



POLITECNICO
MILANO 1863



STRATEGIC . PLAN
sustainability
2023-2025

2024 Update and 2023 Sustainability Report

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→ PREFACE

PREFACE TO THE STRATEGIC SUSTAINABILITY PLAN 2024 UPDATE

Little time has passed since the drafting of the *Strategic Sustainability Plan 2023-25* of Politecnico di Milano and it is already time to take stock (*Sustainability Report 2023*) and, above all, to address the next steps. The last six months have been quite intense. We dialogued with hundreds of people and strengthened the governance model of our University's sustainable development. The main element of satisfaction has been recognising the willingness and passion that colleagues and students put into this work.

The first results are flattering. With reference to the 77 targets of the original 2023-25 Plan, which correspond to 61 strategic goals, we are on track to achieve 71 of them by 2025. The need is emphasised to devote special attention to 15 of them in particular over the next two years, including in organisational terms. More specifically, eight targets were met or exceeded as early as in 2023, and we have considered to further raise the value of 5 other targets.

More than satisfactory results were achieved, for example, in the 'Environment' Area, where the gap to be bridged was, and in some ways still is, significant. We are back in line with the target of reducing CO₂ emissions compared to 2015 and are proceeding with ambitious projects in terms of redevelopment and de-impermeabilisation of public land and increasing green areas (see 'La Goccia'). We also continued our work in the areas 'Diversity and Inclusion', 'Innovation and Social Responsibility' and 'Diritto allo Studio (Right to Education)', where we were already starting from an advantageous position. Special mention should be made of the results achieved in the 'Psychological well-being and health' and 'Sport' areas, with a significant increase in the opportunities offered by our university. Politecnico di Milano's commitment to covering scholarships for all eligible students from its own funds, in addition to the resources from governmental and regional authorities, is also considerable. Our effort to promote full accessibility of spaces and teaching is also remarkable.

Also relevant are reflections on the perspective of sustainable development in the two main missions of the University: education and research. We are continuing straight along the set course, ranging from the creation of a set of programmes on sustainable development to an ever increasing commitment to research sustainability themes and providing postgraduate training opportunities. This does not detract from the fact that we are absolutely aware that real achievements in these two areas are measured in terms of the skills acquired by our students and not merely in terms of the content introduced in the programmes. It will therefore be important to continue to invest our energies in identifying the most suitable instruments and consistently setting their goals.

Over the last six months, our main concern has been activating extensive and direct dialogue with our stakeholders (through what in jargon we all a 'materiality analysis'). We have favoured a personal relationship start-

ing with the Strategic Sustainability Plan 2023-25, gathering numerous suggestions for improvement and as many proposals for integration, with great willingness to implement them.

Internal discussion (with Departments, Schools, Campuses, Student Representatives and Associations and the Central Administration) was essential to convey the strategic significance of sustainability to our University and to engage everyone in a work that would expand from the individual to a collective dimension. All Departments and Campuses have accepted to take charge of one or more of the goals of the Plan, each according to their competences and responsibilities.

External discussion involved public institutions, such as the European Commission, companies, philanthropic foundations, the non-profit sector as well as impact finance. This discussion reassured us with regard to the path undertaken - clearly expressed and appropriately ambitious strategic intentions, a rich and comprehensive framework of goals and indicators, a well-structured governance system - while also highlighting many areas for improvement. There are indeed several themes that have not yet been adequately developed; these include, for instance, sustainability in purchasing processes, support for entrepreneurship on sustainability, the digital perspective and digital transformation, greater and more far-reaching attention to diversity and inclusion, orientation and training on sustainable development for the youngest (children and teenagers). Therefore, we have added 3 new targets and 16 new actions in this updated version of the Plan, and over the next year and a half we will also work on the other targets and actions, also with a view to the new Strategic Plan 2026-28.

We are well aware, and we do not hide it, that some of the most critical themes require a long-term perspective in order to be tackled in a serious and effective way. This is the case of the reduction CO₂ emission, green and sustainable building, full accessibility of our Campuses as well as the territories in which they are located, the gender balance in our educational programmes... That is the reason that we are developing specific plans with a long-term horizon. These include the Energy Plan, the CO₂ Mitigation Plan and the Climate Change Adaptation Plan, the Gender Equality Plan, a Plan for the sustainable development of our social proximity innovation projects (Off Campus).

The second half of 2023 and the first months of 2024 were also an opportunity to strengthen our governance model for sustainable development. We have consolidated the system of the Sustainability Working Groups (10 groups with more than 200 participants from our community of colleagues and students), which are a formidable tool for participation and widespread innovation (in a year and a half of work, more than 70 ideas were originated). A systematic process was also developed to translate the Strategic Plan goals and targets into actions and performance indicators that have been assigned to all structures responsible for their implementation, and a dashboard for data collection and analysis was also set up.

There are still some working directions we deem to be essential for the full engagement of the entire community. First, a broader and more widespread participation of students, so that they can fully express their enormous potential. Second, a more comprehensive internal communication process promoting the dissemination of good practices (remembering that we want to be leader-by-example). And last but not least full participation of our community to internal training projects on sustainability themes. We still have so much to learn!!

In conclusion, we renew our deepest and most sincere thanks to all those who have engaged with us in this fascinating journey towards a more respectful, fairer, more humane, more beautiful, and in a word, more sustainable development of society.



DONATELLA SCIUTO
Rector



ALESSANDRO PEREGO
Vice-Rector for Sustainable Development
and Societal Impact

PREFACE 2023

The first Sustainability Strategy of Politecnico di Milano, the natural continuation of the University's 2023-2025 Strategic Plan, is the expression and completion of a vision that identifies care and commitment to the well-being of people, the environment and, more generally, of our community as a top priority. To the term 'sustainability', now recurrent in the dynamics of economics and social progress, we explicitly associate that of development, which encompasses key concepts such as growth and regeneration.

It is in this sense that our definition of 'sustainable development' does not merely indicate a set of individual, practical, specific activities, but is indicative of a style that guides all our decisions. These choices are capable of generating a positive impact in the short and, above all, in the long term, on the environment and society, on present and future generations. It is a unifying perspective on the three missions of the University research, social responsibility.

What we are experiencing is in fact a momentous, all-encompassing change. Sustainable development is gradually emerging as a new reference model, far removed from the ways of thinking that have dominated recent decades such as neo-liberal capitalism and expansive globalisation, which have clearly shown their limits in their inability to address major issues ranging from climate change to social inequalities.

This transformation must be supported by a new ethics - the ethics of sustainability - so that intentions are followed by a real change in structure and practice, doctrine and behaviour.

This is why we want to support and guide this transformation in line with our vision to be "A leading guide. A solid, recognisable and reliable reference point for sustainable development in Italy and Europe. This is how Politecnico di Milano intends to distinguish itself in the coming years: by its ability to tackle the main scientific and technological challenges according to an ethical dimension that interprets and declines the very concept of sustainability as a synonym for equity, inclusion and shared growth." (STRATEGIC PLAN 2023-2025)

In order to contribute to this transformation, we need a strategic perspective that combines long-term goals with short-term actions, which gives a sense of urgency and the absolute necessity for renewal. Therefore, the aim of this document is to mark a change of pace, to show our transformative potential, to draw an unambiguous path of development for the university in which both the Sustainability Strategy and the University Strategic Plan converge.

The Strategic Sustainability Plan is built around six priorities, which emerged during dialogue with our main stakeholders. We list them below: 1. being a more welcoming and inclusive place, ensuring equal opportunities and enhancing people's uniqueness; 2. Extending the commitment of our scientific research on the key issues of sustainability; 3. Including sustainability as a pervasive element in our educational offer; 4. Guaranteeing equal by making our expertise available in a logic of responsibility and reciprocity; 6. Promoting innovation and experimentation in the field of environmental.

The Strategy offers a twofold interpretation. The first is the internal one, which helps us 'tidy up our home' and be perceived as leader-by-example. 'An organisation can find its soul only if it has its own house in order,' write Paul Polman and Andrew Winston in *Net Positive*¹. It is incredibly easy to 'slip' on this point. It will be inevitable. However, we are convinced that we are the first ones to need education: a community of almost 60,000 people, including students and staff, who every year introduces almost 10,000 young professionals to the labour market. The second is external and looks at the broader context. It considers different scales of impact, from the most immediate proximity to global outreach. It is here that we can express an unparalleled potential for ideas, research and innovation, culture and education, social responsibility and scientific diplomacy. The university has all the credentials to be a major agent for change.

Let us close on a positive note. The framework and objectives we have outlined in these pages are the result of long reflection and synergistic work. We would like to thank all those, from the faculty to the technical and administrative staff and to the students, who made a valuable contribution to the drafting of this proposal which, in our personal opinion, represents a good balance between ambition and realism. Indeed, we believe that the targets indicated are reasonably and responsibly ambitious. In some cases, we took a bold leap of courage, in others we raised the bar beyond the limit. We are brave enough to try to overcome it and very determined to do so. What is stopping us from leading the way towards sustainable development? Nothing. We think nothing is preventing us to. We derive our strength in all the people of our community, in the skills, creativity and imagination that have belonged to us for one hundred and sixty years. We are innovators by tradition.

¹ P. Polman, A. Winston, *Net Positive: How Courageous Companies Thrive by Giving More Than They Take*, Harvard Business School Press, Boston, 2021.





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THE INTERNAL CONTEXT

- Politecnico di Milano
- From the University Strategic Plan to the Strategic Sustainability Plan
- The governance of sustainability
- Sustainability Working Groups
- Sustainability Rankings
- The figures of sustainability in 2023

→ THE INTERNAL CONTEXT

IL POLITECNICO DI MILANO

Politecnico di Milano was established in 1863 and today is among the most recognised Italian Universities in the field of science and technology. It is a modern University where quality and innovation in both teaching and research are the foundations of a strong and lasting relationship with the socio-productive fabric and with the main foreign institutions in the fields of architecture, design and engineering. The educational offer (A.Y. 2022/2023) includes 26 three-year Laurea programmes (equivalent to Bachelor of Science, hereinafter also referred to as L; 1 L is in collaboration with another university), 46 Laurea Magistrale Programmes (equivalent to Master of Science, hereinafter also referred to as LM; 4 LMs are in collaboration with other universities), 20 PhD programmes, 1 Graduate School in Architectural and Landscape Heritage, 189 active programmes including first- and second-level Specialising Masters and post-graduate programmes. Such a rich offer has made Politecnico become a reference centre for education in engineering, architecture and design, both at the national and international level and worldwide, with a total of almost 48,000 students enrolled (A.Y. 2022/2023), 1,893 PhD students, 742 temporary research fellows, a teaching staff of 1,811 people and a technical and administrative staff of 1,335 people (as of 31/12/2023).

Politecnico has always focused on the quality and innovation of teaching and research and through experimental research and technology transfer has developed fruitful relationships with the world of the economy and production. Research, which is ever more linked to teaching, is a priority commitment that enables Politecnico to achieve high-level results on the international scene and bring the university and the business world together. In addition, research is part of our path of cooperation and alliance with the industrial system. The challenge today is to project Politecnico's strongly-rooted territorial tradition beyond the Italian borders, in a confrontation that is first and foremost at European level. Today, the push towards internationalisation sees the University participate in the European and global network of major technical universities and offer numerous exchange and double degree programmes as well as several study programmes that are entirely delivered in English.

THE SITES

In addition to the Leonardo and Bovisa Campuses in Milan, Politecnico has four other Campuses: Lecco, Piacenza, Cremona and Mantova, respectively. These were established in the framework of a long-term project implemented with multi-year development plans aimed at integrating teaching, research and technology transfer, in accordance also with the specificities, needs and opportunities of the local area. In addition, Politecnico also has an Italian-Chinese Campus in Shanghai and Xi'an. It was established following the conclusion of international exchange and double degree agreements with around 30 Chinese Universities.

THE ORGANISATION: DIVISIONS, DEPARTMENTS, SCHOOLS

Politecnico develops its research and teaching activities through 12 Departments

and 4 Schools, and also includes a PhD School, which sets the guidelines and coordinates the University's PhD programmes. Departments are the institutional seats for carrying out research in content-related areas and developing the corresponding competences for teaching activities. Politecnico di Milano has twelve Departments, as follows:

- Architecture and Urban Studies
- Architecture, Built Environment and Construction Engineering
- Chemistry, Materials and Chemical Engineering
- Design
- Electronics, Information and Bioengineering
- Energy
- Physics
- Civil and Environmental Engineering
- Management, Economics and Industrial Engineering
- Mathematics
- Mechanical Engineering
- Aerospace Science and Technology

The Schools are the structures that oversee teaching activities by coordinating the study programmes offered by the University. In order to effectively cover the teaching areas within the remit of Politecnico di Milano, four Schools have been established:

- Architecture, Urban Planning, Construction Engineering
- Design
- Civil, Environmental and Land Management Engineering
- Industrial and Information Engineering

In carrying out its activities, Politecnico relies on an administrative structure coordinated by the University General Management, which includes 9 Divisions:

- Campus life
- Research, Innovation and Corporate Relations
- Education
- Public Engagement and Communication
- Supplies and Facility Management
- ICT Services
- Real Estate; Construction and Development
- Financial Management and Economics
- HR & Organisational Development

THE CONSORTIA, FONDAZIONE POLITECNICO DI MILANO AND POLIHUB

Consortia are an essential part of the Politecnico di Milano's ecosystem and operate in **research** and **post-graduate and continuing education**; in particular, consortia deliver more than 85% of Politecnico's Specialising Masters, thus being a point of reference for the Departments' offer of educational activities for graduates, professionals and companies. The main consortia of Politecnico di Milano are:

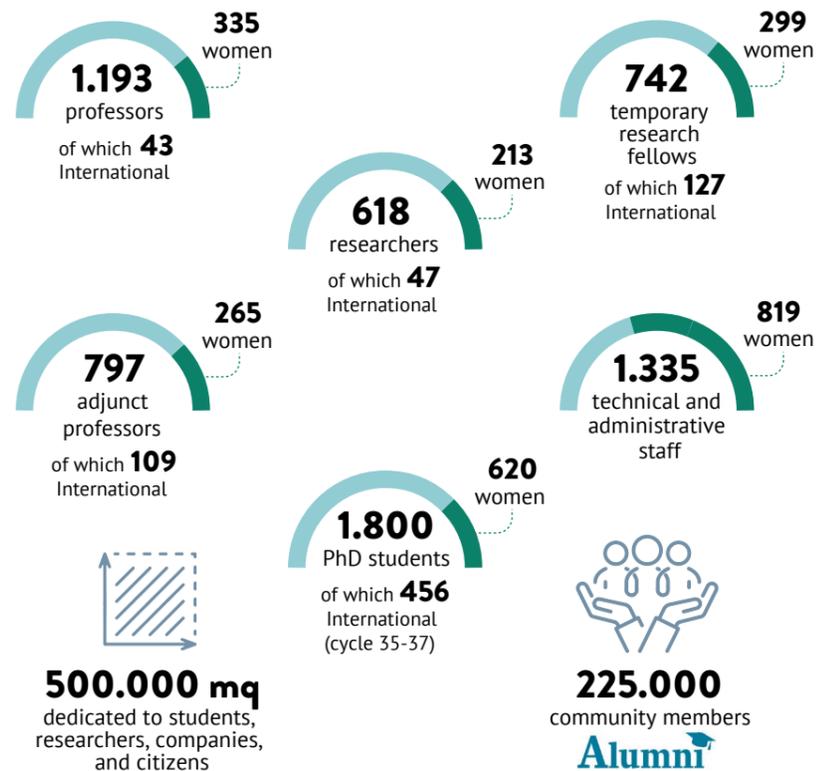
- **Cefriel**, which carries out research, high-level education and consultancy

activities in ICT

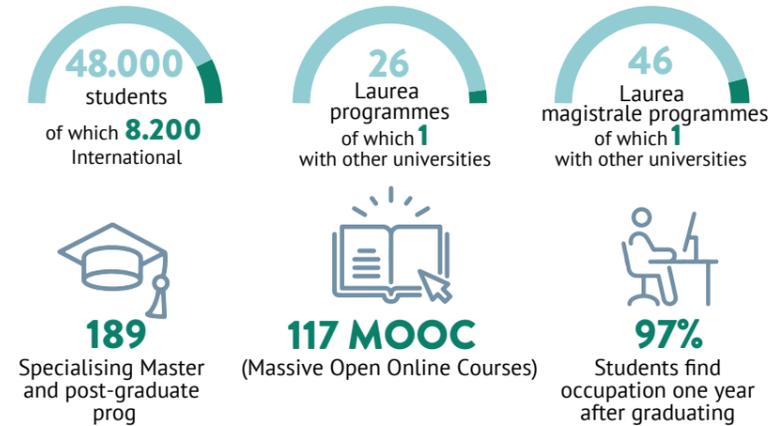
- **GSOM – POLIMI Graduate School of Management**, is Politecnico's business school and offers educational activities on management topics, with a focus on technology applied to business management
- **poli.DESIGN**, which is involved in research and education on design and the promotion of design
- **CIS-E**, which develops educational and research initiatives in structural engineering construction, with a focus on interdisciplinary studies and research of European relevance and interest
- **Poliedra**, working on the theme of environmental sustainability, territory, participation, smart cities and communities, developing
- research and providing consultancy services to public bodies and companies
- **LEAP – Laboratorio Energia e Ambiente Piacenza**, a research centre operating in the energy-environmental sector, active in research, consultancy and technology transfer actions.

The other major entity affiliated to the university is **Fondazione Politecnico di Milano**, a foundation which deals with the development of joint and multidisciplinary innovation projects at the national and European level, with a focus on the enhancement of research and technology transfer. The Foundation also runs **PoliHub Innovation Park & Startup Accelerator**, through which it supports business creation and the best start-up.

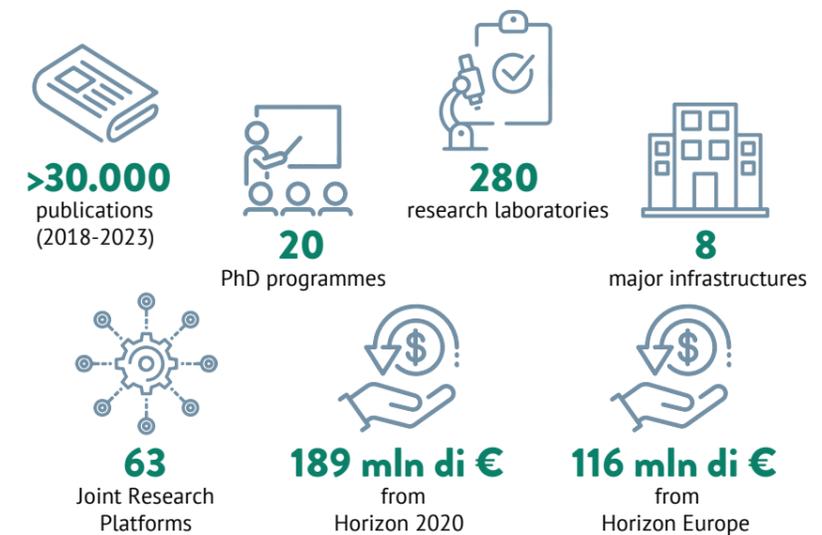
PEOPLE



EDUCATION



RESEARCH



SOCIAL RESPONSIBILITY



FROM THE UNIVERSITY STRATEGIC PLAN TO THE STRATEGIC SUSTAINABILITY PLAN

The Strategic Sustainability Plan, published in 2023 and presented here in its updated version, was developed based on Politecnico di Milano's Strategic Plan 2023-2025, in which the perspective of 'sustainable growth' is runs as a common thread through all the strategic guidelines and orients their goals towards achieving a concrete impact on society.

Politecnico's Strategic Plan revolves around four strategic lines (People, Education, Research and Social Responsibility), for which 17 goals and 48 priority actions have been identified. The successful completion of each action is measured by one or more indicators, monitored annually. A first analysis of the progress of the Plan was made in December 2023 and showed that, for almost all targets, the performance indicators were consistent with expectations; emblematic is the case of sustainability, with respect to which the first Strategic Sustainability Plan was conceived, realised and disseminated, which is perfectly in line with the University's growth policies as well as the Sustainability Report 2022. In some cases, the results achieved turned out to be even better than expected, allowing us to supplement already assessed targets with additional ones as well as add completely new targets, including many related to sustainable development in the Social Responsibility area.

The Strategic Sustainability Plan reinterprets the lines of action of Politecnico's Strategic Plan through the lens of sustainable development, embracing some of the already sustainability-oriented goals and developing new goals: 12 of the 80 targets of the Strategic Sustainability Plan are directly linked to as many indicators in the University Plan; this reinforces the need to consistently monitor and update the two Plans, with a view to making them converge in the future, into a single tool for planning and disseminating Politecnico's vision. The implementation, monitoring and updating of the Strategic Sustainability Plan were therefore included among the priority actions of Politecnico's Strategic Plan, in order to relaunch and strengthen the goal, achieved last year, of its first edition.

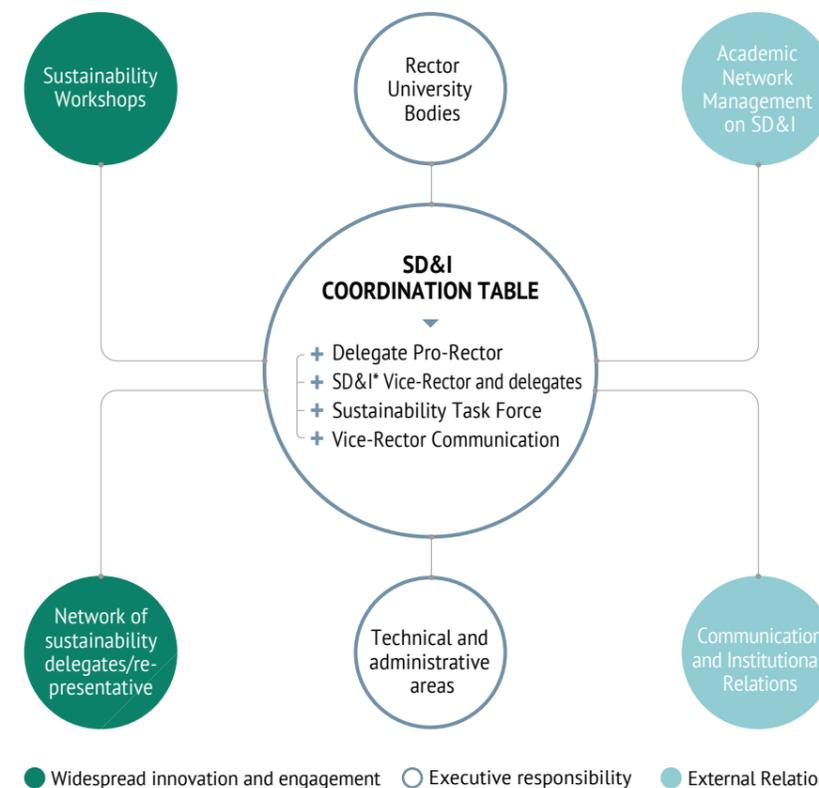
THE GOVERNANCE OF SUSTAINABILITY

The governance of the sustainability strategy is organised in three main areas – Executive Responsibility, Widespread Innovation and Engagement, External Relations – with clear mechanisms for interaction and coordination.

EXECUTIVE RESPONSIBILITY

At the strategic level, it is guided by the Rector and the University's statutory bodies, and is managed by the Coordination Board for Sustainable Development and Societal Impact, which is composed of:

- Executive Vice-Rector for the implementation of Politecnico's Strategic Plan
- Delegate Vice-Rector for Sustainable Development and Societal Impact
- Vice-Rector for Communication and Cultural Activities



- Rector's Delegates for the institutional themes of Sustainable Development and Societal Impact
- Sustainability Task Force, the University's unit that coordinates organisational activities in the area of Sustainable Development and Societal Impact.

Implementing the guidelines identified by the Coordination Board, and in particular the Strategic Sustainability Plan, is the responsibility of the University structures, i.e., Central Administration Divisions, Departments, Schools and Campuses. At the organisational level, the multiplicity of the aspects of sustainable development is reflected in a broad network of people, services and offices at Politecnico that work to support sustainability in all its forms.

Sport activities	P. Metrangolo
Data Analytics	A. Paganoni
Diversity and inclusion	M. Tanelli
Off campus projects	F. Cognetti
Social innovation	S. Maffei
Multichance	A. Campi
Relationship with academic networks for sustainable development	M. Grosso
Science Diplomacy	E. Colombo
Psychological support	L. Sbattella
Energy transition	M. Motta

Tabella 1 Delegates for Sustainable Development and Societal Impact

WIDESPREAD INNOVATION AND ENGAGEMENT

This area is devoted to generating innovative ideas on sustainability themes and involves representatives of all souls of the Politecnico community, who are organised into ‘Sustainability Working Groups’, each of which is committed to specific topics.

The Sustainability Working Groups project was strongly enhanced in 2023, when the methods for the management of working groups and the approaches for merging project proposals with the University’s decision-making and implementation processes were determined in a more accurate way; in addition, 2023 also recorded a significant increase in the numbers of working groups activated and their participants. The project as a whole and the results achieved in 2023 are described in detail in the special section.

In parallel to the Sustainability Working Groups, another way of engaging the community was developed through relations with the University structures (Departments and Campuses). Each of the twelve Departments and the four Campuses has identified one or more Delegates for Sustainability among professors and a Representative for Sustainability among technical and administrative staff; within each Structure, the Delegate and the Representative for Sustainability coordinate with each other to oversee sustainability themes and act as points of contact between sustainability governance functions at the central University and at the level of the individual structures. In 2023, two plenary meetings were organised with the network of Delegates and Representatives for Sustainability (made up of nearly 40 people), aimed at facilitating the aligning of information and the coordination of initiatives as well as consolidating the contribution of Departments and Campuses to the University’s Strategic Sustainability Plan. To make alignment more systematic, periodic, at least monthly online update meetings have been planned from 2024 onwards for Delegates and Representatives for Sustainability of the different Structures. These meetings are held by Rector’s Delegates and University Heads and focus on the main projects related to the implementation of the Strategic Sustainability Plan (e.g., green building, mobility, etc.) sustainable energy, education, energy, collaboration platform with the non-profit sector, etc.)

EXTERNAL RELATIONS

This area is devoted to coordinating Politecnico’s communication on sustainability, managing relations with institutions and the local community with regard to social responsibility, and boosting Politecnico’s participation in national and international academic networks focused on sustainable development and Societal Impact.

