

**UN-GLOBAL COMPACT
COMMUNICATION ON ENGAGEMENT**

Report for the period 2021-2022



**UNIVERSITÀ
CATTOLICA**
del Sacro Cuore

**Faculty
of Economics**

&

UNIVERSITÀ CATTOLICA del Sacro Cuore



ALTIS

GRADUATE SCHOOL
OF SUSTAINABLE MANAGEMENT

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UNIVERSITÀ
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ALTIS
GRADUATE SCHOOL
OF SUSTAINABLE MANAGEMENT

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

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

MESSAGE FROM THE DEAN OF FACULTY OF ECONOMICS

The Faculty of Economics is addressed to those who believe that with daily commitment and passion they can build up solid competence, to those who believe they have potential to put into play, to those who want to engage for themselves and for others in the society in which they live. Studying Economics at Università Cattolica means reflecting responsibly on the meaning of economics and management and their aims, it means building firms closer to the real economy and able to provide answers to the environmental and social challenges of our time, it means bringing people back to their main responsibility, that is help and direct energy to integral and sustainable development.

Development is not in itself guaranteed it needs people who drive it by living those structural roots necessary to Studying Economics at Università involving prudence and courage: the dialogue, the courage with which one

We are committed to training combine individual and collective future. Competence which to us means high scientific value of professors/lecturers and teaching, rooted in a historical and famous tradition which has contributed to increasing the solid reputation of one of the best economic Faculties at an international level.



by impersonal and automatic forces, but the call of the common good, building make it lasts, balanced, inclusive. Cattolica means building skills prudence with which one engages in acts.

professionals who will be able to responsibility with competence in the quality and completeness of programmes,

rooted in a historical and famous tradition which has contributed to increasing the solid reputation of one of the best economic Faculties at an international level.

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

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

MESSAGE FROM DIRECTOR OF ALTIS

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

Its activities are all designed to encourage the emergence and growth of entrepreneurship and impact management for sustainable development. The primary aim of the school is to develop sustainable managerial solutions and facilitate entrepreneurial actions with positive impact on society and environment. The constant development and sharing of new knowledge are the engine which fuel our research activities, our educational programmes and consultancy services, looking for the implementation of win-win logic and, finally, build a bridge between advanced economies and developing ones. The Graduate School encourages the international development of Italian companies, and at the same time is committed to bringing the best practices of our industrial excellences to India, Latin America, Africa, and the Middle East.



In essence, at the heart of its vision is entrepreneurial and managerial entrepreneurs, society, and the necessarily a competitive zero-sum winner and a loser; it can be turned into a each participant benefits from the actions of others.

the drive to disseminate innovative approaches, which may benefit environment. Economic life is not game, where there is inevitably a cooperative positive-sum game, in which

Developing sustainable and responsible kinds of management and entrepreneurship is a “mission possible”, an innovative and worthwhile challenge which can and must be taken on in Italy, where difficulties and opportunities coexist. As the Director of ALTIS, I am proud to be a part of a School whose vocation is preparing professionals, managers, and young students to turn this vision into reality.

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

OUR COMMITMENT TO THE PRINCIPLE 1

THE FACULTY OF ECONOMICS

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

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

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

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

ALTIS

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

The School supports professionals, managers and entrepreneurs who are committed to adopting and promoting a responsible managerial culture.

It fosters research and innovation, design educational programmes and offer consultancy services aimed at efficiently coping with the challenges of a conscious and responsible development within the current economic context, through concrete instruments and actions.

Principle 1

Purpose

We will develop the capabilities of students to be future generators of sustainable value for business and society at large and to work for an inclusive and sustainable global economy.

In particular, its people are specialised in:

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

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

OUR COMMITMENT TO THE PRINCIPLE 2

THE FACULTY OF ECONOMICS

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

Undergraduate

- ✓ Business and market economics
- ✓ Economics and business management
- ✓ Economics and business management (evening courses)
- ✓ Economics and business management (Service management)
- ✓ Economics and management of cultural heritage and entertainment
- ✓ Economics and corporate law
- ✓ Economics and management
- ✓ Economics and management of services

- ✓ Graduate

Principle 2

Values

We will incorporate into our academic activities and curricula the values of global social responsibility as portrayed in international initiatives such as the United Nations Global Compact.

- ✓ Communication for business, media, and complex organizations - CIMO
- ✓ Data analytics for business
- ✓ Business management and consulting
- ✓ Economics (with a profile in "Economics" taught in English)
- ✓ Economics and management of cultural heritage and entertainment (with a profile in "Methods and topics in arts management" taught in English)
- ✓ Economics and corporate law
- ✓ Innovation and technology management
- ✓ Management
- ✓ Management for business
- ✓ Markets and business strategies
- ✓ Service management (with a profile in "Healthcare Management")

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

ALTIS

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

MBAs and Master's Degrees in Africa: E4Impact Foundation

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

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

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

The main goals of the Foundation are:

- ✓ training a new generation of entrepreneurs capable of combining economic success with social and environmental impact
- ✓ working with the faculty and staff of African universities to increase the capacity of creating and delivering unique, results-oriented entrepreneurship programmes
- ✓ facilitating international ties between European and African companies that are attentive to social and environmental impact.

E4Impact portfolio of activities entails:

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

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

The Business Accelerators provide new businesses with training, links with local investors,

connections with international companies, seed funding, ICT and satellite communication services and office space. The Foundation also

supports the expansion of European SMEs in Africa. By matching them with reliable local entrepreneurs, E4Impact offers small businesses a low cost, low-risk opportunity to enter the African countries where the MBA is offered.

