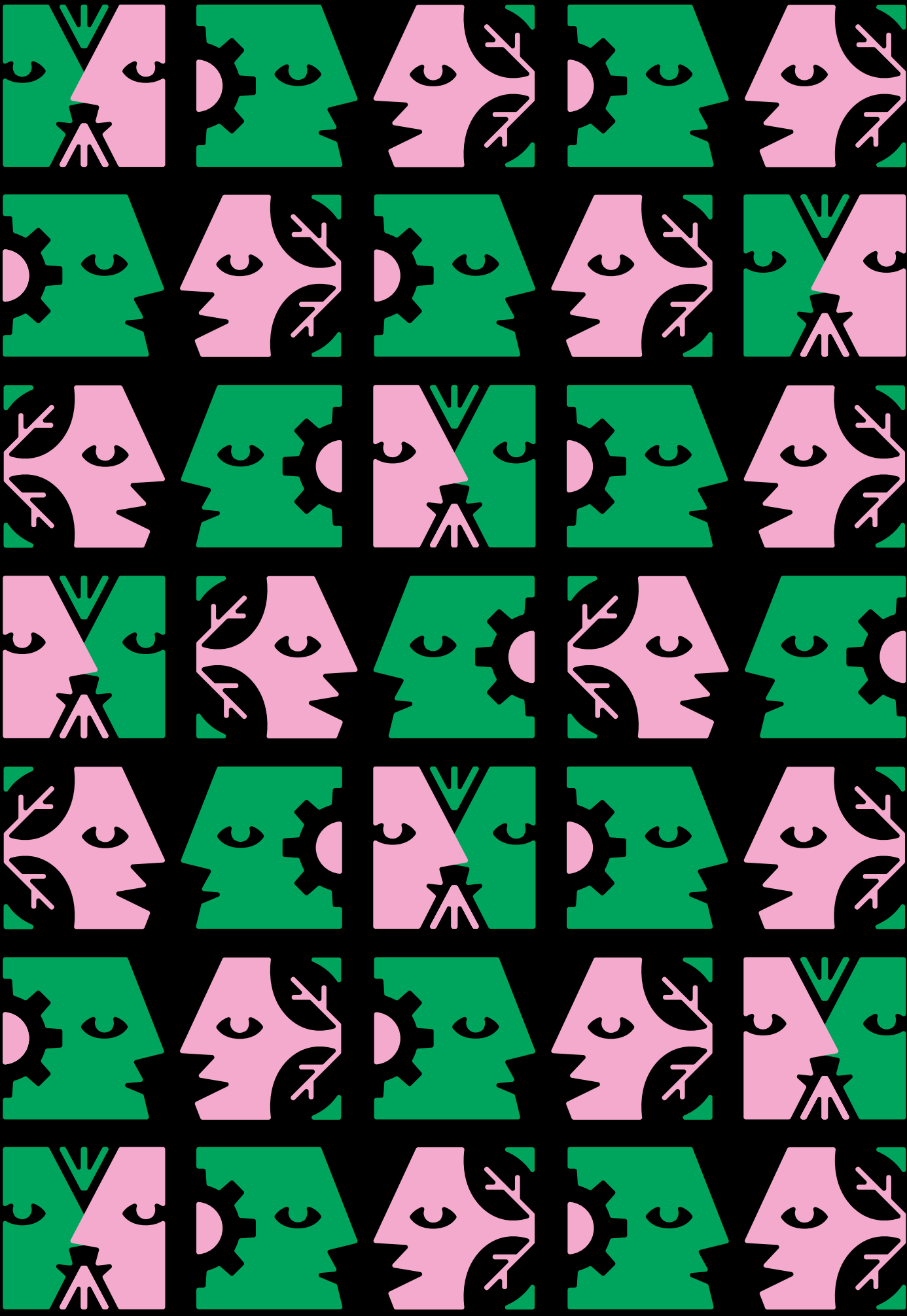
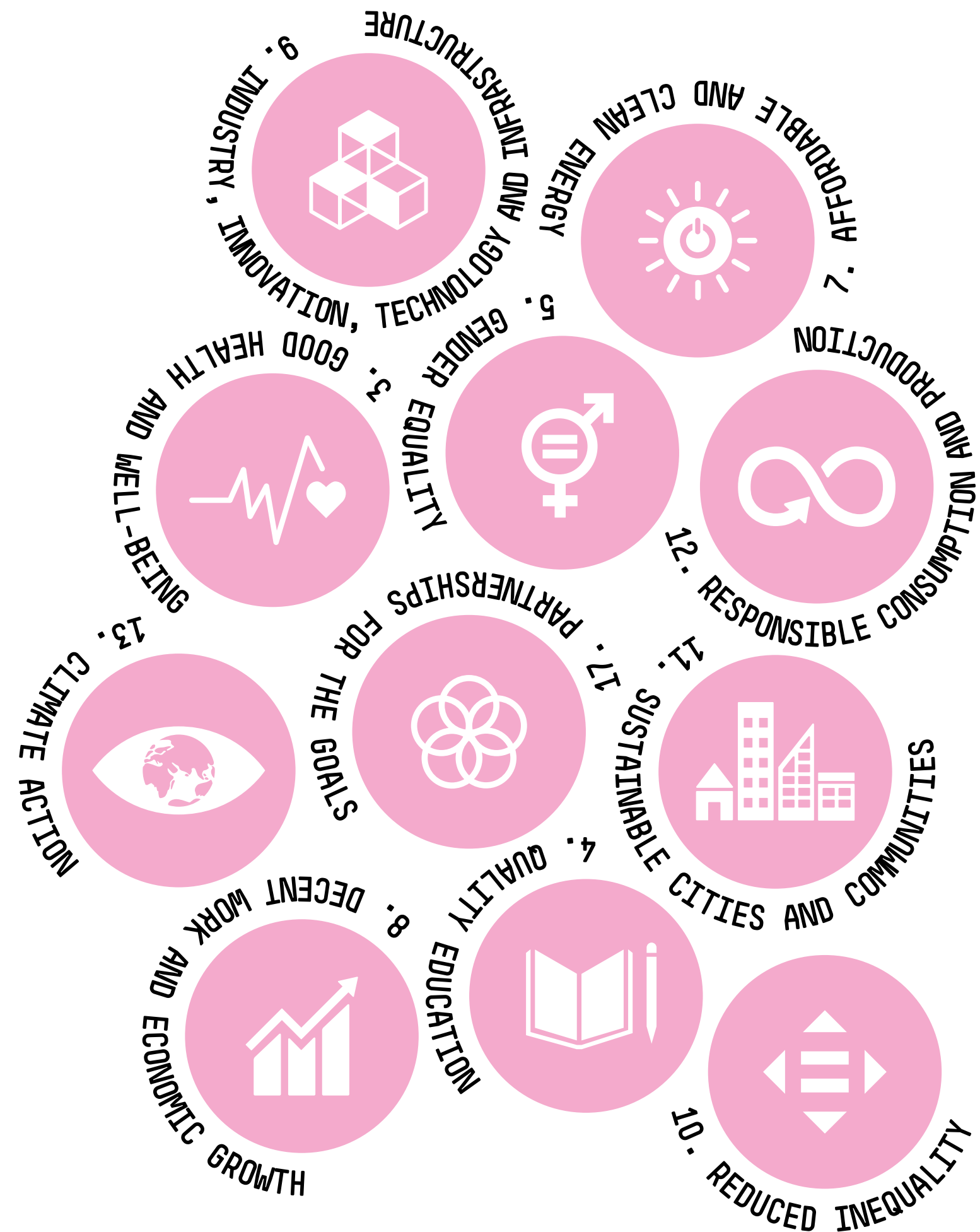


RUFA SUSTAINABILITY REPORT — A.Y. 2023/2024



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REPORT DI SOSTENIBILITÀ	
A.A. 2023/2024	
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# *Introduction*

The first Sustainability Report of RUFA – Rome University of Fine Arts marks an important milestone and, at the same time, a voluntary choice to share, with transparency, the results and actions undertaken. It outlines a journey centered on social and environmental responsibility.

This document reflects the Academy's commitment to promoting an educational model where sustainability, inclusion, and innovation are the pillars of both the academic experience and daily life. It stands as a testament to the values that inspire RUFA and its dedication to the achievement of the United Nations' Sustainable Development Goals (SDGs) through concrete and measurable initiatives that create a positive impact on both the academic community and society at large.

In the following pages, the Director and the CEO of RUFA share the significance of this journey and reaffirm our commitment to building a sustainable, inclusive, and innovative Academy. We invite you to discover how RUFA is working towards a more equitable and conscious future by integrating culture, education, and concrete actions to serve the community.

# Message from the Director

6 7

DEAR READERS, it is with great pleasure and pride that we present to you the first Sustainability Report of RUFA – Rome University of Fine Arts. This document marks a fundamental milestone in our journey toward sustainability, marking the beginning of a continuous dialogue with our stakeholders and providing transparent account of the results, initiatives, and ambitions that drive our commitment to a more sustainable and inclusive future. For us, sustainability is a strategic priority, one we have chosen to pursue with passion and determination. We have placed it at the heart of our institutional mission, transforming this core value into tangible actions that continue to evolve.

Since its foundation, the Academy has engaged with its students with honesty and transparency, positioning itself as a real and authentic place —one that supports and nurtures individual dreams and aspirations. RUFA is more than just an academy; it is a cultural and creative hub, a place for exchange and growth, where knowledge is transformed into meaningful action.

With a community of over 1,500 people, RUFA is a hub of talent where creativity meets knowledge, shaping not only artists and designers but also active and conscious citizens, capable of interpreting present challenges and designing innovative solutions for the future. This commitment is reflected in numerous projects and collaborations, as well as in educational programs

designed to integrate sustainability as a core value. An example of this is our Sustainable Fashion Design course, launched in 2022, which combines creativity, innovation, and responsibility, providing key skills to tackle the ethical and innovative challenges of the fashion industry.

Our commitment extends beyond the academic field, offering concrete support to students and guiding them in their personal and professional growth. Through scholarships, personalized learning paths, and a range of orientation and support services—including alias careers and specific measures for students with disabilities—we strive to create an equitable, inclusive, and accessible environment for all, removing barriers so that everyone can reach their full potential.

RUFA is also dedicated to environmental sustainability and has launched several initiatives aimed at responsible resource management and reducing its environmental footprint. Aware of the urgency of climate challenges, we are committed to measuring and improving our environmental impact, making sustainability a key criterion in future projects and daily choices.

We are grateful to all those who have contributed to the creation of this document, especially to our students, faculty, and administrative staff, whose daily commitment makes RUFA a vibrant, inclusive, and dynamic community. These pages not only reflect our present commitments but also represent a pledge for the future—a future where RUFA will continue to work toward building a fairer, safer, and more sustainable world.

We invite you to explore our journey, our objectives, and our aspirations.

Thank you for your attention and for joining us in this mission.

*arch. Fabio Mongelli*

# *RUFA* *the Academy* *of doing,* *between* *dreams* *and concrete* *projects*

8 9

RUFA – Rome University of Fine Arts is an international Academy officially recognized by the Italian Ministry of University and Research (MUR), where art, design, and communication converge into a distinctive educational journey. Founded in 1998 to bring to life the dreams of its founder, Maestro Alfio Mongelli, and those of young Italian and international talents, RUFA offers First and Second Level Academic Courses, Master's programs, PhDs, and Foundation Courses that address the challenges of the contemporary artistic landscape, ensuring excellence in education and a strong professional outlook.

As an “Academy of Doing”, RUFA plays a central role in the educational and cultural landscape of both Rome and Milan, standing out as a centre of excellence where theory and practice-based research come together to prepare students to excel in the cultural, artistic, and professional fields. This philosophy is reflected in rigorous programs and the use of cutting-edge facilities and advanced laboratories that support and stimulate learning and creativity.

Studying at RUFA means immersing oneself in a dynamic and stimulating environment, where every student is encouraged to develop their artistic and professional skills while shaping their future in an open and forward-thinking Academy. RUFA fosters critical thinking and individuality, engaging students in a curriculum enriched with lectures, hands-on workshops, and interactions with leading figures from the art and creative industries.

Today, RUFA continues to expand its presence, with three historic campuses in Rome (San Lorenzo, Ostiense, and Trieste) and a new campus in Milan at the Bodio Center. Each site is equipped with modern classrooms, state-of-the-art laboratories, and exhibition spaces, providing a constantly evolving learning environment that meets students' needs for guidance, support, and integration into the professional world.

Over the years, RUFA students and faculty have demonstrated excellence and talent, distinguishing themselves in national and international competitions and earning prestigious awards in fields such as painting, sculpture, design, photography, film, and performing arts. Among the awards received are the Premio Rometti (five editions), the European Design Award, the RedDot Award, and the German Design Award. These achievements testify to the high quality of education and the enthusiasm of the RUFA community, dedicated to continuous artistic and professional growth.



2000

RUFA received official legal recognition as an Academy of Fine Arts, solidifying the value of its educational model and establishing itself as a reference point in the Italian academic landscape.

RUFA obtained ISO 9001 Quality Certification, confirming the excellence of its institutional processes.

2005

On an experimental basis, RUFA expanded its academic offerings by launching the first Academic Course in Cinematic and Television Arts, responding to the growing needs of an ever-evolving job market.

2018

RUFA Lab was established as a next-generation digital fabrication laboratory dedicated to product design, lighting, and multimedia design, with the goal of shortening the gap between ideation, conceptualization, and realization, enabling zero-kilometer productions.

2023

RUFA apre la sua prima sede decentrata a Milano, nel quartiere Bovisa, oggetto di un processo di riqualificazione dell’area dell’ex Scalo Farini mirato a restituire i “luoghi di ritrovo” alla collettività. La nuova sede nasce nel Bodio Center, il business park di nuova generazione, certificata LEED® e BREEAM® a conferma di una scelta consapevole di sostenibilità.