Politecnico di Milano has joined national and international networks aimed at promoting the culture of sustainability. In particular, the university is strongly involved in the activities of the RUS network, which is the first experience of coordination and sharing between all Italian universities committed to the themes of environmental sustainability and social responsibility. Politecnico

WORKING GROUP NAME	GOAL
Accessibility	Gather expertise and professionalism on physical and digital accessibility, in order to initiate actions for the mapping and subsequent removal of physical and digital barriers at Politecnico
Sustainable Procurement	Discuss and generate ideas on policies and support tools to increase the sustainability of procurement, reducing purchases where possible and raising awareness of the importance of sustainability as a key criterion in procurement choices
Behavioural Change	Devising ways of involving the polytechnic community for disseminating new, sustainable behaviours and lifestyles, primarily with respect to the use of space and resources
Sustainable Mobility	Propose strategic policies and actions to foster sustainable mobility within Politecnico and the local area with environmental, social and economic benefits
Gender Policies and Inclusion	Promoting gender equality and inclusion in all activities at the University, counteracting gender stereotypes and prejudices, promoting the empowerment of all people and proposing initiatives for the inclusion of international students and staff
Food Waste Reduction	Propose good practices to reduce food waste in catering services and develop new anti-waste and awareness-raising initiatives
Energy Saving	Discuss and generate ideas on policies, purchasing decisions, organisational changes and technical interventions to reduce energy needs, and inform and educate on
Reuse of Materials and Waste Management	Innovatively manage products and materials in the University, reducing waste throughout the life cycle by extending product life and reusing materials, promoting separate waste collection and experimental collections for particular waste categories
Digital Sustainability	Generate ideas and proposals to support the Sustainability Plan through digital technologies as transversal tools to implement the envisaged actions, with a synergic and coordinated approach
Sport and Well-being in University Life	Propose ideas and solutions in order to improve the health and psycho-physical well-being of the Politecnico community, exploring needs relating to sport, welfare and sociality

Tabella 2 | The 10 Yards of Sustainability

is part of the RUS with 26 members from teaching staff and technical and administrative staff involved in the activities of the 10 Working Groups and Working Tables (WGs) on social and environmental impact themes; it was also the coordinator of the 'Climate Change' WG until March 2023, and currently coordinates the 'Resources & Waste' WG.

As of 2023, Politecnico has further intensified its connection with networks by appointing a Rector's Delegate for Relations with the University Networks for Sustainability and in particular strengthening the management of RUS processes within the university. Consolidating these relations leads to two main benefits: first, it ensures a broad, accurate and systematic dissemination within the university of the good practices that arise within the RUS; second, it allows Politecnico di Milano to support the network and its initiatives by bringing proposals, skills and experiences that multiply the effects that a single university can have on the local community.

With regard to the University's communication on sustainable development themes, this is covered by the Public Engagement and Communication unit created in 2023. Sustainability has been included in the University Communication Plan with four lines of action:

- Major events: participation in events of national and international relevance on sustainable development themes, contributing to initiatives organised by third parties or developing side events at Politecnico's premises.
- Politecnico events and initiatives: organisation of events and initiatives for positioning Politecnico as a benchmark for sustainable development, reflecting the themes of the Strategic Sustainability Plan.
- Digital publishing plan: presentation of sustainability actions through the University's new website and social media, ensuring broad visibility and transparency of the Strategic Sustainability Plan.
- Media plan: communication through the media of sustainability results and initiatives on a local, national and international scale, including through media partnerships to support the university's positioning.

THE SUSTAINABILITY WORKING GROUPS

The Sustainability Working Groups are participative groups that aim to promote innovative ideas on specific sustainable development themes by actively involving the entire Politecnico community through the positive mediation of the Working Groups' participants.

They are a cohesion factor within a complex ecosystem that embraces all the Structures and components of the Politecnico population, i.e., Departments, Campuses, Central Administration Divisions, the University governance bodies, including the Delegates' Board for Sustainable Development and Societal Impact and, more broadly, all Rector's Delegates, Students and their representatives and associations. Each Sustainability Working Group includes several members representing the many souls that make up Politecnico, thus ensuring both participation and

engagement and the capacity for concrete implementation.

The Sustainability Working Groups were established in 2022 for bringing together the technical and administrative staff of Departments, Central Administration Divisions and Campuses as well as some representatives of the student community, for a total of about 50 people. In 2022, the five experimental Sustainability Working Groups (which are still active today) generated some 20 project proposals, 8 of which were implemented in 2023. These include the creation of 'Polimi Clubs', which are thematic clubs aimed to foster socialisation among staff members, enhancing campus accessibility by means of digital tools (Polimaps, MEP App), developing the project for recovering coffee grounds from the cafeteria at Durando Campus (Bovisa) to produce compost for the 'Coltivando' convivial vegetable garden hosted at the same Campus, for reusing food waste and giving it a new life. In 2023, the structure of the Sustainability Working Groups was redesigned so as to encourage greater participation by the entire University community. To date, the Sustainability Working Groups have recorded the participation of more than 200 people, including professors, technical and administrative staff and (around 50) students.

To date, 10 Sustainability Working Groups are operational; they deal with a wide range of topics. The first five topics continue those of 2022, while the other five originated in 2023 from specific needs identified in the university. (Table 2)

The Sustainability Working Groups work in a continuous way on a dynamic project portfolio that evolves over time by consolidating certain proposals - that are then transferred to the Coordination Board for final evaluation before moving on to the implementation phase - and generating new ideas. Twice a year, a structured discussion is held between the Coordinators of the Sustainability Working Groups and the Coordination Board for Sustainable Development and Societal Impact, for checking consistency between the project portfolio developments and the Sustainability Plan and fostering horizontal coordination between the Sustainability Working Groups.

In 2023, the 10 Sustainability Working Groups developed 50 project ideas in total, some of which were developed jointly by more Sustainability Working Groups. By way of example only: the proposal shared by the 'Changing Behaviours' and 'Reuse of Materials and Waste Management' SWGs to set up a platform for sharing physical or electronic goods with the aim of giving a second life to objects that are still usable; the introduction and management of the organic fraction in the University, proposed by the 'Reuse of Materials and Waste Management' and 'Reducing Food Waste' SWGs; the promotion of sports/recreational activities for the employees of the different Structures and the organisation of events that promote the multicultural integration of the Politecnico population, encouraging the exchange and experimentation of their respective traditions. Out of the ideas generated, 19 have already been transferred to University Heads for technical and financial evaluation and subsequent implementation, while the others are still being finalised.

SUSTAINABILITY RANKINGS

As part of its strategy to improve the university's performance and reputation in terms of sustainability, Politecnico di Milano participates in the main international university rankings on sustainable development. The goal is to create a process that, starting from the exploitation of past experience, aims at developing the necessary skills for comprehensive reporting of actions in the field of sustainability and at highlighting possible areas for improvement in policies supporting sustainable development. The rankings are also an important opportunity for comparison with other universities committed to sustainable development issues in a national and international context.

In 2023, Politecnico di Milano ranked 91st in the global *THE Impact Rankings*, improving on the previous year's result and achieving top positions on specific SDGs (16th in SDG9, 28th in SDG10, 37th in SDG8). Furthermore, Politecnico di Milano participated in the 2023 edition of the *GreenMetric World University Rankings*, thus reaching its 14th consecutive candidature and ranking 70th out of 1,183 participating universities (15 places up compared to the 2023 edition). Finally, the university ranked 201st out of 1,400 participating universities in the second edition of *QS World University Rankings: Sustainability*, the new university sustainability ranking published by the prestigious Quacquarelli Symonds agency.

Politecnico aims to maintain its commitment to actively participate in the THE Impact, QS Sustainability and UI GreenMetric rankings, constantly evaluating its own performance and setting targets for continuous improvement.



THE MOST SIGNIFICANT RESULTS IN 2023



INCLUSION AND EQUAL OPPORTUNITIES

2,901 students from low/middle income countries
600,000 € allocated for 25 Girls@Polimi scholarships (+32% compared to A.Y. 2022-23)
1,558 students and PhD students who used PoliPsi internal psychological support service
10,049 student and employee sports subscriptions
67% of TAS in smart- or tele-working in 2023



SUSTAINABLE RESEARCH

2,000 pubblicazioni scientifiche con tag SDG su Scopus (35% del totale)
Over 200 PhD and post-doctoral students trained in Open Science



SUSTAINABILITY IN TEACHING

50% of courses delivered at Politecnico di Milano are directly connected to the SDGs
117 MOOCs open to all and free of charge, including 14 on sustainability themes



RIGHT TO EDUCATION

>9mln allocated by the University for DSU scholarships
92% of graduates from protected categories found occupation 1 year after graduation



INNOVATION AND SOCIAL RESPONSIBILITY

4 Off Campus spaces in Milan city
>150 external parties (entities, organisations and cooperatives) involved in Polimi projects with the non-profit Sector
9 cooperation and development initiatives with universities and local actors from critical areas

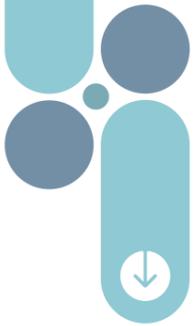


ENVIRONMENT

1,7 MW of photovoltaics, 1.4 MW of which installed in 2023 alone at Campus Bovisa Nord - Sports Park: redevelopment of **12,000 m²** of greenery
 Design of approx **800** new bicycle parking spaces within the University **100%** of special waste monitored quantitatively and qualitatively

PRIORITY	THEME	THE FIGURES OF SUSTAINABILITY IN 2023
Inclusion and equal opportunities	Diversity and inclusioni	4,209 international new students registered in the Welcome Week
		2,901 students from low/middle income countries
		3,146 professors and TAS engaged in climate surveys
		42 children accommodated in crèches at Politecnico or contracted crèches in the educational year 2023-2024
		over 100 professors and TA managers trained in inclusive leadership and interpersonal skills
	Gender balance	€ 600,000 allocated for 25 Girls@Polimi scholarships (+32% compared to A.Y. 2022-23)
		35% female representation in researcher admissions (untenured researchers with fixed term contract (RTDA) + untenured researchers with permanent contract (RTDB) + fixed-terms researchers (RTT))
		33% female representation in university governance
		22% Gender Balance Study Programmes
	Psychological well-being	50% accesses to the psychological support service within 1 month of the application, waiting time for the first intervention reduce by a half
1,558 students and PhD students who used PoliPsi's internal psychological support service		
809 accessions to individual support offers and 1,032 to group support offers		
Sport	280 people involved in PoliPsi courses and workshops	
	10,049 student and employee sports subscriptions	
	8,330 students and employees participating in sports events (+50% compared to the previous year)	
	8,637 external participants in Politecnico-sponsored sports events (+42% compared to the previous year)	
	30 scholarships for sporting merit	
People growth and welfare	54 Dual Career athletes	
	6,987 accessions to University's welfare initiatives (+19% compared to 2022)	
	€ 412,700 earmarked for the Welfare Portal for TAS	
	1,564 from TAS and professors subscribed to transport services under special agreements among	
Sustainable research	Sustainable development in research topics	67% of TAS in smart- or tele-working in 2023
		210 training courses delivered to teaching staff and technical and administrative staff
		26 PhD scholarships funded on SDG topics over the three-year period
	Ethical and responsible research	2,000 scientific publications with SDG tags on Scopus (35% of the total)
		€ 27M received for SDG-related funded research projects
Sustainability in teaching	Sustainability in curricular teaching	>150 funded research projects have a link to the 17 SDGs
		€ 500,000 Polisocial Award funding for 5 Off Campus research projects
		Over 200 PhD and post-doctoral students trained in Open Science
		20 training courses for young researchers (Early-stage Research)
Sustainability in teaching	Sustainability in curricular teaching	4 Polimi Ambassador transversal courses: Green Technologies, Smart Infrastructures, Inclusivity Design and Creative Thinking
		4,914 students involved in Ambassador programmes in 2023, increasing by about 30% vs. 2022
		50% of the courses taught at Politecnico di Milano are directly relevant to the SDGs

Sustainability in teaching	Lifelong learning	117 MOOCs open to all and free of charge, including 14 on sustainability themes
		41,368 new enrolments for MOOC courses in 2023
Right to education	Financial support and student mentoring	189 postgraduate education programmes
		732 participants in Specialising Masters and post-graduate courses on sustainability
		>€ 9M allocated by the University to DSU scholarships
	Accessibility of spaces and education	7,013 DSU scholarship allocated (covering 100% of eligible students)
		1,568 beds available in university residences (+15% compared to 2022)
		75,900 hours of paid collaboration (administrative and teaching support activities) for students
		80% students with SLDs and disabilities supported with ad hoc programmes and full access to facilities
		1,509 students with disabilities or SLDs in the A.Y. 2022- 23 entrusted to the Multichance Poli Team
		1,424 customised entrance tests in the A.Y. 2022-23
		92% graduates from protected categories found occupation 1 year after graduation
Innovation and social responsibility	Proximity innovation	207 professors trained in inclusive education
		4 Off Campus spaces in Milan city
	Collaboration with the non-profit sector	70 organisations involved in Off Campuses including public institutions, foundations, other universities and local stakeholders
		700 Polimi students and 150 children/young beneficiaries involved
		57 Polimi projects with the non-profit sector mapped
Science diplomacy	>150 external parties (entities, organisations and cooperatives) involved in Polimi projects with the non-profit Sector	
	>100 professor involved in projects with the non-profit Sector	
	Accession to 2 European Science Diplomacy Networks (EU Science Diplomacy Alliance and European Commission Working Groups)	
Environment	Energy and decarbonisation	9 cooperation and development initiatives with universities and local actors from critical areas
		5 structured and ongoing relations with international organisations
		-8% electricity consumption compared to 2022 and -26% gas consumption compared to 2022
		2,039 lights replaced with LED systems
		1.7 MW of photovoltaics, 1.4 MW of which installed in 2023 alone
	Sustainable construction and green spaces	290 MWh of electricity generated by photovoltaics
		-24% CO2 emissions per capita from electricity and gas consumption compared to 2015
		Bovisa Nord Campus - Sports Park: redevelopment of 12.000 m ² of greenery
	Sustainable mobility	De-impermeabilisation of the new green area at Durando Campus: work initiated on 10,500 m ²
		3.835 m ² redeveloped green space in Leonardo Campus
93% of students and 77% of staff use public transport and/or soft mobility to reach the campuses		
2 bicycle parking stations (+1 under construction)		
Circular economy	Planning of around 800 new bicycle parking spaces at the University	
	40 charging points for electric vehicles	
	90% of food surpluses recovered and sold in Food Box	
Circular economy	100% of hazardous waste monitored quantitatively and qualitatively	
	Start-up of the monitoring and information system on 12 separate collection sites	
Circular economy	Tender prepared for 1,000 separate collection sites	



2

DIALOGUE WITH OUR STAKEHOLDERS

First phase: April - June 2023
Second phase: January - March 2024

→ DIALOGUE WITH OUR STAKEHOLDERS (MATERIALITY ANALYSIS)

Discussion with internal and external stakeholders of our university took place in two phases, the first one during the drafting of the first Strategic Sustainability Plan 2023-25 (April-June 2023), and the second, more in-depth phase on the occasion of the 2024 update of the Plan.

FIRST PHASE: APRIL - JUNE 2023

The conception and drafting of the first Strategic Sustainability Plan 2023-25 was accompanied and guided by intense discussions with the Rector, Vice-Rectors and Rector's Delegates, University Heads and internal Divisions. This dialogue led to identifying the six priorities (see Chapter 3) and 18 associated themes (see Chapter 4) that form the framework of the Plan, both in its original version and in this updated version.

PRIORITY	THEME
Inclusion and equal opportunities	Diversity and inclusion
	Gender balance
	Psychological well-being and health
	Sport
	People growth and welfare
Sustainable research	Sustainable development in research topics
	Ethical and responsible research
Sustainability in teaching	Sustainability in curricular teaching
	Lifelong Learning
Right to education	Financial support and student mentoring
	Accessibility of spaces and education
Innovation and social responsibility	Proximity innovation
	Collaboration with the non-profit sector
	Science Diplomacy
Environment	Energy and decarbonisation
	Sustainable construction and green spaces
	Sustainable mobility
	Circular economy

Tabella 3 | The 6 priorities and 18 themes identified for the Plan

SECOND PHASE: JANUARY - MARCH 2024

A more extensive 'materiality analysis' was conducted for the 2024 update of the Plan with the aim of bringing out and integrating the perspective of external stakeholders and a broader, more representative group of internal stakeholders into the sustainable development strategy.

THE METHOD ADOPTED

The method used was to present the Strategic Sustainability Plan to a selected set of stakeholders of Politecnico di Milano in order to:

- make them aware of the University's strategy and commitment to sustainability;
- gather feedback to guide the revision of the Strategic Sustainability Plan, thus ensuring that it meets the needs and expectations of the academic community and its stakeholders.

The dialogue with stakeholders took place through individual interviews that followed the presentation of the Strategic Sustainability Plan 2023-2025. The interviews were conducted by a team consisting of the Vice-Rector for Sustainable Development and Societal Impact, the Vice-Rector for Institutional and Community Relations, the Executive Vice-Rector and the Sustainability Task Force. Conversations stakeholders mainly investigated the general perception of Politecnico di Milano's commitment to sustainability. Interviewed stakeholders were asked to identify the most relevant material themes within the Plan's priorities and to suggest for future actions or initiatives. They were asked to indicate any elements to be changed in the document and which aspects could be improved in future updates. Finally, synergies between the sustainability priorities presented in the Plan and the strategic goals of the interviewed stakeholders were investigated.

THE STAKEHOLDERS INVOLVED IN THE ANALYSIS

Politecnico di Milano is part of a significant and dense network of relations and interactions that has been one of its strengths since its foundation; for selecting the stakeholders to be involved in the materiality analysis process, an attempt was therefore made to diversify them while also ensuring adequate representativeness for the different types of entities.

As regards the municipal context, meetings were held with the Deputy Mayor and Specific Councillors whose mandates are closely related to the activities of the University, and its relations with the community: the Councillors for Education, Urban Regeneration Welfare, Welfare, Economic Development and Labour Policies.

At the regional level, key figures of the Regione Lombardia, the regional authority of Lombardy, were interviewed, including Councillors and General Directorates with mandate for University, Research, Innovation; Environment and Climate; Economic Development. In addition, in order to best represent the regional industrial landscape, the industrial association Assolombarda was also involved in the analysis.

As regards national and international institutions, Politecnico di Milano consulted AICS - the Italian Agency for Development Cooperation (a body of the Ministry of Foreign Affairs and International Cooperation), the Directorate General for Innovation, Research, Culture, Education and Youth of the European

Commission and UNESCO's Directorate General for Education.

As regards the corporate world, companies and organisations were identified and involved with which Politecnico di Milano has entered into framework research agreements (JRPs, Joint Research Platforms), such as 'Autostrade per l'Italia', 'A2A' and 'Ariston Group'. As regards philanthropy organisations, we interviewed Fondazione Compagnia di San Paolo and Fondazione Cariplo. Other important actors involved include the Network of Universities for Sustainable Development (RUS) and the impact investing fund Opes Italia.

As regards Politecnico's internal stakeholders, the discussions that had already taken place for the drafting of the first edition of the Plan from late 2023 to early 2024, were then extended to also involve to Departments and Campuses, Schools and Student Representatives. In particular, direct interviews were conducted with each of the 12 Departments and the 4 'Italian' Campuses (Cremona, Lecco, Mantova, Piacenza), and in particular with their respective Heads of Department and Campus Vice-Rectors and also involving Department Managers and the Delegates and Representatives for Sustainability; direct interviews were also conducted with the Deans of the 4 Schools and the 6 students elected to the University Senate and the Board of Governors who make up the Student Board. These interviews and meetings made it possible to identify the themes of greatest interest and relevance for each of the University's stakeholders as well as the precise contribution that each of them could make - or is already making - to the implementation of the Plan.

THE SUGGESTIONS COLLECTED

All internal and external stakeholders interviewed expressed their appreciation for the comprehensiveness and systematic character of the overall picture - vision, goals, actions and result indicators - and recognised the six priorities highlighted with the 18 chosen themes as relevant for the university.

As regards to priorities and contents (or themes), a number of themes were highlighted that were not or not sufficiently dealt with in the original version of the Plan, namely.

- the remote working strategy, social inclusion and commitment to NEETs (*Not in Education, Employment or Training*), education for ethics in professional practice, guidance and education on sustainable development themes for children and teenagers, research on climate change and low-cost housing, health and safety of community members, sustainability of procurement processes, start-ups/entrepreneurship on sustainability themes, digital perspective and digital transformation, greater attention and outreach on diversity and inclusion;
- in general, more decisive enhancement of the University's commitment to teaching and research activities focusing on sustainability themes, as a social and innovative contribution to the community.

With regard to the sustainability governance model, most contributors suggested giving more emphasis to elements that are already in place but not were described in the original version of the Strategic Plan, e.g.:

- in general, greater formalisation and/or description of governance processes, in particular most innovative ones such as the Sustainability Working Groups;
- the lines of integration with the sustainability plans of external stakeholders,
- emphasising reciprocity relations (exchange of value and systemic contribution), and in general the relations in place with society and the community;
- The data-driven approach and the value of data as an organisational integration tool;
- internal communication policy and tools.

However, valuable forward-looking indications also emerged, which reinforce directions for development on which reflections had already been started in the University, specifically:

- imagining and implementing student engagement modes that are far more broad and deep, so as to unleash and harness their enormous transformational potential;
- favouring impact assessment as an operational tool and as a
- narrative basis, in addition to the more traditional reading per themes or SDGs;
- strengthening collaboration with the most sustainability-conscious university networks, nationally and internationally.

Finally, important insights were gathered to complement the method of analysis and drafting of the Strategic Sustainability Plan:

- on certain themes, such as Green and Sustainable Building and Energy
- and Decarbonisation, the three-year time horizon envisaged in the Plan is insufficient and it would be useful to introduce a longer-term interpretation for projecting the goals over a longer period of time;
- it is recommended that more emphasis be placed on Politecnico's outstanding strategic priorities so that they can be easily and immediately identified when first reading the Plan
- it is recommended that the elements of connection be introduced more explicitly with university networks focused on sustainable development and Politecnico's goals and targets be presented with reference to the most relevant benchmarks;
- it would be useful to make more explicit - at a deeper level - the
- correlation between the chosen themes and the 2030 Agenda SDGs.

The wealth of collected contributions is a valuable basis for strategic reflection on sustainable development; it will progressively inform the updating of the Strategic Sustainability Plan (and the accompanying reporting of results or Sustainability Report) and the subsequent drafting of the new version for 2026-2028, which will be started in the second half of 2025. In the meantime, some suggestions have already been taken up within this version of the Plan - in the richer introductory part on governance and in the additions of new themes, goals, targets and actions.



3

AMBITION AND PRIORITIES

Politecnico di Milano's ambition on sustainability
The Plan's priorities

→ AMBITION AND PRIORITIES

POLITECNICO DI MILANO' AMBITION ON SUSTAINABILITY

MISSION

A leading guide.

A solid, recognisable and reliable reference point for sustainable development in Italy and Europe This is how Politecnico di Milano wants to distinguish itself in the coming years: by its ability to tackle the main scientific and technological challenges, through an increasingly inclusive and equal opportunities-oriented culture, according to an ethical dimension that interprets and declines the very concept of sustainability as a synonym for equity, inclusion and share growth.

It is in the interplay between scientific rigour and creativity that our University aims to establish itself as an international community of people united in their uniqueness. An attractive community for students and researchers from all over the world; dedicated to contributing significantly to social and cultural development, against any form of discrimination.

VISION

The vision that shapes our future starts from the European Union's six core values: human dignity, freedom, democracy, equality, rule of law, respect for human rights. These are accompanied by the objectives of the New European Bauhaus initiative, whose central focus is identified with the value of Beauty, understood not only as a stand-alone aesthetic quality but as a measure of the protection of ecosystems, of the harmonious relationship between places and between economic growth and the use of resources. Politecnico di Milano is a European university through and through, in its roots and ambitions.

According to this perspective, student education remains central to the University's strategic lines. In this direction, we will continue to experiment and apply innovative teaching models, characterized by hybrid and multidisciplinary forms, interactive processes, far from classroom-taught lectures and classroom teaching alone, in a cosmopolitan environment.

In terms of education, sustainability means educating our students to critically address major global challenges and local needs, safeguarding equal access and study opportunities for all, with concrete tools, models and adequate services that ensure full accessibility and promote the right to education. In this context, sustainability is to be regarded as a constituent element of the educational offer, a topic to be integrated into the study programmes by means of preparatory and transversal content and also programmes aimed at the open to international exchange and attentive to sustainable development issues.

Scientific research, which has always been an integral part and driving force of Politecnico, development of specific skills will open up new opportunities with a focus on the stable recruitment of young researchers, also thanks to collaboration with European networks to consolidate our objectives.

We will also expand our commitment to key sustainability issues while involving all areas of research to ensure constant technological, social and environmental innovation.

It will therefore be crucial to rethink physical space to make our places of study, research and exchange more flexible, sustainable (from an environmental and energy point of view), welcoming (to promote well-being and safety), accessible and liveable. We will endeavour to support growth and innovation in society as a whole, also through the Politecnico skills, with a view to strengthening relations with the city, the territory and its institutions and with particular attention to the non-profit sector.

COMMITMENT TO SUSTAINABLE DEVELOPMENT

Politecnico di Milano firmly embraces the principles underlying sustainable development, of which the 2023-2025 Sustainability Strategy is intended to be a clear affirmation. In the fullest and deepest sense of the word, sustainability means 'caring for, supporting and fostering' the integral development of the individual and society, as well as the environment, hence the University's strong focus on the well-being of the entire Politecnico community. Sustainable Development is an expression of increased awareness and maturity. It is a sign of a unifying perspective on the three fields of action of the University: education and training, research, social responsibility. It offers opportunities for shared growth within an international community: from inclusion to diversity, from improving quality of life to participatory involvement in University activities.

Politecnico di Milano interprets the focus on sustainability as a central element of its way of carrying out research and teaching and of promoting social responsibility and innovation. Actions aimed at improving the quality of anthropogenic and natural ecosystems, as well as those related to reducing inequalities and promoting social inclusion and co-existence at different scales, are not merely collateral activities with respect to the University's mission. In producing research of excellence, in delivering accessible and quality education, in caring for territories and contexts, and in promoting the dissemination of research results in society, Politecnico aims to contribute to the construction of a fairer and more sustainable future.

In terms of education, sustainability means educating our students to critically address major global challenges and local needs, safeguarding equal access and study opportunities for all, with concrete tools, models and adequate services that ensure full accessibility and promote the right to education.

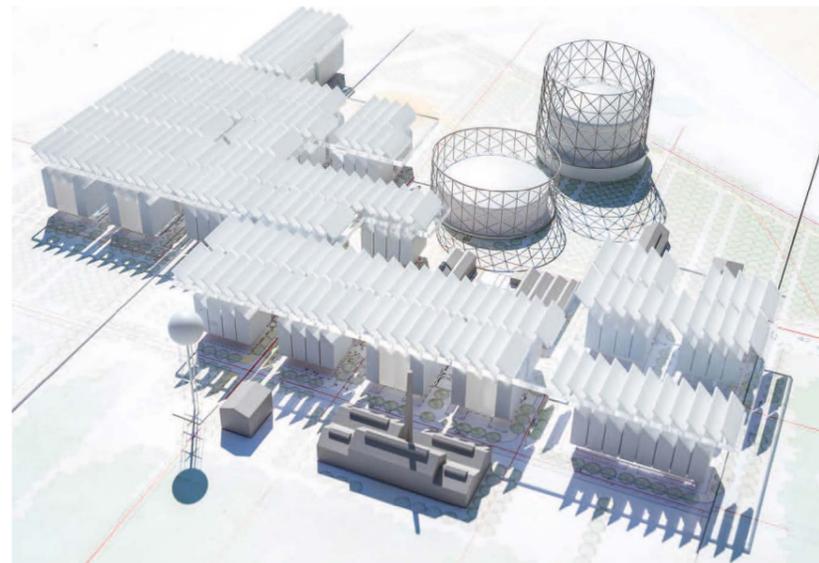
In this context, sustainability is to be regarded as a constituent element of the educational offer, a topic to be integrated into the study programmes by means of preparatory and transversal content and also programmes aimed at the development of specific skills.

