



# SUSTAINABILITY PLAN 2022

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# INTRODUCTION

## Writing a Business School Sustainability Plan is not an easy task.

First of all, because, precisely because of the Business Schools' "job", or at least as it is still widely considered for those who look at it from the outside, we tend to think that the search for economic profit – sometimes at any cost – is the *raison d'être* of every enterprise and of every professional, and that on this is also based the construction of training programmes aimed at students, in a sense that we do not hesitate to define as "old" for management.

Secondly, because, again to those looking at them from the outside, the "job" of Business Schools, as companies offering advanced education services, may appear "simple" to convert to sustainability, with some sort of façade that some might call green washing.

Thirdly, because – especially for Business Schools which, like us, have strong associations with universities, and even more so if public – it is hard to attach a truly "business" logic to a Business School, and this tends to dampen any discussion about sustainability in favour of its more academic components, research and the study of dynamics that interest others, which you only have the task of observing and helping to understand.

## The first objective of this Sustainability Plan is to refute the three "prejudices" that we have just mentioned.

POLIMI Graduate School of Management is first and foremost a **B-Corp**, proud to have obtained this award, **the first Business School in Europe in 2020** and one which has made sustainability and impact the founding pillars of its business, and intends increasingly to do so. It is no coincidence that our purpose, the beacon that guides our actions every day, reads "**We are committed to inspire and partner with innovators to shape a better future for all**". The aspiration for the future, for the creation of a future that is of greater value "for all" is our most intimate and complete translation of the concept of sustainability.

**Engaging in sustainability** – and this is related to the second prejudice mentioned above – **means much more than limiting our environmental impact**. Of course, environmental sustainability is important, and it plays a role that will be evident in this plan as well. However, the sustainability referred to here is that understood in all its variety, as defined by the **Sustainable Development Goals**. It is to these that we have referred and in relation to which we have questioned ourselves – and we have questioned our stakeholders – as to how we can actually make our contribution.

Finally, it should be remembered that **we are a "company" that in 2021 had a turnover of over €30 million, which has over 140 employees** and that has just closed an **investment of over €13 million** for the development of our Campus on the Navigli, in Milan; this is to be added to the almost **€2 million** for the growth of digital infrastructure throughout the School. In all respects, therefore, we can regard ourselves as a true medium-sized "enterprise" in our country's economic landscape and as such, we can and must face the challenges with which sustainability presents us.

**This is our first Sustainability Plan**, and we are proud to introduce it now, in 2022, which is a year of great transformation for us.

However, this is not the starting point. On the one hand because, as mentioned above, it is part of a path that was started back in 2020. On the other hand, because it forms a part of the **actions that the School of Management**, including therefore also the Department of Management Engineering, **has been undertaking for some time in relation to sustainability**: actions which demonstrate the attention of our cultural context to this issue and that have acted as a concrete stimulus to the creation of this document.

It is with this, our first Sustainability Plan, that we want to measure ourselves and make concrete commitments for the future.

We hand it over to the reader and we hope that you will find inspiration and opportunities for reflection, also for your own company or personal reality.

Vittorio Chiesa  
*Chairman*

Federico Frattini  
*Dean*

Davide Chiaroni  
*Associate Dean for Strategic Projects*



# OUR STARTING POINT: BEING A B-CORP

In September 2020, the first Business School in Europe and among the first in the world, POLIMI Graduate School of Management, which still had the previous name, “MIP – Politecnico di Milano”, obtained B-Corp certification with an overall score of 92.7 out of 200.

This was not a result to be taken for granted, if one considers that the average score obtained by the 1,270 businesses of a similar size that had applied for B-Corp certification in the same period was 52.8, well below the qualification threshold (80/200).

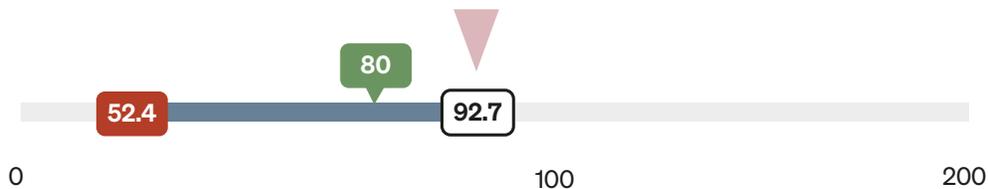
It was a result which, at the time, placed us in a position to exceed or equal 65% of B-Corp certified companies in the world and therefore to be in the “half” of the most positive.

The result, however, also highlighted how broad was the path of growth that we could undertake and how much room for improvement we had ahead.



VERIFIED

POLIMI GRADUATE SCHOOL OF MANAGEMENT



**KEY**

- Average score of 1,270 ordinary companies with 50-249 employees who completed the B Impact Assessment
- Threshold for qualifying as a Certified B Corp

		MAX
Governance	7.7	20
Workers	26.9	50
Community	31.2	70
Environment	3.7	20
Customers	22.9	40

We decided to fill this room for improvement, working to improve our score constantly, not only or not so much because this would increase our prestige as a B-Corp, but above all because this would mean being even more, truly sustainable.

What guidelines should we follow in order to grow? Which area should we strengthen, and how? We could have answered these questions in two ways: by letting ourselves be guided by the “score” calculation algorithm or – given our engineering background – by optimising our efforts and letting ourselves be guided by our stakeholders, partners and students above all, to enable them to indicate to us what they felt at first hand was important for guiding our actions.

We chose, of course, to take the second route, the more convoluted one, but also the more valuable; we have in any case continued to take the verification algorithm into account, because measuring results is just as important if we want sustainability to become an integral part of our being a Business School.

# STAKEHOLDER ENGAGEMENT AND THE DEFINITION OF THE MATERIALITY MATRIX

The first result of the drafting of this Sustainability Plan was undoubtedly the initiation, in a structured way – and as we will see, also, we hope, on an ongoing basis – of an open dialogue with our stakeholders about the significance of sustainability for POLIMI Graduate School of Management and the concrete objectives to work on.

The process had 3 stages:

1. the definition of a first shortlist of objectives by the “Committee of the Wise”;
2. the construction of an authentic materiality matrix;
3. the selection of the objectives to be included in the Sustainability Plan.



## The Committee of the Wise

The fact that we are part of the School of Management of Politecnico di Milano allowed us to select from within our Faculty a group of subjects – five in all – who, due to their seniority and concrete academic research interests linked to the theme of sustainability, were in a position to represent a first core group of evaluators.

A “Committee of the Wise” was constituted, under the auspices of which they were asked to start from the full list of **17 Sustainable Development Goals (SDGs)**, with the related **169 sub-goals** associated with them, and to arrive at an initial selection of sub-goals in respect of which the possibility of action by POLIMI Graduate School of Management would be evaluated.

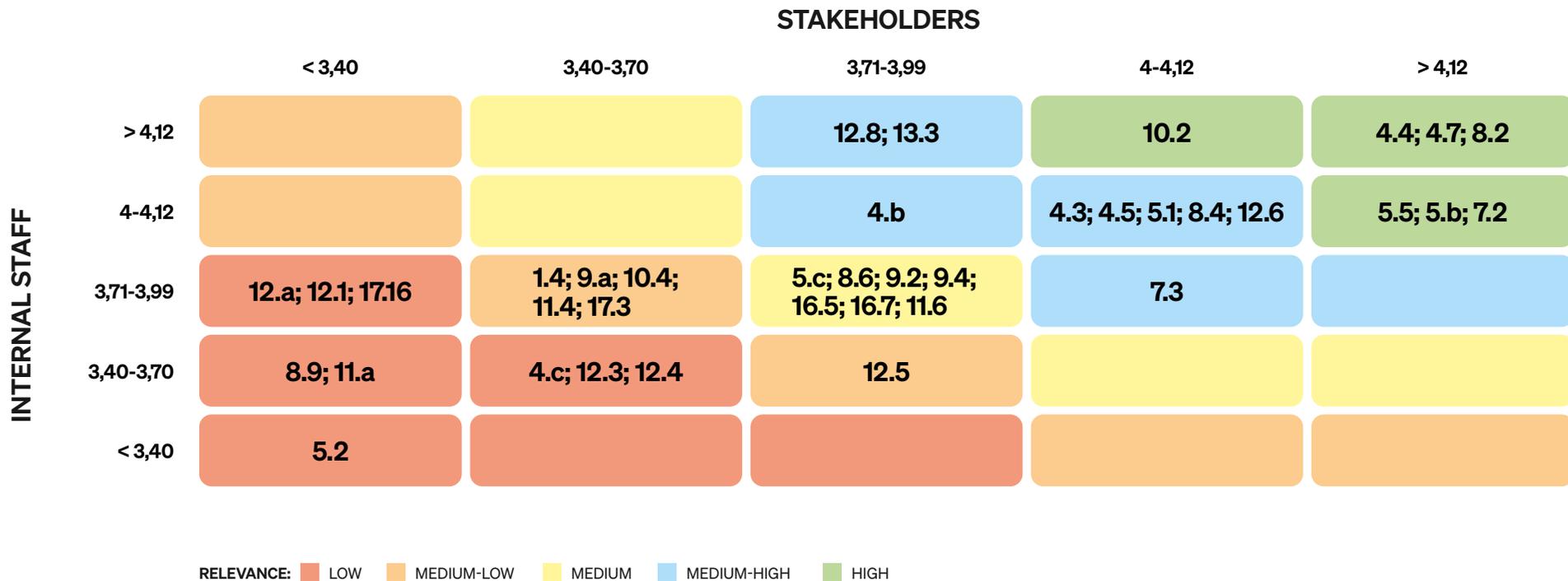
Therefore, taking into account the actual possibility of intervening, directly or indirectly, in support of a given sub-goal, and our limits of action in terms of the effective perimeter of activity, we arrived at an initial screening of **38 sub-goals**, linked to all the SDGs, to be submitted to the next assessment phase.

