



**Sant'Anna**  
Scuola Universitaria Superiore Pisa

## **COMMUNICATION ON ENGAGEMENT (COE)**

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

**Period covered by this Communication on Engagement**

From July 2016 To June 2018

## Part I. Statement of Continued Support by the Chief Executive or Equivalent

*June 29, 2018*

*I am pleased to confirm that Scuola Superiore Sant'Anna reaffirms its support to the United Nations Global Compact and its Ten Principles in the areas of Human Rights, Labour, Environment and Anti-Corruption. This is our Communication on Engagement with the United Nations Global Compact. We welcome feedback on its contents.*

*In this Communication of Engagement, we describe the actions that our organization has taken to support the UN Global Compact and its Principles as suggested for an organization like ours. We also commit to sharing this information with our stakeholders using our primary channels of communication.*

*Sincerely yours,*

*Prof. Andrea Piccaluga  
Institute of Management Director*



## Part II. Description of Actions

### ➤ **Incorporate the GC principles into internal operations and communicate progress following the COP requirements**

The Scuola has integrated sustainability into its governance structure and its internal operations. The Scuola **Code of Ethics** (updated on April 2014) follows the peculiarities of our university, emphasizing the centrality of a supportive community, in which acts a collegial reality, the promotion of merit as the primary constitutional value and fundamental instrument of social mobility, the fertile and permanent intersection between training and research and the valorisation of the differences. The Code is divided into three parts: target and objectives, rules of behaviour, organs and means of implementation (i.e. the Board of Ethics, which verifies and communicates the implementation of the Code). Among the issues faced by the Code, a special emphasis is given to the norm on "favoritism and nepotism", which provides for concrete measures to defeat them and on that about "conflict of interest". In accordance with the European Charter for Researchers, issued by the European Commission Recommendation 2005/251/EC, the Code states that the Scuola considers all the members of the research staff operating within as professionals, regardless of their classification on the different juridical status existing at the legislative level, moreover the Scuola binds itself to settle working conditions that guarantee equality between genders in the research activities and the creation of a research environment that can provide adequate tools and opportunities.

### ➤ **Promote the GC and its principles through the following activities**

#### **1. Deliver education on topics related to the Global Compact**

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

The programme includes a Sustainability Management Course aims to provide students with fundamental knowledge of the notion of corporate sustainability, its background, its objectives and operating modalities. It mainly refers to current trends in the way organizations answer increasing environmental, social and technological challenges, in the perspective of the 2030 Agenda. A specific focus is dedicated on the analysis of the connections between corporate strategy and corporate sustainability and the impact of corporate sustainability on business's functional organizational structures and on business performances. This course discusses key concepts such as how organizations impacts on the environment and socio-technical systems, the relationship between social and environmental performance and competitiveness, the approaches and methods (e.g.

organizational, managerial and operational tools) that can be adopted to effectively manage these issues.

