



UNIVERSITÀ
CATTOLICA
del Sacro Cuore

UN PRINCIPLES FOR RESPONSIBLE MANAGEMENT EDUCATION

Sharing information on progress (sip) report for the period 2019-2020



FACULTY OF ECONOMICS



ALTIS
ALTA SCUOLA
IMPRESA E SOCIETÀ

August 2021

Largo Gemelli 1 - 20123 Milan - ITALY



FACULTY OF ECONOMICS

The Faculty of Economics of the Università Cattolica del Sacro Cuore, established in 1947, is listed among the best Italian and European Faculties, on the basis of the quality and depth of the teachings across all subjects, the comprehensiveness of the syllabuses and the close inter-relationship between research and teaching, which enables staff of a high academic excellence to teach the findings that emerge from the research and, consequently, to guarantee the highest levels of knowledge, learning and competence. The vision of the economy that is taught and practiced in this Faculty embraces all aspects, starting from the specific cases and reaching the general scenario: from the individual to family units, from regional areas to national contexts, up to a broader international perspective.



ALTIS

ALTA SCUOLA
IMPRESA E SOCIETÀ

ALTIS is the School of Sustainable Management of the Università Cattolica del Sacro Cuore, an international research and education centre for the study and promotion of a responsible and competitive business culture, based in Milan, Italy. Founded in the early 2000s, since October 2007 it has been committed to advancing the Global Compact's principles by training leaders who are well-prepared to adequately face the most pressing global challenges. The School is a member of the UN PRME since 2008.

MESSAGE FROM THE DEAN OF FACULTY OF ECONOMICS

The Faculty of Economics is addressed to those who believe that with daily commitment and passion they can build up solid competence, to those who believe they have potential to put into play, to those who want to engage for themselves and for others in the society in which they live. Studying Economics at Università Cattolica and management and their aims, it means building firms the environmental and social challenges of our time, it that is help and direct energy to integral and Development is not in it self guaranteed by who drive it by living the call of the common good, it lasts, balanced, inclusive. Studying Economics at prudence and courage: the prudence with which one acts.

We are committed to training professionals who responsibility with competence in the future. completeness of programmes, high scientific value of and famous tradition which has contributed to increasing at an international level.

The aim of all our programmes and initiatives is to provide basic skills, on which to build with freedom and awareness one's own course of study. The academic offer also includes an evening course, thus widening the possibilities of access to studies also to those who already have work commitments.



means reflecting responsibly on the meaning of economics closer to the real economy and able to provide answers to means bringing people back to their main responsibility, sustainable development

impersonal and automatic forces, but it needs people building those structural roots necessary to make Università Cattolica means building skills involving one engages in dialogue, the courage with which

will be able to combine individual and collective Competence which to us means quality and professors/lecturers and teaching, rooted in a historical the solid reputation of one of the best economic Faculties

Prof. Antonella Occhino
Dean of the Faculty of Economics
Università Cattolica del Sacro Cuore

MESSAGE FROM DIRECTOR OF ALTIS

ALTIS is a fresh, constantly evolving, and responsive body – a lively entity.

Its activities are all designed to encourage the emergence and growth of entrepreneurship and impact management for sustainable development. The primary aim of the school is to develop sustainable positive impact on society and environment. The constant engine which fuels our research activities, our educational programmes and consultancy services, looking for the implementation of win-win logic and, finally, developing ones. The Graduate School encourages and at the same time is committed to bringing the Latin America, Africa, and the Middle East

In essence, at the heart of its vision is the drive to disseminate innovative entrepreneurial and managerial approaches, which may benefit entrepreneurs, society, and the environment. Economic life is not necessarily a competitive zero-sum game, where there is inevitably a winner and a loser; it can be turned into a cooperative positive-sum game, in which each participant benefits from the actions of others.

Developing sustainable and responsible kinds of management and entrepreneurship is a “mission possible”, an innovative and worthwhile challenge which can and must be taken on in Italy, where difficulties and opportunities coexist.

As the Director of ALTIS, I am proud to be a part of a School whose vocation is preparing professionals, managers, and young students to turn this vision into reality.



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Prof. Vito Moramarco
Director of ALTIS
Università Cattolica del Sacro Cuore

OUR COMMITMENT TO THE PRINCIPLE 1

THE FACULTY OF ECONOMICS

The Faculty of Economics and ALTIS has fully embedded this first principle in their long-term vision and culture.

The Faculty is committed to providing excellence to those students who believe that they can build solid skills through their consistent commitment and passion. Courses are suitable for young people who believe that they have a unique potential and who want to assume responsibility for themselves and for others in modern society.

Choosing to study Economics at Università Cattolica means embracing an inductive vision of the discipline, that starts from specific observations and examines the possibility of reaching general and comprehensive conclusions. Our historical period has exposed the weaknesses of a system in which the economy is free from basic human needs and has demonstrated the key importance of upskilling professionals who will be able to unite individual and collective responsibility with competence.

This competence derives from the quality and comprehensiveness of the programmes and from the academic excellence of the teaching staff, whose prestigious tradition has contributed to augmenting its long-standing reputation as one of the best-ranked international economics faculties worldwide. Besides having specific courses on Catholic social thought and social and environmental issues in management, students are challenged around the implications for the society and the environment related to managerial practices and ethical consequences, broad impacts and responsibilities of their actions.

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.

ALTIS

ALTIS' mission, "Entrepreneurship and management for sustainable development", is intrinsically adherent to the 1st Principle.

The School supports professionals, managers and entrepreneurs who are committed to adopting and promoting a responsible managerial culture. It fosters research and innovation, design educational programmes and offer consultancy services aimed at efficiently coping with the challenges

of a conscious and responsible development within the current economic context, through concrete instruments and actions.

In particular, its people are specialised in:

- integrating social and environmental responsibility (CSR) in the industrial strategy of an enterprise, as well as in its corporate governance and mission
- transferring knowledge and methods of impact measurement and evaluation to enterprises
- training the managers of non-profit enterprises
- promoting partnerships among private, no-profit and public sectors for the creation of shared value
- supporting the internationalization of enterprises, with a focus

on its contribution to the development of emerging and developing countries

disseminating, at the international level, the "industrial cluster" model, with a particular attention to geographical areas of specific interest for Italian enterprises and clusters, such as Latin America, China, Eastern Europe, the Mediterranean Basin and the African continent.

OUR COMMITMENT TO THE PRINCIPLE 2

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.

THE FACULTY OF ECONOMICS

The Faculty of Economics and ALTIS work in a synergic way to incorporate in the curricula the concept of global social responsibility and business sustainability. The activities of ALTIS are entirely based on sustainability, with dedicated educational program, research, and consultancy activities. Over the years, ALTIS' Faculty members have developed specific skills on integration of social and environmental issues in corporate strategy and managerial function. These specific competences are disseminated within the Faculty of Economics, providing to the Faculty the state of the art on social and environmental issues in management. Global social responsibility is taught in dedicated courses, and is gradually integrated in other programmes, for instance through thematic lectures on social and environmental issues related to specific topics and contents, such as corporate strategy and business communication. The relevance of social and environmental concerns is embedded in the following programs offered by the Faculty at graduate and undergraduate levels.