# The materiality matrix

The 38 sub-goals defined above were **evaluated in terms of relevance** for POLIMI Graduate School of Management **on a pre-defined scale from 1 (not very relevant, marginal) to 5 (absolutely relevant, fundamental)**.

Two macro-groups of assessors were involved in the evaluation: (i) **the internal staff of POLIMI Graduate School of Management**, and in particular **the staff and all the members of the management team** of the School; (ii) **the stakeholders of POLIMI Graduate School of Management**, namely **the members, the main corporate clients, a selection of current students and alumni, and a selection of our Faculty**, that is, lecturers – both internal and external to Politecnico di Milano – who contribute to the delivery of

our training programmes. The anonymous survey with which the assessment was collected involved in total **over 80 internal staff and over 120 stakeholders, making a total of 209 completed questionnaires**. Using the materiality matrix, the data obtained were then cross-referenced to compare the perceived relevance within the School with that coming from the perspective of the stakeholders. The resulting materiality matrix was constructed by considering, on the vertical axis, the score attributed by the staff to each of the 38 sub-goals and, on the horizontal axis, the average score given by the stakeholders. Taking into account the average scores obtained, five sufficiently homogeneous bands were identified: an average score of lower than 3.40; between 3.40 and 3.70; between 3.71 and 3.99; between 4.00 and 4.12; and higher than 4.12. In the representation below, the first number concerns the SDGs and the second is the sub-goal (so, for example, 10.2 is sub-goal 2 of SDG 10), according to the official numbering.







## Goal selection

On the basis of the materiality matrix, **it was therefore possible to indicate a “priority” in identifying the objectives.** Starting from those at the top right of the first quadrant of the matrix, and gradually descending, a total of 16 sub-goals relating to 7 SDGs were selected, corresponding to those indicated in the green and blue bands of the matrix.

**The 7 SDGs identified as relevant to POLIMI Graduate School of Management, and therefore destined to be the subject of specific actions in our Sustainability Plan, are:**

- **SDG 4**, on **quality education**;
- **SDG 5**, on **gender equality**;
- **SDG 7**, on **clean and accessible energy**;
- **SDG 8**, on **decent work and economic growth**;
- **SDG 10**, on the **reduction of inequalities**;
- **SDG 12**, on **responsible consumption and production**;
- **SDG 13**, on the **fight against climate change**.

It is worth underlining how extremely comforting it was for us to see that the selection fell on SDGs so well attuned to our **purpose**.



# SHAPE A BETTER FUTURE FOR ALL

It is through our actions (**SHAPE**), in other words, by pursuing **quality education** that guarantees **decent work and economic growth**, and yet centred on that sustainability content (**BETTER FUTURE**) that concerns **responsible consumption and production**, **the fight against climate change** and clean, **accessible energy**, which we are able to generate the greatest possible impact (**FOR ALL**), by committing ourselves to **reducing inequality** and promoting **gender equality**.

The detail of the **16 sub-goals selected**, and further details on the 7 SDGs just outlined, is shown in the table below.

# SUB-GOAL	NAME	DESCRIPTION
4.3	<b>Quality education accessible to all</b>	By 2030, ensure equal access for all women and men to affordable, quality technical education, vocational and tertiary education, including the University.
4.4	<b>Skills for a decent job</b>	By 2030, substantially increase the number of young people and adults who have the necessary skills, including technical and professional skills, for employment, decent jobs and entrepreneurship.
4.5	<b>Inclusive education</b>	By 2030, eliminate gender disparities in education and ensure equal access to all levels of vocational education and training for the most vulnerable, including people with disabilities, indigenous peoples and children in vulnerable situations.
4.7	<b>Education for sustainable life and development</b>	By 2030, ensure that all students acquire the knowledge and skills necessary to promote sustainable development through, inter alia, education for sustainable development and sustainable lifestyles, human rights, gender equality, the promotion of a culture of peace and non-violence, global citizenship and the enhancement of cultural diversity and the contribution of culture to sustainable development.
4.b	<b>Development grants</b>	By 2030, substantially expand globally the number of scholarships available to developing countries, particularly the least developed countries, small island developing States and African countries, for enrolment in higher education, including programmes for vocational training and information and communication technology, technical, engineering and scientific training, in developed and other developing countries.
5.1	<b>No discrimination</b>	Put an end to all forms of discrimination against all women and girls in all parts of the world.
5.5	<b>Female leadership</b>	Ensure full and effective participation and equal leadership opportunities for women at all levels of decision-making in political, economic and public life.
5.b	<b>Technology for women's work</b>	To improve the use of technology that can help women's work, in particular information and communication technology, to promote empowerment, i.e. women's strength, self-esteem, and awareness.
7.2	<b>Renewable energies</b>	By 2030, significantly increase the share of renewable energy in the global energy mix.

<b>7.3</b>	<b>Energy efficiency</b>	By 2030, double the overall rate of improvement in energy efficiency.
<b>8.2</b>	<b>Increase productivity</b>	Achieve higher levels of economic productivity through diversification, technological upgrading and innovation, including through a focus on high value-added and labour-intensive sectors.
<b>8.4</b>	<b>Increased efficiency in the use of resources</b>	Progressively improve, until 2030, the efficiency of global resources in consumption and production in an attempt to separate economic growth from environmental degradation, in accordance with the ten-year framework of sustainable consumption and production programmes, with developed countries taking the lead.
<b>10.2</b>	<b>More social, economic and political inclusion</b>	By 2030, strengthen and promote the social, economic and political inclusion of all, regardless of age, gender, disability, race, ethnicity, origin, religion, economic status or other status.
<b>12.6</b>	<b>More sustainable large businesses</b>	Encourage businesses, especially large and transnational companies, to adopt sustainable practices and integrate sustainability information into their regular reports.
<b>12.8</b>	<b>Access to information and awareness</b>	By 2030, ensure that people around the world have relevant information and awareness about sustainable development and lifestyles in harmony with nature.
<b>13.3</b>	<b>Tackle climate change</b>	Improve education, awareness-raising and human and institutional capacity regarding climate change in mitigation, adaptation, impact reduction and early warning.

# THE PATH TAKEN TO DATE

It has already been said that **this is the first Sustainability Plan for POLIMI Graduate School of Management. This does not, of course, mean that no action has been taken in the past to demonstrate our commitment in this area.** On the contrary, the opposite is certainly true, and for at least a couple of reasons. The first, as already mentioned, concerns our B-Corp certification, which establishes the result of a path that had already led us to be the first Business School in Europe to obtain a formal recognition for our commitment in this area in 2020. The second is that the selection of the SDGs and sub-goals, which was precisely aligned with our purpose, was based, by explicit admission of the evaluators, on what were already emerging as relevant activities carried out by us.

Without any pretence of completeness, therefore, we report here **some activities which are, in our opinion, “exemplary”**, with the aim of offering the reader some food for thought on what POLIMI Graduate School of Management has done in the last two years, **from mid-2020 to mid-2022, in other words, during the period between B-Corp certification and this Sustainability Plan.** Many of these initiatives will be further strengthened, and will also be among those planned for the future.



