



**Sant'Anna**  
Scuola Universitaria Superiore Pisa

## The UN Global Compact

### COMMUNICATION ON ENGAGEMENT (COE)

Scuola Superiore di Studi Universitari  
e di Perfezionamento Sant'Anna  
Pisa (IT)

Period covered by this COE:

From July 2018 to June 2020

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## Part I. Statement of continued support

Pisa - June 22, 2020

I am pleased to confirm that Sant'Anna School of Advanced Studies 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,

Prof. Andrea Mario Cuore Piccaluga  
Director, Institute of Management



## Part II. Description of Actions

### Introduction

Sant'Anna School of Advanced Studies (Italian: *Scuola Superiore di Studi Universitari e di Perfezionamento Sant'Anna*, hereinafter SSSA) is a public university institute, with special autonomy, located in Pisa, Italy and operating in the field of applied sciences. It comprises six Institutes (Biorobotics; Management; Law, Politics and Development; Life Sciences; Economics; Communication, Information and Perception Technologies) that offer graduate programs (both Masters and PhD) in which rigorous traditional courses are combined with opportunities for research, service learning, internships and entrepreneurship in both national and international contexts, whereas undergraduate programmes are run in conjunction with the University of Pisa.



SSSA is a research university that aims at experimenting innovative paths in research and education with an inter-disciplinary approach. Professors, researchers and students form part of a scientific community that generates innovative ideas, developed in collaboration with foreign universities, organizations, companies and research institutes. In **2019** SSSA was ranked **first in Italy** and among the **top 10 young universities in the World** by the **Times Higher Education**.



Within SSSA, the **Institute of Management** has the broad mission of contributing to the advancement of knowledge in the field of managerial studies, educating managers for private and public organizations and generating a positive impact on the business environment and on society as a whole. It is active in three main research areas: *Innovation, Sustainability and Healthcare*. Within the Institute of Management, the **Sustainability Management Research Group (SuM)** has the mission to study and suggest new approaches to environmental management both in Italy and at the European level, supporting private and public organizations, firms and Local Authorities. It combines knowledge of business management and policy making with the principles of sustainability, through scientific research and empirical investigation in the areas of *Environmental Management and Industrial Symbiosis; Energy and Resource Efficiency; Circular Economy and Natural Capital; Sustainable Products, Life-Cycle Thinking and Green Marketing; CSR and Accountability; Climate Change and Disaster management*.



SSSA aims to help students become interpreters of today's global challenges and future leaders through the pursuit of excellence in education and innovative research, always taking into account the social, economic and environmental pillars of sustainability. In this framework, the adherence to the UN Global Compact (2010) and to the PRME initiative (2012) represents a coherent choice towards the promotion of a sustainable, innovative, and better society for our future generations.

## Incorporate the UN Global Compact principles into internal operations

Our University has integrated the GC principles into its governance structure and internal operations.

The [Code of Ethics](#) of SSSA (adopted in 2010 and updated on April 2014) upholds the following key principles:

- a) dignity and promotion of the individual, both as a person and as a member of the University's social community;
- b) solidarity, fostered especially through the promotion of a collegial environment, in that this enhances teaching and research activities;
- c) equality before the law, by acknowledging and respecting differences in provenance, language, religion, political view, personal, social and economic conditions, sex, gender and sexual orientation, and by rejecting and condemning all forms of discrimination;
- d) academic freedom and freedom of scientific research;
- e) promoting merit as a means for ensuring substantive equality, also by upholding the principle of transparency in evaluation and in the definition of evaluation criteria;
- f) respect for and protection of the environment and of health and safety in the workplace and in living spaces;
- g) good administration according to norms of efficiency, effectiveness and economy.

Special emphasis is given to the norms on "abuse of power", "sexual abuse and harassment" and other offensive and discriminatory behaviour, "nepotism and favouritism" and "conflict of interest", providing concrete measures to defeat them. Emphasis is also given to the pursuit of transparency, impartiality and integrity, and to the central role and freedom of students as well as academic freedom and freedom of research.

In accordance with the European Charter for Researchers, issued by the European Commission Recommendation 2005/251/EC, the Code states that SSSA considers all research personnel as professionals, regardless of their classification on the different juridical status existing at the legislative level. Moreover, it binds itself to settle working conditions that guarantee gender equality and the creation of a research environment that can provide adequate tools and opportunities to men and women.

With regards to anti-corruption, SSSA annually adopts the [Three-Year Plan for Corruption Prevention](#), in compliance with the Italian Law n. 190/2012 on the prevention and punishment of corruption and illegality in the Public Administration and subsequent amendments, and with the National Anti-Corruption Plan (PNA) approved by the National Anti-Corruption Authority (ANAC).

## Promote the UN Global Compact Ten Principles

Our University promotes the UN Global Compact Ten Principles through the following activities:

1. **Deliver education on topics related to the UN Global Compact Principles**, and more specifically on issues related to sustainability and corporate sustainability to national and international students, as well as advanced training to business participants:

➤ **Under-graduate classes**<sup>1</sup> on topics such as: Energy Resource Management; Corporate citizenship between ethics and economics; Corporate citizenship in an international perspective.

➤ The **Master in Innovation Management (MAIN)**, offered by the Institute of Management, is a two-year full-time program ("Laurea Magistrale") that equips national 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 that aims to provide students with fundamental knowledge of the notion of corporate sustainability, its background, its objectives and operating modalities. It refers to the current trends in the way organizations respond to the increasing environmental, social and technological challenges, in the perspective of the UN Agenda 2030. A specific focus is dedicated to the analysis of the connections between corporate strategy and corporate sustainability and the impact of corporate sustainability on business functional organizational structures and on business performances. The course discusses key concepts such as how organizations impact on the environment and socio-technical systems, the relationship between social and environmental performance and competitiveness, the approaches and methods (e.g. organizational, managerial and operational tools) that can be adopted to effectively manage these issues.



