

Communication on Engagement UN Global Compact

JANUARY 2021 TO DECEMBER 2022



1. Statement of continued support



With over 40 years of existence, Nova SBE has a long journey as a school who continuously strives to be a School for a Better and Sustainable Future. This mission is twofold: we want our Community to critically reflect upon the future we are heading into, whilst honing the tools and skills to shape that road ahead both active and positively.

As we live through times where we approach dangerous tipping points and inequalities are on the rise, making a radical shift towards a sustainable development is ever more pressing. For that, we remain committed to playing our role in what is known as the Decade of Action. Not only as a university, but as each individual who sets foot at the Carcavelos campus.

To that end, we will continue working towards a more collaborative future, co-creating projects that address this century's challenges with local communities, CSOs, philanthropic entities, governmental bodies and corporations. At the same time, we remain committed to leveraging our academic programs, research, community engagement and operations to have sustainability at their core. Overall, to be an accelerator for a sustainable future: that is our role. That is why, I am, therefore, proud to reaffirm Nova SBE's continued support to the UN Global Compact and its 10 Principles, which have been helping us to inspire our students to be responsible future leaders since 2018.

DANIEL TRAÇA
Nova SBE's Dean



Our SDG Journey

We all have a Role to Play

NOVA SBE: A COMMUNITY WITH A ROLE TO PLAY AND AN IMPACT-DRIVEN SCHOOL INSPIRING AND CONTRIBUTING TO SUSTAINABLE DEVELOPMENT AND RESPONSIBLE MANAGEMENT

A SCHOOL OF BUSINESS AND ECONOMICS... AND MUCH MORE.

Nova SBE is on a mission to be a community dedicated to the development of talent and knowledge that impacts the world. Nova SBE's Impact Model, launched in 2021, embeds the principles and values of sustainability and is aligned with the 17 Sustainable Development Goals (SDGs), as recommended by the UN Global Compact. Nova SBE is also integrating the 10 principles of Global Compact in its long-term strategy and operations.

We understood our role from the very beginning of our journey. And for the past 40 years, we have committed to participate in the positive transformation of our world by fostering dialogue and action, disseminating knowledge, launching innovative projects, supporting organizations' transformation, and leading by example, as responsible citizens. This is our way of being at the forefront of change.

Being committed to our role to play towards a better and sustainable future means embracing sustainability at its core, providing a blueprint for our future leaders to reach for peace, prosperity, and a human-ecosystem equilibrium now and into the future.

Sustainable Development was, in 2022, under the supervision of the Associate Dean for Community Engagement & Sustainable Impact, and it was implemented by its Sustainability and Impact team. This is also the team managing PRME and other commitments toward sustainable development. The interdisciplinarity of the area naturally activates synergies with numerous Nova SBE areas, from Pre-experience to Executive Education & Business Transformation, from Corporate & Alumni to Careers @ Nova SBE, and from People & Culture to Faculty Affairs.



Our mission is to be a community dedicated to the development of talent and knowledge that impacts the world.

Our vision is to build a School for a Better and More Sustainable Future.

Our action is the product of our activity levers and our community engagement, the driving force for impact and tangible change.

Our impact is to address the challenges of humanity, framed in the Sustainable Development Goals.

As PRME and UN Global Compact members, we shall naturally integrate its principles in this language of impact.

Nova SBE developed its own **Impact Model**.

Our values reflect how positive change is important for the school, being directly related to being an active member of our global community:

- **Rigor** - Excellence in all school activities, from students' admissions to academic analysis, research, and school management.
- **Impact** - Commitment to transform the world in responsible and inclusive ways.
- **Worldliness** - Eager to work with everyone who strives for positive change and to create cross-cultural synergies. An open attitude that enhances diversity in all of its dimensions
- **Vanguardism** - An innovative mindset that is open to disruption and not afraid to take chances.
- **Connectivity** - A sense of responsibility for establishing bonds with society and stakeholders to engage a global and supportive community.





Aligned with the PRME Principle of Purpose, “We will develop the capabilities of students to be future generators of sustainable value for business and society at large and to work for an inclusive and sustainable global economy”, leveraging on its academic programs, research projects and wide community engagement, the School aims to provide a blueprint for all individuals and organizations to attain economic development that is both socially inclusive and environmentally sustainable.

By extension, and to formalize its commitment to build the responsible leaders of the future, Nova SBE is among the 800 signatories of Principles for Responsible Management (PRME), and for two consecutive years, a member of the PRME Champion Cycle, being one of two portuguese schools which has joined the initiative. By doing so, the School is focused on bringing sustainability to its core, namely to curricula, oriented research, and partnerships that promote dialogue and action. Overall, as a UN Global Compact and PRME member, the School recognizes the relevancy of the SDGs for business and economics schools and employs its capacity to influence future leaders to adopt responsible and sustainable practices, now and in the future.



In fact, and accordingly to our definition of Impact¹ Nova SBE adopted and adapted from the United Nations Sustainable Development Group, Nova SBE adopted the Sustainable Development Goals (SDGs) as our universal code regarding how our school addresses impact, not only due to their universal understanding but also due to our role in disseminating them.

Since 2020, the beginning of the decade of action, Nova SBE embarked on its SDG Journey which points at transversally applying the internationally agreed upon Global Goals across academic programs, research, partnerships and operations. The commitment to the SDGs followed an inside-out strategy, as it was first applied to the School's foundations before being communicated externally.

These and other sustainable initiatives led by Nova SBE can be found in the 4th edition of the Nova SBE Road to Impact Report which, launched in April 2023, highlights our sustainability progress during the past years and how it is related with the PRME Principles. It is organized according to the four major leavers of action of Nova SBE described in the Impact Model defined in 2021 - a framework that, inspired by and structured according to the PRME principles, embeds the principles and values of sustainability into these four areas, and measures our community's contribution towards the SDGs and towards meaningful, inclusive, and sustainable solutions that can transform the world, developed upon the pursuit of achieving our mission for a better and sustainable future.