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

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

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

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

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

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

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

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

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

## **2. Conduct applied research and thought leadership in relation to the Global Compact**

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

- Battaglia, M.; Passetti, E.; Bianchi, L.; Frey, M.. 2016 Managing for integration: a longitudinal analysis of management control for sustainability *Journal of cleaner production* 213-225
  - Testa, F., MV Russo, M.V.; Cornwell, T.B.. 2016 *Social sustainability as buying local: social influences on purchase intentions* *Academy of Management Proceedings* 18
  - Testa, F.; Gusmerotti, N.M.; Corsini, F.; Iraldo, F. 2016 *Predictors of organizational citizenship behaviour in relation to sustainability* 32<sup>nd</sup> EGOS Colloquium 12
  - Turchetti, G. 2016 *Sustainability and future of healthcare systems: the example of oncology* 26th Congress of EAHM (European Association of Hospital Managers) - Bologna 13-14 October
  - Turchetti, G. 2016 *Costs and benefits: sustainability and transferability* *European Respiratory Society - Comprehensive management of ventilator-dependent patients* - 6-8 October 2016, Barcelona, Spain
  - Pianezzi, D.; Lino, C. 2016 *Assessing the validity of accounting for human rights: a pragmatic constructivist perspective* *Qualitative research in accounting & management* 370-391
  - Annunziata, E.; Testa, F.; Iraldo, F.; Frey, M. 2016 *Environmental responsibility in building design: an italian regional study* *Journal of cleaner production* (10)
  - Daddi, T.; Testa, F.; Frey, M.; Iraldo, F. 2016 *Exploring the link between institutional pressures and environmental management systems effectiveness: an empirical study* *Journal of environmental management* 647-656
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- Testa, F.; Heras-Saizarbitoria, I.; Daddi, T.; Boiral, O.; Iraldo, F. 2016 *Public regulatory relief and the adoption of environmental management systems: a european survey* Journal of environmental planning and management (20)
  - Testa, F.; Gusmerotti, N.M.; Corsini, F.; Passetti, E.; Iraldo, F. 2016 *Factors affecting environmental management by small and micro firms: the importance of entrepreneurs' attitudes and environmental investment* Corporate social responsibility & environmental management 373 – 385
  - Testa, F.; Corsini, F.; Gusmerotti, N.M.; Iraldo, F. 2016 *Predictors of organizational citizenship behaviour in relation to environmental and health and safety issues* Faculty of economics, University of Naples EGOS – Proceedings 17
  - Daddi, T.; Iraldo, F.; Frey, M.; Gallo, P.; Gianfrate, V. 2016 *Regional policies and eco-industrial development: the voluntary environmental certification scheme of the eco-industrial parks in Tuscany (Italy)* Journal of cleaner production 62-70
  - Annunziata, E.; Testa, F.; Iraldo, F.; Frey, M. 2016 *Environmental responsibility in building design: an Italian regional study* Journal of cleaner production 10
  - Daddi, T.; Iraldo, F. 2016 *The effectiveness of cluster approach to improve environmental corporate performance in an industrial district of smes: a case study* The international journal of sustainable development and world ecology 163-173
  - Rogoz, M.; Daegan, L.; Healy, C.; Hendow, M.; Hronková, M.; Huddleston, W.; Kraler, A.; Kutáľková, P.; van Doorninck, M.; Zampagni, F. 2016 *Responses to demand in the context of trafficking of human beings: regulatory measures from twelve national contexts [the case of Italy]* Demand AT Working Paper No. 6
  - Giacomo, Delledonne, G. 2016 *Review of C. Dupré, the age of dignity: human rights and constitutionalism in Europe (Oxford, Hart Publishing, 2015)* Common market law review 1796-1798
  - Capone, F. 2016 *Comparing and discussing the different approaches to remedies for child victims before the European court of human rights and the inter-American court of human rights* Brill | Nijhoff Towards a Universal Justice? Putting International Courts and Jurisdictions into Perspective 190-215
  - Strazzari F.; Belloni, R. 2016 *Corruption in post-conflict Bosnia-Herzegovina and Kosovo* Routledge Corruption in the Aftermath of War 133-149
  - Frey, M. 2017 *Sustainability is good for business: recenti evoluzioni della responsabilità sociale d'impresa* Bancaria 8-13
  - Corsini, F.; Rizzi, F.; Frey, M. 2017 *Extended producer responsibility: the impact of organizational dimensions on weee collection from households* Waste Management 23 – 29
  - Daddi T; Nucci B; Iraldo F; 2017 *Using life cycle assessment (LCA) to measure the environmental benefits of industrial symbiosis in an industrial cluster of SMEs* Journal of cleaner production 157-164
  - Schiavo, G.; Leonardi, C.; Pasolli, M.; Sarti, S.; Zancanaro, M. 2017 *Weigh it and share it! Crowdsourcing for pro-environmental data collection* Association for computing machinery, inc Proceedings of the 19th International Conference on Human-Computer Interaction with Mobile Devices and Services, MobileHCI 2017 1-12
  - Bartolozzi, I.; Rizzi, F.; Frey, M. 2017 *Are district heating systems and renewable energy sources always an environmental win-win solution? A life cycle assessment case study in Tuscany, Italy* Renewable & sustainable energy reviews 408-420
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- Daddi, T.; De Giacomo M.R.; Marco, F.; Fabio, I. 2017 *Analysing the causes of environmental management and audit scheme (EMAS) decrease in Europe* Journal of environmental planning and management 1-20
  - Battaglia M. 2017 *Sustainability in the tourism business* Symphonya 122-134
  - Venier, S. 2017 *Aaron Xavier Fellmeth, Paradigms of international human rights law* Human rights law review 365-370
  - Venier, S. 2017 *Exploring the dichotomy: the evolving role of positive obligations under international and European human rights law. Essay book review of Laurens Lavrysen's book on human rights in a positive state* Human rights and international legal discourse 289-304
  - Spagnuolo, F. 2017 *Global land rush, water grabbing and the human right to water* Springer Agricultural Law. Current Issues from a Global Perspective 17
  - Battaglia, M.; Cerrini, E.; Annesi, N. 2018 *Can environmental agreements represent an opportunity for green jobs? Evidence from two Italian experiences* Journal of cleaner production (257-266)
  - Testa, F.; Corsini, F.; Gusmerotti, N.M.; Iraldo, F. 2018 *Predictors of organizational citizenship behavior in relation to environmental and health & safety issues* The international journal of human resource management 1-34
  - Sarti, S.; Darnall, N.; Testa, F. 2018 *Market segmentation of consumers based on their actual sustainability and health-related purchases* Journal of cleaner production (11)
  - Testa, F.; Russo, M.V.; Cornwell, T. B.; McDonald, A.; Reich, B.. 2018 *Social sustainability as buying local: soft policy, meso level actors and social influences on purchase intentions* Journal of public policy & marketing (32)
  - Battaglia, M.; Annesi, N. 2018 *Efficient and nice – urban sustainability and quality of life: the socioeconomic perspective* Springer Quality of Life in Urban Landscapes 141-149
  - Annunziata, E.; Pucci, T.; Frey, M.; Zanni, L. 2018 *The role of organizational capabilities in attaining corporate sustainability practices and economic performance: evidence from Italian wine industry* Journal of cleaner production 1300-1311
  - Cerri, J.; Testa, F.; Rizzi, F. 2018 *The more I care, the less I will listen to you: how information, environmental concern and ethical production influence consumer's attitudes and the purchasing of sustainable products* Journal of cleaner production 343-353
  - Testa, Francesco; Iraldo, Fabio; Daddi, Tiberio 2018 *The effectiveness of Emas as a management tool: a key role for the internalization of environmental practices* Organization & Environment 48-69
  - Macchi, C. 2018 *A treaty on business and human rights: problems and prospects* Intersentia The Future of Business and Human Rights 63-88
  - Sommaro, E. G. 2018 *Limitation and derogation provisions in international human rights law treaties and their use in disaster settings* Routledge Handbook of Human Rights and Disasters 432
  - Sommaro, E. G.; Venier, S. 2018 *Human rights law and disaster risk reduction* Questions of international law 29-47
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Furthermore, the Scuola Superiore Sant’Anna creates a strong partnership between the business world and our university leading and participating to research projects having as main target companies and/or business-related issues on Global Compact Ten Principles. A list of some main on-going research projects, developed in partnership with public and private institutions, is given below.