➤ The **Second-Level Master in "Environmental Management and Control: circular economy and efficient management of resources"**, offered by the Institute of Management, is designed to provide outstanding training to those who want to work in sectors in which the circular approach to economics and the efficient management of resources in an integrated cycle perspective are key aspects. The Master is based on a multidisciplinary approach aimed at creating systemic skills in the management of environmental issues, with particular reference to waste, water, energy, ecosystem services. It trains professionals that can support companies and organizations in the



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<sup>1</sup> One of SSSA key values is the pursuit of merit as a means for ensuring substantive equality and transparency. Undergraduate degrees are awarded in partnership with the University of Pisa. Students at the University of Pisa sit rigorous entrance exams for studying at SSSA, and they are required to achieve top marks and demonstrate proficiency in two foreign languages. In return, they benefit from free scholarships.

creation of a circular economy, also taking into consideration the 2030 Agenda for Sustainable Development.

- The International **Ph.D. Programme in Innovation, Sustainability and Healthcare** deals with the most important management topics that characterize the current research activities of the Institute of Management, in particular:
  - 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 environmental 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.

**Sant'Anna School of Advanced Studies**

Sant'Anna School of Advanced Studies is a public university institute - with special autonomy - working in the field of applied sciences.

Located in the historical centre of Pisa, the University provides Bachelor and Master degree courses, as well as PhD programmes, University and International Masters and Advanced Education.

The high level of research of the Sant'Anna School is recognized by the results of the Quality Assessment Research carried out by Italian Ministry and the "Times Higher Education" ranked the school among the best universities in the World University Rankings.

Within Sant'Anna School of Advanced Studies, the Institute of Management is active in the field of management in the context of private and public organizations as support to a renewed entrepreneurship, in a synergistic perspective, among business, institutions and research.

IdM is the result of a long-term cultural project with particular reference to the management of innovation, sustainability and healthcare.

**International Ph.D. In Management**  
Innovation, Sustainability and Healthcare

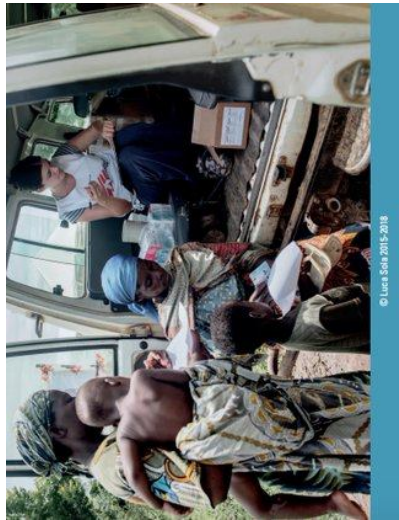
**Aim**  
The aim of the PhD programme is to train people to cover academic as well as managerial positions in both public and private organizations. Particular emphasis is given to the management of innovation, the role of sustainability and healthcare management.

FOR MORE INFORMATION SEE  
[www.idm.santannapisa.it/en](http://www.idm.santannapisa.it/en)

EMAIL  
[info-phdmanagement@santannapisa.it](mailto:info-phdmanagement@santannapisa.it)

SANT'ANNA SCHOOL OF ADVANCED STUDIES  
Piazza Martiri della Libertà, 33  
56127 Pisa (Italia)  
C.F. 93008800505

- The **Master in Human Rights & Conflict Management** offered by the Institute of Law, Politics and Development 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 to work with NGOs, governments, aid agencies, the UN system and regional organisations, also operating in the context of complex emergencies and joint operations. The postgraduate 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 SSSA.



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## Master in Human Rights and Conflict Management

### DESCRIPTION

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 to work with NGOs, governments, aid agencies, the UN system and regional organisations, as well as to operate in the context of complex emergencies.

### STRUCTURE

The Master is a one-year post-graduate programme. It starts on January 14, 2020 and runs until Spring 2021. The Programme encompasses about 400 hours of classroom lectures and 480 hours of internship, in addition to individual studying and to the preparation of a written thesis. Classroom lectures are usually from Monday to Friday and run from January 2020 to the end of July 2020. The internship lasts three or more months, starting from August/September 2020.

[humanrights@santannapisa.it](mailto:humanrights@santannapisa.it)

- The **International Ph.D. in Human Rights and Global Politics: Legal, Philosophical and Economic Challenges** offered by the Institute of Law, Politics and Development, 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 research areas of: Agricultural, food and agri-environmental Law; Public International Law; Political Economy; Political Philosophy.