Undergraduate

- Economia delle imprese e dei mercati
- Economia e gestione aziendale
- Economia e gestione aziendale (corsi tardo-pomeridiano-serali)
- Economia e gestione aziendale (Service management)
- Economia e gestione dei beni culturali e dello spettacolo
- Economia e legislazione d'impresa
- Economics and management
- Economia e gestione dei servizi

Graduate

- Comunicazione per l'impresa, i media e le organizzazioni complesse - CIMO
- Data analytics for business
- Direzione e consulenza aziendale
- Economia (with a profile in "Economics" taught in English)
- Economia e gestione dei beni culturali e dello spettacolo (with a profile in "Methods and topics in arts management" taught in English)
- Economia e legislazione d'impresa
- Innovation and technology management
- Management
- Management per l'impresa
- Mercati e strategie d'impresa
- Management dei servizi (with a profile in "Healthcare Management")

For more information and details visit the website: www.unicatt.it



The adherence to the 2nd Principle may be found in dedicated programmes (e.g. MBAs, masters or training programmes) but also as a general mind-set inspiring actions and initiatives that may not be explicitly associated to CSR. Find below some examples.

MBAs and Master's Degrees in Africa: E4Impact Foundation

E4Impact is an initiative launched in 2010 by ALTIS, with the objective of training impact entrepreneurs in the developing world to support the start-up and growth of their businesses.

In 2015, E4Impact became a Foundation with the support of Associazione Genesi, Mapei, Webuild, the Università Cattolica del Sacro Cuore and Always Africa Association. Later, ENI, Intesa Sanpaolo and VueTel joined E4Impact as Corporate Participants and Diana Bracco, Michele Carpinelli and Jean-Sébastien Decaux as Individual Participants.

The work of the Foundation contributes to the accomplishment of many of the United Nations' Sustainable Development Goals, including access to quality education, decent work, economic growth and poverty and hunger reduction.

The main goals of the Foundation are:

- training a new generation of entrepreneurs capable of combining economic success with social and environmental impact
- working with the faculty and staff of African universities to increase the capacity of creating and delivering unique, results-oriented entrepreneurship programmes

- facilitating international ties between European and African companies that are attentive to social and environmental impact

E4Impact portfolio of activities entails:

- Entrepreneurship programs (Global MBA in Impact Entrepreneurship and International Certificate in Impact Entrepreneurship)
- Accelerators for new businesses
- Services for expansion of European SMEs
- Multilateral Projects

The Global MBA in Impact Entrepreneurship and the International Certificate in Impact entrepreneurship are entrepreneurship programs offered in collaboration with ALTIS - Università Cattolica and a local university from the host country. These programs guide active and aspiring entrepreneurs to start or scale their businesses, providing them simultaneously with an academic and business acceleration experience.

The Business Accelerators provide new businesses with training, links with local investors, connections with international companies, seed funding, ICT and satellite communication services and office space. The Foundation also supports the expansion of European SMEs in Africa. By matching them with reliable local entrepreneurs, E4Impact offers small businesses a low cost, low-risk opportunity to enter the African countries where the MBA is offered.

The MBA programme guides active and aspiring entrepreneurs to start or scale their business, giving them simultaneously an academic and business acceleration experience. It supports both active and aspiring entrepreneurs on many levels:

- developing business skills that are necessary to manager a new venture or scale an existing business
- identifying the most proper tools and solutions for the growth of their business
- developing a personal network of mentors and investors
- establishing links with entrepreneurs across Africa.

The following elements make up the uniqueness of the MBA:

- for entrepreneurs only: the MBA admits only participants who have a business project. The programme is built around participants' business ideas and each course is designed to help them concretely build on that project
- coaching: participants are supported by a Business Coach, a dedicated business consultant who assists them in refining of their business idea, developing the business plan and establishing an industry network
- meetings with investors: participants are given a minimum of three opportunities to pitch their project to a jury of investors
- dual degree: together with the degree from the local university, the programme offers an MBA from the Università Cattolica del Sacro Cuore (Milan campus, Italy), Europe's largest private university
- international recognition: the MBA is the first non-American programme to receive the Ashoka Innovation Award. In 2015, Mario Molteni, E4Impact CEO, was named Senior Ashoka Fellow.

The 12-15 month-long MBA is planned to be have a blended formula, partly in presence and partly online, in order to meet the participants' professional needs. The format allows students to directly implement the acquired information, thus responding to the Foundation's motto:

Foundation's Motto

We don't teach entrepreneurship.
We train entrepreneurs.

At the end of 2020, the MBA was active in:



KENYA
10th edition "MBA Global Business and Sustainability".
Nairobi, Tangaza University College



GHANA
6th edition "Global MBA in Impact Entrepreneurship"
Accra, Catholic Institute of Business and Technology



SIERRA LEONE
5th edition "Global MBA in Impact Entrepreneurship"
Makeni, University of Makeni



UGANDA
5th edition "MBA Global business and Sustainability"
Kampala, Uganda Martyrs University



IVORY COAST
5th edition "MBA en Entrepreneuriat et Développement Durable"
Abidjan, Centre de Recherche et d'Action pour la Paix



SUDAN
3rd edition "Global MBA in Impact Entrepreneurship"
Khartoum, University of Medical Sciences and Technology



ETHIOPIA
3rd edition "Global MBA in Impact Entrepreneurship"
Addis Ababa, St. Mary's University College



SENEGAL
2nd edition "MBA en Entrepreneuriat"
Dakar, Institut Supérieur de Management



ZIMBABWE
2nd edition "Global MBA in Impact Entrepreneurship"
Harare, Catholic University of Zimbabwe



RWANDA
1st edition "MBA in Impact Entrepreneurship"
Kigali, University of Rwanda, College of Business & Economics

The following MBAs will start in 2021:



CAMEROUN

“Global MBA in Impact Entrepreneurship”
Douala, Institut Universitaire privé JFN-IT



CONGO RDC

“Global MBA in Impact Entrepreneurship”
Kinshasa, Université Catholique du Congo



MOZAMBIQUE

“Global MBA in Impact Entrepreneurship”
Maputo, Universidade São Tomás de Moçambique



CHAD

“Global MBA in Impact Entrepreneurship”
N’Djamena, CEFOD Business School



MALI

“Global MBA in Impact Entrepreneurship”
Bamako, Institut Supérieur de Technologies Appliquées

E4Impact's achievements

In January 2019 seven companies from the E4Impact Accelerator in Kenya received almost 40 million Kenyan shillings (about €34,000) during the so-called Pitching Day at the end of the Acceleration period. The amount was offered by ENI, the multinational oil and gas company, that with the Italian Agency of Development and Cooperation, is one of the main supporters of the Accelerator.

In April 2019 the E4Impact Alliance Launch Event took place at the Università Cattolica del Sacro Cuore of Milan with the presence of Rectors, Vice-Chancellors and Delegates from 18 African universities, in addition to the top management of the E4Impact Foundation, as well as the Rector and some Senior Delegates of the Università Cattolica del Sacro Cuore (UCSC). The event has been a milestone for the partnership between UCSC, the E4Impact Foundation and 18 African universities from 18 African Countries. With the launch of the E4Impact Alliance, the parties involved intend to create the largest pan-African community of universities which promotes entrepreneurial training and initiatives focused on social and environmental impact in the African continent, as a driver for a real and sustainable development.