In this report we will focus on describing all the actions performed during the past two years to support the UNGC's Principles and to engage with the initiative. Below we present some of the actions that show our alignment with UN Global Compact's 10 principles.

¹Impact describes an effect on identifiable population groups, produced directly or indirectly, intended or unintended, by an individual or an organization. As a multidimensional concept, these effects can be of various types, namely economic, socio-cultural, environmental, or technological. Particularly, positive impacts shall have a relationship to the Sustainable Development Goals - internationally-agreed development goals and commitments to international conventions and treaties.

UN Development Group, Nova SBE's adapted definition of impact

2. Description of actions

Nova SBE is continually developing concrete actions, and implementing objective policies in its operations, that reflect the School's support to the UN Global Compact and its 10 principles.

To help finding the resources the school needs to take to achieve the next step on our sustainability journey and to inspire continuous improvement, in 2022, we performed the UNGC assessment with the support of the Global Compact Self Assessment Tool. We diagnose our performance across all four issue areas – Human Rights, Labor, Environment, and Anti-Corruption. There were analyzed more than 100 actions within these topics, and the results are going to be applied in the 2023 action plan for the school. This allowed Nova SBE to diagnose its performance across all four issue areas, to inspire continuous improvement, and it will be used to develop this Communication on Engagement.

The following section of this Communication on Engagement is organized in four subsections, where each of them presents actions, policies and commitments set by the School regarding the specific dimensions: human rights, labour, environment and anti-corruption.

Being among the nine Schools of NOVA University Lisbon, Nova SBE assumes some of the guidelines, objectives and indicators that are set at the University level. Therefore, Nova SBE abides by the University's regulations, and, by extension, Portuguese law on matters related to human rights, labour and corruption. At the environmental level, Nova SBE has set its own commitments to promote dialogue and action towards being a more responsible School.





HUMAN RIGHTS PRINCIPLES

1. Businesses should support and respect the protection of internationally proclaimed human rights.

2. Businesses should make sure that they are not complicit in human rights abuses.

INCORPORATING HUMAN RIGHTS PRINCIPLES THROUGH POLICIES

Nova SBE has a range of policies in place to respect human rights and to promote diversity and inclusion in its community.

Policies and regulations applied by Nova SBE cover: ethical and non-discriminatory behavior, students' rights and responsibilities, inclusion of students with special educational needs, data protection rights, and others. Current policies include:

- **NOVA University Lisbon Code of Ethics:** Establishes a set of values and standards of conduct that should guide the Institution in the exercise of its activities encompassing teaching and learning, training, scientific research and interaction with society, based on the ethical principles of equity and justice, respect for human dignity, non-discrimination and equal opportunities and personal and professional responsibility, in compliance with the law, UNL statutes and other regulations.
- **NOVA University Lisbon Regulation of Personal Data Protection:** Strengthens the rights of people and gives them control over their own personal data and requires a greater responsibility from organization in the usage of such personal data.

- **NOVA University Lisbon General Regulation for the Protection of Personal Data (GDPR) - Distance Learning and Assessment:** Strengthens the rights for personal data protection in a distance learning and assessment environment.

- **Rights and duties of students in NOVA's code of ethics:** Is set in accordance with the provisions of the Nova University Lisbon Code of Ethics.

- **Regulations for Students with Special Educational Needs:** Respect for the constitutional principle of Equality for all citizens before the law requires that each University adopts measures that contemplate students with disabilities, in order to allow them a true and successful integration, depending on the degree of disability. Physical adaptations are needed in access to facilities, as well as the use of adaptive technologies in the production of teaching materials. Also, adaptations in the teaching and learning and assessment process of students with special educational needs are required to ensure equal opportunities for these students and their inclusion in higher education.

As a strong institution, the transformation must start from the inside. A school that aims to lead, inspire, and be an example must be ruled by transparency and strong policies for everyone to follow and know exactly the expected behavior and values to follow. That is why in 2022 Nova SBE started a two-year plan to implement mechanisms to disseminate policies, guidelines, procedures, and criteria for sustainability or social responsibility for faculty, researchers, students, and staff. The self-assessment realized in 2022 motivated the school to start to develop:

1. A FORMAL HUMAN RIGHTS POLICY FOR NOVA SBE

Although Nova SBE uses the NOVA University Lisbon Code of Ethics as its guide and regulation for Human Rights at the school, in 2022 it has started to prepare a formal Human Rights Policy and that will guarantee a set of actions identified during the self-assessment realized in 2022:

- “Our policy includes regular mechanisms to review the human rights implications of our activities”

- “Our policy explicitly recognizes the United Nations Declaration of Human Rights and UN Guiding Principles on Business and Human Rights”
- “Our policy explicitly acknowledges the rights of indigenous peoples”
- “Our policy lists out processes for human rights impact assessment and grievance reporting and resolution”
- “Our policy commitments extends to business partners, including suppliers”
- “Trainings are conducted for all employees on the policy and its content”

2. DIVERSITY & INCLUSION POLICY

A Diversity & Inclusion Policy for Nova SBE, whose scope of application will cover all activities integrally related to the school, transversal not only at the level of education, research, and partnerships formed, but also organizationally. This Diversity & Inclusion Policy will establish a public commitment to diversity and inclusion, one of the Sustainable Development Principles defined as fundamental by Nova SBE, and reinforces our impact mission and vision to be the school for a better and sustainable future aligned with the SDGs defined by the United Nations.