<b>MAIN INTERNATIONAL RESEARCH PROJECTS</b>	
<p><b>GEMEX: COOPERATION IN GEOTHERMAL ENERGY RESEARCH EUROPE-MEXICO FOR DEVELOPMENT OF ENHANCED GEOTHERMAL SYSTEMS AND SUPERHOT GEOTHERMAL SYSTEMS</b></p>	<p>The GEMex project is a complementary effort of a European consortium with a corresponding consortium from Mexico, who submitted an equivalent proposal for cooperation. The joint effort is based on three pillars:</p> <p>1 – Resource assessment at two unconventional geothermal sites, for EGS development at Ao and for a super-hot resource near Los Humeros. This part will focus on understanding the tectonic evolution, the fracture distribution and hydrogeology of the respective region, and on predicting in-situ stresses and temperatures at depth.</p> <p>2 – Reservoir characterization using techniques and approaches developed at conventional geothermal sites, including novel geophysical and geological methods to be tested and refined for their application at the two project sites: passive seismic data will be used to apply ambient noise correlation methods, and to study anisotropy by coupling surface and volume waves; newly collected electromagnetic data will be used for joint inversion with the seismic data. For the interpretation of these data, high-pressure/ high-temperature laboratory experiments will be performed to derive the parameters determined on rock samples from Mexico or equivalent materials.</p> <p>3 – Concepts for Site Development: all existing and newly collected information will be applied to define drill paths, to recommend a design for well completion including suitable material selection, and to investigate optimum stimulation and operation procedures for safe and economic exploitation with control of undesired side effects. These steps will include appropriate measures and recommendations for public acceptance and outreach as well as for the monitoring and control of environmental impact. The consortium was formed from the EERA joint programme of geothermal energy in regular and long-time communication with the partners from Mexico. That way a close interaction of the two consortia is guaranteed and will continue beyond the duration of the project.</p>
<p><b>LIFE BRAVER: BOOSTING REGULATORY ADVANTAGES VIS À VIS EMAS REGISTRATION</b></p>	<p>The main objective of the project is to increase the adoption of measures of regulatory relief to support EMAS adoption in participating countries and regions. In particular, starting from the experiences of the 2011-2014 Life+ BRAVE project, the BRAVER aims to involve other EU countries willing to increase the number of EMAS registered organisations. More in detail, the project, aims at demonstrating that:</p> <ul style="list-style-type: none"> <li>• “better regulation” in environmental policies is possible if voluntary schemes, as EMAS and the EU Ecolabel, are effectively and proactively used in the development of new legislation and in the revision of the existing one;</li> <li>• these measures are feasible for all EU Member States and practicable at the EU regulatory level with a reasonable effort</li> </ul>