Finally, E4Impact takes part in multilateral projects, working with international partners to design and implement customized training and consulting programs for different actors.

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

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



The following elements make up the uniqueness of the MBA:

- ✓ for entrepreneurs only: the MBA admits only participants who have a business project. The programme is built around participants' business ideas and each course is designed to help them concretely build on that project
- ✓ coaching: participants are supported by a Business Coach, a dedicated business consultant who assists them in refining of their business idea, developing the business plan and establishing an industry network
- ✓ meetings with investors: participants are given a minimum of three opportunities to pitch their project to a jury of investors
- ✓ dual degree: together with the degree from the local university, the programme offers an MBA from the Università Cattolica del

Sacro Cuore (Milan campus, Italy), Europe's largest private university












- ✓ international recognition: the MBA is the first non-American programme to receive the Ashoka Innovation Award. In 2015, Mario Molteni, E4Impact CEO, was named Senior Ashoka Fellow and in 2022 E4Impact was recognised with the "Innovation and Entrepreneurship Program of the Year Award", during the Triple E Awards sponsored by the Accreditation Council for Entrepreneurial and Engaged Universities.



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



Foundation's Motto

*We don't teach entrepreneurship.
We train entrepreneurs.*

At the end of 2022, the MBA was active in:

<p>Kenya</p> 	<p><u>11th edition</u> “MBA Global Business and Sustainability”. Nairobi, Tangaza University College</p>	
	<p><u>8th edition</u> “Global MBA in Entrepreneurship and Innovation” Accra, University of Professional Studies Accra</p>	<p>Ghana</p> 
<p>Sierra Leone</p> 	<p><u>8th edition</u> “Global MBA in Impact Entrepreneurship” Makeni, University of Makeni</p>	
	<p><u>8th edition</u> “MBA Global business and Sustainability” Kampala, Uganda Martyrs University</p>	<p>Uganda</p> 
<p>Ivory Coast</p> 	<p><u>7th edition</u> “MBA en Entrepreneuriat et Développement Durable” Abidjan, Centre de Recherche et d’Action pour la Paix</p>	
	<p><u>4th edition</u> “Global MBA in Impact Entrepreneurship” Khartoum, University of Medical Sciences and Technology</p>	<p>Sudan</p> 
<p>Ethiopia</p> 	<p><u>4th edition</u> “Global MBA in Impact Entrepreneurship” Addis Ababa, St. Mary’s University College</p>	
	<p><u>3rd edition</u> “MBA in Impact Entrepreneurship” Kigali, University of Rwanda, College of Business & Economics</p>	<p>Rwanda</p> 
<p>Zimbabwe</p> 	<p><u>5th edition</u> “Global MBA in Impact Entrepreneurship” Harare, Catholic University of Zimbabwe</p>	
	<p><u>1st edition</u> “Global MBA in Impact Entrepreneurship” Kinshasa, Université Catholique du Congo</p>	<p>Congo DRC</p> 
<p>Cameroun</p> 	<p><u>2nd edition</u> “Global MBA in Impact Entrepreneurship” Douala, Institut Universitaire privé JFN-IT</p>	

	2 nd edition “Global MBA in Impact Entrepreneurship” N’Djamena, CEFOD Business School	Chad 
Tunisia 	3 rd edition “Global MBA in Impact Entrepreneurship” Tunis, Université Centrale de Tunis	

	The following New MBAs started in the middle of 2023 :	
Mali 	“Global MBA in Impact Entrepreneurship” Bamako, Institut Supérieur de Technologies Appliquées	
	“Global MBA in Impact Entrepreneurship” Libreville, Espace PME	Gabon 

E4Impact’s achievements

In June 2021 E4Impact launched the 3rd edition of the Gian Marco Moratti Award, dedicated to the memory of Gian Marco Moratti, to acknowledge his time devoted to young people. This edition was focused on the SDG n.8 of the United Nations 2030 Agenda, “Decent Work and Economic Growth”, and rewarded the best job-creating entrepreneurial ventures with a money prize and visibility in Europe and Africa.

In October 2021 E4Impact presented an event in the Italian Pavilion of the Expo Dubai 2020, in collaboration with Università Cattolica del Sacro Cuore. The workshop called “*E4Impact Foundation: A University Alliance for high impact entrepreneurs in Africa*” showcased the work of E4Impact and ALTIS in Africa and the projects implemented.

In November 2021 a new phase of the E4Impact Accelerator in Kenya began. Università Cattolica del Sacro Cuore received a new grant

from the Italian Agency of Development Cooperation (AICS), which has been used, in partnership with E4Impact, to improve the activities of the E4Impact Accelerator. The Accelerator had already worked with over 300 enterprises across diverse sectors.

In June 2022 E4Impact organized a Pan-African Graduation Ceremony, delivered hybrid (online plus in presence). This was the occasion for over 100 E4Impact Entrepreneurs from Uganda, Ethiopia, Sierra Leone, Tunisia, Zimbabwe and Mozambique to receive their MBA degree simultaneously.

In June 2022 E4Impact was recognised with the “*Innovation and Entrepreneurship Program of the Year Award*”, during the Triple E Awards sponsored by the Accreditation Council for Entrepreneurial and Engaged Universities.

In October 2022 E4Impact, in partnership with El Sewedy Education and ALEXBANK, signed a Memorandum of Understanding at the premises of the Italian Embassy in Cairo, to launch an

Agri-Entrepreneurship Program, providing an opportunity for Egyptian entrepreneurs in

agriculture and agri-tech fields to start up or scale-up their businesses.