In May 2019 E4Impact organized the first E4Impact Community Event in Kampala at the Uganda Martyrs University's. The event was meant to create a networking occasion among the entrepreneurs of the four editions of the MBAs delivered in Uganda.

In March 2020 E4Impact signed a partnership agreement with El Sewedy Education in Egypt to promote collaboration in the area of entrepreneurship and launch together the Global MBA in Impact Entrepreneurship.

In June 2020 E4Impact launched the second edition of the Gian Marco Moratti Award. The Award is dedicated to the memory of Gian Marco Moratti, to acknowledge his time devoted to young people. This edition is presented under unique characteristics, where all of entrepreneurs had to adapt to address the social and economic situation caused by the Covid-19 virus and the ensuing lockdown. This edition winners have been among those who have been the quickest to respond to the pandemic.

In November 2020 E4Impact Foundation and the Private University of Technology JFN-IT based in Cameroon launched together the JFN-IT – E4IMPACT Accelerator in Douala. The accelerator acts as a crossroads where all entrepreneurs and project leaders can collaborate within the Cameroonian innovation ecosystem.



E4Impact Accelerator's entrepreneurs receiving money from ENI at the end of the pitching Day in Nairobi, January 2019.



The first E4Impact Community Event held in Kampala, May 2019



Inauguration of JFN-IT – E4Impact Accelerator in Douala, November 2020



E4Impact University Alliance meeting in Università Cattolica del Sacro Cuore, April 2019.

Rectors, Vice-Chancellors and Delegates from 18 African universities came to Milan for a 3-day of workshops and meetings

E4Impact Foundation

Contacts

www.e4impact.org - info@e4impact.org

MBA's and Master's Degrees in Italy

ALTIS Masters' curriculum includes modules related to social and environmental responsibility and ethics in business, and how they can be included in the strategic development plan of a company. The School also strives to enhance aspects of sustainable management within all business functions and areas, for sustainability must be integrated in the company in its entirety.

Each programme is supported by a network of companies and organisations, providing our students with scholarships, company visits, special lectures, laboratories, group work and internships. ALTIS collaborates with prestigious partners such as Allianz, Barilla, EY, Humana People to People, Nestlé, Pirelli, Refinitiv, Vodafone, among many others.

Master in Sustainable Business Administration (MSBA)

In 2019, ALTIS started designing a new Master's Degree programme on business management for young graduates and professionals. Driven by their desire to innovate, ALTIS' people created a product with a unique distinctive feature: sustainability is not merely one of the topics but is at the core of each module (finance, accounting, strategy, HR, project management, reporting, regulation etc). MSBA's graduates will become promising managers with a systemic view of businesses and their surrounding context, and will be knowledgeable in sustainable management. The first edition was kick-started in May 2020.

<https://altis.unicatt.it/msba>

Master in Sustainable Finance (FinS)

The first Master that combines traditional and sustainable finance in Italy. It was designed in response to the demand of professionals who are able to manage both of these aspects. As the title suggests, its curriculum includes teachings on:

- financial instruments: equity financing and impact investing, risk management, asset allocation, asset pricing
- markets: areas of investment for private individuals, companies and intermediaries, impact investment, performance measurement
- sustainable finance: SRI instruments, regulations, sustainable development, non-financial reporting, CSR, communicating sustainability.

Its aim is training financial operators with a forward-looking approach, who are able to take into account the principles of sustainability while maintaining a high level of attention to profitability. ALTIS created this Master in 2017, on the basis of the 2030 Agenda proposed by the United Nations, in order to contribute to the alignment of international investment strategies to the Sustainable Development Goals (SDG) and direct the financial system towards an inclusive and sustainable development model: the so-called SDGs finance.

<https://altis.unicatt.it/finanza>

Master in Accounting and Auditing (MAA)

Since 2016, this Master trains skilled professionals in partnership with the main companies in the field of auditing and internal auditing, financial and managerial accounting. The programme is designed with the contribution of EY, MAA's main partner, which is also involved in the teaching activities. The students are accompanied throughout the entire path: theoretical lessons, group work, classroom lectures by professionals, company visits and the final internship are the steps they take towards their graduation. This Master also includes a specific session on corporate responsibility and sustainability reporting.

<https://altis.unicatt.it/maa>

Master in Planning and Control (MPC)

This Master was designed for young graduates with a specific goal in mind: to become a controller. The professionals who are in charge of controlling have been playing a relevant role within big and middle-sized companies. A controller is involved in strategic planning and consequently cannot disregard the impacts on society and the environment. A number of companies has been involved in this programme (e.g. Barilla, Vodafone, Barclays and many more), thus proving the interest of the private sector towards the integration of sustainability into all business functions. The students have the opportunity to meet CFOs and top managers both in the classroom and during company visits.

<https://altis.unicatt.it/mpc>

Master in Strategic Management for Global Business (SMGB)

This Master is entirely taught in English and stemmed from a very successful programme addressed to young African entrepreneurs. In the years, it was extended to other developing countries, until it became a full-fledged global programme, welcoming students from all over the world. Since 2008, ALTIS has trained over 300 young promising managers, entrepreneurs and consultants in a multicultural environment at the heart of Milan. SMGB's graduates are able to: facilitate the internationalization of Italian companies, both in the emerging and in the developing markets; overcome the current economic uncertainty in the most innovative ways; contribute to the growth of the economic and productive framework of their own countries. Sustainability is a key topic and underlies all the teachings.

The in-class courses last 9 months and are both theoretical and practical: the students strengthen their teamwork skills by working on projects and other assignments. The next step is the three-month Action Project, a unique learning-by-doing opportunity to put into practice and further develop the competencies and skills acquired during the Master. The students may do an internship, or work on a paper or a tutor-assisted business plan, in partnership with our network of companies.

<https://altis.unicatt.it/smgb>

Executive Programmes

Executive Master in Business Administration (EMBA)

The programme is carried out in partnership with the 24Ore Business School and is an Executive MBA with a specialisation track for managers or entrepreneurs. In 2020, after the end of the 7th edition, it was completely updated to integrate innovation, sustainability and competitiveness in its programme. This new edition is featured by integrated thinking and experiential learning, with a fair balance between online and in-person classes as it is geared for professionals who are currently working at a full-time job.

<https://altis.unicatt.it/emba>

Executive Master for the Strategic Development of Small and Medium Enterprises (PMI)

Small and medium enterprises are the backbone of Italian economy. There are currently 4.3 million SMEs in our country and they make up the 99.9% of the total (source: OECD). Most of them have less than ten employees and are family-run companies. That is why ALTIS launched a Master programme dedicated to this category of entrepreneurs back in 2007. This Master provides skills and competences to manage growth, change and introduce organizational/technological innovation processes. The students learn to take advantage of all the available opportunities and tools with a responsible approach to entrepreneurship, both in the environmental and social dimension. Being mostly family-run company owners or employees, they are also taught how to manage an efficient intergenerational transition.

<https://altis.unicatt.it/pmi>

Executive Master in Management and Innovation of Public Administration (MIPA & MIPAC)

The Master is meant to promote innovation and better management within the Public Administration by training their public officers. Designed in 2011, it was originally addressed to all public officers, with no distinction. Since 2016, the Master has been split into two simultaneous editions: a programme for local public bodies (MIPA, in Milan) and another for national-level public bodies (MIPAC, in Rome, Italy's administrative centre). Both programmes are focused on the innovation of the Public Administration and also cover the topic of Public Social Responsibility.