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

In terms of research achievements, we present the below list of the **main international publications** relating to the period **from July 2018 until today**:

- Aguinardo M.E., Daddi T., Hamza M., Gasbarro F., (2018). Climate change perspectives and adaptation strategies of business enterprises: a case study from Italy. *The International Journal of Sustainable Development & World Ecology*. (Vol. 26(2), pp. 129-140).
- 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*. (71, pp. 1300-1311).
- Bartolozzi, I., Baldereschi, E., Daddi, T., & Iraldo, F. (2018). The application of Life Cycle Assessment (LCA) in municipal solid waste management: a comparative study on street sweeping services. *Journal of Cleaner Production*, 182, 455-465.
- Battaglia, M. and Annesi, N., (2018). Efficient and Nice–Urban Sustainability and Quality of Life: The Socioeconomic Perspective. In *Quality of Life in Urban Landscapes* (pp. 141-149). Springer, Cham.
- Corsi, I., Fiorati, A., Grassi, G., Bartolozzi, I., Daddi, T., Melone, L., & Punta, C. (2018). Environmentally Sustainable and Ecosafe Polysaccharide-Based Materials for Water Nano-Treatment: An Eco-Design Study. *Materials*, 11(7), 1228.
- Corsini F., Gusmerotti N.M., Testa F., Iraldo F., (2018). Exploring waste prevention behaviour through empirical research. *Waste Management*. (132-141).
- Daddi, T., Todaro, N. M., De Giacomo, M. R., Frey, M. (2018). A Systematic Review of the Use of Organization and Management Theories in Climate Change Studies. *Business Strategy and the Environment*, 27(4), 456-474.
- Gasbarro F., Rizzi F., Frey M., (2018). Sustainable institutional entrepreneurship in practice: Insights from SMEs in the clean energy sector in Tuscany (Italy). *International Journal of Entrepreneurial Behaviour & Research* (DOI: 10.1108/IJEER-11-2015-0259).
- Macellari M., Gusmerotti N.M., Frey M., Testa F., (2018). Embedding biodiversity and ecosystem services in corporate sustainability: A strategy to enable Sustainable Development Goals, *Business Strategy and Development* (DOI: 10.1002/bsd2.34).
- Macchi C. (2018), "A treaty on business and human rights: problems and prospects" *The Future of Business and Human Rights* (pp.63-88).
- Macchi C. (2018), "Human Rights and European business: Insights from the ILVA Case". *The Routledge Companion to European Business* (pp. 341-352).
- Macchi, C. (2018), "The Transnational Dimension of International Organizations' Duty of Care Towards Their Civilian Personnel: Lessons from the Case Law on States' Extraterritorial Human Rights Obligations". *The Duty of Care of International Organizations Towards Their Civilian Personnel - Legal Obligations and Implementation Challenges* (pp. 433-456).
- Passeti, Emilio; Cinquini, Lino; Tenucci, Andrea (2018), Implementing internal environmental management and voluntary environmental disclosure: Does organizational change happen. *Accounting Auditing & Accountability Journal*. (DOI: 10.1108/AAAJ-02-2016-2406).
- Pellegrini C., Rizzi F., Frey M., (2018). The role of sustainable human resource practices in influencing employee behavior for corporate sustainability. *Business Strategy and the Environment* (DOI: 10.1002/bse.2064).
- Rizzi, F., Annunziata, E., Frey, M., (2018). The Relationship between Organizational Culture and Energy Performance: A Municipal Energy Manager Level Study. *Business Strategy and the Environment*. (27, pp. 694-711).



- Rizzi, F., Annunziata, E., (2018). Sostenibilità e posizionamento strategico delle imprese: prospettive teoriche e operative nella definizione delle strategie ambientali. Ed. FrancoAngeli – ISBN: 9788891770936.
- Zhou S., Battaglia M., Frey M., (2018). Organizational learning through disasters: a multi-utility company's experience. *Disaster Prevention and Management* (DOI: 10.1108/DPM-11-2017-0290).
- Annunziata, E., Rizzi, F., Frey, M. (2019). How do firms interpret extended responsibilities for a sustainable supply chain management of innovative technologies? An analysis of corporate sustainability reports in the energy sector. *Sinergie*. (DOI: 10.7433/S109.2019.04).
- Battaglia M., Annesi N., Pierantoni I., Sargolini M. (2019). Future perspectives of sustainable development: An innovative planning approach to inner areas. Experience of an Italian alpine region. *Futures*. Vol. 114 (Doi: doi.org/10.1016/j.futures.2019.102468).
- Battaglia M., Annesi N., Calabrese M., Frey M. (2019). SDGs and practical implication: mapping SDGs at operational level in the energy sector. *SIMA Conference Proceedings*, (DOI 10.7433/SRECP.EA.2019.03).
- Battaglia M., Zhou M., Frey M. (2019). Linking Inside and Outside: "Identity" in crisis situations. *Journal of Organizational Change Management*. (32(4), 2019, pp. 457-472).
- Bartolozzi I., Daddi, T., Punta, C., Fiorati, A., & Iraldo, F. (2019). Life cycle assessment of emerging environmental technologies in the early stage of development: A case study on nanostructured materials. *Journal of Industrial Ecology*. (10.1111/jiec.12959).
- Contini M., Annunziata E., Rizzi F., Frey M., (2019). Consumers' corporate social responsibility and corporate ability associations as predictors of reputation: Developing countries under analysis. *Business Strategy & Development* (DOI: 10.1002/bsd2.57).
- Contini M., Annunziata E., Rizzi F., Frey M. (2019). Business Strategies in Geothermal Energy Market: A Citizens-Based Perspective. In: Manzella A., Allansdottir A., Pellizzone A. (eds) *Geothermal Energy and Society. Lecture Notes in Energy*, vol 67, pp. 39-53. Springer, Cham.
- Corsini F., Certomà C., Dyer M., Frey M. (2019). Participatory energy: Research, imaginaries and practices on people' contribute to energy systems in the smart city. *Technological Forecasting and Social Change*. (142, 322-332, doi.org/10.1016/j.techfore.2018.07.028).
- Corsini F., Appio F.P., Frey M., (2019). Exploring the antecedents and consequences of environmental performance in micro-enterprises: The case of the Italian craft beer industry. *Technological Forecasting and Social Change*.
- Corsini F., Laurenti R., Meinherz F., Appio F.P., Mora L. (2019). The Advent of Practice Theories in Research on Sustainable Consumption: Past, Current and Future Directions of the Field. *Sustainability*.
- Corvino F. (2019). "Labour Commodification and Global Justice". *Kriterion*. (DOI: 10.1016/j.erss.2019.101310; Vol. 33 pp. 53-88).
- Dainelli, F., Daddi, T. (2019). Does an organic strategy pay? An explanatory study of the Italian wine industry. *British Food Journal*. (<https://doi.org/10.1108/BFJ-01-2019-0059>).
- Daddi, T., Bleischwitz, R., Todaro, N. M., Gusmerotti, N. M., & De Giacomo, M. R. (2019). The influence of institutional pressures on climate mitigation and adaptation strategies. *Journal of Cleaner Production*, 244 (doi 118879).
- Daddi T., Iraldo F., Testa F., De Giacomo M.R., (2019). The influence of managerial satisfaction on corporate environmental performance and reputation. *Business Strategy and the Environment*. (28(1), 15-24; 10.1002/bse.2177).
- Daddi T., Ceglia D., Bianchi G., Ceglia D., De Barcellos M.D., (2019). Paradoxical tensions and corporate sustainability: A focus on circular economy business cases. *Corporate Social Responsibility and Environmental Management*. (10.1002/csr.1719).
- Delledonne G., Fabbrini F. (2019). "The Founding Myth of European Human Rights Law: Revisiting the Role of National Courts in the Rise of EU Human Rights Jurisprudence". *European Law Review* (Vol. 44(2) pp. 178-195).