	<p>both in policy making (e.g.: drafting new or renovate directives or legislative acts) and in policy implementing (changing permitting procedures, communication flows, control modalities, etc.);</p> <ul style="list-style-type: none"> <li>• the adoption of an Environmental Management System can be a strong guarantee that a company is able to comply with environmental legislation;</li> <li>• the companies (and organisations) that apply a voluntary certification scheme, such as EMAS, deserve administrative “regulatory relief” and incentives (e.g.: permits, controls, etc.). This can lead to a better and more efficient application of the environmental policy, included traditional Command and Control instruments;</li> <li>• if “better regulation” and “regulatory relief” are implemented, this can lead to benefits and advantages both for companies (savings, organisational efficiency, better control and timely adaptation to policy changes) and for public bodies involved in policy making and implementing (time efficiency in managing the procedures, cost savings in control activities, etc.);</li> <li>• all in all, this can create a virtuous cycle in which companies are strongly incentivized to adopt voluntary schemes, with a final effective improvement in their environmental impact.</li> </ul>
<p><b>LIFE EFFIGE: ENVIRONMENTAL FOOTPRINT FOR IMPROVING AND GROWING ECO- EFFICIENCY</b></p>	<p>EFFIGE aims to improve the environmental performances of products operating in the sectors involved in the project by means of the implementation of EU Product Environmental Footprint (PEF) method described in the EU Rec. 179/2013. By using PEF as tools for supporting decision process within companies and remove information asymmetries on the final good market, EFFIGE will support the pilot companies and especially SMEs to improve their environmental “hot spots” and introduce to markets products and services more sustainable. Moreover, EFFIGE project aims to:</p> <ul style="list-style-type: none"> <li>-demonstrate the effectiveness of EU PEF method for supporting the environmental performance improvements of products</li> <li>-contribute to the development and dissemination of EU Environmental Footprint, which has become a top priority in the policy agenda of the European Commission in terms of green market and circular economy. It aims to spread the PEF in Italy and in the EU by focusing on sector not involved in EU Pilot Studies. At least 21 PEF will be conducted according to EU Rec.. 179/2013, in 4 relevant supply chains (furniture, foundry, agrifood, catering services.</li> <li>-develop “preparatory working documents for the future PEF Category Rules” in supply chain not currently involved in EU PEF Pilot Studies, in order to enhance comparability between organisations operating in the same sector and, therefore, to enable consumers and businesses to take better informed decisions.</li> <li>-remove typical drawbacks affecting the implementation of PEF within SMEs by means of the creation of a PEF Supporting Toolkit, tested in the pilot experiences and, finally, disseminated in other sectoral and geographical contexts.</li> <li>-contribute, as requested by the Commission (Rec. 2013/179/EU), to develop Public Databases on environmental impact ready to use by SMEs to perform PEF</li> <li>-develop clear guidelines and approaches to improve the effective communication of environmental performance of product by testing EU communication vehicles and draft and disseminate a “NO Greenwashing” Guideline thanks to the work of the homonymous Working Group</li> <li>-stimulate the integration of PEF method within other existing EU environmental polices thanks to several Policy suggestions and Guidelines developed by the PEF integration Working Group</li> </ul>

