

The background image shows a group of students in a courtyard with stone arches. A young woman with long blonde hair, wearing a green t-shirt and blue jeans, stands on the left, gesturing with her hands. In the center, a young man with dark hair and glasses, wearing a black t-shirt and blue jeans, sits on a stone ledge, looking up. To his right, a young woman with dark hair, wearing a blue and white striped shirt and dark pants, sits on the same ledge, looking up. In the background, other students are visible, including a man in a blue shirt and black pants walking, and a woman in a red shirt and blue jeans sitting. The courtyard has stone arches and a large stone pillar.

SUSTAINABILITY REPORT 2025



ALMA MATER STUDIORUM
UNIVERSITÀ DI BOLOGNA

2024 Sustainability Report
2022 Sustainability Report
2021 Social Responsibility Report
2020 Social Responsibility Report – A community, even at a distance
2019 Social Responsibility Report – Passion, Rebirth, Ties
2018 Social Responsibility Report – Competence, Commitment, Community
2017 Social Responsibility Report – The value of knowledge for the community and territory
2016 Social Responsibility Report – A path to sustainability
2015 Social Responsibility Report – A commitment to the future
2014 Social Responsibility Report – A legacy from the past, many plans for the future
2013 Social Responsibility Report – A report on our people, projects and results
2012 Social Responsibility Report – People at the heart of knowledge

Sustainability Report prepared by:

Alma Mater Studiorum – Università di Bologna

APPC – Planning and Communication Division – University Planning and Data Analysis Unit

Our University has been working for a long time to raise awareness and address gender stereotypes. In accordance with the Gender visibility guidelines for the University of Bologna's institutional communications, approved in 2020, an attempt has been made in this Sustainability Report, whenever possible, to make the female gender explicit or, at least, to use gender-neutral terminology.

When only the masculine form is used in the document, due to graphic requirements or for the sake of brevity, this is meant to refer inclusively to all persons working within the academic community.

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Rector's Presentation

With the Sustainability Report 2025, we meet a now regular annual deadline, which is becoming, each year, more important and more heartfelt, especially at a time when in many places in the world - and sometimes in Italy as well - the indispensable role of universities in generating public value is being questioned, explicitly or tacitly.

The report we present here documents, providing detailed data as well as an overview, the impact of our daily commitment - in line with the mission and objectives of a large public university - for the good of the area in which we operate and of society as a whole, in Italy and far beyond.

The following pages describe the University's strategies and choices in terms of sustainability management, with ample documentation of the economic value attracted, distributed and retained. This way, you can appreciate the impacts produced by our work in all the strategic areas for which we take action: research, teaching, people, society and the environment. For us, accounting for this is an obligation to society, but also a drive for constant improvement.

It's important to note that the specific decision to draw up a Sustainability Report, aimed at publicly accounting for all our actions, is a way of committing ourselves to take increasingly decisive action for optimal resource management, waste reduction and continuous improvement of operational efficiency. In this light, reporting is to be understood as an integral and fundamental part of a process geared towards continuous improvement, as well as towards an increasingly clearer internal and external awareness of our potential, the actual results we are able to achieve, and the ever higher and more responsible goals we can set for ourselves.

As we release the Sustainability Report 2025, we are busy reviewing and updating all our most important policy documents, starting with the Strategic Plan 2022-2027, the primary source of our actions. Every member of our large community is involved in this process of revision and updating, each for his or her part: students, teaching, research and professional staff, in ongoing, dutiful dialogue with all our external stakeholders. Though this commitment, the full concept of *Universitas* is realised.

I thank all of those who collaborate every day - in harmonious agreement, or through dialogue and fruitful discussion - to make us a better university, and to better fulfil the missions entrusted to us by history and society.

Giovanni Molari
Rector
Alma Mater Studiorum
University of Bologna

1 Introduction and context



QS WORLD
UNIVERSITY
RANKING



TIMES HIGH-
ER EDUCA-
TION WORLD
RANKING



QS WORLD
UNIVERSITY
RANKING
EUROPE



QS SUSTAIN-
ABILITY



TIMES HIGHER
EDUCATION
WORLD RANKING
IMPACT



GREEN METRIC



CENSIS



VISIT UNIBO
WEBPAGE FOR
RANKING



STRUCTURES
31 DEPARTMENTS
24 LIBRARIES
15 MUSEUMS
UNIVERSITY CENTRES



GOVERNING BODIES
RECTOR
ACADEMIC SENATE
BOARD OF GOVERNORS
VICE RECTORS AND DELEGATES



MANAGEMENT BODY
DIRECTOR GENERAL



TECHNICAL AND
GUARANTEE BODIES
QUALITY ASSURANCE
BOARD OF AUDITORS
EVALUATION GROUP



AUXILIARY BODIES
STUDENT COUNCIL
SPONSORS' COMMITTEE
GUARANTEE COMMITTEE
FOR EQUAL OPPORTUNITIES
STUDENT OMBUDSMAN
CONFIDENTIAL COUNSELLOR



ADMINISTRATION
DIVISIONS, UNITS AND
OFFICES OF THE BOLOGNA
AND ROMAGNA
CAMPUSES

1.1 Guide to reading, stakeholders and materiality

The University of Bologna's **Sustainability Report** continues the long-standing tradition of **social reporting** initiated by the University with its first **Social Responsibility Report** back in **2012**.

The Sustainability Report, now in its **third edition**, aims to give an account of the **values, actions, results and impacts** of the **activities** carried out by the University. The content of the Sustainability Report is the result of discussions with the University's stakeholders, especially with the teacher, student and professional staff communities, who, together with the University governing bodies, have shaped its content map. This engagement process has allowed to identify the most material activities and data for reporting purposes.

The **stakeholder engagement** activity took place through dedicated **focus groups** in March 2025. In line with sustainability reporting standards, our meetings with the stakeholders allowed us to appreciate and assess how the University of Bologna understands and implements its institutional mandate, as well as the results it has achieved, contributing to building a set of shared values and actions from which results and impacts that benefit all of the University communities stem.

In order to disclose the results obtained in the three main areas of sustainability – economic sustainability, social sustainability and environmental sustainability – the University of Bologna relies on the most widespread standards: the **Global Reporting Initiative** standards.

The **University's 2024-2026 Integrated Activity and Organisation Plan (PIAO)** and **2022-2027 Strategic Plan** rely on the **Sustainable Development Goals (SDGs) of the UN 2030 Agenda** to plan and measure the University's actual impacts. These goals express the **public value** that the University of Bologna offers to its own community and the country.

The **reporting period** is the **year 2024**.

Guidelines

The Sustainability Report follows the **Global Reporting Initiative guidelines – GRI Standards**¹ (GRI 2021). The results achieved are represented in relation to the **Sustainable Development Goals (SDGs)** of the UN 2030 Agenda. In addition, in preparing this Report, reference was made to the document **II Bilancio di Sostenibilità delle Università**² (Sustainability Reporting for Universities), issued by Gruppo di Studio sul Bilancio Sociale in cooperation with the **Italian University Network for Sustainable Development (GBS and RUS**, March 2021), and to the **Italian Ministry of Public Administration's Directive on social reporting in public administrations** (Directive³ 2006). The scope of reporting is restricted to the activities carried out directly by the University through its internal structures. Any activities and results of subsidiary and associated companies are not included in the scope of reporting.

The information in the document is tracked in the University's information systems. In particular, unless specifically otherwise indicated, quantitative data are sourced from the **Data Warehouse**, which in turn is fed with data from the internal management systems. Qualitative data come from institutional documents, from the website and intranet, from periodic reports drafted in compliance with the regulations in force, and from other internal sources checked according to the **principle of reliability**.

¹ GRI – Global Reporting Initiative (2021), Consolidated Set of the GRI Standards 2021, available online at the following [link](#).

² The document is available at the following [link](#).

³ Directive – Italian Ministry of Public Administration's Directive on social reporting in public administrations, published in Official Gazette no. 63 of 16 March 2006.

According to the **principle of annuality**, the reporting period is the calendar year 2024, with the exception of the data in the Teaching and student community section, which relate to the 2024/25 academic year. While data are not always 'final', but rather up-to-date at the time of reporting, this period allows relevant information to be provided to readers in a timely manner, so that they can make informed decisions in good time (**principle of timeliness**). In addition, some of the data and quantitative indicators are presented on a multi-year basis, which makes it possible to appreciate the changes in the University's performance over time and, in some cases, compare them with national averages and other mega-universities (**principle of comparability**).

In order to ensure that it is as accessible and comprehensible as possible for all stakeholders, the document was drafted with a view to synthesis and clarity, using accessible terminology and providing an explanation of technical terms and acronyms (**principle of clarity**). The document (including charts and tables) seeks to follow as closely as possible the accessibility guidelines of the Agency for Digital Italy.

The gradual and targeted involvement of the various stakeholders (**principle of inclusiveness**) has made it possible to identify the most material activities and data for reporting purposes (**principle of materiality**) and the most significant information on the actions carried out in 2024. This enables the results of the organisation as a whole to be assessed (**principle of completeness**).

The information and indicators reported were confirmed and supplemented through discussions with internal coordinators and by examining the strategies, objectives and content of the planning documents.

Reporting encompasses the economic, social and environmental dimensions (**principle of sustainability context**). It reflects both the positive and negative aspects of our performance, allowing a reasoned assessment of results (**principle of balance**) and a measurement of the contribution made by the University to improving or worsening the local sustainability framework.

In order to provide a fair view of our performance, preference was given to the presentation of directly measurable qualitative and quantitative information, avoiding the use of estimates. Any estimates made are noted within the document, stating their sources and calculation methods (**principle of accuracy**).

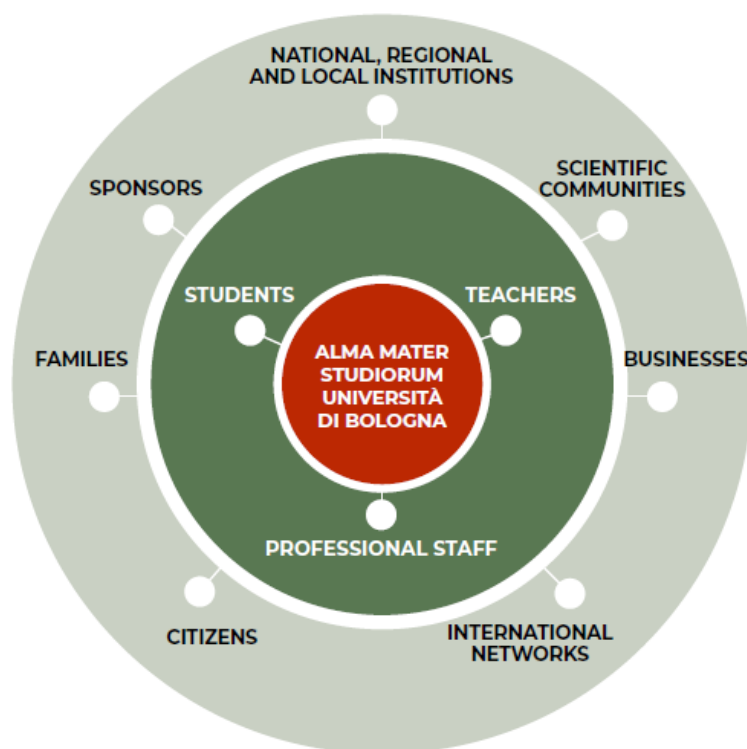
Stakeholders and engagement

Stakeholders include **students, teachers, professional staff, institutions, organisations, businesses and communities**. The University's efforts generate results that have an impact on its stakeholders, informing their behaviour and choices. For this reason, the Sustainability Report aims to illustrate the **relationship between the University and its stakeholders** in order to collaborate in building paths that guide the University itself towards results in line with the expectations of the various stakeholder groups. The **active engagement** of stakeholders favours the sharing of results and their impacts, as well as a collective reflection on the strategies and future needs that are to be met.

The stakeholder groups identified for the University of Bologna are shown in the infographic opposite.

The initiatives launched to engage stakeholders in the identification of material topics, the design of content and the choice of metrics for the Sustainability Report include:

- conducting interviews with governance bodies;
- Focus groups to engage students and staff in the identification of material topics, with the participation of Professional Staff and of the Student Council;
- Involvement of a number of internal offices in the processing of information and data for reporting purposes, as well as discussions on their materiality;
- Approval of the document after presentation and discussion at the meetings of the Sponsors' Committee, the Student Council, the Academic Senate and the Board of Governors.



FOCUS GROUPS: PARTICIPATORY STAKEHOLDER ENGAGEMENT

A focus group is an **engagement and participation** method, understood as a chance to discuss which sustainability aspects are material to stakeholders, what their content is and what tools can be used to measure them. In the early months of 2025, focus groups were organised with the **professional staff** (with several managers attending) and with the **University Vice-Rectors and Delegates group** to jointly assess how to report on the results achieved in 2024.

Each focus group took part in the following activities, lasting approximately 3 hours:

- Document presentation;
- Brainstorming in subgroups to analyse the document content with respect to the materiality and length of text;
- Definition of proposals and presentation to all participants;
- Discussion, evaluation and prioritisation.

Materiality

The Sustainability Report focusses on **material topics**, i.e. topics of particular significance to stakeholders. The **materiality analysis** of **economic**, **environmental** and **social aspects** considered material is included in the 2024 Sustainability Report.

Materiality is the dimension within which a certain aspect of the relationship between the University and its stakeholders is able to influence the organisation's capacity to create public value. This process helps understand stakeholder engagement, prioritise resource use and manage risks.

Various methods were adopted in the process to identify material aspects and related indicators. These include analysis of internal documentation, review of the GRI and analysis and benchmarking of industry peers.

This path is summarised in the materiality table, in which each dimension of sustainability is associated with the corresponding strategic priority and the relevant material topic. This is linked to the GRI Standards deemed most suitable to measure the impacts related to those aspects. The table also identifies the internal and external stakeholders of reference.

Table 1 – Materiality

Dimension	Scope	Strategic Priority	GRI	Stakeholders
ECONOMIC	Teaching and student community	Expand actions to support the right to higher education and availability of student accommodation	GRI 201: Economic Performance GRI 202: Market Presence GRI 203: Indirect Economic Impacts GRI 204: Procurement Practices	Students, Sponsors, National, regional and local institutions, Families
	Research	Increase participation in competitive calls		Scientific communities, Teachers, International networks
	Society	Foster local development and build on local expertise		Families, National, regional and local institutions, Businesses
		Promote fundraising		
		Enhance entrepreneurship and technology transfer		
	People	Streamline processes, also thanks to digital transformation		Teachers, Professional staff, Students and Families
ENVIRONMENTAL	Society	Improve energy efficiency	GRI 301: Materials GRI 302: Energy GRI 303: Water and Effluents (2018)	National, regional and local institutions, Students, Families, Businesses, Scientific communities
		Facilitate low environmental impact mobility		
		Promote efficient environmental management models and the circular economy		
	People	Improve safety and accessibility of buildings and spaces	GRI 304: Biodiversity GRI 305: Emissions GRI 306: Waste GRI 308: Supplier Environmental Assessment	Students, Teachers, Professional staff
		Enhance the University assets and real estate		

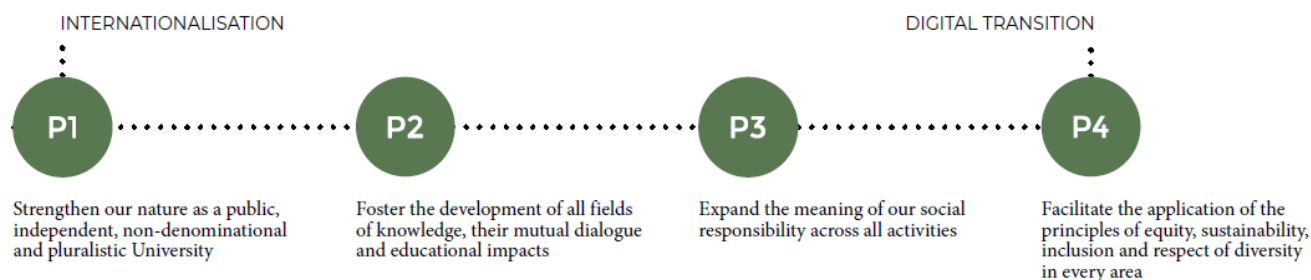
SOCIAL	Teaching and student community	Reduce dropout rates and support timely student career progression by improving services, with a focus on students with disabilities and SLD	GRI 401: Employment	Students, Teachers, Sponsors, International networks
		Improve student sociability and engagement in academic life	GRI 402: Labour/Management Relations	
		Ensure innovative teaching and professional training and promote graduate employment	GRI 403: Occupational Health and Safety (2018)	
		Reinforce international teaching	GRI 404: Training and Education	
	Research	Protect freedom and autonomy of basic research, open science and interdisciplinary research	GRI 405: Diversity and Equal Opportunity	Teachers, Businesses, Scientific communities, National, regional and local institutions
			GRI 406: Non-Discrimination	
		Strengthen the quality of research and of research facilities and equipment	GRI 407: Freedom of Association and Collective Bargaining	
		Develop PhD programmes and expand career opportunities	GRI 408: Child Labour GRI	
		Reinforce biomedical research and its engagement in the networks of care	409: Forced Labour	
		Monitor the social impact of research	GRI 410: Security Practices	
	Society	Ensure quality and transparency of all information	GRI 411: Rights of Indigenous Peoples	National, regional and local institutions, Students, Families, Sponsors, Businesses
			GRI 413: Local Communities	
		Enhance the role of the University of Bologna as a safe and welcoming	GRI 414: Supplier Social Assessment	
		Strengthen integration with the Italian Health Service by improving the effectiveness of care models and health policies	GRI 415: Public Policy	
		Encourage dialogue with schools	GRI 416: Customer health and safety	
		Expand public engagement initiatives	GRI 417: Marketing and Labelling	
		Promote development cooperation		
		Enhance and promote the local cultural heritage		
	People	Increase international mobility of staff		Professional staff, Teachers
		Value meritocracy and gender respect in recruitment		
		Enhance the role of people and improve occupational well-being		
		Take action to prevent risks and ensure safety and accessibility		

1.2 Strategy and governance

1.2.1 Identity, principles and values

The **University of Bologna** is a **Multicampus University** committed to excellence in **education** and **research**. Its long tradition, ongoing efforts and orientation towards the future enable the University of Bologna to be a dynamic community where seemingly incompatible values and goals harmoniously coexist, integrate and strengthen each other.

The **four principles** that underpin the University of Bologna's activity incorporate **two cross-cutting actions** – internationalisation and digital transition.



The two cross-cutting actions are supplemented by the dimension of **Quality Assurance (QA)** in the areas of teaching, research and the third mission/social impact.

The [University Quality Committee](#) promotes a culture of quality and supports monitoring and review of the QA System, understood as a set of organisational structures, processes and procedures.

The **University Quality Policies** insurance document prepared by the Committee describes the guiding principles underlying the reorganisation of the quality assurance and continuous improvement system that the University seeks to promote and the goals (paragraph 3) it pursues in all the areas of activity in which it fulfils its missions, also in connection with the 2022-2027 Strategic Plan.

DIGITAL TRANSITION

In 2024, the University promoted **digital transformation** actions aimed at strengthening innovative IT services, also integrated with artificial intelligence solutions. In particular, we continued centralising computing/data management infrastructures for the University, strengthening the long-term storage infrastructures for data related to cultural heritage, expanding management processes for real estate and monitoring energy consumption, developing a digital ecosystem based on the European digital identity EIDAS2 and services based on generative artificial intelligence to support certain administrative processes that comply with AgID regulations and guidelines. In addition, the increased digitisation of workflows has helped to simplify the management of human resources, research and teaching processes, even very costly ones such as PhD programmes, and NRRP projects, improving productivity and reducing management time. The University's strategic digital projects are aligned with European and national e-government, NRRP and digitisation policies. Key interventions in 2024:

- launch of the new InTime timesheet;
- new PhD programme application: PhD activity record book, end-of-year declaration, management of extra assignments, management of suspensions of degree programme;
- AI-based virtual assistants for virtual helpdesk;
- upgrading of the use of the Archibus system: asset registry, maintenance tickets and energy module activation;
- document management system for buildings integrated into Archibus;
- renewal of ISO27001 certification according to the new version of the standard;
- lecture hall attendance recording system for medicine courses;
- upgrading of AlmaWiFi network and audio/video equipment in lecture halls.

The University has equipped itself with a set of tools to disseminate and protect its own values and to create public value. Our **Statute** and [Code of Ethics and Conduct](#) outline the key values of the University community and our system of [regulations, guidelines and internal codes](#) identifies the rules, beliefs and provisions for protecting and monitoring each area of University activity.

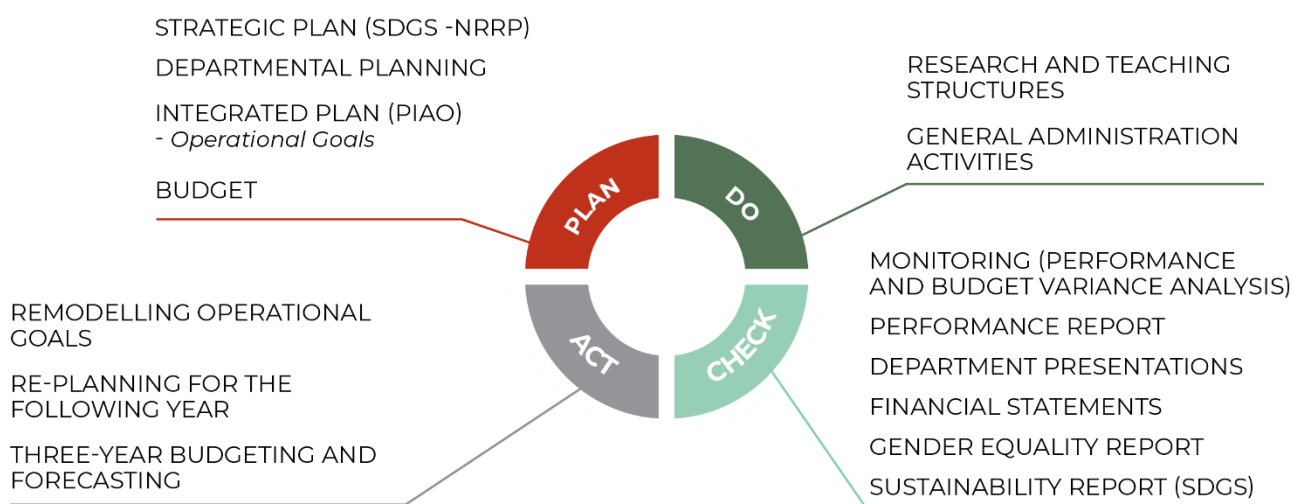
To ensure lawfulness, transparency and the prevention of corruption, the **Anti-Corruption strategy** is incorporated every year into the Integrated Activity and Organisation Plan ([PIAO](#) - in Italian).

At the same time, the University of Bologna promotes **equal opportunities, equity, and social and occupational inclusion** through measures and actions that enhance diversity and **prevent and combat all forms of discrimination and inequality**. These goals are outlined in the **2022-2026 Gender Equality Plan (GEP)**. The University of Bologna is committed to reporting on social inclusion on an annual basis by preparing a [Gender Equality Report](#).

1.2.2 Actions and results

The **University** relies on an **integrated suite of tools and documents** to **plan actions** to be taken and **measure the achievement of goals**.

The Sustainability Report contributes to building a common identity for the University and its many communities, assessing how the University's activities have helped improve the **economic, social and environmental well-being** of the areas in which it operates.



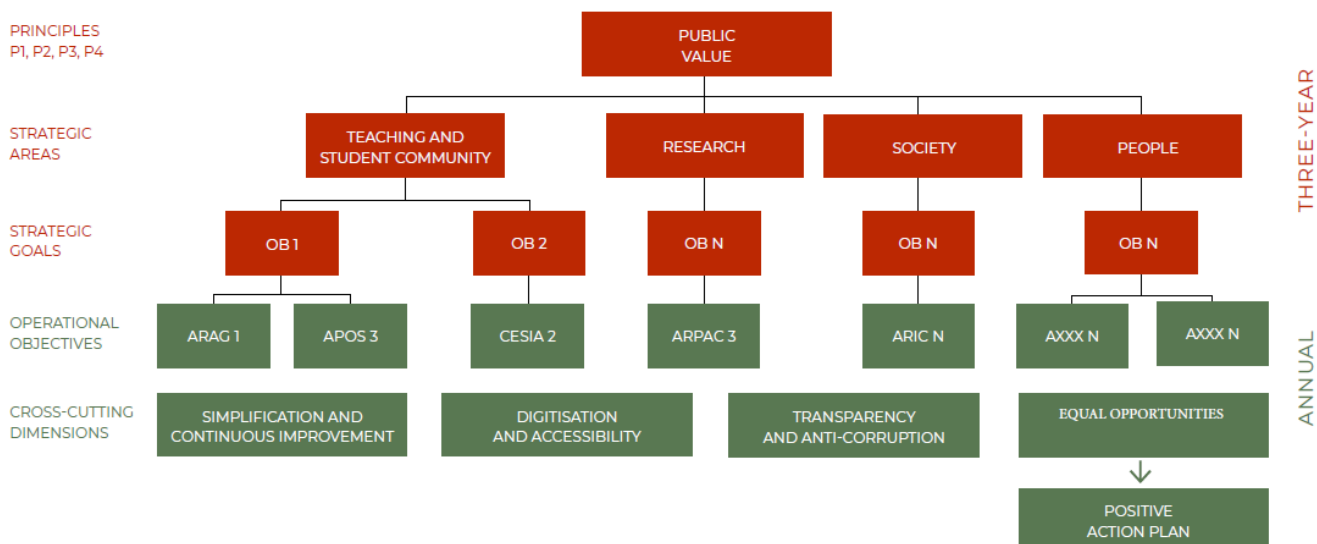
The University has equipped itself with a plan that builds on its founding principles and highest level strategic goals to define the operational objectives of individual organisational units. The ultimate aim of all of the University's activities is to improve its **impacts** on the **creation of Public Value**. From this perspective, the choice has been to understand the notion of public value within the conceptual and methodological framework of the Sustainable Development Goals of the UN 2030 Agenda.

Such complex planning system is clarified in the **University Strategic Plan** and the **Integrated Activity and Organisation Plan (PIAO)**. These documents, each meeting stringent technical and legal requirements, effectively give rise to a single, articulate system of complementary parts: while the Strategic Plan defines areas and strategies based on the founding principles, the PIAO translates those strategies into the operational objectives of individual organisational units and defines the public value impacts linked to the principles underlying all planning. This is a key aspect because the four founding principles on which all planning is based are reified, and thus made measurable. The Public Value targets linked to the UN Sustainability Development Goals on which the University has a direct impact have been identified as follows:

- SDG 4, Target 4.3 Ensure equal access for all women and men to affordable and quality

technical, vocational and tertiary education, including university;

- SDG 16, Target 16.6 Develop effective, accountable and transparent institutions at all levels;
- SDG 17, Target 17.9 Enhance international support for implementing effective and targeted capacity-building in developing countries to support national plans to implement all the Sustainable Development Goals, including through North-South, South-South and triangular cooperation.

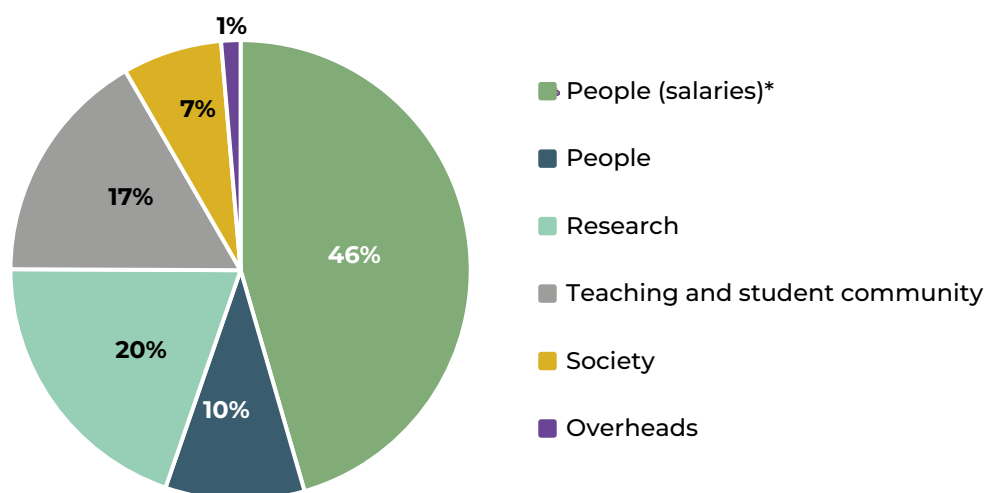


The Strategic Plan sets out the University of Bologna's priorities and guides its future actions. In addition to the four fundamental principles, it identifies four key areas: Teaching and student community, Research, People and Society. These principles translate into 50 goals with specific actions, contributing to the implementation of the Italian National Recovery and Resilience Plan (NRRP) and the Sustainable Development Goals (SDGs) of the UN 2030 Agenda.



The University of Bologna's goals and objectives are achieved thanks to the resources it allocates in the **Annual Budget** – both the economic budget and the investment budget. After the planning stage, the University begins work and checks the results obtained by drafting several documents to report on its actions to the various stakeholders. Since 2024, we have been able to determine how the budget is used to achieve the various strategic goals and objectives, thus offering a comprehensive understanding of reporting also in economic and financial terms.

Figure 1 – Costs incurred by strategic area (€m)



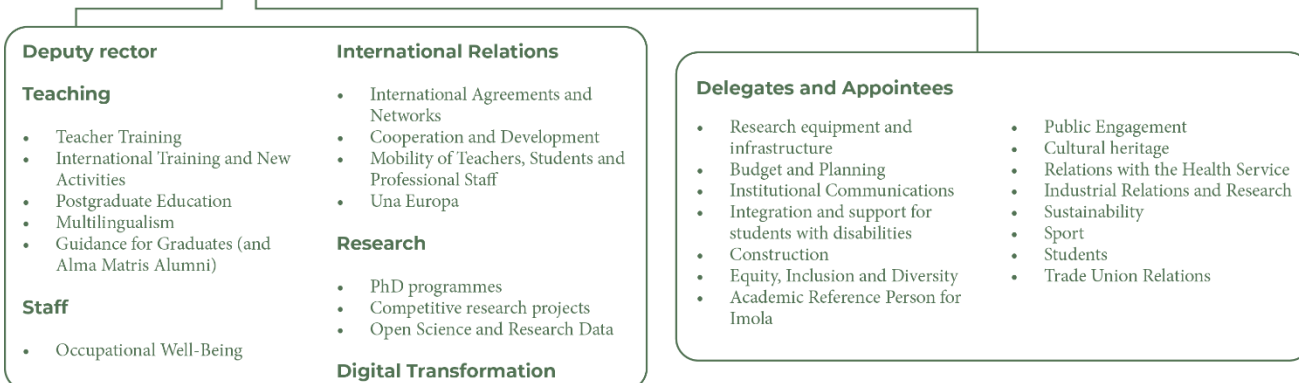
* The People area includes costs for Professional staff, Teaching and research staff and Foreign language instructors.

1.2.3 Governance and organisation

GOVERNING BODIES



TECHNICAL AND GUARANTEE BODIES



AUXILIARY BODIES

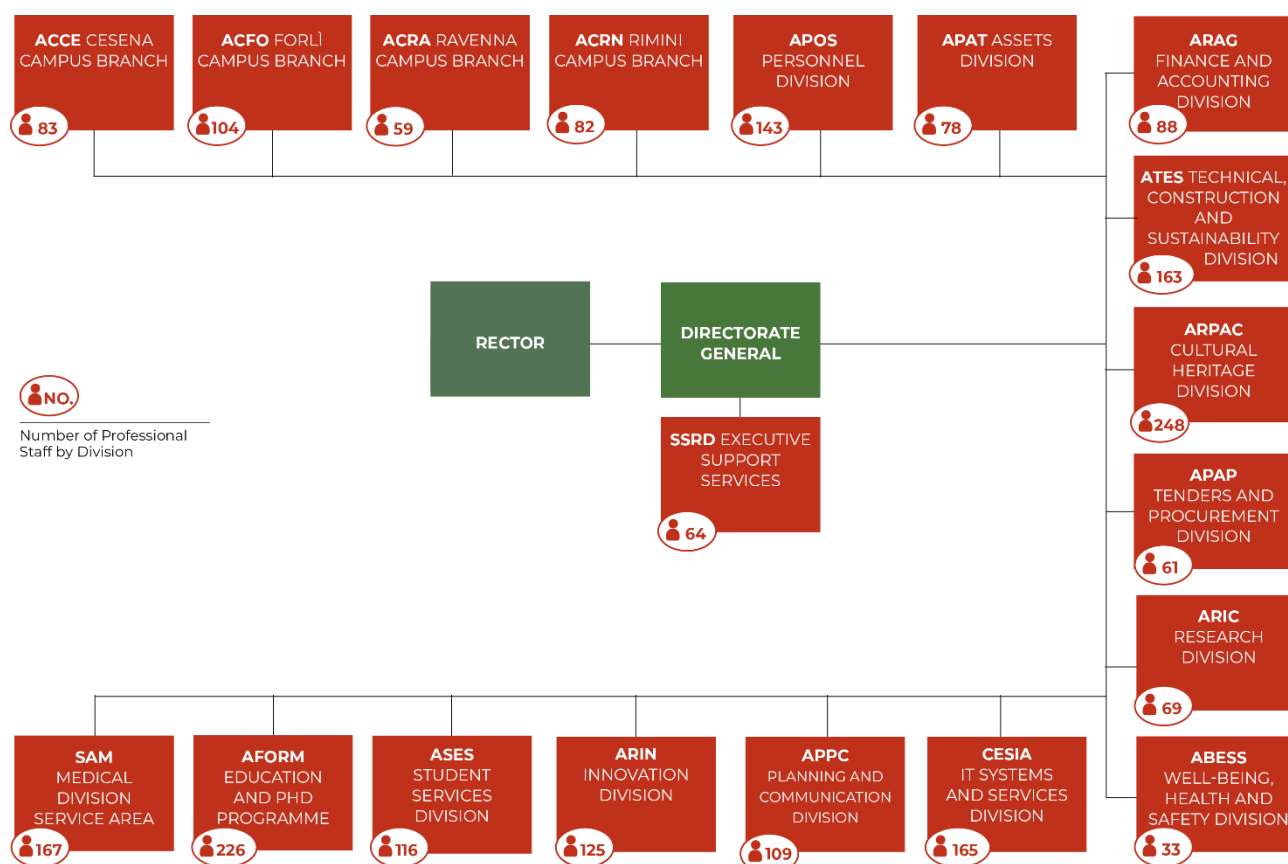


MANAGEMENT BODY



The University of Bologna organises its activities through its **Divisions** and **Departments**.

General Administration Divisions



Divisions are the General Administration operational units and provide technical and administrative services and teaching, research and third mission/social impact support services. They act in accordance with common rules, standards and models to effectively and efficiently meet the various communities' needs (students, teachers, professional staff). Divisions also oversee specific functions and locations.

ABESS - WELL-BEING, HEALTH AND SAFETY DIVISION

The main objective of the **Well-being, Health and Safety Division (ABESS)**, established in January 2025, is to promote of people's **psychophysical well-being** and improve **health and safety conditions at work**, following the guiding principles of safety and security.

ABESS works closely with the University's internal structures and external bodies to promote health and safety within the university community. It organises events and informational meetings to raise awareness on these issues, spreading a culture of prevention and well-being.

In compliance with the regulations in force and the autonomy of the designated persons and the role of the employer, ABESS independently manages the services and personnel required to achieve its objectives. Specifically, the main activities of ABESS include:

- promoting the continuous improvement of health and safety in the University's workplaces, also contributing to reducing the environmental impact of university activities;
- performing, on behalf of the University of Bologna, the functions provided for by law assigned to the Prevention and Protection Service, the Institutional Doctor, the Authorised Physician, the Radiation Protection Expert, the Laser Safety Technician, the Asbestos Risk Manager and the Authorised Physician for radiation protection monitoring and the Medical Physics Specialist for medical exposure management, keeping the information files up-to-date;

- promoting compulsory health and safety training for the University's staff, in accordance with current legislation;
- defining agreements and accords with companies and organisations that host workers from the University and those of equivalent status, so that those workers are guaranteed the same protections implemented by the University itself;
- developing strategies for waste management and prevention, coordinating the persons involved and promoting awareness-raising campaigns;
- managing psychological support services for both staff and students of the university;
- coordinating safety activities for all persons present on university premises, to prevent and deal with potentially harmful events caused by unlawful actions;
- managing emergencies related to natural disasters (hydrogeological, seismic or environmental), acting as a liaison point between university structures and decision-makers in the event of an alert;
- promoting innovative projects for food welfare and waste reduction, also managing the related service contracts (e.g. café concessions, food and beverage distribution);
- taking care of the installation and management of the University's signage, both traditional (signs, plaques, etc.) and interactive;
- taking care of the protection of animals used for scientific and educational purposes, through the work of the designated figures (Appointed Veterinarian, Welfare Officer, Animal Welfare Committee), providing support to researchers, supervising compliance with regulations and promoting ongoing staff training.

The Well-being, Health and Safety Division of the University of Bologna is an essential reference point for ensuring a safe, healthy and inclusive study and work environment, working steadily and collaboratively for the well-being of the entire university community.

DISASTER MANAGEMENT

The **Disaster Management complex process unit of strategic importance**, already activated in 2024, was placed within the new ABESS Division at the beginning of 2025. The role of the new process unit is to systemically structure the **prevention, management and resolution of emergencies of hydrogeological, seismic and environmental origin**. The unit was created in response to a scenario where the protection of the university community, material assets and operational continuity are key elements of institutional responsibility.

The mission entrusted to the **Disaster Manager** is twofold: on one hand, to define, together with the Governance, and oversee the entire emergency management process, linking university structures and decision-making figures in an efficient and timely operational network; on the other hand, to translate the regional regulatory guidelines (DGR 1439/2018) into concrete practices, capable of strengthening the University's resilience.

The main activities performed and to be performed include:

- defining the risk management organisational chart and the related decision-making chain on all campuses;
- activating effective bilingual communication flows in the prevention and disaster phases;
- implementing a daily monitoring system of critical natural events to support governance decisions;
- starting the design of a University Control Room, for the remote monitoring of events such as flooding, blackouts and structural issues;
- collaborating with local authorities and Civil Protection to share emergency protocols and advanced alert systems;
- creating internal working groups with teachers and professional staff, with an approach that integrates scientific and management skills;
- mapping buildings at risk and preparing specific safety plans, in cooperation with the Building and Sustainability Division.

The Disaster Management Process Unit acts as a constant watchdog to protect the safety of the entire academic community, contributing to sustainability, also understood as the organisation's ability to prevent, absorb and overcome critical events, while guaranteeing the continuity of services and the protection of people.

BRAND STRATEGIST

In 2024, the University established the **Brand Strategist Professional Unit**, a key role aimed at **strengthening** the University's **identity** and **reputation** in an increasingly competitive and global academic environment. This position, inspired by the best practices of corporate marketing, was created in line with the strategic redesign of the University's visual identity and coordinated image, which took place in February 2024, helping to ensure consistency, distinctiveness and attractiveness of the university brand.

Acting as a liaison point between different divisions of the University, the **Brand Strategist** works in synergy with the relevant sectors to monitor trends and competitors, develop integrated multi-channel strategies and define the institutional and digital communication of the University of Bologna by fostering the involvement of stakeholders who are students, teachers, professional staff, institutions, companies and the community. This person's contribution is crucial in interpreting changes in the academic environment and in fostering a coherent and sustainable growth of the University's presence, both nationally and internationally.

Departments

The **31 Departments** of the University of Bologna deal with scientific research, third mission/social impact, and teaching and training activities. They coordinate and support their teachers and researchers' research activities and organise and manage degree programmes for students. Each Department has its own **Head** and decision-making body, the **Department Board**, ensuring that it is managed independently. There is also the figure of the **Department Administrative Manager**, who coordinates and ensures the proper management of administrative and accounting services, collaborating with the Head and governance bodies.

Table 2 - Departments and staff

Area	Department	Teachers and Researchers	Professional staff
SCIENCE	1. Chemistry "Giacomo Ciamician" – CHIM	92	41
	2. Industrial Chemistry "Toso Montanari" – CHIMIND	73	37
	3. Pharmacy and Biotechnology – FaBiT	126	46
	4. Physics and Astronomy "Augusto Righi" – DIFA	158	40
	5. Mathematics – MAT	102	16
	6. Biological, Geological and Environmental Sciences – BiGeA	97	34
	7. Architecture – DA	67	17
TECHNOLOGY	8. Computer Science and Engineering – DISI	116	22
	9. Civil, Chemical, Environmental and Materials Engineering – DICAM	128	51
	10. Electrical, Electronic and Information Engineering "G. Marconi" – DEI	154	40
	11. Industrial Engineering – DIN	120	37
	12. Agricultural and Food Sciences – DISTAL	178	112
MEDICINE	13. Biomedical and Neuromotor Sciences – DIBINEM	148	60
	14. Medical and Surgical Sciences – DIMEC	321	69
	15. Life Quality Studies – QUVI	50	9
	16. Veterinary Medical Sciences – DIMEVET	117	93
HUMANITIES	17. Cultural Heritage – DBC	59	14
	18. Arts – DAR	120	31
	19. Classical Philology and Italian Studies – FICLIT	82	24
	20. Philosophy – FILO	53	24
	21. Interpreting and Translation – DIT	54	23
	22. Modern Languages, Literatures and Cultures – LILEC	73	51
	23. Psychology "Renzo Canestrari" – PSI	74	14
	24. Education Studies "Giovanni Maria Bertin" – EDU	89	30
	25. History and Cultures – DiSci	121	55
SOCIAL	26. Management – DiSA	108	16
	27. Economics – DSE	114	20
	28. Legal Studies – DSG	173	16
	29. Political and Social Sciences – SPS	118	20
	30. Statistical Sciences "Paolo Fortunati" – STAT	92	20
	31. Sociology and Business Law – SDE	71	14

Research and Training Centres

The University of Bologna has several **University Centres**, including **Strategic Interest Centres**, **Service Centres for research and training activities** and **Industrial Interdepartmental Research Centres (CIRI)**, which promote collaboration between researchers from different Departments and, in some cases, have their own laboratories. In addition, the University collaborates with local public healthcare facilities and directly manages the '**Giuseppe Gentile**' **Dental Clinic** and **University Veterinary Hospital**, offering medical and veterinary services to the public with high standards of care.

Table 3 - Research, training and industrial interdepartmental research centres

Research and Training Centres
Bologna University Farm (A.U.B.)
Centre for Applied Biomedical Research (CRBA)
Interdepartmental Research Centre: University of Bologna Research Institute for Human-Centred Artificial Intelligence – (University Human AI)
"Ercole De Castro" Advanced Research Centre on Electronic Systems for Information Engineering and Telecommunications (ARCES)
Centre for Advanced Studies in Tourism (CAST)
Alma Mater Studiorum - Università di Bologna Teacher Training Centre (CFI)
University of Bologna Institute on Healthy Planet (University healthy planet) Interdepartmental Research Centre
University of Bologna Research Institute on Global Challenges and Climate Change (University Climate) Interdepartmental Research Centre
Interdepartmental Research Centre for Environmental Sciences (CIRSA)
Chemistry Teaching Laboratory Centre (CILDIC)
Collegio Superiore and Institute of Advanced Studies - ISA
School of Studies in Health Policies
Specialisation School For Public Administration Studies (SPISA)
Specialisation School For Legal Professions "Enrico Redenti"
Advanced School of Studies on the City and Territory (SSCT)
Industrial Interdepartmental Research Centres
CIRI Agrifood
CIRI Health Sciences And Technologies
CIRI Advanced Mechanics and Materials
CIRI - Construction
CIRI FRAME (Renewable Resources, Environment, Sea and Energy)
CIRI Aerospace
CIRI ICT

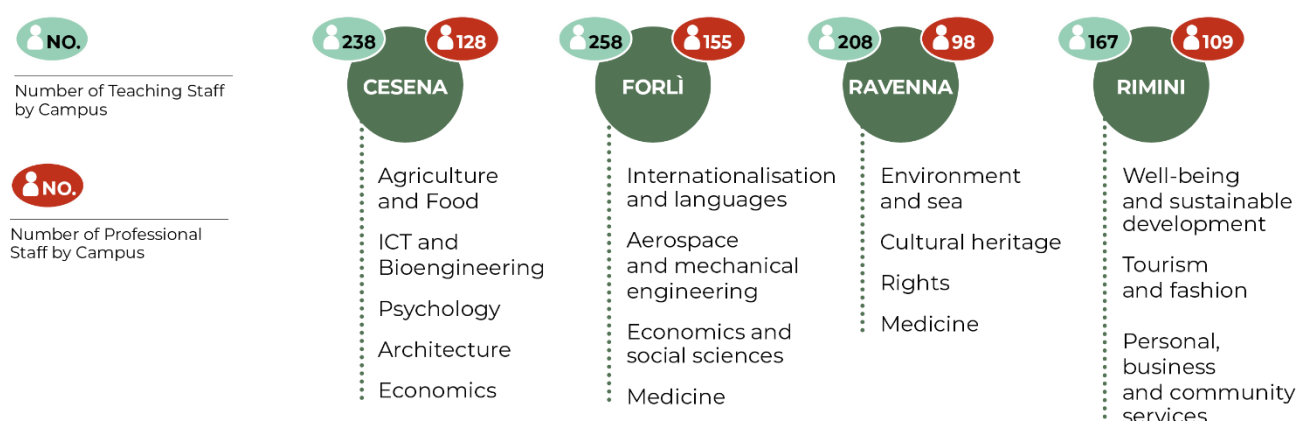
1.2.4 A Multicampus university

The University of Bologna stands out on the national scene due to its adoption of a **Multicampus** model (since 1989) that is among the most structured and organised present in Italian universities, whose organisation makes it possible to enhance the specific characteristics of the territories in which it is located.

In addition to the **Bologna campus**, the University is divided into **four additional campuses in Cesena, Forlì, Ravenna and Rimini**, with the aim of guaranteeing widespread distribution of the programme catalogue, active research presence in local areas and effective proximity to the local communities. In addition to the Campuses in Romagna, the University of Bologna also has a **Campus in Buenos Aires, Argentina**, offering international degree and master's degree programmes.

Campuses play a strategic role in the architecture of the University's governance and quality assurance system, operating as local coordination hubs for student services, teaching activities, research and the third mission. In this sense, each Campus represents a hinge between the central and local structures of the University, i.e. the branches and operational structures located throughout the territory.

The Multicampus model (see the infographic below) makes a decisive contribution to improving the efficiency, equity and quality of the services provided, promoting the proximity of resources and integration with local entities, in line with the University's mission.



1.3 Staff

Teaching and Research Staff

STAFF	FULL-TIME TEACHING	PART-TIME TEACHING
 PROFESSORS	350 hours per year (at least 120 hours of lecturing)	250 hours per year (at least 80 hours of lecturing)
 JUNIOR RESEARCHERS	350 hours per year (up to 60 hours of lecturing)	200 hours per year (up to 60 hours of lecturing)
 SENIOR RESEARCHERS	350 hours per year (60 hours of lecturing)	200 hours per year (60 hours of lecturing)
 TENURE-TRACK RESEARCHERS	350 hours per year (60 hours of lecturing)	200 hours per year (60 hours of lecturing)

Teachers and researchers are at the heart of higher education and research activities and directly contribute to strengthening the University's academic and scientific excellence. Professional staff and library staff, on the other hand, provide essential support in the management of research, teaching and third mission/social impact activities, ensuring the University's efficiency and productivity. The interaction and cooperation between the two categories of staff are crucial in meeting the University's goals and promoting continuous development of knowledge and innovation, both at the historical seat in Bologna and in the satellite offices in the Romagna provinces.

The **teaching staff** play a key role in the University's teaching activities, with varying responsibilities according to their working time regime and contract type. Professors, divided into the two categories of Full Professors and Associate Professors, are mainly engaged in in person and complementary **teaching activities**, which may include additional services to students, as well as **research activities**.

Established contractual arrangements apply to fixed-term **Researchers**, with a focus on **research** in line with their role.

In addition, teachers and researchers may carry out extra-institutional activities, which must be notified or authorised in accordance with the University Regulations and national legislation.

Figure 2 – Teaching and research staff

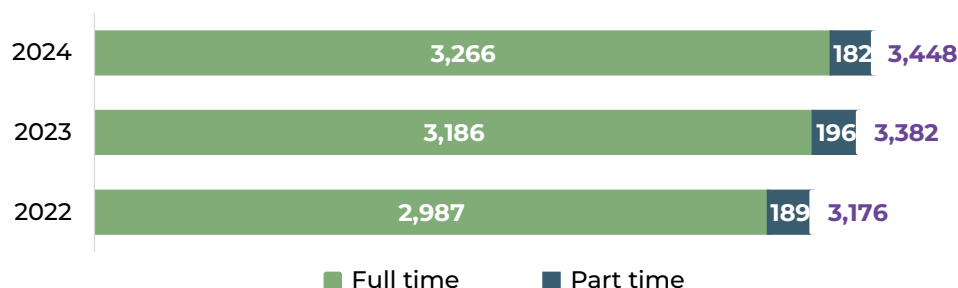
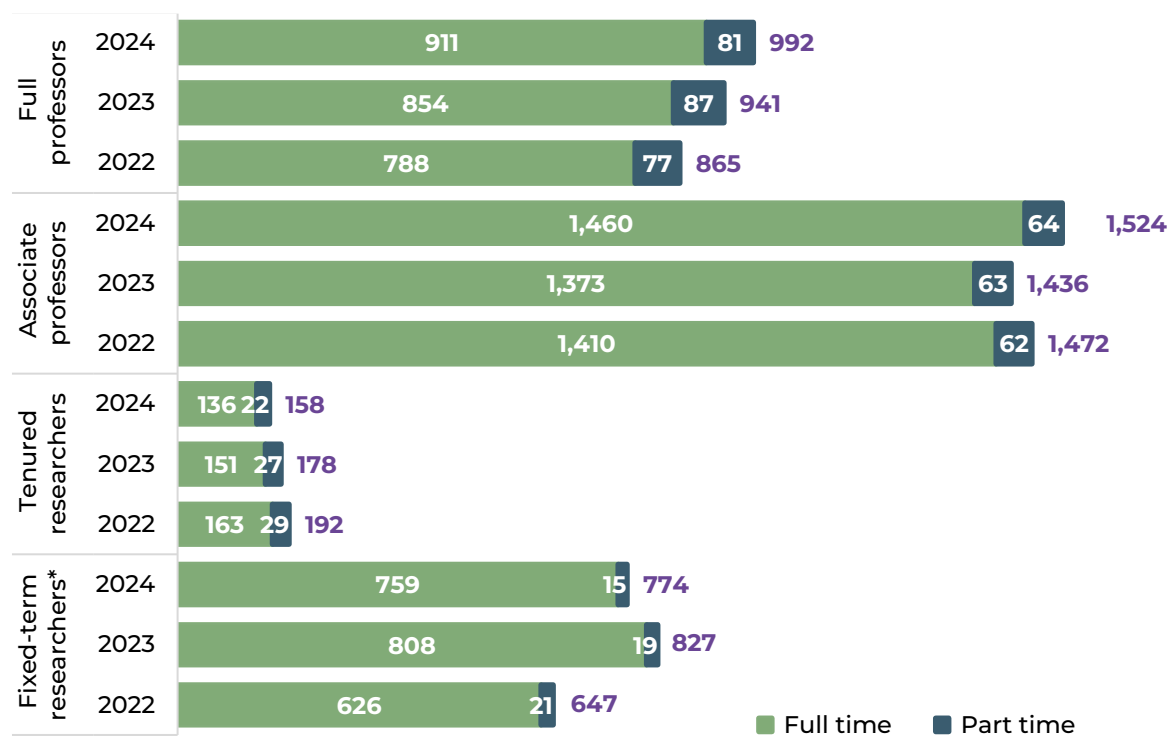


Figure 3 – Breakdown of Teaching and Research Staff

* 308 junior and 339 senior assistant professors in 2022; 449 junior, 365 senior and 13 tenure-track assistant professors in 2023; and 415 junior, 238 senior and 121 tenure-track assistant professors in 2024.

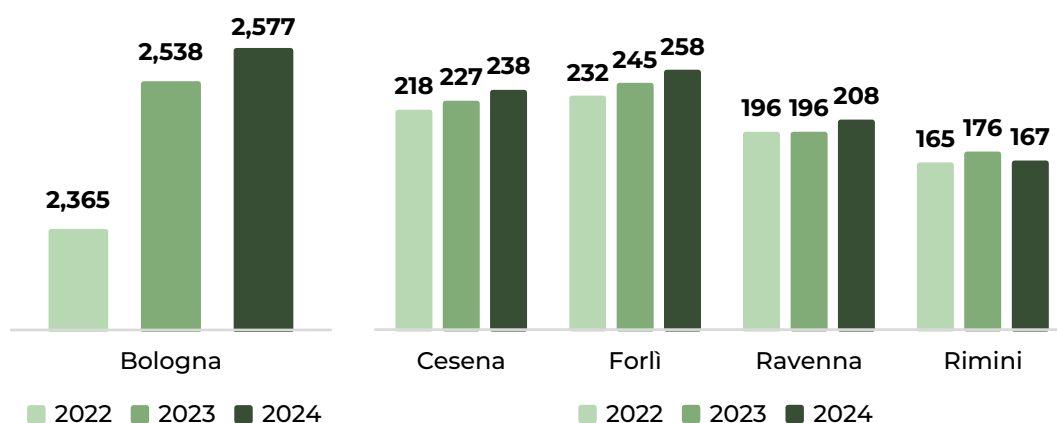
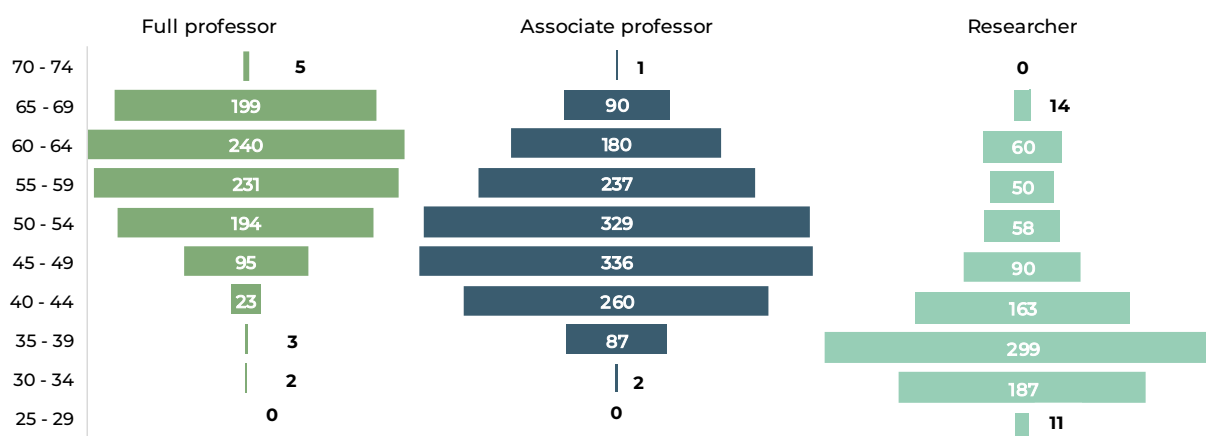
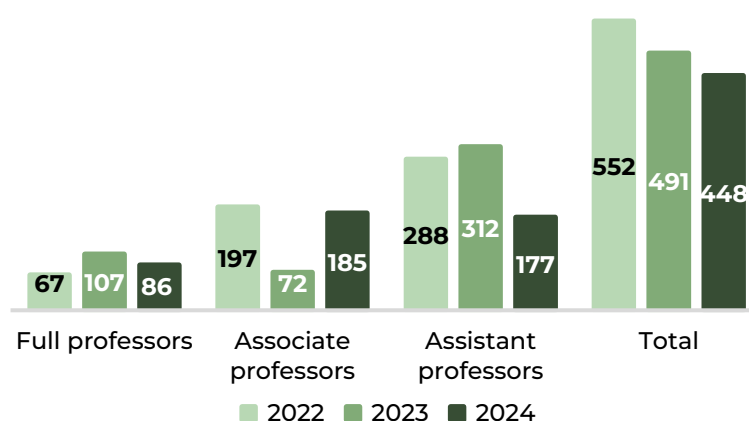
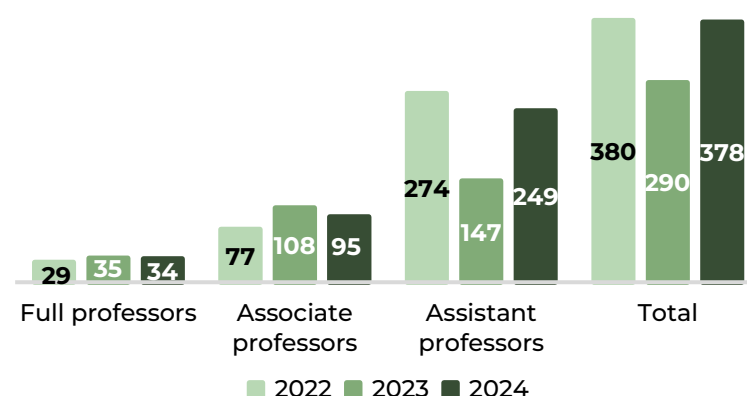
Figure 4 - Teaching and Research staff at the Bologna campus and at the Multicampus sites

Figure 5 – Age of Teaching and Research staff

The average age of teaching and research staff went from 51.2 in 2020 to 50.5 in 2024.