Parallel to the Diversity & Inclusion Policy, an Action Plan will be developed in the following year with a defined strategy to achieve the commitments outlined herein, as well as key performance indicators to be publicly monitored and reported, mirroring the School's contribution to the SDGs, specifically:

- SDG 3, Target 3.4. By 2030, reduce one-third of premature mortality resulting from non-communicable diseases through the prevention, treatment, and promotion of mental health and well-being.
- SDG 4 - Target 4.5. By 2030, eliminate gender disparities in education and ensure equal access to all levels of education and vocational training for the most vulnerable, including persons with disabilities, indigenous peoples, and children in vulnerable situations;

- SDG 5 - Target 5.1. End all forms of discrimination against all women,

- SDG 5 - Target 5.5. Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic, and public life;

- SDG 8 - Target 8.5. By 2030, achieve full and productive employment and decent work for all women and men, including for youth and persons with disabilities, and equal pay for work of equal value;

- SDG 10 - Target 10.2. By 2030, empower and promote the social, economic, and political inclusion of all, regardless of age, gender, disability, race, ethnicity, origin, religion, economic or other status;

- SDG 16 - Target 16.7. Ensure accountable, inclusive, participatory, and representative decision-making at all levels;

INCORPORATING HUMAN RIGHTS PRINCIPLES THROUGH INITIATIVES AND THOUGHT LEADERSHIP

Nova SBE has developed a set of initiatives that uphold human rights, particularly diversity and inclusion, inside and outside the Campus. These include the following:

- In 2022, the Nova SBE Role to Play platform (explained in the previous COE report) launched the **Nova SBE Role To Play - Get Involved**, which centralize the volunteering and internship opportunities in civil society organizations to the student community, to generate active contributions for everyone's "role to play", offering a bank of initiatives where community members can find and register to participate in current projects or propose their own. Being mandatory for Bachelor's students (and open to all Nova SBE's community), since this platform was launched, it monitors all the volunteer activity of each member, so at the end of each academic year, participants get their Global Commitment CV, with their measured contribution to the UN SDG. Moreover, through this platform, the Certification of Active Citizenship is attributed to those who accomplish a given number of volunteer hours. In 2022, 160 Bachelor's students and 125 Master's students received this certification. Is the department of Sustainability and Impact who manages the **volunteering program** at our school.
- The **Well-being week** consists of three open days to our community of many activities that cater to our social, physical, and mental well-being organized each academic year. Nova SBE aimed to help the Nova SBE community to learn more, guide, and sustain good health conditions to lead a well-balanced life by organizing a series of dynamic initiatives and events relating to nutrition, mental health, and meditation sports, and sleep.
- CIP - Confederação Empresarial de Portugal presented the **Promova Project**, in partnership with Nova SBE, which aims to identify and develop female talent with leadership potential. The issue of gender equality in the decision-making bodies of companies, namely those listed on the stock exchange, is on the agenda. With the support of EEA Grants, the Promova Project is part of an executive training program, divided into three modules that aim to train participants with the knowledge and skills that will help them succeed in management and administrative roles, in addition to coaching, cross-mentoring and networking opportunities.
- **Girls 4 Girls** is a mentoring program developed in Harvard that teach successful women in their professional career to mentor younger girls/ women;

- **SDGs Ambassador Program**, an initiative led by the Sustainable and Impact department and which involves groups of students who volunteering develop projects that contribute to a specific SDGs. These projects may be focused on the school but also be related with external NGOs;
- Nova SBE students participated in the **BCG Challenge**, a 10-week consulting project designed by BCG to solve a specific NGO's problem. Working alongside BCG and the clients' teams, the students developed concepts, analysis, and recommendations;
- The **Internships with Impact** program, in partnership with AGEAS, involves students carrying out projects developed by the school's student clubs for social and/or environmental organizations through curricular or extracurricular internships. The program with the Ageas Foundation lasts for three months, during which students are supported by members from the Ageas Portugal Group, who serve as mentors to guide them in delivering meaningful solutions to the institutions involved.
- The **Social Equity Initiative**, a partnership between Nova SBE, "la Caixa" Foundation and BPI which aims to promote the social sector in Portugal in the long run, sketching a portrait of the sector and developing research and empowerment programs to support Portuguese social organizations;
- **Finance for All** is an initiative led by the Financial Knowledge Center that educates students on how to teach financial literacy to people in general in the municipality;
- The **Inclusive Community Forum** is an initiative led by the LFI Knowledge Center that focuses on the lives of people with disabilities. The forum aims to promote a more inclusive community;
- The **Social Leapfrog program**, led by the Leadership for Impact Knowledge Center, is a unique initiative that offers a platform for reflection and knowledge transfer for hybrid organizations. It is a three-year program that aims to promote capacity building and facilitate the sharing of knowledge among participants.
- The **Peer-to-Peer program** is an initiative led by the Leadership for Impact Knowledge Center where students and young candidates with disabilities collaborate in various activities to enhance their job readiness and establish connections between the two beneficiary groups.
- The **Student Clubs** are formed by students who come together around a shared professional goal, interest, or innovative idea, creating a community, network, and a life beyond the classroom walls. Currently, there are 36 clubs) that engage in activities related to responsibility and sustainable development. They ensure that student interests in various aspects of student life are always on the radar of the program management team and the School. A description of their initiatives can be found in the 4th edition of Nova SBE Road to Impact Report.



COMMITMENTS 2023 - 2024

- Launch of the Nova SBE Human Rights Policy, which will include all the requirements suggested by the UNGC;
- Launch of an anonymous denounced mechanism for Nova SBE's community safely report in case of violence of Nova SBE Human Rights Policy;
- Launch of the Nova SBE Diversity & Inclusion Policy. Both Policies are currently under consultation by some of the internal key stakeholders and will be approved by the Executive Committee afterwards.
- As an extension of its D&I Policy, the Schools created a Diversity & Inclusion area that will ensure the implementation of the Policy.

