

SHARING INFORMATION ON PROGRESS REPORT

October 2016

INTRODUCTION FROM DEAN

BRUNO BUSACCA

We are pleased to renew the commitment of the SDA Bocconi School of Management to the Principles for Responsible Management Education (PRME), and to report on their ongoing development and incorporation both in our day-to-day activity and in our planning, as of 2016.

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

In this 4th update of our SIP, we confirm our commitment to the Principles for Responsible Management Education sustaining our approach along the same guidelines and building on our experience to enforce our impact.

We consider the development of our 2016 Report and its exchange with other Schools as an opportunity to reflect on our activities and to brainstorm future efforts in the direction of the PRME.

A handwritten signature in black ink, appearing to read 'Bruno Busacca', with a stylized, cursive script.

Bruno Busacca

Dean, SDA Bocconi School of Management

THE PRINCIPLES FOR RESPONSIBLE MANAGEMENT EDUCATION

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

SDA Bocconi, as the School of Management of Università Bocconi, is aligned to the university mission of promoting "both economic advancement and civic values, by instilling in Bocconians solid analytical skills and a strong emphasis on ethics" in the specific field of post-experience, executive management education., which is further specified in one of its guiding principles:" Offering programs emphasizing critical thinking, entrepreneurship, social responsibility, integrity, respect for diversity, and global orientation".

While in this report we account for the specific initiatives carried out by SDA Bocconi School of Management, as we operate in the larger context of Università Bocconi, there are significant synergies that take place on a daily basis between the School and Università Bocconi in the field of global sustainability and responsibility. These include the organization of seminars and guest speeches, access to resources for joint research activities and collaboration for research and teaching among faculty members and of an across the board initiative, *Social Engagement* which has been conceived during 2012 and continuously updated with the aim of contributing to the personal development of the students, faculty and staff that make up the Bocconi community. For more information see the following link:

http://www.unibocconi.eu/wps/wcm/connect/Bocconi/SitoPubblico_EN/Navigation+Tree/Home/Campus+and+Services/Campus/Campus+Life/Social+Engagement/Social+engagement+1

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

The general perspective we intend to adopt, while confirming our traditional lines of action, enlightens the organic approach we are fostering aimed at embedding all the PRME-oriented initiatives into an overall environment conducive to both reinforce each initiative and at the same time developing synergies and forging a stronger mindset.

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.

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.

PRINCIPLE 3

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

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.

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.

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.

PRINCIPLE 1

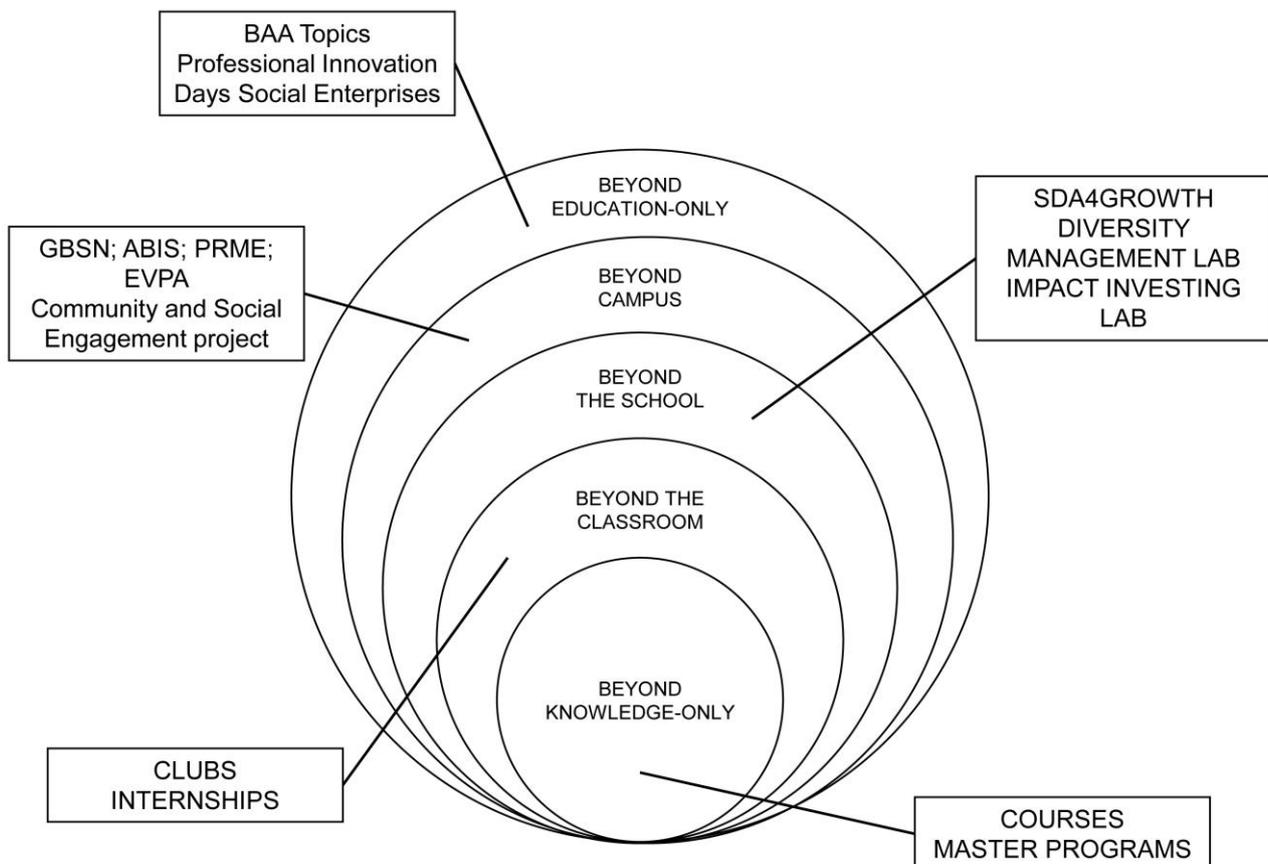
PURPOSE: WE WILL DEVELOP THE CAPABILITIES OF STUDENTS TO BE FUTURE GENERATORS OF SUSTAINABLE VALUE FOR BUSINESS AND SOCIETY AT LARGE AND TO WORK FOR AN INCLUSIVE AND SUSTAINABLE GLOBAL ECONOMY.