## €1.35 MILLION IN SCHOLARSHIPS

First and foremost, sustainability means the possibility of providing quality education by minimising the impact of inequalities, in this case above all economic, which often preclude potentially deserving students from gaining access to postgraduate management training. Of these, in particular, €65,000 was dedicated to students in particularly disadvantaged countries, who were therefore able to take part in our programmes.

## 400 HOURS OF PRO BONO PROJECTS FOR THE NON-PROFIT WORLD

Sustainability means putting ourselves at the service of creating decent working conditions and economic growth for all. For this reason, we launched the “Leave Your Mark” initiative that has helped 4 non-profit organisations so far, with the support of POLIMI Graduate School of Management alumni and student teams with over 400 hours of work, to improve their processes and communication. The **“Leave Your Mark” project has also been awarded in the “Best CSR & Sustainability Initiative” category within the 2022 AMBA & BGA Excellence Awards international initiative**, organised by the most prestigious international accreditation body for MBA programmes offered by Business Schools around the world.



## **1 WHOLE NEW PLATFORM OF COURSES IN SUSTAINABILITY**

Sustainability means playing a key role in our activities as educators in inspiring innovators, managers, entrepreneurs, and leaders of bodies and organisations who come to our lecture theatres to take charge of building a better tomorrow for all. For this reason, we have developed a platform of 4 new Specialising Masters in Sustainability Management, as well as an expanding catalogue of continuous learning courses dedicated to sustainability.

## **200 STUDENTS INVOLVED IN THE TEDXCIRCLE AND COUNTDOWN EXPERIENCE**

Sustainability means building valuable relationships for our students to provide them with new forms of quality education on sustainability issues. In this spirit, POLIMI Graduate School of Management has partnered TEDx Milano in the organisation of TEDxCircle, moments of reflection on the theme of sustainability (it chose to discuss “How to transform apocalypse fatigue into action on global warming”), and of the “Countdown” event, a global format focused on climate change, with the participation of over 200 of our students.

# #UNLOCKEDUCATION: THE PROJECT TO TRAIN 4 MILLION YOUNG PEOPLE OF THE NEW GENERATION

Sustainability is once again an ecosystem, with #UnlockEducation, the training campaign promoted by the Italian B-Corps, which aims to provide over four million Italian young people between the ages of 14 and 25 with the knowledge, skills and tools to build and live a more inclusive and sustainable future, thereby forming the first generation capable of meeting its needs without compromising the ability of future generations to do the same. #UnlockEducation consists of 10 episodes, which POLIMI Graduate School of Management has helped to design and produce, together with the other Italian B-Corps under the guidance of NORO, available free of charge and accessible on YouTube, which offer food for thought on the main themes associated with sustainability, such as the circular economy, sustainable finance, the impact of climate change, biodiversity, waste management, etc.

# #WEDOITSMART: FOR ALL OF OUR 147 EMPLOYEES

Sustainability is being close to our 147 employees, especially during the hardest period of the pandemic, with the immediate activation of all the most advanced digital solutions to ensure the maximum flexibility and effectiveness of smart working, and a standard communication and engagement campaign – including a regular “digital coffee” – to make everyone feel our affinity and support.

**As we have said, these are just some examples, which, however, reflect the attention that POLIMI Graduate School of Management pays to sustainability, understood in a very broad sense and oriented to the entire ecosystem in which we operate, from staff, to students, to our alumni community, and to our country’s social and economic community.**

# THE CONCRETE OBJECTIVES THAT WE HAVE SET OURSELVES FOR 2022



If you try to draw conclusions from what has been said so far in this Sustainability Plan, you will realise three things.

The first is that the **concept of sustainability** that we are looking at is broad – it goes far beyond the mere environmental issue, it resonates with us and allows us to live our purpose more fully. However, it **can also be clearly identified and circumscribed**, at least for now, **in the 7 SDGs and 16 sub-goals** that we discussed in section 2.

The second is that, consistently with that which is indicated in the B-Corp certification and also well represented by the examples discussed in the previous section, **the areas to which it applies are different**. In the following text you **will find them divided into 3 areas**:

- 1. governance & stakeholders**, i.e. everything related to the management of POLIMI Graduate School of Management and its interactions with the complex stakeholder system;
- 2. the staff**, the actual engine of our activities and also our real interface with the outside world, especially outside the temporal and physical boundaries of the work activities;
- 3. the students**, those to whom our “job” is addressed and who have the task of inspiring, so that they may become professionals and people capable of ensuring a better future for all of us.

The third is that we now need to set some **concrete objectives**, which we must then translate into a set of actions that we are committed to carrying out in the course of this year, 2022. We have been discussing them internally for a long time and they have been shared with the management team of POLIMI Graduate School of Management, so we can briefly explain them here, precisely broken down in accordance with the abovementioned areas.

# GOVERNANCE & STAKEHOLDERS



# 1.

Undertake initiatives aimed at reducing our environmental impact by promoting awareness and participation, including through active involvement, of all stakeholders.

# 2.

To represent for all stakeholders a reference point on social and environmental sustainability issues, through a structured process of involvement and the promotion of initiatives aimed at improving their impact on the community.

# 3.

Prepare for the transformation into a Benefit Company by identifying objectives and KPIs that encourage the pursuit of a positive environmental and social impact and indicate a path for continuous improvement.

# 4.

Ensure transparency, competence, independence and participation in the School's governing and administrative bodies.

# 5.

In relationships with suppliers, expressly guarantee that the social and environmental sustainability and work equity requirements that we pursue for ourselves are respected, especially by favouring those who guarantee the greatest impact in the communities in which we operate, beyond mere income logic.

# STAFF



# 6.

Promote and extend the culture of feedback, encouraging both individual and team growth and encouraging the process of listening to employees as an integral part of the decision-making process and as a support to the pursuit of social and environmental objectives.

# 7.

Adopt tools and mechanisms that make the work-life balance of POLIMI Graduate School of Management employees safer and more flexible and promote awareness with the aim of improving personal and corporate wellbeing.

# 8.

Actively promote, by example and through training, awareness among POLIMI Graduate School of Management staff of the importance of social and environmental issues, of inclusion and of the fight against all forms of injustice and discrimination, and, with the involvement of local communities, encourage an effective contribution.

# 9.

Ensure that all employees are given reasonable and respectful financial treatment, fighting any form of discrimination and explicitly promoting policies of inclusion and wage equity.

# STUDENTS



## 10.

Contribute to the improvement and development of our students, as individuals and as professionals who want to “leave their mark” for a better community/society, through the promotion of social initiatives, targeted training activities and support services.

## 11.

Increase students’ awareness of the School’s policies and of the range of training, with a view to full transparency relating to compliance with the law and the objectives of the School and the commitments made in favour of the environment and the communities in which it operates.

CONNECT. IGNITE. MAKE.  
CONNECT. IGNITE. MAKE.



# THE STRUCTURE OF THE PLAN

**In the following sections, the 11 objectives that constitute the heart of the 2022 Sustainability Plan are further described following a tree logic.**

For each objective, the reference SDGs are reported, **and therefore the connection with the materiality matrix**, with a comment that helps the reader to review our purpose.

Each goal is then associated with one or more **concrete commitments**, even more specific actions that **translate the goal into something measurable**.

**Each commitment** is then presented with **an indication of what we actually want to achieve and by when**, so that this represents the basis, for 2023 and thereafter, **for recognising or not the achievement of our sustainability objective**.

Perhaps we could have stopped at a mere declaration of principle or a statement of the objectives that we wanted to pursue. The choice, which we believe can be defined as courageous, but which is also in line with our desire to be proudly a B-Corp, was to go into detail, to give precise guidance and also expose ourselves to the risk that some of these results may not be achieved and that some failures may therefore occur.

We think this is a way of inspiring and truly living our attention on sustainability, and, on the other hand, if there were any failures, in relation to our “job” it could only be a learning opportunity for the future.



PLANNING	DONE	IN PROGRESS	To-Do	REDO
		Marketing Proposal	Retrieving at set cost minimum 30% Sales Volume Economic event Business Reser	International Marketing strategy 25%

# Governance & Stakeholders

## GOAL

Undertake initiatives aimed at reducing our environmental impact by promoting awareness and participation, including through active involvement, of all stakeholders.