In November 2022 the official launch of the E4Impact Business Network Ghana took place in Accra, while the E4Impact Alumni Association in Zimbabwe was launched in Harare. These Associations are dedicated to the community of E4Impact Alumni entrepreneurs, who undertook their academic and business path within the Foundation.

In November 2022 E4Impact launches the 1st Accelerator in Uganda.



E4Impact and UCSC event in the Italian Pavilion of the Expo Dubai, October 2021

Launch of the new phase of the E4Impact Accelerator in Nairobi (Kenya), November 2021



E4Impact team recognised with the “Innovation and Entrepreneurship Program of the Year Award”, during the Triple E Awards, June 2022.



E4Impact signs and MOU with El Sewedy Education and ALEXBANK to launch an Agri-Entrepreneurship Program in Egypt, October 2022

E4Impact Foundation

Contacts

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MBA's and Master's Degrees in Italy

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

Each programme is **supported by a network of companies and organisations**, providing our students with scholarships, company visits, special lectures, laboratories, group work and internships. ALTIS collaborates with prestigious partners such as Adecco, Air France KLM, Ashoka, Assocontroller, BASF, Danone, EY, Forum per la Finanza Sostenibile, Maire Tecnimont, Medtronic, - Red Bull - Stellantis, Randstad, Refinitiv, UNI, Yves Rocher, among many others

Master in Sustainable Business Administration (MSBA)

Between 2021 and 2022, two new editions of the Msba master's program were held. In **2019**, ALTIS started designing this new Master's Degree programme on business management for young graduates and professionals. Driven by their desire to innovate, ALTIS' people created a product with a unique distinctive feature: **sustainability** is not merely one of the topics but is **at the core of each module** (finance, accounting, strategy, HR, project management, reporting, regulation etc). The graduates of the MSBA program who are already working in companies are demonstrating all their skills in sustainable business management, with attention to the context and a systemic view of the business.

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

Master in Sustainable Finance (FinS)

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

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

Its aim is training financial operators with a forward-looking approach, who are able to take into account the principles of sustainability while maintaining a high level of attention to profitability. In the last two years, ALTIS has consistently updated the Master's program with new training proposals that have been successfully tested in the fifth and sixth editions.

Created this Master in **2017**, on the basis of the 2030 Agenda proposed by the United Nations, in order to contribute to the alignment of international investment strategies to the Sustainable Development Goals (SDG) and direct the financial system towards an inclusive and sustainable development model: the so-called SDGs finance.

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

Master in Accounting and Auditing (MAA)

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

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

Master in Planning and Control (MPC)

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

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

Master in Strategic Management for Global Business (SMGB)

This Master is entirely taught in English and stemmed from a very successful programme addressed to young African entrepreneurs. In the years, it was extended to other developing countries, until it became a full-fledged global programme, welcoming students from all over the world. **Since 2008, ALTIS has trained around 400 young promising managers, entrepreneurs and consultants** in a multicultural environment at the heart of Milan. SMGB's graduates are able to: facilitate the internationalization of Italian companies, both in the emerging and in the developing markets; overcome the current economic uncertainty in the most innovative ways; contribute to the growth of the economic and productive framework of their own countries. Sustainability is a key topic and underlies all the teachings.

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

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

Executive Programmes

Executive Master in Business Administration (EMBA)

The programme is carried out in partnership with the **24Ore Business School** and is an Executive MBA with a specialisation track for managers or entrepreneurs. In 2022, after the end of the 9th edition, it was completely updated to integrate innovation, sustainability and competitiveness in its programme. This new edition is featured by integrated thinking and experiential learning, with a fair balance between online and in-person classes as it is geared for professionals who are currently working at a full-time job.

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

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

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

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

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

The Master is meant to promote innovation and better management within the Public Administration by training their **public officers**. Designed in 2011, it was originally addressed to all public officers, with no distinction. Since

2016, the Master has been split into two simultaneous editions: a programme for local public bodies (MIPA, in Milan) and another for national-level public bodies (MIPAC, in Rome, Italy's administrative centre). Both programmes are focused on the innovation of the Public Administration and also cover the topic of Public Social Responsibility.

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

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

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

Executive Master in Third Sector and Social Entrepreneurship (EMTESIS)

Emerging from the pandemic emergency, Italy and Europe must face their greatest challenge: the reconversion, not only environmental but also, and above all, social. In this regard, Third Sector Organizations play a crucial role as actors capable of connecting the social fabric, building networks, and facilitating dialogue among citizens and institutions, providing targeted interventions in the areas where they are most needed. Faced with the challenges of the historical context, the full implementation of the Third Sector Code, and the opportunities offered by the National Recovery and Resilience Plan (PNRR), social enterprises, cooperatives, foundations, associations, and NGOs must rely on co-design and co-programming, as well as their intrinsic ability to activate cooperation among diverse stakeholders to generate a common good with high social impact. For this reason, those who work in the Nonprofit sector, or aspire to do so, must acquire a specific mindset and advanced skills, essential for addressing the complexities in all the sectors where the Third Sector is vital: welfare, environmental policies, education, and the cultural sphere.

The Executive Master in Third Sector and Social Enterprise delves into the main strategic management approaches in the field of impact

entrepreneurship, touching upon various areas such as governance and regulations in light of the reform, strategic planning, design for social innovation, co-design methods, data management, and digitalization.

<https://altis.unicatt.it/altis-master-terzo-settore-impresa-sociale-emtesis>

Professione sostenibilità (Sustainability Professional)

ALTIS has been contributing the dissemination of best practices of sustainability in Italy since its early stages. Academic researches and forefront training programmes have significantly contributed to the definition of the role of the **sustainability manager** - formerly known as CSR manager. ALTIS' first research on this topic dates back in 2005.