	-create tools and approach that are easily replicable and transferable as demonstrated by testing in field in other EU contexts and supply chains not covered by EU PEF Pilot Studies
<b>ENHANCE: EMAS AS A NEST TO HELP AND NURTURE THE CIRCULAR ECONOMY</b>	<p>Organizations, large and Small and Medium sized enterprises (SMEs), are increasingly aware of the benefits of closing loops by improving resource efficiency: saving material costs, creating competitive advantages and new markets are among the main reasons for organisations to take action. At this respect, the Eco Management and Audit Scheme (EMAS) is considered as a driver of the Circular Economy by encouraging organisations to develop techniques which make better use of resources in the production phase and retain physical goods longer and more efficiently in productive use, thus increasing their competitiveness. Starting from these considerations, ENHANCE project overall objective is to improve the implementation of regional policy instruments oriented to increasing the efficiency of resources by the exchange of experiences and practices on supporting EMAS registration.</p> <p>Main barriers perceived by EMAS adopters are: lack of EMAS recognition from the market and Public Authorities (PA), technical support from PA and external incentives; high cost, etc. In this regard, the role of PA supporting EMAS as a competent body becomes essential in order to remove these barriers and to encourage organizations to adopt EMAS through various means, such as reducing the technical barriers for EMAS adoption, enhancing benefits derived from EMAS, public subsidies and rewarding EMAS implementers with reduced enforcement (e.g., regulatory relief). Derived from the activities to be carried, such expected changes shall become effective upon the production of these main outputs:</p> <ol style="list-style-type: none"> <li>1) Regional Studies on supporting EMAS registration</li> <li>2) Methodology to assess the feasibility of good practices on supporting EMAS registration</li> <li>3) EMAS Joint Database</li> <li>4) Thematic workshops to exchange experiences</li> <li>5) Regional Studies on the exchange process</li> <li>6) Toward EMAS Action Plans. Main beneficiaries from the cooperation will be PA, but direct effects resulting from the project will also affect organizations as EMAS adopters.</li> </ol>
<b>IMPRESS - IMPROVING ACADEMIC AND PROFESSIONAL EDUCATION CAPACITY IN SERBIA IN THE AREA OF SAFETY &amp; SECURITY</b>	<p>Basic rationale of the project is in the fact that EU Safety &amp; Security (S&amp;S) heavily depends on the performance in the same areas in the partner countries, especially ones in the closest neighbourhood, such as Serbia. The idea of the project - funded by Erasmus + Programme - is that the academic education capacity in the countries in the process of joining the EU should be improved in order to meet standards and new needs and challenges in Europe. The project can contribute to this by means of enhancing the capacity building in the field of academic and professional education in the area of S&amp;S. The ImprESS project intends to improve exactly this in the following way: by means of strategic partnership ("knowledge alliance") in which will set up the Model for improving the educational capacity in the area of "sector skill alliance" for S&amp;S (SSASS). Based on this model a sample educational infrastructure (curriculum, modules, courses, academic and para-academic educational activities) will be established and implemented in Serbia.</p>
<b>RECYPACK</b>	<p>RECYPACK is a demonstration project to foster green public procurement (GPP) of commercial plastic packaging waste (CPPW) in urban areas. The project will demonstrate that this waste stream is a valuable resource from which new recycled added-value materials and products can be obtained. The project will implement an innovative management model to assist local authorities in decision making, and to provide companies with incentives to participate.</p>