LABOUR PRINCIPLES

3. Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.

4. Businesses should uphold the elimination of all forms of forced and compulsory labour.

5. Businesses should uphold the effective abolition of child labour.

6. Businesses should uphold the elimination of discrimination in respect of employment and occupation.

INCORPORATING LABOUR PRINCIPLES THROUGH POLICIES

Full compliance with all principles presented on the matter of labour is guaranteed to all staff and faculty. To legally enforce this, a set of policies is set at the university level, by which Nova SBE abides, and that covers issues such as freedom of association and abolition of child labour to elimination of discrimination on what concerns employment, recruitment and remuneration. Current policies include:

- **Labour Code:** This Code, set by Portuguese Law, encompasses labour-related subjects such as data protection, equality in access to employment and labour conditions, training, child labour prohibition and freedom of association among others.

- **Nova University Lisbon Regulation on careers, recruitment and employment contracts for teachers under the employment contract regime:** This regulation defines the rules relating to the recruitment and employment contracts of teachers on an indefinite and fixed-term employment contract.

- **Nova University Lisbon Regulation of Performance Evaluation and Alteration of the Remuneratory Positioning:** This policy aims to evaluate the performance of Nova University Lisbon teachers in terms of merit and improving its quality;

- **Nova University Lisbon Regulation of Specially Hired Teachers;**

• Being a public institution, Nova SBE's pay scales, as well as the respective frameworks, are based on the Portuguese public sector pay scales;

• **Whistleblower Law** (Law n.º 93/2021, 20th December), establishing the general regime for the protection of whistleblowers, transposing Directive (EU) 2019/1937 of the European Parliament and of the Council of 23 October 2019 on the protection of people who report breaches of Union law.

THE NOVA SBE SELF-ASSESSMENT OF UNGC'S PRINCIPLES CONFIRMED THAT MOST OF NOVA SBE'S PROCEDURES REFLECT THE LABOUR PRINCIPLES, AS THE FOLLOWING:

1. Nova SBE has a written and accessible employee handbook, which includes:

- A non-discriminatory statement is included in Nova SBE's employees' handbook
- A statement on work hours is included on Nova SBE's employees' handbook is included in Nova SBE's employees' handbook
- Policies on pay and performance issues are included in Nova SBE's employees' handbook
- Policies on benefits, training and leave are included in Nova SBE's employees' handbook
- Disciplinary procedures and possible sanctions are included in Nova SBE's employees' handbook

• A neutrality statement regarding workers' right to bargain collectively and freedom of association is included in Nova SBE's employees' handbook

• Prohibition of child labor and forced or compulsory labor is included in Nova SBE's employees' handbook

2. Full time employees have a minimum of 25+ work days paid days off;

3. The Labour Code mentioned above:

- Acknowledges workers' rights to freely join unions, and any type of employee group, advocacy entity or other affiliation related to employee rights of their choosing;
- Does not take a company position that advises against unionization or collective bargaining;
- Explicitly allows workers to elect their own union representatives;
- Representatives of workers organisations such as trade unions have access to members in the workplace as allowed or restricted based on local law
- It supports collective action efforts towards preserving or strengthening regulations in favor of freedom of association or collective bargaining;
- Gender it covers gender, race, color, disability, political opinion, sexual orientation, age, religion, nationality/ immigration or social on hiring and the workplace.



COMMITMENTS FOR 2023 - 2024

- Launch a Diversity & Inclusion Policy and assign a responsible person to ensure best practices in the recruitment process and staff/ faculty's management;
- Launch a Volunteering Program for the Staff focused on the physical territory;
- Implement a mechanism to remind internal community of their obligations to refrain from violent, threatening or abusive conduct;
- Implement training for team leaders on how to identify and deal with instances of harassment in the workplace;
- Implement a safe and anonymous denouncement mechanism and communicate it regularly to all internal community.

ENVIRONMENTAL PRINCIPLES

7. Businesses should support a precautionary approach to environmental challenges.

8. Businesses should undertake initiatives to promote greater environmental responsibility.

9. Businesses should encourage the development and diffusion of environmentally friendly technologies.

Nova SBE, as a business and economics school, applies the UN Global Compact Environmental Principles in its internal operations, and across its academic programs and initiatives organized for and by the community.

INCORPORATING ENVIRONMENTAL PRINCIPLES INTO INTERNAL OPERATIONS

Nova SBE's campus was created as an infrastructure to mirror the impact-driven culture of the School. Therefore, environmental values are given great relevance.

Below you may find a list of approaches the Schools is taking to sustain its environmental responsibility, and to be a living lab for new environmentally friendly technologies in four main areas: energy, waste, mobility and water.

1. NOVA SBE IS COMMITTED TO INCREASING ITS ENERGY EFFICIENCY

- 924 solar panels of 270 kW produce 20% of consumed energy on the rooftops to ensure a degree of energy self-sufficiency.
- All newly acquired appliances have an A+ energetic efficiency rating, and the building has an A+ rating.
- Glass structures allow for natural lighting and lower electricity consumption.
- Implementation of system programs, such as efficient and smart meters, as well as usage of energy converters based in a production mix: wind energy, hydric energy, renewable cogeneration, other renewable, urban solid waste, fossil cogeneration, fuel, and coal.
- Favored LED lighting across the building.
- Lighting and air conditioning systems using presence sensors.
- Monitoring techniques to turn off non-essential systems outside working hours;

• As part of the Cascais Smart Pole by Nova SBE (a living lab established through collaboration between various entities, including the Alfredo de Sousa Foundation, Cascais Municipal Council, Cascais Ambiente, Get2C, CEiiA, PRIO BIO, Veolia, and Avfallsteknisk Montasje AS (Norway), designed to foster innovation and carbon neutrality in alignment with the municipality's decarbonization goals and national objectives for 2050), a process was started to create an energy community in the S. Gonalo neighborhood. The goal of this energy community is to decentralize energy production (to contribute to decarbonization) by bringing together buildings on campus and in the S. Gonalo neighborhood with photovoltaic panels and using them to produce energy for the entire community.