## CODE

# G1

## REFERENCE SDGS



## SUB-GOALS

7.2 - 7.3 - 12.6  
12.8 - 13.3

## OUR COMMITMENTS FOR 2022

- G1.1.** Join CO2ALIZIONE ITALIA.
- G1.2.** Define an explicit EPP (Environmentally Preferable Purchasing) policy and use it for purchasing products (paper, food, electronics, cleaning).
- G1.3.** Monitor the energy and water consumption, and the waste production of the NAVIGLI CAMPUS and set goals for improvement.

## WHAT WE BELIEVE IN

We have set ourselves this goal because we believe that the partnering approach that characterises our School can help us to involve our network, especially with reference to the corporate world, in a strong awareness-raising action on the importance of acting now to improve the environment in which we live and what we will leave as a legacy for our future.

## COMMITMENT

### Join CO2ALIZIONE ITALIA

**CODE**  
**G1.1.**

**BY WHEN**  
October 2022

#### WHAT WE INTEND TO DO IN 2022

- Formally join CO2ALIZIONE ITALIA, an initiative promoted by NATIVA and the Italian B-Corps but open to all companies in the country, which intends to aggregate all those who want to undertake to include the objective of climate neutrality by 2050 in their statutes.
- Prepare the amendments to the Statute of POLIMI Graduate School of Management to include the objective of climate neutrality by 2050, making particular reference not only to direct action but also to indirect action obtained through training.
- Further promote membership of CO2ALIZIONE ITALIA, acting as a sounding board for the initiative towards the corporates in our network.

#### WHAT KIND OF RESULTS WE WANT TO ACHIEVE

- Be one of the first companies in the country to join CO2ALIZIONE ITALIA and participate in the launch of the initiative.
- Prepare, so that it can be submitted for formal approval, the amendment of the Statute of POLIMI Graduate School of Management in accordance with the principle of climate neutrality.
- Create a communication plan and at least one event, dedicated to our community, for the dissemination of CO2ALIZIONE ITALIA's objectives and promotion of membership.

### Define an explicit EPP (Environmentally Preferable Purchasing) policy and use it for purchasing products (paper, food, electronics, cleaning)

**CODE**  
**G1.2.**

**BY WHEN**  
December 2022

#### WHAT WE INTEND TO DO IN 2022

- Formally approve and make public a model for the qualification of product suppliers (paper, food products, electronics, cleaning) that allows us to guarantee compliance with environmental sustainability requirements in line with those that we intend to pursue as a School.
- Apply the qualification model to all suppliers of the above products listed to date in the School's supplier list and gather the necessary information to verify compliance with the requirements.
- Initiate any scouting and selection of alternative suppliers in the event that the above requirements are not actually verified.

#### WHAT KIND OF RESULTS WE WANT TO ACHIEVE

- Have a publicly available policy on EPP purchases for products (paper, food, electronics, cleaning).
- Ensure that at least 80% of the suppliers of products (paper, food, electronics, cleaning) for the School meet the requirements of our EPP policy.

### Monitor the energy and water consumption, and waste production of the NAVIGLI CAMPUS and define improvement objectives

**CODE**  
**G1.3.**

**BY WHEN**  
December 2022

#### WHAT WE INTEND TO DO IN 2022

- Inaugurate in the new NAVIGLI CAMPUS, the first exclusively owned by POLIMI Graduate School of Management, a method of monitoring energy and water consumption through the digitisation of information deriving from energy and water bills;
- Set up a waste generation monitoring system linked to the School's activities (paper and other materials, catering waste, vending machine waste, etc) in order to recognise and measure the waste-generation habits of staff and students;
- Based on the above, build a complete system of indicators to be applied to the NAVIGLI CAMPUS.

#### WHAT KIND OF RESULTS WE WANT TO ACHIEVE

- Have a first baseline for measuring energy and water consumption related to the use of the NAVIGLI CAMPUS.
- Have a first baseline for measuring waste generation related to activities on the NAVIGLI CAMPUS.
- Draw up a plan of energy consumption and waste generation efficiency targets for 2023, with reference – first and foremost – to the NAVIGLI CAMPUS and identify possible ways of extending this to the BOVISA CAMPUS.

## SPHERE

# Governance & Stakeholders

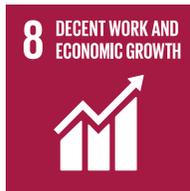
### GOAL

To represent for all stakeholders a reference point for social and environmental sustainability issues, through a structured process of involvement and the promotion of initiatives aimed at improving their impact on the community.

### CODE

# G2

### REFERENCE SDGS



### SUB-GOALS

# 8.4

### OUR COMMITMENTS FOR 2022

- G2.1.** Conduct an annual materiality assessment with stakeholder involvement to assess the relevance of the various SDGs.
- G2.2.** Define an explicit process of identifying the categories of less represented students (by geographical origin and gender) and devote a specific share of scholarships to them.

### WHAT WE BELIEVE IN

We believe that the definition of sustainability is “alive” and therefore we must always maintain an active process of listening and reflection to help us to identify how it is evolving from our stakeholders’ point of view. This also means that we are committed to bringing diversified profiles to POLIMI Graduate School of Management with respect to the current population, with the aim of further expanding our listening capacity.

## COMMITMENT

**Conduct an annual materiality assessment with stakeholder involvement to assess the relevance of the various SDGs**

CODE	BY WHEN
G2.1.	December 2022

### WHAT WE INTEND TO DO IN 2022

- Replicate the activity that led us to identify the 7 SDGs and the 16 sub-goals deemed relevant for POLIMI Graduate School of Management.
- Reassess, on the basis of the evidence, the materiality matrix and intervene with possible additions/modifications to the 2023 Sustainability Plan.
- Establish a stable model of stakeholder engagement that enables us to “automate” materiality assessment on an annual basis.

### WHAT KIND OF RESULTS WE WANT TO ACHIEVE

- Receive at least 210 responses to the stakeholder survey relating to materiality analysis, allowing us to reproduce the work undertaken for the drafting of this Sustainability Plan.
- Include the evaluation of the SDGs and sustainability sub-goals in the standard process of collecting feedback from students at the beginning and end of their Master’s training courses, so that collection can be automated.

**Define an explicit process of identifying the categories of less represented students (by geographical origin and gender) and devote a specific share of scholarships to them**

CODE	BY WHEN
G2.2.	October 2022

### WHAT WE INTEND TO DO IN 2022

- Analyse, on the basis of the geographical origin data relating to students who started their courses at POLIMI Graduate School of Management in 2021, the presence and possible extent of significant imbalances with respect to territorial representativeness, obviously taking into account the demography, distances and economic level of the countries.
- On the basis of the above, identify a list of possible target countries from which to seek to increase our ability to attract talent through forms of economic support.
- Launch a dedicated communication campaign, also with the support of partners (e.g. universities) located in those countries, in order to increase the likelihood of reaching suitable recipients.

### WHAT KIND OF RESULTS WE WANT TO ACHIEVE

- Have a map of the geographical origins of our students in 2021, identifying at least 4 target countries from which to increase the number of students for 2022/2023.
- Provide at least 20 Scholarships to cover part or all of the cost of taking a Master at POLIMI Graduate School of Business, to be reserved for students who come from target countries and who intend to start studying in 2022 and in the first half of 2023.

# Governance & Stakeholders

## GOAL

Prepare for transformation into a Benefit Company by identifying objectives and KPIs that stimulate the pursuit of a positive environmental and social impact and indicate the path for continuous improvement.

## CODE



## REFERENCE SDGS



## SUB-GOALS

4.4 - 4.5 - 5.1 - 7.2 - 7.3  
8.2 - 10.2 - 12.6 - 13.3

## OUR COMMITMENTS FOR 2022

- G3.1.** Prepare for the possible approval of the amendments to the Statute of POLIMI Graduate School of Management to become a Benefit Company.
- G3.2.** Define possible objectives (KPIs) that qualify our approach to sustainability, to be clearly monitored and communicated to stakeholders.

## WHAT WE BELIEVE IN

Continuing our path as a B-Corp means making the fact that we have a broader purpose than the economic one for our business even clearer and more binding. Our purpose drives us to inspire present and future generations of managers and entrepreneurs, and this can only be done with a concrete example, acting as POLIMI Graduate School of Management on our governance mechanisms.

## COMMITMENT

### Prepare for the possible approval of the amendments to the Statute of POLIMI Graduate School of Management to become a Benefit Company

CODE	BY WHEN
G3.1.	October 2022

#### WHAT WE INTEND TO DO IN 2022

- Draft a new version of POLIMI Graduate School of Management's Statute that incorporates the necessary changes in order to qualify as a Benefit Company.
- Discuss possible changes with Members and make them part of the process of identifying the sustainability objective that we intend to complement the economic objective.
- Evaluate, with the support of the legal offices, the implications of amending the Statute.