- Giacomelli, G., Annesi, N., Barsanti, S. and Battaglia, M., (2019). Combining ideal types of performance and performance regimes. *International Journal of Public Sector Management*.
- Gusmerotti N.M., Corsini F., Testa F., Rizzi F., Frey M. (2019). Outsourcing Environmental Services: New Insights into the Factors Influencing the Circular Economy. *Environmental Engineering and Management Journal February*. (Vol.18, No. 2, pp. 433-446).
- Gusmerotti N.M., Testa F., Corsini F., Pretner G., Iraldo F. (2019). Drivers and approaches to the circular economy in manufacturing firms. *Journal of Cleaner Production*. (Volume 230, Pages 314-327; 10.1016/j.jclepro.2019.05.044).
- Gusmerotti N.M., Testa F., Macellari M., Frey M., (2019). Corporate social responsibility embeddedness through a social network analysis: The case of an Italian multiutility company. *Corporate Social Responsibility & Environmental Management*. (10.1002/csr.1812).
- Gusmerotti N.M., Corsini F., Borghini A., Frey M., (2019). Assessing the role of preparation for reuse in waste-prevention strategies by analytical hierarchical process: suggestions for an optimal implementation in waste management supply chain. *Environment, Development and Sustainability*. (10.1007/s10668-018-0160-9).
- Marrucci L., Daddi T., Iraldo F., (2019). The integration of Circular Economy with Sustainable Consumption and Production tools: systematic review and future research agenda. *Journal of Cleaner Production*. (DOI: 10.1016/j.jclepro.2019.118268).
- Passeti E., Bianchi L., Battaglia M., Frey M. (2019). When Democratic Principles are not Enough: Tensions and Temporalities of Dialogic Stakeholder Engagement. *Journal of Business Ethics*. (155(1), pp.173-190).
- Pellegrini C., Annunziata E., Rizzi F. Frey M., (2019). The role of networks and sustainable intrapreneurship as interactive drivers catalyzing the adoption of sustainable innovation. *Corporate Social Responsibility and Environmental Management*. (DOI: 10.1002/csr.1784).
- Pellegrini-Masini G., Pirni A., Maran S., (2019). "Energy Justice Revisited: A Critical Review on the Philosophical and Political Origins of Equality". *Energy Research & Social Science*. (DOI: 10.1016/j.erss.2019.101310).
- Pellegrini-Masini G.; Corvino F., Pirni A., (2019). "Climate Justice in Practice: Adapting Democratic Institutions for Environmental Citizenship". *A Research Agenda for Climate Justice*. (Edward Elgar, pp. 104-117).
- Rizzi F., Gusmerotti N.M., Frey M., (2019). How to meet reuse and preparation for reuse targets? Shape advertising strategies but be aware of "social washing. *Waste Management*. (10.1016/j.wasman.2019.10.024).
- Tessitore S., Testa F., Iraldo F., Daddi T., (2019). Isomorphic or dissimilar implementation among environmental management scheme adopters? Empirical evidence from the European context. *Business Strategy and Development*. (DOI: 10.1002/bsd2.61).
- Testa F., Sarti S., Frey M. (2019). Are green consumers really green? Exploring the factors behind the actual consumption of organic food products. *Business Strategy and the Environment*. (10.1002/bse.2234. 28(2) 327-338).
- Testa F., Todaro N., Gusmerotti N.M., Frey M. (2019). Embedding corporate sustainability: An empirical analysis of the antecedents of organization citizenship behavior. *Corporate Social Responsibility and Environmental Management*. (1-15 <https://doi.org/10.1002/csr.1875>).
- Todaro N.M., Testa F., Daddi T., Iraldo F. (2019). Antecedents of environmental management system internalization: Assessing managerial interpretations and cognitive framings of sustainability issues. *Journal of Environmental Management*. (Vol. 247, pp. 804-815).
- Todaro N.M., Daddi T., Testa F., Iraldo F. (2019). Organization and management theories in environmental management systems research: A systematic literature review. *Business Strategy and Development*. (DOI: 10.1002/bsd2.77).
- Battaglia, M., Gragnani, P., Annesi, N. (2020). Moving toward SDGs: Evidence from an Italian benefit-for-nature corporation. *Entrepreneurship Research Journal*. (DOI: 10.1515/erj-2019-0305).