Figure 6 – Teaching staff hires⁴**Figure 7 – Teaching staff terminations⁵**

Teaching staff **hires** and **terminations** in the three-year period 22-24 show a positive balance of 443 units, i.e. 1,491 hires and 1,048 terminations. In particular, in 2024 there was a positive balance of 70 (448 hires and 378 terminations). The balance was positive for full professors (+53) and associate professors (+90), but negative for researchers (-72).

⁴ Teaching staff hires include both new external resources and internal career progressions.

⁵ Terminations also include movement of internal staff due to promotions.

Professional staff

At the end of 2024, the professional staff employed by the University consisted of: 18 managers (including the Director General), 3,303 employees, 74 foreign language assistants and instructors, and seven agricultural workers, i.e. 3,402 staff in total. Professional staff work in different structures and can be grouped by professional area according to the main tasks they perform.

Professional staff carry out their tasks within the Departments, the General Administration or other facilities such as Interdepartmental Research Centres. Professional staff, as of 1/05/2024, are classified into **professional areas** (Service Staff, Collaborators, Officers and High Professional Areas) that identify increasing levels of autonomy, responsibility and complexity, as well as homogeneous levels of skills, knowledge and abilities necessary to perform their activities. Each area is divided into professional units (homogeneous professional fields):

1. Service Staff Area:

- Administration Unit
- General and Technical Services Unit
- Social and Health Unit.

2. Collaborators' Area:

- Administration Unit
- Technical, Scientific, Technological, IT and General Services Unit
- Library Unit
- Information and Communication Unit
- Social and Health Unit.

3. Officers Area:

- Administrative and Management Unit
- Department Administration Unit
- Technical-IT Unit
- Science and Technology Unit
- Library Unit
- Information and Communication Unit
- Social and Health Unit.

4. Highly Professional Areas:

- Administrative and Management Unit
- Department Administration Unit
- Technical-IT Unit
- Science and Technology Unit
- Library Unit
- Information and Communication Unit
- Medical-Dental and Social-Health Unit.

This new structure, in place since 01/05/2024, replaced the previous categories, introducing a more detailed and specific structure for the various professions in universities.

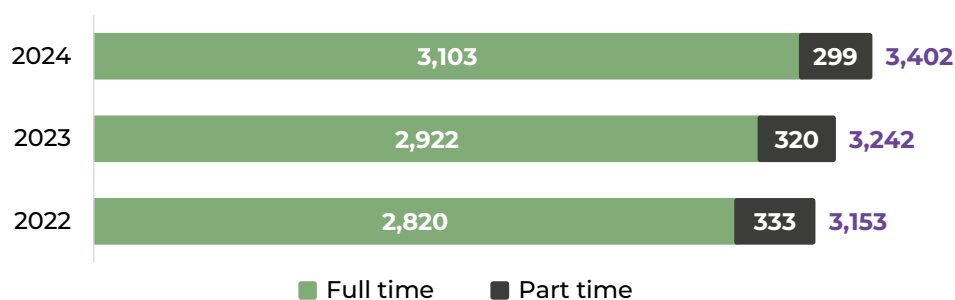
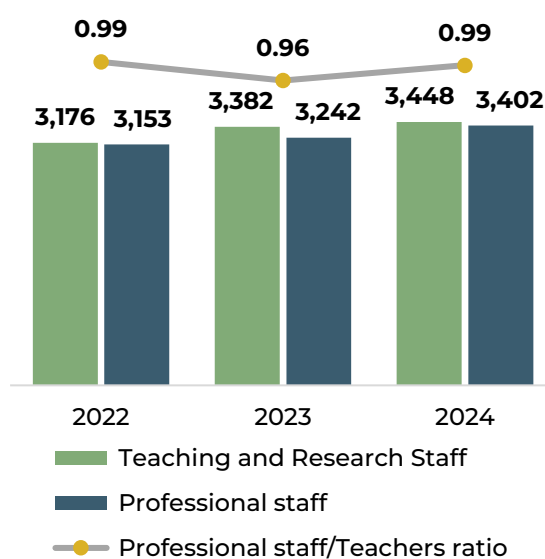
Figure 8 – Professional staff ⁶with full-time or part-time contractsFigure 9 – Professional staff⁷/Teachers ratio

Figure 10 – Breakdown of Professional Staff (HPA, Officers, Collaborators, Service Staff) by contract type

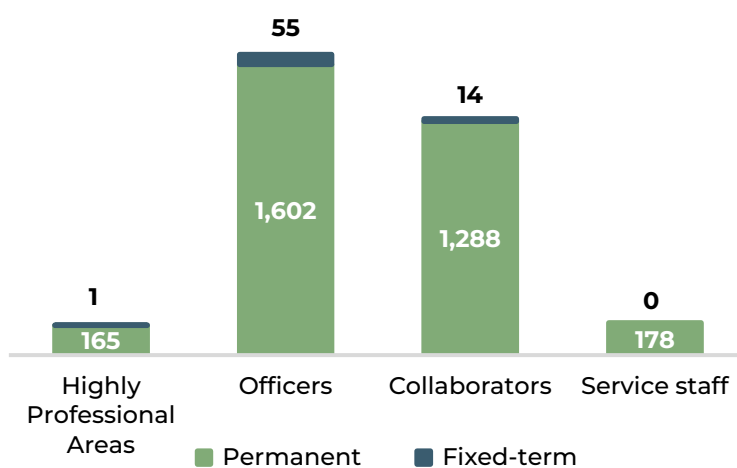
⁶Including agricultural workers.⁷Including agricultural workers.

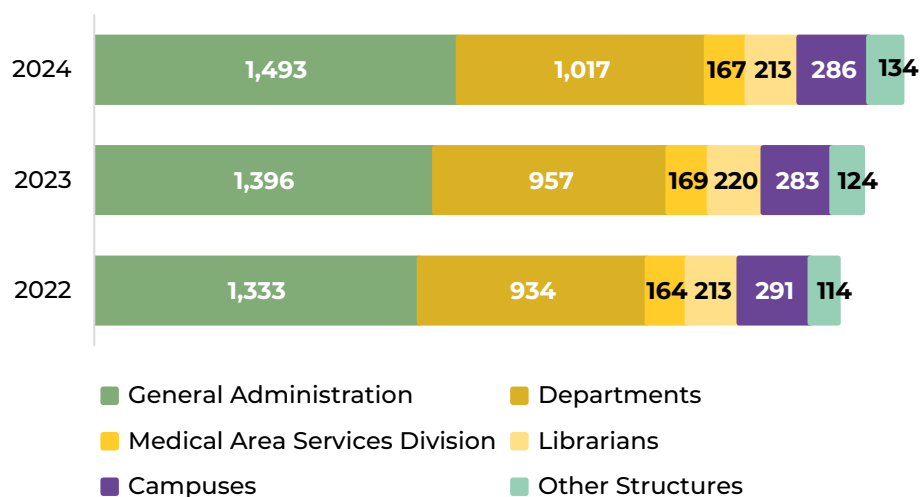
Figure 11 - Breakdown of Professional Staff⁸ by structure type

Figure 12 - Professional Staff at the Bologna campus and in the Multicampus sites

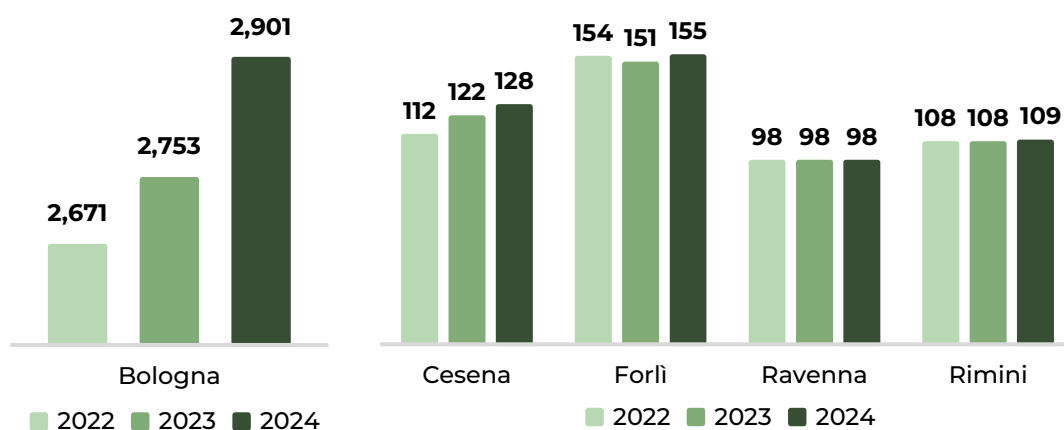
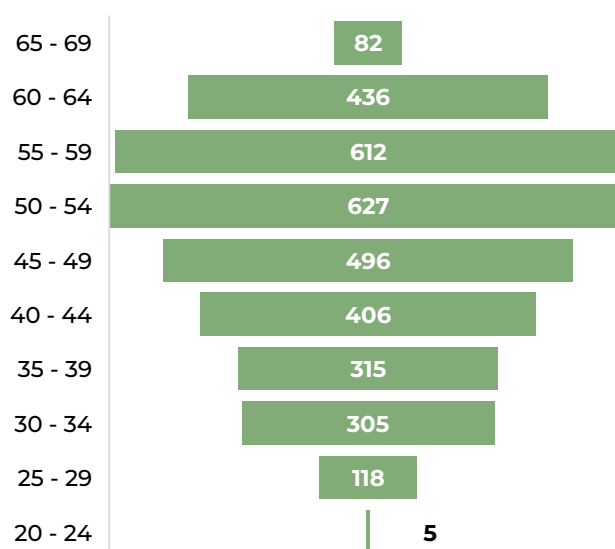
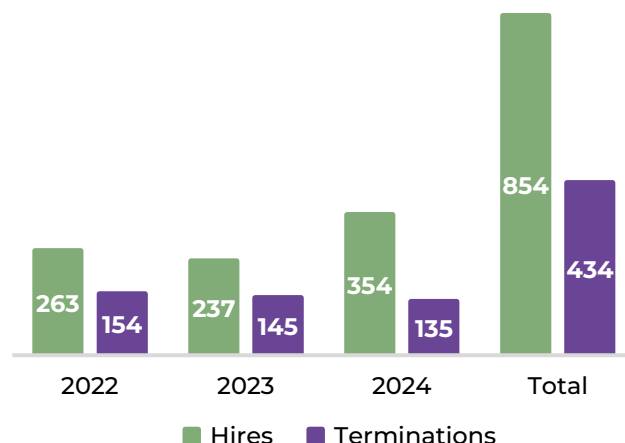


Figure 13 – Age of professional staff

⁸ Excluding foreign language assistants and instructors, seconded staff, staff on leave and agricultural workers.

In the period 2022-24, the balance of permanent professional staff hires and terminations was positive, with an increase of 219 resources in 2024.

Figure 14 – Permanent professional staff hires and terminations⁹

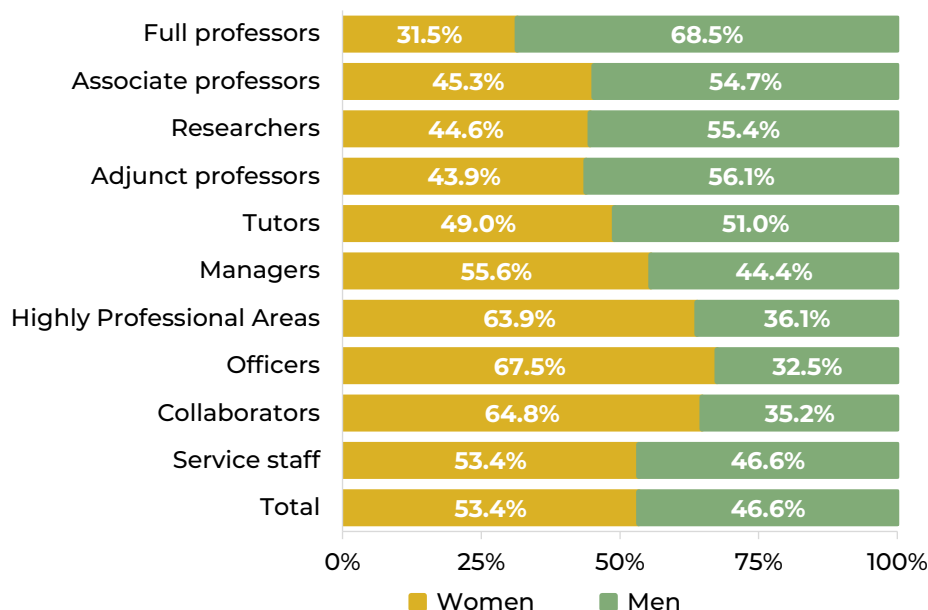


1.3.1 Equal opportunities and inclusion

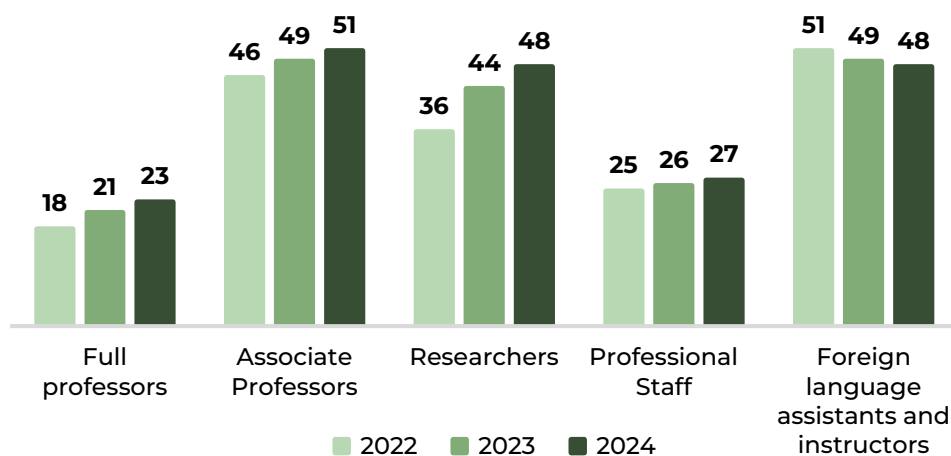
A **breakdown** of the teaching staff **by gender** shows that men are more numerous, particularly in senior roles. Among Researchers, men make up 56.4% and women 44.6% of the total. Although this ratio is not far from gender parity, there was a slight decrease in the gap compared to 2023. Among Associate Professors, percentages are 54.7% for men and 45.3% for women, with a slight increase, while the gap is larger among Full Professors, where men account for 68.5% and women 31.5%, though improving slightly.

Among professional staff, including managers, foreign language assistants and agricultural workers, women are the majority and make up 65.8% of staff vs. 34.2% of men. Unlike among teaching staff, there is no significant increase in the percentage of men level of responsibility increases: from Professional Staff to Officers to the Highly Professional Areas, the growth is only 3 percentage points, far from the approximately 14 percentage points among Associate and Full Professors.

⁹ The figures include permanent employment contracts and exclude changes of category.

Figure 15 – Staff breakdown by gender

For a comprehensive overview of gender distribution among students, teaching staff, professional staff and members of University Bodies, please see the **Gender Equality Report** published on the University website.

Figure 16 – Number of staff with foreign citizenship¹⁰

For information on the breakdown of the student component by country of origin and on incoming and outgoing mobility, see 4.1.3 Internationalisation.

¹⁰ All Managers are Italian citizens.

2 Economic performance



€927m

ECONOMIC VALUE
ATTRACTED



€849m

ECONOMIC VALUE
DISTRIBUTED



18%

GREEN
PURCHASING

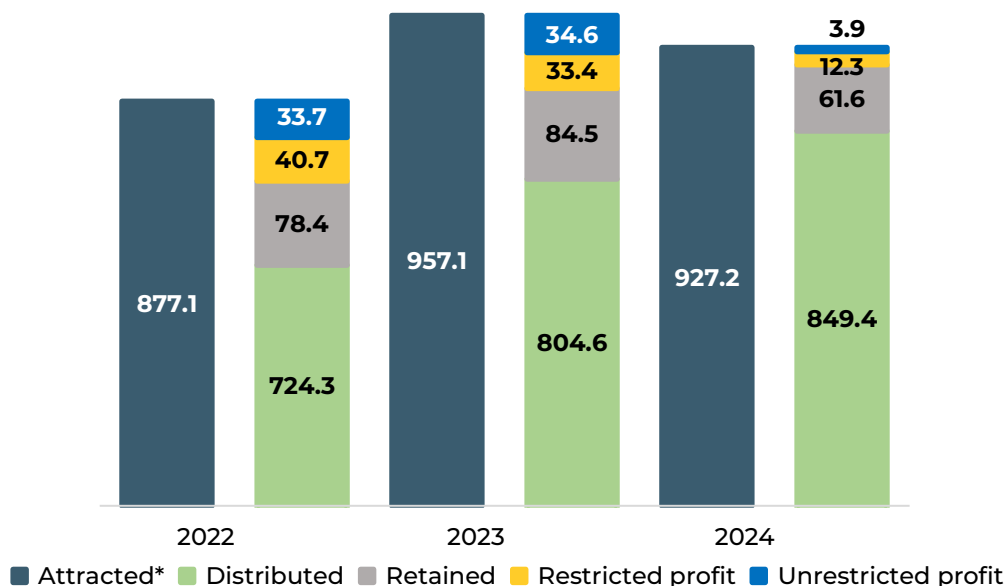


+3%

NET WORK

In 2024, the **University's Financial Statements** showed a profit of €16 million, following economies in management, rationalisation of costs, lower utilities costs due to revisions of contracts and implementation of energy efficiency measures, with sufficient reserves to adequately support future operations and the implementation of strategic planning.

Figure 17 - Summary of Financial Statements(€m)



* The value attracted includes operating and financial income.

2.1 Economic value attracted, distributed and retained

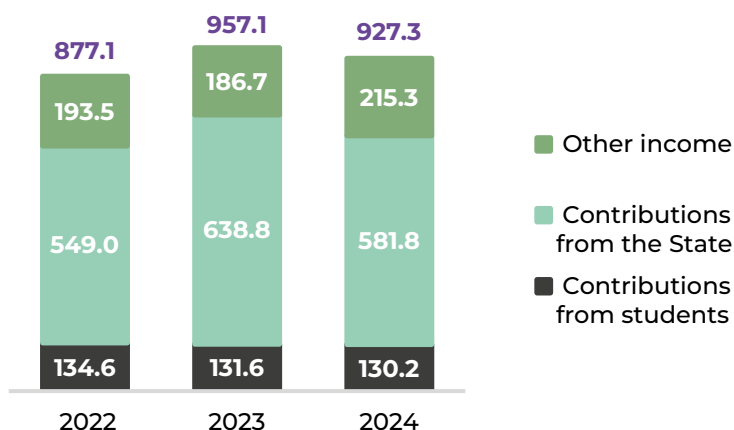
Economic value attracted

The economic value attracted for the year 2024 is €927.3 million (operating, financial and extraordinary income), 53.6% of which contributed by the State.

Table 4 – Economic value attracted

Economic value attracted	2024 (€m)	%
Contributions from students	130.2	14.0
Contributions from the State	581.8	62.7
<i>of which FFO</i>	497.4	53.6
Contributions from the Regions	4.6	0.5
Contributions from the EU and the rest of the world	16.1	1.7
Contributions from others	38.5	4.2
Income from sponsored research and technology transfer	23.3	2.5
Income from research	101.1	10.9
Other income	31.6	3.4
Total	927.3	100.0

Figure 18 – Economic value attracted (€m)



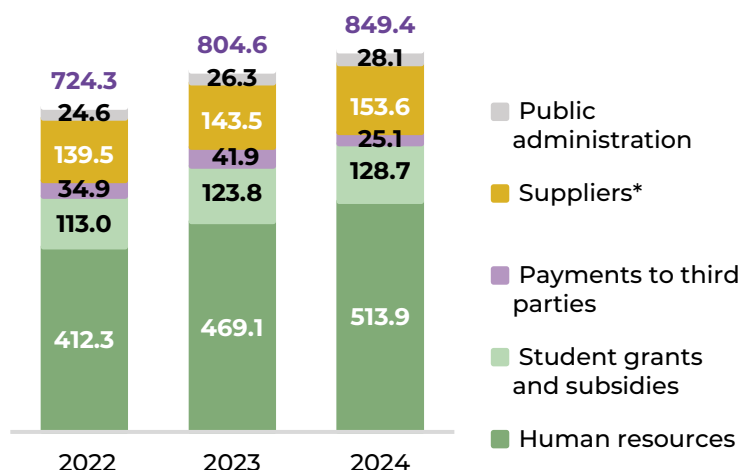
Economic value distributed

The University distributes the value created during the year directly and indirectly to its stakeholders. The main recipients include the teaching and research staff and professional staff, the student community that benefits from services and scholarships, the research partners that act as project coordinators, the suppliers that provide goods and services, the financial intermediaries for interest payable on loans, and the public administration, due to the payment of direct and indirect taxes.

Table 5 – Economic value distributed

Economic value distributed	2024 (€m)	%
Human resources	513.9	60.5
<i>of which Teaching and research staff</i>	368.3	43.4
<i>of which Managers and Professional staff</i>	145.6	17.1
Student grants and subsidies	128.7	15.1
Payments to third parties	25.1	3.0
Suppliers	151.4	17.8
Loan capital	2.2	0.3
Public administration	28.1	3.3
Total	849.4	100.0

Figure 19 – Trend in economic value distributed (€m)



* Suppliers include Loan capital.

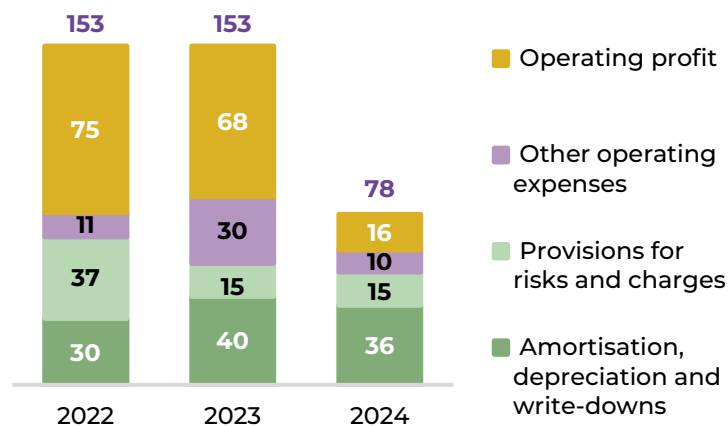
Economic value retained

A portion of the economic value generated is not distributed but is retained internally along with the year's profit to cover the annual cost of fixed assets (lecture halls, equipment, buildings, etc.), top up provisions for risks and charges, and incur charges that do not fall within the cost categories of current operations (property taxes (IME and TASI) and other payments to the State budget, refunds of tuition fees, etc.).

Table 6 – Economic value retained

Economic value retained	2024 (€m)	%
Amortisation, depreciation and write-downs	36.2	46.5
Provisions for risks and charges	14.9	19.1
Other operating expenses	10.5	13.5
Operating profit	16.2	20.9
Total	77.8	100.0

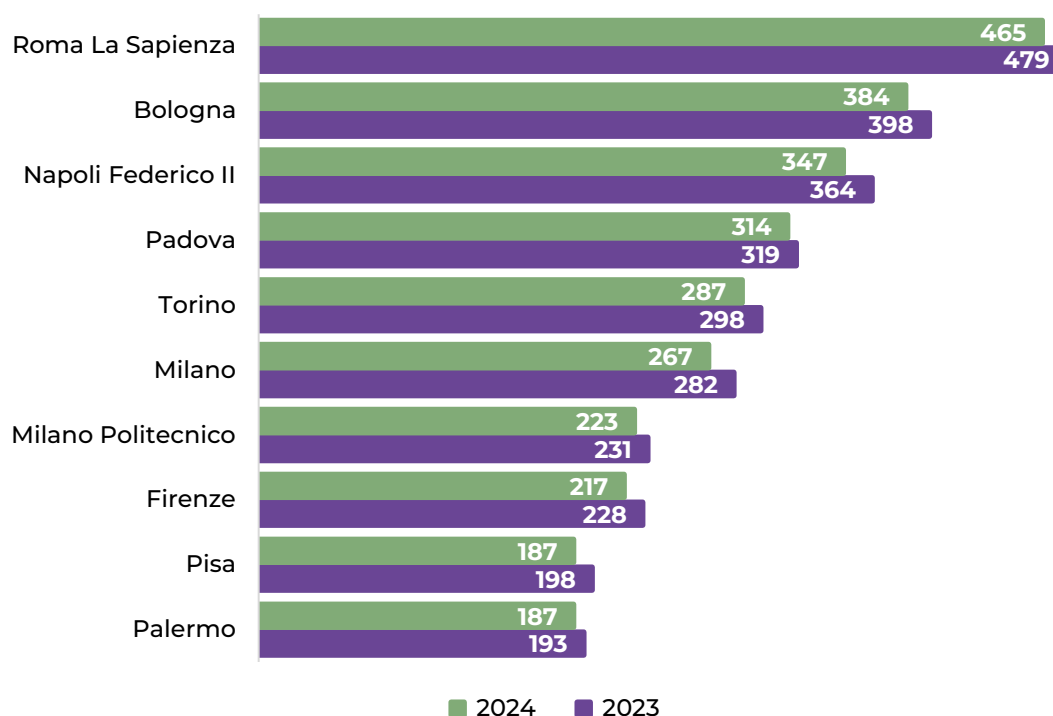
Figure 20 – Economic value retained (€m)



2.2 Financing and assets

The **Ordinary Financing Fund (FFO)** is the main public financing instrument for Italian universities. Every year, the Italian Ministry of University and Research allocates the Fund to universities based on historical, size and performance criteria. The benchmark shown in the figure only takes account of the main FFO items (basic, performance-based and adjusted portion). The University recorded a decrease in the allocation compared to last year, as system resources decreased.

Figure 21 – FFO 2023-2024 (€m)



In 2024, the university will increase its statement of assets and liabilities assets through investments in new university buildings and the purchase of scientific equipment under NRRP projects.

Equity (statement of assets and liabilities - assets net of debts) grew by 3%, confirming the University's solidity.

Figure 22 - Statement of Assets and Liabilities - Assets (€m)

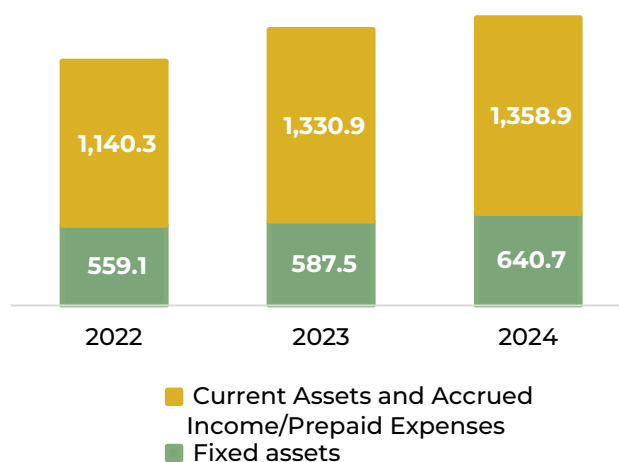
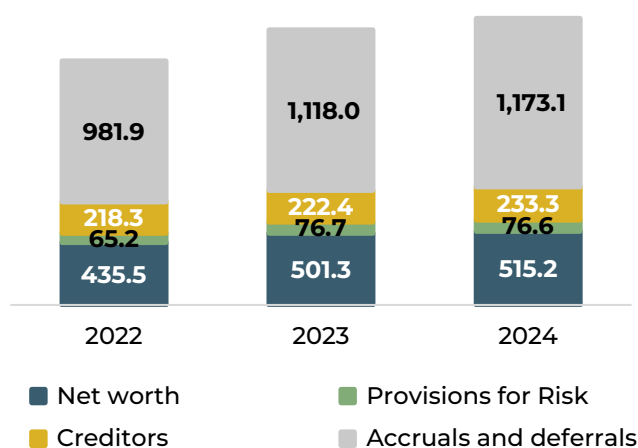


Figure 23 - Statement of Assets and Liabilities - Liabilities (€m)

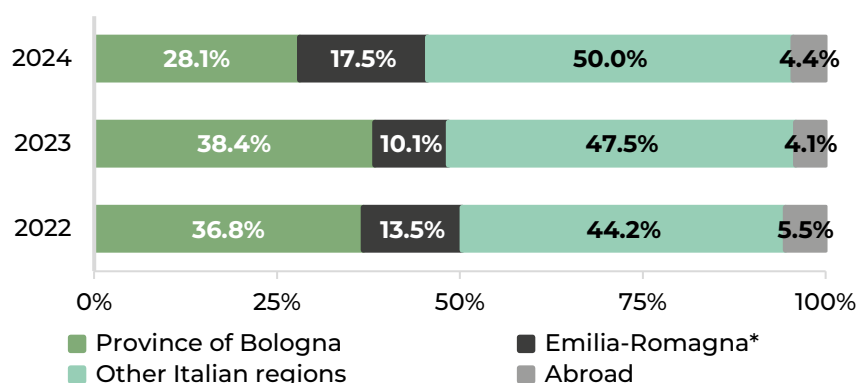


2.3 Procurement Policies and Green Public Procurement

Geographical origin of suppliers

In 2024, 45.6% of invoices paid derived from suppliers based in Emilia-Romagna, returning over €81 million to the Region (€70 million in 2023) where the University sites are located.

Figure 24 – Geographical origin of suppliers



*Excluding the province of Bologna.

Prompt payment rate

In 2024, the University paid on average purchase invoices received from its suppliers more than 10 days in advance of the due date.



UNIBO PAYS ITS BILLS
10.33 DAYS
 BEFORE THE DUE DATE

Procurement policies

Procurement processes provide an opportunity to combine administrative efficiency with social and environmental responsibility. Procedures are conducted in full compliance with the Public Contract Code and European directives, with a special focus in 2024 on measures financed by the National Recovery and Resilience Plan (NRRP).

Social sustainability translates, in concrete terms, into the inclusion of clauses protecting the continuity of employment of personnel already employed in the assigned services. Before payments are made, it is also ensured that the economic congruity of bids is checked against the labour costs established by the most representative national collective labour agreements, and that the economic operators regularly pay contributions.

In terms of the environment, the University systematically applies the **Minimum Environmental Criteria (CAM)** required by national legislation and ensures compliance with the 'Do No Significant Harm' (DNSH) principle, which is required for NRRP-related investments. The adoption of environmental criteria in tenders and supplies is an integral part of the University's purchasing strategy, with a view to a gradual transition towards more sustainable consumption models.

Green Public Procurement

The University Strategic Plan encourages **green public procurement**, an approach whereby public administrations integrate environmental criteria into all phases of the purchasing process. The incidence of green procurement on the costs incurred for goods and services in 2024 is 21% (it was 16% in 2023; the target for 2024 was 18%).

2.4 Fundraising and donations

On the specific topic of fundraising, the university has identified a target in the Strategic Plan 2022-27 (Objective 35) and envisaged specific actions that in 2024 resulted in collecting more than €3.9 million (target for 2024, €3.2 million).

Unimpact

In 2024, the website "[Unimpact](#)" aimed at soliciting and promoting various initiatives to support the University, and donations to promote the right to higher education, cultural heritage and scientific research.

Through **online donations**, €33,235 was raised in 2024 to fund the Down Syndrome, Genome 21 and the Specola Museum projects.

5XMILLE DONATIONS

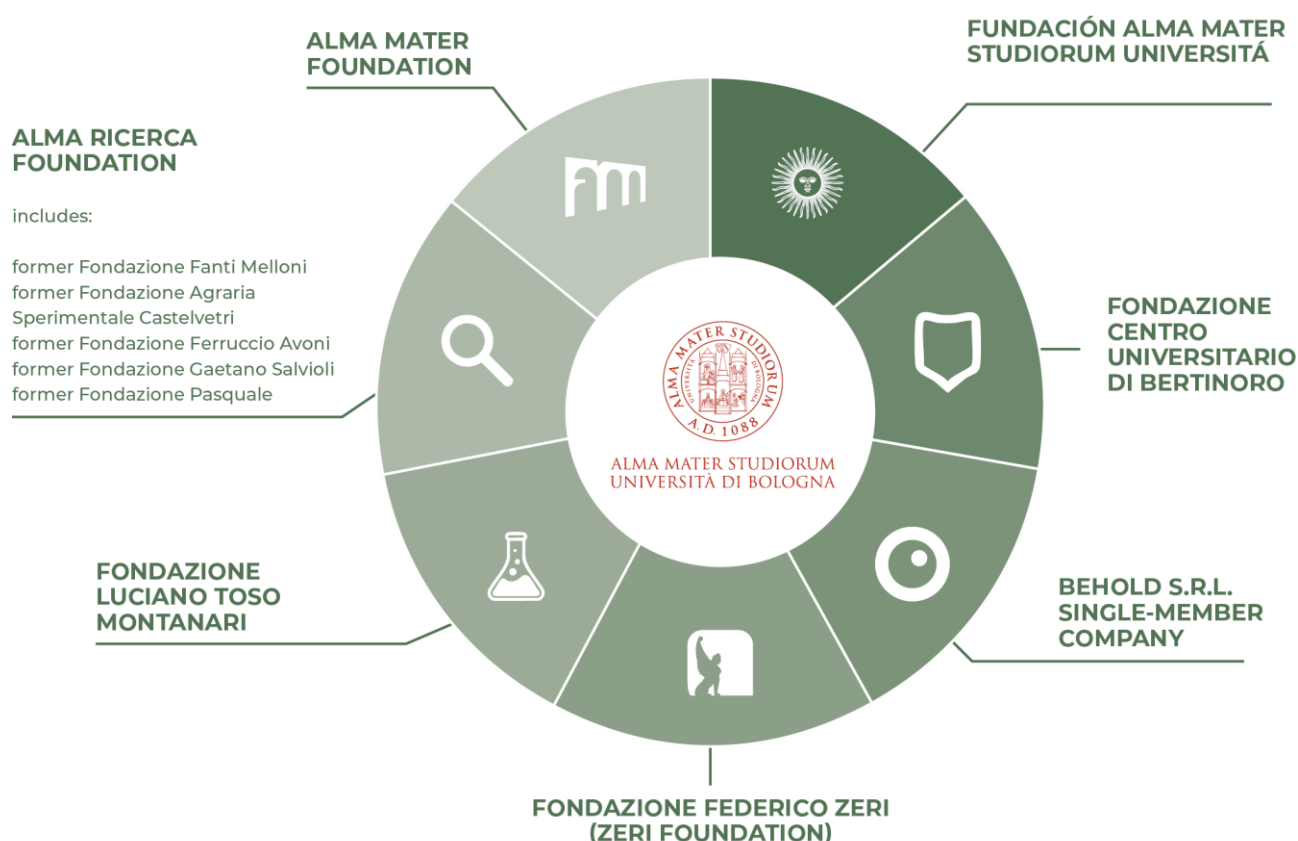
In the **5x1000 campaign** for donating a part of one's income tax, in 2024 (income 2023), the University of Bologna was supported by 6,279 taxpayers, and collected a total of € 345,698, with an average donation of € 55.06. The funds raised will go to projects to promote research dedicated to inalienable rights: the right to treatment, the right to education and training, the right to sustainability, the right to city resources and the right to be different.

2.5 Relations with economic stakeholders

The Unibo Group is made up of the set of **entities** and **companies** falling within the scope of consolidation referred to in Article 6, paragraph 2 of Legislative Decree no. 18 of 27/01/2012, within which the University of Bologna acts as Parent Company.

The [Consolidated Financial Statements](#) of the Unibo Group present the global economic value of all these entities.

In 2024, the Unibo Group consisted of the following entities:



In addition to the entities of the Unibo Group, there are the other **entities in which** the University of Bologna **holds an interest**, a list of which is given in paragraph 4.4 Relations with Society and the Local Community.

ALMA MATER FOUNDATION

The **Alma Mater Foundation** takes care of the administrative management and organisational administration of the **University Post-Graduate Programmes**, of **qualifying courses** for teachers of all levels and degrees of schools and of **informative scientific initiatives**. Backed by 20 years of experience and organisational expertise in managing Professional Master's programmes and Post-Graduate programmes, since 2010, it has added to this core activity specific administrative and organisational administration services to set up congresses, conferences and seminars as well as training and dissemination initiatives realised within the framework of European, national or regional projects. The FAM supports its commissioning university facilities from the design phase to providing support in choosing spaces, sponsor involvement, organisational administration and reception and visual identity development and promotion, thanks to teamwork involving all our organisational divisions. In 2024, the FAM took care of the administrative management of more than 130 Professional Master's programmes and university courses, organised more than 30 congresses and conferences and the processes to qualify school teachers.

ALMA RICERCA FOUNDATION

The **Alma Ricerca Foundation** was created in 2022 from the merger of five long-running foundations, created from private bequests, with the aim of **supporting scientific research in the medical, agricultural-veterinary and legal fields**.

It is an in-house company of the University of Bologna, operating on a non-profit basis, which manages its assets by allocating its profits to research projects.

It also promotes technology transfer and the third mission, supporting the university in national and international strategic and project activities. Projects funded by the Foundation are often named after the original benefactors and consist of grants, awards or endowments to the relevant departments.

2.6 Anti-corruption measures

The University considers **corruption prevention and transparency** to be key elements in building an administration that is responsible, respectful of legality and capable of strengthening individuals' trust in institutions. In accordance with Law 190/2012 and the National Anti-Corruption Plans, the University has integrated specific measures into the Integrated Activity and Organisation Plan (PIAO) to prevent corruption and promote increasingly transparent and efficient management, inspired by the principles of legality, impartiality and accountability. Anti-corruption actions are coordinated by the **Head of Corruption Prevention and Transparency (RPCT)**, supported by a dedicated professional and an operational contact person for the structures, who together ensure the implementation and control of the measures, working with managers and other institutional contacts.

In 2017, the University adopted a corruption risk management model, based on identifying the main risk areas and implementing preventive measures. In 2024, in order to strengthen this approach, a **working group** was set up, consisting of the **RPCT**, the **UPCT contact person**, the **Head of the Personnel Division - APOS** and of **Expert IT and Development Officers**. This team developed a new method to classify risk within facilities, which will be implemented in 2025 through targeted awareness-raising, training, monitoring and further preventive measures, with a focus on facilities identified as high-risk.

Also in 2024, the **University's new Code of Ethics and Code of Conduct** were approved, which reinforce the duties of civil servants and brings them up to date with the challenges of using digital technologies, social media and communication tools.

The policy of ordinary staff rotation also continued, with a significant renewal of professional positions: three managers were transferred to other positions through mobility and calls for application procedures, while the holders of 14 positions of Departmental Administrative Manager (RAGD) changed.

As far as transparency is concerned, as of 1 January 2024, the 'Calls, contracting and competitions' section of the [Unibo](#) website, 'Transparent Administration' has been reorganised to comply with the new rules on public contracts, focusing on the complete digitalisation of processes and the once-only principle (avoiding duplication of information).

In the field of staff training, several actions were carried out in 2024, including:

- a module dedicated to new recruits of professional staff on public employment within the University;
- a module on ethics and conflict of interests for future 'Expert Secretaries' on Public Recruitment Selection Process Committees, taught by internal staff specialised in transparency;
- regular sessions run by the Tenders and Procurement Division for employees involved in procurement processes.

Finally, the university also promoted awareness-raising events, such as '**Transparency Day**' in 2024, dedicated to the topic '**Ethics and Media**', not only for university staff but also for the general public. The event took place on 13 January 2025.

3 Environmental impact



700,443 Kwh

ENERGY FROM
RENEWABLE SOURCES



21,442

SUBSIDISED SEASON TICKETS
FOR STUDENTS AND STAFF
TO ENCOURAGE THE USE
OF PUBLIC TRANSPORT



1.57 MWp

TOTAL INSTALLED
POWER



2%

SELF-PRODUCED
ENERGY OUT OF
AMOUNT CONSUMED



1,362,515 M²

BUILDING SURFACE
AREA (INCLUDING
OUTDOOR SPACES)



251,757 M²

OUTDOOR SPACE
SURFACE AREA

3.1 Environmental policies and sustainability governance: targets and planning tools

Starting with the Strategic Plan 2022-2027, the University of Bologna has reinforced the need to set up robust, concrete planning **targets and tools**, which are indispensable to **protect the environment** and **effectively manage energy resources**. In a context where the ecological transition is recognised as the greatest challenge to be faced in the coming years, the University is committed to transforming this ambition into tangible actions. The initiatives undertaken are manifold and embrace different aspects of sustainability, from **mobility** and **waste management** to the **conscious use of water resources** and **digitisation of processes**. Among these tools, the **University Energy Plan 2024-2030**, approved at the end of 2023, stands as the backbone of our strategy. It clearly outlines the strategies and actions for promoting efficient energy use and for improving the social, economic and environmental sustainability of our activities, with the primary goal of reducing consumption and optimising the energy efficiency of our buildings.

The inputs for organic energy policy planning have come from well-established national and international policies.

In the past five years, the European Union's **REPowerEU** has significantly revised the minimum targets to be achieved by 2030 in terms of share of energy from renewable sources, energy efficiency in end-uses and climate-altering gas emissions. On a local level, the **Regione Emilia-Romagna's Labour and Climate Pact** pursues similar goals, aiming to achieve decarbonisation before 2050 and 100% renewable energy by 2035. **Bologna** has been identified as one of the **NetZeroCities** aiming to reach climate neutrality by 2030.

The Energy Plan accepts these challenges and frames them in the context of the University by identifying objectives, milestones and tools to achieve its goals.

In accordance with the Italian national plan for the containment of energy consumption, and more generally to raise the University community's awareness of energy saving, **guidelines of good practices** were circulated. A **dedicated channel** for **reporting energy waste** was also created.

Table 7 – Energy Plan goals to 2030

Goals	FIT for 55	University Energy Plan
CO ₂ emission reduction to 2030 compared to 1990	55%	>70%
Renewable share of primary energy consumption	49%	24%
2020-2026 Annual increase in the renewable share of primary energy consumption for heating and air conditioning	+0.8%	+2.1%
2026-2030 Annual increase in the renewable share of primary energy consumption for heating and air conditioning	+1.1%	+7.0%
2020-2030 Reduction of end-use energy consumption	-11.7%	-16.4%
Reduction of average annual consumption	-1.9%	-2.3%
Renewed surface area per year	3.0%	3.8%

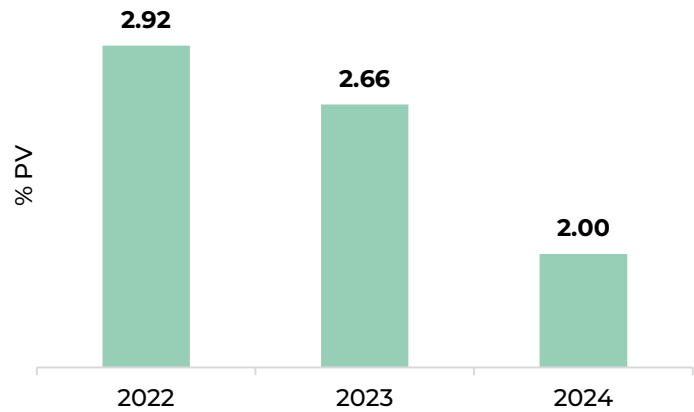
Energy Plan Monitoring

The coordination and timing of energy initiatives are the responsibility of the **University Energy Board**, a steering committee set up in 2023. In addition, the University appointed an **Energy Manager** to supervise the Energy Plan and monitor its main indicators, oversee energy accounting and the tendering process for energy efficiency works and energy procurement, as well as checking facility maintenance and management.

In order to allow the Energy Board and the Energy Manager to perform their tasks, the University has equipped itself with a **new control report** in the **University Data Warehouse**, which integrates the information about **real estate and consumption management** from the Archibus software with all the other dimensions of analysis of the University's teaching, scientific and management activities.

ENERGY CONSUMPTION INDICATORS

Figure 25 – Percentage of self-generated electricity in relation to the electricity consumed



The reduction in energy generated compared to the previous year was caused by the need to carry out maintenance on the plants in the Bertalia District and the Fanin District in Cadriano, which have been installed for more than 12 years. This resulted in plant shutdowns.

Figure 26 – Percentage of thermal energy from renewable sources consumed on an annual basis

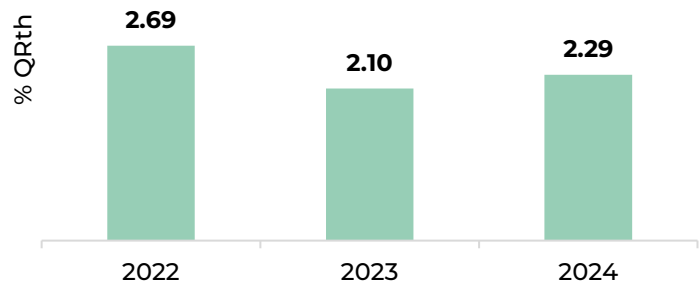
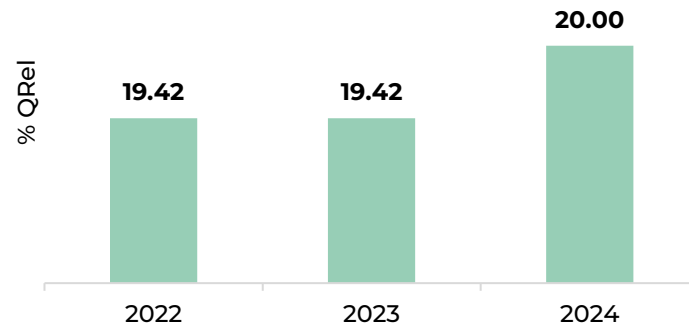


Figure 27 – Percentage of electricity from renewable sources consumed on an annual basis



The indicators make it possible to assess consumption per area served. Since 2024, 1,120 m² (buildings of 729+718) not yet activated have also been connected.

ENERGY STRATEGY INDICATORS

Figure 28 - Net internal surface area connected to the district heating network

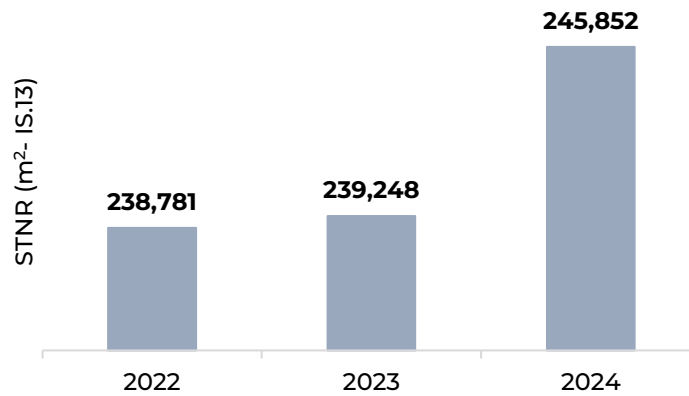


Figure29 – Diesel consumption per gross surface area unit

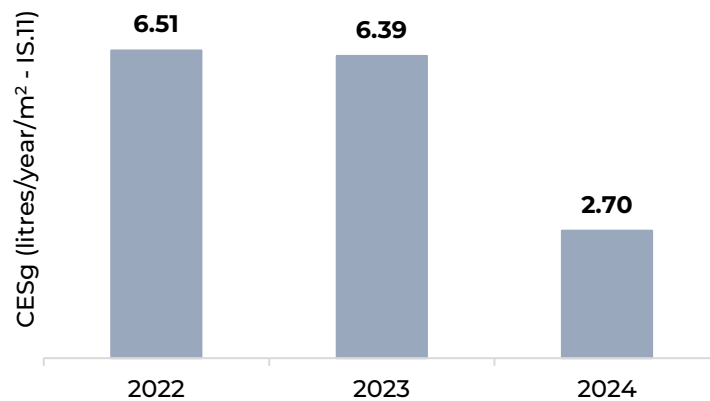


Figure 30 – Peak power of photovoltaic systems operating in self-consumption

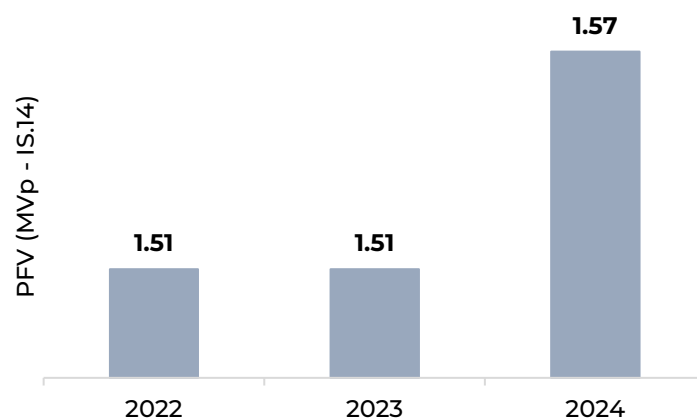


Figure 31 - Total primary energy

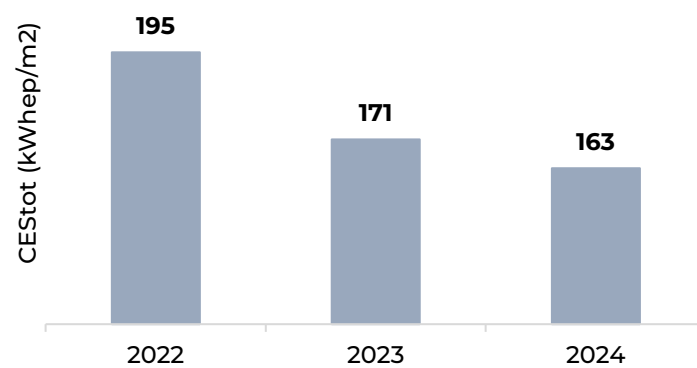


Figure 32 – Electricity per net surface area unit served

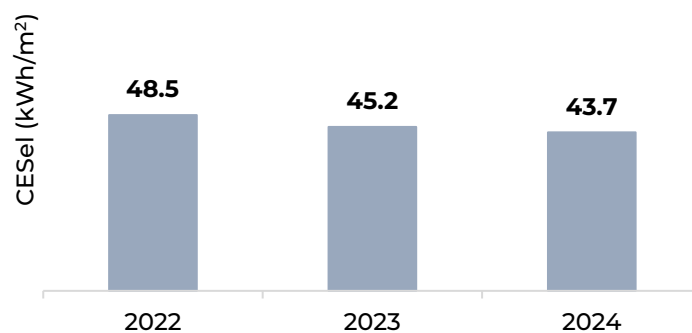
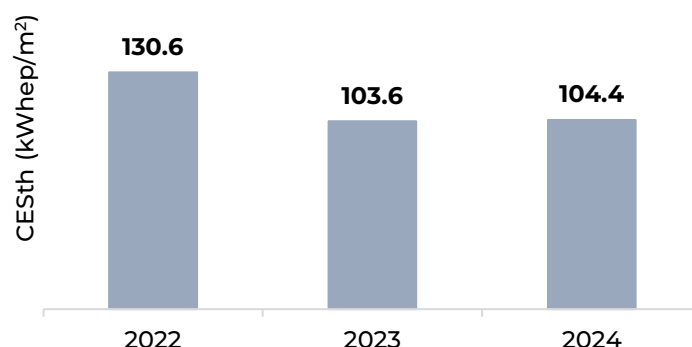


Figure 33 – Thermal energy per net surface area unit served



The slight increase in thermal energy consumption noted for 2024 is mainly due to a colder climate than in 2023 and the expansion of spaces in the Navile complex, which require more heating due to the increased use of laboratories and equipment.

Networks for sustainability

In order to contribute to the pursuit of the **Sustainable Development Goals (SDGs) of the UN 2030 Agenda** through the dissemination of a culture of sustainability and of good practices, the University of Bologna has joined and actively participates in many **networks**, including:

- **RUS** – Italian University Network for Sustainable Development;
- **ASViS** – Italian Alliance for Sustainable Development;
- **SDSN** – Sustainable Development Solutions Network.

Within the RUS, the University of Bologna participates through its Energy Manager in the subgroup 'Energy Manager-communication-training' as co-coordinator.

The subgroup brings together the Energy Managers of Italian universities in order to develop, through studies, surveys and synergetic assessments, harmonised strategies for the efficient use of energy in universities and for the implementation, monitoring, control, management and maintenance of their energy systems. Among ongoing activities, the subgroup is developing an [Energy Plan Model](#) to be proposed to all universities and defining a Handbook of good energy-saving practices to be shared.