1998

RUFA was founded in 1998 on the initiative of Alfo Mongelli, a sculptor and the current President of the Academy, with the vision of creating a private fine arts academy that could offer innovative and up-to-date educational programs aligned with international standards and strongly connected to the professional world.

2004

RUFA received Ministerial Decree approval for the activation of Second Level Academic Courses, equivalent to Master’s Degree programs.

2016

RUFA opened a new campus in Rome at Via degli Ausoni 7/A, within the former Pastificio Cerere, acquiring nearly 2,000 square meters of artistic laboratories and inaugurating its first exhibition space, RUFA Space.

2022

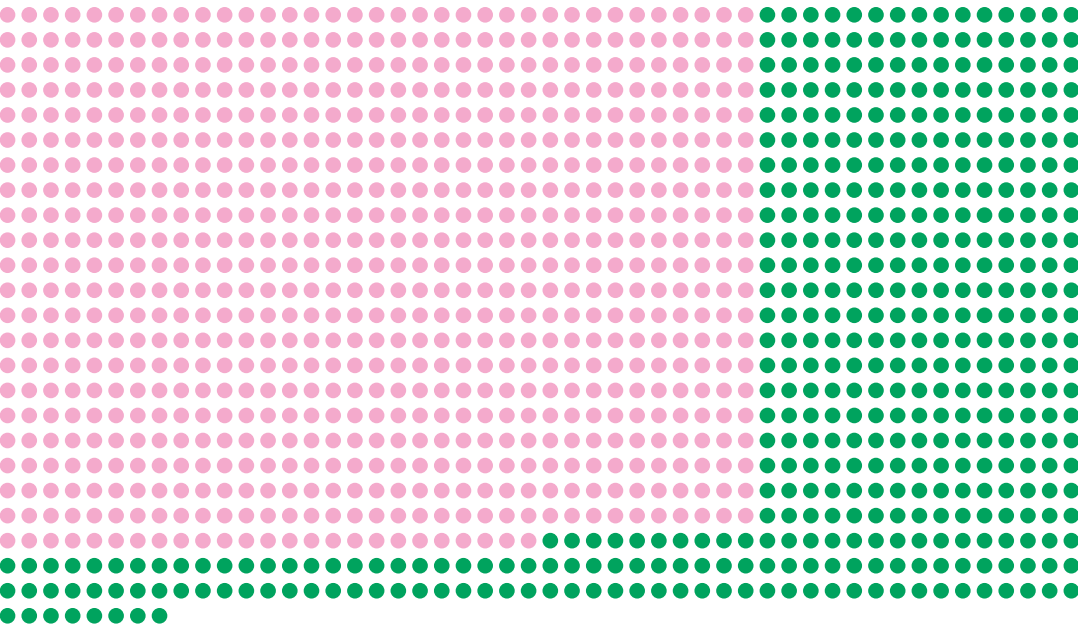
RUFA launched its First Level Academic Course in Sustainable Fashion Design, aiming to train future fashion designers capable of seizing opportunities in sustainable development.

RUFA inaugurated a third campus in Rome at Via Giuseppe Libetta, a true cultural hub of 6,000 square meters, featuring spaces for education, laboratories, offices, and social areas. The new campus was designed with a strong focus on environmental sustainability, incorporating green spaces, energy-saving solutions, and alternative mobility options.

2024

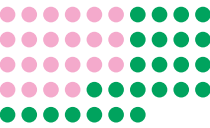
RUFA published its first Sustainability Report, a testament to its concrete commitment to environmental, social, and economic sustainability. RUFA launches an industrial PhD program in Cross Innovation Design of Cultural Industries and joins the Roma Tre University Consortium for the PhD program in Cinema and New Media Technology.

1.208 ENROLLED STUDENTS



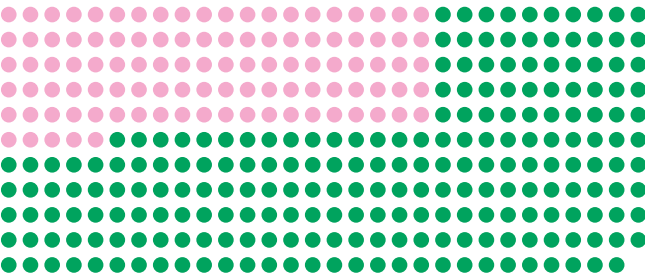
760 WOMEN / 241 INTERNATIONAL / 60+ NATIONALITIES

47 EMPLOYEES



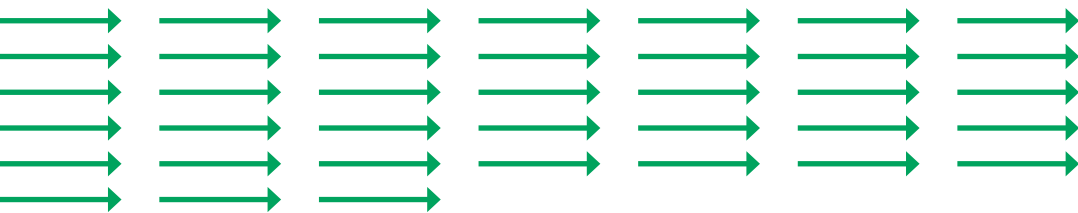
47% WOMEN  
80% ON PERMANENT  
CONTRACTS

329 ADJUNCT FACULTY MEMBERS

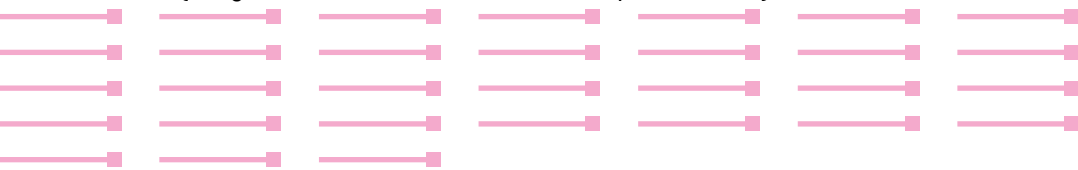


32% WOMEN / 41.555 HOURS OF TEACHING

38 ACTIVE PROGRAMS



31 EVENTS (organized with external partners)



RUFA was founded with the goal of guiding students through a journey of artistic and personal growth, emphasizing authenticity, openness, and a deep connection to their dreams and aspirations. Created as a space where ideas and projects can take shape, RUFA builds its identity on a set of values that drive its educational and cultural mission, fostering an environment where creativity is at the heart of all academic and professional activities.

**Freedom of expression** is a fundamental pillar of RUFA's educational philosophy. Studying at RUFA means having the freedom to express artistic thought without limits or censorship. Faculty and staff work daily to create an open and collaborative environment, where students can freely explore and develop their creative identities, supported by tools and activities that nurture their artistic growth.

The Academy also firmly believes in **autonomy in learning**, encouraging students to design their own creative paths. Elective courses, interdisciplinary workshops, talks, and special projects offer students the opportunity to personalize their educational path, enriching it with unique experiences often carried out in collaboration with prestigious partners.

RUFA embraces the concept of **genius loci**, where each campus represents a deep and authentic connection to its surrounding environment. Studying at RUFA means immersing oneself in the socio-cultural, architectural, and linguistic characteristics of the local context, adapting one's learning experience to the unique identity of each location where the Academy operates.

The importance of relationships, inclusion, and diversity is another key value at RUFA, which is committed to being an **inclusive Academy**. The relationships within the academic community are a fundamental asset, nurtured by open and ongoing dialogue between students, faculty, and staff. RUFA places students at the centre of its mission, paying special attention to gender, ethnicity, and identity diversity, and supporting every psychological and physical challenge with care and respect to ensure that all members of the community feel welcomed and empowered throughout their journey.

RUFA's mission is to educate conscious and responsible professionals who can interpret and enrich the international artistic and cultural landscape. The Academy promotes an interdisciplinary and practice-based approach, offering a curriculum that not only enhances technical skills but also cultivates a strong sense of social and cultural responsibility. Within this space of dialogue and creativity, RUFA prepares the professionals and artists of tomorrow, encouraging them to use their talent to create a positive impact on society.

**THE SUSTAINABILITY MANIFESTO** Aware of the importance of preparing students to navigate the global challenges of our time, the Academy has developed a **Sustainability Manifesto**, which represents its concrete commitment to a more equitable and sustainable future.

The Manifesto aligns with the broader framework of the **17 Sustainable Development Goals (SDGs)** set by the United Nations' 2030 Agenda, which, along with their 169 targets, provide a globally recognized model for building a more fair and sustainable future. In 2023, RUFA identified a selection of key SDGs relevant to its academic, educational, and cultural activities, linking them to its priority material themes. For RUFA, the SDGs serve as a strategic guide, shaping its commitments and initiatives while contributing to the achievement of the 2030 Agenda's goals and fostering positive impact within the academic community and among stakeholders.

Through the Sustainability Manifesto, the Academy expresses its vision for sustainability and invites every student, faculty member, and collaborator to take part in its journey toward building a world where art and culture become powerful catalysts for meaningful and responsible change.

12 13

CRAFT

OUR

PATH



# CRAFT OUR PATH



## LEARNING

We guide our students through a path of growth, inspiring them to embrace more sustainable models of thinking and consumption. We create educational opportunities that transform knowledge into a tool for change, providing the skills to tackle global challenges while fostering creativity, critical thinking, and innovative vision

## INCLUSION

We create an open, multicultural, and dynamic environment where young creatives from all over the world can turn their ideas into reality. We value every identity, promoting respect and dialogue to break down barriers and build a shared culture. Because the future belongs to those who have the courage to imagine it without boundaries

## RESPONSIBILITY

We are committed to reducing our environmental impact through renewable energy and sustainable choices. We promote a culture of responsibility that empowers students to be the drivers of change, guiding them toward mindful actions. Every gesture, every choice can create a positive impact: together, we build a fairer and more sustainable future

## CLAIM AND VISUAL IDENTITY

Representing RUFA's commitment to sustainability involved several creative spheres, all of which are encapsulated in the Manifesto.

The claim 'CRAFT OUR PATH' expresses the will to act as an academic community. The choice of English and three simple, universal words makes it easy to understand their value. To craft is a metaphor for the learning method promoted by the Academy: a careful, detailed and conscious creative process, where action is not immediate and instinctive, but gradual and considered. The possessive adjective our emphasises the importance of collective action, highlighting the urgency of shared commitment. RUFA welcomes staff, teachers and students from all over Italy and from over 60 nations: in the variety of cultures and perspectives, inclusiveness becomes a strength. The noun path represents the responsibility of each individual in their own journey: achieving a goal requires sacrifice, dedication and perseverance. Just as in an academic career, those who are part of this large family are called upon to promote and support responsible practices to build a better future.

The visual identity of the RUFA sustainability report is conceived as an open layout, inspired by the concept of Ecosophy, developed in the 1960s by the Norwegian philosopher Arne Næss. According to this vision, man does not occupy the top of the hierarchy of living things, but is an integral part of the ecosphere: an element of the whole, and not its centre. The designed icons recall people's faces and are intertwined with the values expressed in the Manifesto. They are designed to be modular and interchangeable: they can exist individually, but find their strength in the collective. Matching the claim, they represent a journey through time: they look back to the past to learn from humanity's mistakes, they meet in the present to make conscious decisions, and they project into the future with a common vision of the goals to be achieved.



**GOVERNANCE AND INTERNAL CONTROL SYSTEM** ←

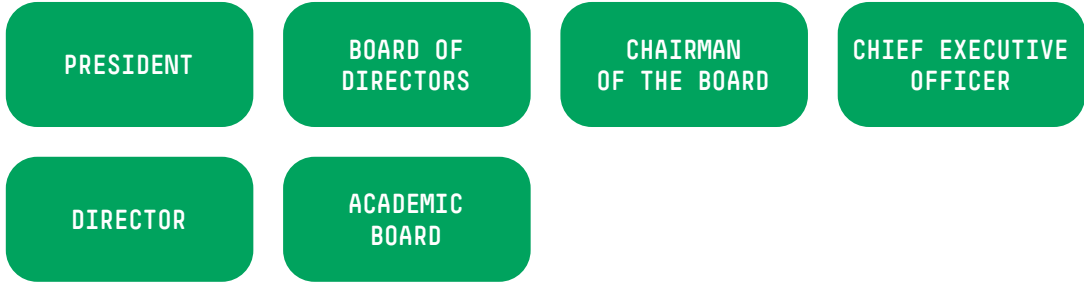
RUFA's governance structure is designed to ensure effective management and oversight of both academic and administrative activities, while promoting transparency, accountability and participation. The Academy is committed to continuously improving its governance framework by adopting international best practices and fostering a culture of integrity and responsibility.

The governing bodies, within their respective areas of authority, define objectives and strategic programs, ensuring that operational outcomes align with established guidelines. They are also responsible for ensuring compliance with the Statute, internal regulations, and applicable laws. Meanwhile, the Advisory Bodies contribute to the evaluation of the Academy's activities and play a key role in achieving quality objectives.

The **Board of Directors**, composed of seven members, including the President and the Academy's Director, is responsible for defining long-term strategies, monitoring performance, and ensuring compliance with regulations and quality standards. The Board also plays a key role in strategic direction and approval of sustainability strategies and performance. In 2024, the Board reviewed both the Sustainability Manifesto and the Sustainability Report as part of this commitment.

The effective management of academic activities is overseen by various supervisory and control bodies, ensuring participatory governance and transparent monitoring of results.