	<p>The project will evaluate the generation of CPPW by business/shopping centres, urban commercial centres, distribution companies and professional small and medium-sized enterprises (SMEs). The project will focus on polyethylene, which is the most common type of plastic, and expanded polystyrene, which is a concern because of its low density. The project will operate two recycling facilities, in Hungary and Spain, which will produce recycled polyethylene and recycled polystyrene from CPPW. The recycled material will be used to manufacture new plastic products, thereby closing the loop. The project will also evaluate the potential for replication of its recycling systems in Belgium, Croatia, Poland, Romania and Turkey.</p> <p>LIFE-RECYPACK will be an example of a circular economy business model and will contribute to the recycling of plastic waste, which is one of the priority sectors in the EU Circular Economy Action Plan. The project will also help the implementation of the Waste Framework Directive, the Landfill Directive and the Packaging Waste Directive.</p>
<p><b>ACT4LITTER: JOINT MEASURES TO PRESERVE NATURAL ECOSYSTEMS FROM MARINE LITTER IN THE MEDITERRANEAN PROTECTED AREAS</b></p>	<p>Many Mediterranean Marine Protected Areas (MPA) affirm that Marine Litter (ML) represents one of the major threats for the protection of biodiversity and marine ecosystems and confirmed the lack of knowledge and skills on how to effectively tackle this issue at their level.</p> <p>ML is a priority of the Euro-Mediterranean policies for sustainable development. Recently, many actions have been implemented but these policy commitments still need to be translated into the MPA context. ACT4LITTER will aim at reviewing the most promising proposed measures and select the ones that could be implemented in the MPA , considering particularly the ecosystem services. The selection of measures will result in the development of MPA-specific action plans whose implementation could be the object of a future project. In addition, those plans will be complemented, by a realistic and operational governance plan at transnational level.</p> <p>MPA stakeholders and key experts of ML value chain will be involved all through the process in order to validate the outputs together. The action plans will have a strong focus on preventive measures, using circular economy and sustainable consumption and production approaches. The issue of ML is global but MPAs are directly affected by its increasing amount, restraining highly the achievement of the conservation goals.</p>
<p><b>RAVE: REINFORCING ADDED VALUE FOR EMAS</b></p>	<p>On behalf of the Directorate-General for the Environment of the European Commission, "RAVE - Reinforcing Added Value for EMAS. Exploring measures for strengthening EMAS added value to authorities and organizations." project aims at assessing the effectiveness of regulatory reliefs and administrative simplifications as incentives for EMAS adoption (i.e. the voluntary instrument for environmental management of the European Commission) by European organizations. RAVE focuses on identifying the most relevant "best practices" among existing measures of regulatory relief based on EMAS registration, in order to support the diffusion of such measures within the European Union and strengthen the added value of EMAS for organizations and competent authorities.</p> <p>RAVE project is coordinated by the Institute of Management of the Scuola Superiore Sant'Anna and by the German consultancy company adelphi, in collaboration with Club EMAS Catalunya, the consultancy company Trinomics and the Austrian environmental agency Umweltbundesamt GmbH.</p>
<p><b>S-PARCS: ENVISIONING AND TESTING NEW MODELS OF SUSTAINABLE</b></p>	<p>Envisioning and Testing New Models of Sustainable Energy Cooperation and Services in Industrial Parks S-PARCS presents a sound concept for reducing energy costs and energy consumption in industrial parks, while, at the same time, increasing renewable on-site energy production. The pre-assessment of the seven "Lighthouse Parks" from Spain, Portugal,</p>