In 2006, the programme's participants became the first members of the newly-founded **CSR Manager Network**, the national association that brings together professionals dedicated to the management of social and environmental and sustainability issues within companies. In 2021, the association further developed into Sustainability Makers - the Professional Network and currently involves over 200 sustainability managers.

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

The course benefits from the exclusive patronage of UNI (refer to page 18).

Management of State and Non-State Schools

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

Sustainable Finance

In 2020 and 2021, ALTIS re-designed the training programme for financial, banking, insurance and asset management operators. The financial sector is in need of professionals who are knowledgeable about sustainable finance. This programme covers the most relevant and trending topics: SRI products and tools, regulation, ESG integration and impact investing.

Circular Economy

In 2021 and 2022, ALTIS continued to develop the training program focused on the circular economy that was launched in 2019, a topic that has seen a significant increase in interest in the latest years and that is closely related to sustainability. The participants learn about the current frameworks and best practices and share experiences and opinions during group projects and discussion sessions.

OUR COMMITMENT TO THE PRINCIPLE 3

THE FACULTY OF ECONOMICS AND ALTIS

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

Environment

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

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

Materials

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

Principle 3

Method:

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

Networking and internships

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

Special initiatives

Students attending undergraduate and graduate programmes are invited to participate in our initiatives related to responsible management and entrepreneurship. We offer plenty of opportunities to be exposed to social and environmental issues in management. Students have the opportunity to attend scientific conferences, workshops, round tables and think tanks on social and environmental implications related to management. Moreover, we periodically organise free meetings and conventions that are open to the public, in order to disseminate positive values and create awareness around the issues of social impact and sustainability. For those students who are interested in volunteering, we offer them to join specific programmes, both at national and international level, or to run consultancy programmes to help non-profit organization to solve specific and challenging managerial problems. Both the Faculty of Economics and

ALTIS have groups of alumni which periodically meet to share reflections and experiences around social and environmental emerging issues in their professional career.

Attitude

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

Partnership

ALTIS is committed to fostering the exchange of knowledge and skills between the academic and business worlds.

In the last two years, new partnerships have been established in various sectors and areas of the productive and entrepreneurial fabric, promoting increasingly enriching experiences for students and the collaborating companies.

A few examples:

- **MEDTRONIC:** first with the MSBA Master's program and then within the emerging EMIIM Master's program, the company collaborated with ALTIS in the implementation of B-LAB, focused on a very agile and effective methodology for sharing knowledge and skills.
- **ENEL:** in close collaboration with the Italian energy multinational, ALTIS developed the first module of the new EMIIM Master's program (Executive Master in Innovability® Management) centered around the revolutionary concept of Innovability® coined by Enel itself, combining the close relationship between innovation, digital transition, and sustainability.
- **EY:** Created in partnership with EY, the Master's in Accounting and Auditing is successfully launching generations of students into corporate employment. Their distinctive skills include those related to sustainability reporting, a core competence to grow the auditor's role taking into

account the evolution in sustainable management.

- **HUMAN FOUNDATION:** After the pandemic, Italy and Europe had to face one of the greatest challenges: the process of reconversion, not only in terms of the environment but also, and above all, socially. Third Sector Organizations play a crucial role in this endeavor as they are capable of connecting the social fabric, building networks, and facilitating dialogue among citizens and institutions, providing targeted interventions in the areas that need them the most. With the Executive Master in Third Sector and Social Enterprise, ALTIS stands alongside Third Sector organizations committed to this path. To promote the managerial growth of those working in the Third Sector, the Master program has been developed in partnership with the institutional partner Human Foundation and in collaboration with leading Italian and international organizations that can support the process of change, leveraging technological innovation, including Ashoka, ComoNeXT, AEM Foundation, TechSoup, and Welfare Come Te.
- **UNICEF:** Within the Sustainable Finance Master's program, a working group and discussion forum have been established to explore how the "S" in the ESG acronym is addressed in investments. The working group involved the participation of UNICEF and prominent companies such as Generali Group, KPMG, and Deutsche Bank.

UNI: a value-creating partnership

The desire to train sustainability professionals and contribute to the affirmation and institutionalization of a profession that is crucial to our country and involves an increasing number of people is the basis of the collaboration between ALTIS and UNI, a private, non-profit association, recognised by the Italian State and the European Union, that has been developing, publishing and disseminating the standards of our lives for over 100 years: the voluntary technical

standards. ALTIS and UNI are working side by side as enablers of change in the country through training activities, study of frontier issues in the field, and active participation in the development to the certification framework around sustainability professionals.

This important collaboration has enriched with new value the partnership already in place with the system of High Schools of the Catholic University, in particular for the Master's organization on Competence Management and Certification.

In the area of sustainability, the core theme of ALTIS, this work was officially launched in 2021 with the Sustainability Profession course. Recognizing the authority and uniqueness of this training course, UNI offered its exclusive sponsorship of the Pathway, providing participants with access to 19 technical documents that help them apply the reference practice.

OUR COMMITMENT TO THE PRINCIPLE 4

THE FACULTY OF ECONOMICS AND ALTIS

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

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

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

Principle 4

Research:

We will engage in conceptual and empirical research that advances our understanding about the role, dynamics, and impact of corporations in the creation of sustainable social, environmental and economic value. learning experiences for responsible leadership.