**GOVERNING BODIES**



**SUPERVISORY BODIES**



**ADVISORY BODIES**



Organigram  
governance ↓

Specifically, the planning of educational, scientific, artistic, and research activities falls under the responsibility of the **Academic Council**, which is chaired by the Director and supported by the **Faculty Board**, ensuring proper execution and oversight. To guarantee that students' voices are heard, RUFA has also established the **Student Council**, an advisory body composed of five student representatives. In addition to expressing opinions as outlined in the Statute and Regulations, the Student Council has the authority to submit requests and proposals to the Academic Council, particularly concerning academic organization and student services.

**SUSTAINABILITY GOVERNANCE** To promote and embed a culture of sustainability within the Academy and in its relationships with external stakeholders, RUFA established the ESG Team in 2023.

Under the guidance of the Managing Director, the ESG Team collaborated with an external consultancy firm to assess the current state of sustainability at RUFA, identifying key strengths and areas for improvement. This process helped determine the most significant sustainability priorities for an educational institution like RUFA. The result of this analysis led to the creation of the RUFA Sustainability Manifesto, a document that outlines the Academy's priorities, ambitions, and strategic goals for contributing to a more equitable and just future. These key priorities have been incorporated into a three-year action plan, with this Sustainability Report marking a significant milestone in the Academy's journey toward sustainability.

**CODE OF ETHICS AND MODEL 231** To ensure strong governance and regulatory compliance, RUFA has adopted an Organization, Management, and Control Model (MOG) in accordance with Legislative Decree No. 231 of June 8, 2001. Approved by the Board of Directors in 2023 and updated in 2024, the Model consists of a General Section and multiple Special Sections, each addressing specific risks related to potential violations. Alongside the Code of Ethics, Model 231 establishes general and specific principles of conduct to prevent legal infractions by individuals acting on behalf of the Academy. It also identifies sensitive activities where compliance risks may arise, defining control procedures and preventive measures that must be strictly followed. The Model is regularly updated to reflect regulatory and organizational changes, ensuring continuous compliance and ongoing improvements in governance practices.

To guarantee its effective implementation, RUFA has established various control measures: the Board of Directors (CdA) has appointed a **Supervisory Body (OdV)**, structured as a sin-

gle-member entity. Operating independently and autonomously, the OdV is responsible for overseeing the implementation of Model 231 and the Code of Ethics, ensuring updates align with the Academy’s evolution and legal requirements. The OdV is also responsible for monitoring the whistleblowing management process, reviewing reports related to potential violations of the Model and Code of Ethics, conducting the necessary investigations, and issuing recommendations while ensuring privacy protection for all involved. RUFA has also implemented a dedicated **whistleblowing channel**, accessible to all stakeholders, allowing for secure and anonymous reporting of irregularities in compliance with relevant regulations.

The **Code of Ethics** specifically regulates and guides the conduct of all individuals interacting with the Academy. It is founded on key principles such as: legality, impartiality, integrity and honesty, transparency, confidentiality, fairness and loyalty, environmental and territorial protection. The Code of Ethics is publicly available and actively promoted through internal communication and training initiatives to ensure widespread awareness. In 2024, it was updated to reflect internal and external developments, reinforcing RUFA’s commitment to ethical governance. The revised Code further strengthens RUFA’s stance on diversity, inclusion, human rights, and labor protections. Throughout the year, awareness and training programs were developed for all individuals subject to Model 231 and the Code of Ethics, including employees, faculty, and external collaborators.

### Reporting Channel for Discriminatory Acts

RUFA is committed to ensuring an inclusive academic environment, free from all forms of discrimination. During the 2023/2024 academic year, the Academy established a dedicated reporting channel, accessible to students, faculty, and staff, for reporting incidents of discrimination, harassment, or retaliation. The channel is also available anonymously, providing a safe and confidential tool for reporting inappropriate behaviour.

**PRIVACY AND CYBERSECURITY** In today’s digital landscape, cybersecurity is essential for the sustainability of organizations. RUFA adopts a rigorous approach to protecting personal data and securing its systems, continuously investing in its ICT services and implementing best practices to prevent cyberattacks. In line with its values of transparency and regulatory compliance, RUFA has implemented several concrete measures to comply with the European Regulation 2016/679 (GDPR), ensuring the protection of personal data for students, employees, and all individuals interacting with the institution.

The Academy prioritizes transparency in data processing and has developed detailed Privacy Notices, which are easily accessible on its website. These notices provide detailed information on the data collected, processing purposes, user rights, and security measures adopted to protect personal information. Beyond providing clear information, RUFA actively ensures data protection through regular internal audits to verify GDPR compliance and assess security protocols. The Academy also monitors regulatory updates and adjusts its policies and procedures accordingly to maintain the highest level of data security. In 2023, no data breaches or security incidents were recorded.

**ECONOMIC AND FINANCIAL PERFORMANCE**

For the financial year ending August 31, 2024, RUFA recorded a total revenue of €8.5 million, reflecting a 17% increase compared to the previous year. The Academy’s primary sources of income come from educational activities, including tuition fees, administrative fees, and charges for specific educational programs and additional services. Similarly, operating costs amounted to €8.4 million, with expenditures mainly allocated to: employees (23%), academic-related activities (70%) and other general operating expenses.

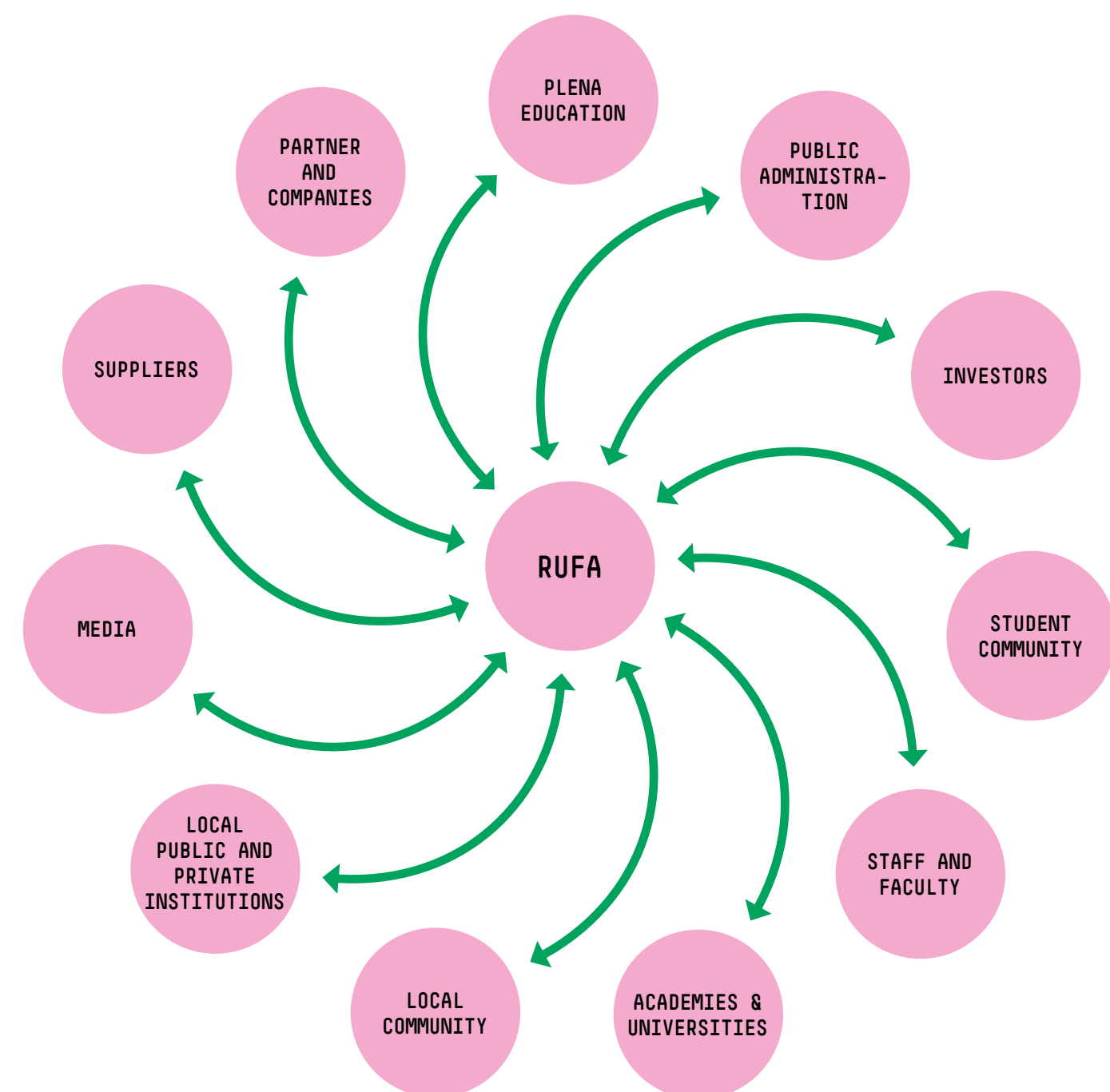
In terms of economic value generated and distributed, RUFA redistributed 95% of its generated economic value, primarily to: suppliers of goods and services, including faculty (70%), employees (20%) and financial institutions and public administration (remaining portion).

## OUR STAKEHOLDERS

RUFA operates within a complex and dynamic environment, interacting with a diverse range of key stakeholders who play a crucial role in its development and growth. As part of its sustainability analysis and evaluation process, RUFA has identified key stakeholder categories, recognizing them as interest groups toward which the Academy holds significant responsibilities and where it can have the greatest impact in pursuing its social and environmental objectives.

RUFA recognizes that stakeholder engagement is a continuous process that requires ongoing commitment. For this reason, the Academy is dedicated to building high-quality, trust-based relationships, actively engaging stakeholders through vari-

Stakeholder map↓



20 21

ous means. The goal is to establish strong, long-term connections, fostering a continuous dialogue that benefits both the Academy and its stakeholders, while gaining deeper insight into their expectations and perspectives.

In this context, RUFA's first Sustainability Report serves as a fundamental starting point in ensuring transparent and accessible communication, providing stakeholders with insights into progress made and future objectives.

**DIALOGUE, LISTENING, AND ENGAGEMENT** RUFA adopts a stakeholder engagement model inspired by best practices in the academic world, emphasizing transparency, accountability, and co-creation of value. The Academy firmly believes in the power of dialogue and collaboration as essential tools for developing effective and measurable strategies that promote sustainability and shared value creation. For RUFA, active stakeholder engagement is a key element in understanding the needs and expectations of different interest groups, as well as in identifying new opportunities for collaboration and shared growth.

To foster active participation and ensure open and transparent communication about its journey, objectives, and results, RUFA has established various communication channels:

— **Satisfaction Surveys:** one of the primary channels through which RUFA collects stakeholder feedback is periodic satisfaction surveys, directed at students, faculty, and employees. These surveys help RUFA identify and understand the needs and expectations of different groups, enabling targeted interventions to improve the academic and work environment.

— **Awareness and engagement meetings:** a working group, composed of student, faculty, and staff representatives, has been established to promote dialogue and gather input, contributing to the development of the RUFA Sustainability Manifesto. Among the key annual meetings, notable events include the Faculty Board Meeting and the Freshmen Day, where updates on sustainability initiatives are shared.