- Certomà C., Corsini F., Frey M., (2020). Hyperconnected, receptive and do-it-yourself city. An investigation into the European “imaginary” of crowdsourcing for urban governance. *Technology in Society* (DOI: 10.1016/j.techsoc.2020.101229).
- Contini, M., Annunziata, E., Rizzi, F., Frey, M. (2020). Exploring the influence of Corporate Social Responsibility (CSR) domains on consumers’ loyalty: An experiment in BRICS countries. *Journal of Cleaner Production*. (DOI: 10.1016/j.jclepro.2019.119158).
- Khan, O., Daddi, T., & Iraldo, F. (2020). Microfoundations of dynamic capabilities: Insights from circular economy business cases. *Business Strategy and the Environment*. (<https://doi.org/10.1002/bse.2447>).
- Marrucci, L., Marchi, M., & Daddi, T. (2020). Improving the carbon footprint of food and packaging waste management in a supermarket of the Italian retail sector. *Waste Management*, 105, 594-603.
- Mauro S.G., Cinquini L., Tenucci A., (2020). Moving from social and sustainability reporting to integrated reporting: exploring the potential of Italian Public-funded Universities’ reports. *Sustainability* (<http://dx.doi.org/10.3390/su12083172>).
- Rizzi F., Annunziata E., Contini M., & Frey, M. (2020). On the effect of exposure to information and self-benefit appeals on consumer's intention to perform pro-environmental behaviours: A focus on energy conservation behaviours. *Journal of Cleaner Production*, 122039.

Furthermore, our University coordinates and participates to national and international research projects that target companies and/or business-related issues, focus on sustainability, and embrace the Global Compact Ten Principles. With regard to **international research projects**, we provide the following list of the main ones **carried out during the reporting period** by the SuM research group of the Institute of Management in partnership with public and private institutions.

<b>MAIN INTERNATIONAL RESEARCH PROJECTS</b>	
<p><b>LIFE IRIS: IMPROVE RESILIENCE OF INDUSTRY SECTOR</b></p> 	<p>The project aims at supporting SMEs in becoming more resilient to climate change, by mean of adaptation measures. Identification and implementation of measures are carried out through a cluster approach, where cluster means:</p> <ul style="list-style-type: none"> <li>• group of business located in a same productive area</li> <li>• group of business related one another through the same supply chain (beer supply chain).</li> </ul> <p>The main objectives of the project are:</p> <ul style="list-style-type: none"> <li>• Improve the resilience of industry sector</li> <li>• Contribute to the development of a climate-resilient, low carbon, resources efficient economy</li> <li>• Foster the diffusion of financial tools aimed at rewarding resilient enterprises or enterprises belonging to resilient industrial clusters</li> <li>• Promote adaptation actions in the industry sector based on an ecosystem approach, also developing green infrastructures and payments for ecosystem services (PES), if appropriate</li> <li>• Strengthen synergies among adaptation measures and other environmental issues (floods and droughts, water scarcity, biodiversity conservation, air quality and resource efficiency).</li> </ul> <p>Project period: 15.09.2015 - 15.03.2019            Total budget: € 1.658.680,00; Budget Sant’Anna: € 307.423,00 (Partner)            Project website: <a href="https://www.lifeiris.eu/en/">https://www.lifeiris.eu/en/</a></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.</p> <p>More in detail, the project, aims at demonstrating that:</p> <ul style="list-style-type: none"> <li>• “better regulation” in environmental policies is possible if voluntary schemes, as EMAS and the EU Ecolabel, are effectively and proactively used in the development of new legislation and in the revision of the existing one;</li> <li>• these measures are feasible for all EU Member States and practicable at the EU regulatory level with a reasonable effort both in policy making (e.g.: drafting new or renovate directives or legislative acts) and in policy implementing (changing permitting procedures, communication flows, control modalities, etc.);</li> <li>• the adoption of an Environmental Management System can 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>Project period: 01.10.2016 - 31.12.2019 Total budget: € 1.720.075,00; Budget Sant’Anna: € 293.334,00 (Partner) Project website: <a href="https://www.lifebraver.eu/">https://www.lifebraver.eu/</a></p>
<p><b>LIFE RECYPACK: CIRCULAR ECONOMY OF COMMERCIAL PLASTIC PACKAGING IN URBAN ENVIRONMENTS</b></p> 	<p>RECYPACK is a demonstration project to foster green public procurement (GPP) of commercial plastic packaging waste (CPPW) in urban areas. The project aims at demonstrating that this waste stream is a valuable resource from which new recycled added-value materials and products can be obtained, through the implementation of an innovative management model to assist local authorities in decision making, and to provide companies with incentives to participate.</p> <p>The project evaluates the generation of CPPW by business/shopping centres, urban commercial centres, distribution companies and professional small and medium-sized enterprises (SMEs). It focuses on polyethylene, which is the most common type of plastic, and expanded polystyrene, which is a concern because of its low density. It operates two recycling facilities, in Hungary and Spain, that produce recycled polyethylene and recycled polystyrene from CPPW. The recycled material is then used to manufacture new plastic products, thereby closing the loop. The project also evaluates the potential for replication of its recycling systems in Belgium, Croatia, Poland, Romania and Turkey.</p> <p>LIFE-RECYPACK is an example of a circular economy business model, contributing to the recycling of plastic waste, which is one of the priority sectors in the EU Circular Economy Action Plan. The project also aims at helping the implementation of the Waste Framework Directive, the Landfill Directive and the Packaging Waste Directive.</p> <p>Project period: 01.10.2017 - 31.03.2020 Total budget: € 984.466,00; Budget Sant’Anna: € 62.869,00 (Partner) Project website: <a href="http://www.liferecypackproject.eu">http://www.liferecypackproject.eu</a></p>