2. NOVA SBE AIMS TO REDUCE ITS WASTE PRODUCTION AND TO CONTRIBUTE TO A CIRCULAR ECONOMY ON CAMPUS

- Recycling program and recycling kits for the main waste streams;
- A Green Guide to lay the foundations for a sustainable way of living at the Campus (it is meant to be a powerful tool to raise awareness amongst the Nova SBE community);
- A-Z Waste Guide listing all the different types of waste produced on Campus, informing about the correct destination of each;
- Composting raw vegetables and fruit from the restaurants on campus;

- TOMRA for packaging deposit;
- The Food Waste donations and Too Good to Go initiatives utilize excess food from catering services and certain restaurants located on the School premises.

3. NOVA SBE IS FOCUSED ON REDUCING ITS CARBON EMISSIONS, THROUGH CASCAIS SMART POLE AS WELL AS BY OFFERING DIFFERENT MOBILITY SOLUTIONS TO NOVA SBE COMMUNITY AS AN ALTERNATIVE TO PRIVATE CARS

As part of Cascais Smart Pole initiative:

- Implementation of an eco-friendly indoor air quality system, conducted planting activities on campus and coastal cleanups with the community, and monitored emissions resulting from some of the largest events hosted by the institution.
- Implementation of an indoor air quality monitoring system on campus, which can monitor CO, CO₂, humidity, and air temperature and incorporates a dynamic ventilation mechanism able to regulate the IAQ levels as a function of CO and/or CO₂ levels.
- Voluntary action of planting native species on the campus of Nova SBE, where more than 7.900 plants of 20 different species were planted in the Navigator park at Nova SBE. It was an initiative that involved students, staff, and the surrounding community of the campus. This action fits the Nova SBE goal of planting one tree per each four graduated students.

• Sustent'Arte is an initiative that transforms garbage collected from the sea and beaches into art, portraying some of the heroes that give voice to the fight against climate changes. Some of the waste used was collected on the beaches and coastline of Cascais through a coastal cleaning action organized by Cascais Smart Pole and in which Nova SBE has participated. Nova SBE hosts the six art pieces developed in the scope of this project – one of them being the famous British broadcaster, biologist, naturalist historian, and author David Attenborough.

• With the support of GET 2 C, Nova SBE was able to monitor its emissions derived from some of the biggest events hosted by Nova SBE in 2022, having designed and started the plan to compensate them. The monitored events were Nova SBE Sustainability Journey, Estoril Conferences, and Post-Graduation on Sustainable Development.

• Various transportation options are promoted to reduce reliance on private cars.

4. NOVA SBE IS MINIMIZING AND OPTIMIZING ITS WATER CONSUMPTION

- Rainwater cistern to support the irrigation system.
- Holes for capturing water from the soil to prevent infiltrations and use for irrigation.

PROMOTING ENVIRONMENTAL PRINCIPLES THROUGH EDUCATION AND THOUGHT LEADERSHIP

From a more academic perspective, there are several programs in place, undertaking extensive teaching, research and industry collaboration towards environmental responsibility. Nova SBE is increasingly committed to upholding the principles recommended by UN Global Compact and particularly addressing SDGs 12, 13 and 14. Below you may find some of the initiatives that are responding to these priorities of the Agenda 2030.

RESEARCH & PROJECTS

- **Nova SBE Environmental Economics Knowledge Center is a Knowledge Center** at Nova School of Business and Economics for academic and applied research, and policy advice in environmental and natural resources economics. Its mission is to produce high-quality multidisciplinary research by fostering cooperation between economists and environmental scientists. It focuses on applied studies, and on creating knowledge and expertise to assist in decision making in the public and private sectors. Projects focus on a variety of areas such as: resource management, aquaculture, biodiversity conservation, renewable energy and blue economy. More about the projects can be found on the 3rd and 4th editions of Nova SBE Road to Impact Report
- The **Ocean school is an** innovative course stream in blue growth for master's students at NovaSBE and NHH. It puts together a multidisciplinary team of Environmental and Resource economists from those schools and experienced natural scientists and practitioners from recognized non-academic institutions, such as IPMA. By explicitly integrating knowledge from complementary fields, the OceanSchool will provide students from both Schools with an innovative experience where research on timely real-world challenges and more traditional learning goals are integrated.

PARTNERSHIPS

- Established **partnership between Nova SBE and Águas de Cascais**, with the intent to promote reusable water bottles, minimizing single-use plastic bottles. Due to this partnership, the school had water fountains/ drinking fountains installed on campus:
 - 3 units in the Main Deck;
 - 3 units in the Jerónimo Martins Grand Auditorium.
- Nova SBE upholds the commitment it made when it signed the Ellen MacArthur Foundation's New Plastics Economic Global Commitment and continues to have a sustainable community on and off-campus.
- Partnerships with civil society organizations with an environmental mission are also nurtured by the School and are in active contact with students and student clubs.

RECOGNITION

- Nova SBE is on the path to be awarded with a **Green EcoCampus Flag** from Associação Bandeira Azul Europa (ABAE) and Foundation for Environmental Education (FEE). Before being awarded, the School must perform a diagnosis of its current situation in terms of environmental indicators and act upon that diagnosis to improve its environmental positioning and raise awareness in the community. Activities and projects under development address four core areas: energy, water, waste and outside spaces. These are organized by and for students in order to engage the community and raise awareness around these topics.