3.2 Energy efficiency and resource management

3.2.1 Consumption, electricity, gas and district heating

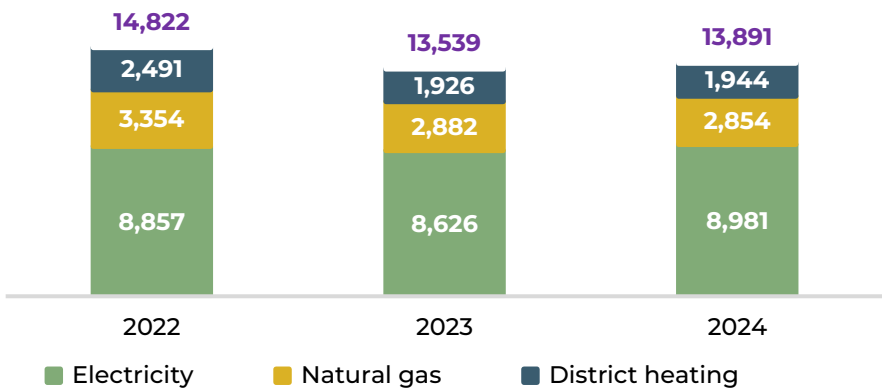
In 2024, there were increases in the **consumption of electricity, district heating and water**, while there was a decrease in the **consumption of natural gas** due both to the seasonality of a shorter winter, and to greater attention in operating the plants linked to energy-saving policies and community awareness. The recorded increases in electricity and water consumption are due to the activation of the new building units (UE4 and UE5) in the Navile District, while the recorded increases in district heating consumption are due to the higher consumption of district cooling in June due to seasonality.

The cost of the supply of electricity grew by approximately 2% compared to the previous year, and approximately 14% in the summer months, compared to the same period of the previous year.

The natural gas supply contract was executed in August 2023, with no offers of 'fixed-price' purchase options. On average, the cost of natural gas remained unchanged from the previous year.

The rate for the district heating supply service decreased by about 4 per cent compared to the previous year, even though VAT was reinstated at 22 per cent.

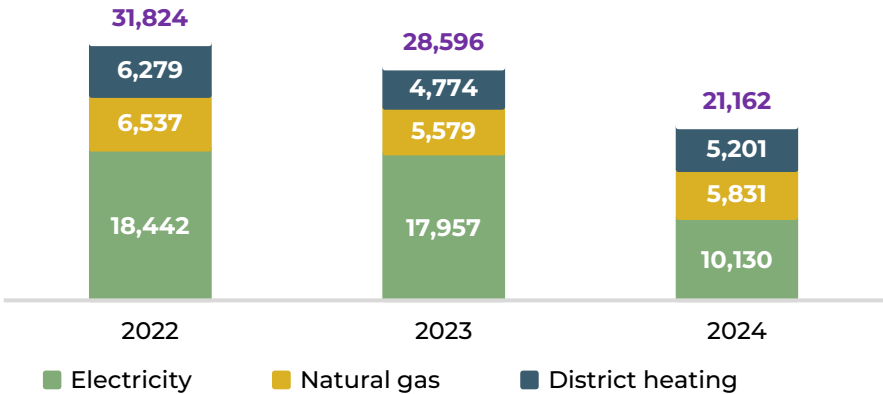
Figure 34 – Consumption time series (toe)*



* Total consumption also includes district cooling, which is not shown in the graph for numerical reasons.

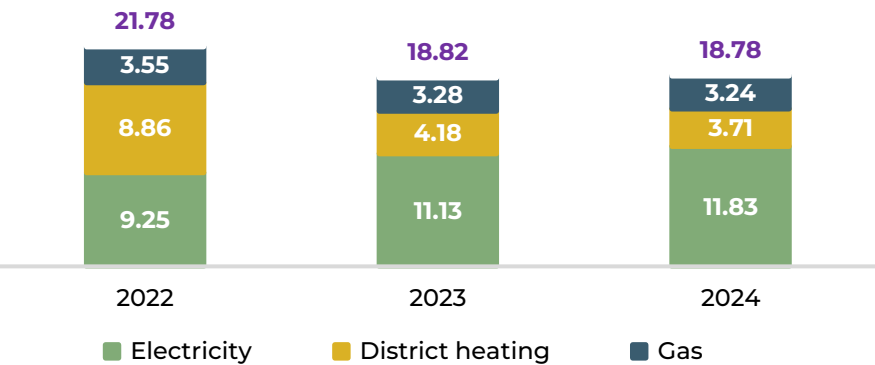
An analysis of the consumption time series shows a slight worsening over the three-year period, with 2024 energy consumption up 2.6% compared to 2023. CO₂ emissions in 2024 decreased by 26% compared to 2023.

Figure 35 - Emissions time series (tCO₂)*



* Total consumption also includes fuel oil, which is not shown in the graph for numerical reasons.

Figure 36 – Energy consumption cost time series (€m)*



* Total consumption also includes heating oil, which is not shown in the graph for numerical reasons.

The emission index is stable: this is the ratio of total emissions to total consumption and measures the system capacity to lower CO₂ emissions, given the same toe units consumed. In the case of the University, the 2024 value is 1.5 tonnes of CO₂ per toe consumed compared to the 2023 figure of 2.27 tonnes.

Photovoltaic systems

The **installed power from photovoltaic plants** is 1.57 MWp, an increase compared to the previous year due to the installation of the photovoltaic plant in Viale del Risorgimento 2 in Bologna and the plant in Viale Magrini 31 in Cesenatico. The energy generated from renewable sources came to 700,443 kWh (Sources: e-Distribuzione measurement service and local monitoring systems), equal to 2% of total consumption. The reduction in energy generated compared to the previous year was caused by the need to carry out maintenance on the plants in the Bertalia District and the Fanin District in Cadriano, which have been installed for more than 12 years. This resulted in plant shutdowns.

3.2.2 Water

Water consumption in 2024 increased by approximately 14% due to the new locations opened in the Navile District of the Bologna Campus.

The **water service rate** in 2024 decreased by about 3% on the previous year due to an update of the rates implemented by the local integrated water service provider.

Table 8 – Water cost and consumption

	Consumption (m ³)			Cost (€)		
	2022	2023	2024	2022	2023	2024
Water	318,787	316,684	358,873	991,863	1,036,040	1,132,453

Since 2019, the University has participated in **HERA spa's Water Consumption Control Project**, which envisages various actions aimed at continuously monitoring and controlling consumption. These include georeferencing supply points on a map, implementing digital alerts for abnormal consumption and the option to make meter readings more frequent at large supply points to better identify any hidden leaks. To this end, 147 sensitive water supply points were identified and subject to monthly readings. In addition, a process was started to decide on a proprietary system for continuous consumption monitoring using electronic meters with narrow band IoT technology.

For this reason, HERA Spa's '**Smart H2O**' pilot project was launched, involving the remote reading of water meters of interest. At the moment, 17 meters are installed and the project is planned to be rolled out to all other large-scale meters from 2025 onwards.

In 2023, a project was initiated in cooperation with '**Kanoa Solutions**' to **install water flow reducers in the taps** of one of our pilot buildings. The goal is to save water.

In a conventional tap, water flows at about 12 l/min. The installed reducers atomise the water, separating it into thousands of drops and increasing the contact surface area. This results in reduced water consumption.

130 reducers were installed at our premises in Via Zamboni 33 in Bologna (Palazzo Poggi).

Based on the supplier's consumption figures, in 2024 we recorded an average 35% reduction in water consumption compared to the previous year's consumption.

Given the success of the project, it is planned to install the reducers in other locations of the University as well. At the end of the year 2024, reducers were also installed in some buildings in the San Giacomo District (68 reducers) and the Bertalia District (159 reducers).

3.3 Environmental impact of real estate assets and infrastructure

Composition and use

The University of Bologna owns considerable **real estate** in both Bologna and Romagna. In terms of size and area, the buildings occupy 1,362,515 m² including outdoor spaces (251,757 m²).

Geographical distribution and **intended use** are illustrated in the following charts.

Figure 37 – Geographical distribution of real estate (excluding outdoor spaces)

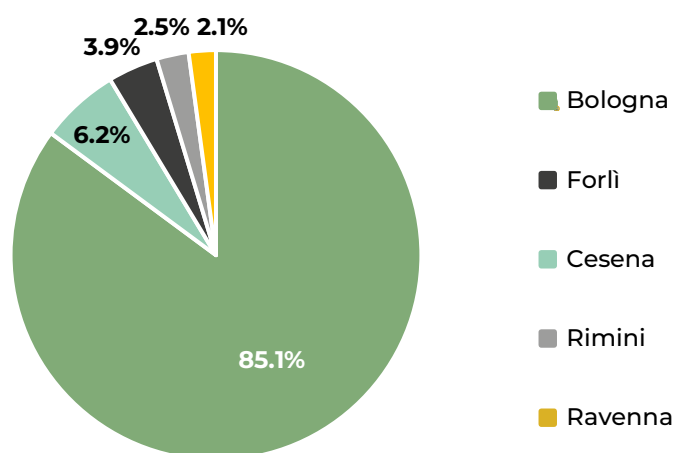
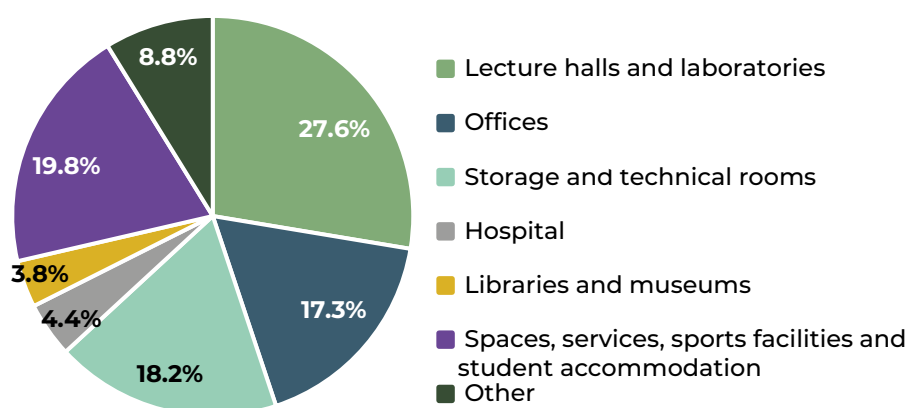


Figure 38 – Intended use of real estate¹²



¹² Auxiliary rooms, mostly comprised of corridors, staircases, passageways, lobbies and terraces, have been excluded.

Development project

Over the past decade, the University has devised a **real estate development plan** targeted at containing energy consumption, increasing safety and improving functionality and accessibility of spaces, based on a **three-year investment plan** which, in the three-year period 2024-2026, came to approximately €150 million and 69 interventions.

Table 9 – Projects submitted to the Italian Ministry of University and Research for participation in the Call for proposals for University Construction Projects

Call	Projects/interventions presented	Co-financing obtained (€)
Italian Ministry of University and Research Ministerial Decree no. 1274 of 10/12/2021 - Fund for university buildings and major scientific equipment	4 interventions for Line E	15,827,332
Italian Ministry of University and Research Ministerial Decree no. 1257 of 30/11/2021 - 5th call, Law no. 338/2000 - Interventions for university residential facilities	"Renovation of San Giuseppe Sposo Sanctuary for the construction of a new student residence - Bologna"	6,908,275
Italian Ministry of University and Research Ministerial Decree no. 774 of 10/06/2024 - Fund for university buildings and major equipment - Year 2024	4 interventions on regulatory compliance of university buildings and sustainable construction	3,149,054
PR-ERDF 2021-2027 - Priority 2. Specific Target 2.7. Action 2.7.1. Call for the design and implementation of green and blue infrastructure in urban and peri-urban areas	"Redevelopment of the botanical garden (2nd stage) and of the area in Via Filippo Re, between Viali di Circonvallazione and Via Imerio in Bologna"	1,418,522
Total	10	27,303,183

Compliance of spaces with standards

The University of Bologna has long adopted strategic planning tools to effectively manage the vast **real estate** in use, with interventions ranging from **maintenance** to **restoration** to the construction of **new buildings**.

The University Strategic Plan 2022-2027, based on four principles and divided into fifty goals, establishes the University's priorities for the six-year period. In particular, under the topic of 'Safety', two goals emerge:

- G.45 "Act to prevent risks, improve the safety of and accessibility to buildings and spaces";
- G.46 "Enhance the University assets and real estate".

These goals are achieved through a **multi-year plan of interventions**, which is constantly updated according to new priorities, organisational needs and emergency situations. Funding comes from ministerial funds, or internal resources.

The **main works** include:

- alignment with fire regulations: in 2024, 16 Fire Prevention Certificates (CPI) were renewed, 25 new project assessments were submitted to the Fire Brigade, and 12 new CPIs were obtained;
- bringing facilities up to standard: over the three-year period 2025-2027, investments of more than €50.5 million are planned for building safety;
- accessibility: accessibility mapping is underway to ensure full usability of spaces for students with disabilities. Current projects include the Gozzadini Pavilion, the new headquarters of the Psychology Department, and the fully accessible Baricentro student residence (opened in 2024).

In 2024, 64 **Risk Assessment Documents** were prepared and tickets opened for improvements. Other constantly evolving areas include:

- permanent coordination table with the Fire Brigade on fire prevention projects;
- batch design and development of a pool of projects ready for future funding;
- digital census of assets;
- periodic updating of the Building Logbook + Archibus\PAL;
- permanent coordination table with the Archaeology, Fine Arts and Landscape Superintendencies of the relevant municipality and customised training;
- updating asbestos mapping.

In 2023, the University joined the **Consip 'Integrated Energy Service 4' agreement** for the integrated management and efficiency improvement of winter heating systems in three buildings in Bologna.

The agreement is defined as a 'result-based' agreement, entrusting the entire management cycle to a single entity to ensure greater efficiency and quality in delivering the service, incentivising energy savings and making the facilities of the buildings involved compliant with standards. The proposed energy efficiency measures include installing, operating and maintaining a system for the control, monitoring, remote management and remote control of plants, preparing Energy Diagnosis and Energy Certification, and upgrading thermal power plants.

In 2024, **consumption monitoring systems** were completed in all locations, and the plan to upgrade the heating plant in Via Ugo Foscolo 7 in Bologna to natural gas was started. 2024 saw the completion of the upgrading of the heating plant at 59 Via San Vitale, which included replacing the old oil boilers with condensing boilers and insulating the attic.

Furthermore, thanks to an agreement signed in 2022 with HERA S.p.A., the district heating and cooling service was extended to 12 new buildings in the 'University Citadel'.

In 2024, three connections were completed at Via Belmeloro 8/2, Via San Giacomo 9/2 and Piazza Antonino Scaravilli 2, and the laying of the underground networks serving the buildings at Via San Giacomo 11 and Via Belmeloro 8/3 was completed. The specific sub-stations will be completed in 2025, following the completion of the renovation of the buildings.

Also in 2024, the thermal power station in Palazzo Marescotti and the sub-stations of the building in Via Zamboni 32-38 were upgraded. The Santa Cristina building also underwent works to increase plant efficiency.

Among **new buildings**, construction has begun on a student residence in the Navile area (Battiferro), which will house 131 students and is the first UniBo building meeting N-ZEB standards. The refurbishment of the energy houses at Palazzo Poggi, Ciamician, CICU and Bologna University Library, with heat metering and new centralised refrigeration units, has also begun.

A pilot project in the Bertalia District aimed to identify the optimal remote control system for complex buildings, with advanced instrumentation to measure thermal, electrical and water consumption.

In Cadriano, two CRIOF buildings have been upgraded: energy upgrading with the installation of external insulation on the outside walls and the creation of an aerated crawl space with Iglus, and another intervention to replace all the window and door frames with insulated shutter boxes to eliminate thermal bridges, including in the window sills. The heating and cooling system is powered by a heat pump. In addition, a building automation system was installed that allows temperature control in each room and relamping was carried out with a managed switch-off and dimming system based on the levels of natural light.

In addition, the complete refurbishment of the backbone anchor and thermal power stations of the Department of Veterinary Medical Sciences - DIMEVET building in Ozzano and the energy upgrading of the veterinary hospital and part of the main building were carried out, installing external insulation, replacing windows and doors, relamping and installing a building automation system.

After the damage caused in Forlì by the May 2023 flood, two innovative heat pumps were installed

in 2024, positioned in protected areas to prevent future damage, powered by refrigerants with low environmental impact.

Other works on the campuses in Romagna in 2024:

- Forlì (Viale Montaspro 7): redevelopment of the former ENAV building with new lighting, air conditioning and automation systems;
- Ravenna ('Casa Traversari'): renovation and revamping of the heating plant, installation of VRV, insulation, relamping and automation;
- Ravenna (Palazzo Corradini): relamping completed;
- Ravenna (Via Sant'Alberto 163): BIGEA laboratory extension and plant upgrading;
- lastly, a tender to replace the refrigeration units was launched in October 2024 and is expected to be awarded shortly.

Enhancement of student well-being and teaching support spaces

Every year, the University devotes a great deal of attention to enhancing the areas made available for teaching activities. In 2024, work was carried out to **optimise the use of existing teaching spaces** through **detailed mapping of lecture halls** and monitoring of the **daily utilisation data** of each space per lesson. In this way, the intensity of use of each lecture hall was calculated and margins for additional teaching use of the available lecture halls were assessed. This analysis revealed that small lecture halls are hardly used during the year while medium-sized lecture halls are underused. In order to optimise the use of the **smaller lecture halls**, which are hardly used for lectures, it was decided to open up the possibility to reserve these spaces also for **collective study activities and/or meetings of student groups and associations**. With the same aim, the model of shared use of spaces was extended to some university canteens. By way of example, in agreement with ER.GO the university canteen in Viale Risorgimento (Engineering) could be used as a study room in the afternoon hours.

The **accessibility of University spaces for people with disabilities** is monitored with particular attention by the **Professional Unit for Prevention and Protection** in ABESS and the **Services for Students with Disabilities Office and the SLD**. A degree of accessibility indicator has been assigned to each lecture hall. This indicator ranges from 1 (independently accessible) to 4 (not accessible for students with disabilities). This information allows the specific needs of students with disabilities to be taken into account in timetabling.

In addition, in 2024, 66 **adaptable tables** were purchased and distributed in the lecture halls of 40 buildings in the Municipality of Bologna and Ozzano nell'Emilia and 14 buildings on the Romagna campuses, which will make it possible to make some of the lecture halls identified as fully accessible in the mapping carried out fully functional for training activities.

In 2024, the plan to **provide electricity to the workstations** within the main lecture halls to allow students to use electronic devices during lessons also continued. The plan provides for the electrification of most lecture halls, including the **installation of charging** stations where it is not feasible to electrify individual workstations.

In addition to optimising existing teaching spaces, the University of Bologna continues to invest in the **construction of new lecture halls**. In 2024, work continued to complete the **new educational complex in Navile** dedicated to Chemistry and Pharmacy. The **teaching laboratories** housed in UE5 in Navile serving the courses of the Departments of Chemistry, Industrial Chemistry and Pharmacy and Biotechnology were completed. Work has also begun to convert the old Industrial Chemistry building into a building that will house 6 new lecture halls and 2 teaching laboratories to serve the historic Engineering Complex.

In **Cesena**, the construction of the **new Psychology Campus** began in 2024 and will include new teaching spaces to serve the campus and new study rooms.

In 2024, in **Ravenna**, the **redevelopment and upgrading of the library and associated study rooms** was completed. The 'Casa Traversari' building, which houses the 'Bovini' lecture hall, was also

renovated. New teaching laboratories and study rooms are being completed at the S. Alberto site of the Department of Biological, Geological and Environmental Sciences.

In **Forlì**, work began in 2024 on the **renovation** of the Campus **Library** in the Pallareti Pavilion of the former Morgagni Hospital, site of the new Forlì Campus. The project will provide students with modern study rooms in the heart of the campus and a centralised library with more than 120,000 volumes. Pending the completion of the library, since 2024 the University has relocated part of the campus library to the **former Santarelli kindergarten**, where **new study rooms** were built for student use. The study rooms can accommodate around 80 students.

UNIBO'S COMMITMENT TO STUDENT ACCOMMODATION

The problem of the **shortage of affordable housing for out-of-town students** has been the focus of institutional attention for years.

In response to this need, the State introduced Law 338/2000, which finances up to 75 per cent of the costs of renovating, building or purchasing real estate for university residences.

Thanks to this law, from 2017 to 2022, **7,458 new beds** were created, using **€215 million**.

In 2020, more than 40,000 out-of-town students sought accommodation in the private market. Only 2,200 beds were available in the public student residences and an additional 7,000 would be needed to cover at least 20 per cent of the demand.

Over the years, **rents have increased**, partly due to the reduction in supply: after the pandemic, many landlords opted for **short-term tourist rentals**. At the same time, **private investors** built new student residences, but at **above-average rents**, affordable only to a few.

The University took advantage of the ministerial co-financing to offer more student accommodation:

- **64 beds** created in Forlì (former ENAV headquarters);
- **35 beds** at the 'Nuovo Baricentro' in Bologna, plus a further 22 in the pipeline.

The following are also under construction:

- **Lazzaretto Student Residence** (382 beds, completion in 2027);
- **San Giuseppe Sposo** (89 beds);
- **Battiferro** (131 beds);
- **Osservanza in Imola** (51 beds).

The University also continues to invest in **infrastructure for sports activities** (gyms, courts for playing). In 2024, the re-roofing of the Palacus sports centre, which houses three parquet basketball/volleyball courts, was completed. The project involved the installation of a photovoltaic system on the roof for self-consumption of energy.

On the **Rimini** Campus, the **gym, managed by the CUSB** and used by Campus students and the general public, located in the building at Piazza Malatesta 30, continues to be very popular. Just as the **Alma Gym** on the **Cesena** Campus is highly appreciated by students and citizens alike.

Minimum Environmental Criteria (CAM) in construction

With the aim of **reducing the environmental impact** of public buildings, promoting **sustainability** at all stages of the life cycle, **from design to disposal**, and encouraging **the use of materials and technologies with a low environmental impact**, the University is committed to complying with the environmental requirements governing the design, construction, maintenance and operation of buildings.

Particular attention is given to the drafting and checking of **CAM requirements**, made compulsory by the 'New Procurement Code' and its decree in force from 2022, through on-site checks.

For NRRP-funded projects, the focus on environmental issues is further addressed in the DNSH 'Do Not Significant Harm' assessments to ensure that funded interventions do not cause significant harm to environmental goals, contributing to the transition to a sustainable economy, protecting ecosystem health and biodiversity, and ensuring that projects comply with environmental and human rights standards.

3.4 Reducing CO₂ emissions

In order to monitor, survey and evaluate greenhouse gas emissions, the University has adopted a new **Carbon Footprint** calculation method according to ISO 14064.

Table 10 – Carbon Footprint

Areas	t CO ₂ eq/year		
	2022	2023	2024
DIRECT EMISSIONS from heating	7,397	6.494*	6,287
INDIRECT EMISSIONS from energy consumption	6,968	17.487*	5,408
OTHER EMISSIONS (commuting, waste, etc.)	68,559	120.457*	106,172
Total	82,924	144.439*	117,868

* Data updated throughout the year.

Commuting has a very significant impact in terms of emissions. These increased in 2023 as in-person activities resumed almost entirely and the emergency measures implemented during the Covid-19 pandemic were revoked.

In order to act on this front, the University of Bologna continued to support various measures for sustainable mobility in 2024.

3.4.1 Sustainable mobility

Subsidised public transport season tickets

The initiative aims to offer **students and staff annual season tickets for public bus and train transport at discounted rates**.

In 2023, the **Agreements** in place with **TPER and Trenitalia** were renewed, also for the Romagna Campuses, extending subsidised season tickets to the entire Multicampus and to research fellows and students of first-level and second-level professional master's programmes, in addition to the existing recipient categories.

Approximately **600 new bicycle parking spaces** for the university community were installed in 2024.

Transport	Recipients	Total season tickets
	Students	14,790, of which 407 in Romagna Campuses
	Students from call	3,402
	Erasmus students	204
	PhD students, other categories	1,032
	Teaching and professional staff	1,766
	Teaching and professional staff	248

€1,929,300 → 2024 expenditure for subsidised season tickets

Green vehicle fleet

The project encourages **sustainable mobility** through car sharing and electric and hybrid-powered vehicles.

In 2024, the vehicle fleet comprised 43 full-electric, hybrid or dual-fuel petrol/electric vehicles.

Table 11 - Ecological fleet

Type	Fuel	Number	Average kilometres travelled per year
Electric	Cars	16	4,228
Electric	Vans	17	2,050
Petrol-electric hybrid	Cars	8	9,774
Petrol-electric hybrid	Vans	2	9,619
Total		43	4,649

Commuting

The 2022-2023-2024 data comparison shows a general **upward trend in favour of sustainable mobility**. For students, there was a significant increase in use of buses (from 19% in 2022 to 34% in 2024) and trains (from 14% to 39%), and substantial stability in the use of bicycles. An increase in bus use is also recorded for Professional staff, against a decrease in car use and an unchanged bicycle use. Similarly, teaching and research staff report an increase in bus use (from 7% to 12%), an

increase in bicycle use (from 17% to 18%) and in train use (from 11% to 35%), against a decline in car use. The general increase in the use of buses is likely associated with the concessions for the purchase of TPER and START Romagna season tickets introduced by the University between 2022 and 2023, extended to both staff and students of cycle I, cycle II and single cycle, Master's degrees, specialisation and PhD students, as well as research fellows. Added to this factor is a progressive decentralisation in the location of students, with a trend towards living an average distance of at least 5 km from their place of study and in several cases in the suburbs or other cities. Confirming this, the pedestrian component in all categories decreased.

3.5 Circular Economy Initiatives

The University of Bologna is committed to promoting, planning and implementing initiatives and projects to improve the interaction between buildings, people and the environment. The aim is to reduce the University's environmental impact, improve the quality of life in university spaces and encourage increasingly sustainable lifestyles. In order to improve its environmental impact by promoting a proper lifestyle, the University of Bologna has implemented a **programme of actions to raise awareness** and introduce good practices among the University community:

- promotion of public transport;
- adoption of a sustainable vehicle fleet (Mobility Manager);
- limited use of disposable plastic items;
- tree planting;
- dematerialisation to reduce paper consumption;
- reuse of furniture (in the fitting out of offices and laboratories).

STAR PROJECT

The Department of Industrial Engineering - DIN is leading a project that also involves the Universities of Brescia, Parma and Trieste, entitled '**Sustainable Thermal and Acoustic self-made solutions for buildings refurbishment in disadvantaged social contexts by Reusing poor materials**' (STAR). it is a PRIN project financed by the Italian Ministry of University and Research.

The objective of the research is to **identify low-cost panels** that are safe, easy to assemble and install to improve the indoor thermal and acoustic quality of buildings in disadvantaged contexts, for people living below the poverty line. These panels are aesthetically similar to commercial solutions, but are made from end-of-life household materials (EoLHM), such as clothes, cardboard packaging, plastic or other materials. Being cheap and readily available, EoLHM are suitable to become low-cost solutions to improve thermal and acoustic comfort in vulnerable contexts, characterised by strong social inequalities, exclusion, marginality and poverty. In these cases, unhealthy housing conditions are significant and energy upgrading of buildings through traditional commercial solutions is not economically viable.

Microfiltered water dispensers

More than one hundred **microfiltered water dispensers** were installed throughout the Multicampus in order to translate one of the main objectives of the Strategic Plan into reality – to reduce the environmental impact, improve the quality of life in university spaces and encourage increasingly responsible and environmentally friendly lifestyles. **Reducing the use of plastic** and related waste means adopting good practices that promote environmental sustainability. The **water supply is free of charge** and offers both room temperature and chilled water.

Thanks to this action, almost 2 million half-litre plastic bottles of water were saved in 2024.

Green spaces and the EXTRA Project

The University of Bologna is committed to **enhancing and expanding** its **green areas**, with the aim of improving the well-being of its community, paying particular attention to biodiversity also through **new plantings** ([EXTRA Project](#)).

For the years 2024-2025, the University signed two **agreements for the management and maintenance of green areas**:

- ERVES 2 for the Bologna area (2024-2025), promoted by the Metropolitan City of Bologna;
- ERVES 2 for the Romagna campuses (2025-2026).

These agreements also aim to raise awareness of the University's stock of trees and constantly monitor their health.

In 2024, 3,623 trees on the Bologna campuses and districts were surveyed and georeferenced. The trees were checked: for those considered not at risk, visual inspections were carried out, while for those with structural issues, specific instruments were used to assess stability.

From March 2025, tree monitoring also started on the Romagna campuses (Cesena, Forlì, Ravenna and Rimini).

During 2024-2025, 47 trees were felled on the Bologna Campus for phytosanitary and structural safety reasons. However, for every plant removed, a new one was planted in the neighbouring areas. In addition, QR codes continued to be installed on the most important trees in about half of the green areas of the Campus: these codes allow students and visitors to access information on the species of the tree and its context.

As a memorial gesture for three students of the University, the following trees were planted:

- in the Filippo Re area: a *Koelreuteria paniculata* and a *Catalpa bignonioides*;
- at the Cesena Campus: a *Cercis siliquastrum* (Judas tree).

The **Botanical Garden redevelopment project**, which began in 2022 in collaboration with the University Museum Network and the Department of Biological, Geological and Environmental Sciences, aims to improve the exhibition, teaching and museum routes. In 2024, structural work was completed to make the Garden more accessible and usable. In the spring of 2025, the landscaping of the beds and the planting of the new plants will begin.

Significant recognition was given in 2024 to the *Juglans cinerea* specimen in the Botanical Garden, which is listed among the Ancient Trees of Italy.

Finally, also in 2024, a terrace was set up at the former Zuccherificio site in Cesena, where bushes with sun umbrellas and seats were placed to improve its usability.

Waste policies and management

In order to implement the vision of a coordinated and integrated management of all types of waste (urban and special) produced in the University, a working group was set up in 2024 with the aim of updating the University Regulations (issued in early 2025) concerning the **waste management service** and the **University Waste Management Manual**. In 2023, with the same intention to apply waste prevention and reduction and resource valorisation and optimisation models with a view to the circular economy and in line with Sustainable Development Goal 12, the University set up the Resource and Waste Management Unit as part of the Occupational Health and Safety Service of the University Health and Safety Centre.

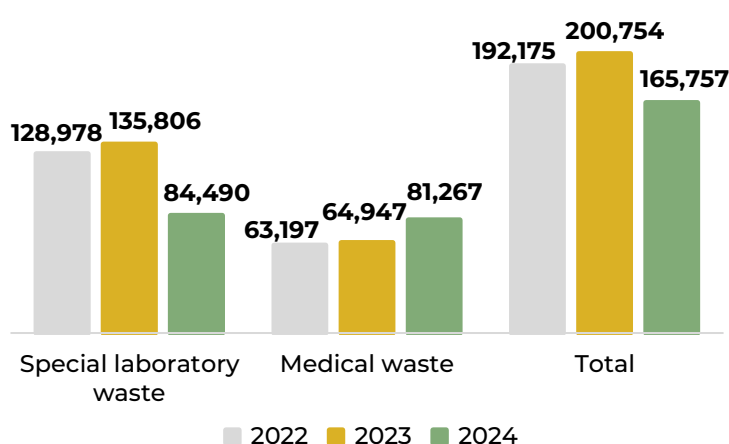
The University manages and disposes of waste from service, teaching and research activities in accordance with the principles of the circular economy. The **separate collection** of plastic, paper, cans, glass, toner and batteries is carried out at all sites, while the special laboratory waste management has been overseen by the Waste Technical Unit (Nu.Te.R.) since 1998, which is

organised into 50 local units to maximise its functionality.

The University is actively engaged in the activities of the **Resources and Waste Working Group of the Italian University Network for Sustainable Development – RUS**. In this context, in 2024, it participated in the drafting of the first **Guidelines for the separate collection of packaging waste and other urban waste in Italian universities**, as part of a **CONAI-RUS** collaboration. The aim is to provide useful and timely information to ensure proper separation of the municipal waste collected on university premises. The Guidelines received the **'Best Practice 2024' award** at the 31st **Comuni Ricicloni**, the **Legambiente** dossier that rewards the green commitment of local authorities.

Also in the area of RUS, the University of Bologna promoted and co-organised an introductory and training course on the **new electronic waste traceability register RENTRI**, with over 600 participants.

Figure 39 – Special waste disposed of¹³ (kg)



University of Bologna Experimental Farm (A.U.B.)

In 2024, **AUB** celebrated its first 50 years in operation. Today, it is the **largest university farm in Italy**: a living lab that supports teaching and research, offers zero-kilometre products and helps to develop new solutions for social, economic and environmental sustainability. On the occasion of the 50th anniversary, a prize was awarded to the four best dissertations by men and women students from the Department of Agricultural and Food Sciences (DISTAL) and the Department of Veterinary Medical Sciences - (DIMEVET) courses of study.

Among its many activities, the University of Bologna University Farm is also responsible for the maintenance of certain university green areas and runs a canteen that, after modernisation, will reopen at the beginning of next year in the Cadriano Experimental Education Centre.

In addition, since 2013 it has been running the **Km Zero project**, which offers the community the possibility of booking and delivery of the University's fruit and vegetable products at the point of sale in Via Filippo Re in Bologna. Products on offer include fruit and vegetables, processed agricultural products, wine and animal products. Two refugees employed at the Farm as part of the Unibo for Refugees project are also involved in production activities.

In 2024, the A.U.B. presented its 2023 Sustainability Report, illustrating the Experimental Farm's commitment to the University community it supports in research and teaching.

¹³ Information on special laboratory waste in 2024 is incomplete. As a consequence, so is the total figure.

LABo2030

The project is mainly based on the **meeting of the world of research and secondary school students**. Each class will conduct a course with a researcher from the university, who will bring their own research project selected from the subject of the selected class and their own syllabus, remaining within the framework of sustainability and consistent with the goals of the 2030 Agenda. At the end of the course, which can be carried out partly in the lecture hall and partly in the areas of the University, the local classes involved will have the opportunity to discuss their work with each other during a large final feedback event.

The project comprises various community involvement initiatives:

- increasing teachers and researchers' enthusiasm to act as agents of change in secondary schools in order to promote the understanding of the SDGs in young citizens through research and its application, increasing awareness of the concrete impacts that projects can have on the territory and the community of which they are a part;
- stimulating students' critical thinking about global problems and the importance of the SDGs in achieving a sustainable future, by bringing out their views, through questions and pointing out any critical issues;
- involve students by bringing them closer to the world of research and making them active participants in the discussion, giving them the opportunity to feel like front line players in the debate on the topic of the proposed project;
- nurture a channel for dialogue with the school as an active participant in initiatives that can have a concrete impact on the local areas, starting from the needs of the institutions involved when identifying the research to be proposed in class.

CONSERVATION OF UNIVERSITY WOODLANDS: AN IMPORTANT CONTRIBUTION TO REDUCING ATMOSPHERIC CO₂

The **conservation and sustainable management of woodland areas**, as they are key tools for climate change mitigation due to their ability to capture and store atmospheric carbon dioxide. In this context, the University also confirms its environmental commitment through the activities of the **University Farm (AUB)**, which has recovered and currently manages a **centuries-old chestnut grove** of about 2 hectares, planted according to a 12th-century Matildic planting structure in Loiano. The plants, grafted with the native 'Marrone Biondo' variety, represent a genetic, cultural and landscape heritage of inestimable value, which is now the subject of research projects, teaching and experimental activities and sustainable enhancement strategies. In addition to its significant historical and scientific contribution, this ecosystem also ensures an important annual carbon capture, estimated at between 6 and 13 tonnes of CO₂. The **forest areas** managed by the University are completed by approximately 30 hectares of woodland in the Loiano and Ozzano areas, the active management of which makes it possible to increase carbon absorption and storage capacity, strengthening the University's role in promoting natural solutions to combat global warming. The enhancement and protection of these areas represent not only an ecological investment, but also a concrete example of how the University's natural assets can be put at the service of sustainability and climate resilience.

3.6 Environmental awareness

In 2022, the IT System and Services Division of the University of Bologna (CeSIA) developed a system that will allow all members of the University of Bologna community to send reports of faults and/or malfunctions in the premises of our buildings ('**MOLO**').

The aim of the project is also to **detect** any **energy wastage** and intervene promptly to resolve it.

For example, **alerts** can be sent for temperatures that are too high or too low, lighting and electronic devices switched on at times when they should be off, water leaks, etc.

Each room in our buildings is identified by a unique QR code. If scanned using your smartphone camera, you can send a fault report using this QR code. The collection of reports will make it possible to detect the most critical issues by type. The report is sent anonymously directly to the District Managers.

[Display stands](#) have been installed explaining how to report and also displaying some energy-saving tips.

In March 2024 the system was activated in testing phase in the buildings of the Navile District.

Given the success of the initiative, by the end of 2024 the system was activated in the Bertalia and Risorgimento District buildings, the Experimental Education Centre and INFA in Cadriano in the Fanin District, the former Neurological Clinic in the North-West District, the Hercolani Building in the South-East District and the Poultry Centre in the Ozzano District.

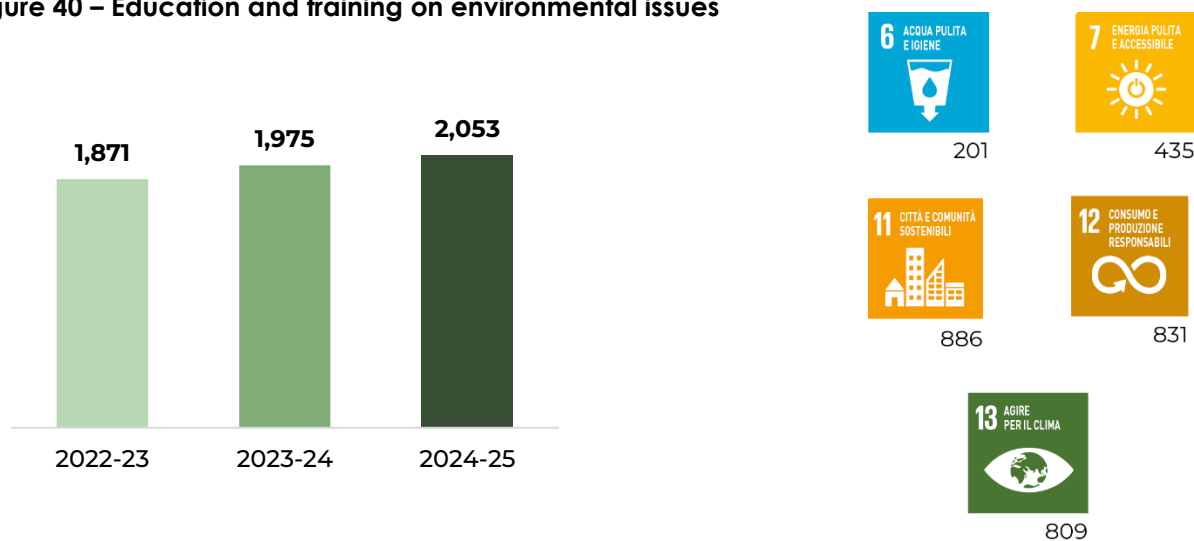
The goal for the year 2025 is to start extending the application to all buildings on the Bologna and Romagna Campuses.

Education and training on environmental issues

In the 2024-25 academic year, the number of course units on this subject grew.

The figures show the number of course units taught in Italian and English and their correspondence to SDGs 6, 7, 11, 12 and 13.

Figure 40 – Education and training on environmental issues



TEACHING BY SDGs (2024-25)

3.7 Biodiversity

The building plan of the University of Bologna, in line with the University's strategic planning, pursues sustainable urban development policies that aim to **protect biodiversity** in the areas of intervention by improving the environment and ecosystem and enhancing the landscape and culture of the places subject to transformation.

As an example, in 2024 the University participated in the regional call for tenders that co-finance the design and construction of green and blue infrastructures in urban and peri-urban areas, and was approved for a project involving the **redevelopment** of the **green area** within the **Filippo Re** district and the **Botanical Garden**. In 2024 the executive design of the intervention was started. For the Filippo Re District and the University Botanical Garden, considered together as a single **urban green-blue infrastructure**, the project involves enhancing the ecosystem-based services offered (shading, microclimatic regulation, biodiversity, urban drainage and rainwater management) to recover in the largest green area in Bologna within the city walls the conditions capable of guaranteeing **adaptation to climate change**. At present, large portions of impermeable paved areas and insufficient tree, bush and herbaceous endowment limit the ecological contribution of this green area in the centre of the city. The University's project envisages **increasing permeable surfaces and green areas**, reducing sealed soil, and enriching the plant stock with new trees and resilient species, in order to improve environmental comfort and respect biodiversity. The Botanical Garden and the adjacent historical areas are assets of great value in terms of history and identity, which the project intends to recover through restoration and reconnection of the open spaces, to make it possible to perceive the singleness of the historical-naturalistic path of the largest green area within the city walls.

The project also envisages new **stormwater** management by building an integrated system for **sustainable rainwater management**, using underground rainwater storage tanks. The water collected will mainly be used to feed the **new artificial lake in the Garden**, which will allow the bioclimate lost in recent decades to be revived in the area.

Increasing greenery and reducing impermeable surfaces will expand usable green areas, improve stormwater management and increase local biodiversity.

The works used as an example demonstrate how to protect and enhance the historical and natural heritage of the Botanical Garden, guarantee biodiversity in a very delicate context and offer an open university space increasingly integrated with the city, which can be sustainably used by the community.

4 Social Impacts

4.1 Teaching and Student Community



313

DEGREE PROGRAMMES
AT VARIOUS LEVELS
OF WHICH **51**
PHD PROGRAMMES



88,287

STUDENTS ENROLLED
IN DEGREE PROGRAMMES
AT VARIOUS LEVELS
IN 2024



9,795

INTERNATIONAL
STUDENTS
ENROLLED



20,630

GRADUATES
FROM DEGREE
PROGRAMMES
AT VARIOUS
LEVELS



13,580

SCHOLARSHIPS
FOR STUDENTS

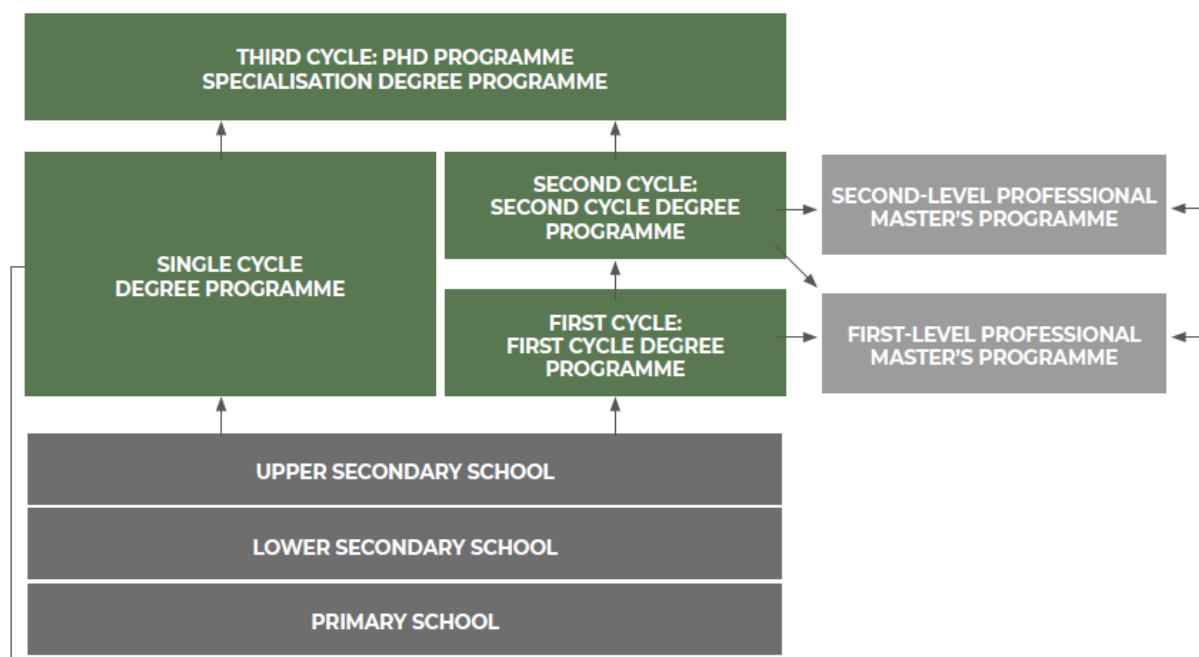


79.3%

REGULARLY
ENROLLED
STUDENTS

4.1.1 Quality of teaching and innovation

The University of Bologna offers a wide variety of university education programmes, which can be accessed after graduating from upper secondary school. These include Bachelor (first cycle) and **Combined Bachelor and Master degree programmes, two-year Master degree programmes** (second cycle), and **PhD programmes** and **Specialisation Schools** (third cycle). In addition to these traditional cycles, further opportunities are available in between cycles, such as **first-level and second-level professional master's programmes, post-graduate programmes, lifelong learning programmes** and **intensive courses**.



Programme catalogue

Table 12 – 2024-2025 Multicampus programme catalogue

	Bologna	Cesena	Forlì	Ravenna	Rimini
First cycle and single cycle degree programmes	79	10	9	11	9
Second cycle degree programmes	103	9	13	8	11
Total degree programmes	182	19	22	19	20
<i>of which: double degrees</i>	31	3	8	1	-
PhD programmes	46	1	3	1	1
Professional master's programmes	81	-	6	4	1
Postgraduate programmes	32	-	2	-	1
Students enrolled in the first year	20,024	1,580	2,357	1,314	1,575
Students enrolled	67,529	5,035	6,870	4,128	4,725
<i>of which: second cycle degree programmes</i>	18,308	1,271	1,858	793	1,298
<i>of which: double degrees</i>	14,311	388	1,476	502	-
Graduates*	15,572	1,174	1,798	849	1,237

* The figures refer to the calendar year 2024.

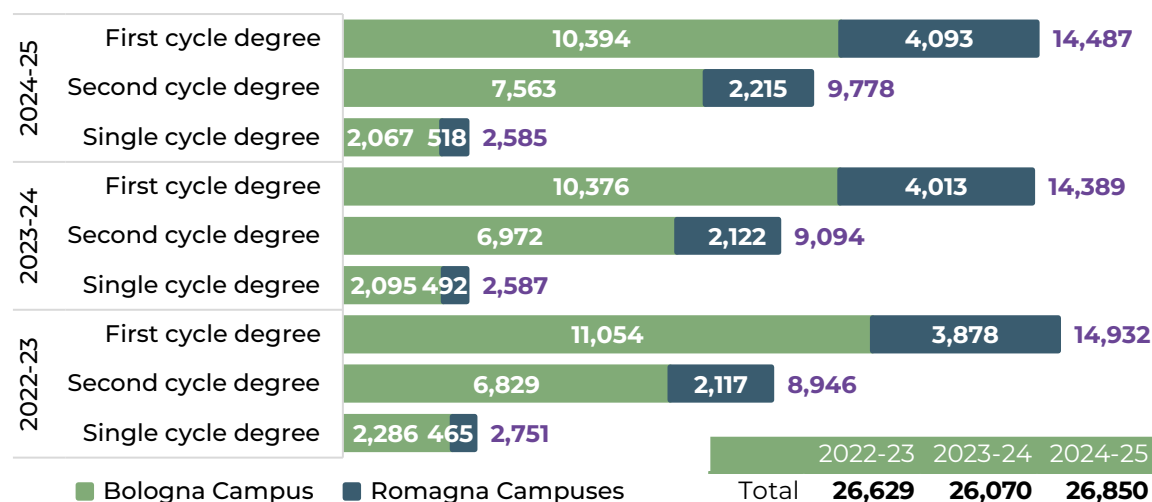
Table 13 – Programmes offered

Programmes	2022-23	2023-24	2024-25
First cycle degree programmes	101	104	104
Second cycle degree programmes	137	142	144
Single cycle degree programmes	14	14	14
Specialisation schools	59	55	**
PhD programmes	51	51	51
Professional master's programmes	94	86	92*
Postgraduate programmes and lifelong learning programmes	32	27	35*

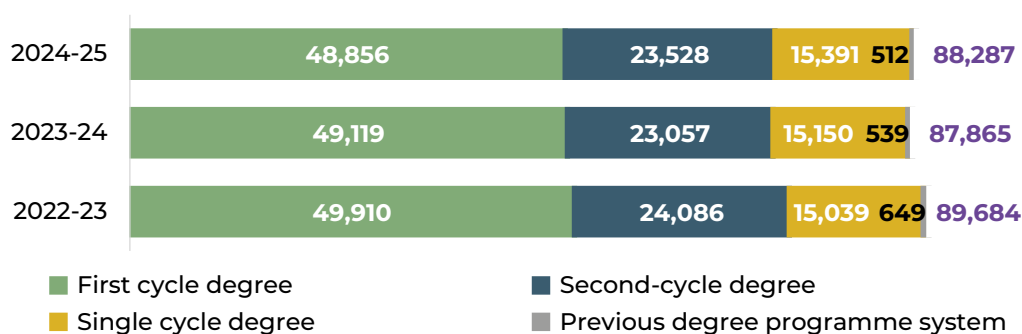
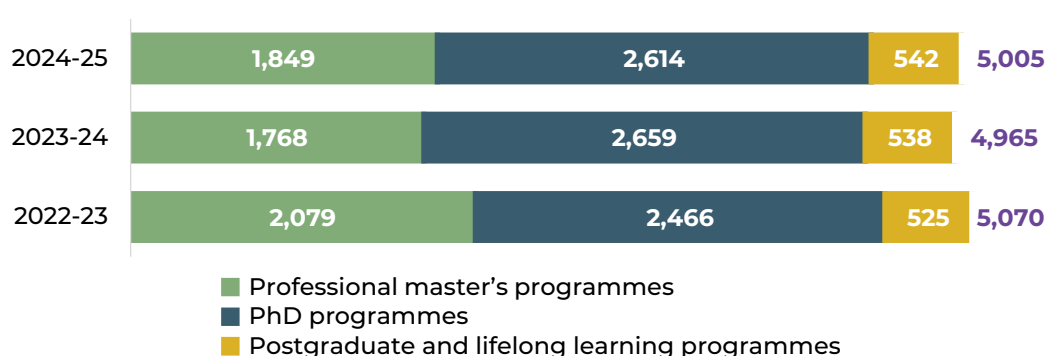
* The figure includes the programmes offered or scheduled to be offered as at April 2025.

** The figure for the Specialisation Schools for 24-25 is not yet available.

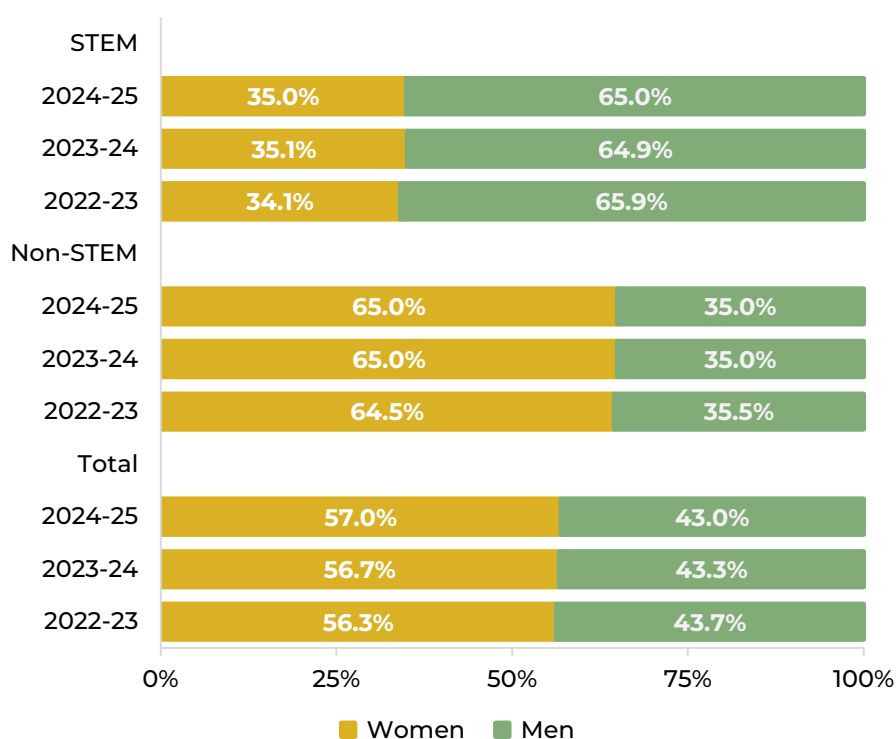
In 2024-25, 26,850 students enrolled in the first year at our University. There was a slight change: +0.7% compared to the previous year in admissions to three-year degree programmes and +7% in two-year master's degree programmes. The number of enrolments in combined bachelor's and master's degree programmes remained unchanged.

Figure 41 – Students enrolled in the first year

The overall number of students exceeds 88,000, 55% of whom enrolled in first cycle degree programmes, 27% in second cycle degree programmes, and 18% in single cycle degree programmes.

Figure 42 – Students enrolled in first cycle, second cycle and single cycle degree programmes**Figure 43 – Students enrolled in professional master's programmes, PhD programmes and post-graduate programmes**

The University's programme catalogue for the academic year 2024-25 with new Master's and post-graduate programmes and Lifelong Learning programmes has allowed enrolments to return above 5,000.

Figure 44 – Breakdown of students by gender (first, second and single cycle degree programmes)

The figures relating to geographical origin confirm the University of Bologna's attractiveness: 49.5% of those who enrolled in 2024-25 live outside Emilia-Romagna.