#### WHAT KIND OF RESULTS WE WANT TO ACHIEVE

- Have a new version of the POLIMI Graduate School of Management's Statute ready and internally validated as a benefit Company.
- Prepare the process for formal approval by the Partners, to be completed by the first half of 2023.

### Define possible objectives (KPIs) that qualify our approach to sustainability, to be clearly monitored and communicated to stakeholders

CODE	BY WHEN
G3.2.	November 2022

#### WHAT WE INTEND TO DO IN 2022

- Define a number of possible objectives (KPIs) that can be used to monitor our commitment to sustainability, based on criteria of transparency, measurability and communicability of these targets.
- Select and start measuring the KPIs deemed most suited to the purpose.
- Identify a baseline relating to 2021 and 2022, to be used for possible future improvement objectives.

#### WHAT KIND OF RESULTS WE WANT TO ACHIEVE

- Have at least 3 KPIs available to track our commitment to sustainability, to be communicated to our stakeholders
- Prepare the data collection and measurement process for 2021 and 2022.

## SPHERE

# Governance & Stakeholders

### GOAL

Ensure transparency, competence, independence and participation in the School's governing and administrative bodies.

### CODE

# G4

### REFERENCE SDGS



### SUB-GOALS

## 4.4 - 4.5 - 10.2

### OUR COMMITMENTS FOR 2022

- G4.1.** Prepare and have all directors and members of the Board of Directors sign the Conflict of Interest questionnaire annually.
- G4.2.** Publish the SUSTAINABILITY PLAN annually with an indication of the results achieved and the commitments for the following year.

### WHAT WE BELIEVE IN

Accountability is one of POLIMI Graduate School of Management's key values and this must translate, above all at the level of the School's governing and administrative bodies, into a willingness to undertake our commitments relating to sustainability with clarity and transparency.

## COMMITMENT

**Prepare and have all directors and members of the Board of Directors sign the Conflict of Interest questionnaire annually**

CODE	BY WHEN
G4.1.	November 2022

### WHAT WE INTEND TO DO IN 2022

- Prepare a conflict of interest questionnaire which, in addition to what is formally required by law, expressly indicates non-conflict with the sustainability objectives that POLIMI Graduate School of Management intends to pursue.
- Collect information and signatures to the conflict of interest questionnaire from members of the Board of Directors and all POLIMI Graduate School of Management's directors and governing bodies.

### WHAT KIND OF RESULTS WE WANT TO ACHIEVE

- Have all members of the Board of Directors, the Executive Committee, the Strategic Committee and all POLIMI Graduate School of Management's directors sign the questionnaire on conflicts of interest.
- Activate an automatic procedure for reviewing information and collecting signatures starting from 2023.

**Publish the SUSTAINABILITY PLAN annually with an indication of the results achieved and the commitments for the following year**

CODE	BY WHEN
G4.2.	July 2022

### WHAT WE INTEND TO DO IN 2022

- Develop the structure of POLIMI Graduate School of Management's sustainability plan, defining a presentation format that is consistent with the characteristics and purposes of our work.
- Draw up POLIMI Graduate School of Management's first Sustainability Plan and submit it for approval by the Executive Committee.
- Publish and give the maximum visibility in our community to the Sustainability Plan.

### WHAT KIND OF RESULTS WE WANT TO ACHIEVE

- Publish POLIMI Graduate School of Management's first Sustainability Plan for 2022.
- For each of the plan's objectives, indicate the commitments and concrete measures on the results that are to be achieved, so as to allow verification, starting from the second edition of the Sustainability Plan in 2023.

# Governance & Stakeholders

## GOAL

In relationships with suppliers, expressly guarantee that the social and environmental sustainability and work equity requirements that we pursue for ourselves are respected, especially by favouring those who guarantee the greatest impact in the communities in which we operate, beyond mere income logic.

## CODE

# G5

## REFERENCE SDGS



## SUB-GOALS

# 12.6 - 13.3

## OUR COMMITMENTS FOR 2022

- G5.1.** Prepare and use a questionnaire to measure the environmental and social sustainability of all suppliers.
- G5.2.** Prepare and update annually the list of preferred local suppliers, especially with reference to requirements for the food & beverage category.

## WHAT WE BELIEVE IN

Our purpose continually encourages us to take on the role of those who want to inspire, by example and through training, all those – be they individuals or companies – who come into contact with POLIMI Graduate School of Management. This must also be evident in our interactions with suppliers, of whom we have a duty to ask for serious reflection – such as that we have undertaken for ourselves – on their commitment to sustainability.

## COMMITMENT

**Prepare and use a questionnaire to measure the environmental and social sustainability of all suppliers**

CODE	BY WHEN
G5.1.	October 2022

### WHAT WE INTEND TO DO IN 2022

- Involve the Faculty who, within POLIMI Graduate School of Management, deal with sustainability and supplier evaluation, in order to develop – by adapting existing and currently used models – a questionnaire suited to our needs.
- Administer the questionnaire to the suppliers with the most substantial contracts for 2022 in order to establish a baseline for the current situation.
- Prepare guidelines for the activation and renewal of supply contracts starting from 2023 in line with POLIMI Graduate School of Management's sustainability commitments.

### WHAT KIND OF RESULTS WE WANT TO ACHIEVE

- Have a questionnaire to measure environmental and social sustainability available and digitally administrable to the suppliers of goods and services of POLIMI Graduate School of Management.
- Administer the questionnaire to all suppliers who individually represent at least 5% of total purchases in 2022.
- Adopt the questionnaire between the standard qualification procedures for activation and renewals of supply contracts starting from 2023.

**Prepare and update annually the list of preferred local suppliers, especially with reference to requirements for the food and beverage category**

CODE	BY WHEN
G5.2.	November 2022

### WHAT WE INTEND TO DO IN 2022

- Start scouting for local suppliers, with particular reference to the needs for the food & beverage category, for both the Bovisa Campus and the Navigli Campus.
- Evaluate the compliance of local suppliers with quality and cost-effectiveness requirements, also applying sustainability assessment in the cases provided for.
- Prepare a list of suppliers, to be communicated to all collaborators interested in the purchase process for the food and beverage category, and to be valid throughout 2023.
- Set up the process of automatic updating and adding/removing suppliers to/from the list.

### WHAT KIND OF RESULTS WE WANT TO ACHIEVE

- Have a list of at least 10 alternative suppliers from 2023 who are local and meet the requirements, which can be used for the food and beverage category, for both the Bovisa Campus and the Navigli Campus.
- Have developed the annual updating process of the list and the entry/exit management methods.

## SPHERE

# Staff

### GOAL

Promote and extend the culture of feedback, encouraging both individual and team growth and encouraging the process of listening to employees as an integral part of the decision-making process and as a support to the pursuit of social and environmental objectives.

### CODE

# C1

### REFERENCE SDGS



### SUB-GOALS

## 5.1 - 5.5 - 8.4

### OUR COMMITMENTS FOR 2022

- C1.1.** Adopt an evaluation form that explicitly takes feedback into account as a performance measurement tool.
- C1.2.** Activate working groups that voluntarily involve the staff in the definition of the initiatives to be included in the SUSTAINABILITY PLAN.

### WHAT WE BELIEVE IN

The growth of employees is one of POLIMI Graduate School of Management's fundamental objectives for two reasons: (i) because in most cases they represent the first real interface with our students and with our stakeholders and therefore, the "first impression" of the School is made through them; (ii) because they are the people alongside whom we work every day and who, like our students, must be ambassadors of our commitment to sustainability. It is not possible to imagine growth except through a continuous process of listening and feedback that makes each person individually feel like an object of attention.

## COMMITMENT

### Adopt an evaluation form that explicitly takes feedback into account as a performance measurement tool

CODE	BY WHEN
C1.1.	June 2022

#### WHAT WE INTEND TO DO IN 2022

- Overcome the mere logic of “numerical” KPIs for evaluating and rewarding staff, guaranteeing them a more comprehensive and fairer assessment, while at the same time allowing real feedback on how they work and their relationships with other staff.
- Prepare and test an evaluation sheet that explicitly introduces feedback as a measure of performance and provides for an assessor and evaluator to share and discuss openly.
- Gather feedback on the application of the form and plan for any revisions/integrations for 2023.