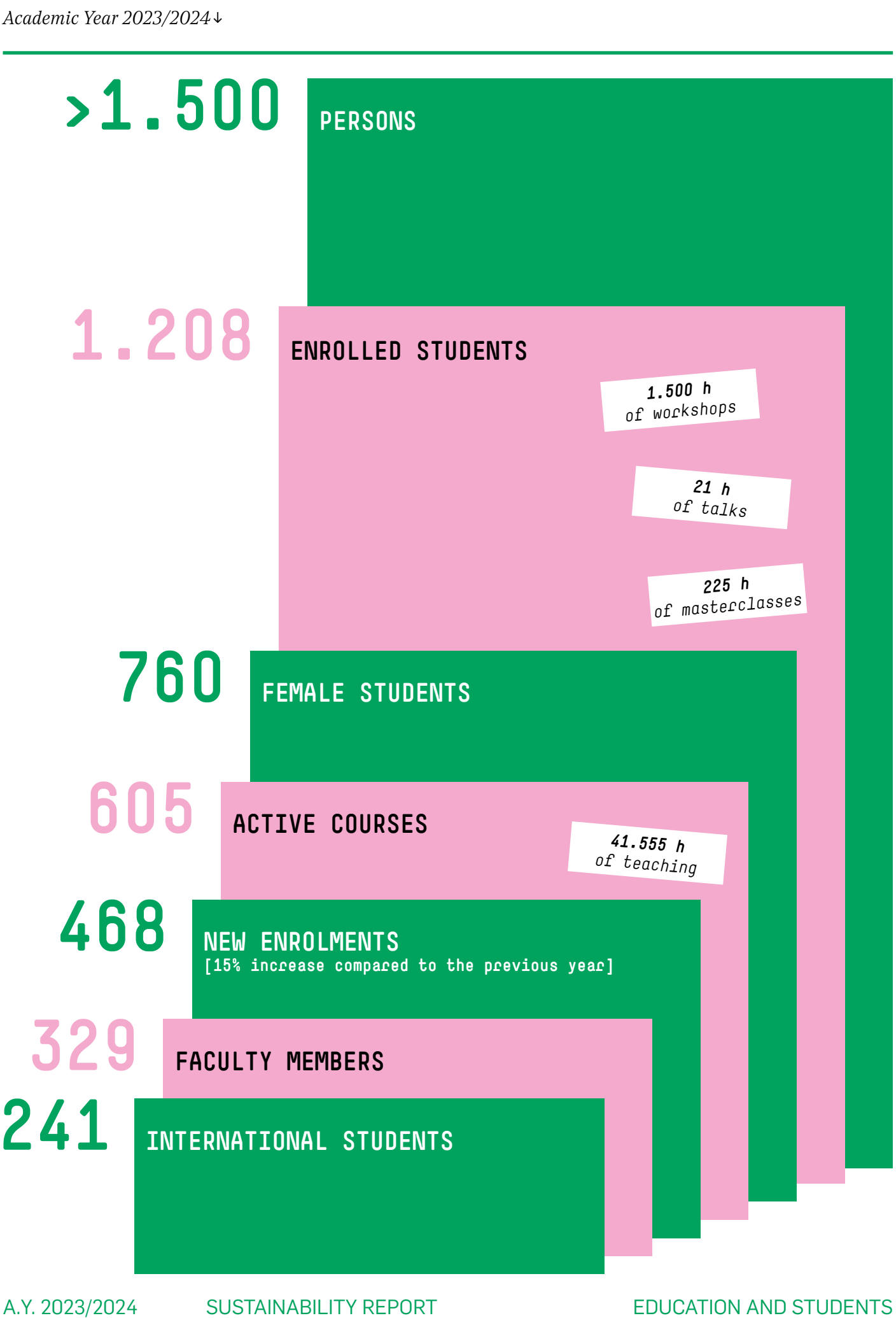
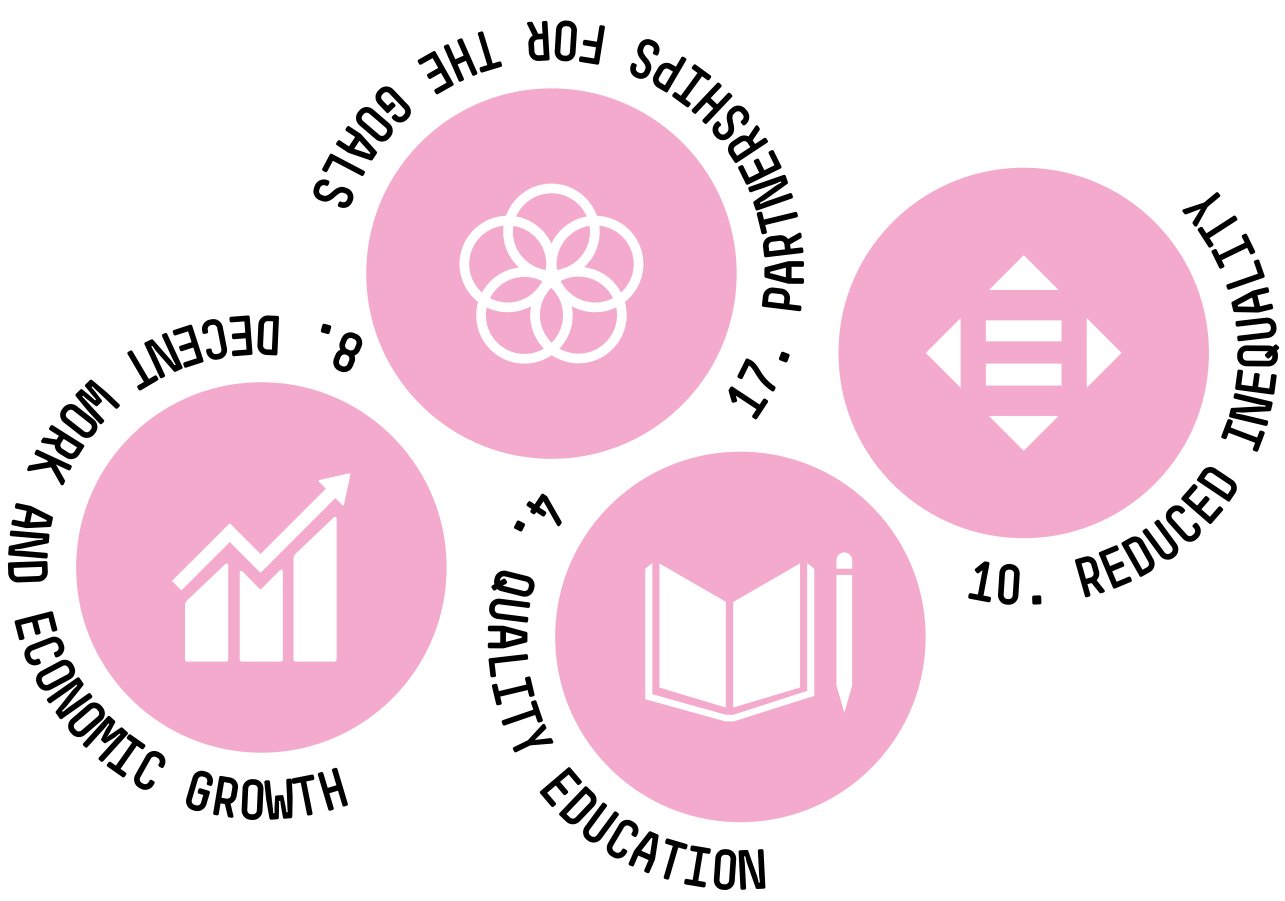
RUFA si impegna a monitorare costantemente l'efficacia delle attività di dialogo e coinvolgimento, aggiornando periodicamente i propri metodi di rilevazione e ascolto per garantire una comunicazione trasparente e partecipata. Il monitoraggio continuo assicura un miglioramento costante nelle relazioni con gli stakeholder, consentendo all'Accademia di adattare le proprie strategie di sostenibilità in linea con i cambiamenti sociali ed economici.



# Education and students

Today, RUFA is a vibrant community of over 1,500 people, where faculty, students, and staff collaborate in a dynamic and stimulating environment - a true laboratory of ideas that promotes experimentation and the exchange of perspectives. The 2023/2024 Academic Year marks a significant phase of growth for the Academy, with 468 new enrolments, reflecting a 15% increase compared to the previous year. RUFA now has a total of 1,208 enrolled students and 329 highly qualified faculty members.

22 23





Our classrooms and laboratories have been brought to life with approximately 40,000 hours of teaching, including 1,500 hours dedicated to hands-on workshops and 21 hours of industry-expert talks, enriching students' knowledge and skills. Additionally, the Master of Arts in Visual Arts and Computer Animation & Visual Effects has benefited from 9 exclusive Masterclasses, designed to provide in-depth insights into advanced topics while fostering creativity and innovation.

EDUCATIONAL OFFER: A UNIVERSE  
OF CREATIVITY BETWEEN VISUAL ARTS AND DESIGN

RUFA’s educational offering stands out for its innovative and future-oriented approach, preparing young creatives to successfully navigate the challenges of the professional world. The curriculum is closely aligned with industry needs, with programs designed to train highly competitive professionals across a range of creative fields. Faculty members play a central role in this process; they are established professionals actively engaged in their respective sectors, ensuring that students receive an education that seamlessly integrates theory and hands-on practice. This combination allows students to develop cutting-edge skills that are immediately applicable in their professional careers.

RUFA defines itself as a true “Academy of Making”, with approximately 80% of lessons conducted in hands-on laboratories, where students apply theoretical knowledge, develop creative abilities, and learn structured methodologies to tackle projects with rigor and professionalism. The academic environment is characterized by continuous interaction across different disciplines, promoting a holistic perspective and the acquisition of interdisciplinary skills. Through workshops, masterclasses, and extracurricular activities, RUFA also integrates social and environmental sustainability into its teaching, preparing students to become informed professionals capable of addressing contemporary global challenges.

The institution fosters a dynamic and stimulating learning experience, rich in networking opportunities with peers, faculty, and industry professionals. It actively participates in the Erasmus+ program and collaborates with international institutions, promoting cultural and educational exchanges. This interdisciplinary and international environment provides students with an ideal launchpad for a successful career in the creative industries.

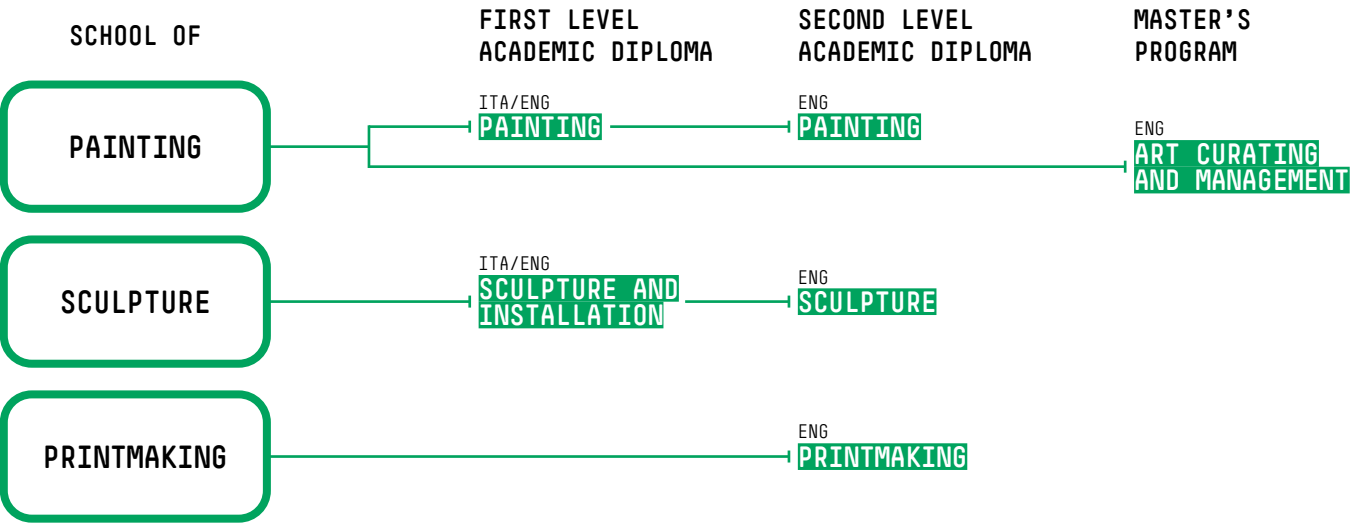
RUFA’s educational offerings are organized into various degree programs across its Schools, with Departments responsible for coordinating teaching, research, and production activities. Each department oversees the academic offerings within its respective Schools:

— The **Department of Visual Arts** serves as a bridge between artistic tradition and contemporary innovation. Here, students immerse themselves in painting, sculpture, and printmaking, exploring various techniques and expressive languages that have shaped art history. The Academy places strong emphasis on practical training, providing students with laboratories and workshops to refine their skills and develop their unique artistic voice within a journey of personal and artistic growth.

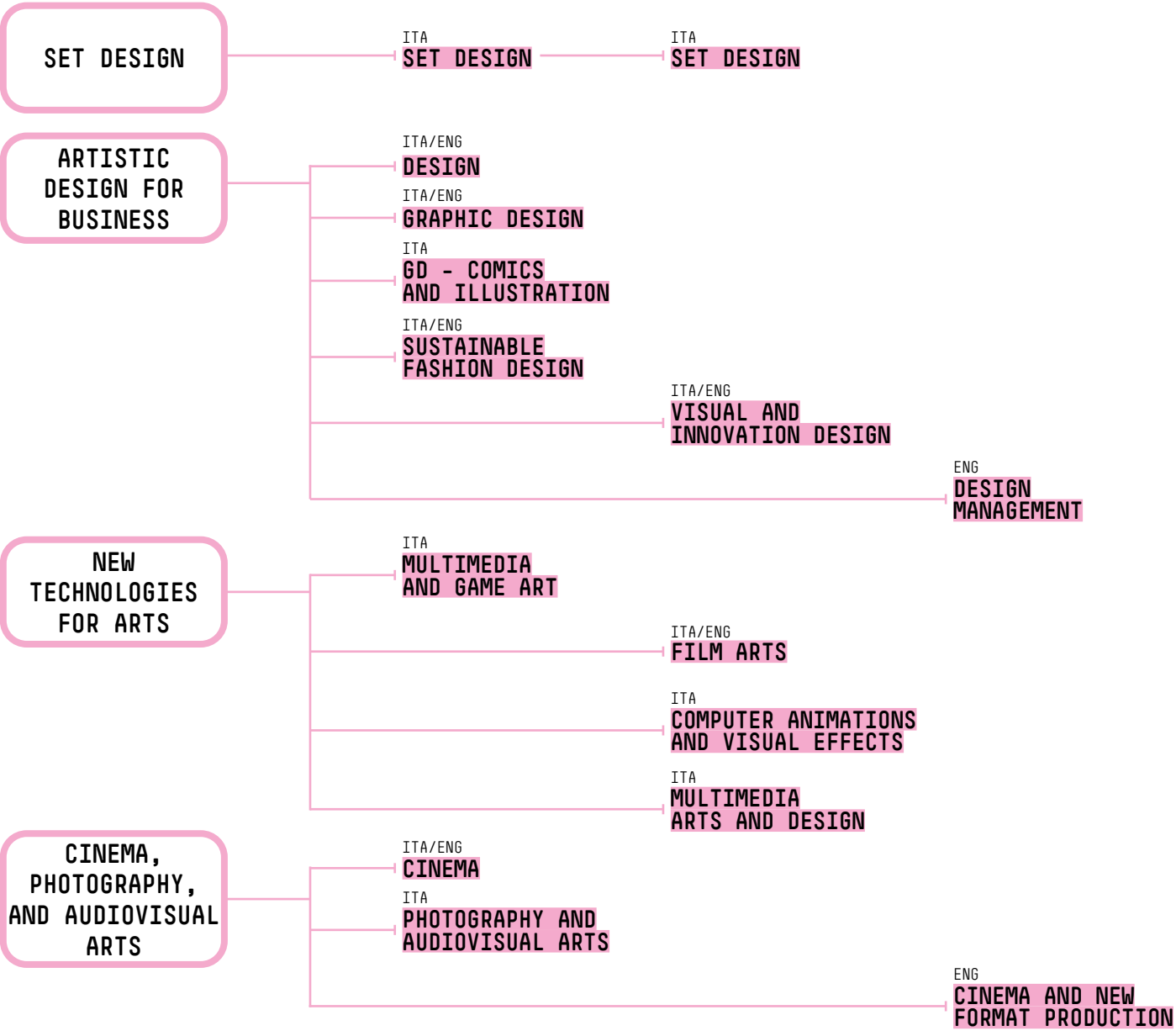
— The **Department of Design and Applied Arts** focuses on professional training, equipping students with the necessary skills to thrive in the creative and communication industries. Courses cover a broad spectrum of disciplines, from design and visual communication to photography, film, and new media. RUFA closely follows emerging trends and new technologies, ensuring that students become versatile professionals capable of integrating into dynamic and evolving work environments.