<p><b>INTERREG ENHANCE: EMAS AS A NEST TO HELP AND NURTURE THE CIRCULAR ECONOMY</b></p> 	<p>Organizations, large and Small and Medium sized enterprises (SMEs), are increasingly aware of the benefits of closing loops by improving resource efficiency: saving material costs, creating 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. 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).</p> <p>The activities of the project - financed by the Interreg Europe program - will be directed towards the production of:</p> <ol style="list-style-type: none"> <li>1) regional studies aimed at supporting and incentivising EMAS registration</li> <li>2) a methodology to assess the feasibility of good practices on supporting EMAS registration</li> <li>3) the creation of an EMAS Joint Database</li> <li>4) the organisation of a series of thematic workshops to exchange experiences</li> <li>5) regional studies on the exchange processes</li> <li>6) Support for the adoption of EMAS action plans by public administrations, with effects also on EMAS-registered organizations and companies.</li> </ol> <p>Project period: 01.01.2017 - 31.12.2020  Total budget: € 1.024.071,00; Budget Sant'Anna: € 169.872,50 (Partner)  Project website: <a href="http://www.interregeurope.eu/enhance/">http://www.interregeurope.eu/enhance/</a></p>
<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</li> </ul>

	<p>environmental performance of product by testing EU communication vehicles and draft and disseminate a “NO Greenwashing” Guideline through an homonymous Working Group</p> <ul style="list-style-type: none"> <li>-stimulate the integration of PEF method within other existing EU environmental policies thanks to several Policy suggestions and Guidelines developed by the PEF integration Working Group</li> <li>-create tools and approach that are easily replicable and transferable as demonstrated by testing in field in other EU contexts and supply chains not covered by EU PEF Pilot Studies.</li> </ul> <p>Project period: 01.09.2017 – 30.06.2021  Total budget: € 1.642.867,00; Budget Sant’Anna: € 251.276,00 (Coordinator)  Project website: <a href="http://www.lifeeffige.eu">www.lifeeffige.eu</a></p>
<p><b>HORIZON 2020  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> <ol style="list-style-type: none"> <li>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.</li> <li>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.</li> <li>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.</li> </ol> <p>Project period: 01.10.2016 - 31.05.2020  Total budget: € 9.999.792,50; Budget Sant’Anna: € 71.181,00 (Partner)  Project website: <a href="http://www.gemex-h2o2o.eu/">http://www.gemex-h2o2o.eu/</a></p>
<p><b>HORIZON 2020  S-PARCS:  ENVISIONING AND  TESTING NEW  MODELS OF  SUSTAINABLE  ENERGY  COOPERATION  AND SERVICES IN  INDUSTRIAL  PARKS</b></p> 	<p>The project presents a sound concept for reducing energy costs and energy consumption in industrial parks, while, at the same time, increasing renewable on-site energy production. The pre-assessment of the seven “Lighthouse Parks” from Spain, Portugal, Italy, and Austria, which participate in the study, has shown a high potential for joint energy actions, many of which are transferrable to the community of S-PARCS Followers in the UK, Sweden, Turkey, Russia, Italy, Portugal, Austria and Norway. 5 research organisations, 1 engineering company and 1 industrial association will make their knowledge on suitable technologies, novel business models and cooperative action among companies available to the parks to help them develop an “energy cooperation plan” and the necessary skills to achieve a long-lasting sustainability impact. At the end of the project, all Lighthouse parks will be equipped with a free ICT tool supporting the decision-making processes on joint investments, at least 1 full feasibility study for the most promising cooperative project, as well as a strategy for longer-term actions. 65 of the 278 located in the “Lighthouse Parks” are expected to benefit directly from reduced energy costs derived from energy efficiency measures, such as the use of waste heat, joint energy purchases and a wide range of viable small-scale renewable projects.</p>