<p><b>ENERGY COOPERATION AND SERVICES IN INDUSTRIAL PARKS</b></p>	<p>Italy, and Austria, which participate in the study, has shown a high potential for joint energy actions, many of which are transferrable to the community of S-PARCS Followers in the UK, Sweden, Turkey, Russia, Italy, Portugal, Austria and Norway. 5 research organisations, 1 engineering company and 1 industrial association will make their knowledge on suitable technologies, novel business models and cooperative action among companies available to the parks to help them develop an “energy cooperation plan” and the necessary skills to achieve a long-lasting sustainability impact. At the end of the project, all Lighthouse parks will be equipped with a free ICT tool supporting the decision-making processes on joint investments, at least 1 full feasibility study for the most promising cooperative project, as well as a strategy for longer-term actions. 65 of the 278 located in the “Lighthouse Parks” are expected to benefit directly from reduced energy costs derived from energy efficiency measures, such as the use of waste heat, joint energy purchases and a wide range of viable smallscale renewable projects. Improvements in the parks in terms of energy efficiency are likely to be superior to 10%. The project’s impact, however, extends to the entire Follower Community, thanks to the identification of at least 20 viable cooperative energy solutions, which are to be widely disseminated. The identification of relevant financial, legal and organizational barriers to joint energy action in the parks – and ways of overcoming them - will make a valuable contribution to policy-making on regional, national and European level.</p>
<p><b>LIFE TACKLE: TEAMING-UP FOR A CONSCIOUS KICK FOR THE LEGACY OF ENVIRONMENT</b></p>	<p>The main objective of TACKLE is to increase the awareness and to improve the practices of sport events key actors in order to improve waste management during football events. Grounding on the shortcomings that characterize the current governance of these sport events, in order to prevent and reduce waste production during football matches, the project aims to: - Focus the project activities on the whole sport event life cycle (conception, organisation, staging, closure); - Collect, assess and test best practices on waste management during sport events realizing Guidelines as basis for the awareness actions; - Develop adequate competences and organizational structures within the national football associations (NFAs) to guide the diffusion of best practices in the related football leagues and stadiums; - Identify the critical information flows that are necessary for NFAs to ensure an adequate implementation of the EU waste policies in stadiums; - Increase the competences and awareness of NFAs in developing a set of strategies and tools, e.g. guidelines, procedures, contract formats, etc. to both prevent and manage waste according to circular economy criteria; - Engage all the relevant contractors in enduring efforts to prevent and reduce waste during football matches (e.g. food and beverages providers, stadium cleaning operators, tickets sellers etc.); - Promote the continuous improvement of the environmental management of football events even after the end of the project via the setting of targets and the peer-influence of the National Football Associations committed to environmental sustainability; - Develop and implement communication campaigns aimed at increasing awareness over waste issues among: football clubs, football fan clubs, supporters, stadium and sport facilities staff; - Exploit the influence of Football National Associations, Football Leagues and Football clubs and famous football players over fans and supporters to engage them in keeping correct behaviours; - Replicate project activities and results in non-participating NFAs through the establishment of a specific Replicability Management Board (RMB) coordinated by UEFA; - Keep strong contacts with EURO 2020 organizers to share with them TACKLE results on waste management issues to be valorised during the European Championship; - Assure a wide dissemination of project results adopting advanced communications techniques and valorising the support of Life Programme during the targeted football events</p>