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

Therefore we decided to adopt an inclusive and organic perspective regarding the wealth of activities SDA Bocconi carries on under the PRME framework.

As a clear and complete presentation of SDA Bocconi activities, in 2014 we adopted the following framework, which was developed following the 6 principles' structure and presented in the previous SIP.

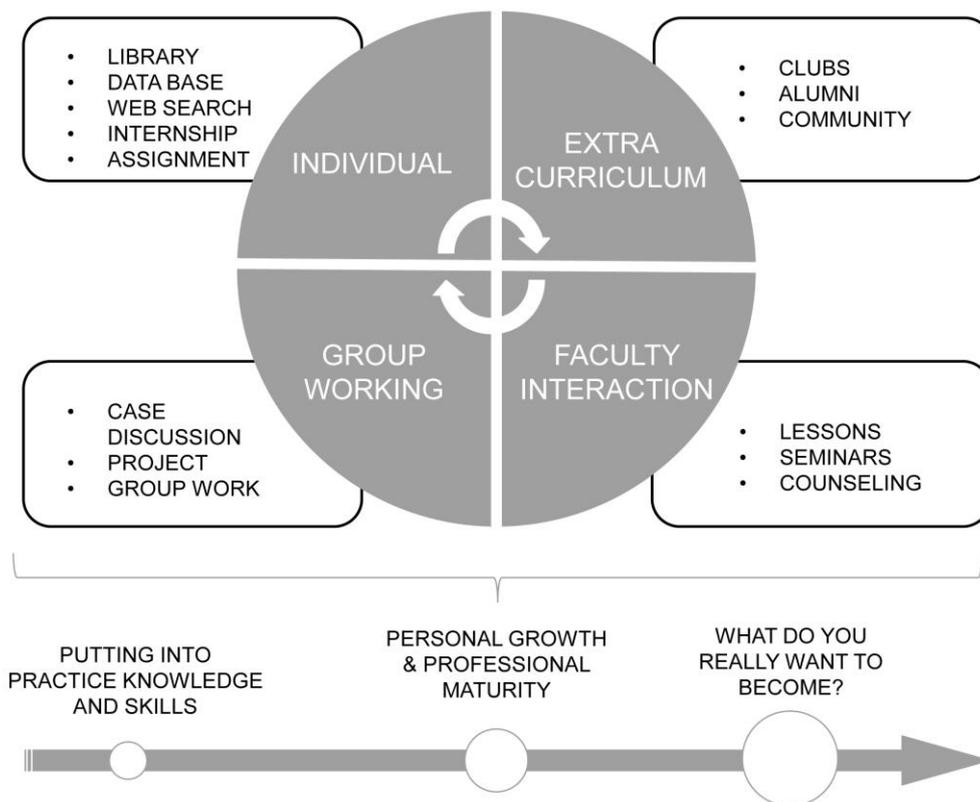
SDA BOCCONI FRAMEWORK FOR RESPONSIBLE MANAGEMENT EDUCATION



This inclusive framework aims at offering a stimulus to students and executives to take advantage of the SDA Bocconi learning environment since the beginning- or even before- their learning experience. We also operationalized it, as presented in the following scheme