The two departments work in constant synergy, offering students a comprehensive and diversified education. The interaction between artistic and design disciplines enables students to develop a holistic understanding of the creative world while acquiring interdisciplinary skills that enhance their employability and career prospects.

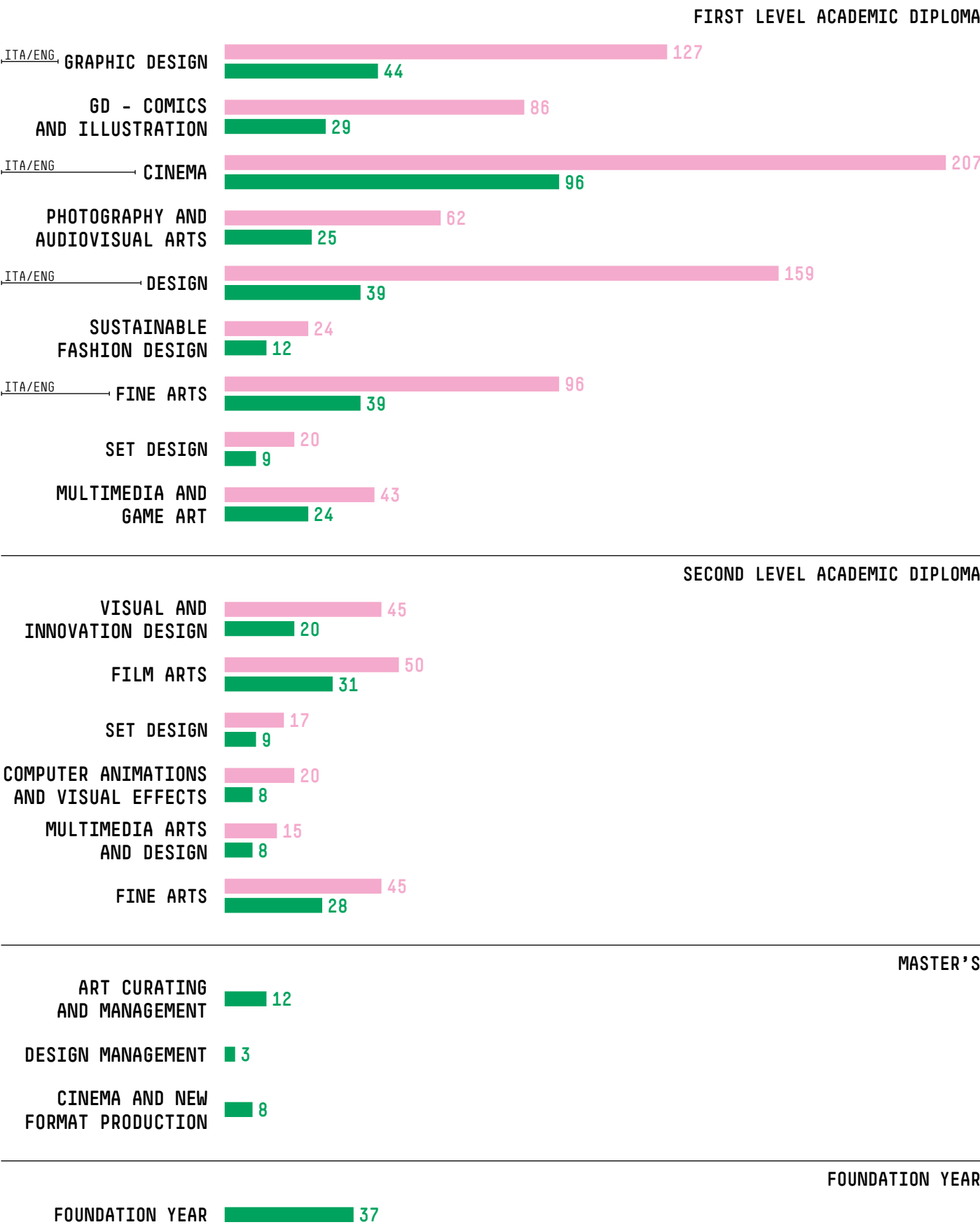
DEPARTMENT OF VISUAL ARTS



DEPARTMENT OF DESIGN AND APPLIED ARTS



ENROLLED STUDENTS  
NEW ENROLMENTS 2023/2024



In addition to Academic Courses and Master's programs, RUFA offers a diverse range of educational programs tailored to the needs of students, professionals, and creative enthusiasts looking to enhance their knowledge, develop new skills, or explore their artistic potential.

Workshop & Talk  
2023/2024↓



**SUSTAINABILITY IN EDUCATION** RUFA's educational programs are designed to guide students on a journey of learning, preparation, and growth, equipping them to thrive in a broad and dynamic professional and creative landscape. Thanks to a faculty composed of industry professionals, RUFA continuously evolves and adapts, offering dynamic and up-to-date curricula that respond to the ever-changing artistic and cultural environment, ensuring high-level training and strong career prospects.

Within the Italian educational landscape, RUFA's Sustainable Fashion Design course stands out as a pioneering program, integrating fashion design creativity with key sustainability principles. Launched in 2022, this three-year program aims to establish itself as an innovative model, preparing future fashion professionals to tackle both present and future challenges. The course is designed to train well-rounded fashion designers capable of combining style and environmental responsibility. Through a transdisciplinary approach, students develop strong technical skills, refine their creativity, and cultivate a critical understanding of cultural and business models within the fashion industry. The curriculum covers a wide range of topics, guiding students in exploring materials, forms, and imagery while addressing society's challenges and needs with a deep awareness of fashion's environmental, cultural, and social impact. The program encourages a critical approach to fashion, promoting new models of creativity, business, and technological innovation. It also places a strong emphasis on gender identity, body diversity, and cultural awareness, fostering the transition to a sustainable and inclusive fashion system.

Among its key initiatives, the "Planetary Garden" performance enabled Sustainable Fashion Design students to explore the relationship between humans and nature. Inspired by philosopher Gilles Clément's "Planetary Garden" concept, the collection was structured around three main themes—Cement, Moss, and Bubble—utilizing sustainable fabrics and innovative techniques. This event involved students from various departments, demonstrating RUFA's ability to foster interdisciplinary collaborations and encourage deep reflection on eco-design. Another groundbreaking project, "A Pair of Jeans for Everyone?", challenged students to design a universally accessible garment, showcasing RUFA's commitment to inclusivity and the needs of individuals with disabilities. The project was developed in collaboration with Disability Pride Network and Fondazione Tetrabondi, reinforcing the importance of inclusive design and pushing students to redefine the concept of universal fashion.

Additionally, RUFA partnered with the Responsible Fashion Movement to raise awareness about fast fashion, promoting a more ethical and sustainable approach to fashion. RUFA students also participated in the Sustainable Fashion Week in Vilnius,

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## WORKSHOP/OCTOBER 2023

- COLOR GRADING: SHAPING CINEMATIC IMAGES FOR THE BIG SCREEN } BRACCIERI GIANLUCA
- STOP MOTION WEEK } ARGENTERO STEFANO
- SALT AND PAPER } BANCHERI FRANCESCO
- THE IMPORTANCE OF PAINTING (AND HOW TO MAKE IT BECOME IMPORTANT) - ENG } DI SILVESTRE MAURO
- PROJECT BRIEF: SAVE THE PLANET. DESIGN FOR CIRCULAR ECONOMY } GUARNA MARCO
- COMMERCIAL SPACE DESIGN } LA COMMARA FABIO
- FICTION AND ARCHIVES } PAGLIARANI CECILIA
- COLOR-GRADING } BASSO SERGIO & GRECO SEBASTIANO

## WORKSHOP/MARCH 2024

- THE TECHNO VISION: HUMANITY, NEO-MACHINES, FUTURE } BENEDETTI ANDREA
- SPONTANEOUS ALPHABETS } FUORI STUDIO (GABRIELE CIGNA & DANIELE TOZZI)
- PITCH & RAI } DE FELICE SILVIA
- MAKE INFORMATION SEXY AGAIN } ABBATEPAOLO GIOVANNI
- DESIGNING HOTEL ROOMS: LIGHT YEARS BEYOND THE STANDARD } PEDICONI STEFANO
- IMPRESSIONS FROM A PLANETARY GARDEN } ROBERTI ANNA
- FROM THE GRAND TOUR TO FULLDIVE - IN-GAME PHOTOGRAPHY AND EXPLORATORY PRACTICES } SANTILLI SIMONE
- DRAWING THE LIGHT IN A TV SHOW } CATAPANO MARIO
- POETRY IS A PLACE - THE WORKSHOP /A JOURNEY INTO POETRY } FERRARO ALESSANDRO
- PITCH ME YOUR IDEA - ENG } DAGA EMANUELE
- WHAT IF? RETHINKING DIALOGS OF BODY+SPACE+OBJECT } INCI DENIZ ILGIN

## WORKSHOP/JUNE 2024

- CURATING AN EXHIBITION } BERTOLINO MICHELE
- LAND ART AT UNESCO PARK OF MONVISO } CAMETTI SIMONE
- BLOCKBUSTER BRANDING } FANTON LORENZO
- SERIAL ADAPTATION: THE NEW ELDORADO OF THE AUDIOVISUAL MARKET } GLAVIANO GIORGIO
- BROADCAST EVENTS: INTEGRATION OF GRAPHIC SYSTEMS, LIGHTING, AND MEDIA SERVERS } LEGGIERI CLAUDIO
- MARBLE CARVING FROM LIFE - 4TH EDITION } MEROLLI FULVIO
- CALLIGRAPHY } VIGGIANO CIRA
- "A PASSO UNO" } FIGLIÈ SOFIA
- MAKING DRAPING - LET ME SHOW HOW } SKOLELEDER HENRIK G. FOLDEN
- RISOSTAZINE MAGTOMAG FESTIVAL 2024 } NATASSA PAPPA

## TALKS/2023, 2024

- 22/11/23 SI/LENZIO } GIARDINO SYLVIO
- 13/12/23 VIDEO GAMES AS THE TENTH ART FORM } VIOLA FABIO
- 17/01/24 TELEVISION: FROM CONCEPT TO BROADCAST } CINGOLI MARCO
- 07/02/24 THE POTENTIAL OF DIGITAL ART THROUGH AI AND BLOCKCHAIN } MARTINELLI LUCA
- 20/03/24 IN BETWEEN SITUATION. MUSIC&FASHION: A NEVERENDING STORY } BRINDISI MIRIAM
- 17/04/24 THE POWER OF TYPE } DE FRANCESCHI RICCARDO
- 15/05/24 BODY ARCHITECTURE FOR KINESTHETIC MEMORY } PAGAN LUCA
- 22/05/24 A TALK WITH MAESTRO DANTE FERRETTI } DANTE FERRETTI

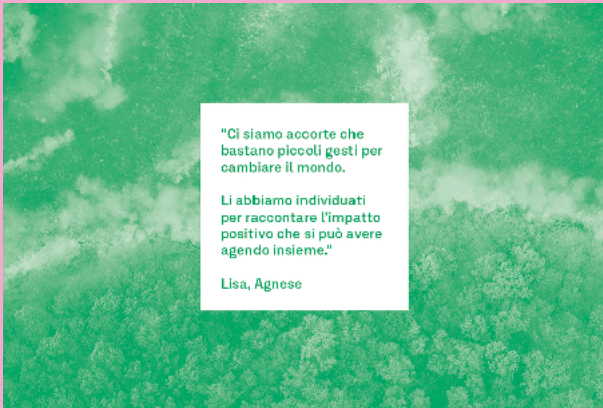


where they showcased innovative sustainable fashion concepts, exploring new materials and creative solutions to minimize environmental impact.

# RESPONSIBLE FASHION MOVEMENT

In 2023, RUFA, in collaboration with the Responsible Fashion Movement and the non-profit organization Rén Collective, launched a public awareness campaign against fast fashion. The project involved researchers and faculty with the goal of promoting a more responsible and sustainable approach to fashion through creative and impactful messaging.

Researchers developed four distinct creative concepts, each designed to raise public awareness and influence consumer behavior. By leveraging the creativity and ingenuity of its students, RUFA contributed to shaping public discourse around fast fashion, encouraging audiences to reflect on their consumption choices and embrace more sustainable alternatives.



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# A JEANS FOR EVERYONE?

## *Levi's One: The story of an inclusive project*

The idea of creating a pair of jeans that could be worn by anyone was initially met with skepticism: crazy, then brilliant, then impossible, then necessary, and finally plausible. Thanks to the valuable contribution of students from Sustainable Fashion Design, this vision has become a reality.

The first prototype was a milestone, but also a starting point. Students from Visual and Innovation Design soon realized that a 'jeans for everyone,' conceived in an absolute sense, was not enough. It was only the beginning of a story destined to evolve.

Driven by the desire to improve and make the project truly inclusive, they expanded their research, finding a turning point in collaboration with the Disability Pride Network and the Tetrabondi Foundation. This dialogue redefined the very concept of inclusive design, paving the way for a new design perspective.

The result? A significant step forward: the design of a jeans line conceived to be in constant listening mode to the needs and uniqueness of every body. A journey that does not end here, but continues to evolve, proving that fashion can – and must – truly be for everyone.