In research, a sustainable approach requires an understanding and proper evaluation of the ethical implications typical of scientific progress and technological development and the extension of disciplinary perspectives to humanities knowledge, also through collaboration with the best national and international research organisations and public institutions. This means guaranteeing independent, high-quality research with a focus on talent development and on the careers of young researchers. And specifically at Politecnico this means further increasing the commitment of scientific research on key sustainability issues, confirming and reinforcing our position as a leader in technological, social and environmental innovation and at the same time making the sustainability perspective pervasive in all research areas.

In terms of social responsibility, a sustainable proposal recognises and consolidates actions and interventions in response to the needs of the city, the local area, the country and international cooperation. It supports the growth and innovation of society by providing Politecnico expertise with a view to strengthening relations for the autonomous growth of territories by working in a multi-stakeholder logic both to collaborate with non-profit sector entities on local issues and to inform institutional decision-makers on global issues.

Our ambition is to consolidate a sustainable social innovation model, applicable in Italy and worldwide, with clear and measurable impact objectives.

It is in this direction that we drafted the 2023-2025 Sustainability Strategy, to orient actions and to measure and validate the results and effectiveness of the decisions made.



→ **THE PRIORITIES OF THE PLAN**

In order to define the lines of action of the 2023-2025 Strategic Sustainability Plan, six priorities were identified within the institutional missions of the university: Inclusion and Equal Opportunities, Sustainable Research, Sustainability in Teaching, Right to Education, Innovation and Social Responsibility, Environment. As elements of the overall strategy, each priority is broken down into objectives to be achieved and concrete measures to be implemented in the 2023-2025 period.

Specific indicators are associated with each objective to effectively monitor the actions' success of the actions and to present progress in a transparent way.

INCLUSION AND EQUAL OPPORTUNITIES

To be an increasingly welcoming and inclusive place, ensuring opportunities and enhancing the uniqueness of individuals through specific actions that deconstructing stereotypes and combat all forms of discrimination, with a strong focus on the physical and psychological well-being of the entire Politecnico community.

SUSTAINABLE RESEARCH

To extend scientific research efforts on key sustainability issues, to consolidate and reinforce our position as a leader in technological, social and environmental innovation, while embedding the sustainability perspective across all research areas.

SUSTAINABILITY IN TEACHING

To embed sustainability as a key in our educational offer, developing both cross-disciplinary and preparatory teaching content in all study programmes as well as new programmes aimed at developing specialised skills.

RIGHT TO EDUCATION

To ensure equity of access and study opportunities by promoting an integrated system of support, such as scholarships, affordable housing, full accessibility of spaces and teaching, study guidance and curriculum customisation.

INNOVATION AND SOCIAL RESPONSIBILITY

To support the societal growth by providing our expertise with responsibility and reciprocity, in a multi-stakeholder perspective to collaborate with non-profit entities on local issues and to inform institutional decision makers on global issues.

ENVIRONMENT

To act as promoters of innovation and experimentation in the field of environmental sustainability, committing to energy transition, reducing greenhouse gas emissions and energy consumption, while promoting sustainable mobility and circular economy practices.



4

GOALS, ACTIONS AND 2023 RESULTS

- Inclusion and equal opportunities
- Sustainable research
- Sustainability in teaching
- Diritto allo studio – Right to education
- Innovation and social responsibility
- Environment

→ INCLUSION AND EQUAL OPPORTUNITIES



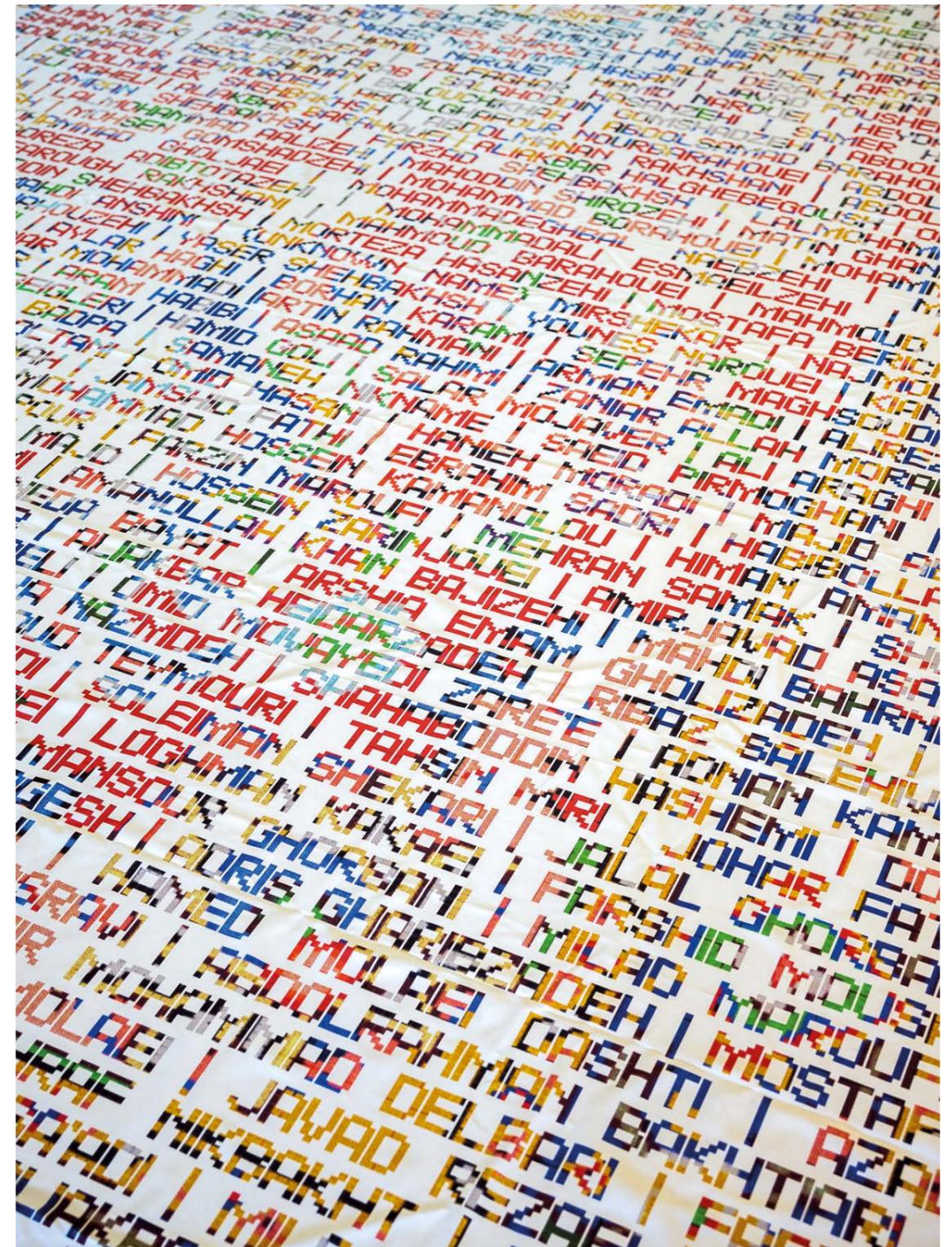
DIVERSITY AND INCLUSION

STRATEGIC ORIENTATION

Politecnico di Milano's ambition is to be an increasingly welcoming place, where each member of the community can feel their uniqueness and that of others respected and valued, and where inequalities and stereotypes are combated. It also wants to contribute to a more inclusive society through scientific and technological innovation.

In the 2023-25 period we will:

- listen to all members of our community
- educate the community on issues of diversity and inclusion
- strengthen inclusion within our community
- become one of the leading universities in the development of inclusive technologies





GOALS



2025 TARGETS



TARGET PROGRESSION: END OF 2023



JUDGEMENT ON DEGREE OF ACHIEVEMENT

LISTENING TO NEEDS WITH CLIMATE SURVEYS

Administering climate surveys for different populations and analysis of results

- Design of surveys for students, teaching staff, technical and administrative staff, and their administration to all staff (students in 2024)



TRAINING ON DIVERSITY AND INCLUSION

50% of teachers and 100% of technical and administrative managers trained in the three-year period

- Delivery of a pilot edition of training courses: 82 teachers (5%) and 26 managers (25%) participating



RESEARCH ON INCLUSIVE TECHNOLOGIES

A 'portfolio' of projects dealing with technologies for inclusion

- Starting the mapping of existing projects



Annual selection and awarding of a flagship project

Activities starting in 2024



STRENGTHENING INCLUSION

Increase in international students from non-privileged backgrounds

Activities starting in 2024



Increase in activities in favour of international community

NEW

- Planning and implementation of new initiatives for inclusion



Strengthening activities in favour of the LGBTQI+ community

NEW

- Expanding the programme of Pride Week 2023
- Drafting an Alias Protocol for staff



ON TRACK to achieving the Target by 2025

PARTICULAR ATTENTION REQUIRED

NOT ON TRACK to achieving the Target by 2025

GOALS

**2023-2025
ACTIONS**

**2023
ACTIVITIES**

**2023
ACTIVITIES RESULTS**

<p>LISTENING TO NEEDS WITH CLIMATE SURVEYS</p>	<p>Involvement - Administration of climate surveys to the entire community (Laurea Triennale and Laurea Magistrale students, PhD students, teaching staff, technical and administrative staff) by 2024</p> <p>Criticality analysis - Identification, from climate surveys, of critical elements with regard to the Diversity & Inclusion (D&I) dimension in order to design dedicated training content</p>	<ul style="list-style-type: none"> Administration of climate surveys to all staff (teaching staff and technical and administrative staff) Design of a climate survey for students, to be administered in 2024 <p><i>Activities starting in 2024</i></p>	<ul style="list-style-type: none"> Climate survey administered to 1,811 professors and 1,335 technical and administrative staff
<p>TRAINING ON DIVERSITY AND INCLUSION</p>	<p>Inclusive leadership courses - Development of prototype training courses on inclusion issues and in particular inclusive leadership and interpersonal skills for teaching staff and technical and administrative staff</p> <p>Reverse mentoring - Experimentation with innovative teaching experiences on D&I issues involving students also in the role of teachers</p>	<ul style="list-style-type: none"> Development of a training project in inclusive leadership and inclusive language Administration of one seminar to female teaching staff and one to female technical and administrative staff with management roles Start of preliminary discussion with students on the theme 	<ul style="list-style-type: none"> 82 teachers and 26 technical and administrative staff managers participated in seminars
<p>RESEARCH ON INCLUSIVE TECHNOLOGIES</p>	<p>Technology mapping - Census of existing research activities in the field of inclusion and inclusive technologies</p> <p>Communication - Communication actions to strengthen visibility, including towards partner companies and the non-profit sector</p>	<ul style="list-style-type: none"> First census to identify case studies of inclusive technologies developed at Politecnico Presentation of case studies within NRRP orientation courses for high school students Mapping of events with a view to enhancing inclusive technology in research Enhancement of the International Day of Persons with Disabilities through events and mentoring activities for disabled students 	<ul style="list-style-type: none"> Case studies presented in 4 schools to 470 participant students in total International Day of Persons with Disabilities: 2 events (170 participants) and 1 mentoring pathway (12 participants)
<p>STRENGTHENING INCLUSION</p>	<p>International students support programmes - Development of new tools to support the right to education and inclusion</p> <p>Revision of regulations - Revision of University regulations to ensure greater inclusiveness (e.g. extension of 'alias identities' to faculty and staff)</p>	<ul style="list-style-type: none"> Analysis of the process of establishing scholarships and support instruments Activities in support of inclusion of international students (Including Welcome Week 2023 and Buddy Project) Drafting of the alias procedure for teaching staff and technical and administrative staff 'Alias careers at the University' event, aimed at spreading knowledge of the tool and raising awareness of themes related to inclusion and gender transitioning people Regulatory in depth-study and development of the proposal to change the Rector's titles on degree parchments starting in 2024 	<ul style="list-style-type: none"> Scholarship funding process established 4,209 students participating in Welcome Weeks Protocol drafted, Degree parchment change proposal approved 142 participants in the 'Alias careers at University' event

TRAINING COURSES ON DIVERSITY AND INCLUSION

In 2023, two new training courses on D&I were launched for the Politecnico community. The first course was for female technical and administrative staff with management roles. It focused on the link between leadership and unconscious stereotypes: by examining different aspects of interpersonal communication, the course explored the adoption of a conscious approach to enhancing oneself, one's competences and one's role within the University. The second course was teaching staff. It explored the topic of unconscious bias, investigating its impact on personal and organisational behaviour; special attention was also paid to the analysis of different stereotypes and their connection to everyday actions and language.

INCLUSION INITIATIVES FOR FOREIGN STUDENTS

Politecnico is committed to fostering the integration of the more than 8,200 international students belonging to its community, with the aim of strengthening relations and cultural exchange.

Among the organised initiatives, in 2023 the Buddy programme continued facilitating the integration of foreign students in the period between their enrolment and their first months in Italy; in the academic year 2022-2023, 2,027 international newly enrolled students were matched with student volunteers who provided them with support for their integration into the University and involved them in campus life.

Two International Welcome Weeks were held in February and September 2023, which were attended by 4,209 L and LM students.

Students were able to take part in thematic meetings on the city of Milan, sports, administrative practices, cultural shock and all campus life activities, such as student associations and competitions, sports, special agreements for purchasing goods and services, libraries, museums, catering services and much more.

To promote greater integration, the University also offers Italian language courses free of charge and many other languages at a reduced price.



→ INCLUSION AND EQUAL OPPORTUNITIES



GENDER BALANCE

STRATEGIC ORIENTATION

Women are often associated with social and work contexts far removed from the fields of science and technology; this under-representation has significant socio-economic impacts in Italy, Europe and globally. Politecnico di Milano wants to contribute to mitigating these prejudices and to promote orientation actions for STEM courses and careers that also contribute to promoting gender balance.

In the 2023-25 period we will:

- train the community on unconscious biases
- strengthen STEM orientation activities and communication of the social impact technologies
- develop teaching and research activities related to SDG5 (Gender Equality)
- promote instruments to improve gender balance





GOALS



2025 TARGETS



**TARGET PROGRESSION:
END OF 2023**



**JUDGEMENT ON
DEGREE OF
ACHIEVEMENT**

**EDUCATION AND TRAINING
ON UNCONSCIOUS BIASES**

50% of faculty and staff trained in the three-year period

- 1 pilot training activity for teaching staff
- >300 participants in training activities for Technical and Administrative Staff
- Development of new training paths



**ACADEMIC COUNSELING AND
SCHOLARSHIPS FOR FEMALE
STUDENTS**

+20% *Girls@Polimi* scholarships

- +32% *Girls@Polimi* scholarships (25 scholarships for the A.Y. 2023-2024 vs. 19 for the A.Y. 2022-2023)



ACHIEVED (IN 2023)

**STRENGTHENING
THE GENDER DIMENSION
IN TEACHING AND
RESEARCH**

Increase in teaching and research projects on SDG5

- +6 courses and +5 research projects on SDG5-related themes vs. 2022 (partial mapping)



**GENDER BALANCE IN OUR
COMMUNITY**

40% women representation

- in new entries of researchers
- in University governance bodies

- Women's representation in researcher admissions: 35%
- Female representation in governance bodies: 33%



30% gender-balanced courses

- 22% gender-balanced courses (enrolments)



ON TRACK to achieving the Target by 2025

PARTICULAR ATTENTION REQUIRED

NOT ON TRACK to achieving the Target by 2025

GOALS

**2023-2025
ACTIONS**

**2023
ACTIVITIES**

**2023
ACTIVITIES RESULTS**

<p>EDUCATION AND TRAINING ON UNCONSCIOUS BIASES</p>	<p>Courses - Development of training course prototypes on unconscious biases for all teaching staff and technical and administrative staff</p>	<ul style="list-style-type: none"> Market survey and focus groups Administration of the 'Unconscious Bias' seminar for teaching staff 2 training paths for technical and administrative staff on empowerment, awareness and inclusive languages themes 	<ul style="list-style-type: none"> >300 technical and administrative staff members and >80 teaching staff participating in training paths
	<p>Extension of offer - Expansion of courses to asynchronous online fruition and extension to the student community</p>	<ul style="list-style-type: none"> Administration of courses to students in 3-year L programmes (in Italian) and LM programmes (in Italian and English): EmpoweringWomenXGirls@Polimi and EmpoweringWomen in inglese 	<ul style="list-style-type: none"> 2 seminar paths delivered from March to May for the Girls@Polimi cohort and female students in general
<p>ACADEMIC COUNSELING AND SCHOLARSHIPS FOR FEMALE STUDENTS</p>	<p>Academic guidance - Development of communication tools for research and STEM programmes that highlight their social impacts; strengthening of orientation programmes and scholarships for female students</p>	<ul style="list-style-type: none"> 'IngegnerA? Sì, al femminile' (Engineer? Yes, feminine!) seminar realised on the occasion of the Open Day 	<ul style="list-style-type: none"> 80 participants
	<p>'Women's engineering' narratives - Strengthening the presence of young female researchers in schools to narrate Politecnico and engineering to women and increase in the exposure of female experts in media relations</p>	<ul style="list-style-type: none"> Design of an educational module for high schools (with testimonies from young female researchers) on gender gap in STEM disciplines 	<ul style="list-style-type: none"> 2 modules designed to be administered in 2024 for a total of 18 hours of education
<p>STRENGTHENING THE GENDER DIMENSION IN TEACHING AND RESEARCH</p>	<p>Mapping teaching and research - Census of existing teaching and research activities on gender equality and equal opportunities and support of new initiatives</p>	<p><i>Activities starting in 2024</i></p>	
	<p>Communication - Communication actions to strengthen visibility, including towards partner companies and the non-profit sector</p>	<ul style="list-style-type: none"> Mapping of delivered communication events with a view to enhancing the gender dimension in teaching and research 	<ul style="list-style-type: none"> Enhancement of international days: 11 February, 8 March, 25 November and related initiative programmes
<p>GENDER BALANCE IN OUR COMMUNITY</p>	<p>Gender Equality Plan - Drafting of the new Gender Equality Plan for the 2024-2026 period so that it is organic and structural to the gender dimension presented in the D&I area in the Sustainability Plan</p>	<ul style="list-style-type: none"> Verification of regulatory guidance for the new edition of the GEP GEP 2021-23 specific reporting 	<ul style="list-style-type: none"> Working group identified and activities launched (within the related Sustainability Working Group)
	<p>Mentorship programmes - Launch of female mentorship programmes for female PhD students and researchers, with mentors chosen from within the University and from the alumni community</p>	<ul style="list-style-type: none"> Design and implementation of the first mentorship programme for female PhD students 	<ul style="list-style-type: none"> 19 female PhD students participating and 8 mentors involved

WOMEN MENTORING PROGRAMME FOR FEMALE PHD CANDIDATES

The first edition of the 'Women Mentoring for PhD Candidates' programme, realised in cooperation with the Career Service, aimed to support female PhD candidates in their career, helping them to develop the awareness and skills necessary to meet the challenges women face in the world of work. The aim is to facilitate their professional and career development in the field of research and innovation.

The 19 participants in the programme, guided by 8 mentors, had the opportunity to explore a wide range of topics, including work-life balance, self-confidence, the transition from the PhD programme to the corporate environment, female leadership as well as effective conflict management.

“INGEGNERA? SÌ, AL FEMMINILE!”

The seminar 'IngegnerA? Sì; al femminile' (Engineer? Yes, feminine!), this year in its fourth edition and held during the Open Day for high school students, aims at presenting potential future female engineers with different study paths, through the testimony of female students, researchers and Alumnae with a new narrative free of the stereotypes that often identify engineering as a purely male field of study. During the event, student associations dealing with the topic of gender equality were also presented to the 80 participating students.



→ INCLUSION AND EQUAL OPPORTUNITIES



PSYCHOLOGICAL WELL-BEING AND HEALTH

STRATEGIC ORIENTATION

Politecnico di Milano is committed to ensuring a study and work environment geared to the psychological and physical well-being of all members of its community as an integral part of its educational and social mission. The centrality of this lies in the will to ensure equal opportunities and promote inclusion.

In the 2023-25 period we will:

- strengthen and expand the psychological and psychotherapeutic service to students
- start training technical and administrative staff and teaching staff
- introduce experience-based workshops for the whole community





GOALS



2025 TARGETS



**TARGET PROGRESSION:
END OF 2023**



**JUDGEMENT ON
DEGREE OF
ACHIEVEMENT**

PSYCHOLOGICAL AND PSYCHOTHERAPEUTIC SUPPORT SERVICE

100% access to the service within 1 month since request

- 50% access to the service within 1 month since request
- Waiting times for first intervention reduced by half



FOCUS ON HEALTH PREVENTION

NEW

20% of staff participate in prevention activities each year

NEW

- Reconnaissance of measures launched



COMMUNITY TRAINING AND EDUCATION

500 900 people involved in the three-year period

UPDATE

- 280 people involved in the first year



MONITORING OF RESULTS

Administration of a climate survey to all students

- Definition of contents for the climate survey dedicated to the student component



ON TRACK to achieving the Target by 2025

PARTICULAR ATTENTION REQUIRED

NOT ON TRACK to achieving the Target by 2025

GOALS

2023-2025 ACTIONS

2023 ACTIVITIES

2023 ACTIVITIES RESULTS

<p>PSYCHOLOGICAL AND PSYCHOTHERAPEUTIC SUPPORT SERVICE</p>	<p>Analysis and taking charge - Periodic evaluation of the questionnaires filled in by the students when requesting support and identification by the staff of the most suitable programme in terms of urgency and type</p>	<ul style="list-style-type: none"> • Verification and fine-tuning of the service support application (PoliPsi) 	<ul style="list-style-type: none"> • 100% of questionnaires assessed
	<p>Communication - Communication actions to increase the impact of well-being initiatives</p>	<ul style="list-style-type: none"> • Initiatives for the World Mental Health Day (including activation of a phone help desk for technical and administrative staff and students) 	<ul style="list-style-type: none"> • 5 services for psychological and mental well-being promoted on the occasion of the World Mental Health Day
<p>FOCUS ON HEALTH PREVENTION</p> <p>NEW</p>	<p>Health check-ups - Promotion of all check-up activities that Politecnico offers in different areas (Sport, Polimi People Care, services at Department and Campus level)</p> <p>NEW</p>	<p><i>Activities starting in 2024</i></p>	
<p>COMMUNITY TRAINING AND EDUCATION</p>	<p>Staff training - Introduction of courses on relational, emotional and self-awareness aspects for teaching staff, technical-administrative staff, research fellows and specialist collaborators</p>	<ul style="list-style-type: none"> • Design and realisation of experience-based workshops on personality and self-knowledge/ team building/ leadership and mindfulness • Course: 'Leadership skills in mental health protection and promotion' for technical and administrative staff with management roles 	<ul style="list-style-type: none"> • 80 participants in workshops • 52 participants in the 2 editions of the course
	<p>Experience-based workshops and seminars for students - Introduction of experience-based workshops and seminars/roundtables for students on relational, emotional and self-awareness aspects</p>	<ul style="list-style-type: none"> • Design and realisation of experience-based workshops on emotions/relationships/mindfulness/self-knowledge • Dissemination through University communication channels • Administration via the 'Identity and Wellbeing' platform 	<ul style="list-style-type: none"> • 23 workshops realised • 200 participants in total
	<p>Art workshops - Creation of art workshops for the University community to promote psychological well-being through performing events</p>	<p><i>Activities starting in 2024</i></p>	
<p>MONITORING OF RESULTS</p>	<p>Monitoring - Evaluation of the climate survey and analysis of needs</p>	<ul style="list-style-type: none"> • Definition of the contents of the Climate Survey for students • Launch of in-depth studies on the administration methods and themes related to privacy, necessary to perfect the survey 	<ul style="list-style-type: none"> • Survey contents determined • Administration scheduled for 2024
	<p>Reporting and satisfaction questionnaires - Upgrade of the existing platform</p>	<ul style="list-style-type: none"> • Revision of the 'Identity and Wellbeing' platform • Integration with the PoliPsi platform and addition of assessment questionnaires 	<ul style="list-style-type: none"> • Platform revised and integrated with the PoliPsi application

‘LEADERSHIP SKILLS IN MENTAL HEALTH PROTECTION AND PROMOTION’

The course explored the link between leadership and mental health in order to spread a culture of psychological well-being in the workplace.

Through a targeted course, participants had the opportunity to broaden their knowledge and recognise the biases that still exist in the world of psychological health and mental disorders. Practical cases and classroom interactions were used to better understand the impact of the content and context of work on psychological well-being: improving leadership skills in mental health protection and management also means learning how to engage in a mental health conversation and promote mental health protection.

EXPERIENTIAL WORKSHOPS: NRRP PROJECT ‘IDENTITY AND WELL-BEING’

In September 2023, experiential workshops were launched for students and PhD students. Workshops combine theoretical-frontal teaching with practical activities in which students are divided in small groups for active involvement and participation.

Each workshop allows participants to reflect upon and experiment with specific issues related to emotions and relationships. This is aimed at providing students with practical tools for recognising and developing certain aspects of themselves.

These experiences aim at enriching the students’ personal resources and reflect on and deal with their most delicate and fragile aspects, so as to foster a more conscious and inclusive view of oneself, others and mutual relationships.



→ INCLUSION AND EQUAL OPPORTUNITIES



SPORT

STRATEGIC ORIENTATION

Politecnico di Milano promotes sports as a tool for people’s well-being, development and improvement, both on an individual and a social level. To this end, it encourages its community members to participate in sporting activities and organises sporting events in the local community.