SHARING INSIGHTS AND BEST PRACTICES

The following events were organized by Nova SBE in 2022 and reflected how the school is dedicated to boosting knowledge and actions within global matters. It is our commitment to systems, organizations, and leaders that are fundamentally the key actors of this change:

- Nova SBE was the host and organizer of the 2022 Edition of Estoril Conferences, again fostering an open and disruptive dialogue on the current global situation and multiple overlapping crises the world continues to face. Under the main theme "Rebalancing our World: A call to the "Purpose Generation", all who are inspired and motivated by creating positive impact and change in the world, it was a two-day agenda focused on major global challenges for Planet, for People, for Peace, on September 1 and 2.



• Nova SBE launched the Nova SBE Sustainability Journey, whose main goal was to inspire Nova SBE's community by showing case what Nova SBE's community is doing toward a more sustainable world. Through the invited guest speakers and by putting together all Nova SBE's impactful actors in one event, the Sustainability Journey promoted action by connecting relevant players and a community with the will to play a role. Nova SBE showed its journey to achieve sustainability through an unprecedented collection of educational programs, events, conferences, debates, and cultural activities dedicated to sustainability for the entire Nova SBE Community – regarding Sustainable Innovation, Sustainable Finance, Sustainable Economics, and Sustainable Leadership.

• As an attempt to empower our students to listen and to learn from them, in 2022, Nova SBE launched the SDGs Ambassadors' Program, through which groups of students implement initiatives at the school towards specific SDGs. An example of projects' launched was the one concerning SDGs 3 and 5, through which feminine hygiene products are offered at the school (in four female bathrooms), aiming for more gender equality and well-being of the girls and women at our school.

COMMITMENTS 2023-2024

• Aligned with the Paris Agreement on climate change, and the national and regional commitments to achieving carbon neutrality by 2050, Nova SBE is committed to **carbon neutrality by 2020 (scope 3)**.

• The school is committed to **reduce the use of single used plastic** at the campus.

• Launch an **Impact Dashboard**, that will assess and monitor periodically the impact on environment of our activities, helping the school to define quantifiable targets for environmental aspects of our organization's operations.

• The Cascais Smart Pole will help us to **define specific reduction targets relative to the monitored emissions**.

ANTICORRUPTION PRINCIPLES

10. Businesses should work against corruption in all its forms, including extortion and bribery.

INCORPORATING ANTICORRUPTION PRINCIPLES THROUGH POLICIES

Nova SBE upholds anti-corruption principles through its Code of Ethics, and other policies, with which the community must comply. Current policies encompassing anticorruption issues include:

- **NOVA University Lisbon Code of Ethics:** Nova SBE, aligned with the concepts of ethics and transparency, upholds the Code of Ethics that must be respected and followed by all the community: staff, faculty, research, students. This summarizes the essential behaviors to guide every actor in contributing to making Nova SBE an ethical, transparent and efficient academic institution.

- **Nova SBE Academic and Professional Knowledge Accreditation Regulation:** The regulation aims to formalize the accreditation process of academic and professional skills to the students.

- **Regulation of Performance Evaluation and Alteration of the Compensation Positioning of Nova SBE Teachers:** The regulation sets the rules for the performance evaluation of teachers, scientific research community, administrative and academic management, university extension, scientific disseminations and service provision and the community.

- **Regulation of Performance Evaluation and Alteration of the Remuneratory Positioning of UNL Researchers.**

- **NOVA University Lisbon Regulation of the International Student Statute:** This Statute defines the conditions for international students entering the study cycles at Nova University Lisbon and the terms under which the application for registration and enrollment must be submitted.

- **Regulation of Tuition Fees and Emoluments of Nova School of Business and Economics (Nova SBE)**

- **Regulation of activities carried out within the scope of contracts and projects:** Regulation about the work carried out by Nova University Lisbon professors under research projects funded by any entities outside the Nova University Lisbon.

- **Whistleblower Law** (Law n.º 93/2021, 20th December), establishing the general regime for the protection of whistleblowers, transposing Directive (EU) 2019/1937 of the European Parliament and of the Council of 23 October 2019 on the protection of people who report breaches of Union law.

- The code of conduct for students was defined at the national level and establishes as a disciplinary infraction any act against or omission to the duties of students, acts offensive to good order, and academic discipline and disobedience to any rule. During the COVID pandemic, the School analyzed different options to reinforce the trustworthiness of course assessments in the online environment. This analysis involved consultation with global expert communities, conversations within the University, and comparing available solutions, under the constraint of having to make fast decisions. The solutions applied in 2020 were:

- Use when possible take-home assignments supported by a plagiarism solution (Turnitin in Moodle). For many Bachelors' Courses this was not the ideal format. In any case, students were always required to sign a code of honor before taking any exam;

- Use of the lockdown and online proctoring solution Wiseflow . After the analysis of the results from the online proctoring solutions, Course Instructors can request an oral examination if suspicious cases detected by the systems;
- For exams without proctoring, the school recommended to perform a brief oral examination to randomly chosen students.

Some of these solutions are still applied today:

- Wiseflow, used in exams and midterms;
- Turnitin, used to submit assignments, dissertations and for take-home exams;

Additionally, during the Discovery Week, topics as academic integrity and ethics are transmitted to students, as well as some practices performed by the School in order to promote them (for example, having more than one version of an exam).

In 2021 we launch Nova SBE's Impact Model sustained by strong ethical values.

COMMITMENTS 2023-2024

- Instruct the Board of Directors and team leaders on the Code of Ethics on an ongoing basis.
- Instruct the new hires on the Code of Ethics.
- Communicate the changes to the Code whenever is updated.
- Written employee whistle-blowing policy with confidentiality policy.