Alongside the in-class lectures and distance learning sessions, the participants work on an individual project that is meant to be applied in their institutions at the end of the programme. This helps generating a real positive impact on the workplace and also on colleagues, users, the wider community and other kinds of stakeholders.

<https://altis.unicatt.it/mipa> <https://altis.unicatt.it/mipac>

Executive Master in Social Entrepreneurship (EMSE)

In 2014, ALTIS launched the first edition of a Master's Degree programme for social entrepreneurs: MHUSE ("Master Human for Social Entrepreneurship"). The programme was originated from an idea of the partner organisation Human Foundation, and involved lecturers from prestigious universities and schools (LUISS, Politecnico, IED). Later it was renamed into "Executive Master in Social Entrepreneurship" (EMSE).

The Master responds to the need of managerial training for those working in social enterprises, non-profit organizations, cooperatives, associations, NGOs in Italy and abroad. The programme provides the fundamental skills to manage businesses in the third sector, optimizing available resources and defining useful methods to achieve socially responsible objectives.

<https://altis.unicatt.it/emse>

Professione sostenibilità (Sustainability Professional)

ALTIS has been contributing the dissemination of best practices of sustainability in Italy since its early stages. Academic researches and forefront training programmes have significantly contributed to the definition of the role of the sustainability manager – formerly known as CSR manager. ALTIS' first research on this topic dates back in 2005. In 2006, the programme's participants became the first members of the newly-founded CSR Manager Network, the national association that brings together professionals dedicated to the management of social and environmental and sustainability issues within companies.

The course analyses both strategic aspects of the implementation of sustainability within a company, and specific topics, such as HR management and corporate welfare, marketing, supply chain, environment, community relations and social reporting.

Management of State and Non-State Schools

Since the foundation of ALTIS, the School has been working with state and non-state schools, and specifically with directors, teachers and administrative staff who are in need of managerial skills. In the years, it has transferred knowledge, tools and skills for a responsible and efficient management that is founded on respecting the environment and listening to stakeholders (e.g. personnel, families, students, the local community).

In 2019, a two-day course was designed to support schools that had to create their first social report. The Italian Ministry of Education made it mandatory for all schools to duly report the impacts of their activity by the end of the year. The course was meant to transfer knowledge and tools to school employees and outline the middle-long term benefits of social reporting.

Sustainable Finance

In 2019, ALTIS designed a training programme for financial, banking, insurance and asset management operators. The financial sector is in need of professionals who are knowledgeable about sustainable finance. This programme covers the most relevant and trending topics: SRI products and tools, regulation, ESG integration and impact investing.

Circular Economy

In 2020, ALTIS launched a training programme focused on circular economy, a topic that has seen a significant increase in interest in the latest years and that is closely related to sustainability. The participants learn about the current frameworks and best practices and share experiences and opinions during group projects and discussion sessions.

International Executive Programmes

Programa Internacional para Desenvolvimento de Lideranças do Sistema SEBRAE (International Programme for the SEBRAE System Leadership Development)

For years, ALTIS has been collaborating with SEBRAE (Serviço Brasileiro de Apoio às Micro e Pequenas Empresas), Brazil's main support service for micro and small enterprises. It all started with a training programme on "Innovative Policies for the Development of Industrial Districts", which paved the way to a project aimed at providing the tools for the implementation of SEBRAE's SME development strategy in every Brazilian Federal Unit and the effective management of all the available resources. By supporting the SEBRAE, ALTIS indirectly supports the local businesses that benefit from their services, which are facing an increasingly competitive macroeconomic scenario and the effects of climate change.

Since the kick-off of this initiative, ALTIS has trained about 300 managers and directors of the Sebrae. Each meeting was meant to share knowledge and opinions on the management of small and medium enterprises and was inspired by Italian excellences and their best practices in innovation and sustainability. Recently, the School has focused on the region of the Rio Grande do Sul, in the South of Brazil. Its experts have trained executives and middle management professionals and supported the development of livestock and viniculture sectors.

In 2018, a delegation of representatives came to Milan to partake in a training on the topic of "Local Development Policies" and then visited some facilities of the industrial districts in the North of Italy. In those days, the partnership with SEBRAE's branch in Rio Grande do Sul was renewed for the following years. Another output of our collaboration is the book that describes our findings and successes: "LIDER. Uma metodologia de Liderança para o Desenvolvimento Regional" (LIDER. A Leadership Method for Regional Development), which was written by experts from ALTIS, the University of Pelotas and SEBRAE.



Gedeão Silveira Pereira, President of the Deliberative Council of SEBRAE RS, and Vito Moramarco, ALTIS Director, sign the partnership renewal (2018).



The SEBRAE RS delegation visits Trentino Sviluppo, the local agency for the development of the Trentino Region (2018).

“Welcome to Bethany” (in partnership with Association Pro Terra Sancta)

At the end of 2017, ALTIS started its first collaboration in the Middle East: a three-year project in partnership with Association Pro Terra Sancta, a non-profit organization that carries out projects to preserve the Holy Places that are being looked after by Franciscan friars, support local communities and bring aid in humanitarian emergencies. The project “Welcome to Bethany” has been designed with the support of Jericho’s Mosaic Centre and Shorouq Charitable Society for Women. It is aimed at promoting tourism in the region of Bethany and procure funds to restore Lazarus’ tomb, its main touristic attraction. The School’s contribution to the project has been a coaching and mentoring programme for local entrepreneurs and especially the women who manage guesthouses for pilgrims or shops selling artisanal goods. Over the years 2018 and 2019, ALTIS’ experts periodically returned to Bethany to assess the improvements and provide the participants with the support they needed to turn into practice the teachings.



OUR COMMITMENT TO THE PRINCIPLE 3

Principle 3 Method

We will create educational frameworks, materials, processes and environments that enable effective learning experiences for responsible leadership.

THE FACULTY OF ECONOMICS AND ALTIS

The Faculty of Economics and ALTIS are committed to enact an effective learning experience to prepare undergraduate and graduate students to develop a responsible leadership attitude.

Environment

Many of our students come from other Italian regions or even foreign countries (especially in the case of the Bachelor in Economics and Management, Master in Innovation and technology management, Master in Statistical and actuarial sciences, Master of Science in management, Master in Strategic Management for Global Business). Cultural diversity is a fundamental feature for any company or institution, for it allows to broaden one's horizons and learn to see things from different points of view. To be a responsible leader, one must embrace diversity. Our programmes, events and other initiatives are meant to create a meeting place for people who represent culturally different perspectives and are looking forward to a positive and enriching confrontation.

Moreover, we are committed towards fostering dialogue among our publics and creating partnership opportunities among profit and non-profit companies, and public bodies. By doing so, we aim to create an environment where exchange of information, best practices, resources, and other assets not only is feasible but also creates value.

Materials

Besides designing and scheduling modules dedicated to social and environmental responsible management, the general recommendation given to our faculty members is to choose materials and case studies related to ethical and sustainable management, even in programmes that may appear distant from these topics.