In the 2023-25 period we will:

- involve an increasing number of students and employees through the provision of courses, tournaments and team building activities
- promote sports as a tool for local engagement and social recovery
- give evidence of teaching and research activities in the field of sports





GOALS



2025 TARGETS



TARGET PROGRESSION: END OF 2023



JUDGEMENT ON DEGREE OF ACHIEVEMENT

INVOLVEMENT OF THE INTERNAL COMMUNITY AND SUPPORT FOR EXCELLENT STUDENTS

+50% involved students and employees

+51% involved students and employees (8,330 vs 5,532)



ACHIEVED (IN 2023)

+50% sports merits scholarships

+50% sports merits scholarships (30 vs 20)



ACHIEVED (IN 2023)

+50% Dual Career athletes
NEW

+20% Dual Career athletes (54 vs 45)



SPORTS AS A TOOL OF PUBLIC ENGAGEMENT AND SOCIAL RESPONSIBILITY

+25% +40% participants in University-sponsored events
UPDATE

+42% external participants in University open events (8,637 vs 6,080)



ACHIEVED (IN 2023)

5 social responsibility initiatives/year

5 social responsibility initiatives in 2023



ACHIEVED (IN 2023)

INTEGRATION AND VISIBILITY OF TEACHING AND RESEARCH ON SPORTS

Creation of the 'Sport' platform

Activities starting in 2024



ON TRACK to achieving the Target by 2025

PARTICULAR ATTENTION REQUIRED

NOT ON TRACK to achieving the Target by 2025

GOALS

2023-2025 ACTIONS

2023 ACTIVITIES

2023 ACTIVITIES RESULTS

<p>INVOLVEMENT OF THE INTERNAL COMMUNITY AND SUPPORT FOR EXCELLENT STUDENTS</p>	<p>Events and tournaments - Organisation of in-house and international initiatives</p>	<ul style="list-style-type: none"> Realisation of international tournaments Marketing actions to increase the number of those registered to Politecnico's sport events, including PolimiRide, PolimiRun, Polimi League, Spring Games and 6 Campuses Tournament 	<ul style="list-style-type: none"> 2 international competitions/ tournaments (new experimentation) 8,330 people registered in sport initiatives in 2023 vs 5,532 in 2022 (+51%)
	<p>Infrastructure – Upgrading of existing infrastructure (Parco dei Gasometri in Bovisa, Gymnasium in Cremona, new Fit Center at Campus Leonardo)</p>	<ul style="list-style-type: none"> Design of the new fit center at Leonardo Campus Design of playgrounds and sport courts in the Parco dei Gasometri (Bovisa Campus) 	<ul style="list-style-type: none"> Completed projects
	<p>Sports played - Extension of the offer for individual and collective sports through the involvement of Dual Career students and Alumni acting as sport ambassadors</p>	<ul style="list-style-type: none"> Extension of the sport courts offer (masterclasses) Creation of a database of Dual Career students and Alumni 	<ul style="list-style-type: none"> 10,000 'Sport Polimi' subscribers 2,317 internal registrations in masterclasses in 2023 vs 1,201 in 2022 (+93%) Database realisation
	<p>Team building - Organisation of team building activities</p>	<ul style="list-style-type: none"> Discussion on the theme within the Sustainability Working Groups (Sport and Wellbeing Working Group and Gender Policies and Inclusion Working Group) 	<ul style="list-style-type: none"> Drafting of a first shared proposal by the two Working Groups
	<p>Dual Career programme development – support to students-athletes</p> <p>NEW</p>	<ul style="list-style-type: none"> Upgrade of the Dual Career programme and expansion of subscriptions 	<ul style="list-style-type: none"> Dual Career programme updated 54 people joining in in 2022-23 (+20% vs 2021-22)
	<p>Scholarships - Financial aid programmes for students practicing sports at high levels</p> <p>NEW</p>	<ul style="list-style-type: none"> Expansion of scholarships for sports achievements 	<ul style="list-style-type: none"> +50% scholarships (30 in 2023 vs 20 in 2022) and +100% in individual scholarship value (5,000€ in 2023 vs 2,500€ in 2022)
<p>SPORTS AS A TOOL OF PUBLIC ENGAGEMENT AND SOCIAL RESPONSIBILITY</p>	<p>Events - Increasing the impact of sports on the territory by organising major sporting events open to citizens, as well as socially responsible initiatives with minors, people with disabilities and under-represented groups</p>	<ul style="list-style-type: none"> Marketing campaign to increase the number of registrations in the 3 sports events open to all citizens, i.e., PolimiRun Spring, PolimiRun Winter, PolimiRide Organisation of a sport summer camp for children One initiative in collaboration with other Universities in Milan, open to all citizens 	<ul style="list-style-type: none"> 8,637 external registrations in 2023 vs. 6,080 in 2022 (+42%)
	<p>Environmental sustainability - Reduction of disposable plastic items in big sport events</p> <p>NEW</p>	<ul style="list-style-type: none"> Design of action to be implemented in 2024 	<ul style="list-style-type: none"> Design of actions
<p>INTEGRATION AND VISIBILITY OF TEACHING AND RESEARCH ON SPORT</p>	<p>Hub - Creation of a platform that connects and enhances the University's teaching and research activities on sports-related topics</p>	<p><i>Activities starting in 2024</i></p>	

POLIMIRUN SPRING 2023

PolimiRun is a 10 km run open to all, both non-competitive and competitive, connecting the two Politecnico Campuses located in Milan (Leonardo and Bovisa). It was launched in 2016 and has now become a traditional event not only for the Politecnico community but for the whole city of Milan. PolimiRun has been conceived and has always been an event suitable for everyone, with a focus on fun, sense of community and well-being at its core. These values are central and are translated into concrete actions not only during the race and in the start and finish villages but also (in the months leading up to the race) with the Road to PolimiRun events, focused on fun, fitness and well-being.

PolimiRun Spring 2023 recorded 12,000 registered participants and a with a very high rate of actual participation.

BLIND FOOTBALL EXPERIENCE

The 20 participants in this event experienced what it means to play football in the dark and understood the importance of listening and communication in this fast-growing Paralympic sport. The experience involved the International Blind Football Foundation, was supported by Federazione Italiana Sport Paralimpici per Ipovedenti e Ciechi (Italian Federation of Paralympic Sports for the Visually Impaired and the Blind), and was supported by players of the Italian National Blind Football Team. The event included 2 parallel demonstration sessions, coordinated by players and coaches, which took place inside the arena of the Giuriati Sports Centre.



→ INCLUSION AND EQUAL OPPORTUNITIES



PEOPLE GROWTH AND WELFARE

STRATEGIC ORIENTATION

Politecnico di Milano aims to take care of the people who work in the University, enhancing talents, bringing forth ambitions and capabilities, strengthening professional skills, supporting needs and vulnerabilities. This can be realized through a cohesive set of measures that place the individual at the centre and aims to make the University the shared home of all its members.

In the 2023-25 period we will:

- expand the services offered in the area of welfare by broadening the target group of those involved, with a special focus on vulnerable groups
- invest in new training courses to enhance staff skills in all priority areas
- foster our community's contribution to the non-profit sector in connection with the Polimi4nonprofit initiative





GOALS



2025 TARGETS



**TARGET PROGRESSION:
END OF 2023**



**JUDGEMENT ON
DEGREE OF
ACHIEVEMENT**

**ENHANCEMENT
OF THE WELFARE
SYSTEM**

8,000 registrations to the service

- 6,987 registrations vs 6,000 at the end of 2022 (+19% registrations in 2023)



**STAFF TRAINING
ON NEW SKILLS**

75% of staff trained over the three-year period

- Definition of the training project
- Training participants: 711 out of 1,811 professors (39%), 1,134 out of 1,335 technical and administrative staff (85%); a total of 1,845 people out of 3,146 (59%)



**CONTRIBUTION
TO THE NON-PROFIT
SECTOR**

10% of staff involved

- Analysis of legislation and assessment of the current situation



ON TRACK to achieving the Target by 2025

PARTICULAR ATTENTION REQUIRED

NOT ON TRACK to achieving the Target by 2025

GOALS

2023-2025 ACTIONS

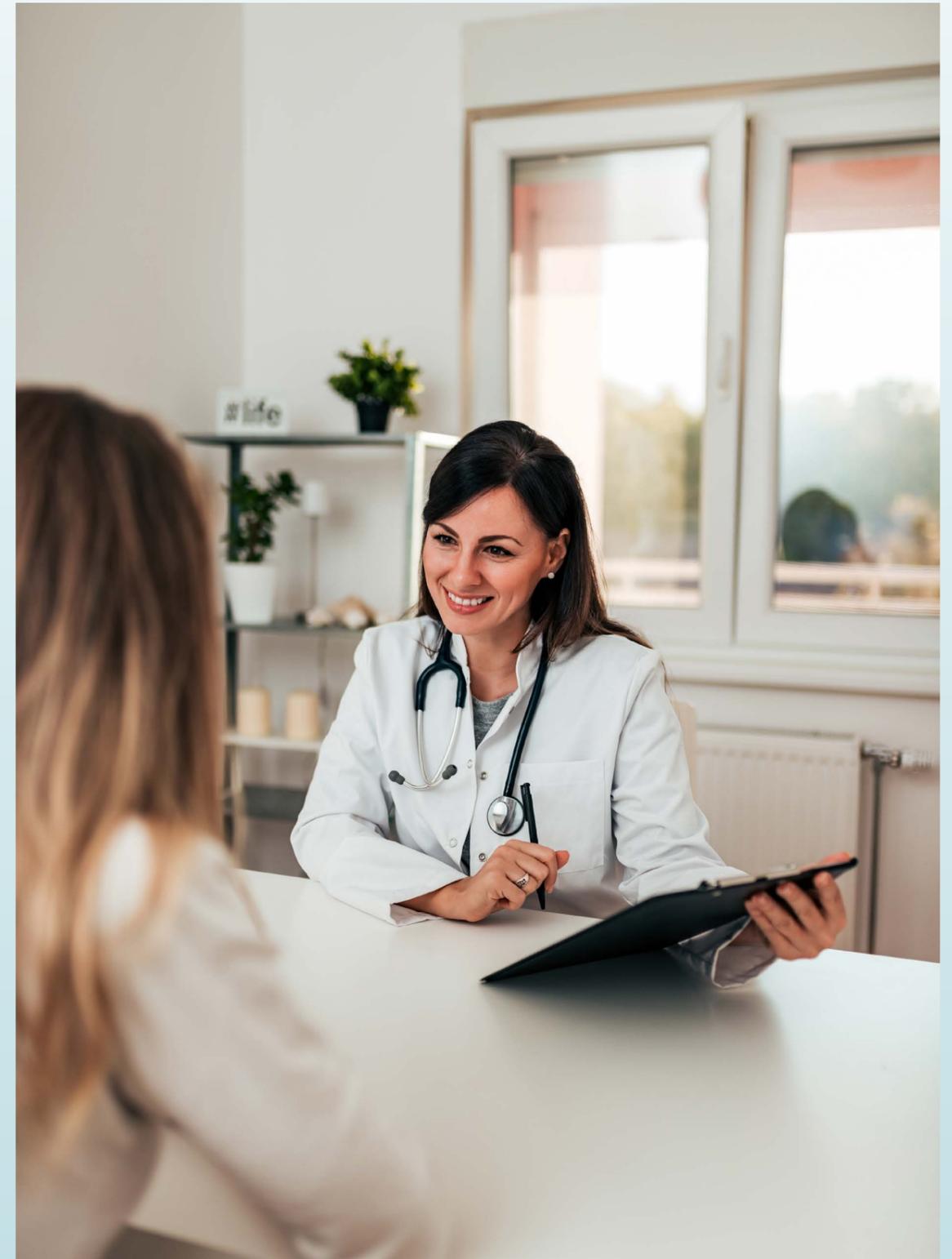
2023 ACTIVITIES

2023 ACTIVITIES RESULTS

GOALS	2023-2025 ACTIONS	2023 ACTIVITIES	2023 ACTIVITIES RESULTS
ENHANCEMENT OF THE WELFARE SYSTEM	<p>Promotion of existing services – Communication and dissemination initiatives of welfare services available for teaching and technical-administrative staff</p> <p>NEW</p>	<ul style="list-style-type: none"> • Polimi People Care promotion and registration campaign for the 2024-25 two-year period, 2 meetings with a focus on new services for researchers and PhD students as well as onboarding meetings for newly recruited staff • Promotions of the 'public transport pass' service • Continuous upgrade of information material available in the Online Services • Increase in fringe benefits for employees with dependent children • Techcamp (technology summer school for high school students) scholarships for employees' children 	<ul style="list-style-type: none"> • 6,987 registrations in Politecnico welfare initiatives (+19% compared to 2022) • 788 teaching staff registered in Polimi People Care (+14% compared to 2022) • 1,564 public transport pass subscriptions under special agreements (+43% compared to 2022)
	<p>Parenting - Activation of services to support parenting in the working and studying community based on the needs of the various age groups of children</p>	<ul style="list-style-type: none"> • Feasibility analysis of guidance and counselling services for parents, children/teenagers with LSD, counselling on sleep issues for parents with children in the 0-3 age group, school and university orientation for employees' children 	<ul style="list-style-type: none"> • Preparation for launching the services in 2024
	<p>Assistance - Activation of support services that help staff members in supporting parents and family members with disabilities or in need of assistance</p>	<ul style="list-style-type: none"> • Feasibility analysis of guidance and counselling services for caregivers and development of webinars and educational clips 	<ul style="list-style-type: none"> • Preparation for launching the services in 2024
	<p>Work-life balance - Implementation of initiatives and services to ensure a proper work-life balance</p>	<ul style="list-style-type: none"> • Feasibility analysis on time saving services for employees 	<ul style="list-style-type: none"> • Preparation for launching the services in 2024
	<p>Prevention and promotion of healthy lifestyles - Strengthening of existing services in synergy with the sports service and promotion of new dedicated initiatives</p>	<ul style="list-style-type: none"> • Feasibility analysis of initiatives for psychological and physical wellbeing and co-design of initiatives for a healthy lifestyle with the Sport Service 	<ul style="list-style-type: none"> • Preparation for launching the services in 2024
STAFF TRAINING ON NEW SKILLS	<p>Training of teaching staff - Formalisation of a training plan in the areas of teaching, research, soft skills, with a focus on sustainability issues</p>	<ul style="list-style-type: none"> • Administration of training activities in accordance with the 2023 Training Plan • Detection of Training Needs and definition of the related Plan for 2024-25 	<ul style="list-style-type: none"> • 66 courses for a total of 1,760 participants and a coverage index of 39% (2023) • Consolidation of the 2024 Plan with a programme of >60 courses
	<p>Training of technical and administrative staff - Increase in customised training plans for staff key roles and focus on the development of sustainability and inclusion issues</p>	<ul style="list-style-type: none"> • Administration of training activities in accordance with the 2023 Training Plan • Detection of Training Needs and definition of the related Plan for 2024-25 	<ul style="list-style-type: none"> • 149 courses for a total of 3,477 participants and a coverage index of 85% (2023) • Consolidation of the 2024 Plan with a programme of >60 courses
CONTRIBUTION TO THE NON-PROFIT SECTOR	<p>Participation guidelines - Definition of opportunities for teaching and technical and administrative staff to contribute to the non-profit sector activities with their time and skills according to their preferences</p>	<ul style="list-style-type: none"> • Review of rules and regulations in place • Recognition of the involvement of Politecnico's staff in activities with the non-profit sector 	<ul style="list-style-type: none"> • >100 teaching staff involved in projects with the non-profit sector

WELFARE SERVICES

The enhancement of people working at Politecnico passes through the organisation's ability to take care of the well-being of its employees, in a logic of sustainable development. To this end, Politecnico provides all its staff with the University welfare service, that is, a structured set of non-monetary incentive actions and policies. These policies included several initiatives such as special agreements in the areas of culture, food and travel as well as sustainable mobility and transport; with respect to the latter, Politecnico offers its employees large discounts on public transport passes. Other noteworthy initiatives are the Polimi People Care health care plan, the Welfare Portal for purchasing goods and services covered by University credit and signing a Temporary Insurance Policy - life insurance - against the risk of death for teaching and technical and administrative staff.



→ SUSTAINABLE RESEARCH



SUSTAINABLE DEVELOPMENT IN RESEARCH TOPICS

STRATEGIC ORIENTATION

Politecnico di Milano believes that the focus on sustainable development should be as pervasive as possible, in this favoured by an interdisciplinary approach in facing the challenges of scientific progress and technological development. Key enabling factors are the training and awareness-raising of researchers, incentive tools for the generation of synergies between researchers of all disciplines and the availability of large university laboratories and living labs located throughout the territory.

In the 2023-25 period we will:

- foster interdisciplinary research on sustainability with PhD scholarships on SDG topics
- engage in the development of living labs and state-of-the-art infrastructure for research on sustainable development and social innovation
- give value to and strengthen the sustainability content in the products of our research activities
- showcase our research results on sustainability within our campuses





GOALS



2025 TARGETS



**TARGET PROGRESSION:
END OF 2023**



**JUDGEMENT ON
DEGREE OF
ACHIEVEMENT**

INTERDISCIPLINARY RESEARCH

60 funded PhD scholarships on SDG topics over the three-year period

- 26 scholarships funded, covering 10 SDGs



LIVING LABS DEVELOPMENT

5 funded projects for the development of living labs in the three-year period

- 2 funded projects (in the framework of the EU Missions and Polisocial Award)



CREATION OF NEW 'LARGE INFRASTRUCTURES'

3 new laboratories on sustainability topics

- Projects started for 2 departmental laboratories
- Locations identified for a large laboratory infrastructure on Life Science research



LEADERSHIP IN SCIENTIFIC RESEARCH ON SUSTAINABILITY THEMES

focus on SDGs in 40% of scientific publications

- Focus on SDGs in 35% of scientific publications on Scopus (vs 33% in 2022)



10 innovative technologies applied on our campuses

- Involvement of Departments and Campuses on the 10 innovative technologies project



ON TRACK to achieving the Target by 2025

PARTICULAR ATTENTION REQUIRED

NOT ON TRACK to achieving the Target by 2025

GOALS

2023-2025 ACTIONS

2023 ACTIVITIES

2023 ACTIVITIES RESULTS

<p>INTERDISCIPLINARY RESEARCH</p>	<p>SDG Scholarships - Funding of interdisciplinary PhD scholarships for fundamental research with SDG focus</p>	<ul style="list-style-type: none"> • Publication of 7 calls for a total of 26 PhD interdisciplinary scholarships on SDGs 	<ul style="list-style-type: none"> • Granting of 26 PhD scholarships with an investment of approx. € 2 mln • 10 SDGs covered
<p>LIVING LABS DEVELOPMENT</p>	<p>EU Missions - Fostering participation in EU Missions calls (Horizon Europe) for the development of SDG-related living labs and development of internal funding instruments for excellent proposals even if not funded by the EU</p>	<ul style="list-style-type: none"> • Sharing of the EU Missions programme with Departmental Delegates for research • Matchmaking and identification of potentially interesting calls for the different Departments, starting from the analysis of Departmental Scientific Projects 	<ul style="list-style-type: none"> • 1 research project ('iCOSHELLS-Innovative Co-creation Soil Health Living Labs') funded within Horizon Europe – Mission Soil
	<p>Polisocial Award - Orientation of the Polisocial Award (the funding programme for high-social-impact research of Politecnico di Milano) to living lab development projects</p>	<ul style="list-style-type: none"> • Polisocial Award 2023 Call "Activating Communities, Bridging the Gaps", special for Off Campus projects, to support on-field and community research • Selection and funding of 5 projects to be realised within the 4 Off Campus spaces, of which 1 identified as a living lab 	<ul style="list-style-type: none"> • 14 candidate projects at Polisocial Award 2023 • 1 living lab funded within the 'Drops' project (Off Campus Cascina Nosedo), with 10 partners
<p>CREATION OF NEW 'LARGE INFRASTRUCTURES'</p>	<p>Large laboratories - Funding and setting up of new laboratory facilities to support high-tech research on the fundamental challenges of sustainability</p>	<ul style="list-style-type: none"> • Large infrastructure for life sciences: identification of location and a technical coordinator for the lab • Departmental labs on 'Wave power' and 'Digital Innovation Hub for Sustainable Building and Healing Environments': identification of locations and drafting of the executive project 	<ul style="list-style-type: none"> • 3 large laboratories under development
<p>LEADERSHIP IN SCIENTIFIC RESEARCH ON SUSTAINABILITY THEMES</p>	<p>Publications - Analysis of sustainability content in publications and training and awareness-raising activities for research staff</p>	<ul style="list-style-type: none"> • Analysis of sustainability contents of publications in the Scopus database with the methodology established by Elsevier 	<ul style="list-style-type: none"> • >2,000 Politecnico's publications (2023) strongly linked to SDGs in the Scopus database
	<p>Innovative technologies - Identification of technological products and services on sustainability developed by the University's research to apply and showcase on campuses</p>	<ul style="list-style-type: none"> • Determination of project guidelines and collection of proposals by Departments and Campuses 	<ul style="list-style-type: none"> • Guidelines finalised • Collection of proposals activated
	<p>International Networks and leader companies - Systematic dialogue with the main networks of universities and international centres, as well as partner companies, on frontier contents of scientific research on sustainability</p> <p>NEW</p>	<ul style="list-style-type: none"> • Launch of dialogue with main networks (Alliance4Tech, Idea League, Enhance) and businesses that are part of Politecnico's Joint Research Platforms 	

INTERDISCIPLINARY PHD SCHOLARSHIPS ON SDGS THEMES

Since 2017, Politecnico di Milano has launched a programme of interdisciplinary PhD scholarships to promote collaboration between its Departments and the integration of complementary expertise on themes that have a strong social impact. In 2023 this initiative was renewed and strengthened, focusing on the Sustainable Development Goals of the 2030 Agenda. Also thanks to the support from the NRRP, 26 new scholarships, totalling about €2 million, were funded during the year. This allows researchers to investigate and discuss sustainable development themes by adopting the simultaneous perspective of two different Departments and PhD programmes, thus generating high innovation potential synergies. The received proposals mainly focused on SDG 3 - Health and wellbeing and SDG 9 - Industry, innovation and infrastructure.

MAPPING SUSTAINABILITY CONTENT IN RESEARCH

Politecnico di Milano monitors sustainability-related research activities in order to identify possible areas of intervention and improvement. In 2023 this monitoring concerned the publications in the Scopus database, which receive an automatic classification with respect to the SDG themes by means of AI and text mining tools; it also covered the research projects funded by competitive calls collected in the IPRA university database, in which reference professors and researchers can select one or more SDGs to which the project contributes.

In 2023, the SDG-related publications were 2,047, accounting for 35% of the total publications entered on Scopus (vs 33% in 2022), while among the research projects entered in the IPRA database, 171 projects are linked to the SDGs (+57% compared to 2022). In order to include all research deliverables in the analysis, a project aimed at extending the mapping tools based on the Scopus methodology was also initiated; this will allow to include in the analysis: architecture and design publications, research commissioned by companies and PhD research regarding sustainability.



→ SUSTAINABLE RESEARCH



ETHICAL AND RESPONSIBLE RESEARCH

STRATEGIC ORIENTATION

Politecnico di Milano aims to strengthen the skills needed to address the challenges of ethics in science and technology and those related to the broader implications of scientific progress, technological development and innovative design. Furthermore, the University intends to continue developing an open-science and open-access, ethical and responsible approach to scientific research, identifying suitable communication tools to enhance the impact of research.

In the 2023-25 period we will:

- develop training activities and support the development of skills on the ethical and social aspects of scientific and technological research
- promote the principles of open access, open data, open source and citizen science
- support and enhance the research of PhD students with specific attention to the preparation of supervisors





GOALS



2025 TARGETS



TARGET PROGRESSION: END OF 2023



JUDGEMENT ON DEGREE OF ACHIEVEMENT

COMPETENCES ON ETHICS AND PHILOSOPHY OF SCIENCE

A researcher on ethical and social themes in each Department

- 8 researchers with the indicated profile
- 6 Departments with at least one researcher with the indicated profile



TRAINING OF RESEARCHERS ON RESEARCH ETHICS AND IMPACT

150 researchers trained over the three-year period

- Design of training activities on research impact assessment and dual use



OPEN SCIENCE

Drafting of University guidelines on open science

- Drafting of guidelines on open science practices to be submitted to the University bodies in 2024



SUPPORT FOR PHD STUDENTS

200 professors and researchers trained as PhD supervisors in the three-year period

- 31 participants in the first edition of the course
- 3 editions planned for 2024 and 2 editions for 2025



ON TRACK to achieving the Target by 2025

PARTICULAR ATTENTION REQUIRED

NOT ON TRACK to achieving the Target by 2025

GOALS

2023-2025 ACTIONS

2023 ACTIVITIES

2023 ACTIVITIES RESULTS

<p>COMPETENCES ON ETHICS AND PHILOSOPHY OF SCIENCE</p>	<p>Strengthening of resources – Inclusion of a resource in each department of the University to develop interdisciplinary research on scientific and technological innovation with respect to humanities and social sciences</p>	<ul style="list-style-type: none"> Allocation by the Academic Senate of resources for adding professors and researchers with the required profiles 	<ul style="list-style-type: none"> Approval from the Academic Senate
<p>TRAINING OF RESEARCHERS ON RESEARCH ETHICS AND IMPACT</p>	<p>Research impact assessment - Design and delivery of training activities on research impact analysis and self-assessment, with a focus on young researchers</p>	<ul style="list-style-type: none"> Design of an awareness-raising event for all researchers and more specific training activities within individual Departments 	<ul style="list-style-type: none"> Professors identified, event scheduled for 2nd semester 2024
	<p>Training on dual use - Design and delivery of training activities for all research staff on the topic of dual use of technologies</p>	<ul style="list-style-type: none"> Design of a training course on dual use of technologies 	<ul style="list-style-type: none"> 27 participants
	<p>Planning of training activities - Organisation of short events for a wide public</p> <p>NEW</p>	<p><i>Activities starting in 2024</i></p>	
<p>OPEN SCIENCE</p>	<p>Research management Open Science model - Development of University guidelines to support the sharing of data, methods, and outcomes according to the Open Science approach and in line with European networks (EOSC)</p>	<ul style="list-style-type: none"> Drafting of guidelines for Open Science, with reference to open access and open data principles as well as the European Commission's requirements for the Horizon Europe Framework Programme Design of the supporting organisational model 	<ul style="list-style-type: none"> More than 200 PhD students and research fellows trained in Open Science, open data and FAIR data principles
	<p>Citizen science - Development of research activities involving citizens in Off Campus spaces and living labs</p>	<ul style="list-style-type: none"> Launch of research projects and initiatives addressing Off Campus local communities, including Abitare San Siro, Atlante San Vittore, Vocabolario di quartiere (Nolo and San Vittore Off Campuses) 	<ul style="list-style-type: none"> >680 people involved in the projects
<p>SUPPORT FOR PHD STUDENTS</p>	<p>Supervisors training programme - Design and delivery of training activities for an improved supervision of PhD students, specifically dedicated to new researchers and usable by all teaching staff</p>	<ul style="list-style-type: none"> Design of a training pathway for supervisors through the identification of the supervisor profile, analysis of training needs, design and revision of the training offer 	<ul style="list-style-type: none"> 31 registered in the first pilot edition, made up of 5 modules

ENHANCING PHD SUPERVISING CAPABILITIES

‘Enhancing PhD Supervising Capabilities’ is a comprehensive training programme designed to enhance the skills of professors in their role as supervisors of PhD students, improving both the effectiveness of their mentoring and the experience of PhD students. The agenda focuses on a variety of key challenges, such as dealing with anxieties related to assessment and failure, publication dynamics and possible relational problems, promoting an ethical, collaborative and productive academic environment.

The first edition of the course was delivered by META, Politecnico di Milano’s Unit for Social Sciences and Humanities in Science and Technology, which is responsible for ensuring specialising courses in ethics, philosophy and sociology of science and technology to help providing the knowledge and skills needed to make informed and responsible choices.

CITIZEN SCIENCE IN OFF CAMPUSES

In 2023, several initiatives were launched for the development of research activities involving citizens. At the San Siro Off Campus, the ‘Abitare San Siro’ co-research project was launched, providing an up-to-date snapshot of the housing situation in the neighbourhood. The project is in cooperation with the tenants’ union Sicut Milano and other local actors. Two research projects were also initiated at the San Vittore Off Campus, involving more than one hundred people including police officers, operators, educators, volunteers and inmates. The ‘Atlante San Vittore’ initiative aims to explore and reconstruct the geographies of the prison and activate sceneries of future transformations; the ‘Vocabolario San Vittore’ project aims to build a vocabulary of shared meanings between the main actors of the San Vittore microcosm and citizens living outside the prison walls.