- Circulation of whistle-blowing policy to all Community.
- Implement anonymous mechanisms to report concerns and grievances.
- Providing supporting tools and guidance (e.g. self-assessment survey for high-risk departments).

3. Measurement of outcomes

Nova SBE is accountable for its compliance and support to all 10 UN Global Compact Principles. The School publishes, on a yearly basis, its **Nova SBE Road to Impact Report** including information that reflects, both implicit and explicitly, how the School is aligning its strategy and operations with the SDGs, the principles of UN Global Compact and PRME.

In this Communication on Engagement, we focus on how the school is measuring its contribution to labor rights, human rights and environmental principles.

STAFF TRAINING AND DEVELOPMENT

At Nova SBE, learning is part of our DNA. We uphold UN Global Compact's Human and Labor rights by striving for our community's continuous growth, development and well-being. Depending on the community's availability, interest and job function, Nova SBE provides different training opportunities for those who would like and need to learn more about specific skills for their job.

The training actions that are part of the training plan can range from internal training, external training, classroom training, e-learning, b-learning, certified training, with an academic degree or professional certification.

NUMBER OF STAFF PER TRAINING COURSE IN 2022

Management, Finance & Economics

Formação SNC-AP: Contabilidade Orçamental [Training SNC-AP: Budget Accounting]: 17
Caso Práticos de SNC-AP [Practical Cases of SNC-AP]: 9
A localização das prestações de serviços em IVA - artº 6 CIVA [The location of the provision of services in VAT - article 6 CIVA]: 7
Controlo de Gestão: Fundamentos [Management Control: Fundamentals]: 2
Finanças para Não Financeiros [Finance for Non-Finance Professionals]: 2
Pós-graduação em Gestão Aplicada [Postgraduate in Applied Management]: 2
Pós-Graduação em Gestão e Controlo Financeiro [Postgraduate in Management and Financial Control]: 2
Curso Geral de Gestão [General Management Course]: 1
Sustainable Finance: 1
XBA: Exponential Business Administration: 1

Communication

Workshop como Dar e Receber Feedback [Workshop on Giving and Receiving Feedback]: 52
Comunicar com Eficácia [Communicate Effectively]: 11
Speaking with Full Presence: 6

Languages

Inglês Empresarial [Business English]: 120
Português para Estrangeiros [Portuguese for Foreigners]: 2

Leadership

BOLD: be an outstanding leader: 44
Liderança Eficaz [Effective Leadership]: 18
Adam's Choice: 1
Pós-Graduação em Gestão de Pessoas & Talento [Postgraduate in People & Talent Management]: 2
Lider como Coach [Leader as a Coach]: 1
Liderar a Transformação Digital [Leading Digital Transformation]: 1
Liderança Social para Gestores [Social Leadership for Managers]: 1
Management Acceleration Program: 1
Estratégia de RH e Cultura Organizacional [HR Strategy and Organizational Culture]: 1
Pós-graduação em Coaching Executivo [Postgraduate Degree in Executive Coaching]: 1

IT & Digital Transformation

SIGES: Sistema Integrado de Gestão do Ensino Superior [SIGES: Integrated Higher Education Management System]: 59
Portal de Gestão de Informação [Information Management Portal]: 30
Power BI: 26
Sistema de Gestão Documental GESDOC [Information Management Portal]: 18
Fundamentos de Oracle SQL [Oracle SQL Fundamentals]: 17
Exam AZ-104: Microsoft Azure Administrator: 3
IBC 2022 - BACK AT THE RAI AMSTERDAM: 1
Jornadas da Unidade FCC [FCC Unit Days]: 1

Procurement

Excelência Operacional [Operational Excellence]: 4
Procurement and Global Sourcing: 2
Conferência Nacional APCADEC: Desafios do procurement em tempos de mudança [APCADEC National Conference: Procurement challenges in times of change]: 2
Blockchain and Smart Contracts: 1
Pós-graduação em Gestão da Supply Chain [Postgraduate in Supply Chain Management]: 1

Inner Purpose

Workshop sobre Quais os Objetivos de Desenvolvimento Sustentável [Workshop on What are the Sustainable Development Goals]: 34
Workshop Diversidade e Inclusão [Diversity and Inclusion Workshop]: 19

Governance procedures

Noções de Contratação Pública [Notions of Public Procurement]: 34
Workshop sobre a Marca, Marketing e Comunicação da Nova SBE [Workshop on Nova SBE's Brand, Marketing and Communication]: 26
ERP SINGAP: 22
Data Protection Officer - Regulamento Geral de Proteção de Dados [Data Protection Officer - General Data Protection Regulation]: 3

Health and Safety

Plano de Emergência [Emergency Plan]: 28
Gestão de Tempo [Time Management]: 26
Planning for a Better Life [Planning for a Better Life]: 26
Suporte Básico de Vida e Desfibrilhação Automática Externa [Basic Life Support and Automated External Defibrillation]: 9
The Well-being Project: 1

Others

Conferências de Recursos Humanos [Human Resources Conferences] : 4
10º Congresso PIN de Farmacologia [10th PIN Congress of Pharmacology]: 3
Pós-Graduação em Data for Business [Postgraduate in Data for Business]: 2
Doing Digital: 1
EFMD - Doctoral Programmes Conference: 1
LEGO® Serious Play: 1
Pós-Graduação em Inovação e Empreendedorismo [Postgraduate in Innovation and Entrepreneurship]: 1
Pós-graduação em Marketing, Estratégia & Inovação [Postgraduate in Marketing, Strategy & Innovation]: 1
Vendas e Prospeção com Impacto [Sales and Prospecting with Impact]: 1