Figure 45 – Students by region of residence

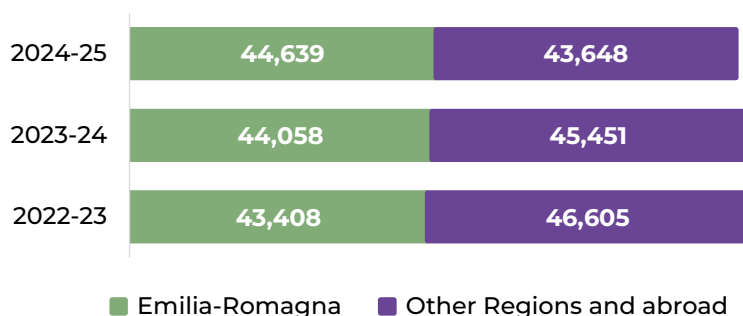
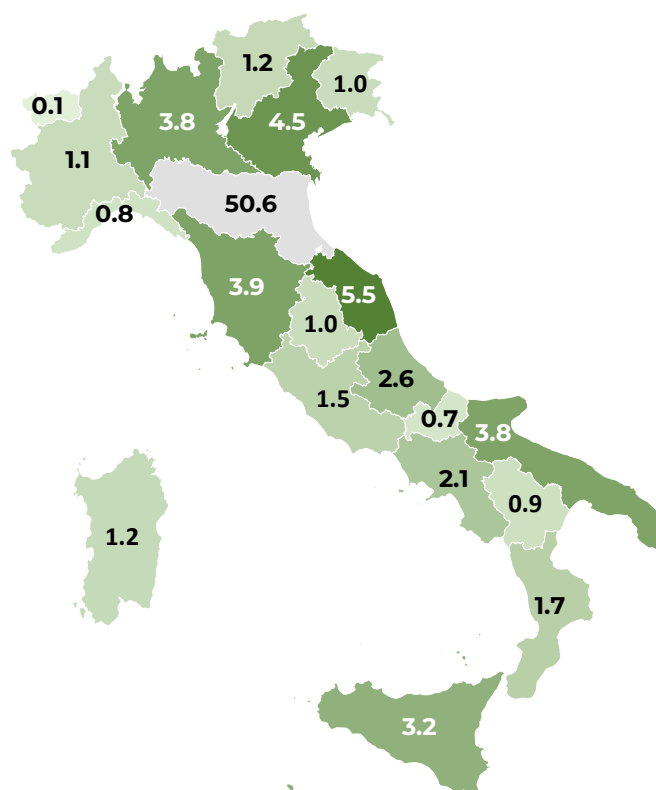


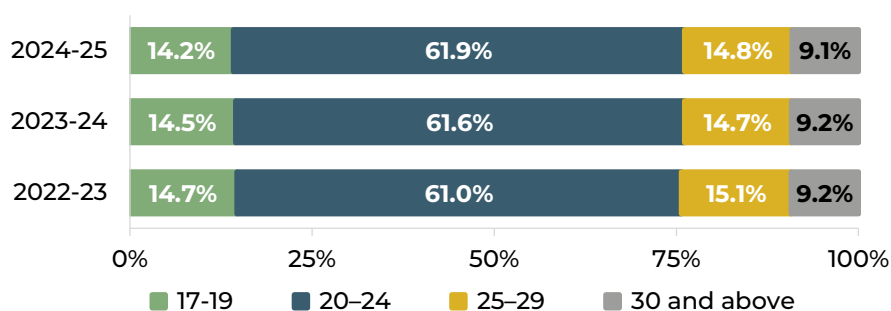
Figure 46 – Students by region of origin (Italy heat map; percentages)*



* 8.3 per cent of students come from abroad.

76.1% of students are under 25 years of age and the number of students aged 25 and over is stable. There was a slight increase (+0.1%) in students aged between 25 and 29 and a slight decrease in those over 30 (-0.1%).

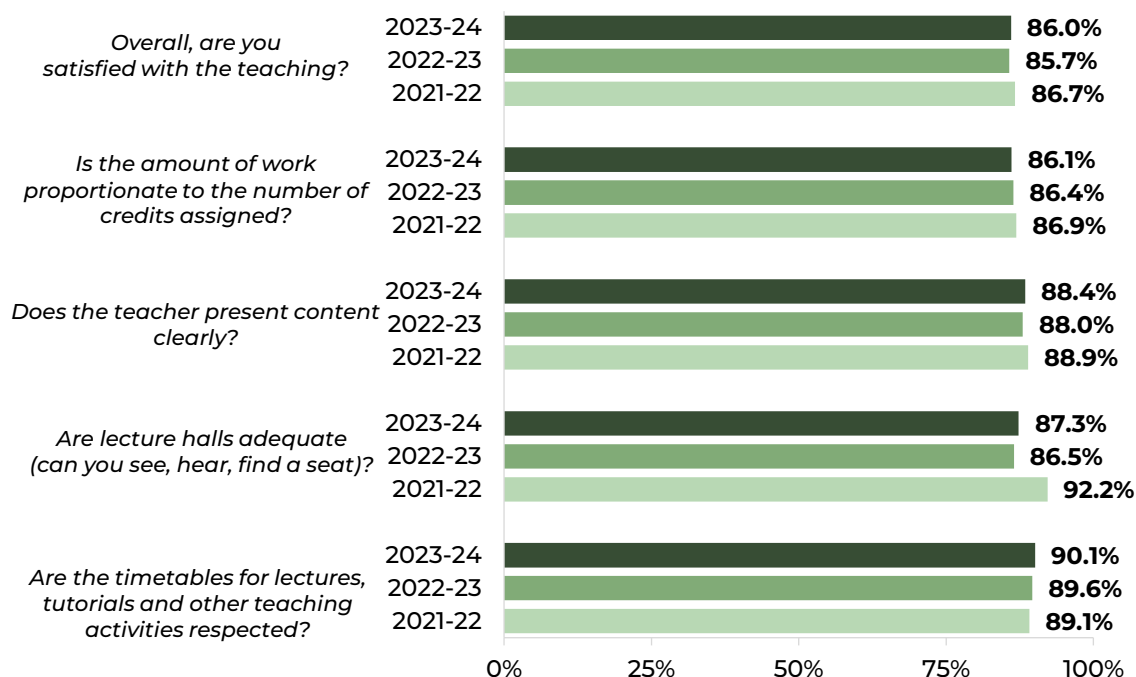
Figure 47 – Age of students



Teaching quality

Surveys reveal widespread satisfaction of **attending students** with the various aspects of the learning activities taken into consideration. In the 2023-24 academic year, around 86% of students stated they were satisfied with the teaching, with no substantial difference across the University Campuses.

Figure 48 – Positive feedback on teaching



Teaching innovation

The University of Bologna stands out for its **commitment to teaching innovation**, in line with international standards such as the Standards and Guidelines for Quality Assurance in the European Higher Education Area (ESG). The University pursues a student-centred teaching approach, encouraging the acquisition not only of disciplinary knowledge, but also of **transferable and strategic skills**. This is supported by flexible learning paths supplemented with new teaching methods and digital tools. Teachers act as facilitators of learning.

The [Teaching and Learning Centre](#) plays a key role in promoting teaching innovation. Two experimental models are in place: the **Hybrid model**, which integrates teaching innovations in part of the programme, and the **DDI – Integrated Digital Teaching model**, which uses a repository of resources to support students in learning and exam preparation. These forms of innovation make the most of new technological devices in order to support the learning paths of both attending and non-attending students, thus reducing, through both models, the opportunity gap between the two groups.

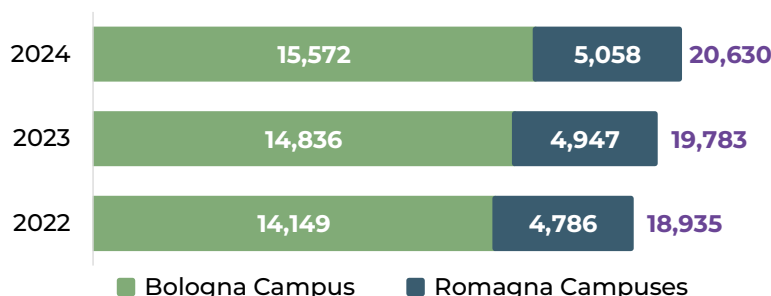
A total of 673 learning activities adhered to the innovative models in 2024. In addition, the training plan dedicated to the development of PhD students' transferable skills was confirmed and supplemented. 238 people were trained, for a total of 384 participations. In the period October-December 2024, students were offered 12 cross-curricular courses, offered outside the study programmes, which were attended by 689 students.

Finally, a training course on teaching innovation for the entire academic community and Foreign Language Instructors was implemented. The aim was to transfer the fundamental theoretical and practical concepts on the process of designing, delivering and assessing teaching in line with the major changes also on the technological front. Eight online seminars of two hours each were held, which were attended by 650 people, with a total of 1,576 participations.

Graduates and employment status

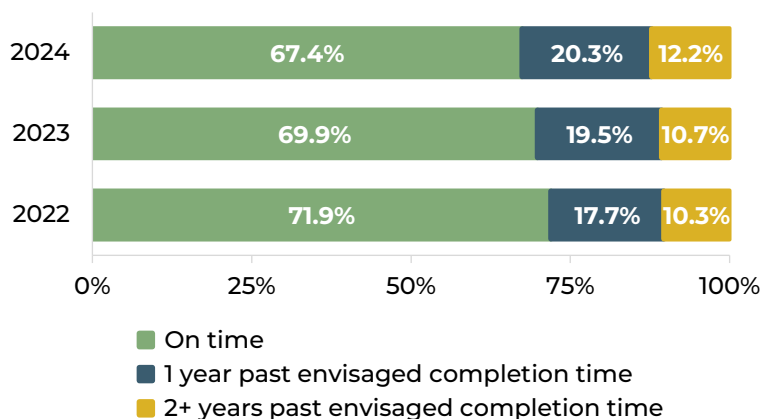
The total number of graduates in the 2024 calendar year increased slightly to 20,630.

Figure 49 – Graduates



There was a slight decrease in the percentage of those completing their studies, amounting to 67.4% (-2.5%). The percentage of students going one or two years past the envisaged completion time stands at 20.3% (first year) and 12.2% (second year) respectively, confirming the increase in the last three years.

Figure 50 – Time of graduation



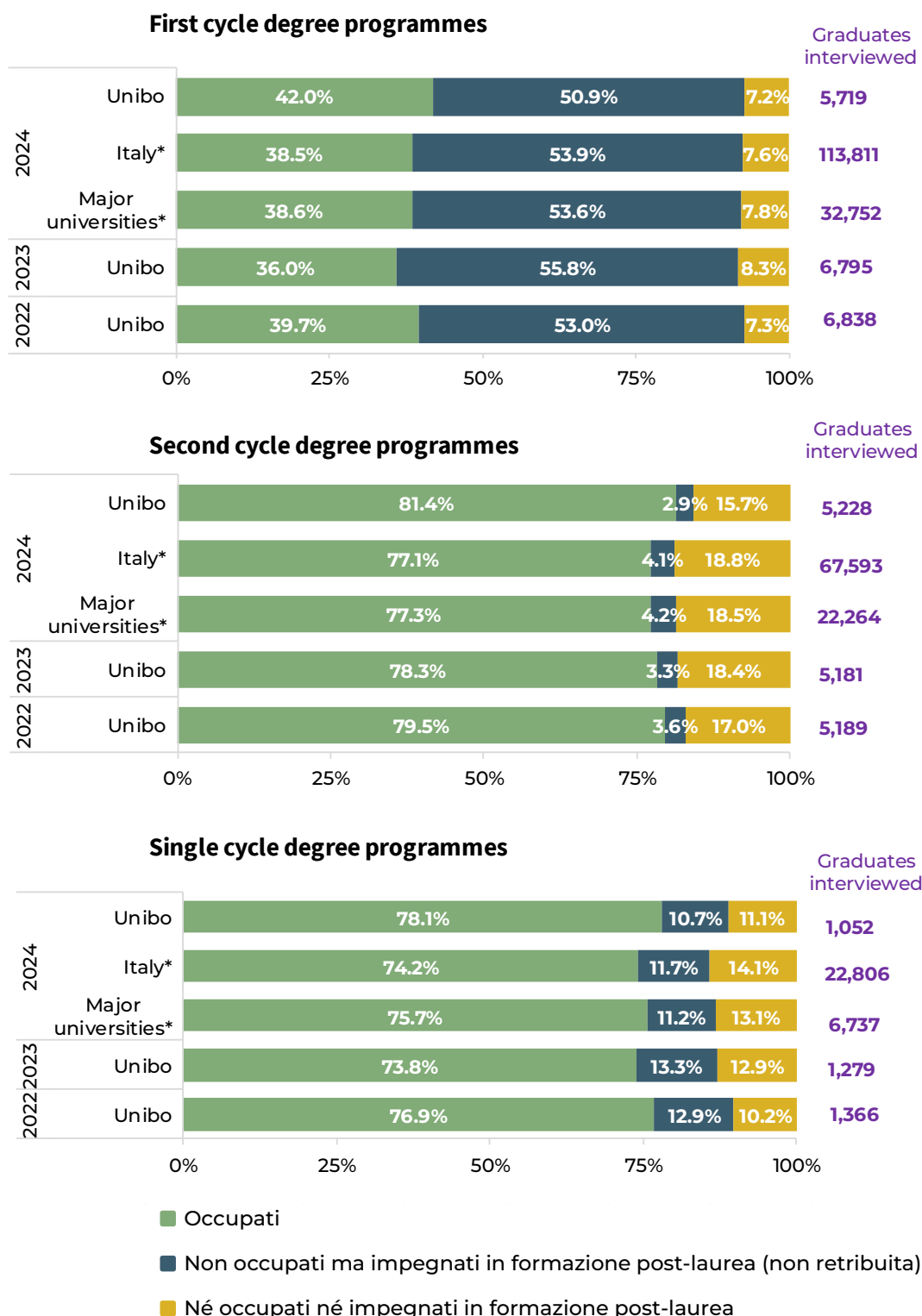
HONORARY DEGREES AND HONORARY PhD DEGREES

To date, the University of Bologna has awarded over 600 honorary degrees to illustrious Italian and foreign personalities from the national and international worlds of science, art, politics, religion and civil society. Just as many honorary degrees have also been awarded in memory of students who lost their lives at war. Since 2017, the University awards honorary PhD degrees to those who stand out in various areas of academic interest. Among the figures awarded honorary degrees or PhD degrees in 2024 are:

- Paul Thomas Anastas, honorary degree in Chemistry;
- Emmanuelle Charpentier, honorary degree in Agricultural Science and Technology;
- Sandra Diaz, honorary PhD degree in Land, Life and Environmental Sciences.

The employment status of first-level graduates from the University of Bologna shows a slightly higher value in comparison with Italian graduates and graduates from major universities (42% University of Bologna, 38.5% Italy and 38.6% major universities). The situation is similar for second cycle/two-year master's degree graduates (81% University of Bologna, 77% Italy and major universities).

Figure 51 – Employment status one year after graduation (comparison with Italy and major universities)



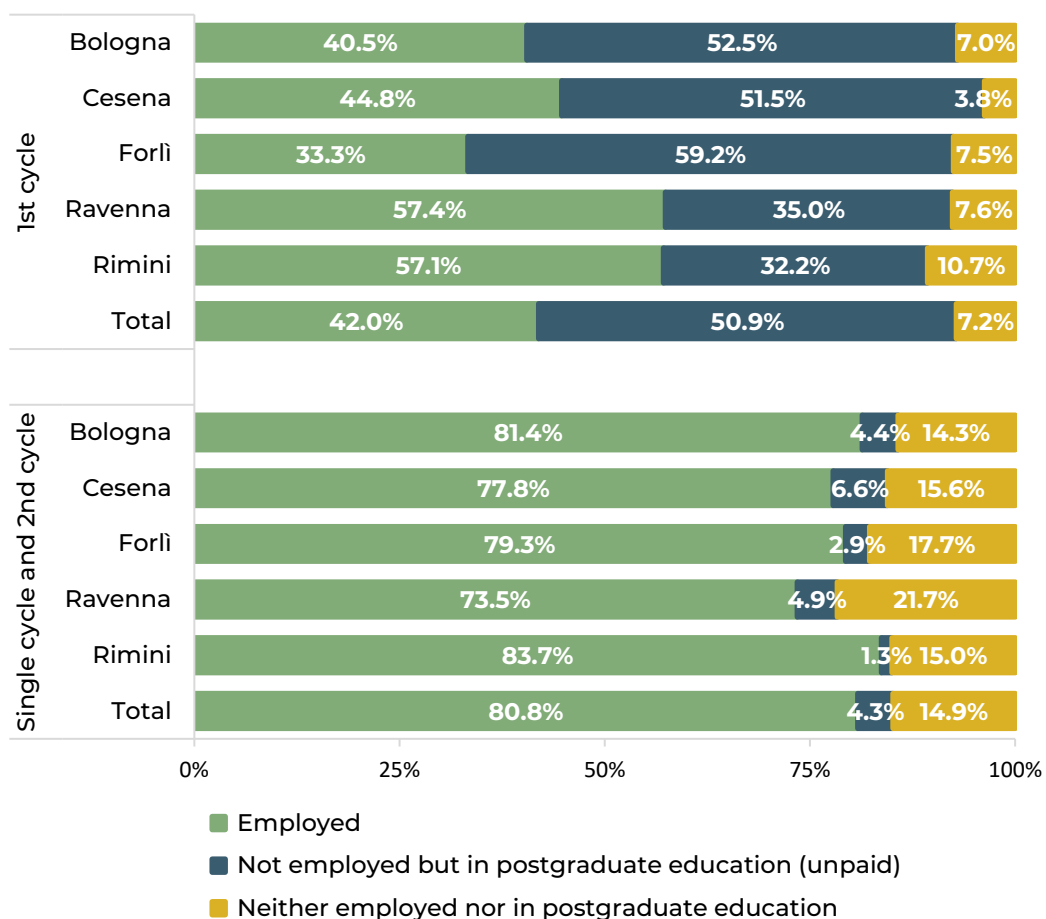
Source: AlmaLaurea – 2024 Employment Status Survey.

* 78 Italian universities involved. There are six major universities: Bologna, Milano, Napoli Federico II, Padova, Roma Sapienza and Torino.

Postgraduate education includes: for graduates from a first cycle degree programme, second-level degree programme, internship/practical training, specialisation school or first-level professional master's programme; for graduates from a second cycle or single cycle degree programme, internship/practical training, PhD programme, specialisation school, or first-level or second-level professional master's programme.

One year after graduation, the distribution according to employment status varies across Campuses; however, the degree programmes on offer at each Campus should be taken into account, since a person's chances of employment also depend on their degree.

Figure 52 – Employment status one year after graduation by Campus



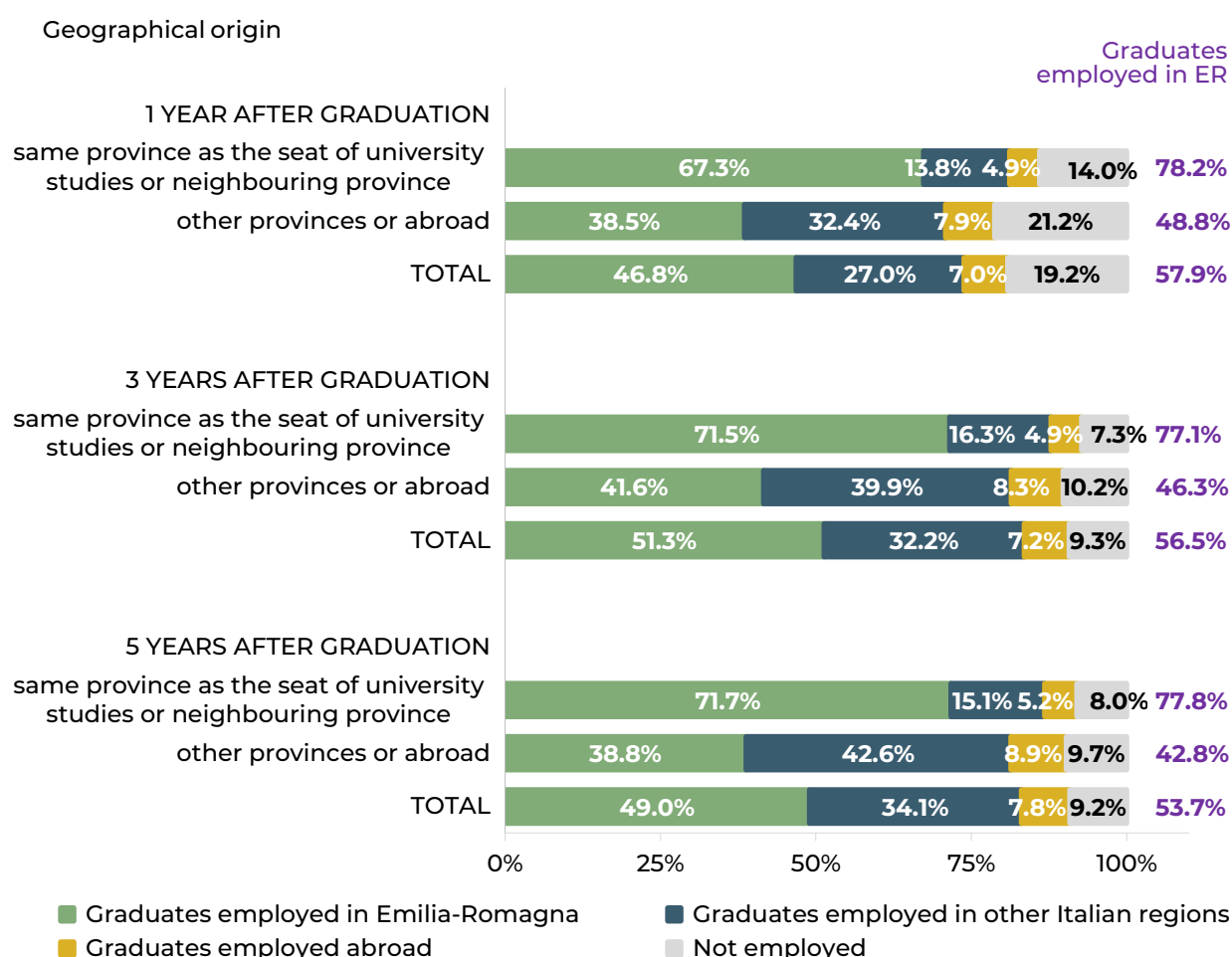
Source: AlmaLaurea – 2024 Employment Status Survey.

Employment of out-of-town students

Emilia-Romagna is the most frequent geographical area of employment for graduates of the University. With reference to the second-level graduates surveyed in 2024, more than half of the employed graduates work within the region - 58% one year after graduation, 57% three years and 54% five years.

This trend is more evident for graduates coming from the same province as their place of university study or from a neighbouring province. However, the percentage of **employed graduates working in Emilia-Romagna** is also quite high among **graduates from other geographical areas**, approaching **50%**. The university therefore also makes an important contribution to the development of the region by training students from other geographical areas.

Figure 53 - Employed graduates by geographical origin



Medical teaching and relations with the Italian Health Service

Medical teaching at the University of Bologna is closely intertwined with clinical care activities and supported by two so-called Observatories set up by the Emilia-Romagna regional authority (Regione Emilia-Romagna) to monitor and improve the quality of training – the **Observatory for Specialist Medical Training** and the **Observatory for Nursing, Technical, Rehabilitation and Prevention Professions**.

The main structures that liaise with the health authorities are the Department of Biomedical and Neuromotor Sciences and the Department of Medical and Surgical Sciences. Medical teaching is mainly carried out at:

- The IRCCS University Hospital, which is the reference centre for relationships with the Italian Health Service and the main professional internship location for most degree programmes and specialisation schools in the medical field;
- The IRCCS IOR (Rizzoli Orthopaedic Institute), which is an additional location for orthopaedic research and teaching, and is the main location for training for the specialisation schools in Orthopaedics, Traumatology and Physical Medicine and Rehabilitation, and others;
- The IRCCS ISNB (Institute of Neurological Sciences, part of the Bologna Local Health Authority), which is the reference facility for activities related to neurological sciences;
- The Bologna Local Health Authority, which supports various teaching and research activities, in areas such as anatomical pathology and psychiatry, contributes to internship activities for health professions degree programmes and specialisation schools. It is a training centre for numerous Specialisation Schools;
- The Romagna Local Health Authority, which supports teaching activities for the degree programmes in Medicine and Surgery at the Campuses of Forlì and Ravenna, as well as those for health professions degree programmes and several specialisation schools.

In order to ensure integration between regional healthcare and the University's teaching, training and research activities, joint planning procedures are in place, involving over **4,000 students** in the **Medicine and Surgery** degree programmes, in addition to **2,700 students** in **Health Professions** degree programmes and **383 University staff members in a partnership agreement** with the Emilia-Romagna Regional Health Service.

Emilia-Romagna has a regional memorandum of understanding in place, concerning specialty training of Medicine and Surgery graduates, which sets out the core elements of training for students in medical specialisation schools. The memorandum was renewed during 2024.

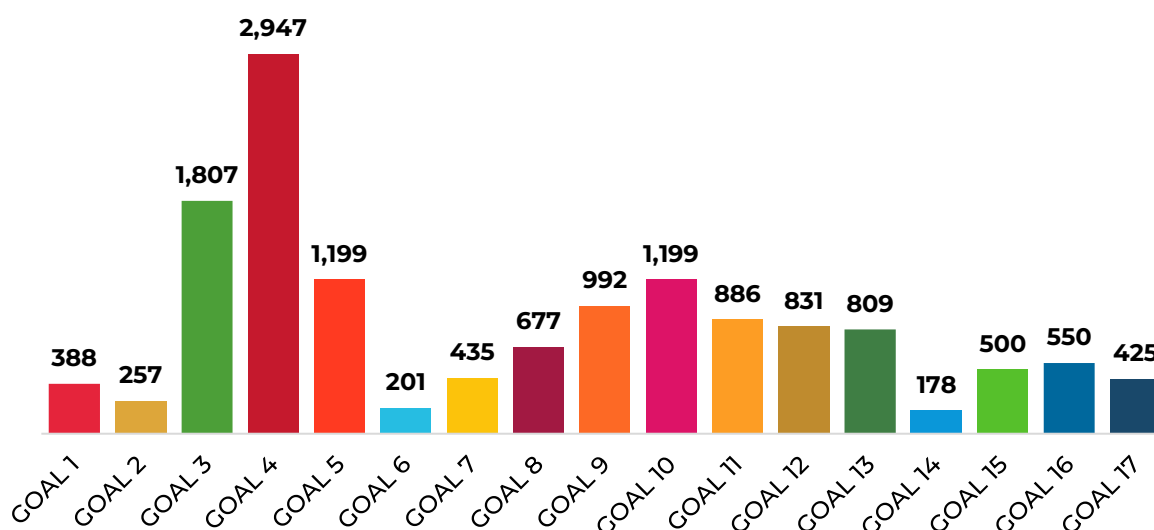
In 2024, in spite of the ongoing shortage of specialist medical doctors in essential fields for the Italian Health Service, the percentage of new contracts for medical doctors in specialty training remained well above the national average, testifying to the quality of the programmes on offer.

As a whole, in 2024 (2023-24 academic year), the total number of **medical doctors in specialty training (2,335)** in **45 specialisation schools** remained in line with the previous year, confirming the trend in the assignment of **specialty training contracts (442)** students enrolled in the 2023-2024 academic year). This is a consequence of **ministerial scholarships (543)** and of the **investment made by Regione Emilia-Romagna**, which assigned **20 additional specialty training contracts** in 2024. For students enrolled in medical specialisation schools, the University of Bologna has created a training network involving over 40 Local Health Authorities and organisations across the country with more than 300 operational units.

Impact on the UN Sustainable Development Goals (SDGs)

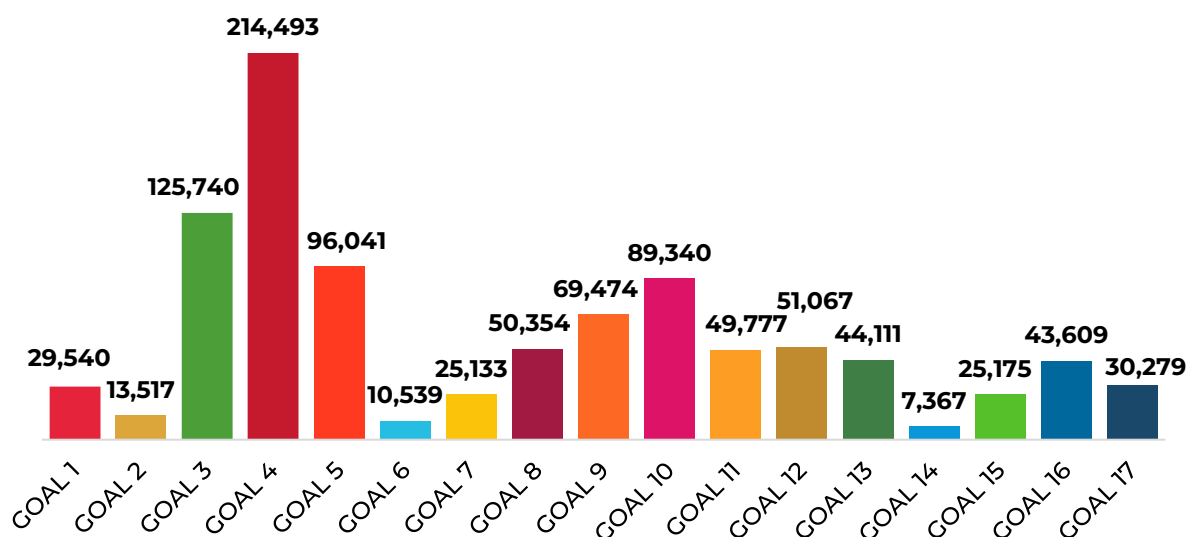
Through its **course units**, the University of Bologna contributes to the pursuit of the **Sustainable Development Goals (SDGs)**. The total number of course units related to at least one SDG is 5,576. The same course unit is counted several times when it corresponds to more than one goal.

Figure 54 – Course units by SDG



Similarly, the total number of students involved in course units related to Sustainable Development Goals is shown below.

Figure 55 – Students by SDG



4.1.2 Inclusion and Right to Higher Education

Tuition fees and waivers

To enrol in the University, students are required to pay [tuition fees](#). Each university independently determines the amount of fees, respecting the constraints defined by Law No. 232/2016, which establishes the obligation to calculate fees based on the financial situation of students and their families, resulting from the ISEE Economic Indicator Certificate.

The ISEE is an indicator of the financial situation of a nuclear household, calculated by the Italian National Institute for Social Security (INPS) using income and asset information disclosed by both the Italian Revenue Agency and applicants themselves.

The law further provides for a full tuition fee waiver, called 'no-fee area', for economically disadvantaged students who have an ISEE indicator under €22,000.00 and who have earned 10 university educational credits (for students enrolling in the second year) or 25 university educational credit (for students enrolling in subsequent years).

The CFU credits in question must be acquired in the 12 months before the date of 10 August preceding enrolment.

Since the 2017-18 academic year, the University of Bologna has applied and progressively improved a **very inclusive fee system**.

In particular, the **no-fee area** is wider than the minimum required by law (the ISEE threshold for the **2024-25 academic year** is **€27,000.00**) and the tuition fee calculation method is especially advantageous for students whose ISEE exceeds the no-fee area threshold, but is still low or medium-low. Significant fee reductions are also granted to those who fail to meet the merit requirements provided for by law in order to be included in the no-fee area.

As of the academic year 2022-2023, the ["Flat Tuition Fee" for international students](#) coming from specific countries outside the EU was introduced. It is a reduced flat-rate contribution that can be obtained without the need to document the financial circumstances of the household. Beside lowering tuition fees, this measure allows saving costs associated with submitting the necessary documentation for fee calculation. For the academic year 2024-25, **2,992** applications were submitted for this benefit.

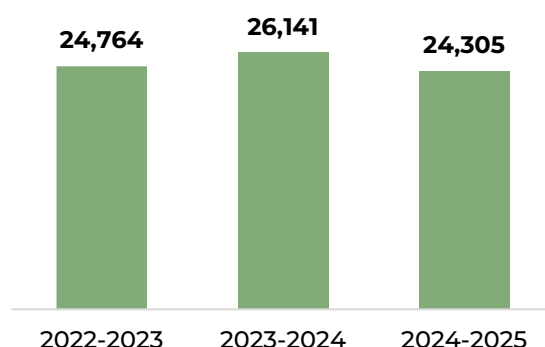
The distribution of the student population by equivalent financial status indicator (ISEE), as declared, is presented below.

Table 14 – Student distribution by ISEE¹³

ISEE bands	2022-23	2023-24	2024-25
ISEE < €13,000.00	12.7%	12.8%	11.5%
ISEE between €13,000.01 and €23,000.00	14.4%	14.8%	14.0%
ISEE between €23,000.01 and €24,500.00	2.1%	2.1%	2.1%
ISEE between €24,500.01 and €27,000.00	3.1%	3.4%	3.5%
ISEE between €27,000.01 and €33,000.00	6.3%	6.8%	7.0%
ISEE between €33,000.01 and €45,000.00	8.6%	9.4%	9.7%
ISEE between €45,000.01 and €60,000.00	4.7%	5.6%	5.9%
ISEE between €60,000.01 and €70,000.00	0.9%	1.2%	1.2%
ISEE > €70,000.00	0.7%	0.9%	1.0%
ISEE not submitted	44.1%	40.4%	40.5%
Flat tuition fees for international students	2.4%	2.7%	3.5%

¹³ The full waiver bands are in bold.

Figure 56 – Full waivers



Students may also be granted [other full or partial tuition fee waivers](#) in connection with certain personal or family circumstances. These include a [tuition fee reduction for students who only have to sit the final examination](#), which was introduced in the 2022-23 academic year. The measure is designed for economically disadvantaged students and provides for a flat fee of €500 if the student graduates by 30 September (or 30 November for health professions degree programmes) or €1,000 if the student graduates by 31 December.

Scholarships and funding opportunities

Financial aid supporting the **right to higher education** is managed by both Regione Emilia-Romagna, through the **Regional Authority for the Right to Higher Education (ER.GO)**, and the University of Bologna. The two institutions have been cooperating for a long time in the management of the benefits and services for which they are responsible, based on a partnership agreement that optimises the resources available and enables an efficient management of procedures involving many students. ER.GO is tasked with acquiring the financial documentation concerning those who apply for financial aid, also granted by the University, such as the calculation of tuition fees. The University, on the other hand, makes sure that the applicable merit requirements are met by checking the students' careers, also for benefits granted by ER.GO. Under the partnership agreement, some calls for applications and guidance activities are managed jointly by the two institutions.

[ER.GO](#) offers a wide range of financial benefits to students who meet specific requirements linked to their financial status and academic merit. Among these, **scholarships** represent the most substantial benefits. Their amounts vary according to the student's income (ISEE and ISPE), whether they live **in the city, live away from home, or live at home and commute**, and for women students enrolled in STEM degree programmes (Science, Technology, Engineering and Mathematics). In the 2023-2024 academic year, **13,580 students were awarded scholarships**. Other benefits include **accommodation in halls of residence, meal vouchers** at canteens and partner establishments, and **international mobility aid**.

The University offers other benefits, such as [scholarships for part-time \(150-hour\) student workers](#); recipients may receive up to **€1,275 to carry out work in support of student services**. For the academic year 2024-2025, **1,907 scholarships** have been made available.

Each year, the University of Bologna publishes calls for applications to award [scholarships to disadvantaged students – be it a financial, physical, psychological, social or family disadvantage](#) that could jeopardise their academic results. These scholarships are awarded on a case-by-case basis and priority is given to those who have not received any other financial aid under the law on the right to higher education. Since the 2017/18 academic year, the University and ER.GO have implemented an additional joint measure, which includes not only financial aid, but also tuition fee waivers and support services.

The experimental support measure allocating **financial aid** of varying amounts to students with special needs was made available in 2024 too. These funds enable **students with disabilities or specific learning disorders (SLD)** to purchase aids to compensate for any difficulties they face in

university life. Since the aim is to ensure a good level of autonomy, requests concern the acquisition of both technological devices and personal care services.

Additional **scholarships and tuition fee exemptions** are provided as part of policies to support **specific categories of students**. This includes the Project [Unibo for Refugees](#) and the measure aimed at attracting international students through the International [Talents@Unibo](#).

[Merit-based schemes](#) have long included a tuition fee waiver strictly based on merit, applicable to students enrolled in second cycle degree programmes who were awarded a first cycle degree by the University of Bologna on time and with final grade 110/110.

In 2023-2024, **589 tutoring grants** were given to students enrolled in second cycle degree programmes or in the last two years of single cycle degree programmes. Tutors provide valuable support to students during their university years. The University's tutors welcome new students in Schools, degree programmes, halls of residence and internships, and provide services for students with disabilities or SLD.

Table 15 – Financial benefits (recipients)

Benefits	2021-22	2022-23	2023-24
Tuition fee waivers based on ISEE*	46,578	47,900	46,889
Flat tuition fees	-	2,135	2,240
<i>of which: undergraduates that only have to sit final examinations</i>	-	70	118
<i>of which: international students, specifically from NON-EU countries</i>	-	2,065	2,122
Scholarships funded by ER.GO	12,662	13,180	13,580
Part-time (150-hour) collaborations	2,347	2,202	1,907
Measures for economically disadvantaged students	431	553	373
Grants for aids for students with disabilities and SLD	75	85	190
Merit-based grants	450	**	**
Tutoring grants	762	615	589
Tutoring contracts	2,658	2,824	2,973
Accommodation	2,127	2,208	2,279
<i>of which: Romagna Campus</i>	232	337	461
Fiduciary loans	-	6	1
Grants for rental costs of out-of-town students	-	600	600
Contributions towards health care costs for out-of-towners	-	-	155

* Including waivers for ER.GO scholarship recipients and the 53 flood waivers provided under Decree Law 61/2023.

** From 2022-23, a call for merit recognition for graduates was created, which does not consist of a cash prize but of participation in a University ceremony with the awarding of a certificate and medal.

Graduates are selected on the basis of their academic achievements and, as a matter of preference, their experience gained in actions to benefit the community during their studies.

Housing services

The University is aware of the difficulties faced by students away from home in finding accommodation, which is why it continues to collaborate with Municipality, ER.GO and other local actors to find solutions. **ER.GO manages** a total of **30 student residences** (21 in Bologna, three in Cesena, two in Forlì, two in Rimini and two in Ravenna), access to which is reserved for students away from home based on specific merit and financial criteria defined in the calls for applications.

Also in 2024, the University funded a [rent subsidy](#), making available 600 grants of €1,000 each to students away from home who have an ISEE ≤ €28,000.00 and an ISPE ≤ €62,000.00.

Since 2022, **agreements** are in place with the Romagna sponsors that give students on the ER.GO ranking lists access to the housing services offered by Fondazione Flaminia in Ravenna and Ser.In.Ar in Forlì. Moreover, UNI.RIMINI ensures support to students and researchers in training by covering housing costs through a call for applications managed by ER.GO.

[Housing support](#)

Thanks to a partnership with the Regional Directorate of the Italian Revenue Agency and the Municipality of Bologna (Comune di Bologna), the University set up a **Tenancy Agreement Registration Desk** (Sportello Registrazione Affitti) at the Right to Higher Education Unit of ASES - Student Services Division. The desk offers advice and information on how to enter into a legal tenancy agreement. The desk is available on every Romagna Campus and provides support for the issue of the tax identification number.

Improving living and study conditions

The [Psychological Support Service \(SAP\)](#) is a free listening, guidance and individual and group clinical psychological and psychiatric counselling service for students who face emotional and relational problems or difficulties of various kinds during their university life.

€352,331.34 of the budget was used in 2024.

1,124 aid applications were received in 2024 (948 on the Bologna Campus and 175 on the Romagna Campuses), a figure essentially stable compared to the previous year.

Around **3,120 counselling interviews** were conducted in 2024, almost all of which were followed by a treatment period of clinical individual or group psychotherapy.

The objectives for 2024 were to strengthen and stabilise (in terms of having no waiting lists) the service's capacity for providing the initial interview (consultation) and psychotherapies, and to also process applications from international students in English on an upward trend.

The [Service for Students with Disabilities and Specific Learning Disorders \(SLD\)](#) provides guidance and support to persons with special needs, ensuring equal opportunities in learning. Specialist staff provide students with support from enrolment until completion of their studies at the University. The aim is to identify and design, together with each student, the necessary measures to study and take exams in the most effective way possible.

The [alternative university identity](#) allows students to be given a **provisional identity** for the entire duration of their academic career. After activating the alias career, the name chosen by the student will be used in their University badge, email address and all information systems. This service also offers support in dealing with ER.GO-related paperwork and access to University libraries. As of 2024, requests for **229 alternative university identities** were activated.

Study services. In Bologna, around the University, there are **16 study rooms** open at different times, some of them also in the evening and during the weekend. Students can check real-time occupancy using the Affluences app. All information on the opening times, conditions for access and services available at each room is published on the [University website](#). Many study rooms are open until 8.30 p.m. and also on holidays. Study rooms are available in Cesena (2), Forlì (4), Ravenna (7) and Rimini (2).

Table 16 – Services for improving living and study conditions

Users, funding, associations and activities	2021-22	2022-23	2023-24
Students with disabilities	856	992	927
Users of the service for students with specific learning disorders	1,378	1,571	1,868
Funding for the purchase of aids for students with disabilities and SLD	75	85	190
Funding to Student Associations (€)	400,000	200,000*	200,000*
No. of accredited Student Associations and Cooperatives	30	30	30
No. of activities carried out by Student Associations	235	229	261

* Starting from 2023, funding has been converted into other forms of student support.

The University of Bologna provides non-EU, EU and Italian students away from home with dedicated [healthcare services](#), including a general practitioner for medical examinations, a night/weekend emergency medical service and a dental clinic.

In 2024, the university introduced a new benefit, namely **contributions for healthcare costs** with the aim of financially supporting out-of-town students who face expenses for treatment while on campus. The contribution is granted as a result of a call for applications aimed at those who reside outside the Emilia-Romagna region and have a particularly low ISEE (up to €20,000.00, to a differentiated extent according to the students' origin: €500.00 for Italians and EU citizens, €1,000.00 for non-EU citizens who have to incur high costs to access the National Health Service or to take out private insurance).

The [Virtual Helpdesk](#) system is a new online service to get in touch with the University offices. It is open to all University users (prospective students, enrolled students, international students, graduates and staff). The system is part of the University's digital transformation strategy aimed at the dematerialisation of procedures and services, improving the organisation of University activities and user interaction with the offices.

The Virtual Helpdesk system is structured around services (student administration, international mobility, personnel, other services). Users can **get in touch with** the operators via computer or smartphone in two ways:

- Synchronous communication: through a videoconferencing system integrated into the application. Users can access the service directly or make an appointment;
- Asynchronous communication: through a chat-like ticketing system. Users submit a request that generates a ticket. Users can monitor the status of their request, respond to any requests for clarification from operators and receive a reply. In 2023, the service was implemented in many new areas and the asynchronous mode of operation of the Virtual Helpdesk system was tested across several service categories, from document management to personnel services.

Student associations

[Student associations](#) organise cultural and social events to improve the engagement of students in university and city life. Moreover, they support students facing an experience away from home or abroad. The University promotes and supports student associations by providing them with dedicated funds, spaces and media.

Polo Universitario Penitenziario

The University has long been committed to guaranteeing the **right to higher education to students who are in prison, former prisoners and/or convicted persons on probation**. To this end, on the basis of a protocol between Unibo, PRAP, the Bologna Prison, UIEPE and ER.GO, the 'Polo Universitario Penitenziario-PUP' project was launched, which facilitates attendance at university by implementing a series of administrative, organisational and technological measures. The Bologna PUP makes use of the input of teachers from the numerous degree programmes to which university study choices are directed. At the end of 2024, the **student community of the Bologna PUP** comprised **53 people**.

In 2021, a protocol was signed between Unibo, the Juvenile Justice Centre for Emilia-Romagna and Marche and ER.GO. On this basis, the enrolment of 4 students housed at the Bologna Juvenile Detention Centre was permitted, who had been moved over time to other institutions (juvenile and/or adult) or had been granted community service measures.

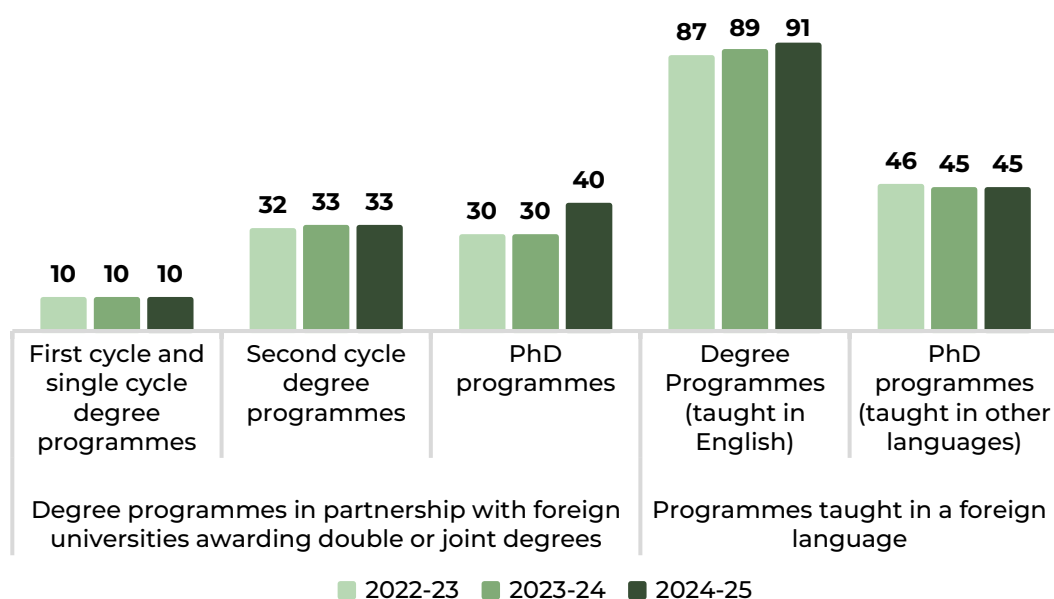
PUP students are enrolled in 12 Degree programmes, 3 2-year Master's Degree programmes, and one single cycle/combined bachelor's and master's degree programme. The scientific-disciplinary divisions involved, in descending order, are Legal Division, the Political-Social Division, the Agri-Food Division, the Humanities Division and the Psycho-Pedagogical Division.

With **13 new first-year students** in 2024-25, the Alma Mater Studiorum's PUP experience is confirmed as a significant situation among the more than 40 present nationwide ([more details](#)).

4.1.3 Internationalisation

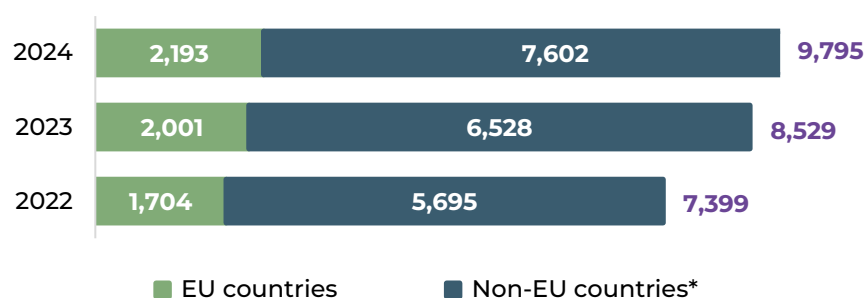
The University of Bologna offers a wide range of **international degree programmes** that **welcome** international and Italian students and provide them with **tutoring and support**. These services aim to foster integration and develop appropriate skills for international work environments. Students can enrol in degree programmes taught in Italian or in a foreign language and receive a **double, multiple or joint degree**. The programme catalogue has expanded slightly over the past three years.

Figure 57 – International degree programmes



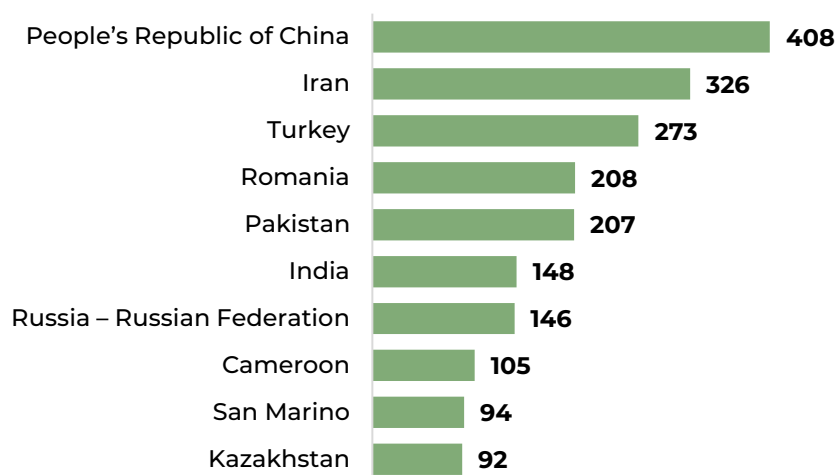
The university's international student component has grown over the last three years, and in 2024 it exceeded 9,700 and reached 11% of total enrolment. International PhD students are the most numerous and growing, reaching 21.4% in 2024. EU countries include the 27 Member States of the European Union.

Figure 58 - Breakdown of first, second and single-cycle students by origin



* Including San Marino

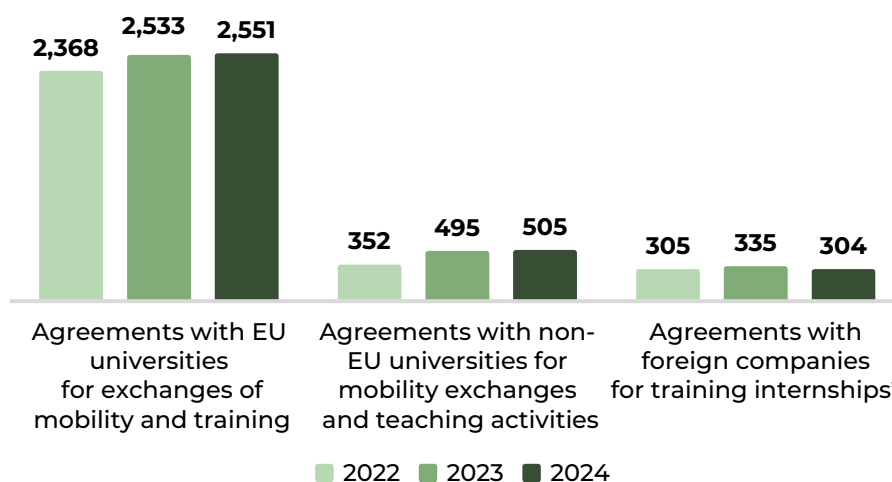
Figure 59 – New study programmes (2024-25) by country of origin



International mobility

In 2024, the University actively participated in various international mobility programmes, including **Erasmus+**, **Overseas** and **exchanges with the Representación en la República Argentina**. These initiatives are made possible by agreements that aim to enhance institutional, academic, scientific and teaching relations with partner universities worldwide.

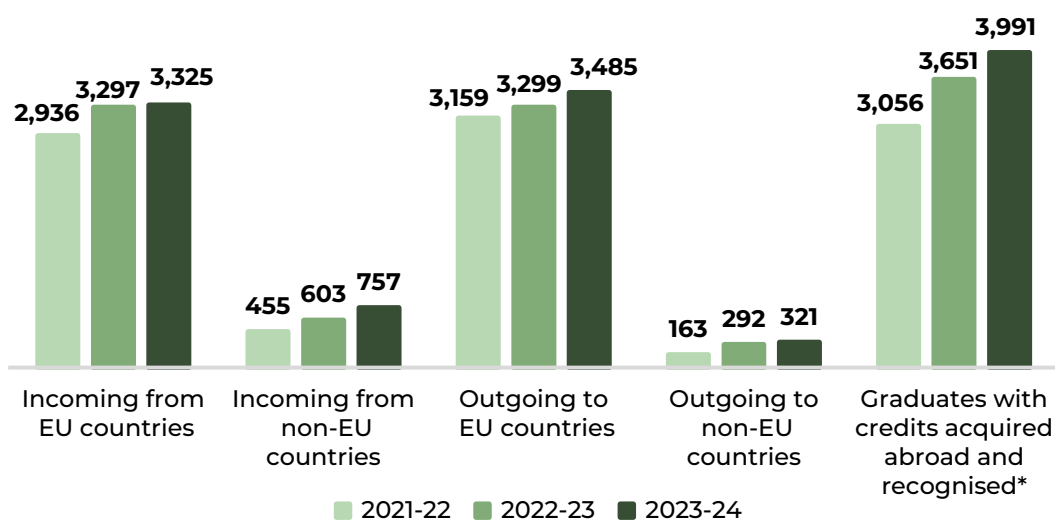
Figure 60 – Agreements in force



* The figure refers to the number of foreign companies/organisations that hosted students from the University of Bologna for internships under the Erasmus Placement Programme (2024 AY 2023-24; 2023 A.Y. 2022-23; 2022 A.Y. 2021-22).

These agreements facilitate student mobility for teaching activities and/or internships abroad, ensuring that those experiences are recognised and integrated into one's study plan.

Figure 61 – Student mobility



* The figure refers to the calendar years of the three-year period 2022-2024.

Figure 62 – Outgoing students by country of destination (top 10 countries – three-year period 2022-2024)

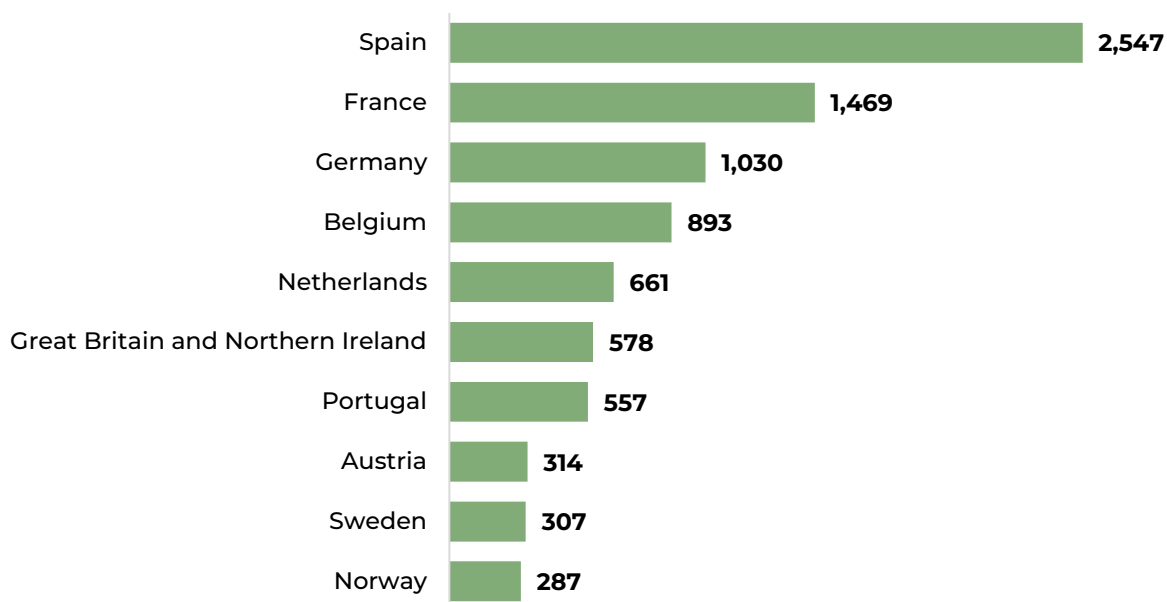


Figure 63 – Incoming students by country of origin (top 10 countries – three-year period 2022-2024)

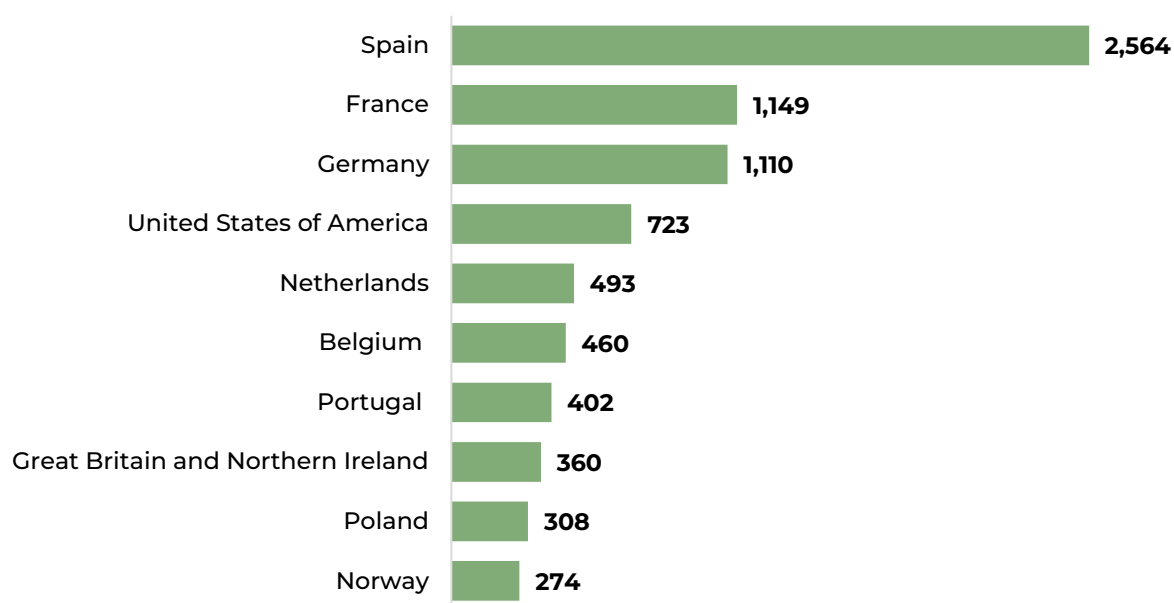
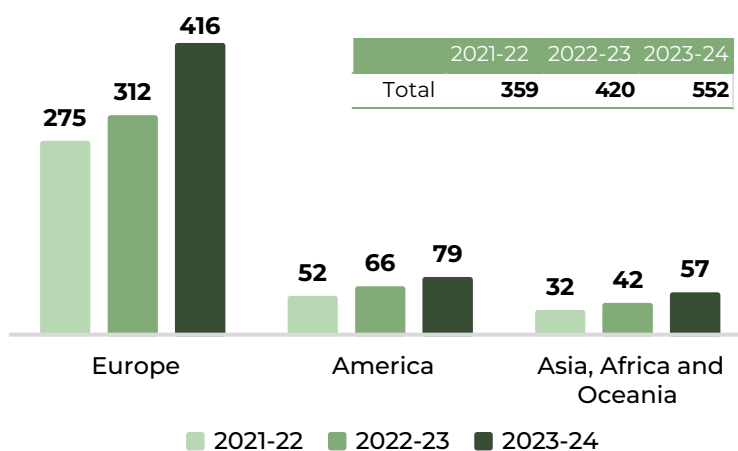


Figure 64 – Scholarships for dissertation abroad



University Language Centre and language courses

The **University Language Centre (CLA)** provides **language services** to students, teachers and professional staff. The services on offer include **foreign language and Italian as a second language courses**, provided on side or on-line, as well as language proficiency tests.