→ SUSTAINABILITY IN TEACHING



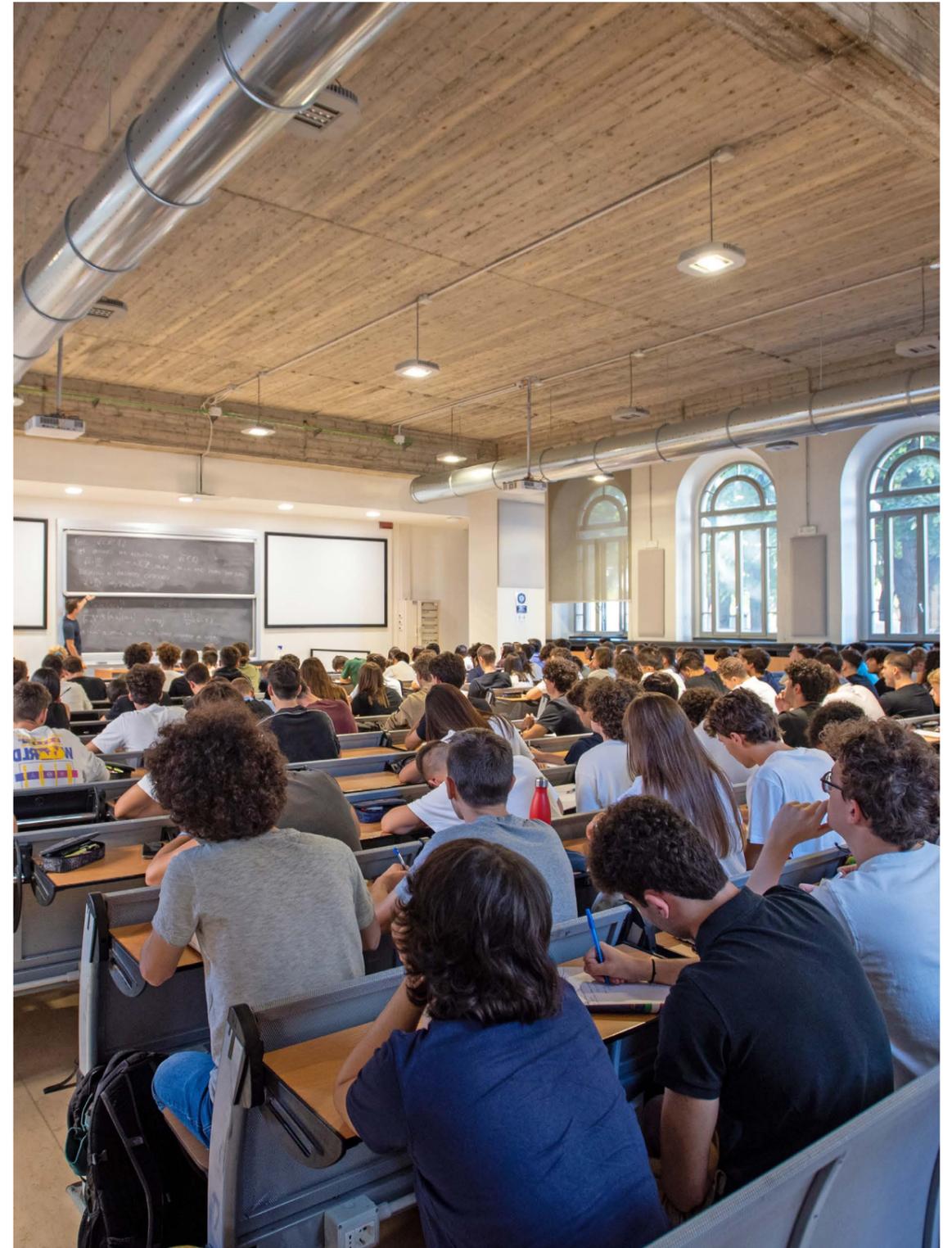
SUSTAINABILITY IN CURRICULAR TEACHING

STRATEGIC ORIENTATION

Politecnico di Milano is committed to designing and delivering excellent education and to integrating sustainability as a key element in the educational offer, developing both cross-disciplinary and preparatory teaching content in all study programmes and new specialized programmes aimed at developing specific skills.

In the 2023-25 period we will:

- develop an offer of preparatory extracurricular courses (a 'library' of courses) in order to integrate knowledge and tools useful for considering sustainability aspects in the various subject areas
- enhance the multidisciplinary aspect of sustainable development by designing some cross-curricular courses with a focus on sustainability starting from the experience of the PoliMI Ambassador high-level training programmes
- redesign the educational governance system to increasingly improve the quality of educational services offered to students, with a focus on sustainability





GOALS



2025 TARGETS



TARGET PROGRESSION: END OF 2023



JUDGEMENT ON DEGREE OF ACHIEVEMENT

'ZERO LIBRARY' OF COURSES ON SUSTAINABILITY TOPICS FOR STUDENTS

Implementation of the library of courses

- Identification of contents and definition of methods for developing the Library



Adoption of the library in 100% of study programmes

- >20 possible sustainability themes identified



CROSS-DISCIPLINARY PROGRAMMES RELATED TO SUSTAINABLE DEVELOPMENT

Development of 2 cross-disciplinary programmes

- Mapping sustainability contents in the current educational offer (preparatory activity)



SUSTAINABLE APPROACH TO TEACHING

New model for the governance of educational activities

- Establishment of a Teaching Committee with frequent working sessions in 2023
- Approval of the new regulations for the teaching commitment of professors and researchers
- Design of a new teaching model



 **ON TRACK** to achieving the Target by 2025

 **PARTICULAR ATTENTION REQUIRED**

 **NOT ON TRACK** to achieving the Target by 2025

GOALS

2023-2025 ACTIONS

2023 ACTIVITIES

2023 ACTIVITIES RESULTS

<p>'ZERO LIBRARY' OF COURSES ON SUSTAINABILITY TOPICS FOR STUDENTS</p>	<p>Design of the library architecture - Design of the overall offer of contents from the needs arising from the Schools</p>	<ul style="list-style-type: none"> Establishment of a working group on the theme Design of a proposed architecture for the Library: type of contents, intended users, methods for integration with curricular teaching through innovative technologies (MOOCs -Massive Open Online Courses and/or podcasts) 	<ul style="list-style-type: none"> Determination of contents and launch of the working group
	<p>Development of MOOC modules - Identification of faculty to be involved and implementation of teaching modules in MOOC format (open courses, online fruition)</p>	<ul style="list-style-type: none"> Analysis of current offer of sustainability-related MOOCs Planning the realisation of a minimum of 6 MOOCs for the Academic Year 2024-2025 	<ul style="list-style-type: none"> 32 pre-existing MOOCs identified on sustainable development-related themes
	<p>Involvement of Schools and Study Programmes - Involvement of Politecnico's Schools in the adoption of the library within study programmes, so that each programme has at least one course adopting the library</p>	<ul style="list-style-type: none"> Dialogue in progress with the Deans of the Schools: feedback and suggestions collected 	<ul style="list-style-type: none"> Dialogue with Schools launched
	<p>Library enhancement - Identification of potential uses for the Library in pre-University education and Lifelong Learning</p> <p>NEW</p>	<p><i>Activities starting in 2024</i></p>	
<p>CROSS-DISCIPLINARY PROGRAMMES RELATED TO SUSTAINABLE DEVELOPMENT</p>	<p>Design of the educational offer - Design and implementation of cross-curricular programmes with a focus on sustainability</p>	<ul style="list-style-type: none"> Mapping of curricula teaching sustainability contents through self-declarations from professors and use of textual analysis tools 	<ul style="list-style-type: none"> >4,000 courses analysed Approx. 50% with at least one reference to SDGs
	<p>Analysis of international offer - Benchmark of the offer of study programmes on sustainability at major international universities</p> <p>NEW</p>	<p><i>Activities starting in 2024</i></p>	
	<p>Programme promotion - Definition of an incentive system for Study Programmes to participate in the project</p>	<p><i>Activities starting in 2024</i></p>	
<p>SUSTAINABLE APPROACH TO TEACHING</p>	<p>Identification of interventions - Analysis of the current situation regarding teaching management in the University and identification of areas for improvement</p>	<ul style="list-style-type: none"> Analysis of the current model of teaching management, budget allocation to Schools, criteria for assigning teaching commitments to professors and researchers 	<ul style="list-style-type: none"> Analysis of the existing model
	<p>Innovations in the teaching delivery model - Proposal of innovative models for optimising available resources to increase the quality of teaching and make it more sustainable</p>	<ul style="list-style-type: none"> Proposal of a new educational/teaching model focused on the quality of student learning Adjustment of the regulation on the appointment of teaching assignments to professors, and related assignment plan 	<ul style="list-style-type: none"> Approval of the model within Universities Bodies and detailed presentation to the entire University

NEW EDUCATIONAL MODEL AND PROFESSORS' TEACHING COMMITMENT

In 2023, the overall teaching governance model was re-evaluated to further improve the quality and sustainability of teaching activities through a shared approach centered on the student experience.

The teaching model of Politecnico di Milano aims to provide students with a comprehensive educational experience on three main fronts: depth, extent and personalisation. This means ensuring a solid basis for developing a mature critical sense, offering multidisciplinary and multicultural enrichment and enhancing the personal aptitudes and interests of each student. Students thus have the opportunity to enhance their disciplinary, cognitive and relational skills through the quality models, tools and services that accompany them at all stages of their education.



→ SUSTAINABILITY IN TEACHING



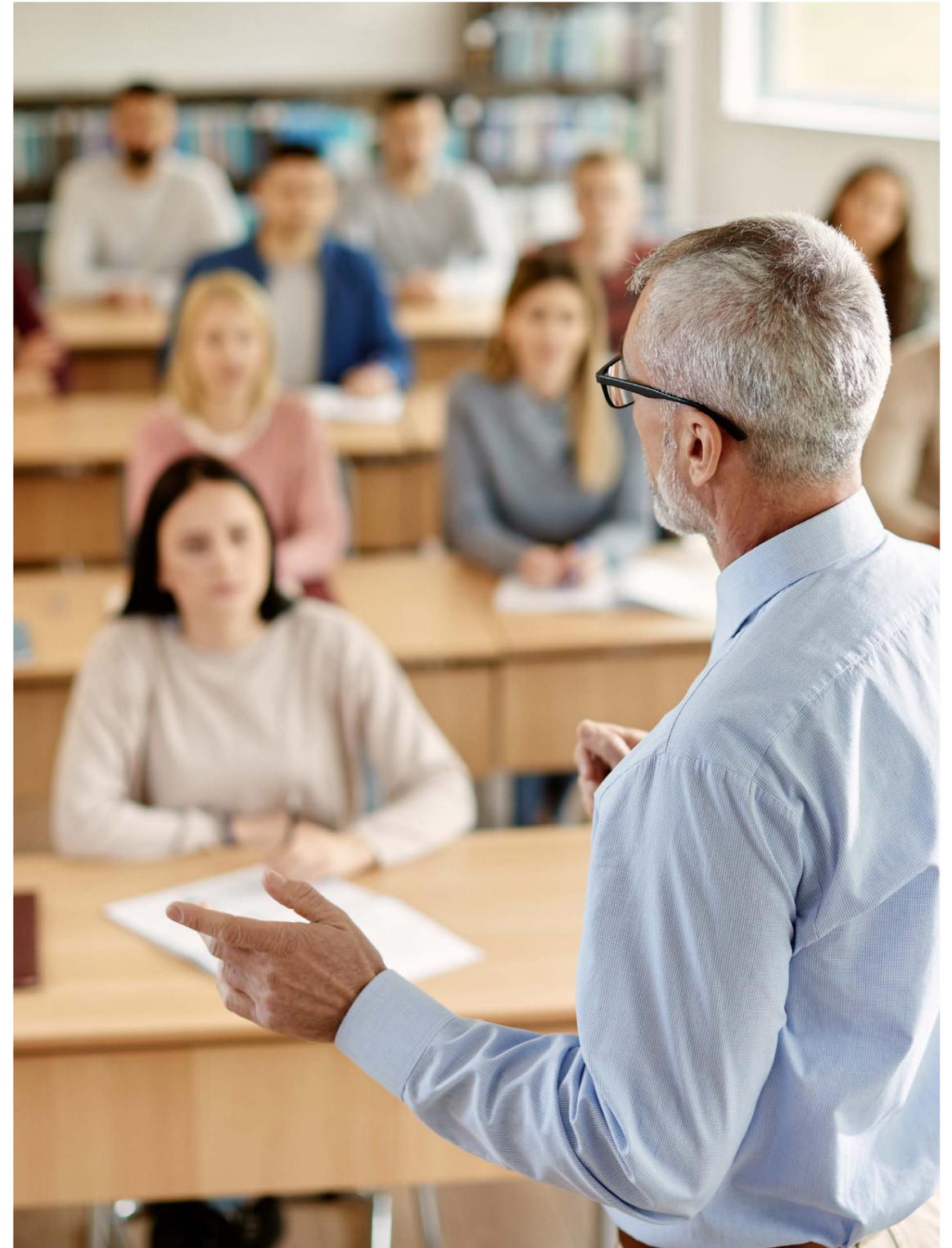
LIFELONG LEARNING

STRATEGIC ORIENTATION

In an increasingly advanced and complex world, it is crucial to integrate the curricular offer of traditional study programmes with an offering of advanced, constantly evolving content for lifelong learning. Politecnico di Milano is committed to developing and evolving this offer to be increasingly suitable to meet the challenges of sustainable development.

In the 2023-25 period we will:

- enhance our continuing education offer, open to all (MOOCs), with a focus on sustainable development issues
- increase the sustainability content in all existing Specializing Masters and develop new Masters specifically focusing on sustainability
- provide postgraduate training programmes with a focus on the non-profit sector





GOALS



2025 TARGETS



TARGET PROGRESSION: END OF 2023



JUDGEMENT ON DEGREE OF ACHIEVEMENT

MOOCS AND 'MICRO-CREDENTIALS'

130 MOOCs, of which 20 focused on sustainability

- 117 MOOCs of which 14 from the 'Sustainability' series



MASTERS ON SUSTAINABILITY

2,500 hours dedicated to sustainability in postgraduate Masters

- 2,377 hours dedicated to sustainability in postgraduate courses and Masters



1,000 participants in Masters and courses with a focus on sustainability

- 732 participants in Specialising Masters and post-graduate courses on sustainability



POSTGRADUATE EDUCATION FOR THE NON-PROFIT SECTOR

1,500 participants in the courses

- 72 participants in the training courses



1,000 hours of mentoring provided

- 412 hours provided to non-profit sector actors



ON TRACK to achieving the Target by 2025

PARTICULAR ATTENTION REQUIRED

NOT ON TRACK to achieving the Target by 2025

GOALS

**2023-2025
ACTIONS**

**2023
ACTIVITIES**

**2023
ACTIVITIES RESULTS**

MOOCS AND 'MICRO-CREDENTIALS'	MOOCs - Design and implementation of the collection	<ul style="list-style-type: none"> • Design, production and publication of MOOCs with a particular focus on sustainability • Launch of the design phase for new MOOCs to be published in 2024 	<ul style="list-style-type: none"> • MOOCs in POK: 117 (of which 14 on sustainability)
	Micro-credentials - Design of a postgraduate training programme on specific sustainability-related topics, with delivery of courses and issue of micro-credentials and certificates	<ul style="list-style-type: none"> • Launch and development of a new Moodle-based POK platform and a module for integration with Politecnico's Online Services for the issuance of micro-credentials 	<ul style="list-style-type: none"> • Drafting of a document for requirements and general design
MASTERS ON SUSTAINABILITY	Enhancement and consolidation of the existing offer - Redesigning of the educational offer in all Politecnico-credited postgraduate programmes to train responsible sustainability professionals	<ul style="list-style-type: none"> • Analysis of sustainability contents in the current postgraduate sustainability training offer • Mapping of current postgraduate programmes focused on sustainability, starting from Masters 	<ul style="list-style-type: none"> • 2,377 hours devoted to sustainability in Masters and postgraduate courses with ECTS • >30 Masters on sustainability mapped
	Design of new masters - Further development of postgraduate courses (Masters and courses) with a prevailing focus on sustainability issues	<ul style="list-style-type: none"> • Approval of new Masters and lifelong learning focused on sustainability themes from the Academic Senate 	<ul style="list-style-type: none"> • 6 new Masters focused on sustainability themes
POSTGRADUATE EDUCATION FOR THE NON-PROFIT SECTOR	Workshops and project approaches - Design and implementation of workshops and project approaches within postgraduate Masters, centered on non-profit sector stakeholders	<ul style="list-style-type: none"> • Identification and mapping of workshops and educational pathways currently proposed to the non-profit sector 	<ul style="list-style-type: none"> • 72 participants from the non-profit sectors in training courses • 412 hours administered to non-profit sectors entities in the mapped programmes
	Mentoring in projects - Pro-bono provision of expertise to support non-profit sector stakeholders in implementing innovation and continuous improvement projects	<ul style="list-style-type: none"> • Third edition of the 'Leave Your Mark' initiative organised by the GSoM to offer, free of charge, skills to non-profit entities engaged in the construction of a more inclusive society 	<ul style="list-style-type: none"> • 6 non-profit organisations supported • Involvement of 20 Alumni and 5 academic tutors
	Assistance to participation - Increase of partial exemptions between 10-15% for candidates from the non-profit sector	<ul style="list-style-type: none"> • Analysis and promotion of concessions and discounts to the non-profit sector 	<ul style="list-style-type: none"> • 20-30% discounts on certain programmes

NEW MOOC 'SUSTAINABLE URBAN WATER SYSTEMS'

Among the 13 MOOCs in the 'Sustainability' series available on the Polimi Open Knowledge platform (POK), the 'Sustainable Urban Water Systems' MOOC, published in 2023, aims to provide an overview of modern and sustainable solutions for water management in cities that are most at risk of drought. The focus is on rainwater control and water supply strategies to mitigate the effects of climate change and of urbanisation on water cycles. Particular attention is paid to the integration of nature-based solutions in urban drainage systems, the use of alternative water resources and the reduction of leakage and waste. These implementations not only make cities more resilient to water stress but also benefit both the environment and the community.

NEW SPECIALISING MASTERS WITH A FOCUS ON SUSTAINABILITY

In 2023, postgraduate education providers at Politecnico di Milano developed a number of new Specialising Masters courses on sustainability themes. Among them, 'Design and Art for Responsible Social Transformation', proposed by the POLI.design consortium, offers an innovative approach that integrates the techniques and methods of design with the sensitivities of art in order to disseminate social and environmental commitment in every profession. The Department of Architecture, Built Environment and Construction Engineering (DABC), in collaboration with the University of Parma, presented the Specialising Master 'Landscape Architecture and Water: Crisis from Droughts to Floods', which deals with project management in open spaces, considering landscape resources as exhaustible. The new Specialising Master 'MOUNTAIN-ABLE Master: Planning and Design for Sustainable Mountain Development' by the Poliedra consortium focuses on the need to pursue the values of beauty, sustainability and inclusiveness in mountain areas. The Certification Programme 'Impact and Sustainability Strategist', designed by POLIMI Graduate School of Management (GSoM), offers skills and tools to measure social and environmental impact and to improve the strategic vision in order to generate value for the society and stakeholders.



→ RIGHT TO EDUCATION



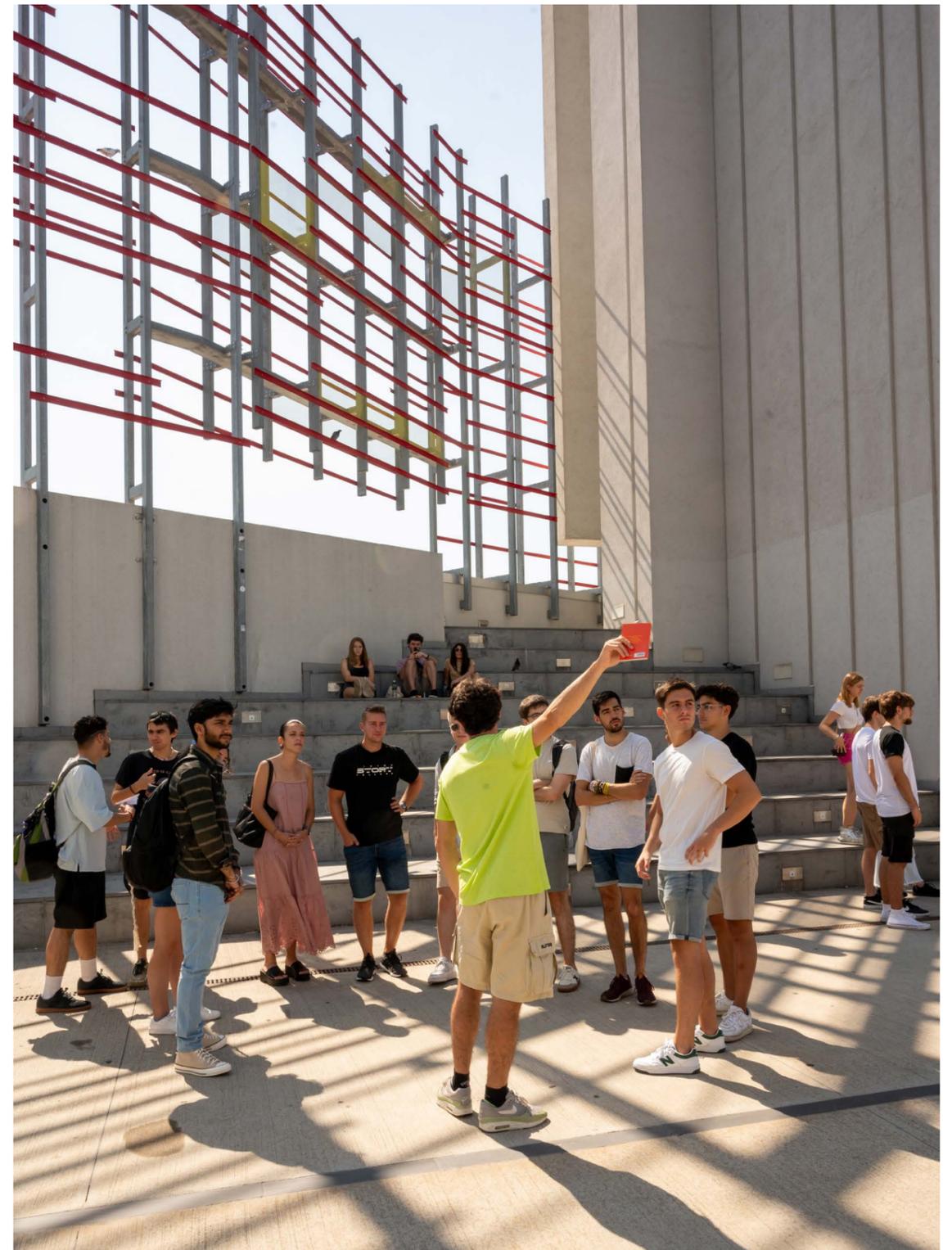
FINANCIAL SUPPORT AND STUDENT MENTORING

STRATEGIC ORIENTATION

Politecnico di Milano is committed to removing financial barriers that hinder access to university education, supporting categories of people that are under-represented in the university population and rewarding merit and dedication in studies.

In the 2023-25 period we will:

- maintain the allocation of 'right to education' DSU scholarships for all eligible students and enhance the scholarship offer to support vulnerabilities and merit
- enhance activities to support students in their academic path
- increase the number of places in the residence halls
- develop the University's offer of paid collaborations for students





GOALS



2025 TARGETS



**TARGET PROGRESSION:
END OF 2023**



**JUDGEMENT ON
DEGREE OF
ACHIEVEMENT**

SCHOLARSHIPS

DSU (Right to University Education) scholarships granted to 100% of eligible students

- 100% (7,013 DSU eligible students in 2023-24; 7,076 in 2022 - 23)



ACHIEVED (FOR 2023)

MENTORING FOR STUDY SUPPORT

<10% First-year drop-out rate

- 1,568 vs 1,363 places available (+15%)
- 928 places dedicated to eligible DSUs (60% of the total)



ACHIEVED (FOR 2023)

RESIDENCE HALLS

+50% number of places available, of which 60% dedicated to DSU students

- 75,959 total hours in 2023 vs 74,548 in the 2020-22 three-year period (+2%)



PAID STUDENT COLLABORATIONS

+20% total hours vs previous three-year average

- 75,959 total hours in 2023 vs 74,548 in the 2020-22 three-year period (+2%)



