions of the space imaginary. The aim of the research will be the creation of indicators that can account for the quality of the interaction between the landscape, people and technology. A secondary aim will be also achieving a tool that can be employed in current or future projects of infrastructure siting, in order to offer further evaluation elements to stakeholders and individuals, (public and private), directly or indirectly involved in them.</p> |



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|   | <p>Finally yet importantly, the research will investigate the relation between the damage and its "ethical compensation". We aim to investigate the theoretical sustainability of potentially innovative transmission infrastructure damage compensation forms, in alternative to more traditional approaches used to assess costs, such as CBA or LCA, etc. Specifically, we intend to identify forms of compensation and rehabilitation by forms of "damage" real or perceived, present or expected, topical or meta-topical (i.e. bound to a single location or to a plurality of points connected to each other). Particular attention will also be given to the different "monetization" patterns of damage, trying to understand the different ethical implications for the subjects directly affected, and for those only potentially concerned, along an imaginary continuous line of real or perceived damage ranging from a maximum to a minimum level.</p> |
| <b>PUBLIC ETHICS, RELATIONS BETWEEN VALUES, IDENTITY AND PERFORMANCE IN ORGANIZATIONS AND COMPANIES</b> | <p>The project is the result of a collaboration between the Research Area of Public Ethics and Picomax s.r.l. and aims to identify the relations between the values of public and private organizations, their identity profile and their economic performance. The project will conduct an empirical survey on a sample of companies to analyse the identity the organizations want to communicate about themselves and the identity perceived by their stakeholders. In addition to the empirical survey, a theoretical model representative of the values adopted by organizations will be developed and tested.</p>   |

Moreover, the Scuola officially participates to the Global Compact Network Italy (GCNI) through its spin-off company, Ergo S.r.l. Nevertheless it directly supports the GCNI providing pro bono scientific support to some of the Foundation Working Groups activities.

| <b>Principle 6 - Dialogue</b>   |  |
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|  | <p>We will facilitate and support dialog and debate among educators, students, business, government, consumers, media, civil society organisations and other interested groups and stakeholders on critical issues related to global social responsibility and sustainability.</p> |

## Overview


Through research and innovation, we are committed to help the civil society facing complex issues. By engaging in a constant dialogue with local, national, and international actors we pursued a fruitful on going stakeholder engagement process.

As part of the mission to link academic knowledge with interested groups and stakeholders at both local and global levels in order to strengthen the sustainability culture the Scuola Superiore Sant'Anna hosted on 29-30 October 2018 an international conference exploring various dimensions of the Sustainable Development Goals (SDGs) debate: The SDGs in global perspective. At the heart of this conference, there was the belief that, to capture the complexity of the SDGs, is essential to bridge different academic disciplines, common knowledge and local expertise.

Moreover, the Scuola Superiore Sant'Anna promoted the experience of HSE Lab, the first research laboratory in Italy on the topics of Health, Safety & Environment (HSE) addressed to large companies operating in the energy, transportation, ICT and manufacturing sectors. HSE Lab aims at co-creating and disseminating new knowledge on the management of health, safety and environmental aspects in the workplace, while supporting companies in understanding and tackling current and future sustainability challenges. To this aim, HSE Lab brings together academy and business to develop and experiment innovative managerial approaches, grounded on a solid toolkit of wide-ranging research methodologies.

Within HSE Lab, companies have the opportunity to co-design and take part in empirical research activities focused on improving management of HSE aspects, with the support of the researchers of the Institute of Management. During the first year of activity, HSE Lab have tackled highly relevant topics, ranging from HSE risk assessment methodologies, organizational networks for HSE management, to managers' leadership and employees' behavioural styles for a more proactive and effective management of HSE aspects. By combining advanced academic research and managerial practice, HSE Lab aims at promoting a more careful, systemic and strategic-oriented approach to HSE management among participating companies.