Networking and internships

Our students are given plenty of networking opportunities during lectures by experts and professionals who are already exercising responsible leadership. Where contents of course make it possible, we ask to our students to work in groups to develop an assignment in partnership with an existing firm. When it comes to starting an internship, we try to propose vacancies at companies that are actively committed to responsible management.

Special initiatives

Students attending undergraduate and graduate programmes are invited to participate in our initiatives related to responsible management and entrepreneurship. We offer plenty of opportunities to be exposed to social and environmental issues in management. Students have the opportunity to attend scientific conferences, workshops, round tables and think tanks on social and environmental implications related to management.

Moreover, we periodically organise free meetings and conventions that are open to the public, in order to disseminate positive values and create awareness around the issues of social impact and sustainability. For those students who are interested in volunteering, we offer them to join specific programmes, both at national and international level, or to run consultancy programmes to help non-profit organization to solve specific and challenging managerial problems. Both the Faculty of Economics and ALTIS have groups of alumni which periodically meet to share reflections and experiences around social and environmental emerging issues in their professional career.

Attitude

Our programmes enable students to immediately apply the skills and competences they acquired, because our purpose is to make them agents of change, professionals who are ready to work towards the adoption of sustainable policies, practices, and development models.

OUR COMMITMENT TO THE PRINCIPLE 4

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. Learning experiences for responsible leadership.

THE FACULTY OF ECONOMICS AND ALTIS

In 2005, the Faculty of Economics has participated in the constitution of ALTIS with the aim to accelerate the research and activities around sustainability. Since its foundation, the School has been conducting research dedicated to the integration of sustainability in managerial and entrepreneurial processes.

The work has been developed around two main streams of research:

- a first stream of academic research, which is aimed at creating new knowledge and produce outcomes that may be applied to different contexts and sectors, thus contributing to the international academic debate
- a second stream of action research, which is focused on investigation of processes and offer viable solutions to favour the integration of sustainability in the strategies, governance and daily activities of specific companies and institutions. This type of research is often managed in a consultancy relationship. Thanks to this second stream, with the scientific rigour and the pragmatic approach of our research, we support entrepreneurs and managers who wish to pursue growth and cultural change in their companies, public or private. Our consultancy services are oriented to increasing competitiveness, sparking innovation and developing new sustainability-based business models.

In order to be at the forefront of research and offer the best expertise to our stakeholders, we work with a pool of international researchers and academics. As a matter of fact, research represents a remarkable added value for the participants of our programmes, who benefit from the access to the most innovative theories and concrete examples offered by the projects developed by our researchers.

Following, we underline some examples of publication related to social and environmental issues in management.

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OUR COMMITMENT TO THE PRINCIPLE 5

Principle 5 Partnership

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.

THE FACULTY OF ECONOMICS AND ALTIS

Creating opportunities to interact with managers and business corporation is one of the main features of the Faculty of Economics and ALTIS' approach towards educational programmes. We strongly believe that the way to guarantee excellence in education is to design and constantly review programmes thank to partnerships with business corporations. Each one of them is grounded in a deep relationship with the world of business, which allows for a greater sensitivity towards the real issues that companies are facing and is a way to quickly collect prompts and suggestions for the annual review process.

Thanks to ALTIS, the Faculty of Economics could benefit of direct insight on social and environmental issues. The School constantly collects and shares challenges related to sustainability and corporate responsibility in management, also thanks to the establishment of the CSR Manager Network, the Italian Network of Sustainability Professionals, which associate more than 200 CSR/sustainability managers. Another source of up-to-date information is the consultancy projects, which allow to gather data and case studies on the cutting edge of development of social and environmental issues from the corporate perspective.



Manager Network

CSR Manager Network

The fifth principle is fully implemented through ALTIS' partnership with the CSR Manager Network Italia.

The Network was initiated by ALTIS' former Director, Prof. Mario Molteni, in collaboration with a number of Italian private companies and research centres. It was created for managers and professionals who work in companies of any size and are responsible for their sustainability policies and activities, either full-time or part-time.

Its main objectives are:

- creating a community where managers can analytically compare their own experiences, identify methods for improvement and innovation, and learn about the latest responsible management trends in Italy and abroad
- initiating a lobby of sustainability managers, which aims at creating awareness around sustainability among politicians, businesses, trade unions and non-profit organisation, and also taking part into national and international debates. Currently, the Network is the point of reference for this category of managers.

In return for an annual fee, the Network's members are invited to participate to a number of workshops every year, which are also a networking opportunity. Moreover, they have access to a private on-line forum, where they may exchange information, ask for help, and reach the CSR scientific committee for advice and guidance on matters of social responsibility.

Consultancy projects

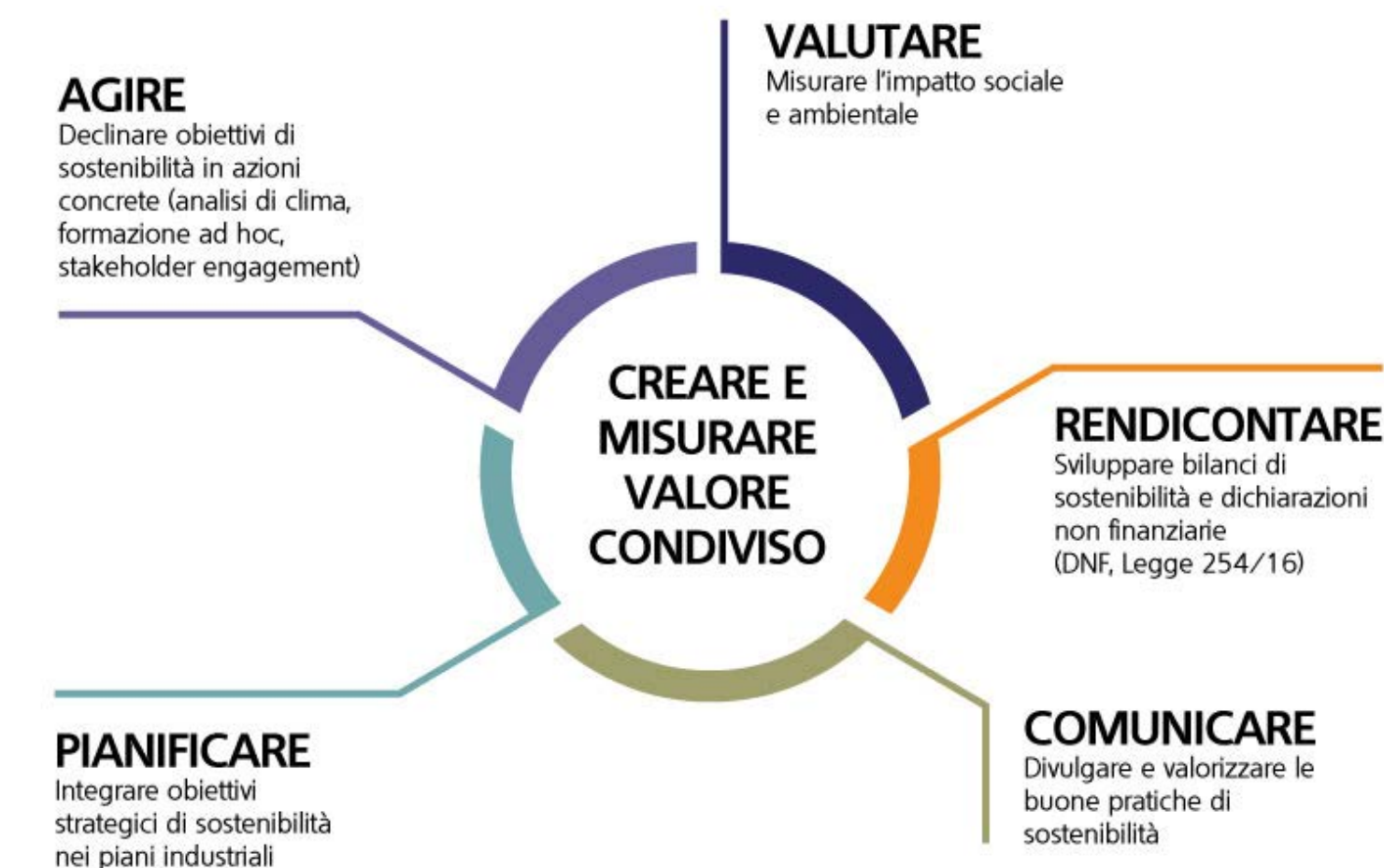
Established in 2010, this business unit offers consulting services to enhance a company's competitiveness, income and profits, and apply the tools of social and environmental sustainability.