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

ISIRC - SOCIAL INNOVATION AT THE CATHOLIC UNIVERSITY

From September 8th to 10th, 2021, the thirteenth edition of ISIRC took place in Milan, at the Catholic University, on the theme "Enabling the change! Social innovation and enterprises for a better future."

ISIRC is the conference that brings together researchers and academics from all over the world to discuss social innovation and impact entrepreneurship. Each year it is hosted by a different university, and in 2021, it took place for the first time in Milan, organized by the Catholic University of the Sacred Heart, ALTIS Graduate School of Sustainable Management, and E4Impact Foundation, with the support of Glasgow Caledonian University, Sheffield University, Swinburne University of Technology, Saïd Business School Oxford University, University of York, African Network of Social Entrepreneurship Scholars, and International Society for Third-Sector Research.

Despite the difficulties and uncertainties caused by the pandemic situation, the event took place in a hybrid format, both in-person

and remotely, breathing new life into the University, which had not hosted large events for over a year.

All accepted abstracts for ISIRC 2021 have been published in an ebook. Additionally, participants had the opportunity to submit their papers for publication in the "Special Issues" of *Journal of Management Studies*, *Sustainability MDPI*, and *Piccola Impresa/Small Business*.

At the conclusion of the conference, Chairs Matteo Pedrini and Giacomo Ciambotti passed the baton to Saint Mary's University (Halifax, Canada), which will be organizing ISIRC 2022.

Between January and April 2021, over 300 abstracts were collected from researchers, PhD students, and students from various regions of the world. The thematic areas (Streams) proposed in the conference's Call for Papers were as follows:

- Active ageing and social innovation.
- Critical perspectives on social innovation.
- New approaches to social innovation: design thinking theory, practice, and critique.
- Digital and technological social innovation.
- Financing social impact.
- Hybrid models & organizing implications for social entrepreneurship research & beyond.
- Migrants' economic, social, and political inclusion: what role for social innovation?
- Public institutions and social innovation.
- Regional and geographical aspects of social innovation.
- Social impact measurement: challenges and promising pathways.
- Social innovation and entrepreneurship in Africa.
- Social innovation education.
- Social innovation for health and well-being.
- Sustainability and social innovation in a time of climate and biodiversity emergency.
- Theoretical and methodological futures for social innovation.

- Universities as global enabling social innovation agents.
- Social innovation and complexity.
- Circular economy and social innovation.
- Spirituality, social innovation, and religious entrepreneurship.
- Sustainability and social innovation in the pandemic era.
- Orchestration networks for social innovation.
- Open stream.



ACADEMIC PUBLICATIONS 2021-22

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

Authors	Details
Anzivino, A.; Sebastiani, R.; Galli, M. (2021)	<i>Addressing Tensions and Paradoxes in Sustainable Wine Industry: The Case of the Association “Le Donne Del Vino”</i> , Journal Of Small Business And Enterprise Development, DOI=.
Baroncelli, A.; Bolzani, D.; Landoni, M. (2022)	<i>Mapping the engagement of alumni organisations in entrepreneurship education and support at UK universities</i> , International Journal Of Management Education, DOI=.
Belvedere, V. (2021)	<i>Disruptive social manufacturing models: lessons learned from Ferrari cars and Isinnova networks for a post-pandemic value creation path</i> , Production Planning & Control, DOI=10.1080/09537287.2021.1986865.
Bernardi, A.; Cantù, C.L.; Cedrola, E. (2022)	<i>Key success factors to be sustainable and innovative in the textile and fashion industry: evidences from two Italian luxury brands</i> , Journal Of Global Fashion Marketing, DOI=10.1080/20932685.2021.2011766.
Biraghi, S.; Gambetti, R.C.(2021)	<i>Eudaimonia: the sociocultural value of consumers’ social labor</i> , Marketing Theory, DOI=10.1177/1470593120972754.
Ciambotti, G. (2022)	<i>Businesses in transition: venturing for a better world through the light of the economy of francesco</i> , Rivista Internazionale di Scienze Sociali, DOI=10.26350/000518_000079.
Ciambotti, G.; Pedrini, M. (2021)	<i>Hybrid Harvesting Strategies to Overcome Resource Constraints: Evidence from Social Enterprises in Kenya</i> , Journal Of Business Ethics, DOI=10.1007/s10551-019-04256-y.
Ciambotti, G.; Zaccone, M.C.; Pedrini, Matteo (2022)	<i>Enabling bricolage in resource-constrained contexts: the role of sense of community and passion in African social entrepreneurs</i> , Journal Of Small Business And Enterprise Development, DOI=10.1108/JSBED-02-2022-0049.
Corvino, C.; Belluzzi, M.; Marzana, D.; D'angelo, C. (2022)	<i>“Even Though We Have Different Colors, We Are All Equal Here”:</i> Immigrants building a sense of community and wellbeing through sport participation, Journal Of Community Psychology, DOI=10.1002/jcop.22897.
Corvino, C.; De Leo, A.; Parise, M.; Buscicchio, G. (2022)	<i>Organizational Well-Being of Italian Doctoral Students: Is Academia Sustainable When It Comes to Gender Equality?</i> , Sustainability, DOI=10.3390/su14116425.
Cottini, E. (2022)	<i>Stress and Incentives at work</i> , Oxford Economic Papers, DOI=.
D'angelo, C.; Corvino, C.; Gozzoli, C. (2021)	<i>The Challenges of Promoting Social Inclusion through Sport: The Experience of a Sport- Based Initiative in Italy</i> , Societies, DOI=10.3390.
D'angelo, V. (2022)	<i>Green manufacturing for sustainable development: The positive effects of green activities, green investments, and non-green products on economic performance</i> , Business Strategy And The Environment, DOI=.
Del Giudice, A.(2022)	<i>How to attract professional investors in developing countries? An evidence-based structure for development impact bonds</i> , Finance Research Letters, DOI=.
Femminis, G.; Piccirilli, G. (2021)	<i>Efficient information acquisition with heterogeneous agents</i> , Economics Letters, DOI=10.1016/j.econlet.2021.110025.
Ferri, L.M.; Pedrini, M.; Minciullo, M. (2022)	<i>Corporate social responsibility and stakeholder dialogue under institutional voids: decoupling the role of corporate motives, ethics, and resources</i> , The Journal Of Management And Governance, DOI=10.1007/s10997-021-09598-2.
Ghisolfi, S. (2021)	<i>Do Community Water Sources Provide Safe Drinking Water? Evidence from a Randomized Experiment in Rural Bangladesh</i> , World Bank Economic Review, DOI=10.1093/wber/lhab006.
Guzzetti, A.; Crespi, R.; Belvedere, V. (2021)	<i>“Please don't buy!”: Consumers attitude to alternative luxury consumption</i> , Strategic Change, DOI=10.1002/jsc.2390.