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# SUSTAINABLE FASHION WEEK

## *Vilnius x Rufa*

RUFA's Sustainable Fashion Design program continues to be a standout in the international sustainable fashion scene. Second-year students had the opportunity to present their creations at the Sustainable Fashion Week in Vilnius, an event dedicated to sustainability and innovation in the fashion industry.

RUFA's young designers showcased unique garments, each telling a story of creativity, ethical commitment, and responsibility toward the future. Students personally designed, selected materials, cut fabrics, and hand-stitched their garments, allowing them to apply their technical and creative skills in a real-world setting. The resulting creations captivated the audience, reinforcing RUFA's reputation as a hub for sustainable fashion education and innovation.





Beyond specific courses, RUFA integrates sustainability principles into all educational programs, guiding students in understanding the evolving challenges of their industries and developing responsible approaches to creativity and innovation. Alongside traditional academic pathways, RUFA offers specialized training opportunities such as workshops and talks, allowing students to deepen their knowledge on sustainability topics and acquire new skills aligned with ethical and environmentally conscious practices.

# LET'S TALK FASHION

RUFA students had the opportunity to participate in exclusive industry dialogues, gaining insights from leading fashion professionals:

- Live Instagram Session with Letizia Palchetti Tosi, Head Designer at Shaft Jeans. Sustainable Fashion Design students engaged in a live discussion with Shaft Jeans' Head Designer, exploring how the historic Italian denim brand has evolved into a global leader in sustainable fashion through innovation and research. The interview was conducted by Guenda Cermel, Coordinator of RUFA's Sustainable Fashion Design program.

- Guest Lecture from Manteco's Head of Marketing Communications. RUFA welcomed Matta Trovato, Head of Marketing Communications at Manteco, a leader in high-quality sustainable textiles. During the session, students were introduced to Manteco's eco-friendly production processes, examined donated fabric samples, and gained insights into the latest advancements in textile sustainability. These experiences allowed students to engage with industry leaders, understand the intersection of sustainability and fashion innovation, and apply these insights to their own creative practice.



**INTERNATIONAL RELATIONS** RUFA is a rapidly growing international hub, leveraging its creative and academic expertise to develop projects focused on research, knowledge exchange, and the enhancement of learning methodologies.

As a Full Member of CUMULUS, the global association connecting the world's leading universities and academies in design and art, RUFA actively contributes to the advancement and innovation of higher artistic education. Through this network, the Academy collaborates with international institutions in various exchange programs, reinforcing its commitment to global dialogue and cooperation.

In response to the increasing interest from international students, RUFA introduced First and Second Level courses in English starting from the academic year 2019/2020. This initiative is a key pillar of the Academy's internationalization strategy, designed to attract talented students from around the world while offering full-tuition scholarships to the most outstanding applicants.

International students also have access to a variety of short courses, the Summer Academy, and the Foundation Year,

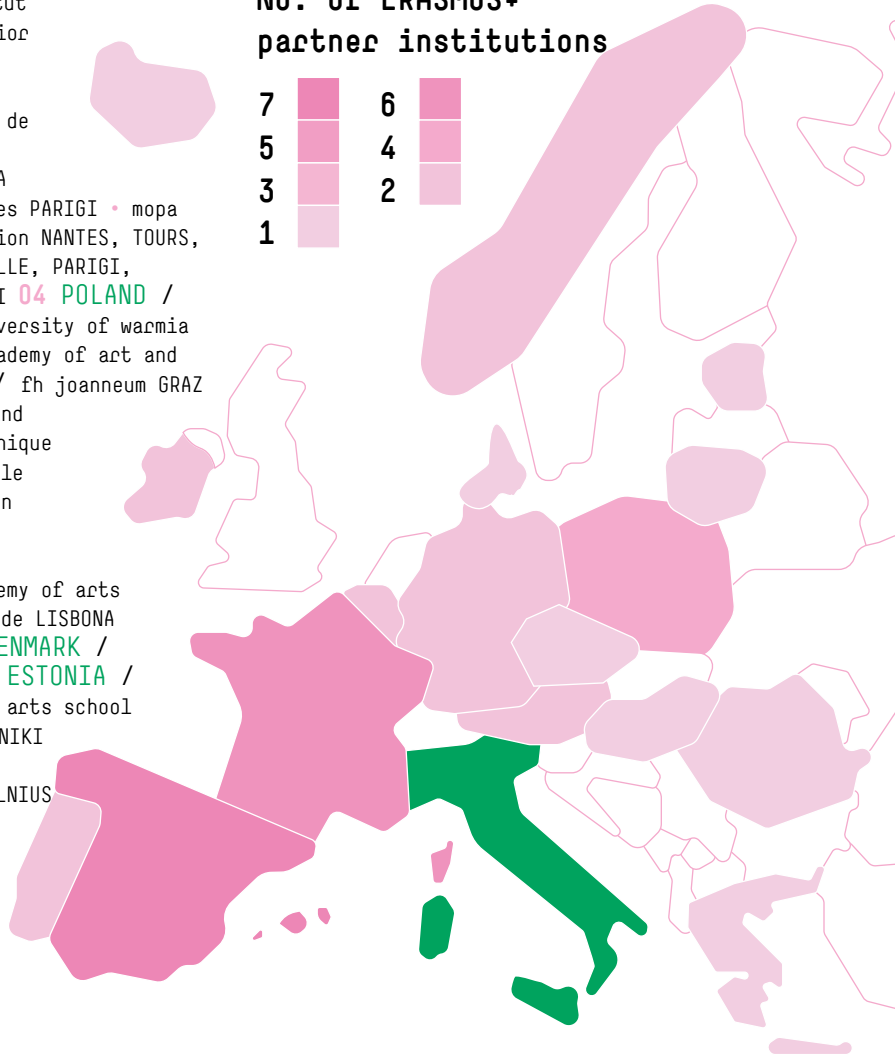
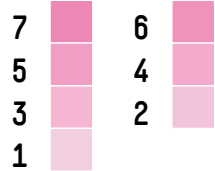
ERASMUS+

Partner Universities↓

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**07 SPAIN** / universitat de BARCELONA • institut del teatre BARCELONA • escuela de arte y superior de diseno LAS PALMAS DE GRAN CANARIA • centro universitario de artes tai MADRID • universidad de diseno y tecnologia MADRID • escola superior de diseno de les illes balears PALMA DE MALLORCA • escuela de arte y superior de diseno de VALENCIA  
**05 FRANCE** / école superieure des arts modernes PARIGI • mopa ARLES • brassart l'école de métiers de la création NANTES, TOURS, LYON, CAEN • ecv creative school & community LILLE, PARIGI, NANTES, BORDEAUX, AIX EN PROVENCE • esmod PARIGI  
**04 POLAND** / jan mateiko academy of fine arts in KRAKOW • university of warmia e mazuci uwm OLSZTYN • the eugeniusz geppert academy of art and design WROCLAW • film school LODZ  
**02 AUSTRIA** / fh joanneum GRAZ • fh SALZSBURG  
**BELGIUM** / kask shool of arts and conservatory GENT • erg ecole de recherche graphique BRUXELLES  
**GERMANY** / hochschule MAINZ • hoschule fur gestaltung OFFENBACH AM MAIN  
**IRELAND** / dún laoghaire institute of art DUBLINO • national college of art and design DUBLINO  
**NORWAY** / national academy of the arts (khio) OSLO • academy of arts [ntnu] TRONDHEIM  
**PORTUGAL** / fda universidade de LISBONA • escola superior de artes e design PORTO  
**01 DENMARK** / the royal danish academy of fine arts COPENHAGEN  
**ESTONIA** / TALLINN university department of film, media and arts school  
**GREECE** / the aristotle university of THESSALONIKI  
**ICELAND** / lhi iceland university of the arts REYKJAVIK  
**LITHUANIA** / vda academy of arts VILNIUS  
**CZECH REPUBLIC** / film and tv school of the academy of performing arts PRAGA  
**ROMANIA** / university of arts and design in CLUJ-NAPOCA  
**HUNGARY** / university of theatre film arts academy BUDAPEST

No. of ERASMUS+ partner institutions



further enriching their academic and cultural journey at RUFA.

Over the years, RUFA has developed partnerships with foreign universities and institutions to enhance students’ academic experiences and further strengthen its international dimension. These collaborations not only enrich the students’ academic paths but also promote cultural exchange and integration within an increasingly globalized educational environment.

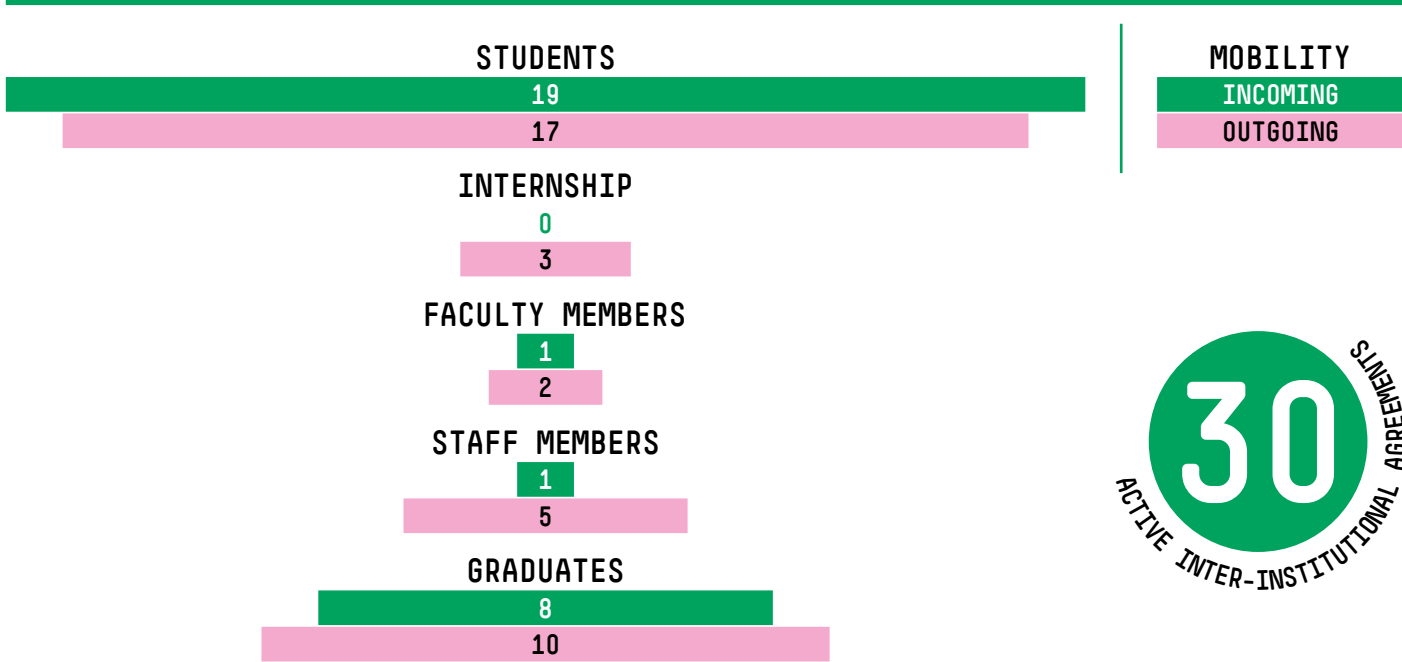
Regarding foreign institutions, these collaborations have been established through bilateral Erasmus+ agreements within the EU as well as specific memorandums of understanding with various international academic institutions, ensuring that students can engage with different educational systems and broaden their academic perspectives.

Erasmus+ (2021-2027) is the European Union’s flagship initiative supporting education, training, youth, and sports. It enables university students to study abroad at one or more European partner universities, benefiting from Erasmus scholarships for up to 12 months within the same academic cycle.

The program goes beyond financial support for students during their stay abroad; it actively promotes learning and cultural immersion in the host country, fostering integration among students from different nations. This experience enables students to develop language and intercultural skills, while also enhancing their autonomy and adaptability in new and diverse environments. Thanks to its strong network of global partnerships and continuous student support, RUFA remains a leading institution in academic exchange and collaboration.

In the 2023 academic year, 20 RUFA students participated in the Erasmus+ program, gaining valuable academic and cultural experiences across various European countries.

Mobility numbers↓



Over time, RUFA has developed and strengthened partnerships with 13 non-European universities, including the prestigious School of Visual Arts in New York. Through this collaboration, students have the opportunity to spend ten days at this renowned American institution, working on design projects, exploring social and cultural topics, meeting acclaimed designers, and visiting leading companies. This immersive experience allows students to engage with different teaching methodologies and gain valuable insights that will help them navigate the global challenges of their future careers.

Beyond its many existing international projects, RUFA remains open to new proposals and challenges, continuously supporting new initiatives and responding to external stimuli that shape its global engagement. Among RUFA’s most significant international agreements is its partnership with Hainan Normal University, distinguished by its 3+1 Bachelor’s Double Degree Program. This agreement allows students to complete the first three years of their academic studies at their home university before spending their fourth year at RUFA. Upon completion, they receive a dual degree recognized in both China and Italy. This initiative represents an important step in RUFA’s internationalization strategy, equipping students with global competencies and fostering a high-level cultural and academic exchange.



# QUALITY OF EDUCATION

*A commitment to excellence*

RUFA is an Academy legally recognized by the Ministry of University and Research (MUR) and is part of the Higher Artistic and Musical Education System (AFAM). Its three-year First Level Academic Courses, two-year Specialist Degrees, and Master's programs confer legally recognized qualifications, allowing students to earn academic credits that are valid for continuing their studies at Italian and international academies and universities.