ON TRACK to achieving the Target by 2025

PARTICULAR ATTENTION REQUIRED

NOT ON TRACK to achieving the Target by 2025

GOALS

2023-2025 ACTIONS

2023 ACTIVITIES

2023 ACTIVITIES RESULTS

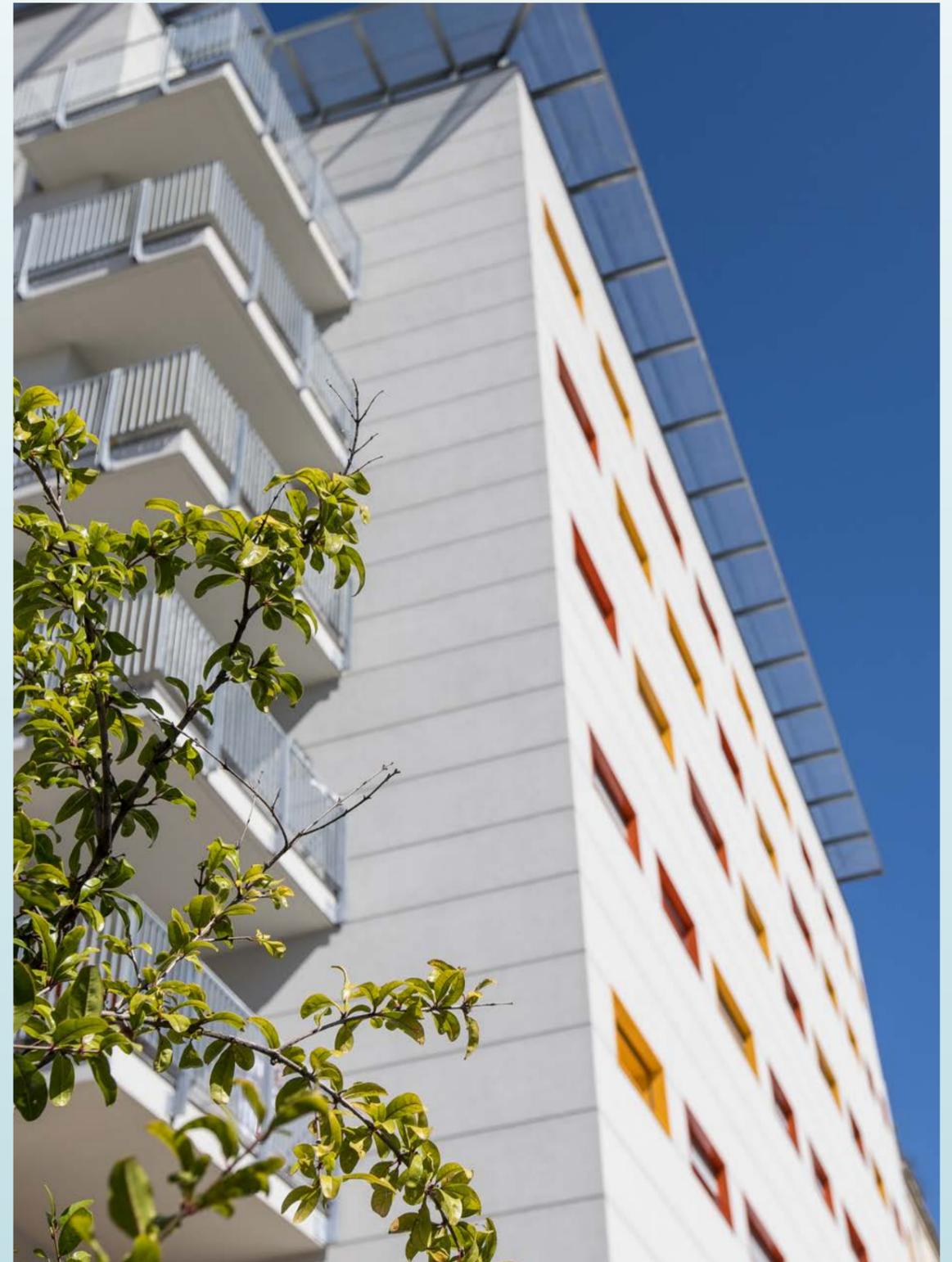
GOALS	2023-2025 ACTIONS	2023 ACTIVITIES	2023 ACTIVITIES RESULTS
SCHOLARSHIPS	DSU budget - Budget allocation to ensure all eligible students receive a scholarship	<ul style="list-style-type: none"> Allocation of funds from Politecnico to supplement state/regional funds for DSU eligible students 	<ul style="list-style-type: none"> € 9,5 mln allocated by Politecnico to cover DSU scholarships 7,013 DSU eligible students
	New scholarships - Development of new types of scholarships and strengthening of existing programmes to support deserving students' invulnerable economic conditions	<ul style="list-style-type: none"> Exemption from contribution and support to students who are refugees from war areas, including those with no refugee status UNICORE scholarships in collaboration with UNHCR for refugee students 	<ul style="list-style-type: none"> >20 refugee students receiving financial aid 2 refugee students with UNICORE scholarships
MENTORING FOR STUDY SUPPORT	Communication and awareness-raising - Implementazione di attività di sensibilizzazione verso gli studenti per aumentare la consapevolezza nei confronti dei servizi di supporto agli studi attivi in Ateneo	<ul style="list-style-type: none"> Launch of the 'Learning to learn' course for 1st year students, by METID: mixed synchronous-asynchronous initiative with webinars on study methods to prevent early drop-out from University 	<ul style="list-style-type: none"> 2 editions delivered 120 participating students
	Learning analytics - Increased use of learning analytics tools to monitor the careers of students who face difficulties and to identify the need for mentoring activities	<ul style="list-style-type: none"> Realisation of a PowerBI dashboard as a monitoring and decision support tool for Schools: the dashboard allows to identify and monitor students at higher risk of drop-out, in order to identify drop-out prevention actions 	<ul style="list-style-type: none"> Dashboard implemented and available to all Schools since 2023
	Student involvement - Monitoring of student participation in mentoring activities NEW	<ul style="list-style-type: none"> Monitoring of student (learner) participation in mentoring activities via TutorApp Integration of TutorApp in the monitoring dashboard to support analyses and decision-making processes with data on mentoring participation 	<ul style="list-style-type: none"> 1,191 learning students 631 mentor students
RESIDENCE HALLS	Construction works - Construction of new residence halls to increase the University's accommodation offer, particularly for students in less favorable economic conditions	<ul style="list-style-type: none"> Opening of the new Marie Curie residence hall, offering double rooms, single or double rooms in flats, mini-flats for people with disabilities and common areas for socialising and sports 	<ul style="list-style-type: none"> 213 beds in the Marie Curie residence hall of which 60% reserved for DSU scholarship recipients and 12 studios equipped for people with mobility disabilities
	Communication and information - Creation of an app to enable students to learn about and choose the accommodation that best suits their needs among the different opportunities in the city	<i>Activities starting in 2024</i>	
PAID STUDENT COLLABORATIONS	Remuneration and number of hours - Increase in the number of hours for student collaborations and simultaneous increase and diversification of hourly remuneration according to the type of student and type of activity	<ul style="list-style-type: none"> Drafting and application of the regulation on "student collaborations" which extends the type of collaborations that students can undertake 	<ul style="list-style-type: none"> Regulation entered into force in August 2023
	Management model - Increase in and diversification of the offer also through the involvement of Schools and Departments; increased flexibility in calls for participation	<ul style="list-style-type: none"> Increase in the number of hours required for each contract: from 150 to 200 hours Drafting of the new experimental dedicated to first-year students 	<ul style="list-style-type: none"> Collaboration contract requested for 2,773 students call by Structures 75,959 paid hours

OPENING OF THE NEW MARIE CURIE RESIDENCE

On September 20, 2023, Politecnico di Milano opened the new 'Marie Curie' student residence, which offers accommodation for 213 Italian and international students. The residence consists of 77 flats including single and double rooms and facilities for guests, including study rooms, gym, laundry, games room, music room and break area. The external areas are mainly intended as public squares and spaces for leisure activities, so as to ensure maximum usability of the common spaces and permeability between the building and the surrounding urban fabric. The renovation of the existing building stock, with an investment worth €12 million, is part of the overall redevelopment plan for the marginal areas of the city.

'IMPARARE A IMPARARE': A COURSE FOR NEWLY ENROLLED STUDENTS ON 'LEARNING TO LEARN'

At the start of the 2023-2024 Academic Year, the first edition of the 'Imparare a imparare' (Learning to Learn) course was offered to first-year students. The course was designed and delivered by METID, the 'Innovation Teaching and Learning' Task Force of Politecnico di Milano. The course includes a mix of synchronous and asynchronous activities focused on the development of a University-type approach to study, facilitating the transition from high school and preventing newly enrolled students from dropping out. The course consists four webinar sessions on the University study method, to stimulate a pro-active attitude on the part of the students: classroom lectures, home study, group work and study time management. The webinars are supplemented by group reflection sessions; an online space with forums and in-depth material is also available to participants. The first edition was offered to a pilot sample of 350 newly enrolled students; out of them, 80 chose to participate in the course. In November, a second pilot course was delivered specifically for students with Additional Educational Obligations (OFA), in which 40 students participated.



→ RIGHT TO EDUCATION



ACCESSIBILITY OF SPACES AND EDUCATION

STRATEGIC ORIENTATION

Politecnico di Milano is committed to promoting the active participation of all members of its community in academic life, collectively tackling the challenges related to the presence of disabilities or Specific Learning Disorders (SLDs).

In the 2023-25 period we will:

- create accessible and inclusive environments and routes
- provide our students with disabilities and SLDs with customised support based on appropriate technological tools and help them start rewarding careers
- invest in teaching staff awareness and training and promote increasingly inclusive teaching





GOALS



2025 TARGETS



**TARGET PROGRESSION:
END OF 2023**



**JUDGEMENT ON
DEGREE OF
ACHIEVEMENT**

**FULL ACCESSIBILITY
OF SPACES AND
TEACHING**

100% students with SLDs and disabilities supported with ad-hoc programmes and full access to facilities

- 80% students with DSA and disabilities were provided with full accessibility to the University's spaces, teaching materials and services
- Drafting the Architectural Barrier Removal Plan



**POST-GRADUATION
SUPPORT
SERVICE**

100% graduates from protected categories found occupation 1 year after graduation

- Mapping of partners to increase employment opportunities for students from protected categories
- 92% of graduates in protected categories find a job in line with their education within the first year after graduation



INCLUSIVE EDUCATION

60% of teaching staff trained in the three-year period

- Definition of the educational offer
- 207 trained professor (13%)



ON TRACK to achieving the Target by 2025

PARTICULAR ATTENTION REQUIRED

NOT ON TRACK to achieving the Target by 2025

GOALS

2023-2025 ACTIONS

2023 ACTIVITIES

2023 ACTIVITIES RESULTS

FULL ACCESSIBILITY OF SPACES AND TEACHING	PEBA - Finalisation and implementation of the Plan for the Removal of Architectural Barriers (PEBA)	<ul style="list-style-type: none"> • Drafting of Plan for the Removal of Architectural Barriers (PEBA) • Intervention prioritisation based on analysis of the Plan 	<ul style="list-style-type: none"> • PEBA completed
	Barrier removal at the design stage - Review of regulations for the removal of architectural barriers at the design stage	<ul style="list-style-type: none"> • Proposal for creating an Accessibility Board to offer expert support to construction projects in the design/realisation phase 	<ul style="list-style-type: none"> • Internal inquiry launched to form the Board
	Interconnection Politecnico-City - Implementation of the MEP (Maps for Easy Paths) app for mapping Campus accessibility from the outside	<ul style="list-style-type: none"> • Monitoring of the advancement of MEP application development • Launch of interviews with the Municipality of Milan and the Lombardy Regional Authority 	<ul style="list-style-type: none"> • MEP app completed, in the release phase
POST-GRADUATION SUPPORT SERVICE	Partner enlargement – Actions aimed to enhance networks to ensure adequate inclusion of graduates from protected categories	<ul style="list-style-type: none"> • Collaboration with Afol Citta Metropolitana di Milano and SiR social cooperative consortium for support in job placement • Participation in C.A.L.D., the Disability Coordination Body of Lombardy Universities (for placement and coordination of the 'Managing Disability' platform) • Participation in events involving sector actors: Diversity Day, Inclusion Job Day 	<ul style="list-style-type: none"> • 330 partner companies (+10% compared to the previous year) • 113 entities with contacts in place to facilitate the placement process
	Support process - Review of support actions and monitoring of activities	<ul style="list-style-type: none"> • Design of the 2nd edition of protected category mentoring 	<ul style="list-style-type: none"> • Mentoring realised (12 participants)
INCLUSIVE EDUCATION	Digital accessibility (SLDs/Disability) - Creation of courses for all teaching staff on teaching accessibility for people with SLDs and disabilities	<ul style="list-style-type: none"> • Launch of identification of courses and guidelines in place on digital accessibility 	
	Inclusive teaching (SLDs/Disability) - Dedicated training for teaching staff on issues related to inclusive teaching and innovative teaching methods with respect to people with disabilities and SLDs	<ul style="list-style-type: none"> • Launch of the design of MOOCs on inclusive teaching • Administration of courses for professors on inclusive teaching 	<ul style="list-style-type: none"> • MOOC syllabus realised and courses associated • 207 professors trained in the administered courses (13%)

DIVERSITY&INCLUSION: MENTORING PROGRAMME WITH COMPANIES FOR INCLUSIVITY

The Career Service with the collaboration of the Equal Opportunities Service launched a mentoring program with companies. The program is aimed at inclusiveness and aimed at students with disabilities at the Politecnico di Milano.

Discussions with business mentors aim to increase the awareness of students preparing to enter the world of work. During these meetings, mentors and mentees explore key topics such as integrating oneself into a team, preparing for interviews and joining a company, and developing core competences for professional advancement.

The initiative also aims to raise awareness of inclusiveness issues among external stakeholders. Participating companies can benefit from the discussions to improve their inclusion policies towards people with disabilities.



→ INNOVATION AND SOCIAL RESPONSIBILITY



PROXIMITY INNOVATION

STRATEGIC ORIENTATION

Politecnico di Milano aims to contribute to societal growth in a logic of responsibility and reciprocity through innovative forms of collaboration between the University and the local community, bringing its expertise and innovative content to more vulnerable contexts, activating programmes of co-learning and co-production of knowledge.

In the 2023-25 period we will:

- strengthen the Off Campus programme through which the University expresses its commitment and connection to the local community, expanding its educational and cultural offers
- build, around the Off Campus initiative, a collaborative platform with local stakeholders in synergy with the Polimi4nonprofit project
- building upon the Off Campus experience, develop a 'sustainable model' of social innovation in proximity





GOALS



2025 TARGETS



TARGET PROGRESSION: END OF 2023



JUDGEMENT ON DEGREE OF ACHIEVEMENT

ENHANCING THE OFF CAMPUS SYSTEM

2,500 students involved in Off Campus activities over the three-year period

- 850 students and young people involved in activities
- 50 events held at Off Campus spaces



PIATTAFORMA DI COLLABORAZIONE CON IL TERRITORIO

200 organisations engaged in Off Campus over the three-year period

- >70 Organisations engaged by Off Campus



A 'SUSTAINABLE MODEL' OF PROXIMITY SOCIAL INNOVATION

Strategic plan for 'sustainable' development

- Start of determining the organisational and economic model of sustainability
- Polisocial Award dedicated to Off Campus



ON TRACK to achieving the Target by 2025

PARTICULAR ATTENTION REQUIRED

NOT ON TRACK to achieving the Target by 2025

GOALS

2023-2025 ACTIONS

2023 ACTIVITIES

2023 ACTIVITIES RESULTS

GOALS	2023-2025 ACTIONS	2023 ACTIVITIES	2023 ACTIVITIES RESULTS
ENHANCING THE OFF CAMPUS SYSTEM	Educational activities - Organisation of educational activities aimed at involving university and high school students in the Off Campus spaces	<ul style="list-style-type: none"> • Involvement of students in research and teaching (courses and workshops, traineeships and thesis, paid collaborations) and services to the neighbourhoods • Involvement of children and young people in projects activated by Off Campuses in collaboration with local entities (Coding School; Female after-school; Coding Bricks; Nolo Ricicla) 	<ul style="list-style-type: none"> • 700 Polimi students involved in training activities • 150 children and young people as beneficiaries of activities realised in collaboration with local entities
	Mentoring and volunteering - Involvement of students and student associations through collaborative, cultural and voluntary activities	<ul style="list-style-type: none"> • Collaborations with student associations in volunteering, cultural and project activities: SIT Polimi - Spesa Sospesa; Resilient GAP – cleaning the neighbourhood; La Terna – guitar course for the youth in San Siro neighbourhood; Muslim Student Association – meeting on Muslim culture 	<ul style="list-style-type: none"> • 4 associations involved
	Support for research projects - Support for faculty in the development of projects and institutional relations in cross-sectoral partnerships from different Off Campus spaces	<ul style="list-style-type: none"> • Drafting of the project proposal for the municipal market in Viale Monza (Municipality of Milan) • Support to the candidacy of the Off Campus initiative for funding and awards 	<ul style="list-style-type: none"> • 3 proposals presented • 3 project proposals funded (ReverseLab – San Vittore, iCOSHELL Horizon – Cascina Nosedo, PRIN PNRR – San Siro) • 1 award (Seoul Design Award)
	Cultural events - Planning of events involving multiple Off Campus spaces that intercept city events and those promoted by Politecnico (ArchWeek, Festival of Sustainable Development...)	<ul style="list-style-type: none"> • Participation to Milan weeks and Polimi exhibitions with initiatives and events open to the public 	<ul style="list-style-type: none"> • More than 50 events realised at Off Campuses
PLATFORM FOR COLLABORATION WITH LOCAL COMMUNITIES	Milan University Network and Higher Education - Consolidation of collaborations with universities involved in Off Campus activities or working contexts	<ul style="list-style-type: none"> • Establishment of a collaboration with Università Statale di Milano 	<ul style="list-style-type: none"> • Drafting of framework agreements
	Strengthening of relations and agreements - Dialoguing with institutions with which collaboration agreements on the project can be activated	<ul style="list-style-type: none"> • Activation of partnerships in funded research projects: FAMI (Migration asylum and integration fund), PRIN (research projects of relevant national interest), NRRP, Polisocial Award • Activation of partnerships in projects (OUT Il cortile sociale; ReverseLab; Collaboratioin agreements with the Municipality of Milan) • Establishment and activation of collaboration agreements 	<ul style="list-style-type: none"> • More than 70 organisations Engaged in Off Campus
A 'SUSTAINABLE MODEL' OF PROXIMITY SOCIAL INNOVATION	Organisational model - Strengthening coordination of initiatives and activity planning actions	<ul style="list-style-type: none"> • Meetings for advancement and strengthening of the Off Campus Coordination Group 	<ul style="list-style-type: none"> • Organisational alignment of the 4 Off Campuses
	Economic model - Identification of funding sources and design of Polisocial Award competitions with focus on proximity social innovation	<ul style="list-style-type: none"> • Working Group established and project launched for determining the Off Campus initiative sustainability model • Realisation of Polisocial Award 2023 at Off Campuses 	<ul style="list-style-type: none"> • 5 funded research projects for Polisocial Award 2023 at Off Campuses (€ 500,000 funding)
	Evaluation and recognition of impact - Consolidation of an impact evaluation model and identification of forms of recognition and incentives for faculty and students engaged in the activities	<ul style="list-style-type: none"> • Launch of identification of impact assessment competences at Politecnico and application in Off Campus activities and new Bovisa Nord Campus 	

TRAINING ACTIVITIES AND PROJECTS FOR YOUNG PEOPLE

In 2023, several initiatives aimed at young people and promoted in cooperation with local partners were launched at Off Campus spaces. Among the new initiatives activated are: The Coding School, at San Siro Off Campus, in collaboration with the Tech7 Association (40 high school girls and boys); the 'Off Sound San Siro' music laboratory in collaboration with the La Terna Sinistrorsa Association; at Nolo Off Campus, the Coding Bricks activity developed with the Ciresola parents association, involving boys and girls from Giorgi public school each week; and the activities developed with Vespaio ETS on the theme of plastic recycling and reuse. Nolo Off Campus has been expanded in space and received the prestigious Seoul Design Award 2023 for Sustainable Life. In addition, more than 50 cultural events aimed at neighbourhoods and inhabitants were promoted, as part of the Milan Weeks and Politecnico exhibitions; these activities were also developed in cooperation with Politecnico's Student Associations.

REVERSELAB. PILOT SPACE FOR CONTEMPORARY ART BETWEEN THE PRISON AND THE CITY

ReverseLab is one of the projects activated at San Vittore Off Campus, which Politecnico di Milano opened in 2022 inside Casa Circondariale Francesco Di Cataldo (San Vittore Prison). ReverseLab proposes the activation of a space for artistic production and enjoyment, between the prison and the city, through the reuse of the basement of the first section of San Vittore prison, which was closed in the second half of the 1980s. The basement, now unfit for use, will host temporary exhibitions and a permanent 'prison memory space' will be created. The project has been developed thanks to the collaboration of different actors: Politecnico di Milano - DASTU and Design, Forme Tentative ETS, Philo and artist Maurice Pefura, with the support of Casa Circondariale di Milano Francesco di Cataldo and PAC - Padiglione d'Arte Contemporanea. The project received funding from Fondazione di Comunità Milano and additional support thanks to citizens' support in the fundraising campaign promoted by the same foundation.



→ INNOVATION AND SOCIAL RESPONSIBILITY



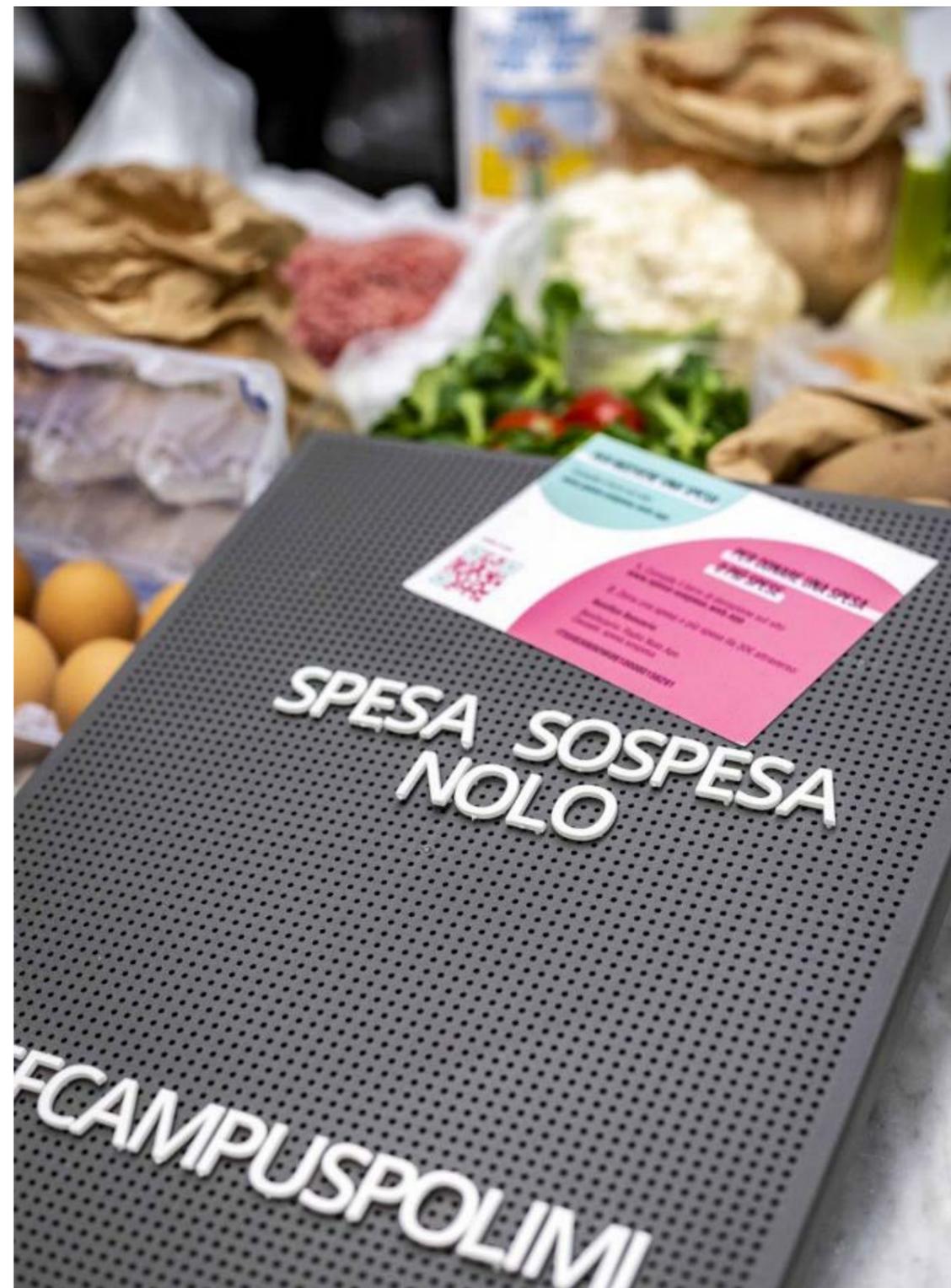
COLLABORATION WITH THE NON-PROFIT SECTOR

STRATEGIC ORIENTATION

Politecnico di Milano recognises the non-profit sector’s fundamental social and economic role and believes that, for the pursuit of its mission of sustainable development and social innovation, it is essential to build and enhance a structured system of collaboration with the most dynamic stakeholders of the non-profit sector.

In the 2023-25 period we will:

- carry out a mapping process of Politecnico expertise on social innovation related to the SDGs in teaching and research offers
- activate a plan of events and public initiatives to launch a collaboration platform and initiate the engagement process of participants
- develop, in a participative way (co-design), an integrated system of processes and services called Action Platform - Digital Platform P4NP (Polimi4nonprofit)





GOALS



2025 TARGETS



TARGET PROGRESSION: END OF 2023



JUDGEMENT ON DEGREE OF ACHIEVEMENT

MAPPING THE EXPERTISE SYSTEM ON SOCIAL INNOVATION

Complete mapping (100%) of activities across the University

- Mapping **social innovation competences** in relation to the SDGs realised at 50%
- Mapping **existing relations and services** realised at 80%
- Mapping of **150 non-profit actors** on the basis of completed and in-progress projects



BUILDING THE NETWORK OF PARTNERS AND PARTICIPANTS

50 stakeholders involved in the process of defining challenges

- **Dialogues** with 2 non-profit Sector aggregators (Link2007, CoLomba)
- Involvement of **internal actors**



DEFINITION AND CO-DESIGN OF THE ACTION PLATFORM POLIMI4NONPROFIT

50 stakeholders involved in the development process

Activities starting in 2024



DEFINITION AND CO-DESIGN OF THE DIGITAL PLATFORM POLIMI4NONPROFIT

Operational implementation with user testing

100 organisations registered on the platform

Activities starting in 2024



ON TRACK to achieving the Target by 2025

PARTICULAR ATTENTION REQUIRED

NOT ON TRACK to achieving the Target by 2025

GOALS	2023-2025 ACTIONS	2023 ACTIVITIES	2023 ACTIVITIES RESULTS
MAPPING THE EXPERTISE SYSTEM ON SOCIAL INNOVATION	Definition of mapping - Definition and testing of mapping methodology of social innovation expertise by SDGs (teaching, competitive research and consultancy)	<ul style="list-style-type: none"> Proposal for an operational definition of 'social innovation' Mapping of social innovation expertise at Politecnico with reference to SDGs 	<ul style="list-style-type: none"> PEBA completed
	Relations Polimi-non-profit Sector – Mapping of Polimi-non-profit Sector projects NEW	<ul style="list-style-type: none"> Mapping of relations and services in place with the non-profit sector 	<ul style="list-style-type: none"> >50 projects mapped >150 nonprofit sector entities mapped
BUILDING THE NETWORK OF PARTNERS AND PARTICIPANTS	Promotion and development of collaborations – Network construction activities by co-designing the action plan	<ul style="list-style-type: none"> Identification of target entities of Polimi4nonProfit Identification of needs and potential demand of the non-profit sector 	<ul style="list-style-type: none"> Reference framework established
	Launch of initiatives and public engagement plan – Launch of initiatives to promote P4NP and create connections between non-profit sector organisations and the Politecnico community	<ul style="list-style-type: none"> Involvement of internal actors and alignment with rector's Delegations 	<ul style="list-style-type: none"> 3 Departments, 2 Central Administration units, 7 Rector's Delegations and 11 professors/researchers involved
DEFINITION AND CO-DESIGN OF THE ACTION PLATFORM POLIMI4NONPROFIT	Definition of the Action Platform - Co-design of mission, management structure, activities, service offer, partnership building criteria and access to service offer	<ul style="list-style-type: none"> Development of a first proposal of activities and services offered by the Platform 	<ul style="list-style-type: none"> 6 types of services identified as actionable
	Internship programme - Construction of a matchmaking system for the organisation of internships of Laurea Magistrale students and recent graduates in nonprofit sector organisations	<i>Activities starting in 2024</i>	
DEFINITION AND CO-DESIGN OF THE DIGITAL PLATFORM POLIMI4NONPROFIT	Development of the Digital Platform - Design and co-design (with the network of partners) of the platform's service offer and of its management and scheduling model	<i>Activities starting in 2024</i>	
	Digital Platform Programming - Executive programming of the platform to make resources and services accessible	<i>Activities starting in 2024</i>	

COLLABORATION AGREEMENT BETWEEN POLIMI AND LINK2007

Politecnico di Milano and the LINK2007 - Cooperazione in rete have started the process for concluding a framework agreement by which they undertake to promote activities and projects of mutual interest. LINK2007 is an aggregator of the non-profit sector. The agreement focuses on the themes of awareness and education, through the organisation of meetings and conferences to improve the exchange of knowledge and experience, on research for sustainable development cooperation, policy advice and the design and operation of a platform to identify the results and impacts of cooperation projects and programmes.

MAPPING SOCIAL INNOVATION AND ACTIVITIES IN COLLABORATION WITH THE NON-PROFIT SECTOR AT POLIMI

As a preparatory activity to the Polimi4nonProfit project, a survey was conducted on the University's positioning with respect to the theme of social innovation and current relations with the non-profit Sector. This experimental mapping focused on the three Departments where competences related to social innovation are most present (Department of Architecture and Urban Studies, Department of Design and Department of Management, Economics and Industrial Engineering).

The mapping covered the themes of curricular education, funded research projects and scientific publications: starting with the University databases, the correlation between these activities and social innovation was investigated with reference to the SDGs most closely related to the theme (SDG1, SDG8, SDG10, SDG11 and SDG16). The map identified 281 courses (A.Y. 2022-23), 83 research projects (A.Y. 2022-23) and more than 500 publications (2022) related to the social innovation in the three Departments. At the same time, an in-depth study was carried out on existing activities in collaboration with non-profit sector organisations: 57 projects were identified as involving more than 150 nonprofit organisations, which means that Politecnico is already in a strong position to formulate a structured offer for the non-profit Sector within the Polimi4nonProfit project.