#### WHAT KIND OF RESULTS WE WANT TO ACHIEVE

- Evaluate all of our employees by the end of 2022 with a form that explicitly contains a reference to feedback on team behaviour and collaboration.
- Return at least 90% of the forms, with a collection of suggestions/ideas for improving them, by the end of 2022.
- Prepare and adopt an evaluation form from the beginning of 2023 that explicitly contains feedback as a measure of performance.

### Activate working groups that voluntarily involve the staff in the definition of the initiatives to be included in the SUSTAINABILITY PLAN

CODE	BY WHEN
C1.2.	June 2022

#### WHAT WE INTEND TO DO IN 2022

- Launch an open call to all staff to collect voluntary participation and the willingness to participate in working groups to support the development of the content of the 2023 Sustainability Plan.
- Start the working groups and direct them – also on the basis of evidence from the 2022 Sustainability Plan – in the development of concrete “commitments” for 2023.
- Communicate internally and share the results of the working groups, also in order to highlight the participants’ commitment.
- Consider making the system of working groups a permanent mechanism to support the development of the POLIMI Graduate School of Management’s Sustainability Plan.

#### WHAT KIND OF RESULTS WE WANT TO ACHIEVE

- Start at least 3 working groups in line with the three areas of the Sustainability Plan, i.e. Governance & Stakeholders, Staff, and Students.
- Involve at least 10% of POLIMI Graduate School of Management staff in these group activities.

## GOAL

Adopt tools and mechanisms that make the work-life balance of POLIMI Graduate School of Management employees safer and more flexible and promote awareness with the aim of improving personal and corporate wellbeing.

## CODE

# C2

## REFERENCE SDGS



## SUB-GOALS

# 5.B - 8.2 - 8.4

## OUR COMMITMENTS FOR 2022

- C2.1.** Adopt a transparent part-time job request policy that is valid for each employee from the moment of recruitment.
- C2.2.** Guarantee that all staff are able to subscribe to forms of supplementary private health insurance.

## WHAT WE BELIEVE IN

We are convinced that guaranteeing decent work and gender equality means, first and foremost, being concerned about the need to balance our staff's professional and private life, once again trying to give a concrete example of employee management, so that it can be an inspiration for all those who come into contact with POLIMI Graduate School of Management.

## COMMITMENT

### Adopt a transparent part-time job request policy that is valid for each employee from the moment of recruitment

CODE	BY WHEN
C2.1.	November 2022

#### WHAT WE INTEND TO DO IN 2022

- Evaluate, with the support of the legal department, the methods of adopting a policy for the request of part-time work by all our staff, according to the characteristics and methods provided for by the respective contractual frameworks.
- Approve the part-time job request policy, which will apply to all employees and new hires starting from 2023.
- Communicate the new policy for requesting part-time work to all staff and prepare the procedures for communicating this to candidates in the selection process.

#### WHAT KIND OF RESULTS WE WANT TO ACHIEVE

- Adopt a policy, available internally, on requests for part-time work for the different categories of employee, right from the moment of hiring.
- Ensure that the communication is available to 100% of staff in place at the end of 2022.

### Guarantee that all staff are able to subscribe to forms of supplementary private health insurance

CODE	BY WHEN
C2.2.	September 2022

#### WHAT WE INTEND TO DO IN 2022

- Start scouting to select providers of supplementary private health insurance services suitable for the characteristics of POLIMI Graduate School of Management.
- With the support of the legal department, evaluate the means by which all staff can adhere to forms of supplementary private health insurance for 2022 and 2023, according to the characteristics and methods provided for by the respective contractual frameworks.
- Communicate the methods and forms of adherence to supplementary private health insurance, ensuring maximum transparency with regard to the economic criteria for participation and the benefits covered.

#### WHAT KIND OF RESULTS WE WANT TO ACHIEVE

- Make available to all employees the possibility to join, under clear and transparent conditions, a supplementary private health insurance delivered through POLIMI Graduate School of Management for 2022 and 2023.
- Aim for at least 30% of employees to join the supplementary private health insurance delivered through POLIMI Graduate School of Management.

## SPHERE

# Staff

### GOAL

Actively promote, by example and through training, awareness among POLIMI Graduate School of Management staff of the importance of social and environmental issues, of inclusion and of the fight against all forms of injustice and discrimination , and to encourage, with the involvement of local communities, an effective contribution.

### CODE



### REFERENCE SDGS



### SUB-GOALS

4.4 - 4.7 - 5.1 - 5.B  
10.2 - 12.8

### OUR COMMITMENTS FOR 2022

- C3.1.** Provide to all staff – within the framework of the annual training plan – training opportunities on social and environmental issues.
- C3.2.** Provide to all employees – within the framework of the annual training plan – training opportunities on the issues of inclusion and diversity.
- C3.3.** Give all staff – through “The Leave Your Mark” initiative – the opportunity to activate a project of collaboration with social and voluntary organisations and bodies.

### WHAT WE BELIEVE IN

Being a School means dedicating ourselves to the training of our students, also and above all on topics related to sustainability. However, when the theme is so central to our future, it is necessary that those who work with us also have thorough knowledge of it and experience it firsthand. The personal development of staff and the possibility of making them live their commitment to sustainability must therefore become an integral part of our activities.

## COMMITMENT

**Provide to all staff – within the framework of the annual training plan – training opportunities on social and environmental issues**

<b>CODE</b>	<b>BY WHEN</b>
<b>C3.1.</b>	December 2022

### WHAT WE INTEND TO DO IN 2022

- Review the contents of the annual training plan and, also by taking advantage of the development of the content linked to the Masters in Sustainability Management platform, expressly provide a range of courses dedicated to the themes of sustainability, according to the structure provided in this Sustainability Plan.
- Inform all employees of the new training plan on offer for the period 2022-2023.
- Start possible scouting and selection of alternative content to complement the courses offered by POLIMI Graduate School of Management, also on the basis of feedback received from the staff in relation to the range of training on offer.

### WHAT KIND OF RESULTS WE WANT TO ACHIEVE

- Make available at least 4 courses in the field of sustainability, according to the structure of the Sustainability Plan, to all our staff in the offer for the period 2022-2023.
- Have at least 5% of staff who have taken a course on sustainability before the end of 2022.

**Provide to all employees – within the framework of the annual training plan – training opportunities on the issues of inclusion and diversity**

<b>CODE</b>	<b>BY WHEN</b>
<b>C3.2.</b>	December 2022

### WHAT WE INTEND TO DO IN 2022

- Review the contents of the annual training plan and expressly provide courses dedicated to the themes of inclusion and diversity, according to the structure of this Sustainability Plan.
- Inform all employees of the new training plan on offer for the period 2023.
- Start possible scouting and selection of alternative content to complement the courses offered by POLIMI Graduate School of Management, also on the basis of feedback received from the staff in relation to the range of training on offer.

### WHAT KIND OF RESULTS WE WANT TO ACHIEVE

- Make available at least 2 courses in the field of inclusion, according to the structure of the Sustainability Plan, to all our staff in the offer for the period 2023.

**Give all staff – through “The Leave Your Mark” initiative – the opportunity to activate a project of collaboration with social and voluntary organisations and bodies**

<b>CODE</b>	<b>BY WHEN</b>
<b>C3.3.</b>	July 2022

### WHAT WE INTEND TO DO IN 2022

- Launch a call to all employees to nominate any social and voluntary bodies they know for the 2022 “Leave Your Mark” project (also see below), which provides for the support of a team of alumni to resolve specific management issues.
- Check and select the projects to be included in the 2022 “Leave Your Mark” initiative.
- Start any scouting and selection activities relating to social and voluntary bodies and organisations which originate from staff notifications, with a view to their possible involvement for subsequent editions.

### WHAT KIND OF RESULTS WE WANT TO ACHIEVE

- Collect at least 10 entries from at least 5 members of staff for the 2022 “Leave Your Mark” project.
- Launch a project relating to at least one of the entries received in the 2022 “Leave Your Mark” initiative.

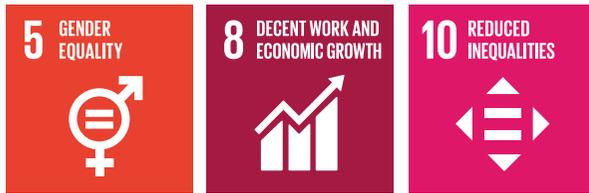
## GOAL

Ensure that all employees are given reasonable and respectful financial treatment, fighting any form of discrimination and explicitly promoting policies of inclusion and wage equity.