RUFA has adopted a Quality Management System as a fundamental part of its commitment to educational and operational excellence. Since 2000, the Academy has implemented an internal evaluation system for its teaching, research, and support services, ensuring compliance with ministerial regulations and international quality standards, including the UNI EN ISO 9001 certification. The adoption of the ISO standard reflects RUFA's dedication to meeting the highest quality requirements, incorporating structured risk assessment, precise definition of the operational framework, and careful management of expectations for students, faculty, and staff.

At the heart of RUFA's quality management system is the student and their educational needs. The Academy fosters a dynamic learning environment, continuously updating its content, methodologies, and infrastructure to ensure high-level training that aligns with the demands of the modern world. RUFA's programs integrate theory and practice, equipping students with the necessary tools for personal and professional growth, while maintaining a strong focus on academic excellence.

The quality management system is structured around clear and transparent procedures, encouraging the active participation of all stakeholders, including the administration, faculty, and students. By structuring procedures, RUFA fosters: accountability and involvement within the academic community, data collection and analysis to monitor and evaluate the effectiveness of teaching methods and support services, continuous improvement, identifying strengths and areas for development, student satisfaction and stakeholder feedback.

RUFA places great importance on assessing student and stakeholder satisfaction. The Academy conducts: periodic surveys, course evaluations, career outcome analysis. The Quality Monitoring Body (Nucleo di Valutazione), plays a key role in institutional processes, evaluating program effectiveness, infrastructure adequacy, and the efficiency of student support services.



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For RUFA, quality management goes beyond regulatory compliance—it represents a concrete commitment to excellence, ensuring: a valuable and unique learning experience for students, a healthy and productive work environment for faculty and staff, a culture of quality at every level of academic life.

## STUDENT FEEDBACK

RUFA is committed to listening to students and assessing their satisfaction levels through various evaluation surveys, gathering opinions on teaching, services, and academic projects. End-of-year assessments for each course and academic service, workshop, Career Day, and final-degree experience evaluations. Additionally, RUFA conducts follow-up surveys two years after graduation, monitoring the long-term satisfaction of its alumni.

Since the academic year 2022/2023, RUFA has introduced the Net Promoter Score (NPS) survey, a single-question metric to measure student satisfaction and experience effectiveness. In the academic year 2022/2023, RUFA collected 890 student feedback responses, revealing: 24% Promoters (rating 9-10), 43% Passive respondents (rating 7-8), 33% Detractors (rating 0-6). Compared to the previous year, Promoters increased by 8%, reflecting growing appreciation for RUFA's academic initiatives.

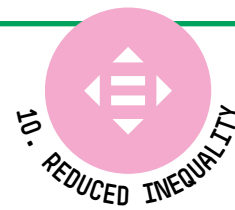
All feedback surveys at RUFA are mandatory and represent the entire student population. They are conducted online and anonymously, ensuring confidentiality and accessibility. Students rate their experiences on a scale from "Excellent" to "Insufficient", with the option to provide written comments for reporting issues or suggesting improvements. During the academic year 2023/2024, student feedback showed: 89% rated faculty performance as "excellent", 100% rated academic services as "good" or better.

Each year, RUFA analyses key concerns and suggestions, implementing targeted improvements for the following academic year to enhance the student experience.

To further strengthen student engagement, RUFA also relies on the Student Council, composed of five representatives who maintain constant dialogue with the Academy's administration. The Student Council plays a crucial role in reporting concerns, proposing enhancements, strengthening the relationship between RUFA and its student community.

Through these continuous monitoring and feedback initiatives, RUFA ensures that student voices are heard, leading to a progressively enriched and high-quality educational environment.





RUFA places student support and development at the core of its mission, guiding students through a growth journey that begins with orientation and continues through job placement. At the same time, the Academy is committed to providing a safe and supportive educational environment, where student well-being remains a priority. RUFA ensures continuous support to guarantee a positive and well-balanced academic experience.

**ORIENTATION** The choice of an academic path is a crucial moment in every student's journey, requiring awareness, clear information, and the right tools. RUFA is dedicated to supporting young talents even before they officially enter the Academy, serving as a reference point for those who aspire to transform their passion for the visual arts into a professional career.

The Guidance Office assists students and families throughout this process, providing personalized consultations through individual meetings, online and in-person events, such as Open Days, MEET RUFA, and participation in national and international education fairs.

The Open Days and MEET RUFA events offer a unique opportunity to explore the Academy's world firsthand. Several times a year, RUFA organizes dedicated meetings where prospective students can interact with faculty, explore course content, discover RUFA's teaching methodology, and immerse themselves in academic life. These events provide a first connection to the RUFA community, an environment that values freedom of expression, genius loci, and independent learning paths.

Beyond presenting its academic programs, RUFA plays an active role in educating prospective students about the structure of higher education, including the organization of academic cycles, the credit system (CFA), and the recognition of qualifications both in Italy and abroad. This guidance is essential in helping students navigate an often complex academic landscape.

In the past academic year, RUFA has expanded its guidance activities and strengthened collaborations with high schools, reaching 181 national and international institutions. The Academy has also participated in 22 industry fairs in Italy and abroad, reinforcing its commitment to promoting its educational offerings and building synergies with the school sector. Additionally, RUFA has organized four Open Days and four weeks of virtual meetings, providing students and families with the opportunity to gain a detailed understanding of RUFA's academic programs and career prospects.

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**ACCESSIBILITY AND RIGHT TO EDUCATION** RUFA is committed to promoting accessibility in education and supporting talent, offering a range of scholarships and financial aid for both Italian and international students. Each year, RUFA provides scholarships for First and Second Level Academic Courses and Master's programs, intended for students who wish to study at RUFA and students in need of financial support.

For the academic year 2023/2024, RUFA awarded 65 scholarships based on financial need and academic merit, to students selected by a three-member faculty commission specialized in the relevant academic disciplines. Among these, some scholarships were reserved for international students, aiming to promote the Academy's internationalization and attract talented individuals from around the world.

RUFA provides students with additional financial support options, ensuring they can focus fully on their studies without financial burden. These include: zero-interest loans and financing options, helping students cover tuition and expenses without impacting their family's financial situation. Paid student collaborations (up to 150 hours per year) within RUFA's offices, allowing students to gain professional experience while earning compensation. Partial tuition waivers for students with certified disabilities exceeding 66%

**ACADEMIC SUPPORT** RUFA supports students at every stage of their academic journey, offering a comprehensive and evolving support system. The Academy is committed to ensuring a dynamic and inclusive learning environment, where innovation, teaching quality, and student well-being are at the center of the educational experience.

RUFA continuously develops and updates its services through ongoing dialogue with students and systematic feedback collection, ensuring that all initiatives contribute to a complete and stimulating academic experience.

The Academy currently provides a range of structured support services to assist students throughout their journey, including:

— **Tutoring Services**: Each student is assigned a personal tutor, who helps with academic guidance, program selection, and integration into university life. Tutors offer support in structuring study plans, provide information on international programs such as Erasmus+, and assist in the transition from university to the job market in collaboration with the Internship and Placement Office. In the past academic year, approximately 700 students benefited from this service.

— **Thesis Support Desk**: This service provides methodological assistance to students working on their final thesis, helping them develop a structured and well-researched project. Available both in-person at the RUFA libraries and online by appointment, it supported about 300 students in 2023/24.

— **E-Learning Platform**: Based on Moodle technology, this platform enables content sharing, project review, interaction with faculty and peers, and access to assessment tools and discussion forums, facilitating a seamless and accessible learning experience.

— **Library Services**: RUFA's on-campus libraries offer an extensive collection of books on visual arts, design, cinema, and photography, as well as dedicated study spaces. As a member of the National Library Service (SBN), RUFA provides access to its catalog for students from other academic institutions.

— **Digital Library**: Through a partnership with Perlego, students have access to a digital library of over 800,000 titles in multiple languages, available across devices with features like annotations and shared reading lists.

RUFA constantly invests in new technologies and laboratories, providing students with state-of-the-art facilities, including:

— **RUFALab - Digital Fabrication Lab**, a cutting-edge space where art, design, and technology meet. Thanks to 3D printers, milling machines, and laser cutters, students can experiment, design, and create models and prototypes, turning their ideas into tangible creations. The laboratory, located at Via degli Ausoni 7, is open every day with dedicated technical support.

— **Cinema Equipment Service**, a laboratory entirely dedicated to the students of the Film School, providing professional equipment for the creation of audiovisual and cinematic projects. The service, operating every day, is managed by a team of experts who offer assistance on the proper use of the equipment, thus ensuring concrete support for creative production.

**INCLUSION AND LISTENING** RUFA is committed to fostering an inclusive and supportive academic environment, ensuring that all students receive personalized assistance throughout their studies. The Academy continuously updates and expands its services to effectively meet evolving needs, supporting students in their academic, personal, and professional growth.

— **Psychological Counselling:** RUFA provides a free psychological support service for all enrolled students, regardless of their academic year. The aim is to help them cope with stress, concentration difficulties, creative blocks, and performance anxiety, providing tools to develop emotional management skills and handle academic challenges. The service, active for over ten years, includes two free 40-minute sessions with an experienced psychologist-psychotherapist. In recent years, the demand for support has grown significantly, with over 220 students utilizing the service in 2023/2024.

— **Support for Students with Learning Disorders (DSA):** RUFA pays particular attention to students with Specific Learning Disabilities (SLD) and other forms of disability, ensuring equal opportunities for academic success through compensatory tools and personalized measures. The Academy has developed dedicated guidelines covering the entire academic journey, from orientation to course delivery, and up to the evaluation phase. RUFA ensures individualized treatment for exams and assessments, in compliance with Law 104, and has established a dedicated support desk to address the specific needs of students. Starting in May 2023, a tutoring service for theoretical subjects was introduced, designed for students with SLD or ADHD, with the aim of providing effective study strategies to foster autonomy and confidence in their educational path.

— **Alias Career:** to ensure an academic environment that respects the dignity and privacy of students in gender transition, RUFA introduced the option of an Alias Career starting from the 2019/20 academic year. Through this procedure, students can use a name different from their legal one, corresponding to their gender identity in transition, for all activities and services within the campus. The Alias Career represents a preliminary step before the official changes are made at the end of the transition process, ensuring the highest respect for privacy and personal freedom.

TOXIC LOVE

How to identify red flags

A delicate and highly relevant topic, addressed with depth and expertise thanks to the participation of exceptional guests. The talk was a valuable opportunity to raise awareness among the audience on how to recognize red flags in relationships: signs of toxic behaviors that often manifest subtly and progressively.

Through discussions with specialized professionals, participants gained practical tools to identify harmful behaviors such as excessive jealousy, control, emotional manipulation, gaslighting, and gradual isolation from their social and family circles.

The event is part of the 'Toxic Love – Express the Invisible' contest, an initiative that engaged Italian high school students, inviting them to express through an artistic medium of their choice (sculpture, painting, graphic art, multimedia, etc.) the themes of mental well-being and awareness in relationships.

The competition, in addition to stimulating creativity and reflection, offered participants the opportunity to compete for a scholarship valid for the first year of any RUFA undergraduate program, highlighting the Academy's commitment to promoting a culture of awareness and emotional health.





**PROFESSIONAL TRAINING AND ALUMNI NETWORK** Establishing strong connections with companies and the job market is a key part of RUFA’s mission to train young talents and prepare them for professional challenges. Through internships, personalized support, and a solid Alumni network, RUFA guides its students and graduates through every stage of their journey, ensuring a smooth transition from academia to the professional world.

— **Internships and placement:** RUFA provides students with high-value practical experiences, facilitating internships at companies, public and private organizations, museums, art studios, ateliers, and film production companies. With the support of expert tutors, students receive guidance throughout their internships, strengthening their technical skills, industry knowledge, and professional connections.

The Internship and Placement Office plays a crucial role in this process, serving as a bridge between the Academy and the job market. The office provides assistance with CV and portfolio development, helping students find opportunities aligned with their skills and aspirations. Additionally, RUFA ensures internship insurance coverage and joint supervision with host companies, guaranteeing a safe and high-quality learning experience.

During the academic year 2023/24, more than 200 students secured internships through RUFA’s internal placement system, reaffirming the Academy’s effectiveness in supporting entry into the professional world.

— **RUFA Career System:** To facilitate connections between students, alumni, and employers, RUFA has developed the RUFA Career System, an exclusive platform for students and graduates. Through this system all students are registered from their first day at RUFA and continue to receive support after graduation, partner companies can post job, internship, and collaboration opportunities, students and alumni can apply for targeted professional opportunities. In the academic year 2023-24, over 200 students secured internships through RUFA’s internal placement system, confirming its effectiveness in connecting students with professional opportunities.

— **RUFA Career Day:** Each year, RUFA organizes RUFA Career Day, an exclusive event where companies meet students, review their portfolios, and explore potential collaborations. This event offers valuable networking opportunities across key sectors such as Animation & Gaming, Architecture, Art, Graphic Design, Cinema, Photography, Visual Effects, Design, Fashion Retail, Multimedia, and Design Management.

During Career Day, students engage in one-on-one interviews with company representatives, pre-scheduled through the Career System, ensuring focused and efficient discussions tailored to the needs of both parties.



In the 2023/24 Career Day, 39 companies participated, demonstrating RUFA’s strong connections with the professional world. At the end of the event, both students and companies provide feedback, helping RUFA continuously refine Career Day to better meet expectations and enhance the experience.

— **RUFAAlumni:** RUFAAlumni is the official RUFA alumni network, bringing together graduates, artists, and professionals to foster ongoing connections, collaboration, and professional development. The community offers exclusive events, talks, and cultural initiatives, access to the Career System, opportunities for professional collaborations through the RUFA Culture project.

RUFA has established a Mentorship Program, designed to connect experienced Alumni (mentors) with recent graduates (mentees), facilitate knowledge transfer and career guidance, offer practical advice and industry insights. The program includes at least two mentor-mentee meetings per year, either in person or online, ensuring flexibility and continuous interaction.