	<p>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>Project period: 01.03.2018 - 28.02.2021  Total budget: € 1.997.325,00; Budget Sant'Anna: € 252.250,00 (Partner)  Project website: <a href="https://www.sparcs-h2o2o.eu/">https://www.sparcs-h2o2o.eu/</a></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 improve the environmental management of football events and the environmental awareness of supporters. The project's activities focus on the whole sport event life cycle: conception, organisation, staging, closure. Grounding on the shortcomings that characterize the current governance of sport events the project aims to:</p> <ul style="list-style-type: none"> <li>- Collect, evaluate and test best practices on environmental management during football events by creating guidelines to be used as a basis for awareness raising actions;</li> <li>- Develop adequate competences and organizational structures within national football associations (NFAs) to promote the dissemination of best practices in the related football leagues and stadiums;</li> <li>- Identify the critical information flows that are necessary for NFAs to ensure an adequate implementation of the EU waste policies in stadiums;</li> <li>- 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;</li> <li>- 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.);</li> <li>- Promote the continuous improvement of the environmental management of football events even after the end of the project through the setting of targets and the peer-influence of the National Football Associations committed to environmental sustainability;</li> <li>- Develop and implement communication campaigns aimed at raising awareness over waste issues among football clubs, football fan clubs, supporters, stadium and sport facilities staff;</li> <li>- Exploit the influence of Football National Associations, Football Leagues and Football clubs and famous football players over fans and supporters to engage them in the adoption environmentally-friendly behaviours;</li> <li>- Replicate project activities and results in non-participating NFAs through the establishment of a specific Replicability Management Board (RMB) coordinated by UEFA;</li> <li>- Keep strong contacts with EURO 2020 organizers to share with them TACKLE results on environmental management issues to be valorised during the European Championship;</li> <li>- Ensure a wide dissemination of the project results by adopting advanced communications techniques and enhancing the support of the Life Programme during football events.</li> </ul> <p>Project period: 01.09.2018 - 30.09.2021  Total budget: € 1.947.070,00; Budget Sant'Anna: € 475.811,00 (Coordinator)  Project website: <a href="https://lifetackle.eu/">https://lifetackle.eu/</a></p>
<p><b>LIFE MAGIS:  MADE GREEN IN  ITALY SCHEME</b></p> 	<p>The LIFE MAGIS project targets consumers and producers to support the launch and spread of the PEF method and of the PEF-based Made Green in Italy scheme. The project will stimulate PEF-related innovation, improve communication about green products, and incentivise consumers to purchase greener products. To do this, LIFE MAGIS will develop new Italian product category rules for the carrying out of PEF studies on specific products (PEFCRs). The PEFCRs will cover certain food products (snacks, ice cream, fruit, cheese and coffee), leather products, window fittings and cosmetics. The project will also:</p> <ul style="list-style-type: none"> <li>- help define PEFCRs at EU level through its work on new product groups at national level;</li> <li>- demonstrate the effectiveness of the PEF method in promoting sustainable models of</li> </ul>



	<p>production and consumption;  - encourage better-informed and conscious consumer choices and ensure the transparency and comparability of environmental information;  - create tools and approaches to make PEF easily replicable and transferable to other Member States.</p> <p>Project period: 02.09.2019 - 30.12.2022  Total budget: € 2.624.168,00; Budget Sant'Anna: € 256.466,00 (Partner)  Project website: <a href="https://lifemagis.eu/">https://lifemagis.eu/</a></p>
<p><b>INCIRCLE: SUPPORT INSULAR AND LOW DENSITY AREAS IN THE TRANSITION TOWARDS A MORE CIRCULAR TOURISM ECONOMY</b></p> 	<p>INCIRCLE Interreg MED aims to apply the principles of the circular economy to the tourism sector in insular and scarcely inhabited MED areas. To this end, the project aims to capitalize on the existing knowledge and tools currently available to test a new methodology on four main areas of application: mobility, energy efficiency, water resource management and waste management. The project plans to achieve stable and lasting results and at the same time easily adaptable to provide policy makers with concrete tools and opportunities for experimentation both to improve assessment and planning skills of sustainability in territories where resources are already scarce, and to discover new funding opportunities and concrete possibilities of replication, for a sustainable and circular growth within the MED area. Capitalization activities will be replicated in further territories at the regional, national and European levels.</p> <p>Specifically, the contribution of the SUM research group of the Institute of Management consists in the design and development of a circularity measurement model in tourism based on <i>Circular economy KPI</i>, addressing both tourism needs and individual tourism industries. The application of this model in the project partner territories will be the basis for the development of strategies to increase the circularity of these territories and their competitiveness, in addition to supporting the development of the model itself. Starting from the measurement model that SUM researchers will develop, which will have a general and transversal value, it will then be possible to develop specific <i>tools for self-assessment</i> of circularity and sustainability, that will be made available to managers of public and private organizations in an international context. The aim is to provide them not only with a snapshot of current performances, but, above all, elements of strategic support, which are fundamental for directing this strategic sector towards sustainable development and circular economy logics. The goal is to provide a snapshot of current performance, but above all, strategic support elements, which are fundamental to direct this sector towards sustainable development and circular economy. Researchers who deal with the development of the project will contribute to providing support, both in the context of INCIRCLE and in the horizontal project Sustainable Tourism Community, to the tourist territories and businesses, in order to face the current pandemic crisis, with the aim of facilitating the emergence of new, innovative, creative and increasingly circular development strategies.</p> <p>Project period: 01.11.2019 – 30.06.2022  Total budget: € 3.378.770,00; Budget Sant'Anna: € 260.000,00 (Partner)  Project website: <a href="https://incircle.interreg-med.eu/">https://incircle.interreg-med.eu/</a></p>
<p><b>ERASMUS+ SPORT GREENCOACH: INCORPORATING SUSTAINABILITY IN THE GOVERNANCE OF SPORTS</b></p> 	<p>The sports industry has a large responsibility towards global environmental pollution. Existing initiatives promoted by international sports organisations have focused mainly on large events. There are not yet reference models focusing on how to incorporate sustainability as a cross-cutting priority in sports organisations as a governance element, beyond specific actions carried out during sport events. In this framework, GREENCOACH aims to improve the environmental impact in grassroots football organizations by incorporating: 1) monitoring and benchmarking of the environmental footprint of football events and organisations, and 2) sustainability as a cross-cutting element in football organisations daily management. In addition, it also aims at enhancing environmental awareness of supporters, spectators and staff and at promoting healthy lifestyles at individual and community levels, especially among young athletes.</p>