called "The SDA Bocconi learning Environment". It contains information regarding resources, Clubs and networks each participant can take advantage of in order to maximize her/his own capability to develop an innovative career inspired by the PRME principles.

WHERE LEARNING AND DEVELOPMENT OCCUR



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 incorporation of a sustainable, responsible and ethical approach into school educational activity continues to follow both the delivery of stand-alone, specific courses, required or elective, on ethics/sustainability and the longitudinal integration across all program curricula of ethics/sustainability themes.

Moreover we enlarged our vision to other courses, with a stronger orientation to global social responsibility issues, such as entrepreneurship, innovation, microfinance, environment, shared value creation and others.

Examples are the Full Time MBA, the EMBA Programs, the Specialized Master Programs (such as MISA, Master in Entrepreneurship and Business Strategy, the MCF, Master in Corporate Finance- which has reached the CFA certification, strongly focused on ethics principles, the MAMA, Master in Arts Management and Administration, and others) which offer courses and activities related to sustainability according to their specific teaching and learning goals. Not to mention our specialized master “Management of Social Enterprises, Non Profit Organizations and Cooperatives” and finally SDA Bocconi’s strong focus on Public Administration and Healthcare – through international master programs like MIHMEP (Master in International Healthcare Management Economics and Policy) or domestic ones like EMMAP (Executive Master in Management of Public Administrations), MiMS (Master in Management of Healthcare), EMMAS (Executive Master in Management of Healthcare Authorities) also contributes to develop a comprehensive approach that encompasses the whole ecosystem in which companies operate and offers students of all programs the opportunity to meet diverse perspectives.

Integration of sustainability and ethics is meant as the development of critical thinking skills in order not to develop a special set of moral standards but to teach students a method of moral reasoning through the exposure to the complexity of real life problems¹ with no straightforward answers.

¹ Giacalone & Promislo, 2013; La Rue, 1985

PRINCIPLE 3

METHOD: WE WILL CREATE EDUCATIONAL FRAMEWORKS, MATERIALS, PROCESSES AND ENVIRONMENTS THAT ENABLE EFFECTIVE LEARNING EXPERIENCES FOR RESPONSIBLE LEADERSHIP.

Since its foundation in 1971, SDA Bocconi builds its orientation to ethics, responsibility and sustainability on the fundamentals of the Italian management theory² that represents both our cultural legacy and a relevant cultural identity; we consequently aim to respond with a reflective and thoughtful approach to the demand on these topics from corporations, institutions- both Private and Public- and participants, also offering a forum to a wider audience; and we want to keep our Faculty intellectually satisfied offering them opportunities for research and teaching engagements by means of real world projects.

This policy is translated into the activities and behavior of Faculty, Students and Staff, program design and organization, relationships with the business community and society.

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

- Integrity and individual responsibility;
- Probity, dignity, decorum, mutual respect;
- Integration in society and the community, in the respect of dignity and individuality, and cultural differences;
- Meritocracy, transparency, equality of treatment, spirit of cooperation, equity and solidarity.

The motivation of the faculty and the creation of the network have created a solid mainstream for the School, as a basis for an on-going development of new research and courses dealing with the theme of strategic innovation for sustainability.

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

² The Italian management theory, which has its roots in Università Bocconi, traditionally defines the enterprise as “an on-going economical coordination of factors built and resting on the satisfaction of human needs” (Zappa, 1927) “ and that companies “are an important part of human society and according to their own specific conditions participate in the achievement of the common good” (Airoldi, Brunetti, Coda 1994) thus encompassing the corporate social responsibility dimension.