The consultancy team consists of experts in the creation and measurement of shared value. Each of them covers a specific area: sustainable strategy and management, non-financial reporting, impact measurement and sustainable finance.

Following the development of ALTIS' expertise, the School has been offering free open events on such topics, to disseminate the findings and generate awareness on sustainability. Between 2018 and 2019, they have organised several conferences and workshops, for instance on: fundraising and impact measurement; social benefit corporations' impact reporting trends; sustainability and innovation around plastic packaging; investment models for the non-profit sector; sustainable tourism; sustainability in the insurance sector; sustainability in schools. Some of them were included in the programme of a national-level initiative aggregating events dedicated to sustainability, the "Sustainable Development Festival" promoted by the Italian Alliance for Sustainable Development (ASviS).

Sustainable strategy and management

In our view, corporate sustainability does not imply generating an economic return for the company's shareholders only. It also means creating shared value for all its stakeholders. In order to be truly sustainable, a company or organisation needs to adopt new operational models that are able to create a balance among economic, social and environmental returns.



Among our clients: **Italgen** Sector: energy

Based in Bergamo, Italgen is one of the first Italian companies to focus exclusively on energy generation from renewable sources. Established since 1907 in the service of Italcementi, nowadays the company is part of the Italmobiliare Group and runs 15 hydropower plants in Northern Italy, with investment plans in solar parks. In 2020, with the methodological support of ALTIS, Italgen has published its first GRI-compliant Sustainability Report, and in the same year it has adopted its 2021-2023 Strategic Sustainability Plan. The Plan is the result of an analysis of sustainable development trajectories in the energy sector and of the involvement of both internal and external stakeholders, conducted by ALTIS' consultants. The three pillars that compose the Plan synthesize Italgen's commitments and objectives in the environmental (green mission), social (people and community development) and economic (business continuity) spheres and are substantiated by an Action Plan and a set of performance indicators.

Learn more [content in Italian]

Among our clients: **Bennet** *Sector: retail*

Founded in Como in 1964, Bennet is a large-scale retailer operating in the north of Italy. In 2020 the company had 73 stores and in the same year the company joined Gruppo Végé, one of the largest retailers group in the country. In 2020, Bennet published its first GRI-compliant Sustainability Report with the methodological support of ALTIS, after adopting its 2019-2022 Strategic Sustainability Plan the previous year. The Plan is the result of an analysis of sustainable development trajectories in the large-scale retail sector and of the involvement of internal stakeholders, conducted by ALTIS' consultants.

The three pillars that compose the Plan summarise Bennet's commitments and objectives toward People (employees, clients and communities), Products (selection of sustainable suppliers, full product information and raw materials quality) and Planet (waste, packaging and emissions). These three pillars are substantiated by an Action Plan and a set of performance indicators.

Impact measurement

Today, profit and non-profit organisations – of any size – are called upon to pay attention to the economic, social and environmental impacts of their activities. Measuring the levels of effectiveness, efficiency, and impact of their activities is not just a matter of responsibility. It also enables them to legitimize the actions taken and obtain consensus among stakeholders; enrich their monitoring and reporting system with a view to planning and reporting; plan improvement actions.

ALTIS is also a member of Social Value Italia, the association that promotes impact measurement in Italy.

Among our clients: **Global Thinking Foundation** *Sector: non profit*

Founded in 2016, Global Thinking is a foundation working for financial literacy, with particular attention to women, the most vulnerable group to phenomena of economic violence. ALTIS has been carrying out the impact assessment of the main project of the Foundation, "Donne al Quadrato", which provides financial education for poor people and vulnerable groups, fostering knowledge and an aware culture of savings. The social impact evaluation was conceived around the concept of financial well-being which describes the conditions in which a person can fully meet current and ongoing financial obligations, feel secure in their financial future, and is able to make life choices.

The theoretical framework consisted in a model based on the analysis of the links between literacy and financial capacity and the definition of the main components of financial well-being, represented by the Financial Well-Being Index (IBF). This synthetic measure provides an accurate, consistent and comparable measure over time of how much participation the course has influenced people's perception of security and freedom, about their economic situation and their financial abilities.

Learn more [content in Italian]

Among our clients: **L'Albero della Vita** *Sector: non profit*

This impact measurement was conducted with the aim of evaluating the social impact generated by L'Albero della Vita - Social Cooperative, as part of the "Traveling towards the future: new growth opportunities for young people in Palermo (Sicily) and Catanzaro (Calabria)" project, in order to understand and evaluate the effects

generated the activities carried out by the organization, on the direct beneficiaries, and on the community as a whole, in both qualitative and quantitative terms. The impact analysis involved a very large number of beneficiaries, showing a very strong participation and bond on the part of the participants towards the operators and the project in general and making the analysis robust from a statistical methodological point of view.

The study has demonstrated the effectiveness of the action of L'Albero della Vita Cooperativa Sociale on the territories: the beneficiaries are not only very satisfied with the activities, but they note, in most cases, considerable impacts, especially regarding the practical terms of skills acquired for all stakeholders.

Non-financial reporting

Reporting and evaluating tangible and intangible assets of a company is our specialty. We work with for-profit companies, institutions and non-profit organizations to identify and measure their activities' social and environmental impacts. The outcome of this process provides us with meaningful information that may prompt or influence strategic decisions. There are plenty of reporting tools. As a rule, we choose them according to the customer's needs and characteristics (e.g. sector, products/services, size)

The main reporting tools are the following:

- *social report ("bilancio sociale")*
- *sustainability report ("bilancio di sostenibilità")*
- *sectorial sustainability report ("bilancio di sostenibilità di settore")*
- *consolidated non-financial statement ("dichiarazione non finanziaria")*
- *social report for local government ("bilancio sociale per gli enti pubblici territoriali")*
- *integrated report.*

Among our clients: **Italmobiliare**

Sector: investment holding

Italmobiliare is one of the leading Italian investment holding companies, which owns and manages a diversified portfolio of equity and other investments with a strategic vision based on a financial and industrial history that goes back more than 150 years. Currently, its assets span from the financial to the healthcare and manufacturing sectors, for a Net Asset Value of 1.9 billions of euros. In 2020, Italmobiliare has endorsed the UN Global Compact and Principles for Women's Empowerment.