As far as foreign languages are concerned, in 2024, the CLA organised curricular aptitude test preparation courses aimed at students, courses with a registration fee (including specific courses to prepare for international certifications) aimed at both students and teaching and professional staff, Academic English courses for PhD students and teachers, and English language literacy courses for professional staff. A call has also been issued to provide a financial contribution to students with international certifications accepted by the University Language Centre - CLA to recognise curricular language tests.

As far as Italian as a second language is concerned, in 2024, both courses for perfecting comprehension and speaking in Italian were activated, as well as online courses at a basic level, in tutor-assisted self-study. The courses and sessions mainly aimed at incoming students participating in exchange programmes such as Erasmus and Overseas, and at the international student component enrolled in degree programmes, single courses, masters and PhD programmes.

Figure 65– Foreign language courses

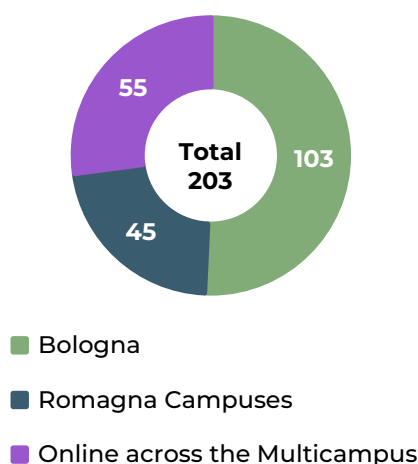


Figure 66– Students enrolled in foreign language courses

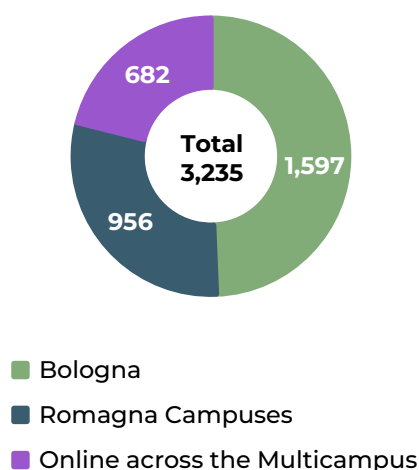


Figure 67– Italian L2 language courses

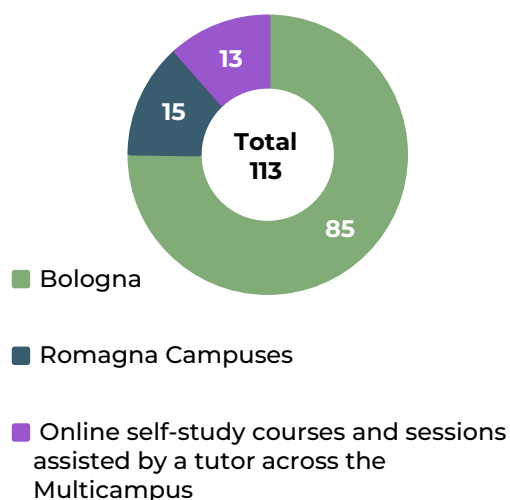
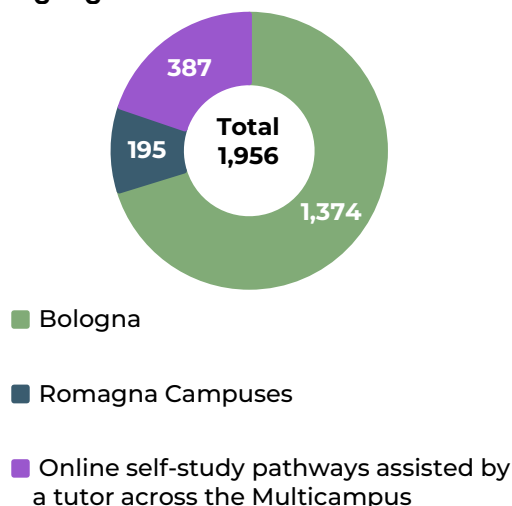


Figure 68– Students enrolled in Italian language courses



4.1.4 Services to students

Guidance for prospective students

The guidance for prospective students targets:

- upper secondary school students and those who wish to enrol in university to help them better understand their skills, motivations and professional goals. The aim is to support them in choosing their degree programme by providing detailed information about the programme catalogue, services and opportunities available;
- students willing to continue their university studies by enrolling in a second cycle or single cycle degree programme.

The service also caters for prospective international students, actively cooperates with the Multicampus structures and works in close collaboration with delegates for guidance and internal coordinators. Guidance activities include:

- **Guidance interviews** for upper secondary school students and those interested in enrolling in a degree programme. In 2024, **467 interviews** were conducted;
- **Meetings at upper secondary schools** in the local area of each Campus and, on request, in other provinces too, including at international and foreign schools. In 2024, **106 meetings** were held;
- **Online and/or in-person presentations** of the degree programmes and admission methods, including webinars and open days, also in English. In 2024, **180 presentations** were carried out;
- University-wide and Campus-specific, online and in-person **guidance events** for prospective students, where the services and programme catalogue on offer are presented, sometimes also in English. In 2024, **7 events** were held;
- Information via the **myAlmaOrienta app**, which was downloaded by **38,155 users** in 2024;
- **Initiatives** for third-, fourth- and fifth-year secondary school students, as well as for teachers, within the Paths for educational and career guidance and for the acquisition of transferable skills (PCTOs), the Plan for Science Degrees (PLS) and the Guidance and Tutorial Plans (POTs). In 2024, **145 agreements** were signed.
- **guidance initiatives** as provided for by Ministerial Decree 934/22 (as amended) Investment 1.6 Active guidance in the school-university transition involving 15-hour training courses for students enrolled in the last years of secondary school. In the 23-24 school year (November 23 - June 24), **617 courses** were run, meeting **13,093 male and female students** and issuing **11,563 participation certificates** (participation in more than 70 per cent of the scheduled hours).

Table 17 – Guidance for prospective students

Events and participants	No.
In-person and online presentations at Italian and foreign upper secondary schools	106
No. of participants	9,500
In-person and online programme-specific presentations	180
No. of participants	20,685
Guidance events for prospective students	7
No. of participants	25,902
No. of agreements with schools for PCTOs	200
No. of PCTOs on offer	279
No. of students involved	4,083
University stands at in-person or online international guidance events	11
No. of participants	2,782

Ongoing guidance

Ongoing guidance is a support service offered during the first and second years of university to help students overcome momentary difficulties and prevent them from dropping out.

The ongoing guidance project envisaged in the University's 2022-2027 Strategic Plan aims to **accompany all students throughout their studies by promoting a positive academic experience**. Activities are designed to be **inclusive**, allowing participation by students with disabilities, specific learning disorders and special educational needs. In 2024, the project involved all first cycle degree programmes (**118 programmes**), with **15,000 surveys** administered.

Guidance for graduates

The university is committed to facilitating the transition of its graduates to the world of work, offering tools to plan and develop their careers.

Promoting the **employability** of both enrolled students and new graduates will enable them to actively and consciously manage processes related to career planning and development, thus facilitating the transition from university to work.

The activities proposed by the University of Bologna in 2024 registered **1,529 participants** and focused on the following objectives:

- developing useful tools for **job searches** (such as CV writing, LinkedIn profile creation and preparation for job interviews) and develop **active job search strategies** (visiting websites, platforms and databases, exploring the job market and finding information on professions, online and offline networking, self-promotion)
- supporting the **definition and implementation of one's professional goals**, starting from experiences, skills, aptitudes, interests, values, through both career counselling interviews and group activities;
- promoting a **proactive, self-promoting and realistic approach in looking for a job**.

The activities organised are arranged around **three modular pathways: *How to present yourself, How to find the right job for you and How to deal with job interview***, allowing each participant to select those activities that are most useful within his or her own job search and career choice process. Each pathway aims to develop guidance skills, enhance one's personal features and encourage a proactive approach in the transition from university to work and in the following stages. Activities are offered also in English and include one-to-one guidance counselling, the duration of which is agreed on a case-by-case basis.

As part of a more integrated proposal and with a view to synergy with university teaching, personalised courses were also created for certain targets, such as those enrolled in specific degree programmes, master's degree programmes and PhD programmes.

Table 18 – Career guidance activities (attendance of users)¹⁴

Activities	No.
Group meetings on CV writing	206
Group meetings on LinkedIn	236
Group meetings on job search strategies	190
Group meetings on job interview preparation	152
Group meetings in English on CV writing	97
Seminars on CV writing in preparation for Career Day ¹⁵	125
Job interview seminars in preparation for Career Day	51
In-person/online one-to-one CV Check Point interviews in preparation for Recruiting Day and Career Day	195
Guidance on the path for the acquisition of transferable skills for PhD students	28
In-person/online one-to-one CV Check Point interviews (in partnership with ER.GO)	105
Guidance activities within degree programmes and professional master's programmes of the University	16
One-to-one career counselling interviews (both in ITA and ENG)	128
Total attendance	1,529

In 2024, the activities '**Train yourself! Train your skills to cope with the world of work**' (in cooperation with ER.GO)' and '**Workshops on vocational objectives**' were not offered, as these were experimental projects and sometimes linked to specific placement initiatives.

One-to-one counselling, especially in English, has been increased in order to meet the greater demand from international students who turn to the Service.

The variety of meetings, seminars and one-to-one counselling expresses a comprehensive and targeted approach that takes into account the different needs and personal characteristics of the participants. Inclusiveness is a key element, with particular attention to those with disabilities, specific learning disorders and special needs. This inclusive approach is becoming important for the service and essential to ensure equal opportunities and support for all.

Job placement

The Job Placement service of the University organises a range of initiatives to facilitate the **transition from the university to the world of work**. These include **meetings with businesses for recruiting** purposes, including preliminary and/or job interviews, thematic workshops, business games and case studies; **company tours** to learn about the local work environment and facilities; and **networking** activities with company representatives and, more and more frequently, with alumni presenting their professional experience.

In 2024, **two Career Days** were organised for the first time, on 21 February in Bologna and 5 November in Rimini.

In addition, sector-specific **Recruiting Days** and activities with individual companies also took place

¹⁴ Please note that this table does not show individual initiatives, but groupings of them; individual initiatives may change over time, in terms of content and modalities, to meet user needs and innovations in the field.

¹⁵ This includes sector-based recruiting events organised by the University Placement Service.

in 2024, both in University facilities and at the premises of individual companies. In the various initiatives, human resource managers, technical managers and young spokespeople presented their workplace, positions and skills sought, selection processes and what it means to perform certain functions in a company.

In addition to job orientation and job placement activities, the university has implemented several services to support student entrepreneurship.

Table 19 – Job placement

Activities	Companies/Participants	No.
Job Incontra (in-person initiatives with individual companies)	<i>companies involved</i>	4
	<i>participants</i>	699
Company tours	<i>companies involved</i>	3
	<i>participants</i>	205
Navile Chemical District Recruiting Day	<i>companies involved</i>	9
	<i>participants</i>	299
Legal Sciences Recruiting	<i>companies involved</i>	5
	<i>participants</i>	142
Career Day Bologna	<i>companies involved</i>	180
	<i>participants</i>	4,143
Career Day Rimini	<i>companies involved</i>	52
	<i>participants</i>	1,143
Job Placement Service	<i>ads posted</i>	3,759
	<i>CVs seen</i>	52,098
	<i>total accredited companies</i>	10,168

4.2 Research and innovation



44

HORIZON EUROPE



1,929

RESEARCH
FELLOWSHIPS



6,641

OUTGOING
PROFESSORS



12,768

PUBLICATIONS



832

VISITING PROFESSORS
AND PHD STUDENTS



835

PHD STUDENTS



€234M

NRRP, OF WHICH **46M**
FOR THIRD PARTY
CASCADING CALLS
FOR APPLICATIONS



207

SCHOLARSHIPS
FUNDED BY
THIRD PARTIES



294

PATENT FAMILIES



15,000

TOTAL
AGREEMENTS



65

SPIN-OFFS (49) AND
START-UPS (16)

4.2.1 PhD

A PhD is the highest level of education in the Italian academic system. PhD programmes aim to develop skills to conduct high-level research activities at universities, public bodies and private organisations.

In the 2023-24 academic year, the number of new PhD students decreased, concurrently with an increase in the population of second-level graduates.

Figure 69– second cycle and single cycle graduates in Italy

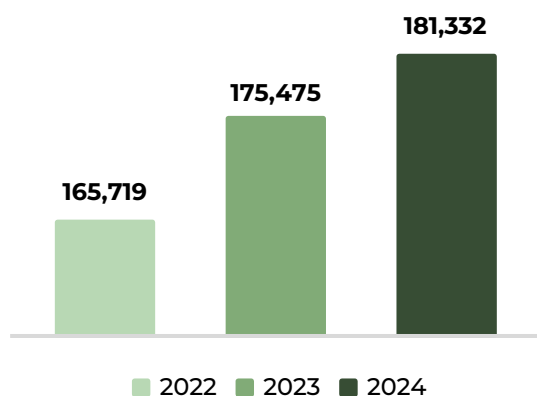


Figure 70– New PhD students at Unibo

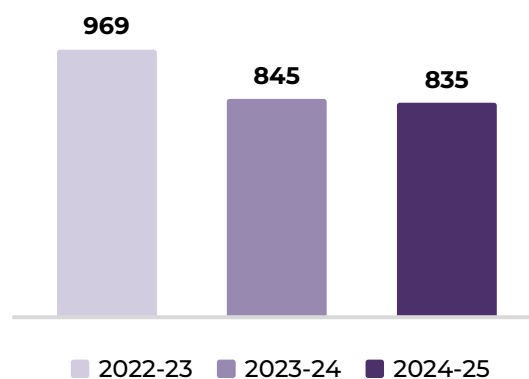
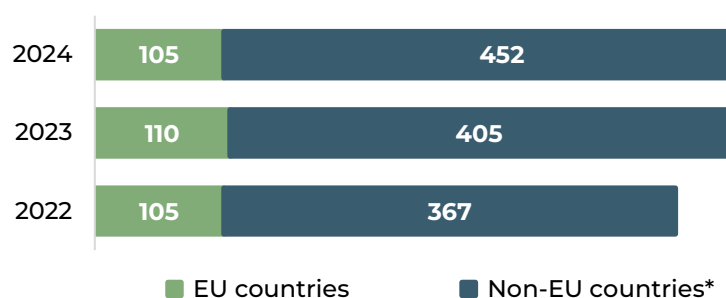


Figure 71 - Breakdown of international PhD students by origin



* Including San Marino

PHD PROGRAMME APPLICATION

The **new system for PhD programmes**, which is being implemented on the basis of a multi-year development plan started in 2023, aims at the **complete digitisation of all processes** in this area and provides functionality for all users involved (PhD students, PhD Unit, supervisors and coordinators), enabling them to manage all necessary activities online. The project was carried out in strict compliance with all the requirements of the AGID guidelines and the European e-government principles. The application was specifically designed and built with a digital first and mobile first perspective, starting from an accurate re-engineering of processes to simplify and rationalise them. It is entirely based on the University's digital system (digital identity only) and strictly complies with the once-only principle, avoiding asking for data already contained in the information systems and unnecessarily replicating controls. The various application modules were created and released gradually according to an agile logic, thus making the new functionalities realised available to users on a rolling basis. At present, the processes of enrolment, start of the degree programme, passing to the next year and enrolment in subsequent years, management of learning activities, delivery of the end-of-year report, authorisation for extra-institutional assignments and tutoring, request for suspension of studies and assessment of the dissertation have been digitised.

As to the PhD programme experience as a whole, participants expressed great satisfaction with their supervisor's competence on the topic of their thesis and with the possibility of developing new competencies and specific skills through the PhD programme.

Figure 72 – Satisfaction with structured learning activities (scale 1-10)

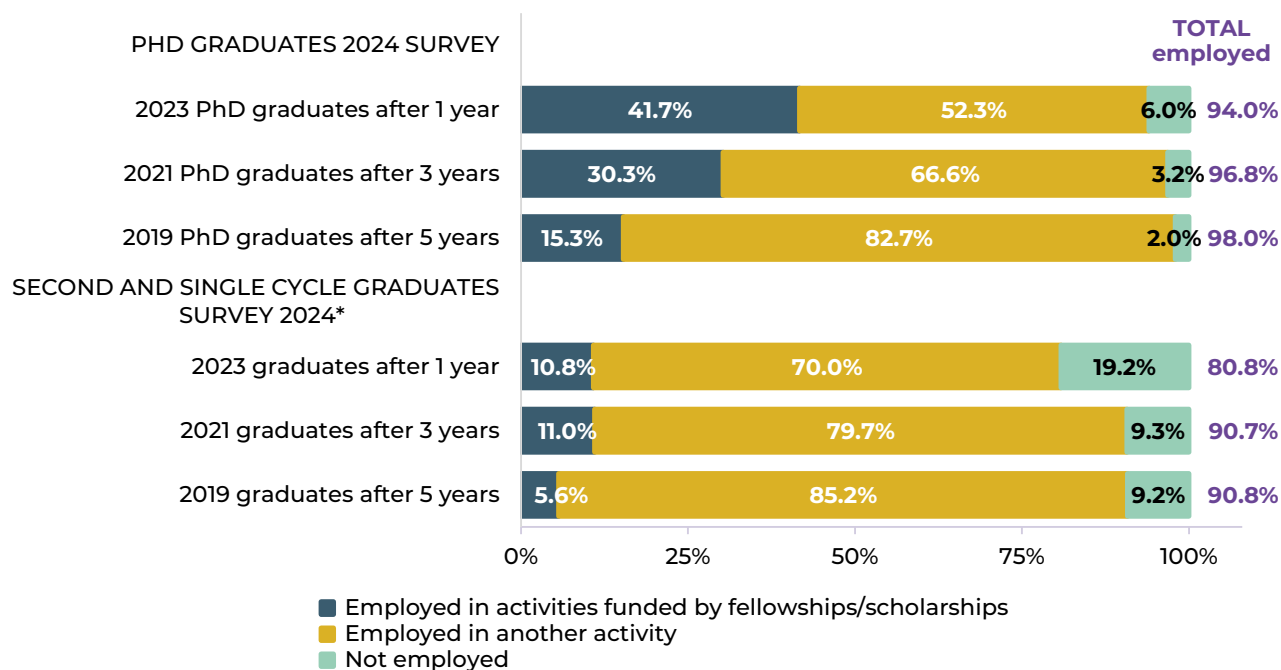


Figure 73 – Satisfaction with the PhD experience (scale 1-10)



The “**Employment status**” survey conducted by **AlmaLaurea** on former students 1, 3 and 5 years after graduation shows an employment rate for PhD graduates of 80.8% at 1 year after graduation, 90.7% at 3 years, and 90.8% at 5 years after graduation – higher than the rate for second-level graduates from the University interviewed in 2024.

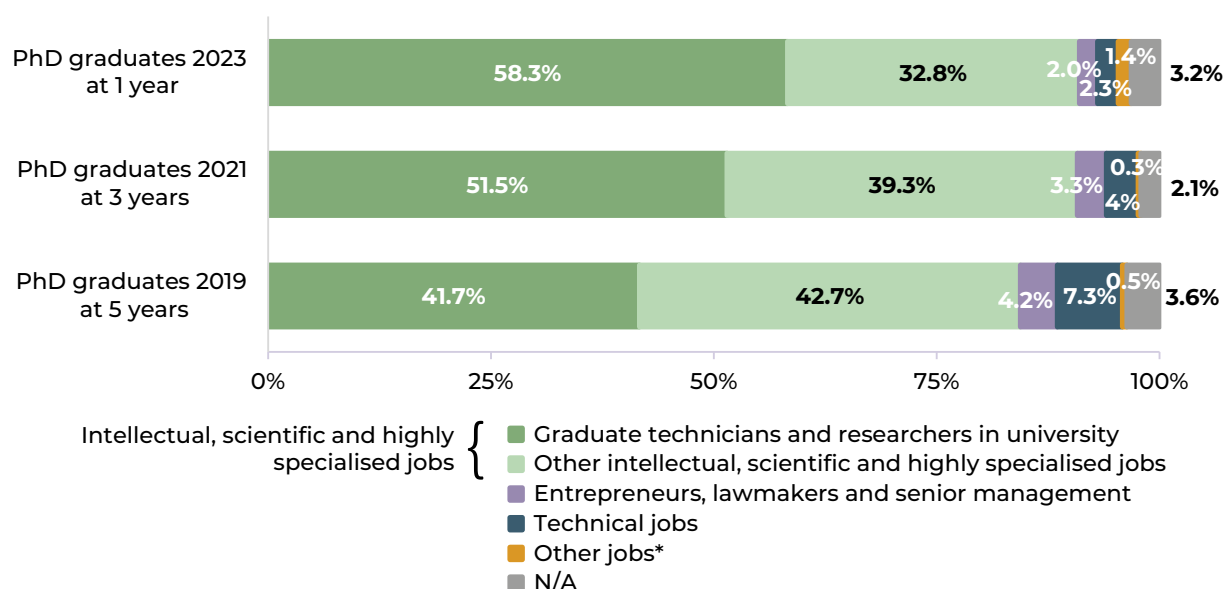
Figure 74 – Employed PhD graduates, comparison with graduates



* Second cycle (LM) and single cycle (LMCU) graduates employed in activities funded by fellowships or scholarships also include those attending PhD programmes, specialisation schools or other training, provided these are paid activities.

The figure below shows that PhD graduates are mostly employed in intellectual, scientific and highly specialised jobs (94% 1 year, 96.8% 3 and 98.0 5 years after graduation).

Figure 75– PhD graduates employed by job



* This includes secretarial and administrative office work and other professions.

Externally funded PhD programmes

The University of Bologna's engagement with the local community is also evidenced by the remarkable number of PhD scholarships funded by third parties (organisations, other universities, the Italian Ministry of Foreign Affairs, Marie Curie and Erasmus Mundus; starting from the 35th cycle, PhD scholarships financed entirely by Departments with funds from other organisations are also included). Having regard to the 39th PhD cycle, this source of funding accounts for approximately 41% of the total number of scholarships, with **207 scholarships funded by third parties** and **296 by the University** (258 of which are partly funded by the Italian Ministry of University and Research, and 38 of which are entirely covered by funds from the University's research structures, mainly Departments).

In the 39th cycle, 154 scholarships were also awarded under the NRRP, 116 of which were co-financed by companies.

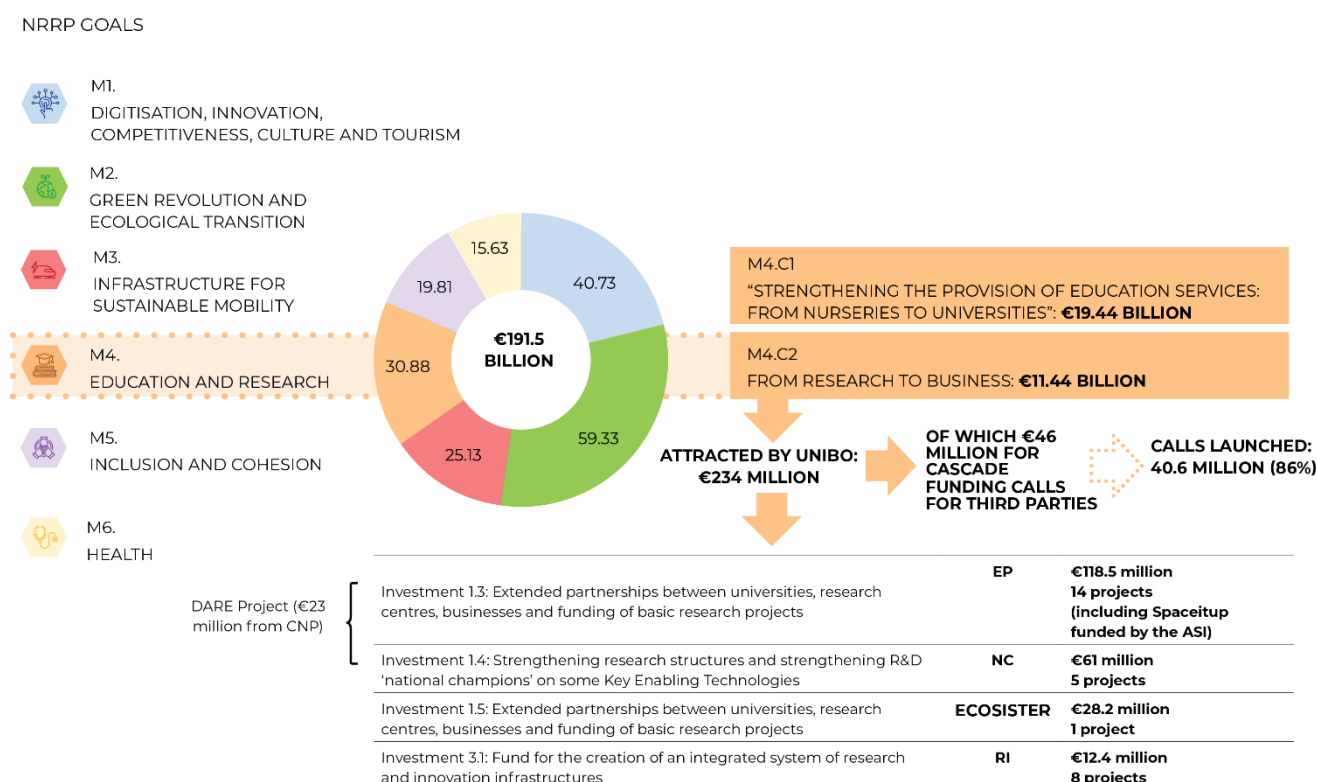
4.2.2 Participation in national and international competitive projects

Italian National Recovery and Resilience Plan (NRRP) and Complementary National Plan (CNP) – Research projects

The **Italian National Recovery and Resilience Plan (NRRP)** is part of the **Next Generation EU (NGEU)** programme, the €750 billion package set up by the European Union in response to the pandemic crisis. It has a duration of six years, from 2021 to 2026, and a total value of €672.5 billion.

The Plan hinges upon three strategic axes – digitisation and innovation, ecological transition, social inclusion – and is structured around six Missions that reflect strategic axes. In particular, Mission 4, Education and Research, has two components: **“Strengthening the provision of education services: from nurseries to universities” (M4.C1)** and **“From research to business” (M4.C2)**. The **Complementary National Plan (CNP)** aims to supplement the interventions under the Italian National Recovery and Resilience Plan (NRRP) with national funds, totalling €30.6 billion over the same period. The level of progress, network of partnerships and personnel recruited by the University of Bologna for the second component M4.C2 are presented below.

The Italian Space Agency (**ASI**) has launched the 'Call for Funding for **Space Activities**' for partnerships extended to universities, research centres and companies, to fund basic research projects with an investment of **€80 million**.



Under the NRRP, **extended partnerships (EPs)** fund 14 major research projects on just as many themes identified by the Italian Ministry of University and Research as key for cultural, social, scientific, technological and medical development.

The University of Bologna is a partner in every winning project selected for each theme (with the exception of partnership 4, in which we did not participate). The 13 winning projects are: Artificial intelligence:

- Foundational aspects (**EP1**) – **FAIR** – Future Artificial Intelligence Research;
- Energy scenarios of the future (**EP2**) – **NEST** – Network 4 Energy Sustainable Transition;
- Environmental, natural and anthropic risks (**EP3**) – **RETURN** – Multi-Risk sciEence for resilientT commUnities undeR a changiNg climate;
- Humanistic culture and cultural heritage as innovation and creativity labs (**EP5**) – **CHANGES** – Cultural Heritage Active Innovation for Sustainable Society
- Innovative diagnostics and therapies in precision medicine (**EP6**) – **HEAL ITALIA** – Health Extended ALLiance for Innovative Therapies, Advanced Lab-research, and Integrated Approaches of Precision Medicine;
- Cybersecurity, new technologies and protection of rights (**EP7**) – **SERICS** – Security and Rights in the CybeRspace;
- Effects and challenges of ageing (**EP8**) – **AGE-IT** – Italian Ageing Society;
- Economic and financial sustainability of systems and territories (EP9) – **GRINS** – Growing Resilient, INclusive and Sustainable;
- Sustainable nutrition models (**EP10**) – **ONFOODS** – Research and innovation network on food and nutrition Sustainability, Safety and Security - Working ON Foods;
- Circular and sustainable Made in Italy (**EP11**) – **MICS** – Circular and Sustainable Made in Italy;
- Neuroscience and neuropharmacology (**EP12**) – **MNESYS** – A multiscale integrated approach to the study of the nervous system in health and disease;
- Emerging infectious diseases (**EP13**) – **INF-ACT** – One Health Basic and Translational Research Actions addressing Unmet Needs on Emerging Infectious Diseases;
- Telecommunications of the future (**EP14**) – **RESTART** – RESearch and innovation on future Telecommunications systems and networks, to make Italy more smart;
- Agenzia Spaziale Italiana (Italian Space Agency) - Space activities (formerly EP15 – **SpaceitUp!**).

NCs are national research and development centres ('champions') capable of achieving significant capacity for innovation and research skills by partnering with other research centres, universities and businesses, on five areas that are of strategic interest for the country's development.

The themes are: high performance simulations, computation and data analysis, agricultural technologies, development of gene therapy and drugs based on RNA technology, sustainable mobility and biodiversity. The University of Bologna is a partner in every winning project selected for each theme, namely:

- High performance simulations, computation and data analysis (**NC1**) – **ICSC** National Centre for **HPC**, Big Data and Quantum Computing;
- Agricultural technologies (**NC2**) – **Agritech** – National Research Centre for Agricultural Technologies;
- Development of gene therapy and drugs based on **RNA technology** (**NC3**) – National Centre for Gene Therapy and Drugs Based on RNA Technology;
- Sustainable mobility **MOST** (**NC4**) – **CNMS** – National Sustainable Mobility Centre;
- Biodiversity **BIODIV** (**NC5**) – **NBFC** – National Biodiversity Future Centre.

Innovation ecosystems aim to facilitate technology transfer and expedite the digital transformation of production processes, while keeping in mind economic and environmental sustainability and social impacts at a local level. These are local, regional or supra-regional networks of State and non-State universities, public research institutions or local public bodies, and other public and private actors. The project submitted by the University of Bologna together with the other universities of Emilia-Romagna, the National Research Council (CNR), the National Agency for New

Technologies, Energy and Sustainable Economic Development (ENEA), the National Institute for Nuclear Physics (INFN) and the CINECA Inter-university Consortium, and coordinated by ART-ER, is called **ECOSISTER – Ecosystem for Sustainable Transition in Emilia-Romagna**.

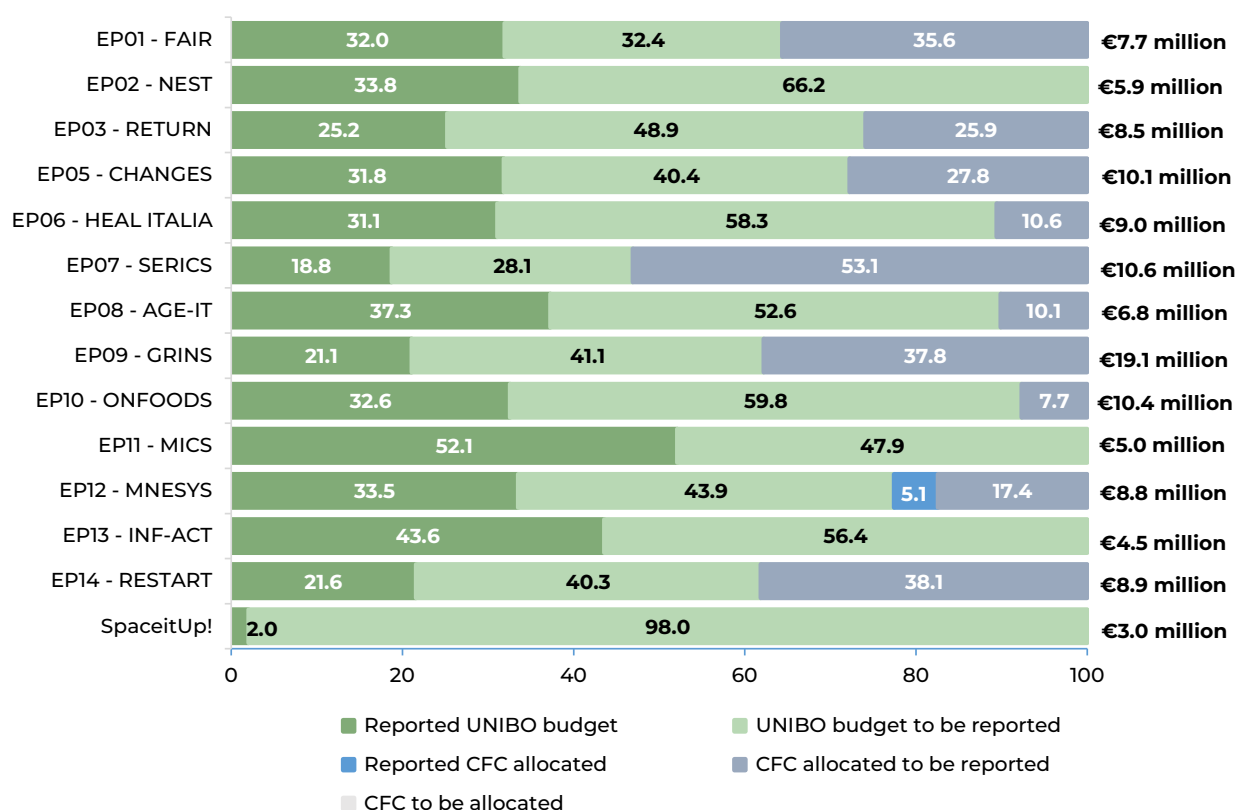
Research infrastructure (RI) projects concern facilities, resources and services that are used by the scientific community to conduct research. Each RI can be single-site or distributed.

Each RI can be single-site or distributed. The University of Bologna's research infrastructure projects that received funding under the NRRP are:

- **SoBigData.it** – Strengthening the Italian RI for Social Mining and Big Data Analytics (DIGIT);
- **ELIXIRxNextGenIT** – ELIXIR x NextGenerationIT (H&F);
- **BBMRI.it** – Strengthening the Biobanking and Biomolecular Resources Research Infrastructure in Italy (H&F);
- **ENTRANCE@ENL** – Infrastructure for ENergy TRAnSition aNd Circular Economy @ EuroNanoLab (PSE);
- **CTA+** – Cherenkov Telescope Array Plus (PSE);
- **STILES** – Strengthening the Italian leadership in ELT and SKA (PSE);
- **ETIC** – Einstein Telescope Infrastructure Consortium (PSE);
- **ECCSELLENT** – Development of ECCSEL - R.I. Italian facilities: usEr access, services and loNg-Term sustainability (ENE).

Below is the **updated monitoring of projects as of April 2025**:

Figure 76 - Project progress (%): Investment 1.3¹⁶



¹⁶ CFA = Cascading Calls for Application.

Figure 77 – Project progress (%): Investment 1.4

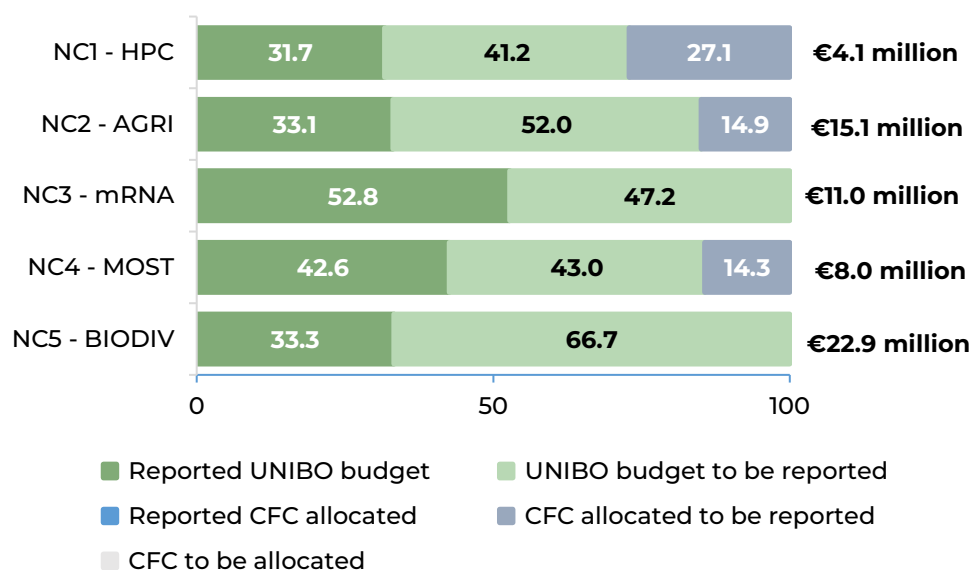


Figure 78 – Project progress (%): Investment 1.5

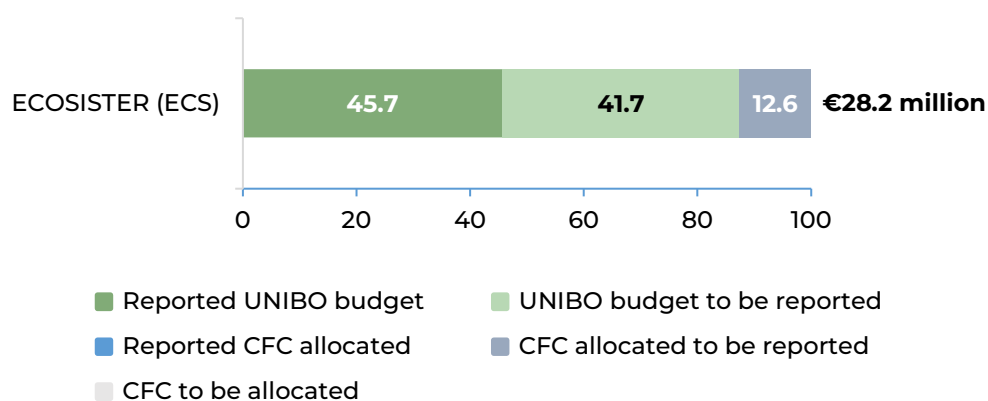


Figure 79 – Project progress (%): Investment 3.1

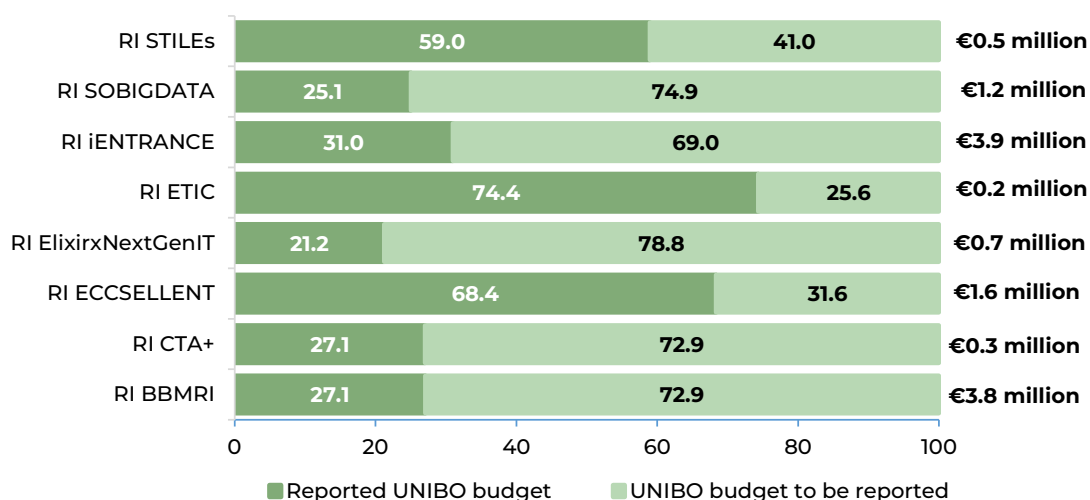


Figure 80– Project progress (%): DARE (CNP)

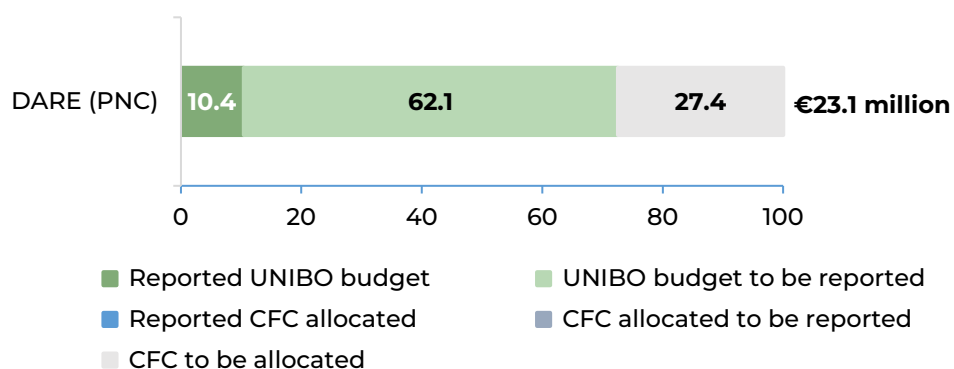


Figure 81 – Relationships between the University of Bologna and other actors within the NRRP

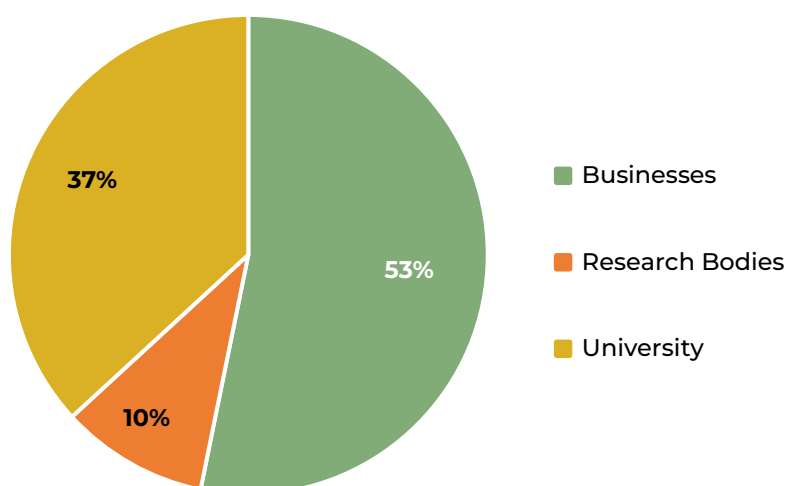


Figure 82 – Breakdown of NRRP and CNP budget items

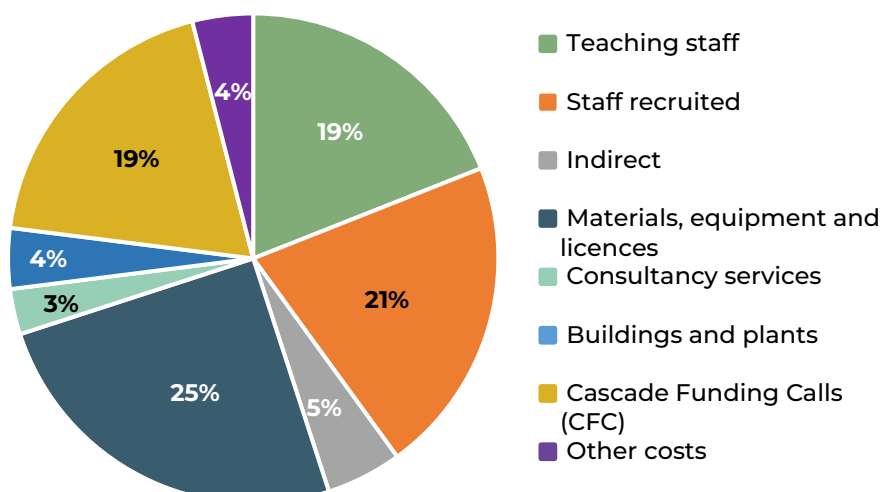
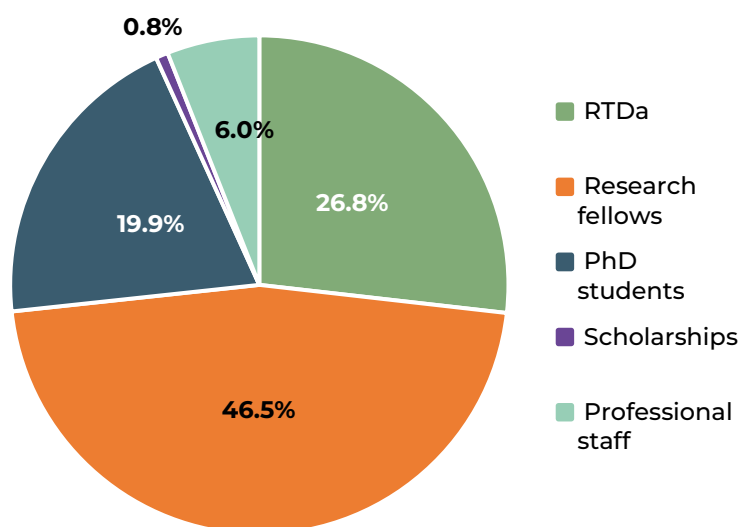
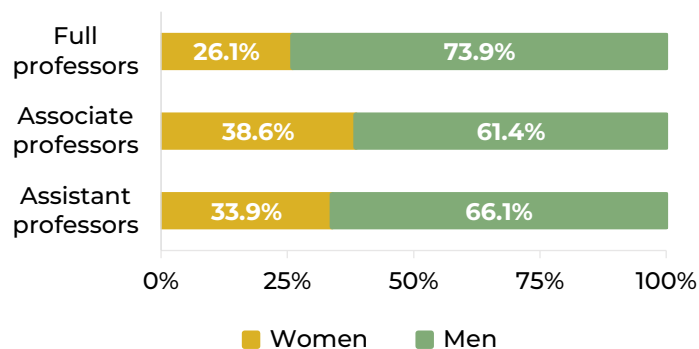


Figure 83 – Breakdown of newly hired staff



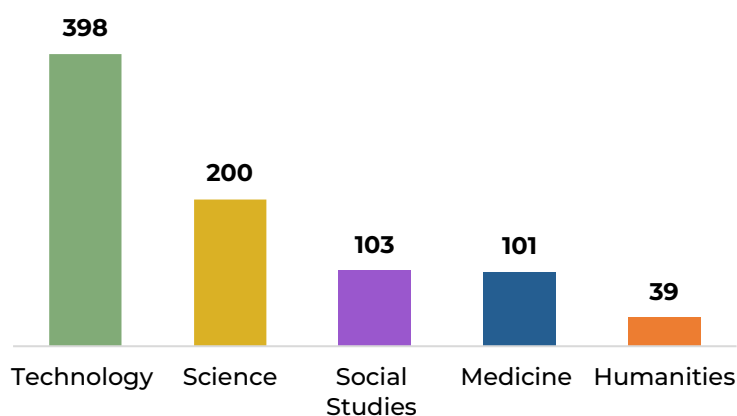
In order to carry out its research and innovation activities, the University recruited, using the NRRP/CNP project budget as at 31.12.2024: **204 new young researchers (RTDa)**, **152 PhD programme scholars (PhD)**, **354 research fellows (AdR)**, **6 research scholars** and **46 fixed-term administrative technicians** for a **total of 762 new positions**.

Figure 84 – New research staff by gender



830 teachers and researchers (34% women) are involved in the NPPR/CNP projects as 'Critical Mass', i.e. university employees hired before the start of the projects.

Figure 85 – Teachers and researchers involved in NRRP and CNP projects by division



PRIN 2022 AND PRIN 2022 NRRP).

Under measure M4C2 Inv. 1.1 of the NRPP, 161 PRIN projects received funding as part of the “PRIN 2022 NRRP” call for applications, totalling €15 million. The University of Bologna acts as coordinator in 67 projects.

In addition, 517 PRIN projects were funded under the 'PRIN 2022' call for applications, for a total of around €38 million. The University of Bologna acts as coordinator in 187 projects.

NRRP/CNP CONSTRUCTION

In 2024, the University continued its efforts to strengthen the infrastructure supporting research through specific NRRP/CNP funding.

This has been achieved through the redevelopment/refunctionalisation of existing laboratories and the creation of new spaces dedicated to research activities, as well as, in general, through the implementation of more efficient plant engineering solutions to guarantee a high level of energy and environmental sustainability. In particular, the installation of photovoltaic solar systems for the self-production of electricity to serve these spaces has been increased, to substantially and measurably reduce their environmental impact.

Competitive projects

HORIZON EUROPE AND OTHER EU PROGRAMMES

The University of Bologna promotes **multidisciplinary and international research** and understands seizing every opportunity to establish new partnerships through competitive funding as a value.

Launched in 2021, **Horizon Europe 2021-2027** is the EU Framework Programme for Research and Innovation. With a total budget of €95.5 billion, it is the world's largest international research and innovation programme. It seeks to strengthen the EU's scientific and technological bases, boost its innovation capacity, promote competitiveness and employment, and offer concrete solutions to its citizens' priority needs.

The University of Bologna is among the top European universities in terms of funding received under Horizon Europe. In 2024, it obtained 44 projects totalling more than €21 million in funding. Overall, the University's participation in Horizon Europe has resulted in 256 projects been awarded funding of more than €129 million in total. The University's achievements in Pillar I of the programme, “Excellent Science”, have been especially significant, particularly in the sub-programmes enhancing high quality research (European Research Council) and boosting researchers' careers (Marie Skłodowska-Curie Actions). Important results have also been achieved in Pillar II, “Global Challenges and European Industrial Competitiveness”, confirming the quality of the University's research on food, the bioeconomy and the environment, and improvements in the area of health.

In order to encourage the participation of its own research teams, the University of Bologna organises meetings and seminars to present the calls for applications available under the Framework Agreement and discuss cross-cutting topics, such as ethics and Open Science, in order to share strategies and opportunities for participation.

With a view to promoting Open Science and its impact on society, the University has developed a strategy and invested in resources, including specific professionals called ‘data stewards’, tasked with supporting teachers and researchers in managing research data and drafting their data management plan for Horizon Europe competitive projects.

The University of Bologna is also involved in other EU programmes, such as **LIFE, Interreg, Creative Europe and CERV**. Within the LIFE projects focussing on climate, nature, environmental sustainability and the energy transition towards clean energy, the University has achieved significant results and confirmed itself as the top university in Europe in terms of the number of LIFE projects awarded. Out of 43 Life, Interreg and Creative project proposals submitted, 15 were approved, for total funding of €4.3 million.

Figure 86 – EU projects

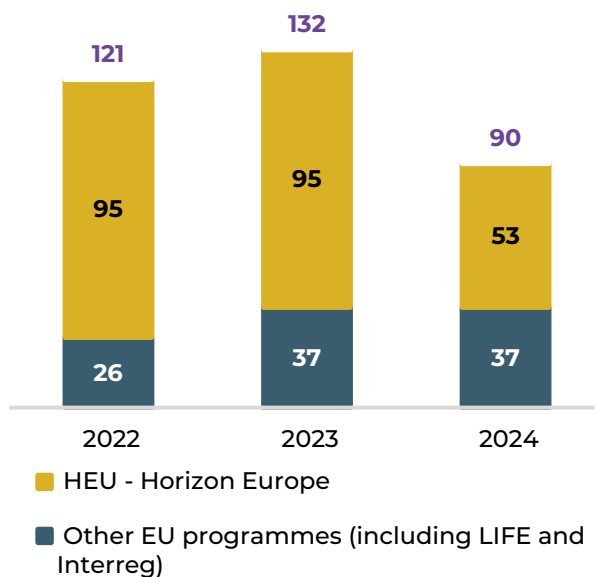
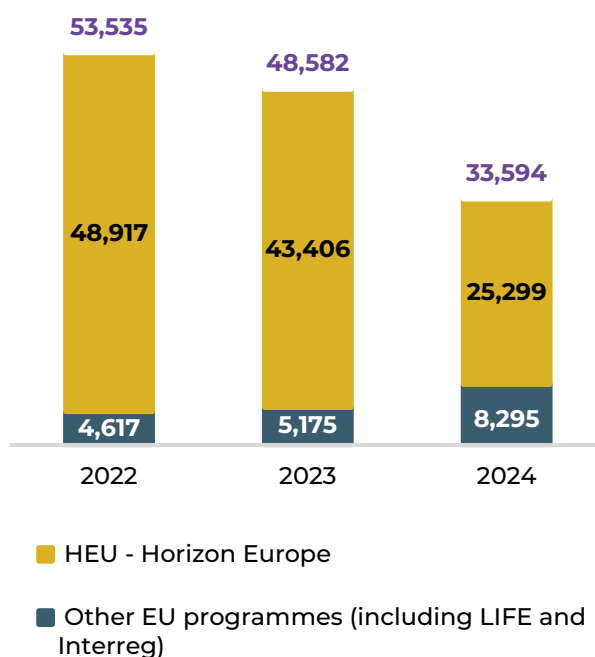
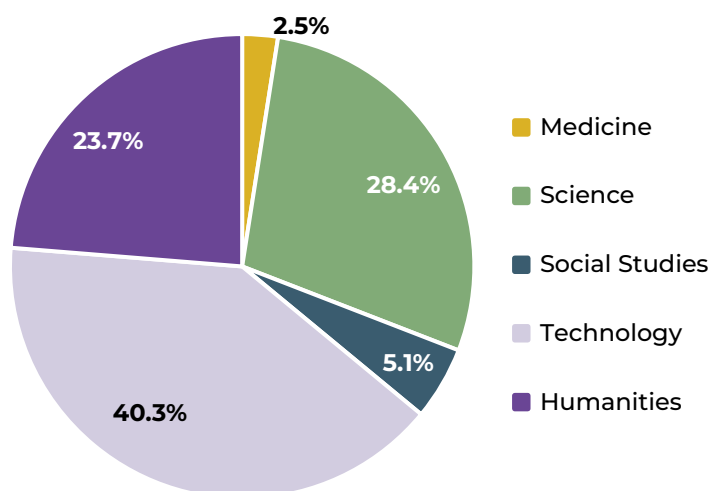


Figure 87 – EU project funding (€k)



The trend in funding for HEU projects is declining. However it mirrors the national and French trends as well as those of our main competitor universities ([source](#)). The funding outside the NRRP probably influenced participation in these European calls for applications.