→ INNOVATION AND SOCIAL RESPONSIBILITY



SCIENCE DIPLOMACY

STRATEGIC ORIENTATION

Politecnico di Milano aspires to be a leading player in science diplomacy, both in the sense of science for diplomacy - science as a strategic axis in international cooperation - and science in diplomacy - the University as a driver of informed policies for sustainable development with a global impact.

In the 2023-25 period we will:

- consolidate paradigms for international cooperation in research and institutional capacity building, with specific focus on the African continent
- train young people in the ability to inform 'policies' using the outcomes of scientific research
- actively participate in key networks and think tanks as a means to help bridge the gap between science and policymaking





GOALS



2025 TARGETS



**TARGET PROGRESSION:
END OF 2023**



**JUDGEMENT ON
DEGREE OF
ACHIEVEMENT**

COOPERATION AND DEVELOPMENT (RESPONSIBLE RESEARCH AND INSTITUTIONAL CAPACITY BUILDING)

6 12 international initiatives in cooperation with other Universities and/or local actors in critical areas in the three-year period

UPDATE

- 9 initiatives, including 3 institutional training projects and 4 Polisocial Award 2022 research projects for local development



COLLABORATION WITH INTERNATIONAL ORGANISATIONS

6 structured and continuous relations in the three-year period

- 1 structured relationship: Metropolitan HUB - UNHABITAT (DASTU), plus 4 reports under renewal and/or in an advanced state of definition



TRAINING IN SCIENCE DIPLOMACY

60% of young researchers and PhD students trained in science diplomacy over the three-year period

- 1 established training initiative within the educational framework of the PhD School
- 20 PhD students and researchers enrolled in the first edition



ADVOCACY NETWORKS FOR SCIENCE DIPLOMACY

Active participation in **3** 6 networks or advocacy actions to inform international policies

UPDATE

- 2 formal accessions to networks: EU Science Diplomacy Alliance and Working Groups on Science Diplomacy of the European Commission
- 4 advocacy actions at Italian level for MUR, MAECI, CRUI on science diplomacy themes



ACHIEVED (IN 2023)

ON TRACK to achieving the Target by 2025

PARTICULAR ATTENTION REQUIRED

NOT ON TRACK to achieving the Target by 2025

GOALS

2023-2025 ACTIONS

2023 ACTIVITIES

2023 ACTIVITIES RESULTS

<p>COOPERATION AND DEVELOPMENT (RESPONSIBLE RESEARCH AND INSTITUTIONAL CAPACITY BUILDING)</p>	<p>Funding - Enhancing the attractiveness of funding for research projects from cooperation agencies, development banks and international organisations</p>	<ul style="list-style-type: none"> Continuation of Polisocial Award project planning activities in the field of cooperation, with reconnaissance of the main funding channels to allow for follow-up Maintenance of the OECD-DAC/ Cooperation on Departments mapping to support evidence of Polimi's expertise on the theme 	<ul style="list-style-type: none"> Support to a 4 Polisocial Award 2022 projects and 2 Departments 2023 mapping 2023 closed and 2024 mapping started
	<p>Allocation of funds - Allocation of funds to foster the collaboration of Politecnico researchers in developing areas (focus on Africa)</p>	<ul style="list-style-type: none"> Participation in two MUR 'Transnational Education' NRRP calls with focus Africa 	<ul style="list-style-type: none"> 2 NRRP projects presented
	<p>Management of previous initiatives – Continuation of initiatives already in place in the Cooperation area</p> <p>NEW</p>	<ul style="list-style-type: none"> Implementation of the action lines and projects of 2020-23 initiatives and monitoring of new initiatives: 3 institutional training projects (MUR funding to FONDAZIONE IHEA-Italian Higher Education with Africa for projects in Ethiopia and Tunisia, 2 Erasmus+ projects in Kenya and Ghana); 4 Polisocial Award 2022 research projects for local development 	<ul style="list-style-type: none"> 9 cooperation activities active in 2023
<p>COLLABORATION WITH INTERNATIONAL ORGANISATIONS</p>	<p>Relations with the diplomatic front - Consolidation of relations with the Italian and international diplomatic front</p>	<ul style="list-style-type: none"> Participation in the preparation day for the 2023 meeting of Italian scientific attachés at VIU-Venice International University (scientific and diplomatic attachés, Italian Universities, companies, research centres) 	<ul style="list-style-type: none"> 2 strategic meetings with the diplomacy system
	<p>International organisations - Collaboration with international entities in a multi-stakeholder perspective including institutional stakeholders to address major global challenges</p>	<ul style="list-style-type: none"> Support to open relations: 2 UNESCO Chairs renewals (Mantova Campus and Department of Energy), UNHABITAT - DASTU Metropolitan Vulnerability, IAEA - DENG Nuclear energy education, UNIDO - DIG sustainable finance Conceptualisation of a structured collaboration model with international bodies 	<ul style="list-style-type: none"> 1 Memorandum of Understanding to be signed soon 2 relationships in an advanced development status 2 relationships under renewal
<p>TRAINING IN SCIENCE DIPLOMACY</p>	<p>Training of young researchers - Implementation of at least one training activity per year on science diplomacy with internal and external, national and international lecturers</p>	<ul style="list-style-type: none"> Identification of possible educational and training strategies: launch of the design of a MOOC module 	<ul style="list-style-type: none"> 20 lecture hours prepared for a 'zero' module, with >10 possible lecturers
	<p>PhD students - Activation of a permanent (annual) course in Science Diplomacy in the PhD School</p>	<ul style="list-style-type: none"> Activation of the course and its addition to the educational offer of the PhD School (1st edition in January 2024) 	<ul style="list-style-type: none"> Projected course: 11 lecturers involved (4 Italian, 3 EU, 2 external experts, 2 diplomats)
<p>ADVOCACY NETWORKS FOR SCIENTIFIC DIPLOMACY</p>	<p>Participation in networks/think tanks - Consolidation of the University's participation in international networks and projects linking research, education and policymaking</p>	<ul style="list-style-type: none"> Participations in EU Science Diplomacy Alliance activities Participations in initiatives in support of MUR, MAECI, CRUI on science diplomacy themes for the internationalisation of research and local development 	<ul style="list-style-type: none"> 2 formal relationships 4 advocacy activities

A NEW COURSE ON SCIENCE DIPLOMACY FOR THE PHD SCHOOL

In 2023, the course “Science Diplomacy for researchers. Filling the gap between science and policy within the global challenges” was designed. This is the first educational offer in the field of Science Diplomacy at Politecnico di Milano, which will be followed by three more. The university is able to generate innovation and high-level knowledge that can provide important input to policymakers for addressing global challenges and responding to shared needs for sustainable and equitable development. The course is part of the PhD School’s permanent offer and will be provided annually from 2024.

UN-HABITAT AND DASTU TOWARDS A HUB ON METROPOLITAN VULNERABILITY

In 2023, a Memorandum of Understanding was signed for an important new collaboration between the Department of Architecture and Urban Studies (DASU) and UN-HABITAT, with the common goal of tackling major global challenges by joining forces in science and policymaking. DASU - which has been appointed Department of Excellence for Local Fragilities for the 2023-2027 five-year period - is committed to the construction of a Me-troHUB for the creation of a collaborative research and training space that aims to contribute to the growing demand for experimental and innovative solutions for complex territorial contexts.



→ ENVIRONMENT



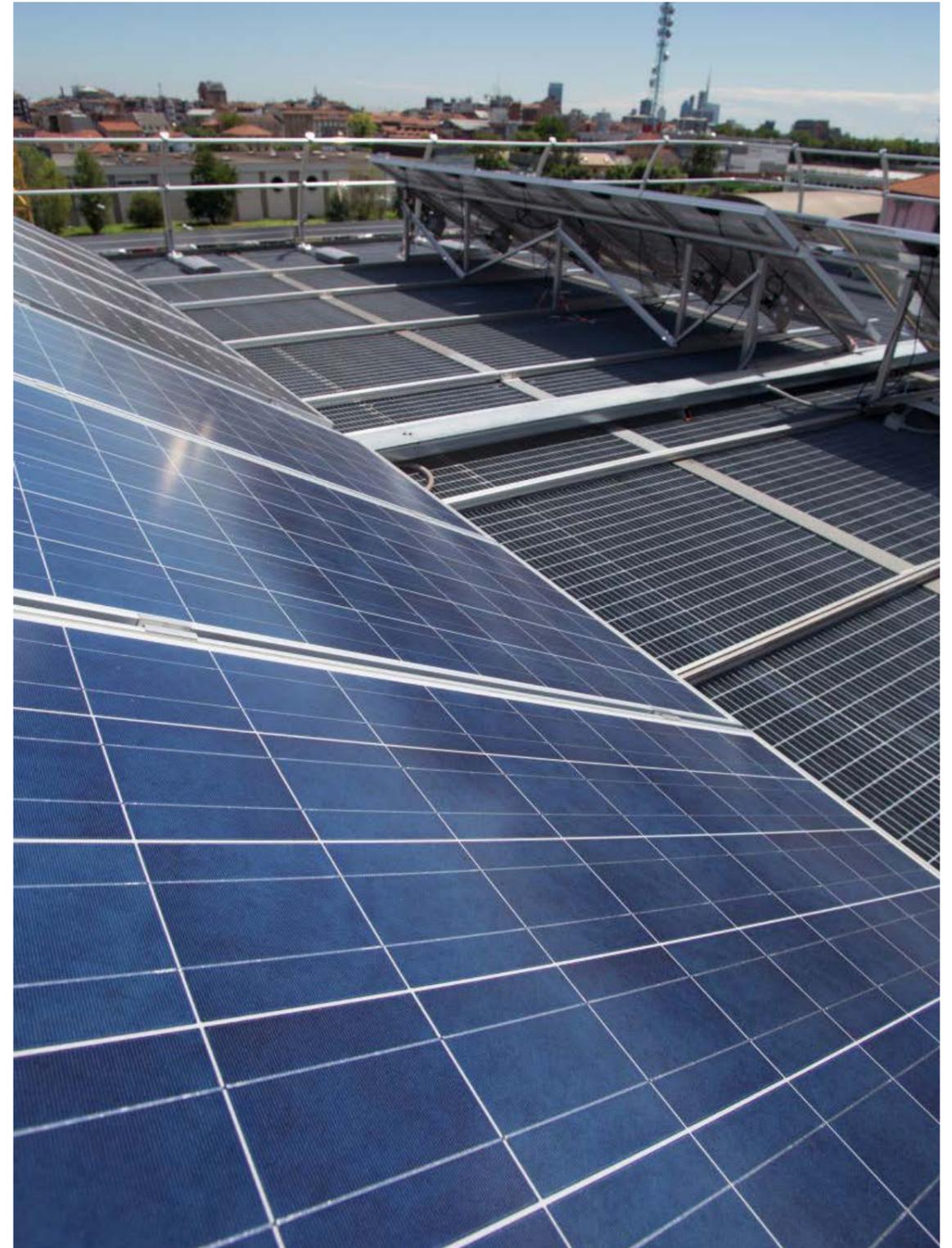
ENERGY AND DECARBONISATION

STRATEGIC ORIENTATION

Politecnico di Milano promotes responsible energy policies and solutions that leverage on the most advanced technologies for energy efficiency with the aim of reducing fossil primary energy consumption and greenhouse gas emissions along with it.

In the 2023-25 period we will:

- reduce the University's primary energy consumption, including through the adoption of effective management practices and behavioural change
- ensure that the energy consumed is produced using renewable sources as much as possible
- involve the Politecnico community, citizens and institutional stakeholders in the local community by becoming a catalyst for impact in the path towards decarbonisation





GOALS



2025 TARGETS



TARGET PROGRESSION: END OF 2023



JUDGEMENT ON DEGREE OF ACHIEVEMENT

ENERGY EFFICIENCY

-30% energy consumption

- 8% electricity consumption in 2023 vs 2022
- -26% gas consumption in 2023 vs 2022



PRODUCTION AND USE OF RENEWABLE ENERGY

15% of purchased electricity from renewable sources

- Analyses for the purchase of 'Guarantees of Origin' from renewable sources



+5 MW installed photovoltaic capacity

- 100% completion of project activities and +1.4 MW installed capacity in 2023



RECs activated in at least 3 neighbourhoods in Milan

- Initiation of RECs activation process



REDUCTION OF CO₂ EMISSIONS

-25% by 2025 vs 2015

-50% by 2030 vs 2015

Net zero by 2040

- 24% per capita emissions related to electricity and gas in 2023 vs 2015
- Per capita mobility-related emissions being measured (Mobility Survey 2024)
- Estimated reduction expected from the Home-University Commuting Plan: -15% by 2025 vs 2015



ON TRACK to achieving the Target by 2025

PARTICULAR ATTENTION REQUIRED

NOT ON TRACK to achieving the Target by 2025

GOALS

2023-2025 ACTIONS

2023 ACTIVITIES

2023 ACTIVITIES RESULTS

ENERGY EFFICIENCY	2023-2025 ACTIONS	2023 ACTIVITIES	2023 ACTIVITIES RESULTS
<p>PRODUCTION AND USE OF RENEWABLE ENERGY</p>	<p>Temperature control - Improved regulation of heating and cooling systems through the installation of temperature controllers/thermostats</p>	<ul style="list-style-type: none"> Renovation of Leonardo Campus Building 4 with realisation of a new air conditioning system equipped with thermostats and room sensors for accurate control of temperature and remote management, and lighting control sensors Renovation of classrooms at Bonardi Campus Building 14 	<ul style="list-style-type: none"> Installation of regulation and control systems in 16 departmental laboratories, 75 departmental offices, 20 classrooms
	<p>Lighting - Replacement of at least 7,000 luminaires per year with LED systems</p>	<ul style="list-style-type: none"> Start of replacement of the first lot of 6,800 luminaires with LED systems Completion of second lot work with replacement of 1,489 apparatuses 	<ul style="list-style-type: none"> Replacement of 2,039 luminaires in total in the two lots
	<p>Behavioral models - Development of guidelines and awareness-raising initiatives to reduce consumption starting with individual behaviour</p>	<ul style="list-style-type: none"> Establishment of a Sustainability Working Group on Energy Saving, also with a focus on individual behaviours of energy service users Sending of communications from the general Management to raise awareness on energy saving in view of university closing for holidays 	<ul style="list-style-type: none"> 11 project proposals from the Energy Saving Working Group in 2023, including the realisation of a good energy behaviour handbook
	<p>Photovoltaic power generation - Installation of photovoltaic systems averaging 1.7 MW per year</p>	<ul style="list-style-type: none"> Completion of design and start of the installation of systems at Milano Città Studi and Bovisa Campuses Addition of installation not included in the initial plan at certain residence halls and the Lecco Campus 	<ul style="list-style-type: none"> 1,420 kW operating, equal to 97% of the total envisaged within the year
<p>REDUCTION OF CO₂ EMISSIONS</p>	<p>Renewable Power Purchase Agreement - Signing of Power Purchase Agreements (PPAs) for the procurement of renewable electricity of at least 10 GWh/year</p>	<ul style="list-style-type: none"> Realisation of a preliminary analysis for purchasing renewable energy with Guarantee of Origin PPA stipulation activities scheduled from 2024 	<ul style="list-style-type: none"> Preliminary analysis completed
	<p>Energy Communities - Creation of at least three Renewable Energy Communities (RECs) through the involvement of public and private stakeholders</p>	<ul style="list-style-type: none"> Identification of the proper legal form for in establishment of the RECs Drafting of the association regulation and the scheme of agreements to be concluded with prosumers 	<ul style="list-style-type: none"> Functional activities for starting the projected completed
<p>REDUCTION OF CO₂ EMISSIONS</p>	<p>Heat pumps - Replacement of gas-fired generation systems with groundwater heat pump system for Campus La Masa/Lambruschini</p>	<ul style="list-style-type: none"> Submission to Metropolitan City and Lombardy Regional Authority of authorisation request for the realisation of geothermal wells 	<ul style="list-style-type: none"> Authorisation process started
	<p>All the actions on energy issues (consumption reduction and energy transition), mobility and sustainable building gathered within the Strategy contribute to this objective</p>	<ul style="list-style-type: none"> Completion of CO2 emissions inventory for 2022 Completion of CO2 emissions inventory for 2023 – share of electrical energy and gas consumption Start of CO2 emissions inventory for 2023 – mobility share Joining in the 'Climate City Contract' programme of the Municipality of Milan 	<ul style="list-style-type: none"> 16,190 tonCO2 from electrical energy and gas consumption in 2023 -24% per capita in 2023 vs 2015 -20% per capita in 2023 vs 2022
<p>REDUCTION OF CO₂ EMISSIONS</p>	<p>Research on climate change - Recognition of research activities in the University on the topic</p> <p>NEW</p>	<ul style="list-style-type: none"> Start of reconnaissance of research projects and deliverables on climate change 	

REDUCTION OF ENERGY CONSUMPTION

In 2023, Politecnico recorded a reduction in electricity consumption by 11.5% compared to the previous year (excluding the share for air conditioning), which resulted in a decrease in consumption by 4.4 GWh. This resulted in a reduction of CO2 emissions by 1,040 tonnes, calculated without taking into account the benefit of reduced emissions from the national electricity grid. This energy saving was possible thanks to the joint efforts of everyone at the University. Efforts include the timely switch-off of utilities not in use, judicious management of energy systems and targeted investments in automation and control for lights and equipment to be switched off automatically, thus helping to optimise energy use.

PHOTOVOLTAIC SYSTEMS

In 2023, Politecnico's photovoltaic park was expanded significantly, in line with the Strategic Sustainability Plan's goal of installing 5 MW of photovoltaic power by 2025. In 2022, the Academic Senate approved the allocation of major funding for speeding up the energy transition and this led to a major project to be launched in 2023 to expand the university's photovoltaic park. As part of this funding, several systems were installed on existing buildings at the Milano Città Studi site, totalling about 1,400 kWp.

In addition, a new system with a capacity of 19 kWp went into operation at Bovisa, installed on the roof of the B30 'Collina degli studenti' building located in the Bovisa La Masa Campus. The work was completed in 2023 and resulted in Politecnico achieving a total photovoltaic capacity that was six times greater than in 2022.



→ ENVIRONMENT



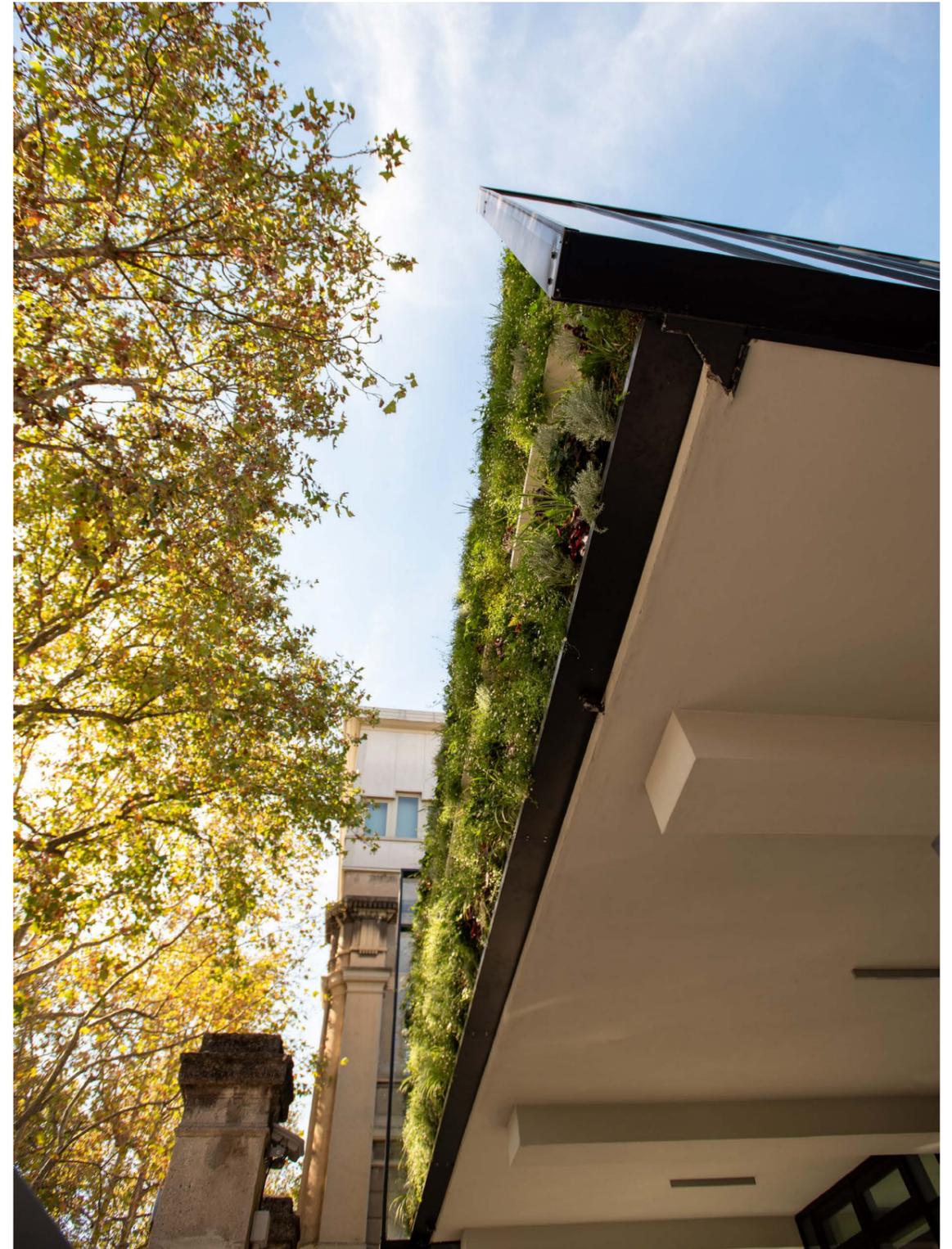
SUSTAINABLE CONSTRUCTION AND GREEN SPACES

STRATEGIC ORIENTATION

Politecnico di Milano pursues the improvement of the environmental quality of its campuses, starting with the regeneration of both outdoor and indoor spaces according to sustainability principles, always prioritizing the quality of life and the psycho-physical well-being of the people using these spaces.

In the 2023-25 period we will:

- refurbish the University's building infrastructure to reduce energy waste and prevent the adverse effects of climate change
- design new buildings according to innovative sustainability standards
- sustainably regenerate and restore outdoor spaces to mitigate the impacts of climate change





GOALS



2025 TARGETS



TARGET PROGRESSION: END OF 2023



JUDGEMENT ON DEGREE OF ACHIEVEMENT

REFURBISHMENT OF BUILDINGS

Upgrading plan for the entire building infrastructure

3 renovated buildings

Climate Change Adaptation Plan

- Analysis of specific consumption (kWh/m²) of buildings
- Complete renovation of Building 4 at Leonardo Campus
- Executive project for the redevelopment of Building 5 and the laboratory tower in Building 6 at Leonardo Campus



NEW CONSTRUCTION PROJECTS

New Bovisa Nord Campus 'Net Zero Carbon' (NZC)

100% of new projects realised with NZC standards

- Drafting of the executive design for the new Bovisa Nord Campus with Net Zero Carbon standard



- Drafting of the executive design for the new Bovisa Nord Campus with Net Zero Carbon standard



LAND RECOVERY AND NATURE-BASED SOLUTIONS

~~15.000 m²~~ 25.000 m² of land restored with green areas and/or de-impermeabilisation

UPDATE

- 3,835 m² of green space upgraded at Building 26 at Leonardo Campus
- >10.000 m² de-impermeabilised at Durando Campus
- Intervention on 6,300 m² of green area of which
- 4,400 m² approximately of existing green redevelopment and 1,900 m² approximately of new green space (Durando Campus)



ON TRACK to achieving the Target by 2025

PARTICULAR ATTENTION REQUIRED

NOT ON TRACK to achieving the Target by 2025

GOALS

2023-2025 ACTIONS

2023 ACTIVITIES

2023 ACTIVITIES RESULTS

REFURBISHMENT OF BUILDINGS	<p>Upgrading plan - Definition of an energy upgrading plan for all University buildings, with identification of economic benefits and decarbonisation potential</p>	<ul style="list-style-type: none"> Analysis and classification of specific consumption (kWh/m²) of buildings 	<ul style="list-style-type: none"> Completion of analysis and publication of a report
	<p>Building renovation - Identification of priority building interventions and complete renovation of at least 3 of the buildings with the worst energy performance</p>	<ul style="list-style-type: none"> Overall redevelopment of Building 4 of the Campus Leonardo, including energy redevelopment of the envelope and renovation of systems Executive project for the refurbishment of Building 5 and the laboratory tower of Building 6 of the Leonardo Campus 	<ul style="list-style-type: none"> Refurbishment 4,000 m² Completion of executive project at Buildings 5 and 6
	<p>Existing buildings - Replacement of all original windows and doors remaining from the historic building (Campus Leonardo)</p>	<ul style="list-style-type: none"> Replacement of doors and windows of Leonardo Campus Building 4 Executive project for the refurbishment of Campus Leonardo Building 6 and lab tower Replacement of UGLASS at La Masa/Lambruschini Building BL26 	<ul style="list-style-type: none"> Replacement partially completed
	<p>Adaptation Plan - Analysis of the risks and adaptation potential of Politecnico and drafting of a Climate Change Adaptation Plan for the University's Campuses</p>	<ul style="list-style-type: none"> First draft of the climate change adaptation plan 	<ul style="list-style-type: none"> Adaptation plan draft
NEW CONSTRUCTION PROJECTS	<p>Net Zero Carbon (NZC) standard for Politecnico - Definition and application of a NetZero Carbon (NZC) standard in the design of new buildings and spaces</p>	<ul style="list-style-type: none"> Executive design of the new Bovisa Nord Campus according to the Zero Energy goal (Net Zero Operational Carbon) and related call for tender 	<ul style="list-style-type: none"> New Bovisa Nord Campus executive project
	<p>Minimum sustainability requirements - Definition and application of a standard of minimum sustainability requirements in the design of buildings and installations</p>	<p><i>Activities starting in 2024</i></p>	
	<p>Collaboration with communities – Dialogues with the city of Milan for impact assessments and connection with the new Territory Governance Plan</p> <p>NEW</p>	<ul style="list-style-type: none"> Start of impact assessment of the new Bovisa Nord Campus Start of reconnaissance of low-cost building construction research activities 	<ul style="list-style-type: none"> Work started on 10,500 m²
LAND RECOVERY AND NATURE-BASED SOLUTIONS	<p>Restoration of land consumption - Soil de-impermeabilisation of the Durando Campus</p>	<ul style="list-style-type: none"> De-impermeabilisation of the new green area at Durando Campus 	
	<p>Heat islands - Identification of the most critical routes from the point of view of heat exposure and provision of shading systems, preferably of a natural type</p>	<p><i>Activities starting in 2024</i></p>	
	<p>Green areas - Revision/renewal of existing green areas in order to maximise the number of trees, increase biodiversity, increase drainage capacity</p>	<ul style="list-style-type: none"> Redevelopment of Leonardo Campus Building 26 external park, including redevelopment of the walkway, creation of safety conditions, replacement of removed trees and planting of new trees Redevelopment and enlargement of Durando Campus green areas Redevelopment of the Sport Park at Bovisa Nord Campus 	<ul style="list-style-type: none"> Redevelopment of 3,835 m² green area Work started on 6,300 m² Work started on 12,000 m² of existing greenery

GREEN CAMPUS

Politecnico di Milano pursues the improvement of the environmental quality of its rooms starting with the regeneration of open and indoor spaces according to the principles of sustainability. Starting with the Master Plans defined in 2017, several areas of the University have been the subject of interventions aimed at restoring open and green spaces in order to improve their liveability and mitigate the effects of climate change. At Bonardi Campus in Città Studi, 126 trees have been planted as part of the redevelopment action aimed to counteract the effect of heat islands, while at Leonardo Campus a considerable increase in green and filtering area has been realised; further interventions are planned with a view to pedestrianisation, de-impermeabilisation, increase of green areas, reduction of heat islands, planting of trees. In 2023, Politecnico continued to invest considerable resources in the enhancement of its green areas.