	<p>As partner of the project, the SuM research group of the Institute of Management will bring in scientific expertise to carry out the assessment of the environmental footprint of grassroots football organisations, and to design and check the benchmarking tools and the education modules. In particular, 2 kinds of footprint will be calculated:</p> <ol style="list-style-type: none"> <li>1.Environmental footprint of an amateur football match (then used to calculate aggregated footprint of bigger events such as the total footprint of an amateur championship/tournament or the assessment of the total footprint of all amateur matches of a country)</li> <li>2.Organisational Environmental Footprint (OEF) of an amateur football organization (by categorizing the organisations according to their complexity – i.e. the number of structures and facilities that belong to the sport organisations that could influence their environmental footprint).</li> </ol> <p>Project period: 01.01.2020 – 31.12.2023 Total budget: € 408.072,00; Budget Sant’Anna: € 65.000,00 (Partner)</p>
<p><b>LIFE CO<sub>2</sub> PES&amp;PEF: PROMOTION AND ENHANCEMENT OF FOREST SYSTEM THROUGH DIFFERENT ECOSYSTEM SERVICES AIMED TO INCREASED CARBON STOCK</b></p> 	<p>The first objective of the project is to conduct an analysis of the ecosystem services of three forest areas, representative of the Alpine and Apennine areas, and the operational implementation of some of them, in order to: 1) evaluate the contribution of the sustainable management of the forests, conservation and growth of carbon fixation and storage capacity and other ecosystem services; 2) Define the certification registers of ecosystem services as a result of the analysis of the scientific literature on the topic and existing experiences; 3) Provide an economic assessment of ecosystem services resulting from sustainable forest management, that can be used to create an "ecosystem credit" system; 4) Create a model for the development of a register and an ecosystem credit market, with the possibility of including them in "green bonds", in line with the latest EC plans on socially responsible investments. Ecosystem services will be those resulting from sustainable forest management practices. In action C1, a specific cognitive analysis of cultural ecosystem services will be conducted. The second objective of the project is to analyze the life cycle of the wood products of these three forest areas according to the PEF methodology and the EU Rec 2013/179, and to minimize the impacts of the industry. The specific objectives of this section of the project are: 1) To carry out a screening of the wood industry, build a PEFCR (Product Environmental Footprint Category Rules) and conduct support studies; 2) Organize an operational plan for companies involved in PEFCR studies, whose impact could be reduced by 2%; 3) Create a Toolkit for companies in the forestry and wood sector in order to make the PEF analysis replicable in other territories and guide them for obtaining certifications for Green Public Procurement activities. The third objective of the project is to provide support elements for policy makers, which can be replicated not only in other regions, but also nationally and internationally. The specific objectives are: 1) Provide information to implement Adjustment Plans; 2) Provide recommendations on good practices that increase forest ecosystem services, which can be included in the Rural Development Plan (RDP) of Regions; 3) To encourage the use of wood according to the "cascade" method.</p> <p>Project period: 03.06.2020 – 31.12.2023 Total budget: € 1.014.215,00; Budget Sant’Anna: € 266.909,00 (Coordinator)</p>

### 3. Lend capacity to Global Compact Local Networks and/or the Global Compact Office

SSSA officially participates to the **Global Compact Network Italy Foundation** through its spin-off company, [Ergo S.r.l.](#) It has directly supported the Foundation providing *pro bono* scientific support to some of its Working Groups activities. Full Professor Marco Frey (also Director of the SuM research group of the Institute of Management) is the President of the Global Compact Network Italy Foundation.

## Part III. Measurement of Outcomes

- Number of **firms and organisations involved** in research project on topics related to the Global Compact Ten Principles: **55**
- Number of **people trained** on topics related to the Global Compact Ten Principles: **150**
- Number of **ongoing projects** on topics related to sustainability: **57** – of which **12** European projects, **8** institutional projects, **32** research service contracts, **5** training projects (data from March 2020).
- SSSA and, more specifically, the SuM research group of the Institute of Management **works and collaborates with different actors with the aim of advancing the principles of sustainability**: businesses, policy makers, public and private institutions, citizens, local communities. Its **network** includes the Ministry of the Environment, several regional and local authorities, the General Confederation of Italian Industry, the Union of Chambers of Commerce, Industry, Agriculture and Artisanry, trade associations, national organizations such as plastics and paper packaging consortiums, top Italian companies from different sectors such as **Oil&Gas, Energy, Minerals, Food&Beverage, Consumer goods, Paper industry, Fashion, Telecommunications, Electricity, Transportation, Water services, Waste, environmental multiutilities**, as well as many SMEs. The SuM also collaborates with other Institutes such as Biorobotics for the deployment of ad hoc technological solutions for sustainability (e.g. [Blue Resolution project](#)). SSSA is part of the academic system of the University of Pisa together with Scuola Normale Superiore, and collaborates with other Italian academic institutions such as IUSS in Pavia, LUISS in Rome and Uni Bocconi in Milan.
- To this network, the SuM research group of the Institute of Management offers its **high-level expertise on technical analysis, socio-economic analysis, policy and regulation, management and training for the promotion of sustainability**. In particular, it includes: Corporate Environmental Management, Life-Cycle Management (LCA, LCC), Economics and Management of Voluntary Certification Schemes, Environmental Innovation and Competitiveness, Sustainable marketing, Environmental reporting, Stakeholder engagement, Environmental Innovation and green technologies assessment, Green Public Procurement, CSR, Health & Safety Management, Environmental economics, Public policies for Sustainable Local Development.

## Contacts

Scuola Superiore di Studi Universitari e di Perfezionamento Sant'Anna di Pisa  
Piazza Martiri della Libertà 33  
56124 Pisa, Italy

Website: <https://www.santannapisa.it/en>