Figure 88 - European projects by area

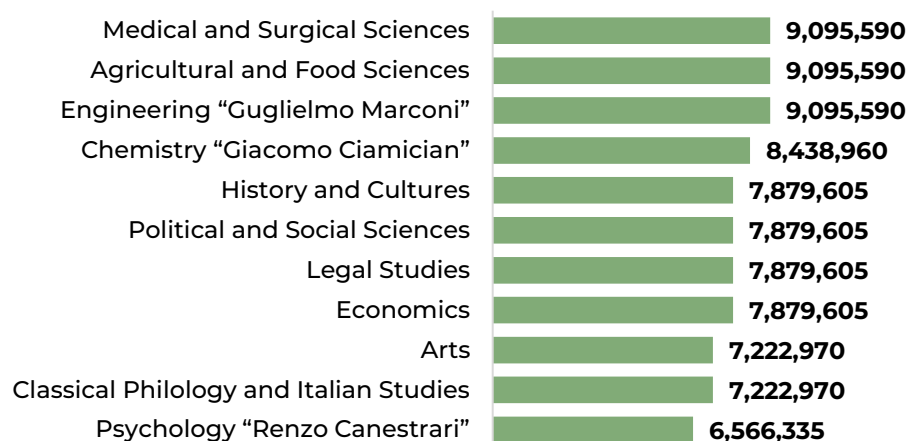


National projects

DEPARTMENTS OF EXCELLENCE

Under the Departments of Excellence initiative launched by the Italian Ministry of University and Research to identify and fund top-level university departments in terms of research quality and development project, the University of Bologna was awarded a total of €88.3 million in funding, to be received over the five-year period 2023-2027. This second edition of the initiative has involved 11 Departments of the University of Bologna.

Figure 89 – Departments of Excellence – 2023-2027 funding



RESEARCH PROJECTS OF NATIONAL INTEREST

There are more than 720 projects financed under this initiative for more than €55 million, including 'PRIN 2022' and 'PRIN 2022 NRRP' projects financed from NRRP measures, and 42 'PRIN 2022 scrolling' projects of €2.9 million from FIRST ministerial funds.

FIS PROJECTS (ITALIAN FUND FOR SCIENCE)

The initiative, which is promoted by the Italian Ministry of University and Research (MUR), aims to

promote the development of fundamental research in accordance with the established European modalities on the model of the European Research Council (ERC). The University of Bologna was awarded funding for seven projects and a grant of more than €10 million in 2024.

FISA PROJECTS (ITALIAN FUND FOR APPLIED SCIENCES)

In 2024, the Italian Ministry of University and Research issued the FISA 2024 call with the aim of financing interventions to improve the competitiveness of the national production system through the enhancement of industrial research and experimental development, bringing about social, economic and industrial benefits.

4.2.3 Investment in research

In order to support basic research and monitor the social impact of research, as well as to ensure maintenance of the Multicampus research equipment and the strategic development of Departments, the University of Bologna supported several initiatives during 2024.

Alma CaReS was launched in response to the climate crisis that hit Emilia-Romagna in May 2023 to support interdisciplinary or multidisciplinary projects addressing land and human resilience to climate change and its social impacts. Alma CaReS was funded through the 5x1000 donation made to the University in 2021, amounting to approximately €417,000.

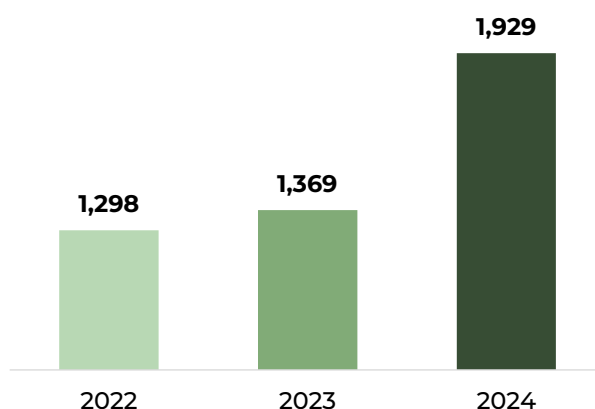
Alma Scavi 2024 supports archaeological field research activities in Italy and abroad. This initiative financed 40 projects for €300,000.

Alma Attrezzature 2023 supports maintenance and upgrading of the Multicampus research equipment and encourages equipment sharing also through the creation of dedicated platforms. Overall, 59 applications received funding, totalling €450,000.

Strategic Departmental Development Projects (PSSD) encourage departmental excellence, rewarding the quality of research and of scientific, organisational and teaching projects, based on the model of the Departments of Excellence initiative financed by the Italian Ministry of University and Research. The initiative, launched in 2021, has been extended until 30/06/2024. For this action, the University has earmarked around 10 points for staff and, as of 2021, around €2,360,000 annually.

Since 2024, the two-year **Integrated Research Budget (BIR)** can be used by Departments to cover any expenditure concerning research and/or the third mission/social impact, in accordance with the applicable legislation. Was the allocation for 2024 €12,796,445. As at 31 December 2024, 369 research fellows were fully or partially funded under the BIR.

Figure 90– Research fellowships



In 2024, the University organised a trilogy of events on the fundamentals of research called '**Back to Fundamentals of Research**':

- Reliability, Transparency and Reproducibility (20 May 2024);
- Interdisciplinarity (9 October 2024);
- Ethics and Academic Freedom (2 December 2024).

The meetings stem from the **need to reflect on the principles of research** and the strong impact it has on society, in the context of ever-increasing specialisation and the consequent technological advances, to carry on a debate and promote the fundamental values of research as a paradigm of good science.

Each meeting resulted in a position paper through which the University promotes virtuous actions on the various topics.

Datacentre

In 2024, the **first of the datacentres dedicated exclusively to research** came into operation in the Navile district: suitably equipped, secure and energy-efficient environments in which the computing infrastructures of the research groups can be housed together. The data centre houses the equipment of the departments in the Navile area (Department of Chemistry "Giacomo Ciamician" - CHIM, Department of Industrial Chemistry "Toso Montanari" - CHIMIND and Pharmacy and Biotechnology - FABIT), previously housed in various departmental premises. At the end of the year, the data centre housed 50 servers.

DATA STEWARDS

Consistent with its Strategic Plan 2020-2027 and the agreement signed by the university for assessment reform, promoted by CoARA (Coalition for Advancing Research Assessment), the **proper management of research data is seen as a crucial step in improving the quality and impact of knowledge**.

To this end, in 2022, the University launched the '**Data Steward@Unibo**' project and the **recruitment of four professionals** with experience in research data management in different disciplinary areas, services and infrastructures dedicated to data management and storage.

As early as 2023, the data stewards' group contributed to writing the 'Policy for Research Data Management', which sets out criteria and principles for handling data correctly and consciously, which was followed in 2024 by the Guidelines for Research Data Management.

There have been numerous **training actions** promoted by the University on the topic of research data: courses dedicated to PhD students, a series of 9 'Open Science Corner' sessions, aimed at presenting and expanding on the principles and good practices that fall under the Open Science umbrella, and a video review 'Data: knowing and managing them to enhance research'.

4.2.4 Research Results

Publications and products of research

The University of Bologna's **Research Information System (IRIS)** is maintained by our teachers and researchers. It gathers all information on the University's scientific production (publications and products of research) and allows managing the full text of the contributions submitted in accordance with the **Open Access** model.

Figure 91 – Products of research by type¹⁷

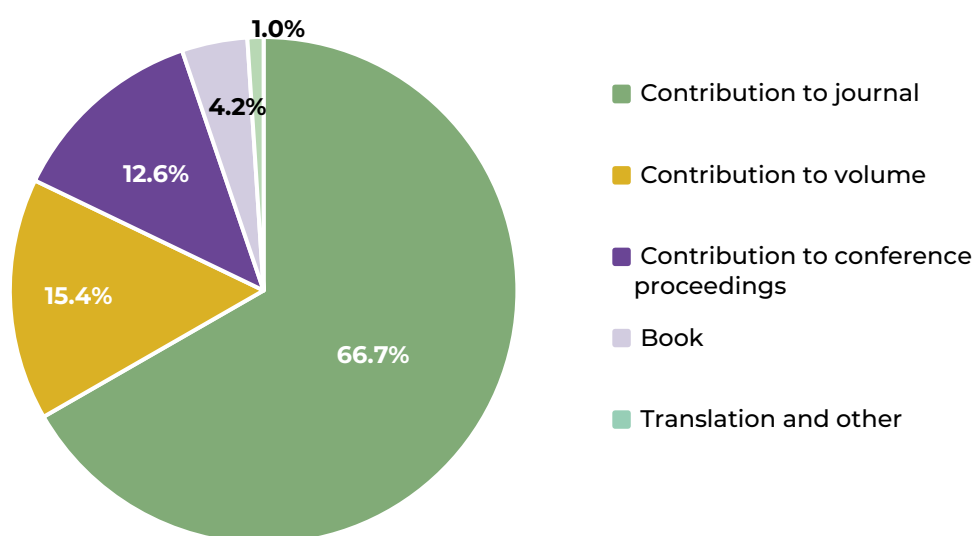
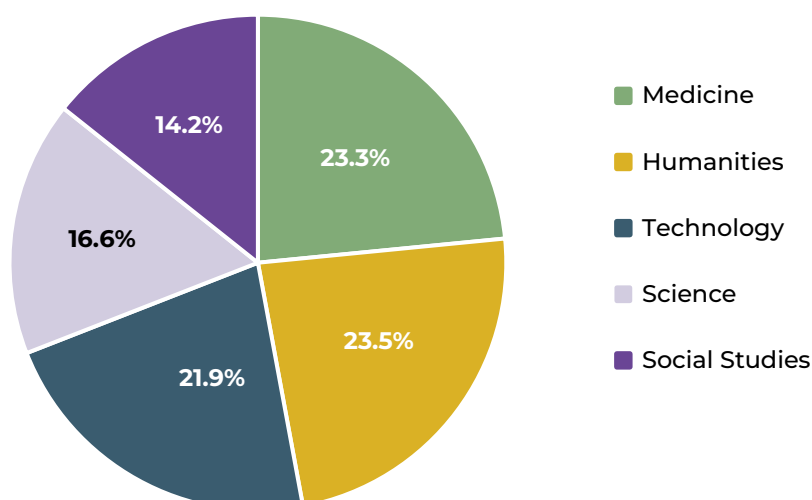


Figure 92 – Products of research by scientific subject area



¹⁷ Number of products published in IRIS in 2024 by staff working at the University in 2025 (2024 photo updated in April 2025).

Research Assessment

In 2024, the **University Research Assessment (VRA)** process was carried out, confirming the model set up to strengthen the quality of scientific production in line with national assessment practices. This action falls under Goal 20 of the University's Strategic Plan 2022-2027.

On 28 June 2024, the University published the Action Plan to align its research assessment practices with the principles of the **Coalition for Advancing Research Assessment (CoARA)**. The key points include the **promotion of Open Science and the valorisation of a wider range of research-related contributions, the importance of qualitative evaluation**, and the need to **renew the tools, criteria and processes** associated with research assessment.

During 2024, work started on the Research Quality Assessment (VQR) 2020-2024. The requirements for universities have been reduced to five areas (Staff, PhD Programmes, Research Products, Knowledge Valorisation and Competitive Projects). For each of these, a working group was set up, with policy and technical components, with the task of analysing the issues within their area of responsibility and proposing actions in preparation for the activities or requirements of the ANVUR timetable and overseeing the conduct of the VQR campaign.

4.2.5 Mobility

Outgoing mobility

The University encourages international mobility of teaching and research staff through a number of programmes and agreements with institutions in the EU and the rest of the world. Opportunities include the Erasmus+ Programme for mobility, Marie Skłodowska-Curie Actions for research, memoranda of understanding with the Italian Ministry of Foreign Affairs and International Cooperation, framework agreements with universities in non-EU countries for teaching, and sector-specific agreements for research and teaching. Other opportunities include the possibility of temporarily carrying out activities at other institutions under dedicated partner agreements and participating in the EURIAS Fellowship Programme for research or in the University of Sussex EPDF Programme for research and teaching.

In 2024, 960 PhD students participated in mobility programmes, significantly exceeding the figure of 2019 (501); moreover, the number of teachers, with a total of 6,641, increased, just as in 2023.

Figure 93 – Outgoing PhD students with at least 30 days of mobility in the year

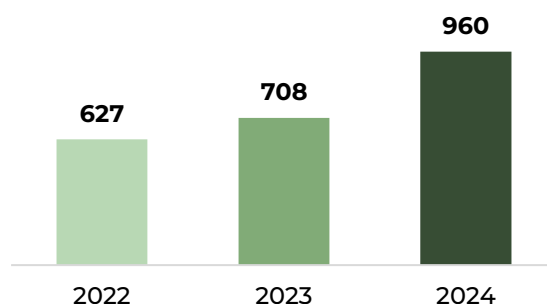
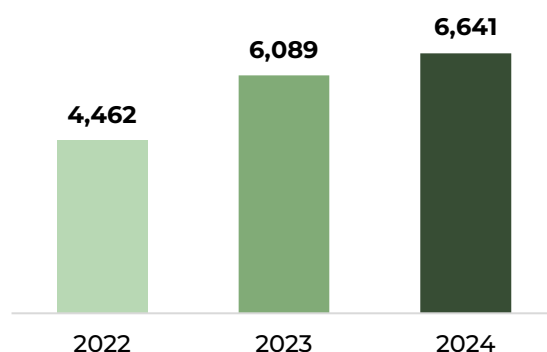
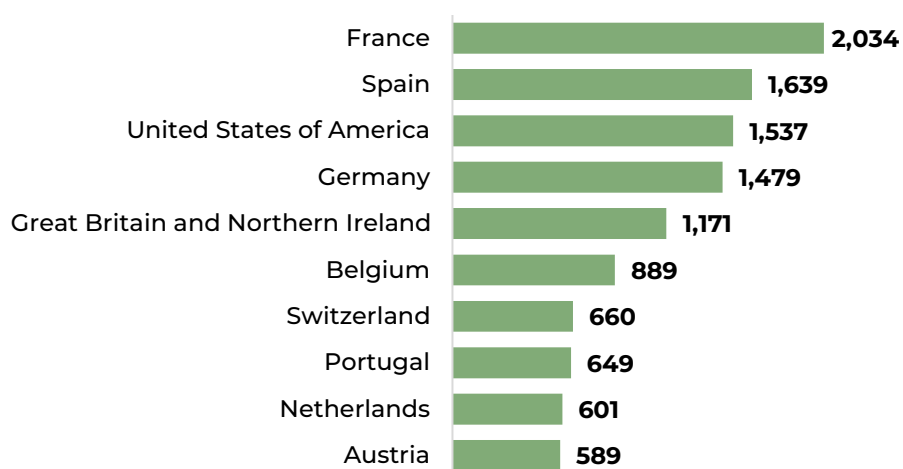


Figure 94 - Mobility of teachers and researchers abroad**Figure 95 – Main countries of destination for teachers and researchers (three-year period 2022-2024)**

'Marco Polo' Programme

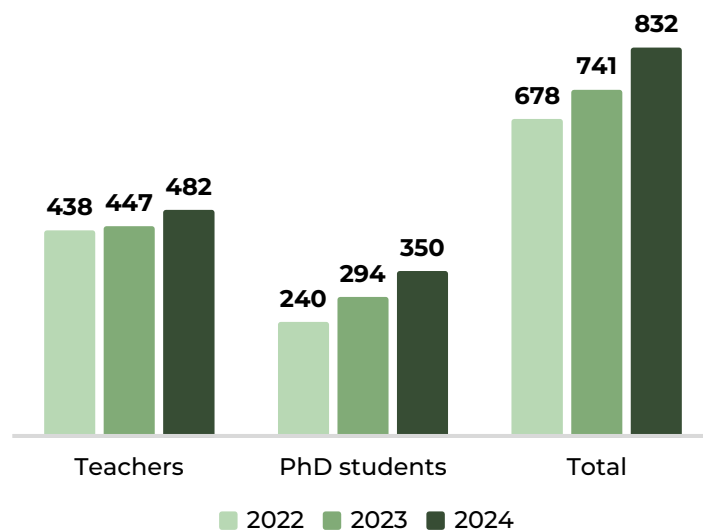
The programme funded by the University of Bologna pays monetary incentives to unconfirmed and fixed-term researchers, research fellows and PhD students to promote research stays at universities or research centres abroad, lasting between three and six months. Incentive recipients were 283 in the 2021-22 academic year, 325 in the 2022-23 academic year and 471 in the 2023-24 academic year.

Incoming mobility

During 2024, various international mobility opportunities were available to host teachers, researchers and scholars at the University of Bologna for research, teaching, study, international cooperation and curriculum development purposes. Some of the opportunities available are listed below:

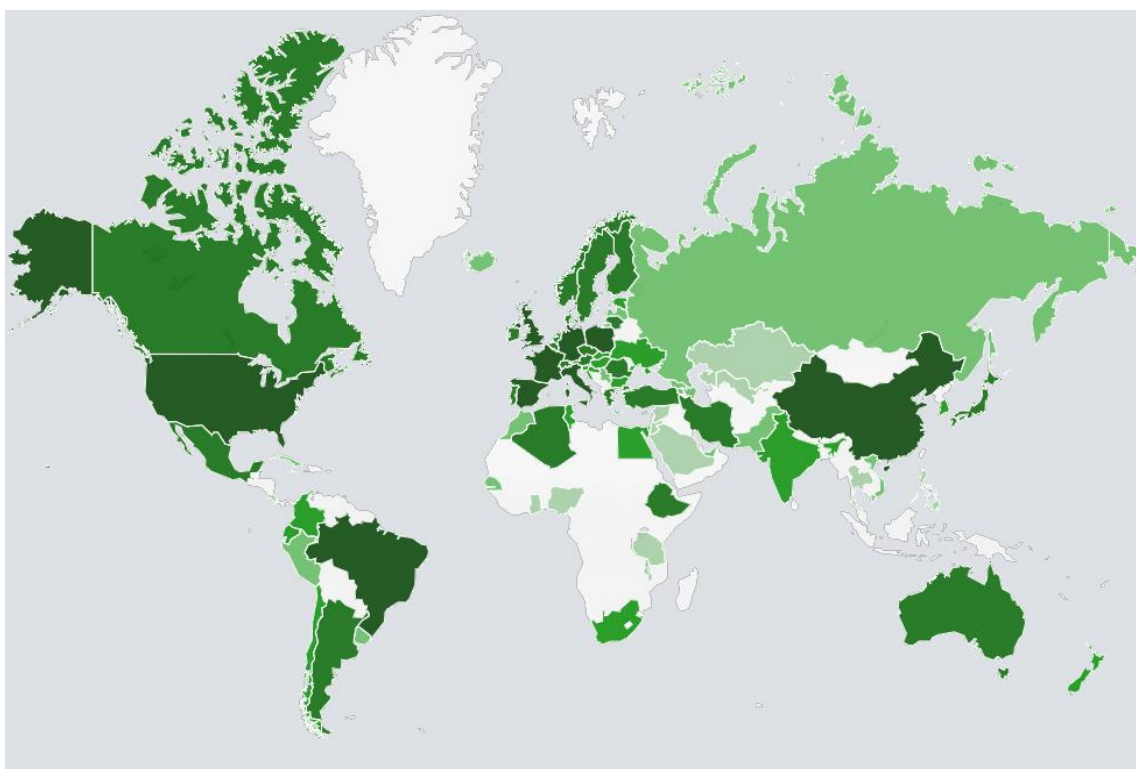
- Erasmus+ Programme to host professors from European universities (for teaching);
- Erasmus+ Programme to host personnel from European organisations and businesses (for teaching);
- Marie Skłodowska-Curie Actions (for research);
- Memoranda of understanding with the Italian Ministry of Foreign Affairs and International Cooperation (MAECI) (for research);
- Fellowships at the Institute of Advanced Studies (ISA) – Senior fellow (for research);
- Fellowships at the Institute of Advanced Studies (ISA) – EURIAS fellow (for research).

During 2024, incoming mobility confirmed the increase compared to pre-pandemic values.

Figure 96 – Visiting professors¹⁸ and PhD students

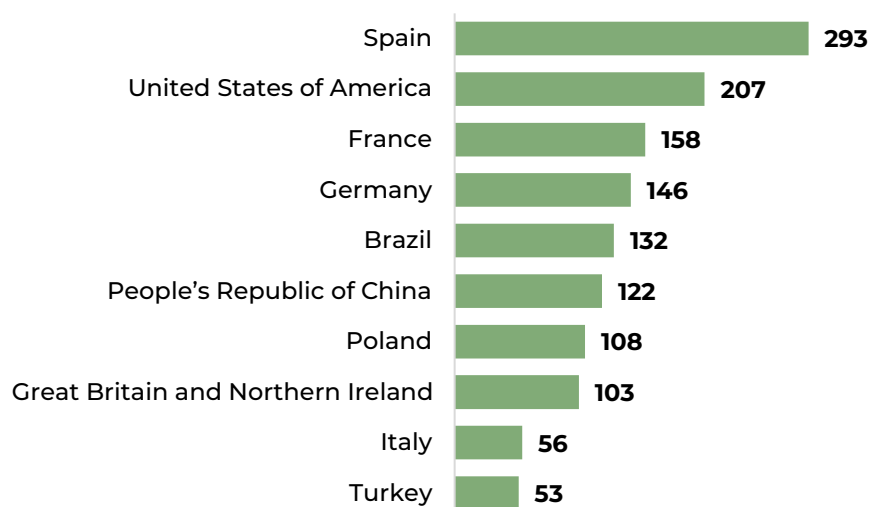
In this heat map, the number of visiting professors and PhD students from each country of the world is represented. Darker shades indicate higher values.

Figure 97 – Origin of teachers and PhD students



¹⁸ Visiting professors also include research fellows.

Figure 98 – Main countries of origin of visiting professors and PhD students (three-year period 2022-2024)



Institute of Advanced Studies (ISA)

With the recent amendment of its statutes on 20 February 2024 and the updating of its operating regulations on 25 July 2024, the **Institute of Advanced Studies (ISA)** has acquired a specific identity with the aim of promoting the enrichment of the cultural life and the development of scientific research at the University.

The ISA takes the role of a cultural reference point, a centre of interdisciplinary and international excellence, and a privileged place for dialogue and scientific discussion between the various disciplinary areas represented in the University of Bologna.

In 2024, in accordance with the new regulations, the ISA published a call for 23 **Visiting Professor/Scholar** positions, proposing a programme of interdisciplinary activities aimed at the academic community, with a focus on the training of PhD students. The selected Visiting Professors/Scholars will carry out seminar and research activities both at the Bologna Campus and at the other Romagna Campuses.

The selected Visiting Professors/Scholars come from various countries: Switzerland, Australia, Canada, Germany, the UK, India, the USA, France, Poland, Russia, Spain, Brazil and Colombia.

In implementing the cooperation agreement between the University of Bologna and the University of Cambridge - Clare Hall, the ISA selected a scholar to carry out research activities at **Clare Hall College**, thus strengthening cooperation with this prestigious institution.

In line with the initiatives of previous years, the ISA has also announced for 2024 the **ISA Doctoral Prize**, intended to award 10 prizes to PhD students from all disciplinary areas regularly enrolled in the 38th cycle of a PhD course at the University of Bologna for interdisciplinary research with an impact on civil society.

Lastly, the ISA actively participated in the activities of the international networks of Institutes for Advanced Study of which it is a member: **NetIAS** (Network of European Institutes for Advanced Study) and **UBIAS** (University-Based Institutes for Advanced Study).

4.2.6 Research Enhancement and Technology Transfer

The University of Bologna **develops technology transfer activities** in many ways – through agreements, partnerships and joint laboratories, the Emilia-Romagna High Technology Network, by protecting and exploiting its own intellectual property, via idea scouting, and by supporting students and teachers/researchers who wish to launch new entrepreneurial activities (spin-offs and start-ups).

Agreements and partnerships

The University of Bologna enters into **agreements with public and private institutions** that share the same principles and goals, in order to maximise the impact of initiatives with and for society. The University has established intensive cooperation with the local community through a number of partnerships and framework agreements with third sector organisations and companies. These arrangements seek to bring about collaboration in teaching and research and internships at third-party organisations.

In 2024, new agreements were signed for **partnerships in the field of teaching with public bodies and private companies** such as the Ravenna State Archives and Technogym S.p.A., aimed at contributing to the training and support of teaching activities in the disciplinary area of common interest, providing the option of assigning teaching assignments to qualified experts in the field employed by the contracted parties.

As to **company personnel training**, long-term agreements aimed at skill development are in place with companies such as Lamborghini, Philip Morris, HPE Coxa, Assinter and IEG. In the **institutional agreements** area, a framework agreement covering a number of fields, from urban regeneration to digital innovation in public services, was entered into with the Municipality di Bologna.

Various **projects** with a number of partners were also launched, including the Digital Twin in Bologna. Other agreements were renewed in a variety of areas of scientific and technological research, with institutions such as the National Agency for New Technologies, Energy and Sustainable Economic Development (ENEA), the National Research Council (CNR) and the Italian Space Agency (ASI).

In 2024, **8 new University Framework Agreements** were negotiated (DUCATI, INTESA SAN PAOLO, ROSETTI MARINO, SACMI IMOLA S.C., SCM GROUP, TECHNOGYM and VULCAFLEX), **2 Joint Research Laboratories** (NXP, FEV), **2 University Collaboration Protocols** (HEWLETT-PACKARD ITALIANA, HPE GROUP srl) in addition to the activities related to the renewal or extension of **3 Framework Agreements** (HERA, FORS ENGINEERING and THALES ALENIA SPACE) signed in previous years.

In addition, the renewal of **2 University Framework Agreements with Associations** (Legacoop Bologna and Assorestauro) was also concluded.

In the field of institutional agreements, **new framework agreements** have been renewed and signed **with bodies active in the territory**, such as the Fire Department represented by the Regional Directorate for Emilia-Romagna, the Institute for Transport and Logistics Foundation - ITL, the Emilia-Romagna Territorial Agency for Water and Waste Services - ATERSIR, the Emilia-Romagna and Marche Prison Administration Board, and the newly established Agenzia Italia Meteo.

Scientific collaboration networks were also expanded through the renewal of 'EMILIALAB' (network of Emilia-Romagna universities on economics and management issues), 'Gender and Religions' (network of public and private bodies working on the relationship between religions and gender equality), the signing of the collaboration agreement between NICO (network of core facilities in the field of life sciences) and BBMRI.it.

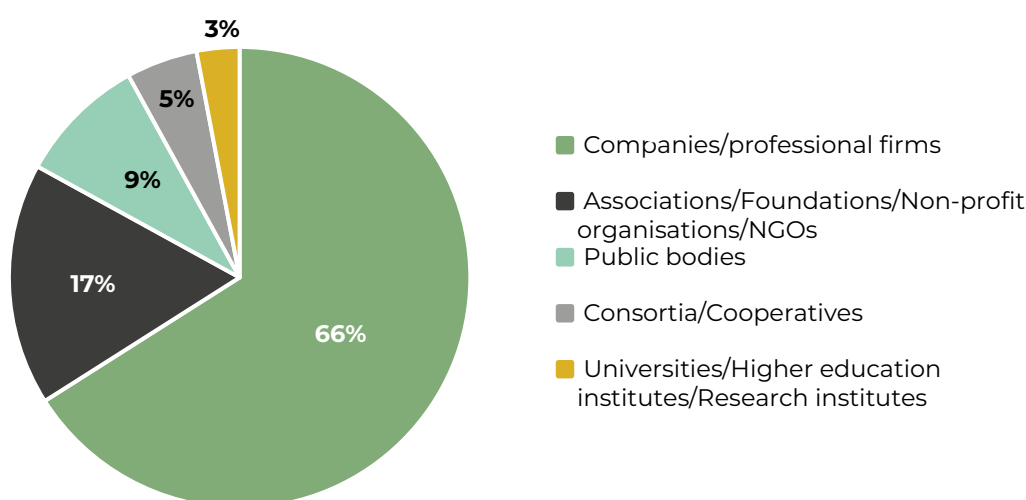
In the **international arena**, **framework agreements for research and innovation** were renewed and concluded with CERN-European Organisation for Nuclear Research and JULICH (interdisciplinary research centre that is part of the European High Performance Computing Network). The **joint**

workshop on 'Student Well-being and Prevention of violence - SWAPv' with Flinders University (AU) and the Free University of Bozen/Bolzano was also renewed.

In the same year, the University entered into new **Framework Agreements** with a **number of companies**, including AUTOSTRADE PER L'ITALIA, COESIA and IMA. Joint Research Laboratories were also created with Ferrari SPA, IMA and FEV ITALIA S.R.L. Other **Framework Agreements were entered into with Associations and Consortia**, including CNA Bologna and Colibrì Consorzio Ospedaliero, and **new partnerships were established with public institutions**, such as the Italian Navy and the Italian Public Property Agency.

In total, more than **15,000 agreements for curricular internships** are active in 2024, of which 3,160 are new agreements, 245 of which are with international structures.

Figure 99 – Active agreements for internships



DUCATI

In December 2024, the University of Bologna and Ducati renewed their strategic partnership, active since 2015, with a **new agreement valid for the next three years**.

The agreement provides for **joint research projects, scholarships, research fellowships and PhD programmes** on topics of common interest. Ample space is also reserved for **training**, with activities aimed at both students - through internships, traineeships and interdisciplinary programmes - and Ducati employees, through training initiatives organised with Unibo teachers.

Collaboration also extends to technology transfer, participation in national and international calls for applications and involvement in global networks, creating concrete opportunities for students and researchers. Lastly, Ducati will continue to support projects such as Unibo Motorsport and the Motor Valley University (MUNER), confirming its joint commitment to training the talents of the future in the automotive sector.

AGREEMENT WITH THE SCUOLA UNIVERSITARIA PER LE PROFESSIONI TECNICHE EMILIA-ROMAGNA “SUPER” AND VARIOUS COMPANIES IN THE AREA

In 2024, an agreement was signed with the Scuola Universitaria per le Professioni tecniche Emilia-Romagna “SUPER” and the following companies in the area: ACMA S.p.A., AEPI industrie SRL, ALSITER S.r.l., Bonfiglioli Riduttori S.p.A., Bucci Automations S.p.A., Calzoni S.r.l., Carpigiani Group - Ali Group S.r.l., CEFLA S.C., C.N.I. Group, COMECER S.p.A., Diemme Enologia S.p.A., ELETTROTECNICA IMOLESE S.r.l., ELSA SOLUTIONS S.r.l., Eurovo S.r.l., FUTURA S.p.A., Geminiani S.p.A., G.D. S.p.A., IMA S.p.A., Marcegaglia Carbon Steel S.p.A., Marini S.p.A., MARPOSS S.p.A., METALCASTELLO S.P.A., MG Marchesini Group S.p.A., OLEOBI S.r.l., PHILIP MORRIS Manufacturing & Technology Bologna, SACMI Imola S.C., SASIB S.p.A., Sica S.p.A., Surgital S.p.A., Unitec S.p.A., Vulcaflex S.p.A. and WALVOIL S.p.A.

The partnership is aimed at enabling the activation of the vocationally-oriented degree programme in Mechatronics (teaching locations: Bologna, Imola and Lugo) as well as at better qualifying and enhancing the training activities provided and ensuring that the training course better matches the needs of the job market. In particular, the partnership involves the practical-assessment internships (TPV) and the practical-assessment test (PPV) required for students to qualify as industrial experts with university degrees.

AGREEMENTS TO ACTIVATE OF PRACTICAL-ASSESSMENT INTERNSHIPS (TPVs) NECESSARY TO QUALIFY FOR PROFESSIONAL PRACTICE WITHIN VOCATIONAL DEGREE PROGRAMMES

The new vocational degree programmes in Mechatronics, in Chemical Methodologies for Products and Processes, in Information Systems Technology, in Polymeric Composite and in Techniques for Construction and Land were updated in 2023 and converted into programmes that qualify for professional practice as graduate industrial technicians. For this purpose, the universities of Emilia-Romagna have entered into a dedicated agreement with the Italian National Board of Industrial Technicians and Graduate Industrial Technicians and with the local Professional Orders of the provinces of Bologna, Ferrara, Forlì-Cesena, Modena, Parma, Piacenza, Reggio Emilia, Ravenna and Rimini, thus establishing a partnership to activate internships at professional firms. This includes performing and being assessed in a Practical Assessment Internship (TPV), necessary to qualify for professional practice, as well as receiving deontological training, passing a Practical Assessment Test (PPV) and participating in the final graduation session. The local Professional Orders, in particular, will play an active role in guiding training within the qualifying vocational degree programmes, appointing tutors to assess the consistency of the TPV with the areas of specialisation relevant to the sections of the professional register for which candidates qualify.

ST MICROELECTRONICS

A partnership between the University of Bologna and STMicroelectronics has been active for many years. In 1998, the parties signed the first agreement to set up a joint laboratory at the 'Ercole De Castro' Interdepartmental Centre for Advanced Research on Electronic Systems, which houses university and company researchers. More recently, the partnership has expanded to include research activities in the field of chemistry and materials with the 'Ciamician' Chemistry Department. Joint participation in European calls for tenders, publications, co-owned patents, and millions in direct investment in research activities and PhD scholarships are all elements that underline not only the ability to work as a team in competitive environments, but also the scientific and industrial value of partnerships. The success of working together is also demonstrated by the ability to cultivate together qualified talents who will become the professionals of the future.

SACMI IMOLA S.C.

The University of Bologna has been cooperating with SACMI IMOLA S.C. for more than 20 years and has renewed the Framework Agreement for cooperation in the fields of research, innovation, technological development, scientific consultancy, advanced training and job guidance up to August 2024. The five-year agreement renews a fruitful model of cooperation, with numerous synergies achieved over the years that have supported the business model of SACMI, a world leader in the ceramics, packaging and advanced materials sectors, while implementing the University's institutional aims. Research and technology transfer are the main focus of the activity, but technical and multidisciplinary training activities are also a central pillar of the partnership between the two entities. This includes both training for SACMI employees and the opportunity for graduates and undergraduates to access dissertation, internship and post-graduate experience at the company's Italian and international network. Other successful initiatives include the establishment of a joint laboratory for studying and characterising materials developed with SACMI's proprietary technology, active since 2012 following an agreement between SACMI and CIRI-MAM (Interdepartmental Centre on Advanced Mechanical Engineering and Materials Technology) within the company's Rigid Packaging Laboratory.

LEGACOOB BOLOGNA AND UNIBO: CO-DESIGNING INNOVATION - AN ALLIANCE OF COOPERATION WITH THE UNIVERSITY OF BOLOGNA

The University of Bologna and Legacoop Bologna have been collaborating since 2016 on learning activities, work orientation initiatives, research and innovation projects, technology transfer, entrepreneurship training and innovative start-ups.

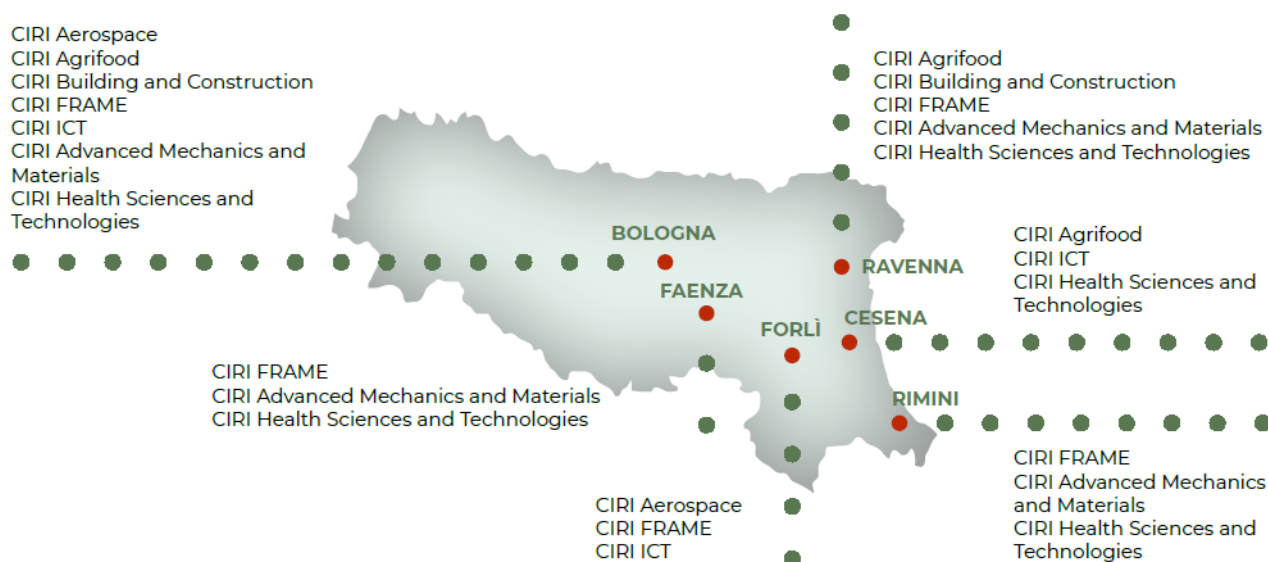
On 10 July 2024, Legacoop Bologna and the University of Bologna organised the event *Co-designing Innovation - An alliance of cooperation with the University of Bologna*. The aim of the initiative was to allow Legacoop Bologna member companies to learn about the opportunities offered by the University of Bologna in order to fully exploit its potential by developing joint projects. Legacoop Bologna, cooperative enterprises and the ARIN - Innovation Division of the University of Bologna discussed three topic based working groups: recruiting, higher education and innovation. Recruitment, with the aim of making it easier for students to get in touch with the world of work and for companies to welcome new, qualified and young competences. Training, aimed at renewing the transferable skills of employees of the co-operatives, also through customised courses in response to specific training needs. Innovation, through the tools offered by the university (open innovation programmes, relations with start-ups, spin-offs and commissioned research) to enable co-operative enterprises to face contemporary challenges and respond to societal needs.

UNIBO AND ASSORESTAURO AT PIAZZA DEL CANTIERE DEL RESTAURO – SAIE BOLOGNA 2024

On 20 December 2024, the University of Bologna and Assorestauro renewed the Collaboration Framework Agreement to continue working together on developing research and innovation in the fields of architectural, artistic and urban restoration. In anticipation of the renewal, a joint initiative was organised at SAIE 2024. The University's Business Relations Unit was hosted by Assorestauro, at the Piazza Cantiere del Restauro at Bologna Fiere, and involved teachers and researchers from various Unibo Department (Department of Agricultural and Food Sciences - DiSTAL, Department of Civil, Chemical, Environmental, and Materials Engineering - DICAM, Ciamician, Department of Architecture - DA and Department of the Arts - DAR) to demonstrate how the University of Bologna, with its multidisciplinary approach, can be an important partner for collaborations in the world of restoration and conservation. In particular, the University had the opportunity to illustrate the innovations of some research groups and opportunities for recruiting and collaborations between the world of research and business. The day ended with a guided tour of the Bologna University Library, which provided an important opportunity to enhance the University's cultural and museum heritage in the presence of restoration professionals.

High Technology Network

The University of Bologna's **seven Interdepartmental Research Centres (CIRI)** and the Laboratories accredited by Regione Emilia-Romagna aim to carry out and coordinate research to strengthen ties with the industry, popularise research findings and facilitate technology transfer in order to meet the needs of the production sector.



The **CIRIs enter into agreements with external research centres and institutes and other universities**, both within and outside the country, as shown in the table. The seven CIRIs were recently joined by the Research Centre on Cultural and Creative Industries (CRICC), which seeks to strengthen the regional production system in the CCI sector by integrating research, digital and enabling technologies, and the section of the Centre for Advanced Studies in Tourism (INT.TUR), which deals with industrial research and technology transfer for the development of products, processes and services for businesses and stakeholders in the tourism industry.

Table 20 – Agreements with external research centres

Research centre	Agreement	Duration
Italian Space Agency	2022-5-HH.0 "Operational navigation of CubeSat missions in Deep Space"	1.5 years
Italian Space Agency	2022-8-HH.0 HERA Mission "Scientific activities for the HERA Mission"	3 years
Italian Space Agency	2024-5-HH.0 Preliminary study of payloads for NASA's URANUS flagship mission'	2.5 years
Politecnico di Milano	ASI-POLIMI Implementation Agreement No. 2024-6-HH.0 Scientific Support to the LUMIO Mission	3 years

In 2024, all ongoing industrial research projects continued, and a €1,906,000 research project funded by Eni S.p.A. was launched to set up a joint laboratory where research on decarbonisation and energy transition will be carried out.

The **CIRIs' for-profit activities** continued in 2024 too, confirming their good results in terms of contracts signed with companies not only within the Region, but also nationally and internationally.

Table 21 – CIRI results

Competitive research projects	No. of ongoing projects	Amount (€)
National	14	440,000
Regional	68	1,038,000
International	10	428,000
Total projects	92	1,906,000
Research contracts with companies	No. of Contracts	Amount (€)
Total contracts*	79	2,208,000

* National, regional and international

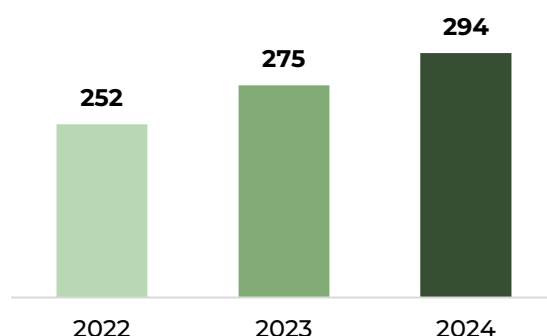
Intellectual property and patents

The University promotes the **protection** and **exploitation of intellectual property**, supporting innovation and technology transfer, with the aim of bridging research and society and connecting the supply of skills and technologies with market demand and community needs. Patents and, more generally, intellectual property rights, are legal instruments that protect academic inventions and innovations produced at the University and offer opportunities for the exploitation and valorisation of research results in the market and society.

In 2024, activities focussed on various areas:

- patent and other Intellectual Property (IP) portfolio management, comprised of around 270 patent families and plant varieties, totalling about 900 patents/plant varieties; during the year, 42 new patents were registered and 69 international extensions were granted.
- promotion and exploitation of IP titles, mainly patents and plant varieties, through 29 confidentiality agreements and 13 licensing agreements.
- protection and exploitation of other research results, such as software and databases, with 20 research results under management and numerous licensing agreements.
- participation in two MIMIT-funded projects for the 'Strengthening of Technology Transfer Units' (Feed-KT and ExploitAction);
- coordination and support of ongoing projects within the Unibo Proof of Concept (PoC), with funding of 18 projects through the AlmaValue Call for Applications "Scouting of University of Bologna research results and support for their promotion on the market".
- coordination and support of projects under the AlmaValue for RR programme, within the Proof of Concept of the Italian Ministry of Enterprises and Made in Italy, which received funding for €480,000.
- financing of the "University Breeding project" to support research activities to create new plant varieties.
- collaboration with Farming Future S.r.l., the National Technology Transfer Hub dedicated to promoting scientific and industrial research in the Agrifood Tech sector, promoted by CDP Venture Capital of Cassa Depositi e Prestiti;
- implementation of the **Knowledge Transfer Manager** (KTM) network in the University's Departments to support training/information activities on knowledge transfer, intellectual property management and entrepreneurship, scouting of research results with innovation potential and the possibility of exploitation on the market, management and monitoring of 'Proof of Concept' projects and protection and promotion of intellectual property and entrepreneurial initiatives.

Figure 100 – Patent families



New entrepreneurship

The University of Bologna is strongly engaged in supporting new entrepreneurship through various initiatives, especially as regards **spin-offs and start-ups**.

The **Regulations on spin-offs and start-ups** provide for the possibility of accrediting as University spin-offs those businesses that market the results of research carried out by teachers and researchers at the University. The Regulations also give students the opportunity to accredit their innovative entrepreneurial projects as University start-ups.

As of **31 December 2024**, the University of Bologna has **65** accredited **companies** of which **49 are spin-offs** and **16 are start-ups** with an increase of 6 new accredited companies compared to 2023. The University has an interest in 24 of its 49 spin-offs. Specifically, 18 spin-offs are owned by the holding company BeHold srl (which holds shares in Unibo's investees), and 6 spin-offs are held by Almacube srl, the University's incubator.

The University of Bologna launched several initiatives to support the dissemination and development of entrepreneurial culture in 2024, including:

- PoC Academy: a cycle of meetings to support business creation and exploit research results. The meetings accompany the projects selected under the AlmaValue Call in 2023, which awards funding to the best entrepreneurial projects submitted by Unibo's teachers and researchers.
- Programma di Accensione Imprenditoriale – PDAI: a training and support session for developing business ideas, targeting the projects selected within the Call for Start-ups.
- Call for start-ups: a call for students aimed at selecting emerging or ongoing entrepreneurial projects that are ready to access growth and acceleration paths. A total of 129 business projects were submitted in 2024 and 38 of them were selected.
- Call for Players: an initiative to strengthen student business teams by engaging other students who wish to join business projects.
- StartUp Day: an event to bring skills together and develop youth entrepreneurship, with a view to strengthening the students' entrepreneurial proposals. At the 2024 event held in the Dumbo space in Bologna, more than 1,700 participants registered.
- Open Innovation Programmes (CBI and SUGAR): initiatives carried out in collaboration with Almacube to develop innovative projects and ideas by engaging students from various universities in Emilia-Romagna.
- Awareness-raising workshops and events on entrepreneurial culture, in partnership with local foundations, associations and private businesses.

The University of Bologna further supports the development of project work in various course units, thanks to the ALMALABOR prototyping laboratory (MakerSpace).

Lastly, a number of initiatives supporting entrepreneurship were carried out with regional and local partners within strategic University projects such as ECOSISTER and CTE – House of Emerging Technologies.

BEHOLD

BeHold S.r.l. is a **limited liability company** wholly-owned by the University of Bologna, established in December 2021 to **manage and enhance the University's equity investments in academic spin-offs**. BeHold acts as a strategic holding company, supporting the growth of innovative companies born out of university research.

The company deals with the acquisition, management and promotion of equity investments in spin-offs that transform research results into entrepreneurial solutions. BeHold also provides strategic direction, coordination and consulting services to investee companies, contributing to the development of the University of Bologna's innovation ecosystem.

ALMACUBE

Almacube is the **innovation hub** of the University of Bologna and Confindustria Emilia Area Centro.

It works to foster the economic development of the region through innovating and developing young companies, collaborating with established companies and educating the younger generation in an entrepreneurial approach.

Its vision is to become the reference centre for open innovation and the regional incubator for academic and other types of deep-tech start-ups in the early-stage phase (from pre-establishment to the first/second round of investment).

Almacube consists of two business units (Start-up and Spin-off Unit and Open Innovation Unit) supported by the administrative team and the marketing, communication, events team.

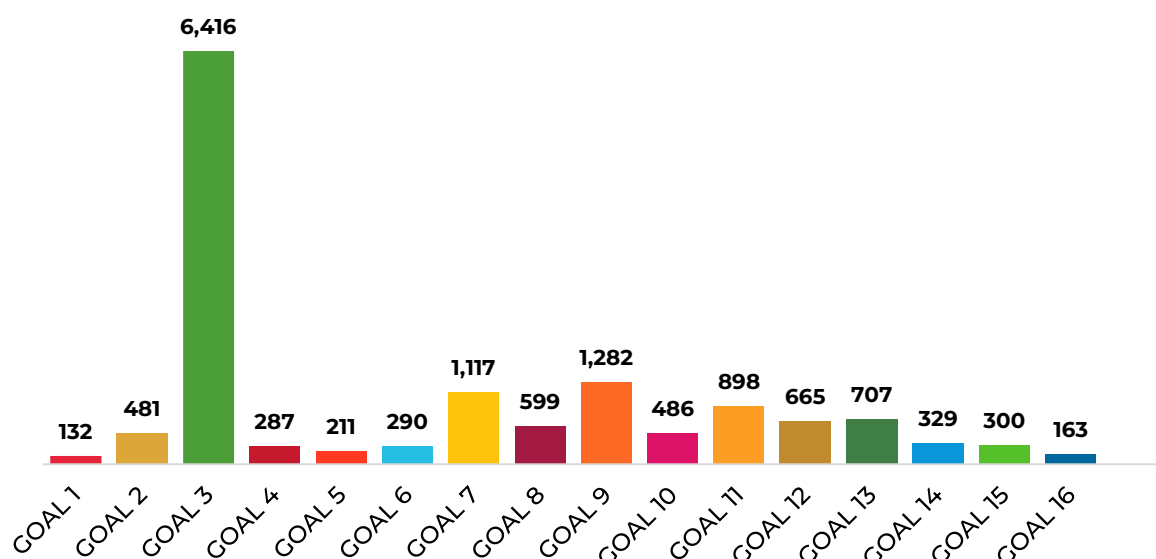
Almacube is a platform that creates value for different types of stakeholders by offering dedicated services that generate strong synergies and types of interdependence, whereby the outputs generated by some initiatives become inputs for others and vice versa.

Since 2000, it has supported over 300 start-ups, implemented 190 Open Innovation projects, and built a community of 55 active companies. Key projects involving Almacube include: Great-ER (deep-tech start-ups), Tech Forward, Ecosister, CTE COBO (creative and cultural industries) and partnerships with corporations such as Barilla, CREDEM, Versuni.

4.2.7 Impact of research on the SDGs

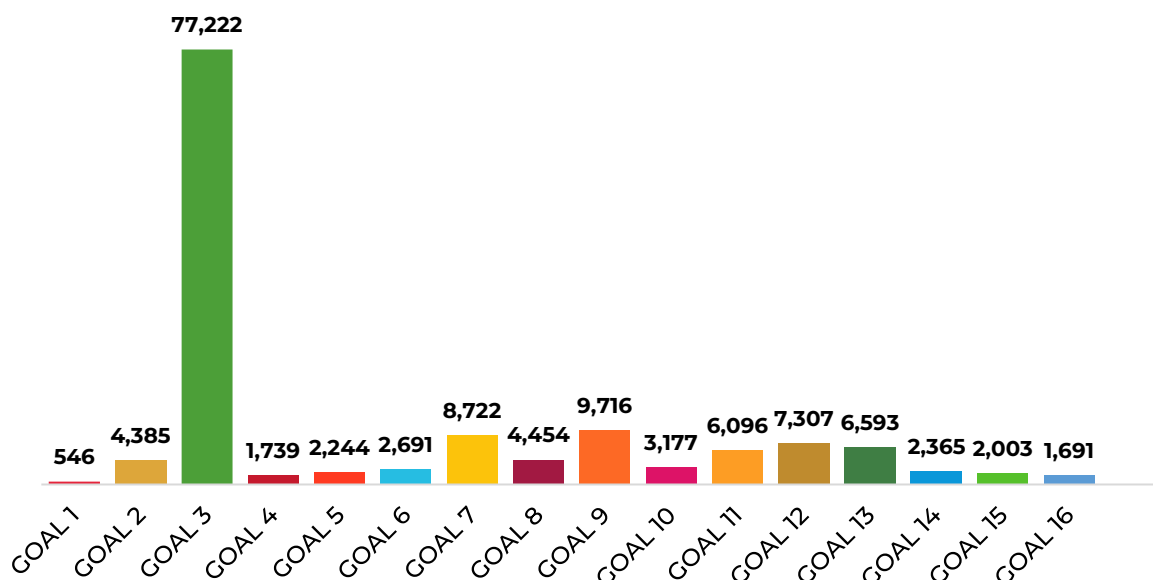
The impact of research on the UN Sustainable Development Goals is also measured through the scientific publications associated with the different SDGs.

Figure 101 - 2022-2024 Publications by SDGs



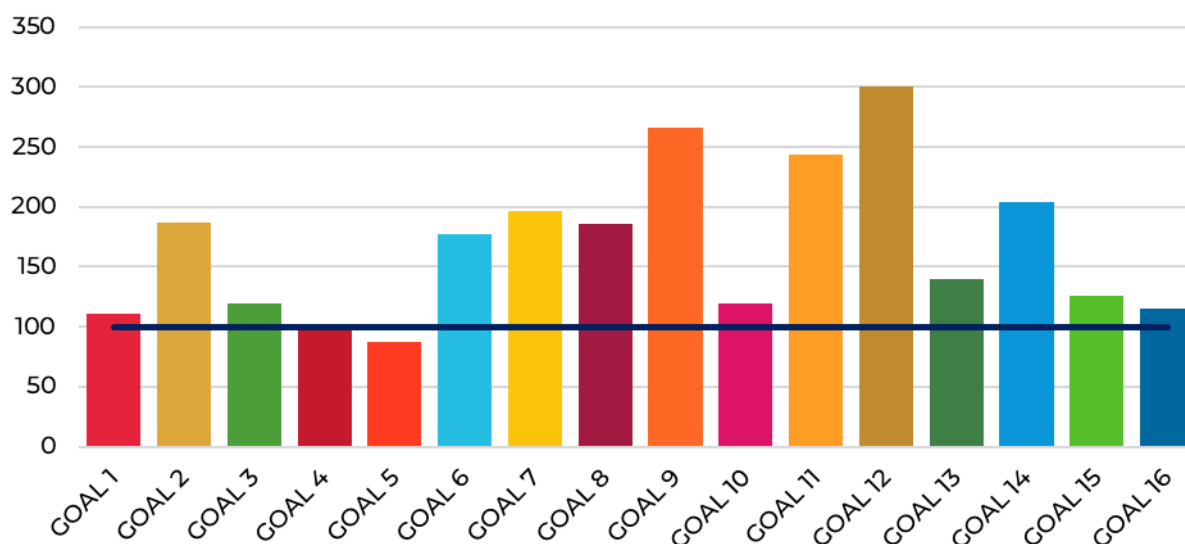
The graph represents the publications related to each SDG made by researchers at the University of Bologna in the years 2022 to 2024 surveyed in the Scopus Elsevier abstract and citation database¹⁹. The area with the highest number of publications is SDG 3, Good Health and Well-Being, with 6,416 publications. Each publication can be associated with one or more UN goals.