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- Molteni, M.M. (2021) *Responsabilità sociale d'impresa*, Dizionario Di Dottrina Sociale Della Chiesa, DOI=10.26350/dizdott_000032.
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- Paltrinieri, A. (2021) *The crossroads of ESG and religious screening on firm risk*, Research In International Business And Finance, DOI=10.1016/j.ribaf.2021.101500.
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- Pedrini, M. (2021) *Shareholders e stakeholders*, Esg Business Review, DOI=10.26350/dizdott_000033.
- Pedrini, M. (2022) *Professionisti ESG nuovo identikit tra oggi e domani*, Esg Business Review, DOI=.
- Salmasi, L. (2021) *Assessing the tourism sustainability of EU regions at the NUTS-2 level with a composite and regionalised indicator*, Journal Of Sustainable Tourism, DOI=10.1080/09669582.2021.2000993.
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- Sottini, A.C.M.; Ciambotti, G.; Littlewood, D.C. (2022) *Engaging symbiotic ecosystems to build community centred business models for the BoP: Evidence from small social enterprises in East Africa*, International Small Business Journal, DOI=10.1177/02662426211059778.
- Zaccone, M.C. (2021) *Shareholder Activism and CEOs' Use of Language*, Academy Of Management Annual Meeting Proceedings, DOI=10.5465/AMBPP.2021.66.
- Zaccone, M.C. (2022) *How Hybrid Organizations Adopt Circular Economy Models to Foster Sustainable Development*, Sustainability, DOI=.
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OUR COMMITMENT TO THE PRINCIPLE 5

Principle 5

Partnership:

We will interact with managers of business corporations to extend our knowledge of their challenges in meeting social and environmental responsibilities and to explore jointly effective approaches to meeting these challenges.

THE FACULTY OF ECONOMICS AND ALTIS

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

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

SM Sustainability Makers - The Professional Network

The fifth principle is fully implemented through ALTIS' partnership with the [SM Sustainability Makers - The Professional Network](#).

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



Its main objectives are:

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

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

Altis Advisory SB

In 2022, the business unit dedicated to consultancy projects that originated within ALTIS in 2010 became ALTIS Advisory: a university spin-off that provides support services to economic actors to enhance their overall sustainability through the management of environmental, social, and governance dimensions.

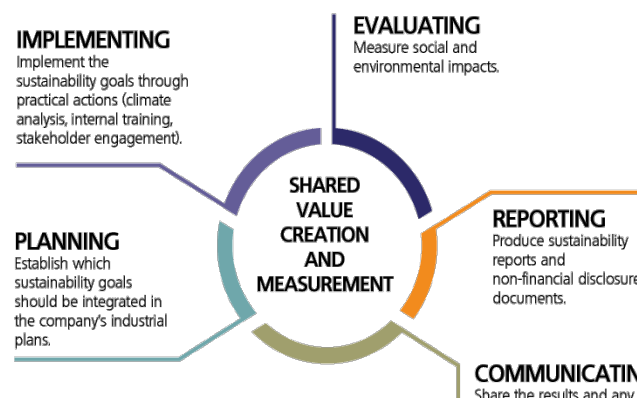
As a testament to their commitment to sustainability in every dimension, the leaders of this new venture have chosen to make ALTIS Advisory a Benefit Society. By supporting academic research activities, developing skills and knowledge, and promoting responsible management and entrepreneurship, it shares the benefits with all of society.

ALTIS Advisory aims to assist organizations, ranging from businesses to third sector entities to public enterprises, in improving their sustainability in every aspect. Characterized by a dynamic and flexible structure, ALTIS Advisory offers highly customized, tailor-made consulting services that concretely help clients adopt an ESG approach by establishing good governance (G) rules and more effectively managing social (S) and environmental (E) impacts.

A4ESG: A unique and innovative way to measure and decide

The first step in a sustainability journey is to become fully aware of one's environmental and social performance and the effectiveness of governance systems. But assessment is only the first step in the path we propose. By identifying areas of excellence and room for improvement, our goal is to help you adopt a structured sustainability strategy across the board.

This is the philosophy behind ALTIS Advisory's development of A4ESG, the unique proprietary ESG performance assessment model that examines the main areas of sustainability by returning a summary and detailed assessment for specific areas of sustainability. Giving you the tools to act where you need to and to best begin a journey of strategic planning and reporting, with the opportunity to enhance the value of your achievements to your stakeholders.