In the 2019-2020 period, ALTIS has supported Italmobiliare in the definition of its Group Sustainability Policy, ESG Action Plan and ESG Investment Guidelines and in the preparation of its GRI-compliant Sustainability Report, which includes five portfolio companies (Caffè Borbone, Capitelli, Clessidra Sgr, Italgen, Sirap). Moreover, it has conducted training focused on sustainability for the CEOs and managers of the portfolio companies.

Learn more [content in Italian]

Among our clients: **Scuola Audiofonetica** *Sector: education*

The school "Audiofonetica" was founded in 1856 in Brescia, in the North of Italy; it was originally a primary school for girls. In the 1970s, the school launched a social inclusion programme addressed to the local deaf community, which brought to the creation of classes of deaf and hearing children. Today, it educates children from the nursery school to the middle school.

Since 2019, all schools in Italy are legally required to measure the social impacts of their activities. ALTIS has supported the school Audiofonetica with a methodological and operational support in the implementation of this process of social performance reporting and social impact assessment, aimed at the publication of its first Impact Report (covering the school year 2018/2019). The methodology adopted for the reporting of the outputs was the "G4 Sustainability Reporting Guidelines" published in 2013 by the Global Reporting Initiative (GRI), which provide both process and content guidelines for socio-environmental reporting.

[Learn more \[content in Italian\]](#)

Sustainable finance

In a matter of few years, sustainable finance has become a talking point at the international level. It is particularly gaining interest in Europe, as confirmed by the growth of sustainable investments (green, climate, social and sustainability bonds) and the late statements of the European Union. ESG criteria – namely, environmental, social, governance – are increasingly becoming a key tool to better evaluate middle and long term investment risks, and thus sustainable investments are considered to be safer.

ALTIS has been one of the first academic institutions in Italy to analyse this topic and offer specific consultancy services along with training programmes for young graduates and professionals. The School's consultants provide guidance to effectively integrate ESG criteria in the investment choices and define impact investing strategies. They also support big companies and SMEs to efficiently measure and report social, environmental and governance-related performances, and consequently improving their ESG rating and becoming more attractive to investors.

Among our partners: **Equita** *Sector: finance*

Equita is an Italian independent investment bank. Together, we have conducted a study aimed at assessing the ESG rating methodologies that are being adopted by Italian SMEs, which make up the majority of our country's companies. The study "Sustainability: an ad-hoc assessment for SMEs" identified a valuation gap resulting from a lack of formal oversight by SMEs of ESG data and policies, which are focused on large-sized companies. The results also urge the introduction of a "social premium" metric in the rating process, to enhance the social impact that they have on local communities. In spite of being often overlooked by investors, the "S" component is greatly meaningful to the territory and the SMEs' stakeholders.

[Learn more \[content in Italian\]](#)

OUR COMMITMENT TO THE PRINCIPLE 6

Principle 6 Dialogue

We will facilitate and support dialogue and debate among educators, business, government, consumers, media, civil society organizations and other interested groups and stakeholders on critical issues related to global social responsibility and sustainability.

THE FACULTY OF ECONOMICS AND ALTIS

Creating opportunities for dialogue is one of the commitments of the Faculty of Economics and ALTIS. In the spirit of openness and dialogue, activities and projects are carried out in a multi-stakeholder environment that facilitates the exchange of ideas, opinions, and best practices. Every year, the Faculty of Economics, thanks to the collaboration with Institutes, Departments and ALTIS, organizes plenty of events that are aimed at sharing results of research, discussing their implications, and identifying emergent issues and challenges. The list of organized events is public and available on the website of the Università Cattolica del Sacro Cuore.

Beside these events, the Faculty, thanks to the activities of ALTIS, has specific activities that enhance the dialogue with stakeholders.

PROJECTS

Webinars on sustainability

ALTIS has always offered high-quality seminars and conferences with free access. We believe that our knowledge and expertise should not be kept enclosed in the academic environment but should be disseminated and offered to the general public, in order to generate a real, impactful change.

Since the beginning of 2020, the School has switched the event agenda from the on-site to the on-line format. On the whole, the free webinars on sustainability made by ALTIS have been viewed hundreds of times and reached 2,000 people from various Italian regions during the live streamings. Thanks to the digital medium, we have reached people who could not have attended our regular on-site events, thus making our content more accessible and impactful than ever.

Corporate volunteering with Rise against hunger

In 2019 and 2021, the people of ALTIS decided to devote part of their free time to partake in volunteering activities. They chose to collaborate with Rise Against Hunger (RAH), a non-profit organisation that distributes food and other humanitarian aid to those in need across the African continent. In the first year, the teams and their families gathered together and packed around 12,000 complete meals to be sent to local charity organisations in Africa. The following year, we proposed to our Master students the same challenge, which also served as a team building activity. Facebook post

In 2021, we worked together once again, although we contributed from home due to social distancing. We committed to walk 200km and prepare at least 20 dishes with a common set of ingredients (rice, soy, beans and vegetables). At the end of the "competition", we had walked 1,043km and shared more than 20 recipes, thus securing a daily meal for 55 children. Facebook post

Learn more on the TRAHceability

RISE Albania

In September 2019, ALTIS' researchers flew to Albania to partake in kick-starting the RISE Albania project, aimed at promoting the creation of social enterprises in the country. This collaboration was made possible by the ties with a former student, Federico Patacconi, who founded in the Albanian city of Fier a social pastry, after attending our Executive Master in Social Entrepreneurship (EMSE).

Over the upcoming years, the School will provide technical support to Albanian companies that will become social enterprises and design training programmes on business management with a focus on social impact. ALTIS is also collaborating with Partners Albania, which is committed to identifying and mapping out local organisations that are developing formal or non-formal kinds of social entrepreneurship, in order to collect issues and demands and forward them to the Ministry of Welfare.

Learn more [content in Italian]

Global Social Venture Competition

The Italian start-up ecosystem is thriving: almost 10,000 innovative companies were on business at the end of 2018 (source: Ministry of Economic Development). For 10 years, ALTIS has been the Italian regional partner of the Global Social Venture Competition (GSVC), which was ended in 2019. It was an international business competition, launched in 1999 by Haas School of Business, UC Berkeley, that awarded young impact entrepreneurs whose business ideas combined high return on investment and a social or environmental impact.



Each year, the School would organise a Regional Round in Milan, resulting in the selection of two teams who had to challenge other teams from all around the world. At the Global Finals, an international jury made of business angels, social venture capitalists, entrepreneurs and academicians evaluated pitched and business models on the basis of:

- business potential (economically feasible, financeable and scalable)
- social impact potential (positive impact generated)
- success potential (competencies and skills of the team members).

In 2018, the Università Cattolica hosted the Global Finals for the first time.