Figure 102 - 2022-2024 Citations by SDGs



Citations also show a clear prevalence of SDG 3: Good Health and Well-Being, with over 77,000 citations in the three-year period.

Figure 103 – University of Bologna's per capita publications compared to the European benchmark (European benchmark value equal to 100)



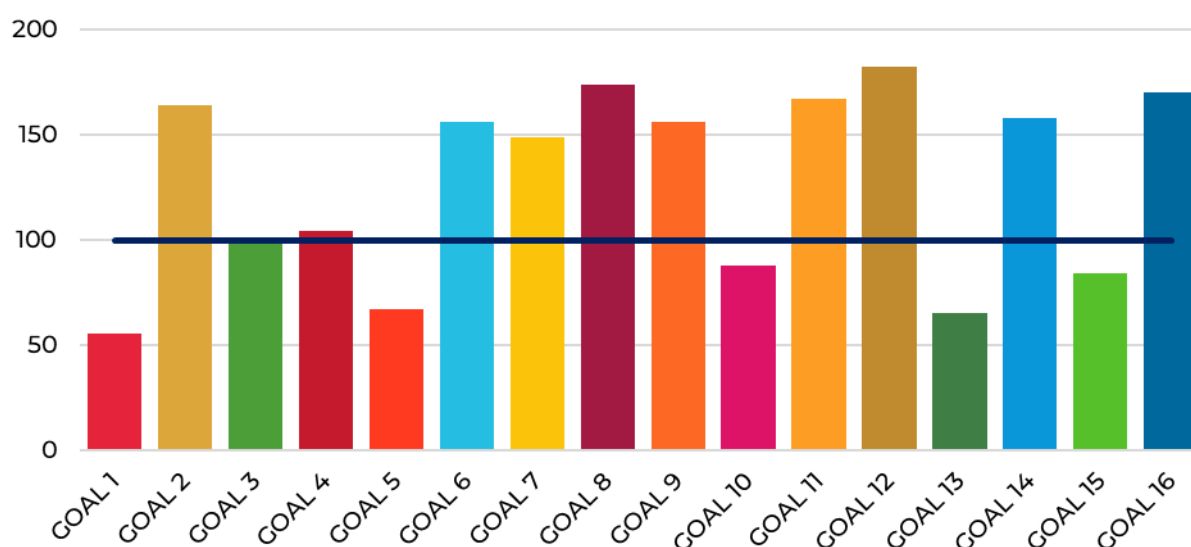
The histogram shows the ratio of the University of Bologna's number of publications per capita relating to each SDG compared to the European benchmark. Values below 100 indicate lower productivity than the average of the other European universities considered.

¹⁹Data on publications and citations related to the UN SDGs were extracted from the Elsevier SCIVAL/SCOPUS suite on 22 May 2025 (Elsevier Mapping April 2025). Elsevier does not cover SDG 17 due to difficulties in finding a suitable selection query.

The universities taken into consideration are the top nine European universities ranked in the **QS World Universities Ranking 2025**, which are similar to the University of Bologna in terms of size (more than 30,000 students), fields of study and research (all five QS subjects, including Medicine), research intensity (very high, i.e. more than 10,000 publications in the last year), status (public). Below is the list of the universities considered: UCL (University College London); University of Edinburgh; The University of Manchester; University of Amsterdam; Ludwig-Maximilians-Universität München; University of Copenhagen; Sorbonne University; Katholieke Universiteit Leuven; Université Paris-Saclay.

As a whole, the University of Bologna outperformed the European benchmark in most of the goals, especially in SDG 12 (Responsible Consumption and Production), SDG 9 (Industry, Innovation and Infrastructure) and SDG 11 (Sustainable Cities and Communities).

Figure 104 – University of Bologna's per capita citations compared to the European benchmark (European benchmark value equal to 100)



The citations of University of Bologna's publications also outperformed the European benchmark in the majority of the SDGs considered. This is particularly true for SDG 12 (Responsible Consumption and Production), SDG 8 (Decent Work and Economic Growth) and SDG 16 (Peace, Justice and Strong Institutions).

4.2.8 Collaboration with the national health system and biomedical research

Biomedical research and **healthcare activities** are closely integrated with one another, in order to ensure a balance between the right to health and the independence of research. Thanks to a memorandum of understanding between the Region and the universities, which regulates the participation in and sharing of resources and activities, the University of Bologna contributes to the definition of regional health planning, which in turn influences our institutional activities and medical research and training policies.

Research activities include clinical trials promoted by both private companies (for-profit studies) and public institutions (non-profit studies). In 2024, the University of Bologna's scientific supervisors conducted 158 new clinical trials, many of which in collaboration with the Bologna University Public Hospital (IRCCS AOU).

In addition to acquiring funds from commissioned research and consultancy contracts, totalling €5 million, and from competitive calls, totalling €5.9 million, in 2024 the Departments of the Medical Area developed various research lines thanks to donations, which amounted to €1.1 million.

The University of Bologna and the four IRCCSs at which our teachers perform work have entered into agreements to define how they can collaborate in joint research programmes, integrating the agendas of medical researchers and colleagues from multiple disciplines, such as chemistry, physics, biomedical engineering, computer science and biotechnology. Five additional University-IRCCS joint research laboratories were set up in 2024.

In particular, the Laboratory of Organ Perfusion and Regeneration, the Laboratory of Preclinical and Transnational Research in Oncology, the Laboratory of Computational Genomics, the Laboratory of Clinical Pharmacology and the Laboratory of Advanced Imaging were added, all at the IRCCS AOU Policlinico di Sant'Orsola.

In the period 2020-2023, in order to implement the development project of single cycle degree programmes in Medicine in Romagna, the University funded the hiring of teachers and researchers, also in partnership with local bodies and the Romagna Local Health Authority.

4.2.9 Participation in Inter-University Research Centres

Among the instruments recognised by the Statute, for the performance of institutional tasks aiding the pursuit of strategic objectives, the University of Bologna recognises **collaboration with public and private law bodies** (Article 39). In particular, it is very active in promoting cooperation between professors and researchers belonging to different Universities and Departments, even of different disciplinary areas, to carry out research and scientific activities (projects financed by third parties, research on the basis of contracts or agreements, management and use of services and complex scientific and technical equipment for joint use), through equity investments in Inter-University **or Intra-University Centres**, in accordance with the provisions of Articles 89, 90 and 91 of Presidential Decree No. 382/80 of 11/07/1980. As at 31.12.2024, 70 Inter-University Centres had joined, of which 11 had their administrative offices in their own departments.

The areas covered range from specific fields of medical research (application of Artificial Intelligence in haematology, study of malaria, study of nephropathies) to wide-ranging scientific research topics (sustainable agriculture, plant biodiversity, seismotectonics, agricultural and forestry economics, digital culture, electromagnetic fields and biosystems, systems engineering and robotics applied to the marine environment, microwave engineering for space applications, chemistry and astrobiology, climate and environmental change) and in the fields of law (comparative law, industry and internalisation policies and criminal justice), history (ancient painting, Russia, archaeology of the Adriatic, late antique housing in the Mediterranean, Euro-American history and politics, Early Middle Ages, Romanticism, Hungarian and Central-Eastern European studies, Italian-Iberian studies, history of the Notary) and sociological (criminal phenomena and crime prevention, teacher professionalism, deviance, marginality and deviance and mediation in institutional settings). To disseminate the results of these research activities, the Centres organise seminars, conferences and other information initiatives and produce specific publications.

During 2024, specific '**Operational Guidelines on Inter-University Centres**' were drawn up to ensure adequate supervision of this area.

4.3 People and Labour Governance



3,448

TEACHING AND
RESEARCH STAFF

+1.9%



3,402

PROFESSIONAL STAFF

+4.9%



121,756

TRAINING HOURS
UTILISED BY STAFF IN 2024

+25.9%



€2,760,000

COMPANY WELFARE FOR
PROFESSIONAL STAFF

+18.5%



352

REMOTE WORKING
AGREEMENTS

+13.2%



2,303

TELEWORKING
PROJECTS

+14.8%

4.3.1 Staff Policies

Teaching and Research Staff Policies

Since 2022, the University has implemented gender equality policies to incentivise the **hiring of women** professors by co-funding direct calls of female full professors from abroad, consistently with the goal of reducing the Glass Ceiling Index, which measures Gender inequality linked to the assignment of the role of Full Professor. The measure yielded the expected results and thus, in 2024 the Index continued to decrease (from 1.37 in 2022 to 1.31 in 2024), confirming a reduction in the degree of this type of vertical gender segregation.

Moreover, an incentive mechanism was approved to **recruit professors from outside** the University of Bologna. Also this measure yielded positive results and external recruitment in 2024 increased.

Table 22 – Salary progression of professors and researchers (allocation of salary levels)

Teachers and researchers	2022	2023	2024
Persons entitled	931	1,382	1,139
Approved	735	1,162	930
% approved	78.9%	84.1%	81.7%

The **financial progression of teachers** is currently divided into increasing two-year salary classes. Upon appointment as a teacher, the initial class 0 is assigned to the teacher. Subsequent transfers to higher classes take place every two years at the teacher's request, and after positive assessment of their teaching, research and management activities carried out.

The University has allocated a **Bonus Fund** to teaching and research staff for specific positions and competitive projects, providing for ancillary remuneration higher than that provided for by law.

Table 23 – Remuneration under the Bonus Fund for teaching and research staff

Incentive	2022	2023	2024
Bonus Fund (under Article 9 Law 240/2010)	€2,237,377	€1,752,473	€1,076,783
Bonus Fund (under Article 9 Law 240/2010) – Article 3 of the Regulations on bonuses*	€0	€0	€98,189

* Academic Senate Resolution No. 243 of 6/7/23 on the implementation of Article 3 of the University Regulations governing the bonus fund, pursuant to Article 9 of Law No. 240/2010, which introduces the option to target resources intended to award additional remuneration to professors and researchers, including those on fixed-term contracts, in relation to specific assignments in research, teaching, thirdmission/socialimpact and management activities, in addition to the mandatory activities, provided that no other allowances or remuneration are already paid for the same.

The values refer to the gross amount paid by the institution in the year considered. The Fund decreased by 33% between 2023 and 2024.

As of the year 2024, following a resolution passed by the Board of Governors on 30 May 2023, remuneration will be paid for the special activity performed to the Coordinators of Degree Programmes active working for the University, i.e. the coordinators of degree programmes who sign

up enrolling students. The remuneration is paid at the end of the three-year term of the position and is paid to all coordinators who have completed their term from the calendar year 2023 (i.e. from January 2023 onwards). The sum of €2,000 gross employee pay is paid for each coordination task completed in the reporting period. The measure was introduced on an experimental basis for a three-year period, in order to verify the compatibility of the incentive with the resources actually available on the fund, taking into account its historical trend.

Policies for Professional Staff

The University of Bologna applies the 2019-2021 **National Collective Bargaining Agreement (CCNL)** for **Personnel in the Education and Research Sector**. The evaluation of individual professional staff members is based on the **Performance Measurement and Evaluation System (SMVP)**, which encourages dialogue between managers and employees and provides for an annual evaluation of staff who are given positions of responsibility, an individual evaluation of other professional staff, and an evaluation of performance of FLI staff (foreign language instructors and fixed-term foreign language assistants).

On 01.04.2024, the **new University Code of Ethics and Conduct** issued by Rector's Decree No. 293 of 05/03/2024 came into force. The Code of Ethics was revised by a working group made up of professional staff only.

In December 2024, the **new Regulations on the Code of Conduct** for the Prevention and Combating of Discrimination, Moral and Sexual Harassment and the Discipline of the Confidential Adviser(s), issued by R.D. no. 2324 of 06/12/2024, came into force, in order to align with the new Statue of the University, whose amendments came into force on 15/03/2024.

Professional growth

The University of Bologna offers opportunities for professional growth through vertical salary progression (Progressioni Economiche Verticali – PEV) or in-range progressions (Progressioni Economiche Orizzontali – PEO). Although the University used the maximum recruitment capacity allowed by current legislation for **reclassifications**, the opportunities for progression proved insufficient to cover all staff. With RD 1124/2024 of 04.07.2024, the new University Regulation on Progressions between Divisions pursuant to Article 52 of Legislative Decree no. 165 of 30 March 2001 and the sector National Collective Bargaining Agreement of 18.01.2024, reserved for professional staff in service on permanent contracts at the Alma Mater Studiorum University of Bologna, was approved. In December 2024, two selection procedures were published for Transitional Progressions between Contractual Divisions.

Table 24 - Procedures of Transitional Progressions initiated as at 31/12/24

Transitional Progressions between Contractual Divisions	Area	Positions
Transitional Progressions between Contractual Divisions (Ref. 7165)	Collaborators	30
Transitional Progressions between Contractual Divisions (Ref. 7166)	Officers	120

This information is available on the University's [web pages](#).

Financial Progressions within Divisions, established by the National Collective Bargaining Agreement 2019-2021, replacing the previous in-range progressions, allow permanent professional staff to obtain salary increases within the Professional Area to which they belong, without changing their current level of autonomy and responsibility. The 2024 In-range progression session was completed in April 2025.

In order to implement the new provisions of Article 86 of 2019-2021 National Collective Bargaining Agreement, a new Agreement on Financial Progressions within Divisions was signed on 24/07/2024,

opting to extend from 2 to 4 years the minimum seniority for access to the procedure, significantly reducing the number of persons entitled.

Table 25 - Resources and in-range progression summary data

Area	Persons entitled	Recipients	% Recipients/persons entitled	Allocated resources (gross per entity)
Highly Professional Areas	100	3	3.0%	11,081
Officers	500	131	21.1%	–
Collaborators	475	97	20.4%	494,637
Service staff	90	19	26.2%	–
Total	1,165	250	21.5%	505,718

Ancillary remuneration and incentives

For the year 2024, the remuneration of professional staff was increased to comply with the provisions of the 2019-2021 National Collective Bargaining Agreement (CCNL) signed on 18 January 2024.

In 2024, with further investments, funds were increased for various initiatives. More resources were earmarked for staff with organisational positions or positions of responsibility and the amount set aside to the **Organisational Performance Incentive** (IPO) was increased.

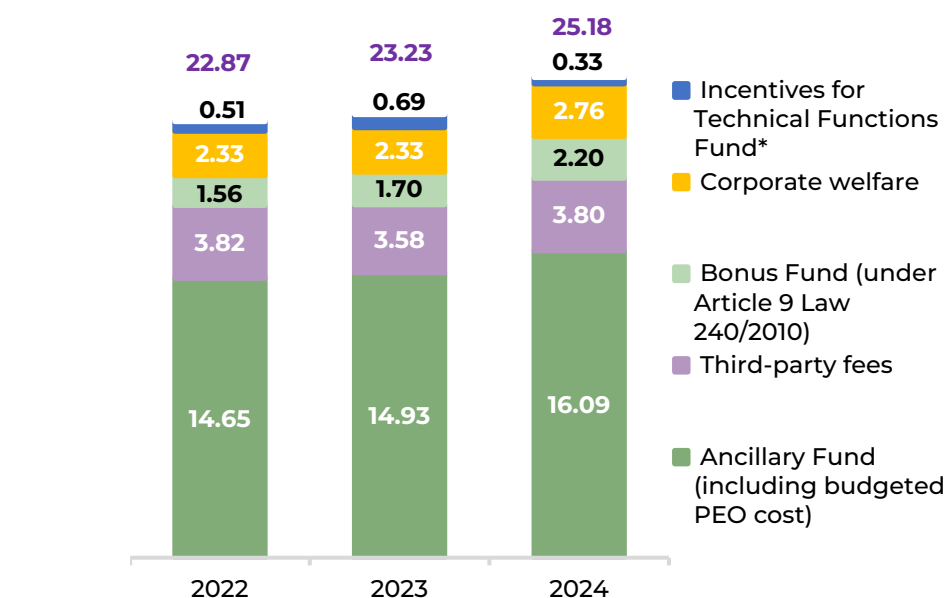
Allowances for tasks involving particularly heavy work, risks or hardship (FORD) slightly increased compared to the previous year. The **Ancillary Monthly Allowance** (IMA) was increased to take account of headcount growth, without prejudice to the monthly amounts already distributed in previous years. The funding for Additional Hourly Services (POA) remained in line with that in the previous years.

In 2024, new **Regulations governing services provided to third parties** took effect, providing for "direct third-party fees" for staff directly involved in the contracts. The charge on total proceeds from activities carried out in favour of third parties, to be allocated to the fund for employed staff, went from 15% to 18%.

In 2024, under the **Regulations on bonuses**, additional remuneration was allocated to professional staff for both Departments of Excellence projects and specific positions.

In 2024, the University was qualified by ANAC as a commissioning body and invested heavily in the training of personnel involved in procurement and design and in architecture and construction services.

The new **Regulations for incentives for technical functions** ensure inclusive distribution among all job roles. The incentive percentage was set at 2% of the basic amount. The incentive percentage was set at 2% of the basic amount. 80% of this is used for incentives for staff involved in the entire chain of procedures; the remaining 20% is reinvested in specialist technical training, purchase of equipment and services, always in the area of continuous improvement of activities referring to the Public Contract Code.

Figure 105 – Incentives for professional staff and foreign language instructors

* For works, supplies and services.

Internal and external mobility

The purpose of **internal mobility** is to make the most of people's professional skills and motivation, while respecting the needs of the administration. Before publishing new calls, employees are asked about their actual interest in mobility. Both calls for internal mobility to cover positions of responsibility and several calls for roles requiring specific technical skills were published in 2024. These were open to permanent staff irrespective of their contract category, without replacing applications in specific calls.

All staff willing to apply for **external mobility to other public administrations** were able to participate in calls launched by such other public administrations or apply for transfer through direct exchange.

At the end of 2023, a **Virtual Helpdesk for career guidance and mobility** was set up to facilitate mobility processes. Users consolidated their use of the virtual helpdesk during 2024 and it is an important working tool for mobility management.

Table 26 – Internal and external mobility

Internal mobility	2022	2023	2024
Number of internal mobility applications (new + renewals)	100	52	118
Applications accepted	37	23	36
Number of calls for internal mobility	20	36	47
Number of internal staff transfers (both based and not based on calls, excluding changes between units of the same structure ²⁰)	128	173	160

²⁰ The number of people transferred also relates to transfers occurring due to organisational needs, special and sensitive situations, transfers due to inclusion, as well as internal mobility requests and calls for internal mobility.

External mobility	2022	2023	2024
Number of requests for external mobility authorisation	67	26	14
Number of requests for external mobility authorisation approved	54	25	9
Number of requests for external mobility authorisation rejected	13	3	6
Number of external mobility transfers	15	13	6

Remote, smart and decentralised working

2024 was a significant year for the University of Bologna as we worked to consolidate the application of smart working and to introduce a new form of remote working. With the entry into force of the new National Collective Bargaining Agreement, the University of Bologna regulated this matter by formulating a special regulation governing forms of remote work, which came into force on 15 July 2024.

The Rules provide for three forms of remote working, which all professional staff may access, depending on the type of work performed:

- smart working, governed by Article 18 *et seq.* of Law 81/2017, and by Title III of the National Collective Bargaining Agreement;
- remote work, in the form of time-constrained teleworking;
- decentralised work at satellite centres.

Teleworking from home has been abandoned as its characteristics can now be found in smart working.

Table 27 - Remote work²¹

	2022	2023	2024
Remote working	1,690	1,985	2,303
Smart working	136	303	352
Decentralised working from satellite offices	29	29	12
Total Staff	1,855	2,317	2,667

4.3.2 Training

The University of Bologna promotes the development of its human capital through a **significant investment in staff training**, in line with the University's strategic objectives and in line with the Integrated Activity and Organisation Plan, which identifies the strategic priorities for training in terms of retraining and skills enhancement.

The planning of learning activities is geared towards developing technical, transversal managerial skills, pursuing learning outcomes aimed at achieving complete digital literacy, and enhancing knowledge in the areas of inclusion, equal opportunities, and occupational well-being. In view of its strong international vocation, the university also aims to increase language skills.

The University's training programme catalogue also includes activities considered compulsory in the areas expressly referred to in the regulations, such as, for example: Health and Safety, Privacy and Corruption Prevention, Animal Welfare and Waste in compliance with current regulations.

²¹ The data were extracted from the University Data Warehouse, updated to 31.12.2024.

Training of Professional Staff

The University offers both compulsory and non-compulsory training courses (in compliance with current regulations, e.g. Health and Safety, Privacy and Corruption Prevention and Animal Welfare).

Figure 106– Training hours received per capita by professional area²²

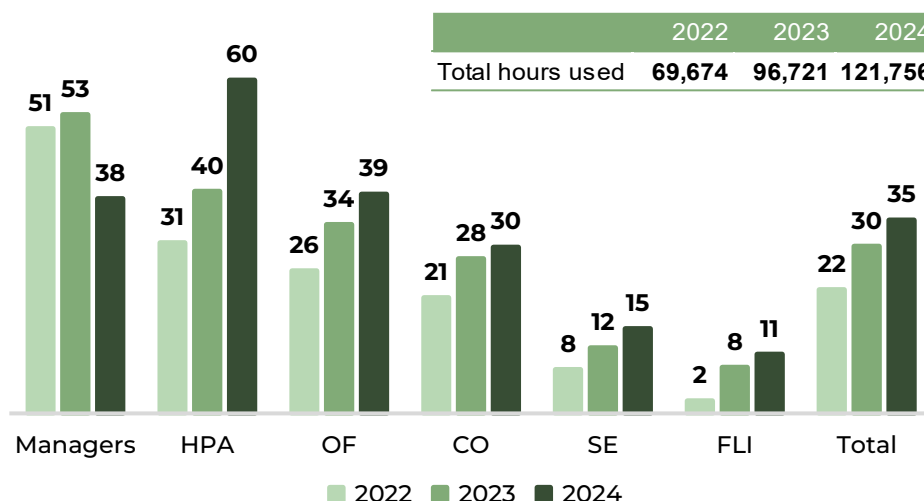
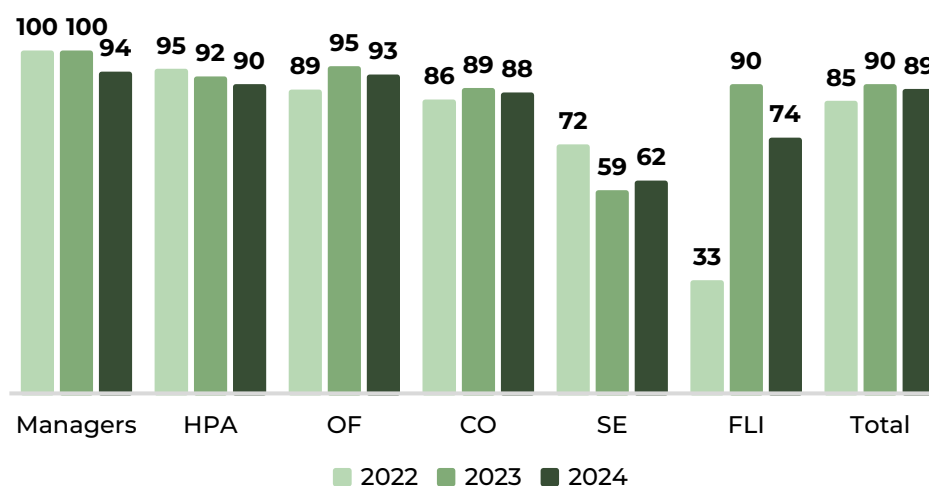


Figure 107– Percentage of Trained Personnel out of Staff Employed²³



²²Only for 2024, the training hours per capita are calculated on the Staff employed in the year, excluding Staff on leave. For 2022 and 2023 the reference Staff is the figure at the end of the year. In the graph, for the sake of readability, abbreviated acronyms have been used for the following Staff categories: HPA - Highly Professional Areas, OF - Officers, CO - Collaborators, SE - Service Staff and FLI - Foreign Language Instructors, Fixed Term Foreign Language Assistants.

²³ Only for 2024, the percentage of Trained Personnel is calculated on the Staff employed in the year, excluding Staff on leave. For 2022 and 2023 the reference Staff is the figure at the end of the year.

Table 28 - Hours of training received by Professional staff and Foreign Language Instructors staff by area of competence²⁴

	Hours attended
Communication	1,348
Management control	3,726
Economic-Financial	24,415
Legal-Regulatory*	27,331
IT and Digital	17,240
International	1,146
Linguistics	14,843
Managerial	5,378
Organisation and Personnel	19,486
Technical-Specialist	5,998
Teaching	131
Ecological transition	714
Total	121,756

Of which 22,958 hours of mandatory training, broken down as follows: 13,113 hours of mandatory training on Occupational Health and Safety; 9,845 hours of other mandatory training (Privacy, Anti-corruption, Transparency, Waste, Animal Welfare, etc.).

INDUCTION OF NEWLY-HIRED PROFESSIONAL STAFF AND FOREIGN LANGUAGE INSTRUCTORS

The university pays increasing attention to the induction of newly-hired professional staff and foreign language instructors through **structured training, initial socialisation and monitoring of their job orientation**.

The process of orientation for newly-hired staff is designed to provide basic knowledge of the organisational set-up, promotion of our university based on its historical and cultural heritage and some of the main practical aspects related to the operational management of the job.

The process consists of a series of meetings which, in November 2024, were joined by group activities for the purpose of socialising, getting to know each other and sharing ideas. A follow up meeting is scheduled, a few months later, with a focus on aspects of institutional communication and the importance of developing transferable skills.

At the end of the process, a satisfaction questionnaire is carried out, which shows that overall satisfaction with the process averages 8.6 out of 10.

After the process is carried out, newly-hired staff are invited to share the progress of their orientation, through two **interviews** with the competent office of APOS - Personnel Division, the first a few months and the second about a year after recruitment.

The aim is to **listen to the different experiences and capture the most satisfying and, possibly, critical aspects of professional integration** within our university, to analyse the context and introduce actions for newly-hired staff.

²⁴ Hours of training received by Professional staff and Foreign Language Instructors in service during the year, excluding those on leave.

Programme Catalogue for Teachers and Researchers

Training teachers and researchers is of the utmost importance to the University, also to foster teaching innovation with a view to continuous improvement. A **training plan** has been developed, including theoretical, methodological and technology enhancing actions. In 2024, there were 1,540 participants in the 10 innovative education initiatives.

In 2024, a course was also promoted for the 170 newly-hired researchers on fixed-term contracts, with the aim of providing useful information for them to understand the context of the University, outlining the characteristics of their contractual profile, with a view to promoting greater knowledge of the services offered to support teaching, research and the third mission/social impact and promoting a sense of belonging to the organisation. For the occasion, the speeches were recorded and 10 videos were produced, all of which were published on the intranet to be viewed at will.

A 'Cycle of meetings for Heads of Departments and their Deputies' was also set up to support their role and to encourage sharing and discussion on a number of issues relevant to management (security system; personnel management; allocation and management of space; operation of boards; accounting management and economic and financial planning). The process consisted of five training sessions for 108 participants, both Heads and Deputy Heads.

Teaching and research staff also participate in **compulsory course units** on health, safety, privacy and anti-corruption, as well as in initiatives on topics that are strategic or value-related (e.g. inclusion, well-being, equal opportunities, combating gender-based violence and sustainability), possibly jointly with professional staff and Foreign Language Instructors.

In 2024, a total of 6,799 participations by teaching and research staff were recorded for a total of 27,335 training hours utilised.

Programme catalogue for PhD students

Starting from the 2023/24 academic year, the University has expanded its programme catalogue with the **Transferable Skills Plan for PhD students**, focussing on the following areas: enhance and communicate research; methods, techniques and tools; design one's own future. 13 initiatives were offered in 2024, totalling 20 editions and 474 places available.

Training in Organisational Well-being and Sustainability for all staff

In 2024, initiatives were promoted to **support the well-being and work inclusion** of university employees and to **combat gender-based violence**; in particular, the cycle of seminars "How to Best Manage Job Demand", in line with the Positive Action Plan proposed by the CUG, consisting of three meetings, two editions each, which were attended by 873 people, including Professional staff, Foreign language instructors, teachers, researchers, PhD students, fellows, adjunct professors and teaching tutors. A seminar on the same topics was also offered to staff with management responsibility, which was attended by 184 participants. Lastly, the Seminar 'Various Forms of Gender-Based Violence', organised in cooperation with the Guarantee Committee for Equal Opportunities, Employee Well-being and Non-Discrimination at Work (CUG) and the Femicide Research Observatory, was offered to all staff (Professional staff, Foreign Language Instructors, teachers/researchers; PhD student(s); fellows; adjunct professors; and teaching tutors), attended by 454 people.

In addition, various **sustainability-related training initiatives** were offered, both organised in-house and externally, involving 255 participants, for a total of 1,734 training hours. These included five participants in post-graduate programmes on ecological transition for a total of 500 hours.

Occupational Health and Safety Training

Investment in **occupational health and safety training** continued in 2024. General training (Module 1) and specific training courses for low risk (Module 2) were provided to the student community and staff through e-learning, in both Italian and English, for a total of 29,974 people trained. In addition, in cooperation with the educational branches, 131 sessions of medium risk (Module 3) training courses in both Italian and English and 19 sessions of high-risk (Module 4) courses were provided to students for a total of 7,627 students trained.

In cooperation with the Local Safety Officers, 32 sessions of Module 3 were delivered in both Italian and English, 1 session of Module 4. As the specific training is valid for five years, the staff is required to conduct a refresher course, which 710 people attended.

Training for emergency personnel continued, with a total of 20 sessions involving 507 participants. In 2024, we also resumed training on the correct use of AEDs (3 sessions). 1 course session was delivered following the entry into force of regulations governing the use of hazardous substances (diisocyanates) and 3 course sessions on radiation protection, aimed at employee and non-employee staff of the departments involved.

Courses were delivered **for the University's occupational safety officers**: 15 sessions for the Prevention and Protection Service (RSPP and ASPP), 1 session for Site Safety Coordinators, 5 sessions for Workers' Safety Representatives and 1 sessions for safety trainers.

In 2024, 9 sessions of training courses were organised for teacher in charge of safety and 5 sessions for professional staff in charge of safety.

Training in the use of hazardous equipment was provided at external institutions in a total number of 32 courses.

A total of 19,822 hours of health and safety training took place in 2024 (excluding hours taken by students), including non-employee staff and staff leaving in 2024, of which 18,916 hours were through e-learning.

4.3.3 Organisational Well-Being

Community health and well-being are of great importance to the University, which implements its policies in these fields through seminars, training, information material, meetings and awareness-raising campaigns aimed at both teaching and professional staff. The University also offers a network of support and counselling services to improve the quality of its community's working life.

Psychological support

[Avrò cura di me](#) (I'll take care of myself) is a free service that offers all University staff counselling, support and guidance in managing emotional overload and relational difficulties in various areas, including professional life. The main aim is to help people identify and use their inner resources to improve their own psychological flexibility and well-being. In the year 2024 (1 January to 31 December), 185 courses of therapy were started, divided between professional staff (121 or 65%), teachers and researchers (29 or 16%), research fellows (23 or 12%) and others, including PhD students who are teaching tutors (12 or 6%). In addition, 51 follow-up consultations were carried out in 2024 (approximately 12 months after the end of the counselling), following which a further 9 courses of therapy were activated. A satisfaction questionnaire completed by 99 people (out of 166 contacted) shows that around 84% are satisfied and very satisfied with the service and help received.

Since 10 October 2024, the "Avrò cura di me" help desk has activated an additional procedure of group psychological support, which offers listening and support to cope with the overload of the [emotional effects linked to the flood](#) occurred in Emilia-Romagna in September 2024. The procedure consists of a cycle of five meetings, lasting 90 minutes, online and during working hours. The first meeting took place on 28 October and the last on 25 November. Six people attended.

The **Helpdesk against gender-based violence** continued working in 2024. Opened in 2022, the service offers a protected environment for counselling and support to victims of violence, both within and outside the University. It is aimed at those who have suffered or who are subjected to violence, from the most serious to the most hidden forms, including gender discrimination, sexism, harassment related to gender affiliation, identity and sexual orientation. The Helpdesk is managed by Casa delle donne per non subire violenza (Women's Refuge) in Bologna and is available remotely to ensure Multicampus coverage. The service is free of charge and also available in English. The service also operates a Helpdesk against gender-based violence on the Forlì Campus (operational since 29 November 2023), managed by Centro Donna of the Municipality di Forlì, as part of the project *Il rispetto è il pane dell'anima: insieme è più facile, no alla violenza sulle donne* (Respect feeds the soul: together it's easier, say 'no' to violence against women), in partnership with the Department of Interpreting and Translation – DIT of the University of Bologna, Forlì Campus.

In 2024, initiatives were launched to **support the well-being and work inclusion** of university employees and to **combat gender-based violence**; in particular, the cycle of seminars "How to Best Manage Job Demands", in line with the Positive Action Plan proposed by the CUG, consisting of three meetings, two editions each, which were attended by 873 people, including Professional staff, Foreign language instructors, teachers, researchers, PhD students, fellows, adjunct professors and teaching tutors. A seminar on the same topics was also offered to staff with management responsibility, which was attended by 184 participants. Lastly, the seminar 'The different forms of gender-based violence', organised in collaboration with the CUG and the Femicide Research Observatory, was offered to all staff (professional staff, foreign language instructors, teachers/researchers; PhD students; fellows; adjunct professors and teaching tutors), attended by 454 people.

Ten initiatives in the area of sustainability were also implemented, involving 152 participants for 644 hours of training in total, in addition to five participations in post-graduate programmes on the ecological transition.

Work-related stress

Work-related stress can potentially affect every workplace and every worker, as it is caused by different aspects that are closely related to the organisation and work environment.

It is therefore important to draw attention to the signs that may indicate the presence of work-related stress and, consequently, to provide a useful framework for identifying, preventing and managing possible risks. Specifically, **work-related stress is assessed** by analysing potential stress indicators, aiming to identify the incidence of psychosocial risk factors, which legislation, the ministerial memorandum, and international and national literature have identified as antecedents capable of causing stress within work organisations.

The University of Bologna periodically updates the work-related stress assessment and implements prevention and improvement actions. In 2024, the third evaluation conducted at the University was completed and presented to the community. The three-year period 2020-2022 was taken into account to track the development of the indicators over time.

To manage such a complex assessment process, a working group was identified by Decree of the Director General (DG 8409 of 29/12/2022), composed as follows:

- Deputy Rector;
- Risk Prevention and Protection Service;
- Occupational Medicine;
- Technical Expert;
- Rector Delegate for Workplace Well-being;
- Guarantee Committee for Equal Opportunities, Employee Wellbeing and Non-Discrimination at Work (CUG);
- Personnel Division – APOS;
- Workers' Safety Representatives (RLS).

The methodology chosen by the Working Group was the StART - Stress Assessment and Research Toolkit developed by occupational physicians and psychologists from the University of Bologna. It is

a method of analysis that includes quantitative and objective information provided by the organisation (through the Company Information Sheet - SIA) and complements it with a qualitative assessment through questionnaires.

No obvious issues emerge from the SIA data alone for professional staff.

In the process of assessing the risk of work-related stress, a **questionnaire** was administered to professional staff and teacher-research staff, structured differently for the two populations, with the aim of **investigating workers' perceptions** of risk or protective factors in their working environment, also assessing the relationships of these with positive or negative outcomes.

From the data processing analysis of the questionnaire administered to the **Professional Staff**, in a nutshell, **workload** and **intensity of work** emerge as potentially critical **risk factors** that correlate with negative outcomes such as **lack of energy** and **workaholism**, while **work-life balance is a protective factor**.

Analysing the data of the questionnaire administered to **teaching staff**, in a nutshell, **work intensity** and the **need to work overtime** emerge as potentially critical **risk factors** that correlate with negative outcomes such as **lack of energy**, while **influence and recognition emerge as protective factors**.

The improvement actions identified and proposed to the university community include:

- Cycle of seminars on the topic of 'How best to manage job applications';
- Seminar for senior roles on the topic of 'Workaholism';
- Practical course on 'Adaptive and sustainable performance';
- Induction process for new hires;
- Recommendations for work scheduling for teaching and professional staff;
- Preparation and sharing of the 'Service Map';
- The story of our research;
- Active breaks during work.

Inclusion and protection

The University is deeply committed to supporting persons with disabilities and those who face professional or personal difficulties. The **Inclusion and Labour Protection** Office carries out facilitation and orientation activities to adapt the work environment, promoting the principles of **Diversity & Disability management**. This interdisciplinary and cross-cutting approach aims to shape and strengthen organisational well-being and enhance each person's specificities.

The office coordinates with a network of institutional roles and services responsible for the protection of well-being at work (such as Occupational Medicine, the Vice Rector for Personnel, the Guarantee Committee for Equal Opportunities, Employee Wellbeing and Non-Discrimination at Work (CUG)) as well as with bodies in the area that are interested in various ways in the issue of disability.

In addition, in January 2024, a service agreement was defined, setting out the protocol on the processes implemented by the Inclusion and Labour Protection Office and the Professional Unit of Occupational Medicine to implement the process of defining the assignment structure for newly-hired professional staff pursuant to Law 68/99.

The Office is also responsible for fulfilling regulatory requirements in relation to the right of persons with disabilities to work. As at 31 December 2024, the University employed 182 persons with disabilities.

The **Confidential Counsellor** is a reference point for the University community in matters of discrimination, harassment, mobbing and, more in general, compliance with the University's Code of Ethics and Conduct. Its function is characterised by impartiality, independence of judgement and confidentiality. The Director, while not acting legally, works to promote preventive and remedial action, and also collaborates with academic structures to spread a culture of inclusiveness, equality and respect.

In 2024, the Confidential Counsellor helped 82 people, i.e. 30% among teaching staff, 21% among professional staff, 29% among PhD students and 20% among students. Their action was characterised by positive cooperation with the Student Ombudsman, the Guarantee Committee for Equal Opportunities, Employee Wellbeing and Non-Discrimination at Work (CUG), the Vice Rector for Personnel and the Delegate for Students.

4.3.4 Welfare and other benefits

The trade union agreement on University welfare provides for various benefits. These include a **commute allowance**, **UniSalute health insurance policy**, **subsidy for summer camps and babysitting services** and **school canteen allowance**, **subsidy for nursery school fees**, a **childbirth allowance** and other financial aid.

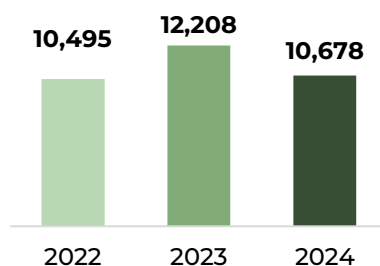
Table 29 – Main benefits

Benefits	€
Commute allowance allocated (for professional staff and foreign language instructors) To purchase local public transport season tickets at discounted rates (see Section 8).	541,003
UniSalute health insurance policy To receive health services (including preventive medical examinations, depending on one's age) and medical expense reimbursement. The premium is paid by the administration.	1,824,873
Allowance to enrol children in summer camps and purchase babysitting services and school canteen Permanent and fixed-term professional staff and foreign language instructors with children under the age of 14 may apply for a maximum amount of €1,400 (The 2024 contribution refers to staff that submitted applications for events in 2023).	174,383
Allowance paid to enrol children in nursery schools For permanent and fixed-term managers, professional staff and foreign language instructors. The recognised contribution is limited to a maximum of €1,400 (The 2024 contribution refers to staff that submitted applications for events in 2023).	25,617
Childbirth allowance For professional staff and foreign language instructors. The 2024 childbirth allowance refers to staff with children born in 2023. The benefit was paid to applicants in the entitled ISEE categories according to the National Collective Bargaining Agreement supplementary agreement. The value of the allowance is €500 (The 2024 contribution refers to staff that submitted applications for events in 2023).	7,000
Other financial aid A financial aid, the amount of which varies according to the applicant's ISEE, was granted by the University to support professional staff and foreign language instructors in the event of significant personal or family needs (The 2024 contribution refers to staff that submitted applications for events in 2023).	190,651

Table 30 – UniSalute health insurance policy

Professional staff	2022	2023	2024
Registered	3,099	3,033	3,192
Recipients	1,935	2,167	2,196

Figure 108 – Number of benefits paid



New staff agreements

With a view to paying ever greater attention to the needs of staff, following the resolution of the Board of Governors of 23 July 2024, **two agreements** were signed **with economic operators that provide hotel services in the Bologna area**. The agreements provide for the application of preferential rates, with a minimum discount of 15% and 20% respectively on the best available rate, for the purchase of hotel services by staff, external collaborators and Visiting Professors and Visiting Scholars hosted at the University. The list of **active agreements** is published [at](#).

Circolo Università di Bologna (CUBO)

Circolo Università di Bologna (CUBO) implements social and cultural initiatives with a view to **promoting leisure time, tourism, sports and socially useful activities** directed at both member and non-member employees. In 2024, CUBO had around 950 members and around 2,500 people took part in its initiatives.



950

REGISTERED
MEMBERS



2,500

PARTICIPANTS
IN EVENTS

4.3.5 Occupational Health and Safety

The **Occupational Health and Safety Service** ensures that the health and safety of all those who live and work within the University is protected. The Service **assesses risks**, defines **preventive measures**, draws up safety **manuals and regulations**, and arranges **fire-fighting and emergency plans**.

Risk assessments cover both general and cross-cutting risks at the facilities under review, as well as activity-specific risks (exposure to chemical, carcinogenic and biological agents, noise, vibrations, optical radiation, load handling, ergonomic factors).

The assessment of occupational health and safety risks, including work-related stress risks, aims to identify organisational factors that have a positive or negative effect on work-related risks. From this assessment, carried out pursuant to Legislative Decree 81/08, a generally positive picture emerged, with a few aspects to focus on in a dedicated corrective action plan.

The trend of total **work-related injuries** at the University has changed little over time. Commuting accidents, on the way to and from work, occur more frequently or just as frequently as accidents at work; falls are the most frequent category. Accidents at the University of Bologna are less frequent and less severe compared to the Education sector in general, based on the figures recorded by INAIL (Italian National Institute for Insurance against Accidents at Work). As far as students are concerned, there have been slight variations in the trend of accidents over the years, with a prevalence of work-related accidents compared to commuting accidents, including sports accidents.

Through the Occupational Health Centre, the University offers its employees a voluntary health promotion programme with a range of prevention and health protection actions, such as **flu vaccination**. In 2024, from October to December, 2,009 employees across all Multicampus locations received free flu vaccination.

Health is a state of physical, mental and social well-being. This principle lies at the heart of the University's initiatives pursuing the well-being of students, staff and the local community through innovative tools and approaches.

During the course of 2024, the project *Ci vuole una città* (It takes a city), launched in 2022, was consolidated together with the Local Health Authority, Municipality and Metropolitan City of Bologna, with a view to creating a Recovery College in the city, understanding exercise as a positive experience that actively contributes to well-being. Exercise leads to well-being because it improves one's mood and ability to focus while helping to reduce and deal with stress, anxiety and insomnia. The University has responded to this challenge by broadening the number of recipients of the Recovery programme catalogue and organising well-being workshops for lower secondary schools of the Metropolitan City of Bologna, some of which centred on exercise as a way to promote mind and body balance on the occasion of "World Mental Health Day".

4.4 Relations with Society and the Local Areas



2,262

ARTICLES AND EVENTS
(FROM UNIBO MAGAZINE)



1,259

EVENTS IN 2024



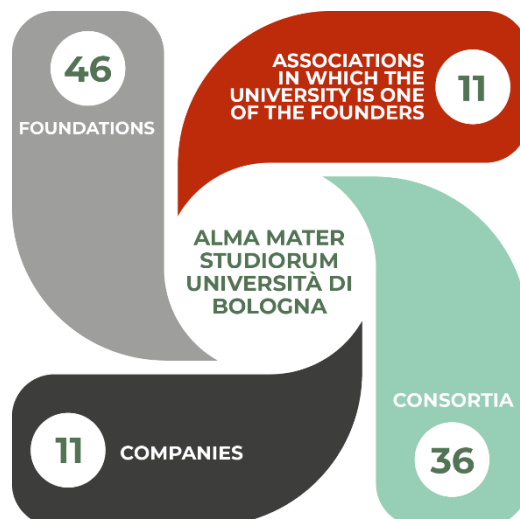
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LIBRARIES

4.4.1 Equity investments in public and private third parties

The pursuit of the University's institutional aims in line with the objectives set out in the Strategic Plan also takes place through **equity investments in third-party entities** (companies, foundations, consortia or other forms of association under public or private law), subject to the conditions and in the manner specified in the Statute.

As of 31/12/2024, the University of Bologna **held an interest in the** types and number of **entities** indicated in the table.



Among the **companies**, the following stand out in particular:

- **"AR-TER Attrattività Ricerca Territorio S.c.p.a."**, a multi-member in-house company in which the majority shares are held by the Emilia-Romagna Region, whose aim is to foster the sustainable growth of the region, through the development of innovation and knowledge, attractiveness and internationalisation of the territorial system;
- **"BeHold s.r.l."**, an in-house holding company created to hold and manage the University's equity investments in accredited spin-offs, whose financial statements are consolidated with those of the University;
- **"Istituto Romagnolo per lo Studio dei Tumori Dino Amadori" I.R.S.T. S.r.l.**, Scientific Institute for Hospitalisation and Health care - I.R.C.S. under public control, which provides health care and research in the field of oncology;
- **"Lepida S.c.p.A."**, a multi-member in-house company in which the majority shares are held by the Emilia-Romagna Region, which is responsible for providing the regional broadband network for public administrations pursuant to Regional Law No. 11/2004;
- 4 companies set up in connection with funding the 'National Recovery and Resilience Plan - NRRP', namely **'Age-It S.c.a.r.l.'**, **'Mnesys S.c.a.r.l.'**, **'National Biodiversity Future Center - NBFC S.c.a.r.l.'** and **'Space It Up S.c.a.r.l.'**;
- **'Almacube S.r.l.'**, which is part of the strategy to support business creation in order to exploit research results on the market, as it provides technical, commercial, administrative and financial services and acceleration to spin off companies;
- **"SEED SRL consortium - Centre of Competence for Social Innovation S.r.l."** established as a national ecosystem, to give continuity to the strategy of the EaSI (Employment and Social Innovation) programme promoted by the European Commission.

As far as **Foundations** are concerned, it is worth mentioning:

- 6 Foundations included in the University's Consolidated Financial Statements, whose purposes

range from management support for the University's postgraduate learning activities such as master's degrees and specialist life-long training courses (**Alma Mater Foundation - FAM**), to carrying out teaching and research activities in Argentina (**Fundacion Alma Mater**), to managing a training, research and cultural dissemination centre in Bertinoro (**Fondazione Centro Universitario di Bertinoro - CEUB**), to financing research projects, scholarships and PhD programmes in specific sectors (**Fondazione Alma Ricerca** and **Fondazione Ing. Luciano Toso Montanari**) to the promotion of the inheritance bequeathed by Federico Zeri (**Fondazione Federico Zeri**);

- 17 participatory foundations established in connection with the funding of the 'National Recovery and Resilience Plan - NRRP' and the 'Complementary National Plan - CNP';
- 4 Foundations of Istituti Tecnologici Superiori - I.T.S., which in 2024 became **"ITS Academy"**, based on the indications of Italian Ministry of University and Research Decree no. 89 of 17/05/2023 implementing Law no. 99 of 15/07/2022 on "Establishment of the Tertiary System of Higher Technological Education";
- **Bologna Business School Foundation**, a reference structure for post-graduate and post-experience management training, which acts as an international business school;
- **'CMCC Centro Euro Mediterraneo sui Cambiamenti Climatici' Foundation**, which promotes research and scientific and applied activities in the field of studying climate change on a global to local scale;
- **'Scuola Universitaria per le Professioni tecniche – Emilia Romagna – SUPER' Foundation** that deals with the design, promotion and management of vocationally-oriented degrees in compliance with Ministerial Decree 446/2020 and the new Vocational Degree Programmes;
- **"Fondazione per la Formazione Universitaria in Paesi Africani"** or "Italian Higher Education with Africa" - "IHEA", which implements a training-didactic project at university level in countries on the African continent, aimed at promoting degree programmes, Bachelor's Degrees, Second cycle/two-year master's degrees, PhD Programmes and Postgraduate Training;
- **Fondazione Istituto sui Trasporti e la Logistica – ITL** which pursues the development of transport and goods logistics expertise in the regional sphere;
- **Magna Charta Observatory' Foundation**, set up to ensure the respect, protection and promotion of the fundamental values and university rights set out in the Magna Charta Universitatum, signed in Bologna in 1988;
- **Foundation 'Pietro Giacomo Rusconi, Villa Ghigi, for Urban Innovation'** which promotes urban innovation in the city of Bologna through civic imagination by addressing climate, social and economic challenges, as well as initiatives in the cultural and artistic spheres to enhance and protect the architectural heritage;
- **'TICHE Foundation'** that deals with the development of the technology cluster in the area of Cultural Heritage Technologies.

SCUOLA UNIVERSITARIA PER LE PROFESSIONI TECNICHE FOUNDATION (SUPER)

The Scuola Universitaria per le Professioni Tecniche – Emilia-Romagna Foundation (SUPER) is an **inter-university teaching structure that also involves business associations, promoting dialogue with organisations from the world of production, services and the professions.**

The founding members of SUPER are the four universities of Emilia-Romagna, two Lombardy universities based in Piacenza, the main regional industrial associations and the Emilia-Romagna ITS Polytechnic School Association. CNA Emilia-Romagna and a number of national professional associations are also members of the Foundation: Industrial Technicians (CNPI), Agricultural Technicians (CNAT) and Agricultural Experts (CNPA).

The Emilia-Romagna Region supports the Foundation, recognising it as a strategic tool for strengthening third-level technical programme catalogue, rationalising available resources and responding more effectively to the needs of local businesses.

SUPER acts as an operating body of its Members, with the aim of designing, promoting and managing vocationally-oriented degree courses in line with Ministerial Decree 446/2020 and the new Vocational Degree Programmes. In this context, the Foundation also supports orientation and communication activities, facilitating the match between students' training and the demands of the world of work, thus helping to train

highly qualified professionals.

Among the main activities 2024 (with PR ESF+ 2021-2027 Regional Funding) are:

- orientation and communication activities, in addition to those already provided by the universities;
- re-orientation and remedial activities for university drop-outs;
- credit recognition and management of transfers between ITS processes and vocationally-oriented degrees and vice versa;
- analysis of the local areas' needs preparatory to the development of an organic technical programme catalogue in the region and cooperation relations with small and medium-sized enterprises;
- activities aimed at 'training of trainers' for employed and contracted teachers of vocational degrees and ITS courses, for the development of learning by doing and learning by thinking techniques;
- mapping activities of locations and technical-professional laboratories in the area;
- Identification of highly technically qualified figures who engage in a constant relationship with the business world;
- relationship with professional associations in connection with the implementation of Law 163/2021 and subsequent implementing decrees of May 2023 and for joint orientation activities.

As part of promotion, SUPER has:

- promoted the degree programmes via their social channels also with audio-video podcasts;
- actively participated in orientation and communication events, such as:
 - European Youth Event (EYE) - Forlì, 17-19 March 2024;
 - Festival della Tecnica - Bologna, 18 November 2024;
 - Job&Orienta - Verona, 27-30 November 2024;
- organised two main events:
 - 8 February 2024, Aula Prodi (Unibo) - Round table on vocational tertiary education in Italy and Europe, with the presentation of the Fondazione Agnelli report and discussion among the Regional Authorities, Universities, ITS, SUPER and companies;
 - 29 November 2024 at Fondazione Golinelli, in close partnership with the ITS polytechnic school association, Super organised a public event on the subject of future prospects for the job market, university and ITS courses.

For [further information](#).

Among **Consortia**, the following stand out:

- **31 Inter-University Consortia**, 3 of which are multi-member in-house entities (CINECA, CISIA and CO.INFO), whose activities range from biotechnology (C.I.B.), bio-oncology (C.I.N.B.O.), to the creation of the national register of graduates and the database on the careers of graduates/graduates and PhDs (ALMALAUREA), to information technology (CINI), to hydrology (CINID), to resource engineering (CINIGEO), to innovative synthesis methodologies and processes (CINMPIS), to Chemical Reactivity and Catalysis (CIRCC), to Magnetic Resonances of Paramagnetic Metalloproteins (CIRMMP), to Nuclear Technological Research (CIRTEN), Telecommunications (CNIT), Sea Sciences (CONISMA), to Earth Observation, Geomatics and Geoinformation, to Computer Science and Communication (Copernicus Academy), to Energy and Electrical Systems (ENSIEL), up to the dissemination of Italian language and culture in the world (Italian Culture on the Net - IcoN), to Optimisation and Operational Research (ICOOR), Biostructures and Biosystems (INBB), Cardiovascular Research (INRC), Materials Science and Technology (INSTM), Nanoelectronics (IUNET) and Transport and Logistics (NITEL);
- **5 Consortia set up by the University with private entities** whose aims range from enabling technologies of the digital revolution for the national industrial system and, specifically, for Small and Medium Enterprises (BI-REX), the ceramic industry (Centro Ceramico), biotechnology (ITALBIOTEC), up to industrial research and technology transfer (T3Lab).

The **Associations** are those in which the University has played a founding role, and whose aims range from **promoting the culture of non-profit cooperation (A.I.C.ON)**, to **cooperation and business ethics (ALMA VICO)**, to **cooperation with Asia (Asia Institute)**, to **promoting scientific publications (SEPS)**, to studies for **urban policies (URBAN@IT)**, to **innovation in the automotive sector** in the Emilia-Romagna region (**MUNER**), to **access to reading and promoting children's literature (IBBY ETS)**, to the **association of all University of Bologna alumni (Almae Matris Alumni)**.

4.4.2 International Outreach

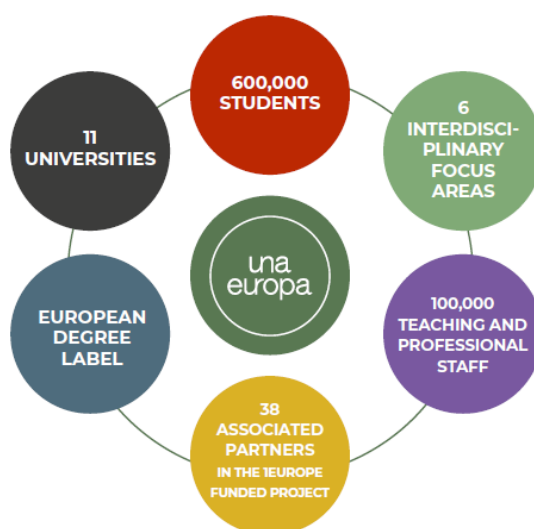
Internationalisation is a central element in the university's institutional activity, supported by a strategic and differentiated approach that, starting from Europe, extends worldwide. The university is strongly committed to consolidating and expanding partnerships with a growing number of international institutions, by concluding agreements, participating in academic networks, and developing joint projects supported by national and international funding programmes, as well as by its own funds. A key role is also played by mobility and exchanges at all levels, which strengthen academic dialogue and knowledge sharing on a global scale.