The Institute of Management is also committed to continuously support some companies in the sector of food retailing and utilities to draft their sustainability report and to enhance their stakeholder engagement..

| Principle 7 - Organisational practices  |  |
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|  | We understand that our own organisational practices should serve as example of the values and attitudes we convey to our students. |

## Overview

In reference with diversity in staff recruitment and promotions, we report the presence of the Guarantee of equal opportunities, workers' well-being and anti-discrimination (CUG). CUG is composed of one member appointed by each of the most representative trade unions as part of the Administration and an equal number of School representatives in order to ensure an overall equal gender representation. The President of the CUG is appointed by the School. The CUG helps to optimize School productivity by promoting the creation of an environment of respect for the principles of equal opportunity, organizational well-being and the absence of any form of discrimination, direct and indirect, due to any of the following:

- gender;
- age;
- disability;
- ethnicity;
- language;
- political views;
- sexual orientation.

## 2. Progress on planned objectives

| Past Commitments  |   | Achievements and progress                    |
|---|---|--|
| <b>To maintain a fruitful interaction with business managers, as well as other institutional and civil society stakeholders, on sustainability issues.</b>  | 😊 | Pages 13 - 21                                |
| <b>To improve the educational offer for our undergraduate and graduate students on each aspect related to sustainability - from social, environmental and economic points of view.</b>  | 😊 | Pages 7, 8, 9                                |
| <b>To enhance the environmental-friendly policies within our campus buildings, especially on the energy savings perspective (e.g. rise awareness among students and staff, continuous monitoring of energy usages, adoption of energy-efficient equipment).</b> | 😞 | We keep this objective as future perspective |
| <b>To promote PhD thesis in the topic of responsible management.</b>  | 😊 | p.9  |
| <b>To continuously promote a university environment characterised by equal opportunities, diversities respect, and organisational well-being.</b>   | 😊 | p.7 and p.23                                 |
| <b>To encourage researchers in developing the academic knowledge on sustainability-related issues.</b>  | 😊 | Pages 10 - 13                                |
| <b>To develop a survey to assess the intentions of students regarding responsible management behaviour.</b>   | 😞 | We keep this objective as future perspective |

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| <b>To draft a sustainability annual report, in order to be more accountable and transparent towards all our stakeholders.</b>  | ☹ | We keep this objective as future perspective |
| <b>To diffuse the use of the sustainability reporting among other companies and institutions.</b>  | ☺ | p. 22  |
| <b>To align curricula and research to the SDG commitments and agenda and to seek more applied research around the SDGs that can create solutions to help businesses be more effective and sustainable.</b> | ☺ | p. 22  |

### 3. Future perspectives and Key Objectives

- To draft a sustainability annual report, in order to be more accountable and transparent towards all our stakeholders.
- To enhance the environmental-friendly policies within our campus buildings, especially on the energy savings perspective (e.g. rise awareness among students and staff, continuous monitoring of energy usages, adoption of energy-efficient equipment).
- To develop a survey to assess the intentions of students regarding responsible management behaviour.
- To promote PhD thesis in the topic of responsible management.
- To diffuse the use of the sustainability reporting among other companies and institutions.
- To align curricula and research to the SDG commitments and agenda and to seek more applied research around the SDGs that can create solutions to help businesses be more effective and sustainable.
- To maintain a fruitful interaction with business managers, as well as other institutional and civil society stakeholders, on sustainability issues.
- To improve the educational offer for our undergraduate and graduate students on each aspect related to sustainability - from social, environmental and economic points of view.
- To continuously promote a university environment characterised by equal opportunities, diversities respect, and organisational well-being.
- To encourage researchers in developing the academic knowledge on sustainability-related issues.

## Desired support

With the activities and resources directly available from the PRME, the School has for now sufficient support to help achieve its key objectives for the next 24 months.

## Contacts

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For further information on this Report, and on the commitment of the Scuola on PRME's principles, you may refer to Marco Frey, full professor at the Institute of Management: [m.frey@sssup.it](mailto:m.frey@sssup.it)