See more details in italian:
<https://www.altisadvisory.com/>

Best Practice: La Molisana

Sector: food

ALTIS has entered into a partnership with a well-known pasta production company, La Molisana, located in Campobasso (Molise). The company has a relevant economic and social role within the context in which it is located and is constantly committed to generating positive impacts on the territory. It is also committed to reducing environmental impacts, in which it has distinguished itself through the use of paper packaging (plastic packaging remains to date the most common way of packaging the "pasta" product).

ALTIS accompanied La Molisana in developing ESG reporting activities, using GRI reporting standards. The path was concluded with the publication of La Molisana's First Sustainability Report. At the same time, a path of internal awareness and training (of management and key people) was developed in order to concretely decline the ESG approach in the company's activities.

Best Practice: Fondazione Banco Alimentare

Sector: non profit

Fondazione Banco Alimentare undertook, with the scientific and methodological support of ALTIS-Università Cattolica, a process to measure the social impacts generated by its actions towards its key stakeholders. After internally identifying the

relevant impact stakeholders, namely Employees, Volunteers, Food Bank Organizations (OBAs), Charitable Facilities and Donor and Collaborating Companies, a representative panel from each group was involved through focus groups on a digital platform in order to investigate the peculiarities of each of them' relationship with Fondazione Banco Alimentare and in particular their perception of the effects generated. The results that emerged from the focus groups made it possible to outline the dimensions of impact, that is, the areas on which the work of Fondazione Banco Alimentare generates change in stakeholders, declined into one or more themes or impact indicators. By means of an online platform questionnaire completed by a statistically significant sample of each stakeholder category, a numerical value was assigned to the change generated on the dimensions and themes, thus defining an order of significance of impact indices (IdIMs) on each stakeholder category and on stakeholders as a whole.

The project won the Impact Award of The Salon of CSR and Social Innovation in 2022.

Best Practice: Riello Investimenti Partner SGR

Sector: finance

In the 2020-2021 biennium, ALTIS has developed for Riello Investimenti Partner SGR, a leading Italian private capital firm, two models aimed at assessing the ESG performance of small and medium-sized unlisted companies in the new investment selection and portfolio monitoring phases, respectively. The models, based on the direct collection of data through questionnaires, are characterized by the search for an optimal balance between the breadth and depth of ESG information analyzed and ease of use. In 2022, the models were fully integrated into the SGR's operational and reporting processes.

At the end of 2022, ALTIS Advisory Srl SB also carried out an induction session for Riello Investimenti Partner SGR on the evolution of ESG risks and drafted an analysis of the company's level of alignment with the Bank

of Italy's new supervisory expectations on environmental and climate risks, supporting the client in defining the roadmap required by the authority with the aim of pursuing the highest level of compliance with expectations.

Ad hoc training

The greatest value of a company lies in its people. The challenge of change in building the future requires managers who are increasingly capable, aware, and engaged in the company's goals and strategies.

ALTIS' distinctive approach with partner companies precisely embodies this characteristic: it focuses on people, talent, and continuous innovation. With one ambitious goal in mind, ALTIS aims to promote opportunities for knowledge sharing, relationship building, and the consolidation of skills necessary to contribute to the birth of new ideas and approaches for the sustainable development of the business. This is why ALTIS operates through a strong synergy between research, training activities, and consulting, as well as the creation of alliances with strategic partners.

In addition to the catalog of Executive programs designed to be compatible with work activities and encourage inter-company collaboration, ALTIS also offers its services to companies to help them identify their training and organizational needs and then propose solutions, co-design specific paths, and assess their impact.

Sustainable finance

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

ALTIS has been one of the first academic institutions in Italy to analyse this topic and offer specific consultancy services along with training programmes for young graduates and professionals. The School's consultants provide guidance to effectively integrate ESG criteria in the investment choices and define impact

investing strategies. They also support big companies and SMEs to efficiently measure and report social, environmental and governance-related performances, and consequently improving their ESG rating and becoming more attractive to investors.

In the 2021-22 biennium, ALTIS conducted specific Sustainable Finance courses dedicated to integrating ESG criteria into the investment process for three leading credit institutions: Carifermo, Volksbank, and Banca Patrimoni Sella. The partnership with Banca Patrimoni Sella involved training approximately 450

private bankers and financial advisors within its network.

Impact measurement

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

ALTIS is also a member of [Social Value Italia](#), the association that promotes impact measurement in Italy.

OUR COMMITMENT TO THE PRINCIPLE 6

FACULTY OF ECONOMICS AND ALTIS

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

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

PROJECTS

Conference on sustainability

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

As the pandemic emergency slowed down, ALTIS resumed promoting many in-person events, which only returned to full normalcy in 2022.

In fact, in 2021, in addition to the Isirc academic conference (see page 12), in 2021 ALTIS initiated 39 webinars, involving nearly three thousand participants.

Among the blended mode events was one related to the Covenant for the Gran Chaco, held as part of PreCOP26. In this context, which anticipates the 26th United Nations Conference of the Parties on Climate Change (COP26), the Green Museum Association, with

Principle 6

Dialogue:

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

the collaboration of the International Italo-Latin American Organization (IILA), WWF Italy, the Embassy of Argentina and the Embassy of Paraguay in Italy, presented at the Milan branch of the Catholic University an initiative to safeguard the Gran Chaco, the second largest ecosystem in Latin America.

Underlying the project is the construction of a deforestation-free development that rests on economically viable and competitive alternatives, enhancing four types of currently underutilized resources: precious woods, agricultural food and medical products, ecotourism and native handicrafts.