## CODE

# C4

## REFERENCE SDGS



## SUB-GOALS

# 5.1 - 5.5 - 8.2 - 10.2

## OUR COMMITMENTS FOR 2022

- C4.1.** For all permanent staff, maintain the ratio of remuneration within that of 1 to 8.
- C4.2.** Conduct an annual survey on gender identity, race/ethnicity, disability and other demographic factors to be able to monitor employee diversity.
- C4.3.** Designate an internal manager of diversity, equity and inclusion in the workplace.

## WHAT WE BELIEVE IN

The financial dignity of work, including in an advanced service context such as that of Business Schools, remains a fundamental factor to be preserved and to which, in terms of transparency, we must respond with a concrete commitment. Social dignity must be combined with economic dignity, putting in place all the mechanisms to guarantee equal treatment to all POLIMI Graduate School of Management employees.

## COMMITMENT

**For all permanent staff, maintain the ratio of remuneration within that of 1 to 8**

CODE	BY WHEN
C4.1.	September 2022

### WHAT WE INTEND TO DO IN 2022

- Analyse permanent employees' total remuneration data for 2021 and assess the deviation between the minimum and maximum values found.
- Define guidelines on possible rebalancing procedures for employees with a remuneration ratio of less than 1:8.
- Monitor the performance of remuneration during 2022, with particular reference to permanent new hires.

### WHAT KIND OF RESULTS WE WANT TO ACHIEVE

- Find any discrepancies in less than 2% of the total number of employees.
- In the cases found, identify re-equilibrium solutions to be active from 2023.

**Conduct an annual survey on gender identity, race/ethnicity, disability and other demographic factors to be able to monitor employee diversity**

CODE	BY WHEN
C4.2.	December 2022

### WHAT WE INTEND TO DO IN 2022

- Prepare the employee diversity questionnaire to be used for an annual survey.
- Administer the survey anonymously to all staff, with the aim of determining the baseline to identify possible actions for rebalancing diversity.
- Define the guidelines for recruitment policies for 2023, including those relating to staff diversity.

### WHAT KIND OF RESULTS WE WANT TO ACHIEVE

- Obtain responses from at least at least 50% of subjects to the employee diversity survey.
- Assess the degree of diversity of employees for 2022 and propose initiatives to increase diversity from 2023.

**Designate an internal manager of diversity, equity and inclusion in the workplace**

CODE	BY WHEN
C4.3.	December 2022

### WHAT WE INTEND TO DO IN 2022

- Open an internal call among staff to evaluate any applications, taking into account specific skills, to be the internal contact for diversity, equity and inclusion.
- Initiate any scouting and selection of alternative profiles in the event that the above requirements are not actually verified.
- Determine a shortlist of possible candidates, from whom to select the person responsible for diversity, equity and inclusion.

### WHAT KIND OF RESULTS WE WANT TO ACHIEVE

- Collect at least three possible candidates for the role of Diversity, Equity and Inclusion Manager from among internal candidatures and external scouting.
- Plan for the role to be in place by 2023, with the relative financial allocation.

## SPHERE

# Students

### GOAL

Contribute to the improvement and development of our students, as individuals and as professionals who want to “leave their mark” for a better community/society, through the promotion of social initiatives, targeted training activities and support services.

### CODE

# A1

### REFERENCE SDGS



### SUB-GOALS

4.3 - 4.4 - 4.5 - 4.7  
4.B - 8.2 - 10.2 - 12.8

### OUR COMMITMENTS FOR 2022

- A1.1.** Promote a civic engagement information centre that helps students identify and broaden opportunities to actively engage with and support the local community.
- A1.2.** Encourage and monitor project work annually with social objectives and/or with the involvement of voluntary organisations and bodies.
- A1.3.** Promote for **all** students an educational activity related to the School's objective to “SHAPE A BETTER FUTURE FOR ALL”.
- A1.4.** Monitor the remuneration of our graduates annually and assess their growth.

### WHAT WE BELIEVE IN

Our purpose encourages us to guarantee, through our students, a better future for all. This entails even greater attention not only to the content of our training, but also to the ways in which we enable students to experience their commitment to sustainability. Ensuring that they have opportunities for concrete action in this area and providing them with the conceptual tools to understand their impact must therefore be one of POLIMI Graduate School of Management's priorities.

## COMMITMENT

**Promote a civic engagement information centre that helps students identify and broaden opportunities to actively engage with and support the local community**

CODE	BY WHEN
A1.1	December 2022

### WHAT WE INTEND TO DO IN 2022

- Start scouting for and selecting non-profit sector organisations and bodies located near our campuses where voluntary activities can freely be carried out.
- Prepare a list of available opportunities, also classified on the basis of the type of activity and any requirements (for example, knowledge of Italian).
- Communicate the opportunities available to all students and support them in contacting selected institutions and organisations.
- Prepare the process for gathering information about the activities actually carried out and feedback from the students involved.

### WHAT KIND OF RESULTS WE WANT TO ACHIEVE

- Select at least 10 institutions and organisations from the non-profit sector located near our campuses which are willing to welcome our students as volunteers.
- Involve at least 20 students interested in volunteering, as a first experiment, by the end of 2022.

**Encourage and monitor project work annually with social objectives and/or with the involvement of voluntary organisations and bodies**

CODE	BY WHEN
A1.2	November 2022

### WHAT WE INTEND TO DO IN 2022

- Start scouting for and selecting non-profit institutions and organisations willing to host structured projects (project work) with the direct involvement of our students.
- Identify concrete project proposals to put to our students, starting with those attending the Masters in Sustainability Management.

### WHAT KIND OF RESULTS WE WANT TO ACHIEVE

- Receive at least 5 proposals from non-profit bodies and organisations to be put forward for 2023 project work activities.

## COMMITMENT

**Promote for ALL students an educational activity related to the School's objective to "SHAPE A BETTER FUTURE FOR ALL"**

CODE	BY WHEN
A1.3	December 2022

### WHAT WE INTEND TO DO IN 2022

- Prepare training content in the form of a MOOC to be made available to all students on the theme of our purpose, "Shape a better future for all"
- Advise all the students of the availability of the training content.
- Set up a process to monitor the actual use of the training content and the collection of feedback on the content and methods of use by the students.

### WHAT KIND OF RESULTS WE WANT TO ACHIEVE

- Devise a "shape a better future for all" MOOC with a total duration of at least 2 hours, to be made available to all students during 2023.

**Monitor the remuneration of our graduates in training programmes on an annual basis and assess their growth**

CODE	BY WHEN
A1.2	October 2022

### WHAT WE INTEND TO DO IN 2022

- Collect, anonymously, "pre-" and "post-" remuneration data relating to our students.
- Analyse the data and build a baseline that can be used for monitoring and communication purposes.

### WHAT KIND OF RESULTS WE WANT TO ACHIEVE

- Have at least 60% of pupils available from at least five training programmes which ended in 2021.
- Automate the data collection tool so that it can be deployed on an extensive basis from 2023.



# Students

## GOAL

Increase students' awareness of the School's policies of and of the range of training on offer, with a view to full transparency in relation to compliance with the law, the objectives of the School and the commitments made in favour of the environment and the communities in which it operates.

## CODE

# A2

## REFERENCE SDGS



## SUB-GOALS

# 4.3 - 4.5 - 4.B

## OUR COMMITMENTS FOR 2022

- A2.1.** To promote an **Inclusion Plan** that guarantees that all students, regardless of their gender or disability status, can benefit fully from the School's services.
- A2.2.** Increase transparency vis à vis students relating to information about the SUSTAINABILITY PLAN, and RELATIONSHIPS with companies and institutions.
- A2.3.** Share the results of the satisfaction questionnaires relating to educational activities with all employees annually.

## WHAT WE BELIEVE IN

The quality of education means, first and foremost, that it is accessible to anyone who is in a state of physical or learning difficulty and who needs support in order to be able to enjoy its full benefits. Similarly, transparency of information relating to measuring the quality of our education is essential, not only as a means of promotion, but also for constructive debate with students and staff.