SOCIAL INDICATORS

Number of female staff, faculty

Faculty

2021: 141 female vs 228 male

2022: 168 female vs 250 male

Staff

2021: 143 female vs 45 male

2022: 165 female vs 62 male

Employees

2021: 273 female vs 284 male

2022: 333 female vs 312 male

Permanent employees

2021: 210 permanent vs 173 temporary

2022: 239 permanent vs 207 temporary

% of staff receiving regular performance and care development reviews

2021: 66%

2022: 90%

New employees hires

2021: 136 (24%)

2022: 199 (31%)

Employee turnover

2021: 90 (16%)

2022: 122 (19%)

Ratio of basic salary and remuneration of women to men

Overall: 2021 87%, 2022 90%

Faculty: 2021 93%, 2022 92%

Staff: 2021 94%, 2022 95%

Average hours of training that the organization's employees have undertaken during the reporting period (Staff Only)

2021: 21,5

2022: 35,2

Nova SBE students' perceptions about how the school is sustainable

- 80% of students are overall satisfied with environmental concerns and practices (vs. 89% in 2021)
- 79% are aware of the UN Sustainable Development Goals when finishing the degree (vs. 77% in 2021)
- 82% of students are satisfied with overall student development and well-being support (vs. 70% in 2021)
- Sustainable development is something that Nova SBE should actively incorporate and promote: 80% (vs. 91% in 2021)
- Nova SBE has a greater responsibility to promote education on sustainable development: 89% (vs. 91% in 2021)
- Nova SBE helped me to learn how to make changes to my lifestyle to help the environment: 44% (vs. 53% in 2021)
- I would have liked to learn more about sustainable development: 67% (vs. 74% in 2021)
- Nova SBE helped me to learn how to celebrate diversity and understand how to be more inclusive: 54%

Nova SBE's educational programs which incorporate sustainable development

Undergraduated (bachelor): 51%

Graduate (master): 49%

PhD: 38%

Executive Education: 70%

ENVIRONMENTAL INDICATORS

In what concerns the School's environmental responsibility, Nova SBE presents to the community its key performance indicators on environmental practices on a monthly basis. In the Hovione Atrium's screen, School's data related to food waste, water and energy consumption, and more, is showcased. In this way, we aim to guarantee that our community is aware of our collective effort towards climate action.

Aligned with national and international strategies, the School is committed to define its own roadmap to carbon neutrality until 2050.



KEY ENVIRONMENTAL PERFORMANCE INDICATORS IN 2021 AND 2022

METRIC	VALUES
Total production own sources (solar panels)	2021: 378,185 Kwh 2022: 348,157 Kwh
Total electricity consumption:	2021: 2,845,168 Kwh 2022: 3,030,766 Kwh
Total water consumption from all areas in megaliters:	Buildings (2022): 29,465 m ³ Watering (2022): 25,555 m ³
Total water consumption (origin)	Acquired (2022): 29,465 m ³ Own captation (2022): 16,386 m ³
Number of bathroom faucets	(2021 and 2022): 151
Number of efficient bathroom faucets	(2021 and 2022): 151
Number of flush toilet	(2021 and 2022): 228
Number of efficient flush toilet	(2021 and 2022): 5 (A or A*)
Number of lamps	(2021 and 2022): 12,000
Number of LED lamps	(2021 and 2022): 12,000
Number of computers	2021: 420 2022: 455
Number of computers Energy STAR	2021: 26 2022: 61
Number of air conditioner equipment	2021: 57 2022: 61
Number of efficient air conditioner equipment	2021: 57 2022: 61

ALIGNMENT WITH THE SDGS

In order to track the School's contributions to the SDGs, all initiatives, projects, published research articles (including master thesis) and academic courses are aligned with specific SDGs. This is allowing the School to build the first database that accounts for its contributions to the Agenda 2030. In the 3rd and 4th editions of Nova SBE Road to Impact Report, all projects, initiatives and articles showcased have a correspondent SDG.

OTHER

Following our responsibility on ethics and sustainability, we have a duty on monitoring our activities:

- The monitorization of the results derived from the ethics, responsibility and sustainability at Nova SBE are essentially based on the feedback of our community, since it is relevant for the school how are our students, staff, faculty and researchers perceiving our effort and commitment towards ethics, responsibility and sustainability in our daily activities. Hence, in both annual (students) and voice (staff, faculty and research) surveys are included questions related with these topics (collecting relevant information once a year). In 2022 were implemented initiatives regarding wellbeing, feedback and career development which resulted from the voice survey done in 2021.





- In 2022 we performed the UNGC assessment with the support of their Self Assessment Tool. We diagnose our performance across all four issue areas – Human Rights, Labor, Environment and Anti-Corruption. There were analyzed more than 100 actions within these topics and the results are going to be applied in the 2023 action plan for the school;

- In 2022 Nova SBE also joined PIR, an international ranking that positions business schools according to the students' perspective on the school's efforts to become a sustainable school with positive impact. Both Bachelor and Master students were invited to participate and according to the answers from more than 100 students, Nova SBE was ranked with "Level 4" (out of 5), as a Transforming School - school with a positive impact culture, embedded in governance and systems, with visible results progress in many impact dimensions;

- The school has also started the construction of its Impact Dashboard, together with two student clubs, oikos Lisbon and Data Squad, which will aim to provide easy and accessible visualization of the performance of the various areas of Nova SBE according to predefined sustainability indicators aligned with Nova SBE's strategy. The full version is predicted to be implemented in September 2023;

- Since 2018 the school launches annually the Road To Impact Report, a detailed description of how the school is contributing to the achievement of the Sustainable Development Goals, and which implies a detailed collection of KPIs from all departments at Nova SBE.

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