Read more information in Italian by clicking here <https://altis.unicatt.it/altis-2021-patto-gran-chaco-precop26>

Other events related to the theme of sustainability, in this case concerning social emergencies, include ALTIS' participation in the Global Thinking Foundation's Report on Financial Education in Defense of Women Against Economic Violence.

As for 2022, the organization of 25 events in blended mode brought the participation of about three thousand people.

The events covered the path of sustainability in various economic sectors of strategic importance for the Italian system, in particular:

- In the food supply chain, with three events dedicated to as many Made in Italy excellences: the protection of sourdough, wines and meats
- Digital innovation
- Supply chain
- New professions involved in the path of sustainability
- Sustainable finance

Corporate volunteering with Rise against hunger

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

NETWORKS AND COLLABORATIONS

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

Since its creation, in the early 2000s, ALTIS has established a number of partnerships in Italy and abroad with associations and agencies, financial institutions and banks, Public

students the same challenge, which also served as a team building activity. [Facebook post](#)

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

[Learn more on the TRAHceability](#)

RISE Albania

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

Over the upcoming years, the School [has provided](#) technical support to Albanian companies that [became](#) social enterprises and design training programmes on business management with a focus on social impact. ALTIS has collaborated with Partners Albania, which is committed to identifying and mapping out local organisation that are developing formal or non-formal kinds of social entrepreneurship, in order to collect issues and demands and forward them to the Ministry of Welfare.

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

Administrations, foundations, NGOs, non-profit organizations, multinational corporations, SMEs, research centres, press agencies and the media, along with several universities. Many of them are directly involved in the deployment of the School's projects. [See the full list.](#)

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

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

The [Sustainability Makers - the Professional Network](#) has been established and promoted in 2006 by the School and the [Istituto per i Valori di Impresa \(ISVI\)](#) to favour the dialogue and creation of synergies among corporate social responsibility professionals ([refer to page 25](#))

Through the [E4Impact Foundation](#), it keeps developing partnerships with African universities. As of the end of 2022, it was working with 15 local institutions of higher education.

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

Sustainable Investment Forum

ALTIS actively collaborates with the **Italian Sustainable Investment Forum**, a non-profit association founded in 2001. The forum membership base is multi-stakeholder: members are not only financial operators, but also civil society organizations involved in the environmental and social impact of finance. The Forum conducts research and education activities and facilitate working groups to promote best practices and contribute to the analysis and growth of sustainable finance. Master's degrees and courses promoted by ALTIS dedicated to financial issues are conducted under the sponsorship and participation of the Forum.

ALTIS also collaborates with the Forum in organizing the SRI Weeks, which are dedicated to analyzing and learning more about the sustainable finance scenario.

ALTIS's contribution to the debate on sustainability issues is clearly visible in the CSR and Social Innovation Salon, an event that celebrated its first ten years of activity in 2022. In that year, ALTIS promoted two events:

The first was a face-to-face discussion between some large companies and SMEs operating in their supply chains to understand what strategies are most effective for a common path toward sustainability. From training activities to rewards for the most responsible suppliers: an opportunity to learn more about the initiatives that can bring concrete results to achieve increasingly challenging sustainability goals.

The second event, titled "From Employees to Sustainability Ambassadors," highlighted the fact that when an organization succeeds in engaging and motivating its employees, the results can be seen: employees who share the company's sustainability strategy are passionately and more energetically committed to achieving the goals the organization has set for itself. The employee who perceives his or her role as relevant feels an active part of the organization and becomes a true ambassador for sustainability.

See more information in Italian: <https://altis.unicatt.it/altis-2022-altis-al-salone-della-csr-e-dell-innovazione-sociale-2022>

Main international partnerships



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



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



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



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



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

DESIGNING OUR FUTURE

THE FACULTY OF ECONOMICS

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

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

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

ALTIS

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

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

Education

ALTIS will add more training programmes focused on sustainability, to promote its integration in various economic sectors. Its curriculum will keep providing sound managerial skills enriched with a vision and approach that values social impact and social responsibility, not only through the programmes that are focused on such aspects but also those that cover other topics.

Among the various new features planned, ALTIS will activate two new courses: the first will explore the new EU directive on sustainability reporting; the second will accompany sustainability professionals to UNI certification with respect to the figures of sustainability manager and Sustainability Practitioner. In 2023 ALTIS will also consolidate the new courses launched in the previous two years dedicated to the sustainable management of religious institutions and parochial schools.

ALTIS Galaxy

Regarding what is referred to as the “ALTIS galaxy,” i.e., the organizations that originated from ALTIS and have taken the step of organizational and legal autonomy over the years, 2023 will see the development of the ALTIS Advisory spin-off, which has already been referred to in this update report. Sustainability managers are among the

professional figures that best express the changes taking place in the organization of companies and the market. ALTIS and its galaxy, with particular reference to Sustainability Makers, is working to anticipate and guide this process, which finds in certification an important point of landing and revitalization. Two ongoing researches are giving an interesting push in this direction: the first aims at mapping the evolution of the skills required for Sustainability Managers in Europe; the second is aimed at extending the job description of typical sustainability job positions in companies, beyond that of managers.

Research

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

E4Impact Foundation

The goal of the Foundation is the consolidation and expansion of the E4Impact Project by extending the MBA programme to other African countries, on top of the 16 MBAs already delivered.

ALTIS will continue to work together with E4Impact Foundation through studies, researcher collaborations, and joint programs.

United Nations Global Compact Communication on Engagement

Report for the period 2021-2022

July 2023

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