At the Milan Bovisa site, La Masa Campus, after the opening of the Collina degli Studenti - Students' Hill, which increased the green area by approximately 1,250 m², 59 more trees were planted and 500 m² more of green areas were realised, in addition to 1,200 m² of up-graded green spaces.

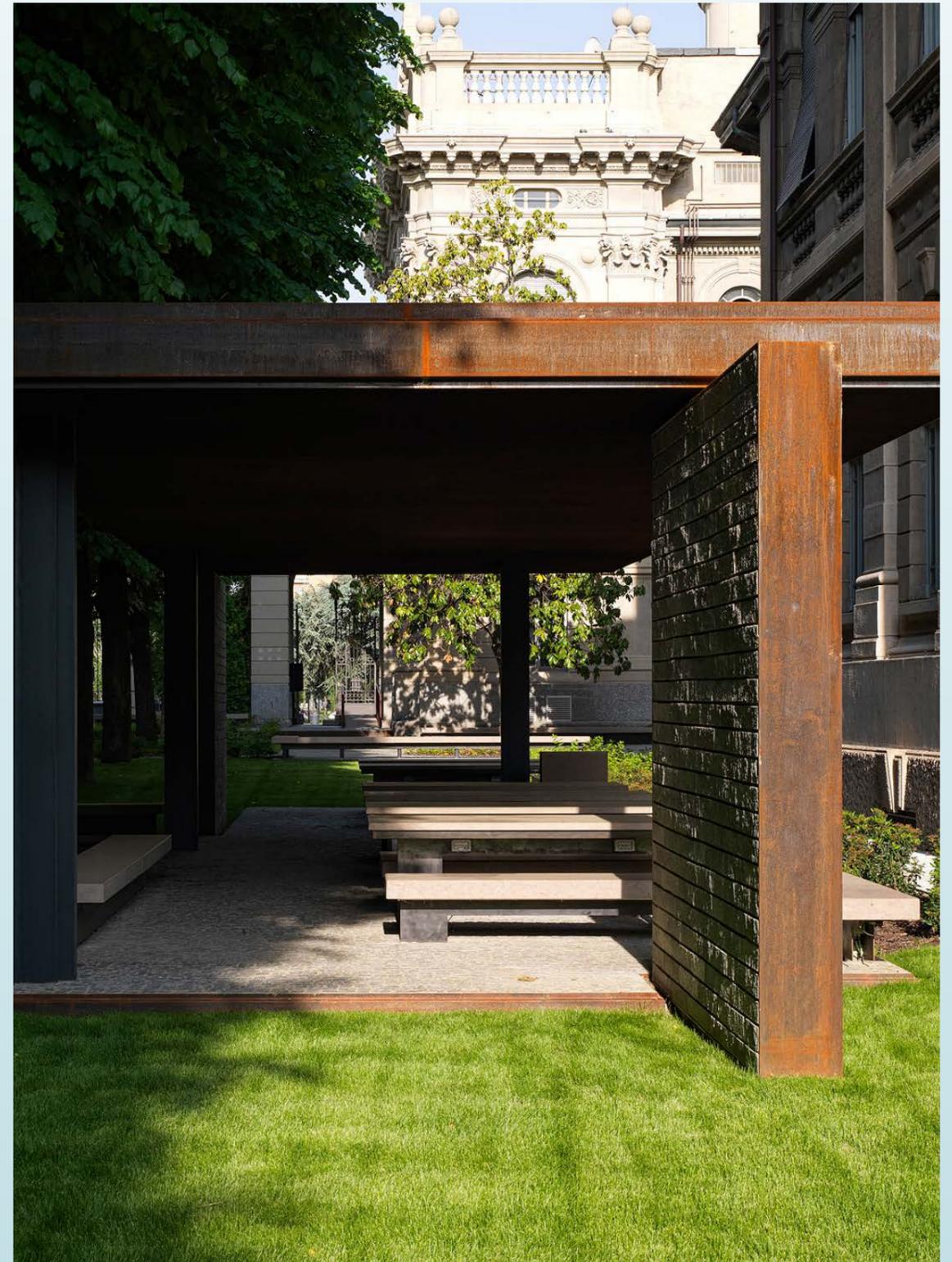
In the same location, at Durando Campus, de-impermeabilisation and greening of surfaces have been initiated for the mitigation of and adaptation to climate change through sustainable urban drainage systems; the outdoor area in Via Golgi also benefited from redevelopment with the addition of 53 new trees.

BOVISA NORD PROJECT

In September 2023, the foundation stone-laying ceremony marked the start of work for the Bovisa-Goccia Masterplan urban redevelopment project, with a symbolic tree planted in the center of one of the gasometers.

Renzo Piano's project stands out as an example of urban regeneration that integrates public transport, opens up to neighborhoods and preserves the existing historical heritage. Enriching this vision is the connection with the surrounding woodland, which will fit harmoniously between the new buildings, helping to weave the connection fabric of the area.

The intervention, which aims at energy independence and zero CO₂ emissions, involves the construction of twenty new buildings with a total surface area of approximately 105,000 m², to which the municipal school buildings will also be added.



→ ENVIRONMENT



SUSTAINABLE MOBILITY

STRATEGIC ORIENTATION

Politecnico di Milano promotes sustainable mobility within its community with the ultimate aim of increasing individual and collective well-being. The value perspectives that the University wants to pursue are manifold: from the improvement of the quality, livability and accessibility of spaces both on and off campus to the promotion of active mobility, from the improvement of travel safety to the reduction of total emissions related to campus access.

In the 2023-25 period we will:

- educe the modal share of private motorised private vehicles for campus access
- alleviate parking pressure to reclaim both indoor and outdoor spaces for other uses
- educe total greenhouse gas emissions as a contribution to improving air quality and supporting climate action





GOALS



2025 TARGETS



TARGET PROGRESSION: END OF 2023



JUDGEMENT ON DEGREE OF ACHIEVEMENT

REDUCED USE OF PRIVATE MOTORISED VEHICLES

- 15% modal share of 'private motorised vehicles' for students
- 20% modal share of 'private motorised vehicles' for staff

- Start of de-paving and pedestrianisation works at Durando Campus, with elimination of vehicular parking areas for private vehicles
- Preparation of the new Home-University Commuting Plan (to be approved in 2024)
- Setting up quantitative monitoring of 2023 conducts (Mobility Survey 2024)



PROMOTING ACTIVE AND SUSTAIN-ABLE MOBILITY

- +10% of users accessing campuses by bicycle

- Planning and construction of new bicycle parking stations and reorganisation and modernisation of bicycle parking areas (+800 parking spaces compared to approximately 1,300 existing ones)
- Start of projects within the Sustainable Mobility Working Group
- Setting up quantitative monitoring of 2023 conducts (Mobility Survey 2024)



CO₂ EMISSIONS FROM MOBILITY

- 15% emissions related to commuting

- Estimated reduction expected from the Home-University Commuting Plan: -15% by 2025 vs. 2015
- Setting up quantitative monitoring of 2023 conducts (Mobility Survey 2024)



ON TRACK to achieving the Target by 2025

PARTICULAR ATTENTION REQUIRED

NOT ON TRACK to achieving the Target by 2025

GOALS

2023-2025 ACTIONS

2023 ACTIVITIES

2023 ACTIVITIES RESULTS

REDUCED USE OF PRIVATE MOTORISED VEHICLES

Pedestrianisation - Pedestrianisation of the Leonardo Campus and Via Pascal

- Start of works to **de-pave and pedestrianise** Durando Campus with simultaneous removal of parking areas for motorised vehicles

- 18,500 m² made car-free
- Reduction envisaged by approx. 120 car parking places and increase of bike places by 270 units approx.

Subsidised public transport passes - Increased funds allocated for the purchase of public transport passes for the entire population and increase in the number of users benefiting from sustainable mobility agreements

- Context analysis for identifying possible solutions
- Setting up of a project for **promoting** Local Public Transport in the context of the Sustainable Mobility Working Group.

- Proposals in the Home-University Commuting Plan, currently being drafted

Interaction with the territory - Dialogue with the competent bodies to monitor the quality and reliability of public transport and the possibility of extending cycle paths to reach the University Campuses

- First conversation on proposals from the **Sustainable Mobility Working Group**: bike-friendly and pedestrian routes, awareness raising and promotion campaigns, incentives for Local Public Transport
- Start of dialogues with AMAT, Municipality of Milan, Metropolitan City, ATM, TRENORD

- Start of dialogue with local communities
- Activation of the 'Bike-friendly paths' project

Monitoring and planning – Analysis of transport methods used by the University's population from and to Campuses

NEW

- Identification of the 2022 modal share by processing **results of the 2023 Mobility Survey** (8,000 questionnaires analysed, response rate: approx. 12% students, approx. 30% staff)
- First draft of the new **Home-University Commuting Plan**

- 2022 modal share: car/motorbike: 7% students, 23% staff; private + public transport: 25% students, 13% staff; walking: 11% students, 9% staff; bicycle/scooter: 8% students, 14% staff; public transport: 49% students, 40% staff

PROMOTING ACTIVE AND SUSTAINABLE MOBILITY

Infrastructure to support active mobility - Investment in changing rooms with showers on campus, electric bike charging stations, bike and scooter parking

- **Survey of parking areas** at the University Campuses in Milan
- Reconfiguration study for **bicycle areas** with addition of new slots
- Realisation of the La Masa **bicycle parking station** and design of the Bassini bicycle parking station

- Approx. 1.300 bicycle places available withing Politecnico
- Bovisa La Masa bicycle parking station:
- 88 bicycle places, 8 for scooters with charging point and 1 Bike Repair Station
- Planning of approx. 800 bicycle places more

Safety - Development of an app indicating access routes to campuses suitable for cycling and their respective safety levels

- Start of discussion for identifying **internal stakeholders** to develop the application, including the safest and most pleasant routes

- Start reconnaissance of routes and first prototype of the app

Awareness-raising and engagement - Information campaigns, participation and organization of events to promote active and sustainable mobility

- Realisation of the **educational initiative** 'Electrical cars and batterie: the state of the art' during the 2023 European Mobility Week

- 74 participants

CO₂ EMISSIONS FROM MOBILITY

Remote working - Interventions aimed at coordinating remote working as a means to reducing emissions

- Analysis of current **remote working** agreements and their impact on facility occupancy rate

- Analysis carried out

Charging points - 100% increase in the number of charging points for electric cars

- Installation and commissioning of **electric vehicle charging stations** identified in 2022

- Installation of 40 charging points

Mobility emissions – Checking the inventory and estimates to be reported in the CO₂ Emissions Mitigation Plan

NEW

- Revision of the inventory and first draft of the **CO₂ Emissions Mitigation Plan – Mobility Section**

- Definition of the methodology for calculating emissions related to mobility

CHARGING POINTS FOR ELECTRIC CARS

Politecnico promotes electric and soft mobility by providing parking and charging facilities for electric vehicles such as cars, scooters and bicycles.

In the 2022-2023 period, the University's services for sustainable mobility were modernised and strengthened, with the installation of 38 electric car charging stations distributed across the Campuses (16 at Città Studi Campus, 16 at Bovisa Campus, 2 at Piacenza Campus and 4 at Lecco Campus), in addition to the 2 pre-existing stations originally installed for research purposes. As a result, there are now 40 EV charging points on the University's Campuses, with an average of 265 recharges per month.

EDUCATIONAL COURSE 'ELECTRIC CARS AND BATTERIES: STATE OF THE ART'

During the European Mobility Week, the course 'Electric cars and batteries: state of the art' was held, also open to the external public, organised by Politecnico in collaboration with Ecoverso, an association promoting sustainable mobility in Italy. The course included two sessions: a theoretical session which explained the opportunities of electric cars and their environmental impact, and a practical session which included the use of charging stations and test drives. A total of 74 students, workers and citizens took part in the initiative.



→ ENVIRONMENT



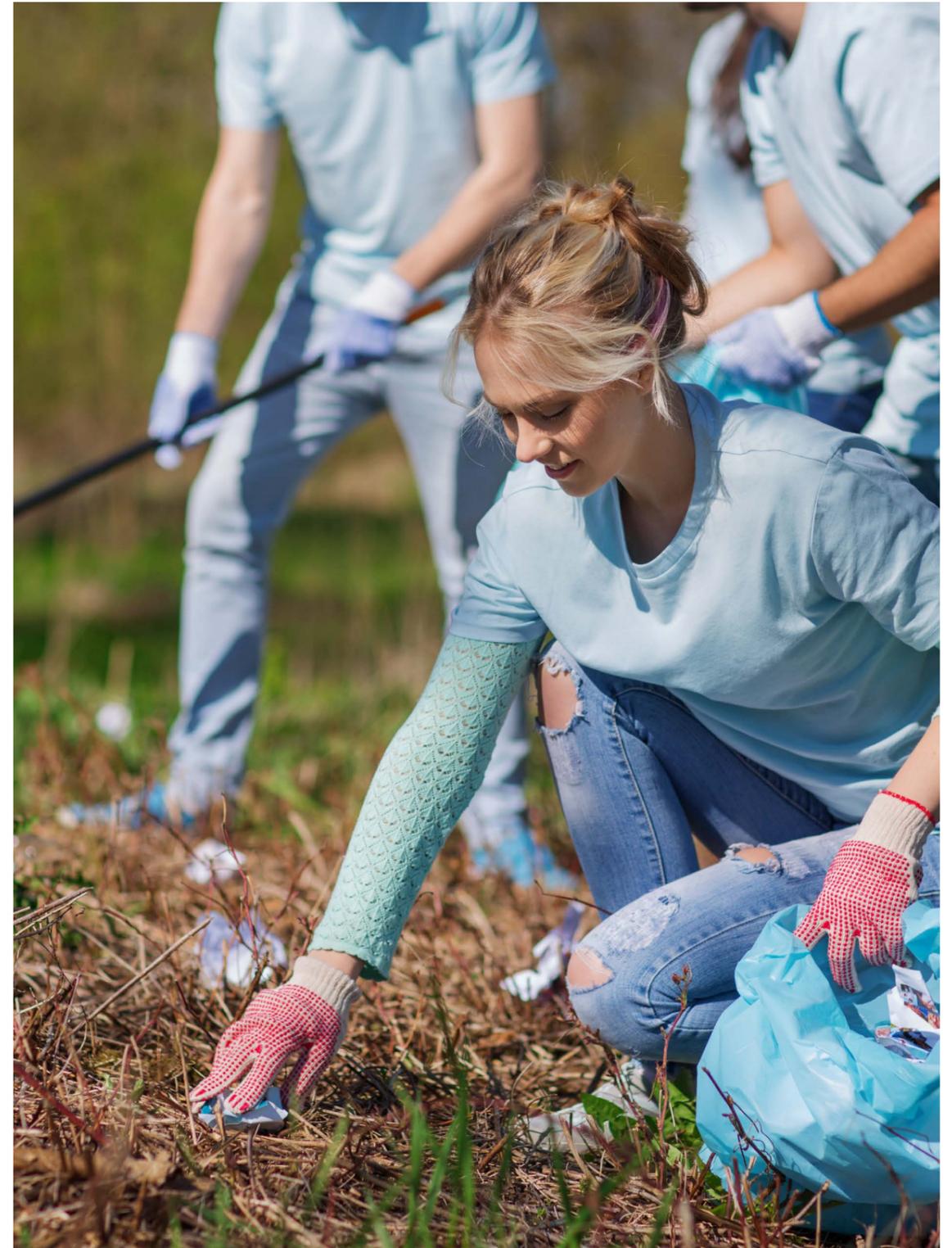
CIRCULAR ECONOMY

STRATEGIC ORIENTATION

Politecnico di Milano aims to adopt a systemic approach to monitor resource consumption and management according to the principles of circular economy, based on a combination of good management practices, technological innovation and active engagement of the entire community in a leading-by-example approach.

In the 2023-25 period we will:

- fight food and water waste
- strengthen and complete the resource consumption monitoring system
- reduce the amount of waste generated by the University and enhance the waste sorting and collection system





GOALS



2025 TARGETS



TARGET PROGRESSION: END OF 2023



JUDGEMENT ON DEGREE OF ACHIEVEMENT

REDUCING FOOD WASTE

Zero food waste in 100% of food courts and catering events

- 9 out of 10 catering outlets with adoption of the “Compass box’ (90%)
- Starting the process of defining a University Food Policy



WASTE MONITORING AND REDUCTION

Re-use of 60% assets that are no longer usable

- Regulation for the reuse of assets being drafted



Monitoring of 100% University-wide produced waste

- 100% of hazardous waste monitored quantitatively and qualitatively
- Start of qualitative and quantitative monitoring of domestic waste
- Collaborations in place with AMSA, Municipality of Milan and Lombardy Regional Authority



MONITORING AND ELIMINATING WATER WASTAGE

Water consumption monitored throughout the University

- Extensive quality controls
- Testing of a new water dispenser model



ON TRACK to achieving the Target by 2025

PARTICULAR ATTENTION REQUIRED

NOT ON TRACK to achieving the Target by 2025

GOALS

2023-2025
ACTIONS

2023
ACTIVITIES

2023
ACTIVITIES RESULTS

<p>REDUCING FOOD WASTE</p>	<p>Technological innovation - Implementation of a system to recover leftover food</p> <p>Partnerships - Definition of partnerships with companies and non-profit sector organisations involved in the redistribution of leftover food (in connection with Polimi4nonprofit)</p>	<ul style="list-style-type: none"> • Extension of the 'Compass box' process of selling leftover food at a discounted price close to the closing times of dining points • Analysis and development of agreements with suppliers to include catering leftovers in Compass boxes • Analysis of leftover food quantity • Sharing of the food waste reduction policy with catering service and restaurant suppliers • Collaboration with the NRRP OnFoods project for developing the Polimi Food Policy 	<ul style="list-style-type: none"> • 9 dining point out of 10 adopted Compass boxes (90%) • Approx. 90% of box sold out of those produced • Start of the drafting of a Polimi Food policy
<p>WASTE MONITORING AND REDUCTION</p>	<p>Reduction of disposable products - Implementation of actions such as use of 'washable' products in catering and canteens, replacement of paper towels by electric hand dryers, further dematerialisation of documentation</p> <p>Waste prevention and waste sorting - Implementation of initiatives to raise awareness on waste reduction, to support the reuse of goods and to enhance the waste sorting system</p> <p>Recycling points and waste monitoring - Upgrading of recycling points to improve management and to enable more effective monitoring of waste production and waste sorting quality</p> <p>Innovation initiatives - Local organic waste management with compost and biogas/biomethane production</p> <p>Collaborations with local communities - Participation in projects started by the City of Milan and the Lombardy Regional Authority</p> <p>NOVITÀ</p>	<ul style="list-style-type: none"> • Feasibility study to add a washing area (where absent) in dining points • Start of experimentation for the removal of disposable products (reusable tableware for on site consumption and user's containers for take away) at the Lecco Campus dining point • Drafting of a regulation to facilitate the reuse of assets inside and outside the University • Preparation of a call for purchasing 1,000 urban waste sorting points • Activation of an agreement for the collection of small WEEE (Waste Electrical and Electronic Equipment), spent batteries and cigarette butts • Testing of the monitoring system at 4 facilities (qualitative and quantitative analysis of waste produced, training/information and awareness-raising application tool) • Structured communication to AMSA of data on urban waste produced in the University • Analysis of the composition and quality of organic fraction collection at experimental points • Project proposal for the extension of organic fraction collection to the entire University • Feasibility analysis of alternative solutions (e.g., compost) to biogas/biomethane production • Participation in the Climate, Circular Economy and Ecological Transition Observatory and signing of the Protocol for Sustainable Development of the Lombardy Regional Authority • Participation in numerous circular economy projects activated by the Municipality of Milan 	<ul style="list-style-type: none"> • Started 1 pilot program at the campus Lecco where 250 meals are served daily • Call prepared for 1,000 recycling and sorting points • Agreements for collection of WEEE and cigarette butts • 2 merceological analysis of 3 collected waste fractions (paper, plastic and unsorted) • Start of a monitoring and information system for 12 waste sorting points • Merceological analysis carried out of 8 waste bins • Active participation in municipal and regional working tables
<p>MONITORING AND ELIMINATING WATER WASTAGE</p>	<p>Monitoring - Implementation of a comprehensive water monitoring system and consumption reduction</p>	<ul style="list-style-type: none"> • Checks for drinking water quality through swabs carried out on dispens-ers • Start of the testing process on a new dispenser model that supplies un-treated water without a filter, allowing for a more widespread distribution throughout the University • Installation of the new dispenser in Via Golgi Building 26 	<ul style="list-style-type: none"> • 170 swabs carried out (in addition to legionella checks)



→ METHODOLOGICAL NOTE

STRUCTURE OF THE DOCUMENT

The purpose of this document is twofold:

- it aims to update and reconfirm the commitments made in the three-year Strategic Sustainability Plan published in 2023, re-proposing Its Goals, Targets and Actions, amended where needed according to changes in the context and/or the results achieved during the first year of implementation of the Plan;
- it also aims to timely report on all activities initiated
- or fully completed in 2023 for achieving of the Plan's Goals and Targets.

This second aim makes the document also serves as Politecnico di Milano's 2023 Sustainability Report, with the same structure as the Strategic Sustainability Plan to facilitate the integration of the two planning and reporting perspectives.

The 2023-2025 Strategic Sustainability Plan has a two-level structure: the highest level is that of the six priorities, identified as the macro-environments that the University wants to address in terms of sustainable growth; the second level is that of the 18 themes into which the priorities are divided, identifying specific areas of intervention.

For each theme, this 2024 update of the 2023-2025 Strategic Sustainability Plan reports the following:

- a planning datasheet with Goals and Targets set within the Plan published last year, pointing out any changes and updates of target values, also based on the State of Progress at the end of 2023, which is reported in the data sheet and accompanied by a Judgement on the degree of achievement of the Target, expressed as follows:
 - 'On track to achieving the Target by 2025' - for Targets whose progress is consistent with the expectations and the outlined trajectory;
 - 'On track, requires special attention' - for Targets whose progress is partially on track as per expectations, but more effort will be needed in 2024-2025 to achieve the expected result;
 - 'Not on track to achieving Target by 2025' - for Targets whose progress in 2023 does not currently allow us to confirm that they will be achieved by 2025; these targets therefore require reflection on the opportunity of extraordinary actions or their possible revision;
 - In addition to the judgement thus expressed, for Targets requiring a certain value to be achieved each year, or for which the value expected to be attained in 2025 has already been attained and requires to be maintained in the coming years, the Judgement also states 'Achieved (for 2023)';

- a reporting sheet, which shows for each Objective the planned Actions for the three-year period 2023-25, already present in the Plan published last year and supplemented where necessary, accompanied by the 2023 *Activities* and their *Results*, which together report all the initiatives, projects and services that have been offered, carried out or realised during the year;
- the description of one to two initiatives or projects carried out in 2023, rile-relevant in the context of the subject matter and instrumental in achieving the commitments undertaken.

Changes made to Objectives, Targets and Actions compared to the previous version of the document are indicated from time to time by dedicated labels ('Update/New').

OPERATIONAL PROGRAMMING PROCESS

Following the publication of the Strategic Sustainability Plan 2023-25, operational planning was carried out in September-November 2023 to articulate the process of achieving each of the Plan's Goals and Targets over the three-year period. Specifically, with respect to each Target, an attainment trajectory was traced with milestones defined at the end of each year of the Plan (2023, 2024, 2025); moreover, the Actions expressed in general terms in the Plan were broken down into specific activities to be implemented year by year.

This planning activity involved the Vice-Rectors and Delegates of the Rector with a mandate on the topics included in the Plan and the Managers of the Central Administration Divisions responsible for implementing the lines of action, a total of more than 30 people.

The operational planning of activities also made it possible to develop the Plan's monitoring and reporting framework, against which progress is presented and measured in this document.

In the months following the operational planning activity, the process of discussion with internal and external stakeholders was initiated, with the aim of presenting and disseminating the Strategic Sustainability Plan and, at the same time, gathering suggestions to progressively inform the updating of the Plan itself; the suggestions received are described in Chapter 2 and in part already accepted within this version of the Plan.

DATA MONITORING AND MANAGEMENT

To ensure effective data tracking of the Strategic Sustainability Plan, a Power BI monitoring dashboard was developed, enabling the updating and historicization of data in an increasingly automated manner.

This process was initiated following the publication of the Plan, starting with

the set of indicators required for reporting. The dashboard is organised according to the same structure as the Plan (6 priorities divided into 18 thematic areas), allowing for the monitoring progress against the individual Target as well as at an aggregate level on each area and priority.

The development work on the dashboard will continue with the refinement of the model, while the dataset will be expanded to provide a broader view on sustainability in the University's activities. The structure put in place will enable systematic monitoring of data by identifying those responsible and defining standardised updating processes.

NOTES ON REPORTING METHODOLOGY

The broadest framework adopted for defining the Plan's contribution to sustainable development is that of the UN SDGs, which allows for a broad and detailed view of sustainable development issues. Each theme is associated with the SDGs whose achievement it supports; the linkage is summarised in the SDG analytical index in the final section of the Plan.

The reporting boundary includes the calendar year 2023; for activities reported according to the academic year, results for the A.Y. 2022-23 were included. The data in the Report were extracted from official documents approved by the governing bodies or material provided by the Central Administration Divisions.

The analysis of the sustainability content of teaching and research projects funded by competitive tenders is based on two self-mapping tools implemented in the respective University databases, within which it is possible to indicate the relevance of the teaching or research content to one or more SDGs. In contrast, the monitoring of publications contributing to the Sustainable Development Goals was sourced from the Elsevier Scopus database.

Greenhouse gas emissions are calculated and reported according to the methodology defined in the RUS Guidelines, drawn up by the Climate Change Working Group, for direct emissions, indirect energy consumption emissions and transport-related emissions.

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→ ACKNOWLEDGEMENTS

The 2024 update of the Strategic Sustainability Plan 2023-25 presented here is the result of extensive and participative work involving numerous members of the polytechnic community, both in the operational planning phase of the activities, which ensured the start of the implementation of the Plan and achieved significant results already in its first year, and in the reporting phase, which made it possible to assess its progress in detail and to report on it in these pages.

The Plan updating process was led by the Rector of Politecnico di Milano Donatella Sciuto and Executive Vice-Rector Isabella Nova and was coordinated by a dedicated working group: Alessandro Perego (Vice-Rector for Sustainable Development and Societal Impact), Chiara Pesenti (Campus Life Manager), Greta De Vecchi, Giulia Guidicini, Davide Mezzera and Chiara Zito (Sustainability Task Force), with the fundamental support of numerous people at the University to whom our heartfelt thanks are addressed.

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