Una Europa – European University Alliance

Una Europa is a European university alliance founded in 2018, which has created close synergies and innovative scenarios on the higher education and scientific research front. It aims to **create a European university campus**. The Alliance currently consists of prestigious European universities, including Freie Universität Berlin, Alma Mater Studiorum – Università di Bologna, University College Dublin, University of Edinburgh, Helsingin yliopisto, Universiteit Leiden, Uniwersytet Jagielloński w Krakowie, KU Leuven, Universidad Complutense de Madrid, Université Paris 1 Panthéon-Sorbonne and Universität Zürich.

The Alliance's activities have been **funded by the European Commission** through projects for the creation of innovative teaching, joint training and public engagement programmes in six disciplinary macro-areas: Europe and the World, Sustainability, Cultural Heritage, Data Science and Artificial Intelligence, One Health and Future Materials. This fosters the mobility of students, teachers and professional staff between the Alliance sites. Joint strategies for research and innovation, the sharing of infrastructure and resources, and strengthening of the human capital are also in place.

The Una.Futura project, launched in December 2022, will guide the Alliance over the four-year period 2022-2026, aiming to create an integrated European campus and engaging students and staff. Particular attention is paid to the training of professional staff, promoted from the outset with innovative initiatives such as staff weeks (four sessions between 2021 and 2024, over 330 participants, with a higher take-up in the first two years thanks to the online format) and the 'Live my Life' job shadowing programme (205 participants in four sessions, with 70% growth from 2023 to 2024), to foster exchange between administrations of partner universities.



Cooperation projects, agreements and activities

The University of Bologna is actively engaged in the internationalisation process through a wide variety of **cooperation, curriculum development and capacity building projects around the world**. The University is particularly active in the EU, Central and Eastern Europe, Central Asia, North Africa, the Middle East, China, Southeast Asia and South America. In 2024, 134 programmes and projects were ongoing, and the University acted as coordinator in 48 of them.

The university is among the top in Europe in terms of the number of students on Erasmus+ mobility and the amount of funding received. In addition to numerous bilateral collaborations fostering student and teacher exchanges, the University participates in 100 Erasmus+ projects focusing on educational innovation, social inclusion and cooperation with local institutions, 34 of which are directly coordinated by the University of Bologna. In addition, four projects funded by the Italian Agency for Development Cooperation (AICS) were underway in 2024, focusing on global citizenship education, with a focus on youth and good practices for regional governments. The Emilia-Romagna Region is also funding an initiative to train teachers on these issues.

In the **Western Balkans**, the university is involved in a Capacity Building project to strengthen alumni networks in Montenegro and Kosovo, with the aim of improving the link between the university and the job market. Another project, funded by the European Commission, concerns the training of civil servants in Albania. A project to strengthen research skills in the field of cultural heritage conservation in four Albanian universities has also been completed.

In **Africa**, in 2024 the University participated in three capacity building projects with universities in Botswana, South Africa, Kenya, Nigeria, Zambia, Ghana and Mauritius. Two projects aim to create new post-graduate courses on laser manufacturing and space science, while a third promotes participatory practices for the implementation of the 2030 Agenda. A new project with the Seychelles for training in sustainable agriculture and biodiversity conservation, as well as a Virtual Exchange on sustainability issues, has also been launched. Three Intra-Africa projects, six initiatives funded by the Emilia-Romagna Region, one AICS project and six 'Unibo Global South' projects in collaboration with local African actors are also moving forward. The University has also renewed its commitment to rebuilding the Somali National University and the IHEA Foundation. Six NRRP Transnational Education (TNE) projects are also starting, with academic exchanges and advanced courses on strategic topics.

In **Asia and the Middle East**, in 2024 the University is participating in European Capacity Building projects in Azerbaijan, Pakistan and Uzbekistan (the latter coordinated), aimed at supporting university governance, internationalisation, renewable energy and agricultural systems. A VET project also starts in Georgia, Moldova and Ukraine on the topic of sustainable post-disaster reconstruction. The University is also active in Palestine, with projects on school inclusion and wastewater management. In Iraqi Kurdistan, a project is moving forward to enhance cultural heritage and promote tourism and the local economy. In Iraq, with funding from the Italian Agency for Development Cooperation (AICS), a plan for sustainable cultural tourism in Baghdad was developed. Another AICS project in Armenia focuses on heritage restoration and enhancement. In addition, the University is collaborating with ADA University on establishing the Italian-Azeri University, contributing to the creation of a new School of Agriculture and Food Science.

North America has 49 agreements in place, facilitating student and academic staff mobility and promoting teaching and research collaborations. Cooperation with some U.S. institutions has also led to the creation of Study Centres in Bologna that play an important role in the social and cultural integration of U.S. students and provide guidance to the University of Bologna's students in the United States. Among the U.S. institutions and consortia with which the University of Bologna partners in Bologna are the Bologna Consortial Studies Program (B.C.S.P.) and Eastern College Consortium (E.C.C.O), University of California, Dickinson College, Brown University, and the Bologna Center of the Johns Hopkins University.

In **Latin America**, the University is involved in two capacity building projects in 2024: the first on democracy, institutions and civic education in Colombia, Peru, Brazil and Chile; the second on

climate change and sustainable tourism in Colombia, Panama and Argentina. An AICS project for agricultural technical assistance in Colombia is also continuing. A 'Unibo Global South' project in Jamaica to strengthen the link between university and industry, and two NRRP TNE projects (one of which is coordinated by Bologna) with academic exchanges and the realisation of advanced skills courses on the topics of cultural heritage and innovation.

International networks

The University of Bologna actively invests in international outreach, promoting academic, research and cooperation programmes with top institutions around the world. It is a member of numerous international networks that aim to strengthen collaboration between universities and contribute to the development of the European Higher Education and Research Area.

In 2024, the University is a member of the following **major international networks and associations**:

- **European University Association (EUA);**
- **The Europaeum;**
- **International Association of Universities (IAU);**
- **Scholars at Risk Network;**
- **The Guild of European Research-Intensive Universities;**
- **Sustainable Development Solutions Network (SDSN);**
- **Coimbra Group;**
- **UNIMED - Mediterranean Universities Union;**
- **Utrecht Network;**
- **UniAdriatic - University Network for the Adriatic-Ionian Region.**

Magna Charta Observatory

In 2024, the **anniversary** celebration of **the Magna Charta Universitatum** MCU2020 was held, both in person, at Johns Hopkins University in Washington, DC, and online under the topic '**Universities, Governments and Democracy: International Challenges and Lessons Learned**'. The Magna Charta Universitatum was signed in 1988 on the occasion of the 900th anniversary of the University of Bologna. The document highlights the fundamental principles of all universities: institutional autonomy and academic freedom, moral and scientific independence from all political and economic influence, inseparable nature of teaching and research, social responsibility and international cooperation. The Magna Charta was initially signed by 388 university rectors from all over the world and subsequently endorsed by many other academic institutions, totalling 975 universities in 94 countries worldwide. The Magna Charta Universitatum Observatory was established in 2001 to promote the values affirmed in the Magna Charta Universitatum. The Observatory organises and participates in various international events, focussing on the values of the Magna Charta and on current academic issues on a regional basis.

These included speeches at the BFUG (Bologna Follow Up Group - an executive structure supporting the Bologna Process between ministerial conferences) meeting and the EHEA (European Higher Education Area) Ministerial Conference - Global Policy Forum' organised by the Ministry of Higher Education in Tirana, Albania, as well as a session dedicated to the IAU Shareholders' Meeting. The Observatory also participated in initiatives organised by international networks and universities. A research project was implemented and several universities selected by the MCO are currently working together to develop and implement their own projects, so as to become more responsive and responsible. Lastly, a student competition was run to encourage appreciation for the MCU values: 144 proposals were submitted and five winning essays were selected and presented at international meeting in London, organised in cooperation with WAHEN (World Access to Higher Education Network).

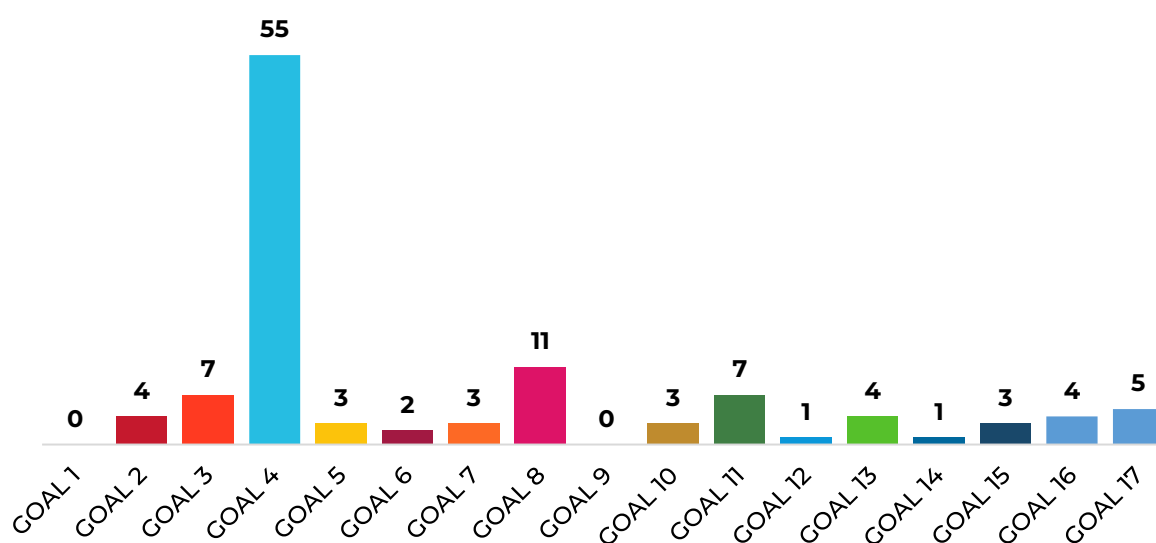
Impact on the UN Sustainable Development Goals (SDGs)

In 2024, the University acted as coordinator in 48 out of 132 ongoing **programmes and projects**. These are labelled based on the 17 Sustainable Development Goals (SDGs) of the UN 2030 Agenda and represented below. Each project may be related to more than one **SDG**.



In total, **113 international cooperation and collaboration projects** in the third mission/social impact area were ongoing in 2024. Each of them may be related to more than one SDG, as represented below.

Figure 109 – International cooperation and collaboration projects (third mission/social impact)



4.4.3 Lifelong learning and postgraduate education

In the area of **lifelong learning and postgraduate education**, a range of different activities aim to meet the needs of the local social and business worlds. These include postgraduate programmes and lifelong learning programmes, Summer and Winter Schools for newly graduates and professionals seeking refresher training that earns them credits, and bespoke training courses requested by companies to improve their employees' skills.

In the 2024-2025 academic year, 70 courses were designed, of these a total of 48 were activated, including **25 post-graduate programmes** (CAFs), **9 lifelong learning programmes** (CFPs) and **14 Summer and Winter Schools** (SWs).

Having regard to **company personnel training**, long-term agreements are in place with companies such as HPE Coxa and IEG, which aim to develop technical skills and train employees in new technologies. In addition to these partnerships, a number of single course units are available too. This process was expanded also during 2024, with more than 700 attendees, totalling about 450 hours across 19 bespoke courses.

A framework agreement with the UNACOMA Federation is also being negotiated.

In addition, **seven projects** were launched **linked to national and international funding opportunities** for strategic training initiatives, within the framework of regional (R.L. no. 25/2018) and European (ESF+ 2021/2027) funds, as well as Education programmes promoted by Knowledge and Innovation Communities - KICs - in which the University of Bologna is a partner. Five projects are dedicated to music and higher education for a region of European knowledge and attractiveness, addressing topics ranging from environmental sustainability to technological innovation, from international negotiation to artistic and cultural mediation. Two international projects complete the picture: one within EIT Manufacturing, focused on the manufacturing sector, and one within EIT Food, dedicated to the sustainability of agri-food systems.

Lastly, **a pilot project was launched on the UniBook platform, offering online and asynchronous lifelong learning on the University's UniBook platform, for payment, reserved for Alumni**, focused on the digital world and climate change contrast/adaptation in the manufacturing context of Emilia-Romagna.

Training Centres

COLLEGIO SUPERIORE

The Collegio Superiore is part of the network of **Italian University Higher Schools**, whether internal to individual universities or autonomous: it offers advanced interdisciplinary training courses to students selected through a competition on the basis of merit, enrolled in a degree programme or PhD programme at the university, encouraging their propensity to study and enhancing their university experience in an inclusive, innovation- and mobility-friendly environment.

Through its relationship with similar Italian and international institutions, the Collegio Superiore offers shared projects and exchange programmes and encourages training periods abroad, as well as numerous opportunities to test yourself against the stimuli and tools offered by the local area, in which the Collegio Superiore is also engaged in dissemination and public engagement activities.

CONSORTIUM MED3 – CONTINUING MEDICAL EDUCATION

Med3 is a non-profit consortium composed of the University of Bologna, CINECA Consorzio Interuniversitario (Inter-university Consortium), four Local Health Authorities in Emilia-Romagna, and Montecatone R.I. SPA. It aims to design, develop and market e-learning courses and hybrid learning courses in the field of Continuing Medical Education (CME). In addition to hosting classes, the University of Bologna plays a leading role in directing and designing innovative CME models.

UNIVERSITY RESIDENTIAL CENTRE OF BERTINORO

Since 1994, the University Residential Centre – C.e.U.B., located in the monumental area of Bertinoro, has been active in the field of postgraduate education and in the planning of conferences of national and international significance.

BOLOGNA BUSINESS SCHOOL

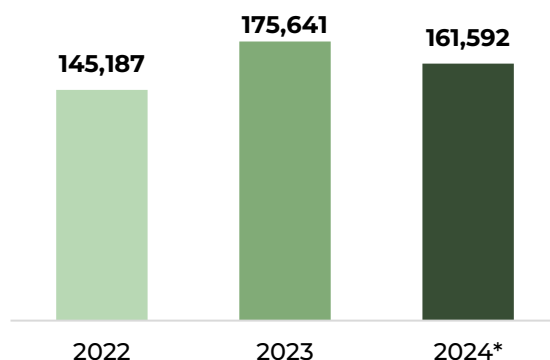
Since 2014, the Bologna Business School (BBS) has been involved in postgraduate and post-experience manager training. Every year, its professional master's and training programmes attract some 1,600 students from 103 countries around the world.

4.4.4 Commitment to Cultural Heritage and Open Science

Museums

The **University Museum Network (SMA)** is comprised of 15 structures, including museums, collections and a digital museum space. The SMA actively engages in teaching activities for schools and in the protection of assets through conservation, restoration and cataloguing actions, in order to ensure the enhancement and accessibility of collections also for research and learning purposes. The SMA further promotes public engagement activities and the dissemination of scientific culture in partnership with national and international, public and private institutions. The SMA's projects integrate current issues of awareness-raising and dissemination of sustainable practices, in line with the goals of the 2030 Agenda. To maintain an open and ongoing dialogue with the public, the SMA uses digital communication tools that enable a new approach to museum heritage.



Figure 110 – Museum visitors

* The decrease compared to 2023 is partly due to the exhibition The Other Renaissance, which had 33,000 visitors in 2023 - most of them concentrated between January and May - and partly due to the closure of the Specola Museum on 1 February 2024.

2024 EVENTS

[CORNERAHOLIC 4](#) | 1-4 February 2024

As part of ART CITY Bologna, the "Museo Giovanni Capellini" Geology Collection hosted some installations by the Corneraholics, a group of students from the Accademia di Belle Arti di Bologna, to offer the public a different look at the stones and fossils contained in the period showcases.

[FORTE COME UN FIORE: L'ODISSEA DELLE PIANTE TRA RESILIENZA ED ESTINZIONE \(STRONG AS A FLOWER: ODYSSEY OF PLANTS FROM RESILIENCE TO EXTINCTION\)](#) | 18 and 19 May 2024

On the Fascination of Plants Day 2024, the Botanical Garden and Herbarium hosted lectures, activities and meetings with researchers to bring the public closer to the fascinating plant world.

[CALEIDOSCOPIO GIAPPONE \(KALEIDOSCOPE JAPAN\)](#) | 2 March - 1 April 2024

The sixth annual event created to disseminating Japanese culture, art and traditions and promoting the Far Eastern Art Collection preserved and exhibited at the Palazzo Poggi Museum.

[IL MUSEO DELLE MERAVIGLIE. L'ISTITUTO DELLE SCIENZE DI PALAZZO POGGI \(THE MUSEUM OF WONDERS. THE INSTITUTE OF SCIENCES AT PALAZZO POGGI\)](#) | 19 June - 2 August 2024

A show created by the duo Malandrino&Veronica to take spectators on a tour of the Palazzo Poggi Museum.

[ART BEATS. I MUSEI DI BOLOGNA IN MUSICA \(ART BEATS. THE MUSEUMS OF BOLOGNA IN MUSIC\)](#) | 9 - 17 November 2024

The Palazzo Poggi Museum participated in the ART BEATS. Bologna's museums in music project.

2024 EXHIBITIONS

[ANIMALI FANTASTICI E MOSTRUOSI. REALTÀ E VISIONE NELLA MONSTRORUM HISTORIA DI ULISSE ALDROVANDI \(FANTASTIC AND MONSTROUS ANIMALS. REALITY AND VISION IN ULISSE ALDROVANDI'S MONSTRORUM HISTORIA\)](#) | 6 June 2023 - 31 May 2024

An exhibition in which the world of fantastic creatures illustrated in Ulisse Aldrovandi's Monstrorum Historia (1522-1605) merged and overlapped with the truthful representation of teratological preparations preserved in the 'Alessandrini-Ercolani' Collection of Veterinary Anatomy Pathology and Teratology.

[SCIENZA & BELLEZZA. LE ORCHIDEE NEI LIBRI DI ULISSE ALDROVANDI \(SCIENCE & BEAUTY. ORCHIDS IN](#)

[THE BOOKS OF ULISSE ALDROVANDI](#) | 20 January - 9 March 2024

The exhibition, held at the Bologna University Library, set out to investigate Ulisse Aldrovandi's strong ties with the Bolognese territory through references to local orchid species that the naturalist recorded in his study materials.

[FASTO E FANTASIA. I KIMONO NELLE STAMPE GIAPPONESI UKIYO-E \(POMP AND FANTASY. KIMONOS IN JAPANESE UKIYO-E PRINTS\)](#) | 24 February - 23 June 2024

Thanks to the selection of prints on display at the Palazzo Poggi Museum, it was possible to admire the sumptuous and colourful kimonos of the great courtesans and actors of the Kabuki and Nô theatre, as well as the simpler and more sober kimonos worn in daily life and in the torrid summer season.

[YAMAGATA, CITTÀ CREATIVA \(YAMAGATA, CREATIVE CITY\)](#) | 2 March - 1 April 2024

On the 5th anniversary of the cultural exchange between SMA and the Yamagata University Museum, an exhibition which, through painted scrolls, illustrated books, woodcuts and objects, describes the history and traditions of Yamagata, a UNESCO creative city for film, from the 17th century to the present day.

["DI INTELLIGENZA ELETTA E DI ANIMO BUONO": MATTEOTTI STUDENTE DELL'UNIVERSITÀ DI BOLOGNA" \(WITH CHOSEN INTELLIGENCE AND A GOOD SOUL: MATTEOTTI - STUDENT AT THE UNIVERSITY OF BOLOGNA\)](#) | 7 November 2024 - 3 January 2025

On the centenary of the assassination of Giacomo Matteotti, a documentary exhibition was held at the MEUS to trace the university education of the future antifascist.

[PHOSPHATVILLES. TERRITORIO, INSEDIAMENTI E ARCHITETTURA NEL SITO MINERARIO DI OULED ABDOUN IN MAROCCO \(PHOSPHATVILLES. TERRITORY, SETTLEMENTS AND ARCHITECTURE IN THE OULED ABDOUN MINING SITE IN MOROCCO\)](#) | 18 December 2024 - 2 March 2025

Mining communities have sprung up around the Ouled Abdoun deposit, which intended to present itself through this exhibition, organised at the 'Giovanni Capellini Museum' Geology Collection. Drawings and archive research from the Department of Architecture - DA were displayed, interacting with some geological and palaeontological findings, to address the issue of the fossil trade that came to light during the massive phosphate mining operations.

["L PRIMO PAZIENTE. LA DONAZIONE DEL CORPO ALLA SCIENZA IN GRAPHIC NOVEL" \("THE FIRST PATIENT. THE DONATION OF THE BODY TO SCIENCE IN GRAPHIC NOVELS\)](#) | 9 April - 5 December 2024

In this exhibition, the plates from 'Il Primo Paziente', the first album illustrated by the students of the Accademia di Belle Arti of Bologna together with special guests on the theme of donating the body to science *post mortem*, interacting with the works of the 'Luigi Cattaneo' Collection of Anatomical Waxes, in a perfect synthesis of medicine, sociology, drawing and narration.

EDUCATIONAL SERVICES (11 LOCATIONS):

- Services for individual visitors;
- Services for families and children;
- Services for groups;
- Services for University students and Summer and Winter Schools;
- Services for schools;
- Services for summer centres.

Every month, the SMA offers a packed schedule of over 100 events for families and individual visitors. Guided tours and other activities for groups, University students, and summer camps and summer schools are also available on request.

The SMA offers a catalogue of programmes for schools, designed to achieve the UN Sustainable Development Goals (SDGs) and promote the key competences for citizenship. Below is the number of programmes in the catalogue of teaching and training activities for the academic year 2023-24:

- 11 programmes for nursery schools;
- 57 programmes for elementary schools;
- 41 programmes for lower secondary schools
- 38 programmes for upper secondary schools;
- bespoke programmes for educational and career guidance and for the acquisition of transferable skills (PCTOs) that can be combined with 'on air' learning programmes.
- 9 programmes also available online, 2 programmes only available in online mode.

In 2024, the SMA Educational Services continued to offer digital learning opportunities, including 'on air' online learning programmes broadcast live to engage remote classes. Also available are the asynchronous activities 'A Field Trip to the Museum 2.0' and 'Today I'll learn to...', as well as the online 'Cody trip', carried out in collaboration with Prof. Alessandro Bogliolo (University of Urbino).

During the year, the WunderBo and Aldrovandi Experience video games remain accessible and usable.

Digital communications

In order to establish a broader dialogue with the public, SMA uses various digital communication tools: the website, newsletter, Facebook pages, Instagram profile and YouTube channel.

Table 31 – SMA's digital communication

Social media and website	2022	2023	2024
Facebook followers	23,372	26,781	27,381
Instagram followers	2,605	3,846	5,188
YouTube channel subscribers	416	525	623
Newsletter subscribers	7,301	7,286	7,264
Website visits	157,272	191,051	170,870

Digital cataloguing

A **catalogue** of the University of Bologna's **museum collections** has been accessible online since September 2023, with a view to giving the public the chance to explore the museum heritage and researchers the opportunity to conduct in-depth studies on the collections, even remotely.

The digital catalogue contains more than 7,000 descriptions of museum objects, compiled according to the guidelines established by the ICCD. Is the result of both new cataloguing operations and previous cataloguing campaigns, which have been recovered, revised and updated.

In 2024, the catalogue site was expanded with the virtual exhibition ["Ulisse Aldrovandi. Biografia di una collezione"](#) ([Ulisse Androvandi. Biography of a Collection](#)).

Libraries



24

LIBRARIES



47

SERVICE POINTS



391

COMPUTER
CONSULTATION
POINTS



4,880

CONSULTATION
SPACES/SEATS

The **University Library System (SBA)** is the set of libraries and other facilities that offer bibliographic and documentary services throughout the University of Bologna. **The SBA ensures that library assets are kept up to date** and supports scientific and teaching activities by acquiring monographs, e-books, paper and digital periodicals, databases and electronic resources covering all disciplines studied at the University of Bologna. It also supports the transfer of knowledge for the benefit of teachers and students, other libraries, scholars and society as a whole, promoting the development of users' information skills through dedicated courses, workshops and one-to-one advice. It maintains the infrastructure to preserve and exploit heterogeneous digital content resulting from research, teaching and third mission/social impact activities through institutional repositories.

To facilitate users, the SBA has consolidated a real-time library update service through the Affluences app, which allows users to monitor the occupancy rate of the study places available in each University library and offers information on opening hours and directions, as well as news.

During 2024, digitised source collections made available through open access through AMS Historica exceeded 420,000 files with an average of 300,000 views per month. The number of journal articles, scientific monographs, PhD theses, dissertations and research datasets published through institutional platforms according to the principles of open science reached 34,000. Thanks to the libraries' open access support service, more than 17,000 new research publications were disseminated through open access through the IRIS-IR Institutional Archive.

Bologna University Library – BUB

In 2024, the the **Bologna University Library** concluded the celebrations for the fifth centenary of the birth of Ulisse Aldrovandi (1522-2022) with the exhibition 'Scienza e bellezza: le orchidee di Ulisse Aldrovandi' (Science and Beauty: The Orchids of Ulisse Aldrovandi).

The **exhibition** 'Arrocchi di carta. Il gioco degli scacchi nelle raccolte della Biblioteca Universitaria' (Paper Rooks. The Game of Chess in the Collections of the University Library), collateral to the University Chess Tournament held in the Library's Aula Magna in June 2024.

In addition, the following **exhibitions** were held: 'Nicolò Di Giacomo. I Colori della preghiera. Tra arte, prassi liturgica, devozione personale e committenza' (Nicolò Di Giacomo. The Colours of Prayer. Art, Liturgical Practice, Personal Devotion and Principals), "La fortuna del Petrarca nelle Collezioni della Biblioteca Universitaria di Bologna" (Petrarca's Luck in the Bologna University Library Collections) (in collaboration with the Department of Classical Philology and Italian Studies - FICLIT), "Le collezioni di libretti d'opera: conservazione e valorizzazione - la Raccolta Sormani Andreani Verri donata alla Biblioteca Universitaria" (Opera Booklets: Conservation and Promotion - the Sormani Andreani Verri Collection Donated to the University Library) (in collaboration with FICLIT) on the occasion of a study day held in the Aula Magna on the cataloguing of this very special type of bibliographic document.

The Historical Archive section of the Bologna University Library curated the exhibitions: 'Matteotti di

intelligenza eletta e di animo buono" (Matteotti, a Chosen Intelligence and a Good Soul), linked to the celebrations of the 100th anniversary of Giacomo Matteotti's assassination, and 'Non tutti ci ritroveremo dopo la battaglia' (We Won't All Meet Again After the Battle), on the anniversary of the Battle of the University in which anti-fascist students were victims and protagonists.

Altogether, the exhibitions were open to the public for a total of 266 days. The Library participated in the organisation and setting up of four exhibitions in Italy, by lending its pieces. The Aula Magna hosted **13 events** including seminars, conferences and book presentations.

In 2024, the volume *Nicolò di Giacomo. Un «breviario» giovanile* (Nicolò di Giacomo. A youth 'compendium' between Bologna and Florence), by Silvana Editoriale was published in the Bologna University Library series The volumes *Fuoco e fiamme. I camini dipinti bolognesi della BUB tra storia e restauro* (Fire and Flames. Bologna's painted paths of the Bologna University Library, history and restoration), edited by Luca Ciancabilla and Gianluca Sposato, and the catalogue of the exhibition *Benedetto XIV e Bologna. Arti e scienze nell'età dei lumi*. (Benedetto XIV and Bologna. Arts and Sciences in the Age of Enlightenment), both at Pendragon Editrice, are planned for 2025.

In 2024, 4,727 **visitors** participated in the guided tour programme (of which 1,320 were foreigners).

DIGITAL REPRODUCTIONS OF THE BOLOGNA UNIVERSITY LIBRARY – BUB

During 2024, two of the library's collections were uploaded and are freely accessible on the Digital Bologna University Library and Bologna University Library Cataloghi Storici platforms: the Olindo Guerrini Photographic Collection (Forlì 4 October 1845 - Bologna 21 October 1916) [Olindo Guerrini Photographic Assets](#) and the cards of the Catalogue of Incunabula in the R. Library in the year 1872 by Andrea Caronti ([Ms. 2198](#)).

During 2024, work continued on the AMS Historica platform to upload digital reproductions of the Aldrovandi manuscripts online [Ulisse Aldrovandi Manuscripts](#).

Table 32 – Facilities, services, heritage and activity

Documentary Heritage in the Catalogue	5,545,033
Documentation in traditional format	4,643,182
of which: books	3,416,120
of which: issues of periodicals	1,136,980
of which: other documentary material	49,752
of which: material on non-paper physical media	40,330
Electronic resources	897,987
of which: e-books	824,000
of which: online periodicals	73,500
of which: databases	487
Subscriptions to printed periodicals	3,864
Total document circulation	236,145
of which: loans and renewals	203,342
of which: interlibrary loans	10,671
of which: items sent/received	22,132

PROMOTIONAL ACTIVITIES OF HERITAGE

During 2024, among the many initiatives aimed at **promoting the library heritage**, two activities of fundamental impact at regional and national level stand out:

- Renewal of the Agreement with the Emilia-Romagna Region and the Municipality of Bologna to **manage the Bologna Unified Library Hub of the National Library Service**;
- Reengineering of the **ACNP National Catalogue of Periodicals**, managed by Unibo. Information on how to publish through open access has been made visible on ACNP.

It is also worth mentioning the conclusion of the **Vadipac - Digital enhancement of Unibo's cultural heritage project**, winner of a Ministry of Culture grant called 'Culture Fund' (2021-2024).

The cultural collections covered by the intervention were:

- the volumes of Umberto Eco's library, annotated by the author himself;
- the ancient collection of the "Antonio Cicu" [Law Library](#);
- a selection of microfilms preserved in the University Library and other libraries in Bologna that required urgent preservation work, transferring them from the analogue to the digital medium and subsequent inventorying and cataloguing;
- the cartographic collection of the Library of the Department of History and Cultures - DiSC, consisting of approximately 6,000 maps at different scales, printed and manuscript, dating from the 16th to the 20th century.

The digital reproductions of ancient volumes and historical maps are available through open access in [AMS Historica](#) the University's digital library for digital cultural heritage.

Open science

In 2024, the University of Bologna resolutely pursued its commitment to Open Science, in line with the indications of the National Plan promoted by the Italian Ministry of University and Research (MUR) and the objectives set out in the Statute and the University's Strategic Plan. This commitment was implemented through actions at institutional, national and international level.

Among its main actions, the university has joined the **Barcelona Declaration on Open Research Information**, which promotes a transparent and accessible system for managing research information. In addition, an **Action Plan** was approved **within CoARA** to align research assessment methods with the principles of the **Agreement on Reforming Research Assessment**, which emphasise Open Science with a view to promoting the quality, reproducibility and integrity of research.

The university organised numerous training, communication and strategic orientation activities, including:

- the **Back to Fundamentals of Research** seminar series with the publication of **position papers** on the links between Open Science, ethics and research quality;
- the **FAIRy Day** seminar, dedicated to good practice in research data management;
- practical insights in the **Open Science Corner**;
- specific courses on research data management, copyright and open access to strengthen **transferable skills for PhD students**;
- the publication of **guidelines** and video tutorials to support the application of the University Policy for Research Data Management.

The University also confirmed its membership in **international networks** promoting Open Science, such as:

- EOSC – European Open Science Cloud;
- the Italian hub of OPERAS;

- the COAR - Confederation of Open Access Repositories;
- the international DOAJ database for open access scientific journals.

In 2024, the **Open Access support and consultancy services** offered by the University Library System were further strengthened:

- the metadata of more than **17,000 new publications** were verified for the Research Quality Assessment 2020-2024;
- **nearly 50,000 scientific contributions** were made available in open access via the **IRIS-IR** repository, together with related FAIR data;
- **around 5,000 consultations** were provided to researchers on Open Access issues.

Through the University's **Discovery Tool**, a large selection of scientific and academic journals (more than 146,000) as well as scientific monographs (more than 154,000) were made available through free open access. The university's digital cultural heritage was expanded to include more than **421,000 research files**, and the repositories for dissertations and PhD theses were updated. In total, **almost 130,000 digital documents** are available online via the **University Digital Library**.

The University supports the possibility for authors to publish **diamond open access** at no additional cost through the institutional publishing services of the Digital Library, covering scientific journals, series and monographs. These included 62 journals in 2024, and three new monographic series were launched during the year.

The university also supports the possibility of **gold open access** publishing by signing transformative contracts negotiated at national level by CRUI.

Lastly, in order to improve the quality and impact of research, the University continued to provide its support to researchers via the **Data Steward@UNIBO project**, under which FAIR experts provide support on research data management and open science issues.

Public engagement

The University of Bologna's public engagement seeks to **make tangible the creation of value for society and the common good** in all areas of knowledge in which the academic community is involved through teaching and research. In liaising with various actors in society, the University sets the conditions for new needs and emerging challenges to be addressed through knowledge and research, by developing innovative projects in collaboration with its students.

Enhancement of research

The **popularisation of research** conducted at the University of Bologna is one of the most significant goals of taking **social responsibility**, helping citizens understand the far-reaching impact that the academic community's activities have on the progress, growth and well-being of society as a whole.

THE EUROPEAN RESEARCHERS' NIGHT

Researchers' Night is a Multicampus event that promotes the dissemination of knowledge and innovation among the younger generation, university students, schools, families and children. In 2024, it involved some **400 researchers** in Bologna and the cities where the Romagna Campuses are based (Cesena and Cesenatico, Forlì and Predappio, Ravenna, Faenza and Rimini). The aim was to take the knowledge generated beyond the research facilities and laboratories, showing the impact and applications of science in all its forms on everyday life through experiential, fun and stimulating formats. In 2024, the theme of the initiative was 'ReAGIAMO' (WE REACT): an invitation to trigger positive reactions to crucial challenges of our time starting with our knowledge and awareness of the phenomena around us. In 2024, the event was held at several venues in the city. At Palazzo Poggi and Piazza Scaravilli, the heart of the university citadel, the initiative was opened by Nobel Prize winner Emmanuelle Charpentier, who gave a speech on the public value of knowledge. The other locations involved were the Navile University District and the ARIC- Research Division-CNR to create more access points to knowledge. Activities ranged from topics related to ecological transition, technological innovation, culture, inclusion and diversity to health and well-being. From the approximately 200 questionnaires collected from Bologna and Romagna, it emerged that 83.5 per cent of participants were satisfied with the initiative, the content, the level of interactivity and the atmosphere created.

WAITING FOR THE EUROPEAN RESEARCHERS' NIGHT

The schedule of events that take place between July and September, **prior to the European Researchers' Night**, includes a number of initiatives on scientific and cultural themes of interest for the general public and for schools. In 2024, the University of Bologna planned, organised and participated in about a **dozen initiatives** in Bologna featuring diversified content crossing the borders between art, science and culture and by diversified formats such as a science-based happy hour, guided tours, lecture shows and debates also in collaboration with the consolidated network of stakeholders and 'Friends of the Night'. In addition, in spring, the Society consortium designed a scientific dissemination course on topical issues for high school teachers.

UNIJUNIOR CONOSCERE PER CRESCERE" (KNOW TO GROW) AND THE AGREEMENT WITH THE FUN SCIENCE EDUCATIONAL ASSOCIATION

There are schools with textbooks, homework and defined syllabuses and then there is **Unijunior**: the **university for children, girls and boys aged 8 to 13**, designed to bring the new generations closer to knowledge in a fun and engaging way. The project is divided into two annual programmes: Unijunior Bologna, which takes place in venues of the University of Bologna, and Unijunior Romagna, scheduled in the university venues of Forlì, Cesena, Ravenna and Rimini. The activities - including meetings, workshops and guided tours - span scientific and humanities disciplines: astronomy, medicine, computer science, philosophy and economics, with a focus on sustainability, in line with the UN 2030 Agenda, and STEM subjects. Unijunior stimulates curiosity, critical thinking and awareness, helping children to become active citizens of tomorrow.

In 2024, **1,493 young people** participated and **63 meetings** were organised over 16 days, involving **56 university teachers** from 24 departments. The initiative has been co-designed by the University of Bologna and the Fun Science educational association, with which the university entered into a framework agreement.

4.4.5 Institutional Communication and Public Engagement

Communication and information play a key role in **engaging and liaising with stakeholders**. Through dedicated channels and content, this system promotes a dialogue with students, teachers, staff and the community, fostering transparency and active participation in research, teaching, the third mission/social impact and all institutional activities.

UniboMagazine, Press Office and events

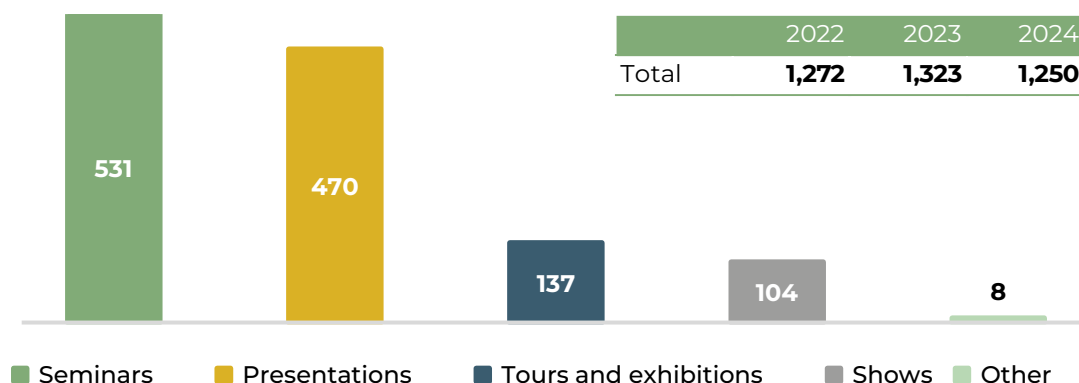
UniboMagazine is the University of Bologna's **online magazine**. Updated daily, it covers a variety of topics and publishes the schedule of events at the University, as well as expressing its point of view on issues and events in the university world. Furthermore, it promotes the University's visibility and disseminates its activities and results at a national and international level. The **Press Office** liaises directly with the media.

Table 33 - UniboMagazine and Press Office

UniboMagazine	2024
Published articles and events	2,262
UniboMagazine accesses	531,193
UniboMagazine pageviews	876,660
Issues on national media and foreign news sites	2024
Newspapers/Periodicals	16,659
Radio/TV services	1,757
Italian news sites	10,245
Foreign news sites	1,403
Total	30,064

The University of Bologna organises a significant number of events on a regular basis across the Multicampus, including presentations, shows, seminars, ceremonies, etc. These are also promoted and produced in partnership with other local organisations. In 2024, **1,250 events**, both in person and online, were posted on the UniboMagazine calendar, compared to 1,323 events in 2023.

Figure 111 – Events in 2024



External institutional newsletters

The **Events Newsletter** presents events organised by the University and its Facilities that are open to the public, distributed to a list of more than 5,000 people, mainly from outside the University. During 2024, 22 newsletters were sent out, with an open rate of 38% (the national average is around 20%) and an average of 150 openings of links for further details per newsletter (click open rate of 8%, against a national average of 7%).

100TH ANNIVERSARY OF MATTEOTTI'S ASSASSINATION

One hundred years after the assassination of **Giacomo Matteotti**, Bologna remembered him with a rich programme of initiatives promoted by the University, the Municipality and the Emilia-Romagna Gramsci Foundation. The events began on 10 June 2024, the date of his abduction and murder, with the placing of a plaque at his home in Via Fondazza and a light installation in Via Matteotti. Cultural encounters followed, including dialogues on poetry as a form of resistance and book presentations on his political engagement. On 9 October, the University took part in the Pandora Rivista Festival with a dedicated event. On 6 November the book 'L'oppositore' was presented, and on 7 November the exhibition on Matteotti the student in Bologna was opened at the MEUS. The day ended with the play 'Giacomo', which re-enacted two historic parliamentary speeches. All the events celebrated the socialist, anti-fascist deputy, emphasising his connection with Bologna and **democratic values**.

Institutional website system

The University website system consists of more than **1,896 websites** and involves over 5,300 editorial staff. During 2024, the University website system had **65,837,180 visits**.

Table 34 – Website system figures

Website	Number of sites	Visits	Pageviews
Main website (www. unibo.it)	Italian version	20,396,120	47,418,094
Main website (www. unibo.it)	English version	4,181,254	12,573,319
Degree programme websites	328	18,207,235	48,328,073
Department websites	31	1,848,920	3,889,746
On-demand websites (Sites, Professional master's programmes, Specialisation Schools, Centres, PhD programmes)	978	3,644,327	7,084,491
On-demand websites (Web events)	228	353,739	1,148,188
Websites of various Structures and Services (SBA, SMA, Calls for applications, etc.)	25	2,687,314	7,365,021
Personal websites	5,800	10,265,073	18,975,204

The **web strategy review of all** the University's **websites**, which was launched in 2023, continued in 2024. A new IT architecture and graphical update have been implemented, and many sections of the main website have been revised in terms of design and content. This is the first step of a review process that will involve all of the dimensions of the University websites, and will continue until 2025.

Social media channels

On a daily basis, the University of Bologna uses **social media to communicate**, inform and encourage participation, dialogue and exchange with various stakeholders, including teachers, professional staff, society, academic institutions, businesses and other organisations, as well as students and prospective students.

In 2023, the University reviewed its social media strategy to improve the positioning of each channel and increase communication effectiveness. The strategy was continued in 2024.

According to the latest edition of the [Australian UNIRANK ranking](#), the University of Bologna is the **top University in Italy** in terms of number of **Instagram followers**.

Table 35 - Institutional social media channels

Channel	Goal	Target	Metrics	Growth in 2024
IG @Unibo	The channel where the University meets the student community. Information, initiatives and opportunities	Students throughout their university career	Coverage 8.7 million Followers: 165,313 Clicks on the link: 243,348 Interactions: 124,646 Profile views: 2.1 million	Coverage: +69.6% Followers: +35,287 Clicks on the link: +454.7% Interactions: +100% Profile visits: +29.8%
IG @Uniboper	A channel to tell society about the research, culture and commitment of the University of Bologna	The entire student community and general community	Followers: 6,729 Coverage: 869,728 Clicks on the link: 11,181 Interactions: 1,607 Profile views: 28,517	Growth in 2024: +2,341 follower Coverage: +213.1% Clicks on links: +3,140.9% Interactions: +100% Profile visits: +1.9%
Facebook	The institutional agenda of the University of Bologna	Researchers, professionals, alumni, general community and institutional stakeholders	Followers (April 2025): 139,934 Views: 7.2 million Coverage: 3.8 million Interactions with content: 16,110 Clicks on the link: 490,627	Followers: +6,169 compared to 2023
LinkedIn	The meeting point and main network for those who are part of or want to continue to be part of the Unibo community	Researchers, professionals, alumni, general community, institutional stakeholders and companies	Followers (April 2025): 426,806 Annual impressions: 8,933,898 Interactions: 48,511 reactions; 212,630 views	Followers: +29,603 compared to 2023
X	The channel that gives space, voice and visibility to scientific research	Researchers, professionals, alumni, general community and institutional stakeholders	Followers (April 2025): 32,543	Followers: +1,452 compared to 2023
YouTube @Unibo	A Unibo archive providing an immersion in the Unibo universe	General	Followers: 35,468	Followers: +9.35%
Spreaker	Authoritative voices from the University to navigate the transformations of our time	General	105,428 downloads (1/4/2024-31/12/24 only)	Downloads: +193%
Telegram	The information bulletin for the student community at your fingertips	Students throughout their university career	Followers: 26,846 Percentage signed up to the channel out of total Unibo students, as of 31/12/24: 31.7% (ratio of 1:3.2)	Followers: +8,601 compared to December 2023
TikTok	The channel where the University meets future students	High school students, first-year freshmen	Post views: 11 million Profile views: 42 thousand Likes: 67 thousand Comments: 2,997 Shares: 2,316 Spectators: 9.3 million Followers: 6,871	

UNIBOPER

The **@Uniboper Instagram profile** is the official channel of the University of Bologna to communicate its **commitment to society and disseminate its research and culture**. It targets a general, lay audience, particularly users between 18 and 35 years of age, at whom **public engagement** communication is mainly aimed. The channel opens up a window onto the University, disseminates the value it generates and establishes a dialogue with the world, enabling the audience to keep up to date with topical research, ongoing projects, results achieved and discoveries, as well as making the places and protagonists of research and the initiatives and events open to society known. Content is structured around four key themes: research, sustainability, culture and rights. During 2024, it developed several **new columns**, insights and formats on the topics of **gender violence**, **sustainability**, and **inclusion**.

TELEGRAM

Unibo_Official is the **information bulletin** of the University accessible via smartphone. It provides students in first and second cycle degree programmes with the **latest updates** on the University and information on **important deadlines** via a weekly newsletter in Italian and English (Novità da Unibo/News from Unibo), structured around topics with thematic hashtags.

It further promotes events of general interest with dedicated editions (**#InPrimoPiano**/**#Focus**) and sends out urgent notifications (**#Avvisi**/**#Alerts**).

At the end of 2024, about **one student in three** was **registered with the channel**. 69% of those registered use Telegram in Italian, 25% in English, and the other 6% in other languages, such as Russian, French, Spanish, German and Turkish.

Public Relations Office

The **Public Relations Office (URP)** facilitates interactions with the University through various **information channels: front office, call centre, email and direct messages via certain institutional social media** (i.e. Instagram, TikTok and Telegram). It is the first contact point for those who wish to get in touch with the University of Bologna, especially prospective students. It caters for all types of national and international users (about 30% of total requests), providing general information on teaching and administrative aspects, initial guidance on the University's services, competent offices for specific requests, and regulations. It is the reference point for reports, suggestions and complaints, as well as one of the recipients of requests to access University data and documents. During 2024, the Public Relations Office handled over **14,903 contacts**.

Figure 112 – Public Relations Office contact methods

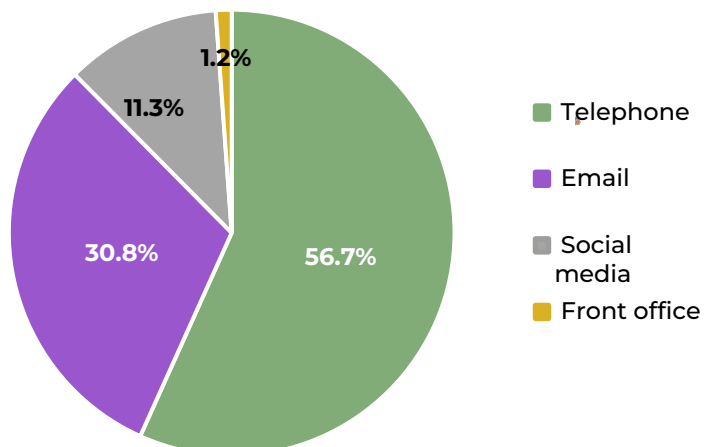
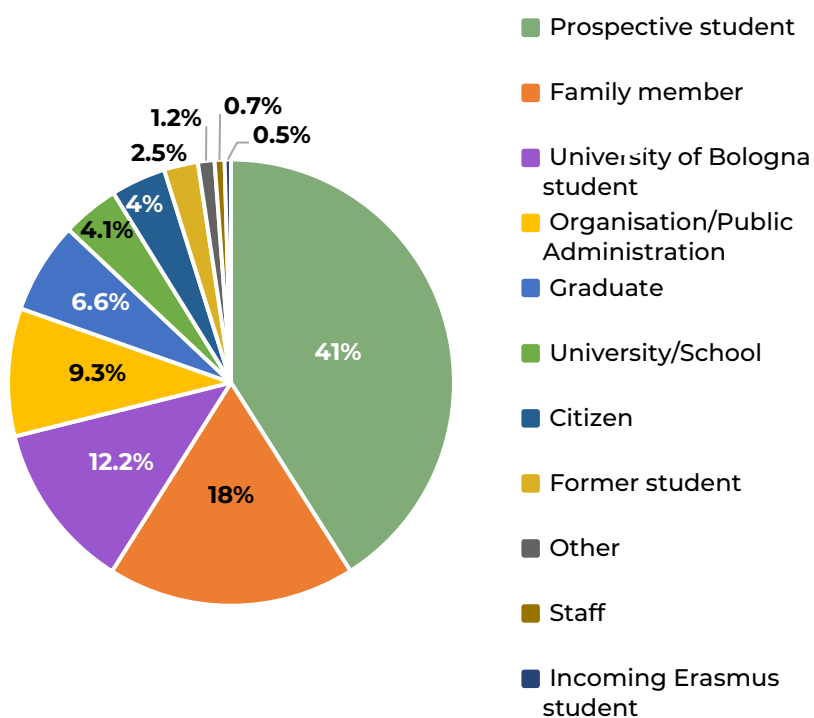


Figure 113 – Public Relations Office users



4.4.6 Sport and promotion of health



20,000

CUSB MEMBERS, OF WHICH 11,000 WITHIN THE UNIVERSITY COMMUNITY



1 m

ACCESSES TO OUR FACILITIES



More than 13,000

PARTICIPANTS IN EVENTS AND TOURNAMENTS



8

DIRECTLY-OPERATED SPORTS FACILITIES



Over 240

HIGH-LEVEL ATHLETES IN THE DUAL CAREER PATHWAY



30

MULTI-SPORTS AREAS



4

EUROPEAN TITLES WON IN 2024



14

ITALIAN UNIVERSITY TITLES WON IN 2024



8

AFFILIATED COMPETITIVE SPORTS SECTIONS



More than 100

DISCIPLINES



More than 150

SPORTS COURSES

Protection of Health

Health is a state of physical, mental and social well-being. This principle lies at the heart of the University's initiatives **pursuing the well-being** of students, staff and the local community through innovative tools and approaches.

During the course of 2024, the project *Ci vuole una città* (It takes a city), launched in 2022, was consolidated together with the Local Health Authority, Comune and Metropolitan City of Bologna, with a view to creating a Recovery College in the city, understanding exercise as a positive experience that actively contributes to well-being. **Exercise** leads to well-being because it improves one's mood and ability to focus while helping to reduce and deal with stress, anxiety and insomnia. The University has responded to this challenge by broadening the number of recipients of the Recovery programme catalogue and organising **well-being workshops** for lower secondary schools of the Metropolitan City of Bologna, some of which centred on exercise as a way to promote mind and body balance on the occasion of "World Mental Health Day".

SPORT AND SUSTAINABILITY OBSERVATORY

The **Sport and Sustainability Observatory**, established by the Department of Management - DISA, is dedicated to **analysing and promoting sustainability in the Italian sports sector**. Its objective is to study the environmental, social and economic impact of sports practices, contributing to the dissemination of sustainable models through research, training and collaboration with sports organisations. Research is complemented by **educational activities**, which aim to **raise awareness** and train sports professionals on sustainability issues, encouraging the adoption of more responsible practices. The ultimate goal is to contribute to a concrete change, so that the sports sector becomes increasingly aware of and committed to building a sustainable future. At the moment, the observatory is concluding the study of the sustainability of national sports federations, the first results of which were presented at the IRSPM Conference (7-9 April 2025), and is planning a post-graduate programme.

Sport at Unibo facilities

The University finances the activities of the **Bologna University Sports Centre – CUS Bologna A.S.D. (CUSB)**, an amateur sports association that is a member of the Italian University Sports Federation (FederCUSI), recognised by the Italian Olympic Committee (CONI). The CUSB was tasked by the Italian State with **promoting and enhancing physical education and sports** for university students.

The **CUSB operates all University-owned sports facilities** and a number of municipal facilities in the Bologna area and elsewhere, offering sports services not only to students and staff, but also to the local community across all Multicampus sites.

The CUSB services range from sports promotion activities, through events held either directly or in partnership with other clubs, to sports activities organised by the competitive sports sections affiliated with the relevant federations (Athletics, Tennis, Indoor Hockey, Master Swimming, Master Water Polo, Finswimming, Fencing and Sailing), to important university sporting events such as the National University Championships (CNU) and the European University Championships (EUSA).

In 2024, the official University of Bologna teams achieved **major success in sports**, winning European titles in women's basketball, women's volleyball, women's judo and women's taekwondo, as well as a bronze medal in men's taekwondo. At the National University Championships in Campobasso, the University of Bologna athletes won 14 gold medals, 12 silver medals and 5 bronze medals.

The CUSB operates **eight university sports facilities**. It also has many agreements in place with local organisations that enable the University community to play sports in a widespread manner. The main university facilities include the **Centro Universitario Sportivo Record**, the **Terrapieno sports**

facility, the Preziosi sports facility and the **Alma Gym Unione** in Bologna. In the locations in Romagna, CUSB has **Alma Gyms** in Forlì, Cesena and Rimini, which provide spaces equipped with modern machinery and a variety of innovative fitness courses.

CUSB INITIATIVES FOR INCLUSION

The **Centro Universitario Sportivo Bologna (CUSB)** continues to promote the core values of sport, such as **inclusion, socialisation, mutual respect** and **fair play**. Through a rich offering of activities and projects, CUSB encourages the active participation of men and women students, regardless of their physical ability or socio-economic status.

With this in mind, every year CUSB participates in numerous initiatives coordinated by *FederCusi* - the Italian Federation of University Sport - to foster an increasingly accessible and inclusive sports culture.

From November 2024 to March 2025, the **'Tutti per lo sport' (All for Sport)** project was implemented, focusing on the theme of inclusion through sport. The initiative emphasised fair play and group collaboration as tools to strengthen participants' psychological well-being and interpersonal skills.

The project mainly targeted university and high school students, with a particular focus on those with mild disabilities or relational difficulties, often from disadvantaged social backgrounds. The activities took place in both Bologna and Rimini, involving sports facilities and university spaces.

The most significant initiatives included:

- a **Sitting Volleyball tournament** dedicated to university students;
- university **basketball, mixed volleyball** and **7-a-side football** tournaments;
- a **10-meeting multi-sport course for young people with disabilities**, with introductory theory lessons followed by guided practical activities.

At the same time, programmes dedicated to schools were set up with **free sports lessons in two schools** in Bologna, involving students with and without disabilities. These activities promoted integration, mutual respect and collaboration among peers, contributing to an open and inclusive educational environment.

The project achieved broad participation and successfully met its objectives, confirming the value of sport as an effective tool for social inclusion and cohesion.

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Scientific Technical Committee and Coordination Group

For the preparation of the Sustainability Report 2025, the University adopted a leaner operating model than in previous editions, specifically leveraging established in-house expertise.

The revision of the contents and the overall drafting of the document were coordinated by the General Management, under the direct supervision of Director General Sabrina Luccarini and with the support of the working group led by Camilla Valentini (University Planning and Data Analysis Unit - APPC).

The drafting structure still ensured consistency with reference standards (GRI, RUS-GBS), alignment with the University's strategic documents (2024-2026 PIAO, 2022-2027 Strategic Plan and the Gender Equality Plan), as well as discussion with internal stakeholders through focus groups and cross-sectoral validations.

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