It was a great accomplishment for us, because this stage had taken place in Berkeley (California, USA), ever since the first edition. The Milan campus of the Università Cattolica welcomed teams from all participating countries, who were involved in conferences, networking events and preparatory meetings for the pitch day. The 2018 final winners were:

- 1st place: FabricAID (Lebanon). They created a system for collecting, recycling and redistributing second-hand clothes to marginalized communities.
- 2nd place: NeMo (USA). They designed a low-cost, scalable, wearable device and a pre-programmed smartphone that empowers mothers and families living in rural areas to accurately and frequently monitor the vital signs of newborns at home and identify and assess danger sign.
- 3rd place: Thinkerbell Labs (India). They designed an all in one audio-tactile device that helps visually impaired students learn how to read, write, and type in Braille language.

In 2019, ALTIS organised the last Regional Round of the competition and received 91 business ideas, among which we selected the 16 most promising projects. The 2019 Italian winner teams were:



GSVC Italian Round finals 2019. Milan, Italy. - Watch the video recap

- Agrishelter. They design sustainable and affordable temporary shelters for people in need.

- SAAC. They provide with a diagnostic, monitoring and seismic protection system for civil structures and facilities.

Until GSVVC's last edition, held in 2019, ALTIS received hundreds of innovative business ideas proposals and helped many start-uppers by introducing them to Italian and international investors. Meanwhile, the School built a strong partner network, making the GSVVC Italian

NETWORKS AND COLLABORATIONS

Università Cattolica's faculty, staff and students cooperate closely with universities around the world to create learning opportunities, share knowledge and facilitate intercultural understanding.

Since its creation, in the early 2000s, ALTIS has established a number of partnerships in Italy and abroad with associations and agencies, financial institutions and banks, Public Administrations, foundations, NGOs, non-profit organizations, multinational corporations, SMEs, research centres, press agencies and the media, along with several universities. Many of them are directly involved in the deployment of the School's projects. See the full list.

In line with its mission, it collaborates with organisations that contribute to the creation and sharing of knowledge and best practices on sustainability, impact entrepreneurship, responsible growth, and creating and measuring shared value.

They are also a member of Social Value Italia, the association that promoted in Italy the culture and practice of social value measurement across all sectors – Public Administration, non-profit sector, as well as among philanthropists, and economic and financial operators.

The CSR manager Network has been established and promoted in 2006 by the School and the Istituto per i Valori di Impresa (ISVI) to favour the dialogue and creation of synergies among corporate social responsibility professionals.

Through the E4Impact Foundation, it keeps developing partnerships with African universities. As of the end of 2020, it was working with 16 local institutions of higher education.

Moreover, since 2007 ALTIS is a participant of the UN Global Compact, as it signed the Principles for Responsible Management, and a few years ago has become a member of the Italian Alliance for Sustainable Development (ASviS).

Main international partnerships



The Global Network for Corporate Citizenship (GNCC) is an international alliance of leading corporate responsibility experts and “close to market” academic centres around the world, working together to advance research, advocacy and education on the changing role of business in society and to help build the capacity of businesses worldwide for sustainable value creation.



The Academy of Business in Society (ABIS) is a global network of over 130 companies and academic institutions whose expertise, commitment and resources are leveraged to invest in a more sustainable future for business in society. ABIS enables informed decision-making on business in society issues through collaborative research, education, thought leadership, policy insights and business acumen.



European Foundation for Management Development (EFMD) is an international non-profit membership organization, based in Brussels, Belgium. Over 800 member organizations from academia, business, public service and consultancy in 81 countries. A unique forum for information, research, networking and debate on innovation and best practice in management development.



Association for Research on Nonprofit Organizations and Voluntary Action (ARNOVA) is the US-based, national and international association that connects scholars, teachers, and practice leaders interested in research on non-profit organizations, voluntary action, philanthropy and civil society.



Eastern Africa Social Entrepreneurship Network (EASEN) promotes the development and growth of Social Enterprise networks across East Africa and beyond raising their levels of engagement, social, environmental, and economic impact and contribution to the economy.



Nonprofit Academic Centers Council (NACC) is an international membership association comprised of academic centres or programmes at accredited colleges and universities that focus on the study of non-profit/non-governmental organizations, voluntarism, and/or philanthropy.

DESIGNING OUR FUTURE

THE FACULTY OF ECONOMICS

Rigour and value are the two key principles at the basis of the Faculty of Economics. Rigour means a qualified faculty, flawless scientific reputation, meticulous attention towards learning and teaching methods, high-quality and comprehensive educational programmes. Value means promoting a way of doing economics that places human beings, communities and the environment at its centre. Rather than depicting it as a duty, responsibility towards these dimensions is seen as an enrichment for our students and our people.

In the next future, the Faculty will keep investing to create new educational paths in accordance to the developments in the modern economy, among which the rise of sustainability-related issues and topics. Since our foundation, we have promoted an interdisciplinary and multidisciplinary approach to education, and we are intent to keep it as our distinctive feature.

We will keep creating opportunities of synergic cooperation between researchers and professors, in order to facilitate a virtuous contamination and the creation of new projects and initiatives. By hosting national and international academic conferences, we will guarantee to our students an open access to new findings and intellectual stimulation.

ALTIS

The School is committed to grow in accordance with its mission: “to promote entrepreneurship and management for a sustainable development”, both in Italy and abroad.

ALTIS believes that it has an essential role to play in the sustainability culture in Italy. In shaping tomorrow’s managers and entrepreneurs, it contributes to creating a generation of people that will bring forth this vision and integrate it in the organisations and societies in which they will operate. Below are listed the objectives that each business unit has set for the coming years.

Education

ALTIS will add more training programmes focused on sustainability, to promote its integration in various economic sectors. Its curriculum will keep providing sound managerial skills enriched with a vision and approach that values social impact and social responsibility, not only through the programmes that are focused on such aspects but also those that cover other topics. In 2021, it will kick-start new programmes about sustainable finance for religious institutions, and the legislation for Italian non-profit organisations, as well as practical laboratories on how to implement sustainable policies or measure and report social impacts generated by a company. Other facets of sustainability will be covered with programmes starting in 2022.

Research

The School is committed to developing new tools and methodologies to measure social impact, and will keep analysing the relationship between stakeholder engagement and business performance, and identifying the drivers of growth and creation of value for a company.

Consulting

ALTIS is expanding its expertise and is committed to developing even further our competencies, especially those of its youngest consultants. The in-house consultancy team currently comprises experts on strategic sustainable management, impact measurement, non-financial reporting and sustainable finance. They plan to collaborate with more companies and organisations, thus expanding to other economic and activity sectors. They will also keep transferring tools and knowledge through consultancy projects or training programmes, with an open-minded approach and a drive for innovation. As of today, the consultants are already testing new reporting methods, combining social reporting with long-term impact measurement, and are creating opportunities of dialogue among a variety of sectors through events open to the public.

E4Impact Foundation

The goal of the Foundation is the consolidation and expansion of the E4Impact Project by extending the MBA programme to other African countries, on top of the 16 MBAs already delivered. A few years ago, the E4Impact Foundation announced that it will have created a portfolio of MBA entrepreneurship programmes in 20 African countries by 2023, leading an ever-greater impact on the continent in terms of entrepreneurs trained, new enterprises launched, and new jobs created in the formal economy. Its team is determined to reach the goal by the deadline, yet it might even exceed the expectations.

The Foundation is also developing new managerial training programmes in Pakistan and in Egypt.



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