- Internships still provide another form of hands-on engagement, with NGOs, International Development Agencies, International Organizations, corporations for CSR and social entrepreneurship ventures;
 - As set forth in the introduction, the Social Engagement initiative offers all the students the opportunity to be engaged in socially relevant activities that add new projects to the previous ones. Along with the Volunteer Project, with a specific desk, which provides general information on volunteering and orients those who would like to dedicate themselves to social engagement by linking their interests and skills, and the Community Day, in collaboration with the student association Students for Humanity, which means offering a few hours of your time to volunteering, along with other Bocconi students, faculty and staff, in one of the three organizations active in Milan that have been chosen: Opera San Francesco, City Angels and Opera Cardinal Ferrari, two new projects offers more opportunities to be engaged: the “Pane Quotidiano” initiative, the project “Making sense of profits” and the updated edition of “Una scelta possibile”.
 - For more information
http://www.unibocconi.eu/wps/wcm/connect/Bocconi/SitoPubblico_EN/Navigation+Tree/Home/Campus+and+Services/Campus/Campus+Life/Social+Engagement/

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.

Our Faculty is committed to publish academic articles in the thematic areas of responsible and sustainable management and corporate governance.

Their articles and contributions are published and accepted in a wide range of journals, including the Academy of Management Perspective, British Journal of Management, California Management Review, Corporate Governance: An International Review; Business Ethics Quarterly; Business Ethics: A European Review; Business and Society; Business Strategy and the Environment; Journal of Business Ethics and Public Administration.

Among the research projects funded by the school, some examples are:

“Energy saving and logistics efficiency for SMEs competitiveness”, “Corporate Responsibility, Market Valuation and Measuring the Financial and Non-financial Performance of the Firm”, “Diversity in industrial relations”, “The impact of flexibility at work”, “Public Private Partnership in Health Care: balancing the public and the private interests”, “The different facets of diversity in boards of directors and their impact on firm performance”, “Review of business School research on sustainability and recommendations”, "Digital Enterprise Value and Organization", "Relationship lending and credit market concentration. Evidence on US SMEs", "The evolution of the telco sector", "The Prysmian Story: building the nerves of the world", “Measuring multinationality advantage”, "Team efficiency Index", "Customer Centricity Index", "The role of business school in the learning process of firms", "Sustainability Lab".

SDA Bocconi School of Management shows its continuous engagement in and contribution to joining academic research, business and society. In 2015 it hosted the 14th ABIS Annual Colloquium “Global Sustainability Strategy: New Models and Approaches to Sustainable Living”, which was very appreciated by the management education and corporate community and had the largest participation ever.

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.

Our approach has been developed along the following lines:

1. INTEGRATION INTO RESEARCH AND DEVELOPMENT

In 2013 SDA Bocconi, in collaboration with OltreVenture, the first Italian Venture Philanthropy fund, established the “Impact Investing Lab” aimed at studying, through the collection of cases, experiences, data, the evolution of impact investing, in order to understand the conditions that could enable its development as an industry, generate influential knowledge and disseminate best practices and reference models that can stimulate the creation of a suitable ecosystem.

In a couple of years the achievements of the Lab have been the following:

WHAT THE IMPACT LAB HAS DONE SO FAR

Launched in 2013 together with Oltre Venture, the first Italian impact investing fund, with the aim to become the reference point on Impact Investing in Italy and Europe.

PARTNERSHIPS

- ✓ Main sponsor Oltre Venture
- ✓ Member of:
 - EVPA, the European Network for Venture Philanthropy and Social Investing
 - GIIN, the Global Impact Investing Network
- ✓ Partnership with:
 - ASSIFERO, the association of Italian foundations
 - IBAN, the Italian network of business angels

SEMINARS & WORKSHOP

- ✓ Impact Lab seminar series:
 - Impact investing and venture capital, impact investing and CSR, smart cities, agribusiness, innovation strategies for the public sector and traditional non-profits
- ✓ International conference, in partnership with EVPA
- ✓ Speeches at international events
 - EVPA Annual Conference 2014 and 2015
 - Social Entrepreneurship World Forum 2015
 - 100 Practice for a Better World, at Expo KiP Pavillon
- ✓ Sessions within international scientific conferences:
 - Academy of Management 2014 and 2015
 - International Research Society for Public Management 2015

RESEARCH & TEACHING

- ✓ Collaboration with G8 – Social Impact Investment Taskforce; 1 executive summary and 2 position papers realized
- ✓ Research and custom studies
 - Impact investing landscape study Italy, the background of impact investing fund managers, impact investing for telemedicine, best practice of impact measurement around the world
- ✓ Publications:
 - 1 Case study published on the Case Centre Collection: «Oltre Venture The First Italian Impact Investing Fund»
 - 2 Chapters on peer reviewed books: «Impact Investing: an Evolution of CSR or a New Playground?» published by Information Age Publishing; «Impact Investing: a new asset class or a societal refocus of Venture Capital?» published by Palgrave Macmillan
 - 1 International edited book: «Principles and practice of Impact Investing – A catalytic revolution» to be published by Greenleaf, forthcoming in 2016
- ✓ Executive Education:
 - Lectures at the training academy organized by EVPA, 2014 and 2015
 - Lectures within SDA Bocconi master and executive master programs
- ✓ Scientific competition for MBA students