<p><b>GIUSTINT: INTERGENERATIONAL JUSTICE AND ETHICAL SUSTAINABILITY IN THE CONTEXT OF DEVELOPMENT OF THE ELECTRICAL GRID</b></p>	<p>The project "Intergenerational Justice and Ethical Sustainability in the context of development of the electrical grid (GIUSTINT)" aims to continue and expand a scientific collaboration between the Research Area in Public Ethics and RSE s.p.a., initially started with the project named "The different aspects of the concept of justice in the planning phases of electrical infrastructures (GIUSTEL)".</p> <p>The new project intends to continue the previous one developing it along four different but structurally coordinated directions, hereafter identified in synthetic form.</p> <p>Particular attention will be given first to the theme of intergenerational justice. In this first research strand, we will focus on models and practices of justice between generations, trying to analyse critically how key principles of equality, reciprocity and distribution are contemplable in a fruitful dialogue between present stakeholders and potential future stakeholders, in relation to the development of the grid. Specific attention, in the context of a rapidly evolving international debate on the subject, will be dedicated to the theories of energy justice.</p> <p>Secondly - as first specific focus of research - the project will investigate the link between justice and vulnerability. Such a nexus wants to recall the entire scope of vulnerability studies, i.e., studies of policies and rights designed for specific vulnerable social groups, i.e. children, disabled, elderly, in order to understand whether there is connection between social vulnerability and "technologically induced" vulnerability, particularly due to the installation of energy transmission lines. It will be looked at possible costs/ damages for specific categories of subjects living in areas surrounding the sites affected by the transmission infrastructure. We intend to research both a theoretical level and case studies, already individuated through the previous GIUSTEL project or identified ad hoc.</p> <p>The third research strand concerns the transformation of the social imaginary. The purpose is to investigate the altered public perception and usage of the sites affected by the grid infrastructures and the immediate areas close to them, elaborating an analysis that will necessarily intersect physical and geographic data, landscape-based surveys, and surveys of the social perceptions of the space imaginary. The aim of the research will be the creation of indicators that can account for the quality of the interaction between the landscape, people and technology. A secondary aim will be also achieving a tool that can be employed in current or future projects of infrastructure siting, in order to offer further evaluation elements to stakeholders and individuals, (public and private), directly or indirectly involved in them.</p> <p>Finally yet importantly, the research will investigate the relation between the damage and its "ethical compensation". We aim to investigate the theoretical sustainability of potentially innovative transmission infrastructure damage compensation forms, in alternative to more traditional approaches used to assess costs, such as CBA or LCA, etc. Specifically, we intend to propose forms of compensation and rehabilitation by forms of "damage" real or perceived, present or expected, topical or meta-topical (i.e. bound to a single location or to a plurality of points connected to each other). Particular attention will also be given to the different "monetization" patterns of damage, trying to understand the different ethical implications for the subjects directly affected, and for those only potentially concerned, along an imaginary continuous line of real or perceived damage ranging from a maximum to a minimum level.</p>
<p><b>PUBLIC ETHICS, RELATIONS BETWEEN VALUES, IDENTITY AND PERFORMANCE</b></p>	<p>The project is the result of a collaboration between the Research Area of Public Ethics and Picomax s.r.l. and aims to identify the relations between the values of public and private organizations, their identity profile and their economic performance. The project will conduct an empirical survey on a sample of companies to analyse the identity the organizations want</p>

<b>IN ORGANIZATIONS AND COMPANIES</b>	to communicate about themselves and the identity perceived by their stakeholders. In addition to the empirical survey, a theoretical model representative of the values adopted by organizations will be developed and tested.
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### **3. Lend capacity to Global Compact Local Networks and/or the Global Compact Office**

The Scuola officially participates to the Global Compact Network Italy Foundation through its spin-off company, Ergo S.r.l. Nevertheless, it directly supports the Foundation providing pro bono scientific support to some of the Foundation Working Groups activities. Full Professor Marco Frey (Institute of Management) is the President of the Global Compact Network Italy Foundation.

### **Part III. Measurement of Outcomes**

<p>🎬 Number of firms and organisations involved in research project on topics related to the Global Compact Ten Principles : 48</p>
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<p>🎬 Number of people trained on topics related to the Global Compact Ten Principles: 150</p>
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