## COMMITMENT

**Promote an Inclusion Plan that guarantees that all students, regardless of their gender or disability status, can benefit fully from the School's services**

CODE	BY WHEN
A2.1.	September 2022

### WHAT WE INTEND TO DO IN 2022

- Develop a first version of the Inclusion Plan, to accompany the Sustainability Plan, with an indication of the specific objectives and commitments regarding the treatment of students with disabilities, also in relation to learning.
- Assess the investments necessary to ensure continued support from 2023 for pupils in the conditions laid down in the plan.
- Prepare communication and training initiatives aimed at gender equality, evaluating the sensitivity of our students on this matter.

### WHAT KIND OF RESULTS WE WANT TO ACHIEVE

- Prepare and communicate an inclusion plan, with initiatives for students in 2023.

**Increase transparency vis à vis students relating to information about the SUSTAINABILITY PLAN, and RELATIONSHIPS with companies and institutions**

CODE	BY WHEN
A2.2.	December 2022

### WHAT WE INTEND TO DO IN 2022

- Prepare the communication plan relating to the Sustainability Plan, the report on relationships with companies and institutions (at international level) of POLIMI Graduate School of Management, to be dedicated to our students and, more generally, to stakeholders.
- Establish a mechanism for monitoring the dissemination of the documents indicated above and for collecting feedback on their content and forms of communication.

### WHAT KIND OF RESULTS WE WANT TO ACHIEVE

- Reach at least 90% of current students during 2022 with the communication of the Sustainability Plan and that on relationships with companies and institutions.
- Reach a level of at least 30% of the students having viewed the documents.

**Share the results of the satisfaction questionnaires relating to educational activities with all employees annually**

CODE	BY WHEN
A2.3.	December 2022

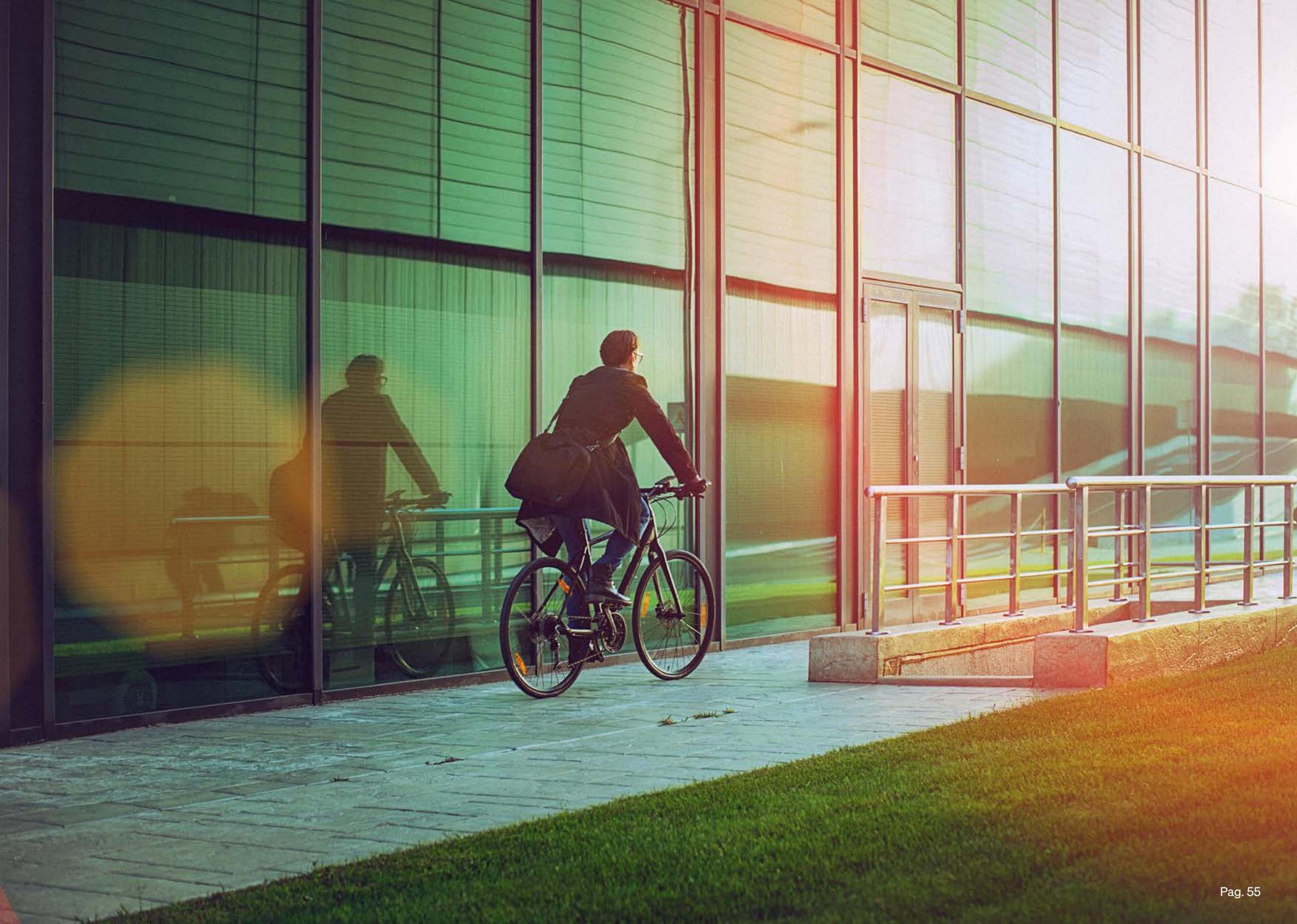
### WHAT WE INTEND TO DO IN 2022

- Use the get-togethers of all POLIMI Graduate School of Management staff to communicate the results of our students' satisfaction questionnaires related to educational activities.
- Share the improvement goals for 2023 and the actions taken by different organisational areas to increase student satisfaction.

### WHAT KIND OF RESULTS WE WANT TO ACHIEVE

- Use the year-end get-together to communicate to all staff the results of student satisfaction with the educational activities.
- On the same occasion, present the continuous improvement actions of all areas of the organisation.

# AN OVERVIEW AND A FINAL CHALLENGE



The path that started with this SUSTAINABILITY PLAN is one we have imagined as being destined to lead POLIMI Graduate School of Management first of all towards a stronger awareness of its impact and, through this, to a greater ability to inspire innovators, managers, entrepreneurs and directors of bodies and organisations who attend our lectures, or, in more general terms, come into contact with us, to take charge of building a better future for all.

It is a long path that has just begun, which has many ramifications, and that has led us **from the 7 most important SDGs to us** to making **28 concrete commitments** – which the following table summarises in terms of time – around governance & stakeholders, staff and students.

The challenge is to complete these 28 commitments by 2022 and renew them, review them, and add new ones for the coming year.

To these we want to add one final one, which is a little like the synthesis of all of them, because it represents a tangible result:

**Obtain a “certified” B impact Assessment of at least 100 in 2023 which would mean an increase of 10% against the initial evaluation obtained.**

It is an ambitious goal, which would lead us to global excellence in the B-Corp world. It is a “risky” objective because it can be easily verified from outside and is not “adjustable”.

We want to achieve this for 3 reasons:

- because only through measurement – with an independent monitoring mechanism – can we assess our actions and progress, giving us objectives and verifying their achievement;
- because we want to be recognised as belonging to the B-Corp community and to obtain further visibility and impetus from our positioning;
- because it is a unique feature that allows us to build a differential with respect to other Business Schools, but also to distinguish and specify our efforts within the most varied initiatives of the School of Management and the Politecnico di Milano.

Finally, we do not wish to conceal **one last ambition**: that of **being an example and inspiration for other Business Schools**. We recalled at the beginning how often the “job” of the business school is viewed almost as antithesis to the theme of sustainability. Not only do we think the opposite – otherwise this plan would not exist – but we are also convinced that **today, the conditions exist for all Business Schools to reflect on what contribution they can make to sustainability**. We also invite them to read this document, in the hope of starting a profound and constructive dialogue on these issues.

The next appointment for everybody is the 2023 SUSTAINABILITY PLAN.

SPHERE	GOAL	COMMITMENT						
		Jan. - Jun.	July	August	September	October	November	December
Governance & Stakeholders	G1					G1.1		
								G1.2
								G1.3
	G2					G2.2		G2.1
	G3					G3.1		
Staff	G4		G4.2				G3.2	
							G4.1	
	G5					G5.1		
							G5.2	
	C1	C1.1						
	C1.2							
C2						C2.1		
				C2.2				
	C3							C3.1
			C3.3					
C4				C4.1				
								C4.2
								C4.3
Students	A1						A1.2	A1.1
								A1.3
						A1.4		
	A2				A2.1			
								A2.2
							A2.3	