This new initiative adds to the experience of the Diversity Management Lab which is a network of companies that feature the management of diversity in their corporate missions: gender, lifecycle phases, culture and ability. The DMLab is unique in Italy for its constant partnership with the companies it works with and for its promotion and communication of debate on the issues of diversity based on precise research methods. As to the most recent activities of the Diversity Management Lab, it is worth mentioning the partnership with Milan Municipality for the “Agile Work Days”, an initiative to promote the practice of flexible work, both in Milan and in Italy, and the workshops aimed at diffusing and comparing best practices dealing with diversity management and performance in companies.

2. INTEGRATION INTO EDUCATION OFFERINGS

While continuing with its offer of Executive Programs and Master Programs dealing with Social Enterprises, Non Profit and Cooperative Organizations, as well as Public and HealthCare Organizations Management, SDA Bocconi has decided to include in a more deeply and involving manner the societal approach and methodologies by means of internship and competitions. The latest example is the participation of 6 groups to the MIINT newly launched competition (<http://www.themiint.org/>), where the SDA Bocconi MBA team was shortlisted for the best due diligence project.

<http://www.sdabocconi.it/en/news/2015/11/miint-impact-investing-competition-mba>

3. CONTRIBUTION TO THE COMMUNITY

In 2012 SDA Bocconi developed the ongoing “SDA4Growth” Program which promotes the participation of the School, its Faculty members, Staff and Students in a set of initiatives with social impact, distance-learning modules for small not-for-profit organizations. In 2013 SDA Bocconi further developed the initiative delivering distance-learning courses to SMEs of the Lombardy and Emilia Romagna Regions that were damaged by the 2012 earthquake.

In 2015, through June to September, SDA Bocconi offered two online courses to support the youth employability, *Know the enterprise* (6 sessions) and *How to innovate and grow your business* (10 sessions). More than 1200 participants.

The Alumni Community BAA (Bocconi Alumni Association) activated several topic groups on these themes: Applied sustainability; Healthcare; Plurality and Diversity; Public-Private cooperation and offered continuous learning sessions in joint with SDA Bocconi (conferences, seminars, webinars). <https://www.bocconialumni.it/>

BAA has also activated a volunteer desk to provide alumni with opportunities to directly engage in pro bono projects.

Following the launch of the competition “Let’s start from ideas” by SDA Bocconi, Bocconi University created Speed MI Up the workshop for businesses and professions specialized in developing business and management expertise, dedicating most of its energy to accelerating the growth of innovative start up through an intense interactive training program and a continuous tutoring support. For more details see

<http://www.speedmiup.it/eng/>

SDA Bocconi and Università Bocconi show their commitment to the local community also opening their doors to art exhibitions. Bocconi Art Gallery initiatives have gathered works of

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

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

4. ENVIRONMENTAL RESPONSIBILITY

The SDA Bocconi new buildings are under realization and their design is in line with key sustainability requirements and well integrated into the surrounding urban area. The new campus is designed as a place where students, faculty and visitors can be part of an active academic community, sharing the values of harmony and empathy toward nature and the environment in a place that is also open and accessible to city residents.

The environmental/ energy drivers of the new premises are:

- Energy/environmental requalification
- Energy self-sufficiency
- Environmental comfort for the entire community
- Sustainable mobility, including charging stations for electric cars and motorcycles

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

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

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

- **PRME** (Principles for Responsible Management Education) which promotes the adoption of UN Global Compact recommendations;
- **GBSN** (Global Business School Network) which fosters the establishment of connections between top world business schools and developing countries' educators;
- **ABIS** (The Academy of Business in Society), which aims to develop and spread the inclusion of sustainability principles in management education.
- And, linked to the newly launched Impact Investing Lab:
- **EVPA** (the European Venture Philanthropy Association).

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

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

LOOKING TO THE FUTURE

Building on the PRME framework for Responsible Management Education, SDA Bocconi School of Management confirms its commitment to PRME and aims to further enhance the activities delineated above and clearly aggregate the research and teaching interests, the resources and the contacts available, and the network opportunities arising from those activities.