Through this initiative, RUFA strengthens its bond with graduates, helping them navigate their careers with confidence and professional support.

CAMPUSES AND FACILITIES

RUFA embodies the millennia-old heritage of two iconic Italian cities—Rome and Milan—while embracing a bold vision for the future. A remarkable fusion of modernity and tradition, these two metropolises provide an inspiring and dynamic environment where ideas, talents, and artistic identities flourish each year.

RUFA’s historic headquarters are spread across the Trieste district in Rome, with facilities located in Via Benaco, Via Lariana and Via Taro. These locations serve as hubs of ingenuity, learning, and creative management, where students engage in academic and artistic activities. Walking through its corridors—illuminated by the sculptures of Maestro Alfio Mongelli—one can feel the dynamic and institutional atmosphere that defines RUFA. Here, students can access RUFA services, from the photo studios to the library, talk to staff, from the guidance office to the secretariat, attend events such as talks and meet their colleagues at the RUFArt Café.

Nestled within the historic Pastificio Cerere, RUFA’s San Lorenzo campus is surrounded by the legendary studios of the artists from the **San Lorenzo School**. More than just an academic space, it is a true creative laboratory, immersing students in an internationally recognized artistic environment. The spaces at Pastificio also host exhibitions and projects and have become, in every sense, the primary showcase of RUFA's artistic production. Here, the transition from concept to creation is immediate: 1,500



square meters designed with the future in mind, featuring a retro-style aesthetic that embraces the post-industrial ambiance of New York’s iconic lofts. This campus was conceived not only for academic functionality but also to offer students an unconventional way of experiencing the city. The site also houses **RUFA LAB**, a digital production center where the RUFA community experiments with art, design, and technology, bridging the gap between traditional craftsmanship and experimental research.

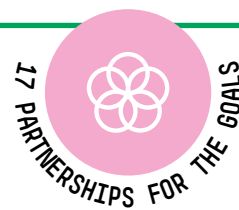
RUFA has recently expanded with two new campuses in Rome (Ostiense) and Milan (Bovisa), designed with a strong focus on urban regeneration and sustainable architecture. These campuses not only enhance RUFA’s academic offerings but also align with modern environmental standards, incorporating energy-efficient technologies, green mobility solutions, and creative spaces that encourage interaction with the local community. The new **Via Libetta campus in Rome**, located in the Ostiense district, is a state-of-the-art university hub designed to meet the evolving needs of the next generation of artists. It serves as a modern agora, where students not only engage in educational activities but also participate in screenings, performance installations, exhibitions, and events open to the public. Built within a former industrial complex, this 10,000-square-meter campus preserves the site’s historical architecture while introducing advanced sustainability solutions. It features photovoltaic panels and energy-efficient systems, allowing it to meet nearly all its energy needs, as well as expansive outdoor green areas and bike-sharing programs that promote sustainable mobility and reduce environmental impact. Indoor spaces are also enhanced with plants and green areas, improving air quality, mitigating indoor pollution, and creating a welcoming and healthy academic environment.

RUFA’s new Milan campus is located in a rapidly evolving urban area, near the Bovisa Design District. This creative hub is part of an ambitious urban redevelopment project centred on sustainability. The campus is surrounded by green spaces, features water-saving irrigation systems, and is equipped with electric vehicle charging stations. Additionally, it is designed with energy-efficient structures and adheres to rigorous waste separation and recycling standards, reinforcing RUFA’s commitment to reducing its environmental footprint. With a strong focus on energy efficiency and a direct connection to Milan’s artistic and cultural scene, this new RUFA campus provides students with a learning environment that seamlessly integrates sustainability and innovation.

Through its historic and newly developed campuses, RUFA creates spaces that inspire creativity, sustainability, and artistic excellence, offering students the opportunity to thrive in environments designed for both education and cultural engagement.







RUFA is a leading institution in artistic and cultural education, with a long-standing tradition of innovation and creativity. The Academy distinguishes itself through its commitment to high-quality artistic production and its mission to promote and develop creativity through a personalized and in-depth educational path.

RUFA is dedicated to both the individual growth of artists and their active contribution to the cultural landscape, providing opportunities for meetings, dialogues, and creative exchanges. Artistic production at RUFA is the result of the synergy between students and faculty, taking shape through a wide range of exhibitions, performances, events, and curatorial projects. These initiatives explore contemporary artistic expressions, embodying RUFA's spirit of innovation and excellence.

Within this dynamic and ever-evolving context, RUFA Culture was created—a dedicated digital platform designed to amplify the visibility and reach of projects developed by students, researchers, and faculty. RUFA Culture extends the accessibility and resonance of these artistic productions through a comprehensive digital archive, featuring live streaming, real-time Instagram stories, interviews, and immersive videos. This archive serves as a virtual portfolio, allowing the community to engage with and relive RUFA's creative experiences, while also providing students, researchers, and faculty with the opportunity to present their work to an increasingly wider audience.

While RUFA Culture serves as the platform for artistic and cultural dissemination, its content is driven by events, exhibitions, and performances—the very heartbeat of RUFA's creative exchange. Over the years, the Academy has initiated and supported numerous significant artistic projects, both within and beyond the institution, to showcase student talent and highlight emerging young artists. These initiatives often involve collaborations with cultural institutions, aiming to enhance artistic production, encourage dialogue with the broader creative community, provide hands-on experience in organizing and curating exhibitions.

By giving students the opportunity to showcase their work from their very first year, RUFA enriches their CVs and portfolios while simultaneously equipping them with valuable practical experience. Through direct engagement with artistic production and event organization, students learn how to develop, manage, and present creative projects collectively, transforming RUFA into a true training ground for artistic and professional growth.

During the academic year 2023/2024, RUFA organized 59 artistic events, including performances, exhibitions, talks, workshops, and creative contests. Among these, 29 events were carried out in collaboration with major cultural institutions, such

as the Goethe-Institut, Roma Art Week, Romaeuropa Festival, Ryder Cup 2023, Terme di Diocleziano – National Roman Museum, and MAXXI – National Museum of 21st Century Arts.

These collaborations reaffirm RUFA's commitment to supporting and promoting emerging talent, while also strengthening its active role in shaping and contributing to the contemporary cultural scene.

## EVENTS AND ARTISTIC PRODUCTIONS

### **New Street Art at Palazzo Farnese**

This project was made possible through a collaboration between RUFA, Institut français Italia, and Liquitex. Twenty Italian and French artists—including five RUFA students—were selected to create a street art piece at Palazzo Farnese, transforming the restoration site into a canvas for artistic reinterpretation. The mural decorates the construction barriers on Via del Mascherone, with artists drawing inspiration from historical figures connected to the palace's construction and architecture. This initiative provided young creatives with a unique opportunity to leave a cultural mark on the city.

### **Rome Art Week at RUFA: "Paesaggio a metà"**

In Paesaggio a metà, artists Lorenzo Cappella and Alice Papi use the medium of painting to investigate that transition zone, on the borderline, between human and animal. Bestiality shows itself in the unfolding of its dangerous force of attraction. The dreaded call to the wild leads to inhospitable landscapes, dangerous because only apparently uninhabited.

### **Beyond the Frame: Student Explorations in Photographic Rolls and Books**

Beyond the Frame offers a reflection on the infinite possibilities of contemporary photography in the academic sphere, embracing the expressive freedom of the medium in the context of current visual research. The exhibition showcases a selection of projects by RUFA photography students over the past five years, highlighting their evolving visual identities and diverse approaches to storytelling and image construction.

This exhibition celebrates research and the creative process as a dynamic journey of highs and lows, accelerations and pauses. It establishes a dialogue between images and bodies, creating unexpected intersections between artistic approaches, styles, and perspectives. By incorporating photographic books, film rolls, and wall-mounted prints, the exhibition redefines spatial relationships and enhances the viewing experience.

**RUFA On Screen**  
Hosted at Cinema Troisi, RUFA ON SCREEN 2024 showcased animated films, documentaries and short films. The competition awarded three distribution contracts (one per category), providing filmmakers with a year-long opportunity to submit their works to national and international festivals. Special guests included directors, producers, cinematographers, and screenwriters, who shared their industry experiences with RUFA students.

**Photography at the Terme di Diocleziano National Roman Museum**  
RUFA students were granted exclusive access to photograph the historic spaces of the Terme di Diocleziano, including the grand halls, Michelangelo’s Cloister and rarely seen interior and exterior areas. It was also possible to photograph an extraordinary event: for the first time in many years, the I-V classrooms were emptied, and the students were able to document at different times of day and night, in different lights, these evocative spaces, confronting the structure, light, shadows and surfaces of these majestic and exceptionally bare places. In addition to the technical and methodological rigour required for a work of this kind, there was also room for experimentation: from these different approaches, an effective, evocative and at the same time personal and unprecedented representation of the places photographed thus emerged.

**"Post-Oedipal Generation" Graphic Design Student Exhibition**  
This exhibition reflects on the symbolic heritage of contemporary society, particularly within the cultural framework of Generation Z and Generation Alpha. It explores the idea of a "post-civilization" as a tool for analyzing the complex identity narratives of the 21st century.  
In an era where 20th-century social structures—such as family, school, and nation—have lost much of their traditional influence, younger generations face increasing uncertainty in defining professional aspirations, relationships, and personal identities.  
The Post-Oedipal Generation exhibition presents a series of works by RUFA students that provoke discussion on contemporary complexities, cultural shifts, and the evolving systems of meaning that shape today’s world.

**VILLA ADA FESTIVAL**  
RUFA students from the Visual and Innovation Design program had the opportunity to rebrand the Villa Ada Festival, one of Rome’s most prestigious cultural events. Developed as part of the Dynamic Brand and Advertising Photography courses, this project seamlessly merged design and music, capturing the festival’s vibrant and contemporary identity.

More than 20 students collaborated on this initiative, creating a dynamic brand identity, distinctive photographic style, and innovative promotional strategy. Under the guidance of experienced faculty members, they handled every aspect of visual communication—from designing the festival’s coordinated image to developing all necessary marketing materials.  
This real-world project provided students with valuable hands-on experience, strengthening their professional skills and reinforcing RUFA’s ties with Rome’s cultural landscape.

**RESEARCH PROJECTS** Through its research projects, RUFA has consistently demonstrated a strong commitment to sustainability while simultaneously exploring new artistic and cultural horizons. The Academy actively promotes inclusion, urban regeneration, and responsible innovation, harnessing creativity as a catalyst for societal transformation.

**San Lorenzo Cultural District**  
This interdisciplinary project engaged RUFA’s entire academic community in reimagining San Lorenzo, one of Rome’s most historically and culturally rich districts. Local residents and business owners played an active role in shaping the initiative, contributing to the district’s urban and social revitalization. The project went beyond aesthetic improvements, facilitating a forward-looking dialogue on themes such as cultural sustainability, adaptive reuse of abandoned spaces, street art, photojournalism, virtual reality, and interactive media installations. Through co-design workshops, informal meetings, and public discussions, RUFA researchers collaborated with community members, professionals, and local administrators to envision a more inclusive and sustainable cityscape. A core principle of this initiative was the “right to the city”, advocating for smart, liveable urban environments shaped by citizen participation. The project also involved European art and design academies, fostering an international exchange of ideas on creative urban planning.

**SanLo Defence**  
As part of the DTC (Cultural Heritage and Tourism) initiative by the Lazio Region, RUFA developed an interactive video game that allows players to explore San Lorenzo’s cultural landmarks. This immersive digital experience engaged both residents and tourists, offering an innovative way to interact with the district’s rich history.

**Piazze Romane**  
Within the Roma sei mia project—launched by Municipio Roma I Centro to revitalize historic urban spaces—RUFA students were tasked with creating temporary site-specific artworks. These piec-





es were first installed in central Roman squares before being re-located to peripheral areas, ensuring a wider and more dynamic cultural reach. The project was inspired by the United Nations’ 2030 Agenda for Sustainable Development, focusing on themes such as lightness, oxygen, breath, life, and energy. RUFA students contributed eight immersive installations, blending sculpture, interactive art, and environmental design into a compelling artistic journey through Rome’s historical and contemporary identities.

**SLURP**  
**Urban Regeneration at Milan Design Week 2023**

RUFA’s SLURP project was a sustainability-driven initiative aimed at redefining urban regeneration through creative intervention. The project was developed in a design phase, with workshops and laboratories led by the students, and a phase of concrete implementation in the area that saw the students engaged in the creation of natural street furniture made of recycled cardboard, earth and grass, the creation of a route of horizontal signs and pictorial works, to improve the aesthetics and usability of the spaces, and the creation of a series of ‘Courtesy Seats’ made from disused pallets, donated to the shops in the neighbourhood in line with the experience of gentle urban planning. SLURP turned out to be a great success, not only for the quality of the interventions realised, but also for the active involvement of the local community and Design Week visitors. The project demonstrated how creativity and collaboration can generate innovative and sustainable solutions for urban regeneration. The realised interventions have become an integral part of the urban landscape, offering new spaces for socialisation and relaxation to residents and visitors.



**THIRD MISSION** RUFA’s Third Mission is embodied in its engagement with society, fostering the dissemination of knowledge and the enhancement of artistic research. The Academy actively promotes projects that involve the community, facilitating a dynamic exchange between art, culture, and society. This mission takes shape through a wide range of initiatives, including participation in international festivals, collaborations with cultural institutions, and opportunities that allow students to gain hands-on experience while contributing to the local and international cultural landscape.

RUFA is deeply committed to promoting art and culture, recognizing the Third Mission as a crucial driver of social growth and development. Through artistic production and cultural engagement, the Academy continues to serve as a hub for innovation and excellence in the contemporary art scene. In parallel with its cultural efforts, RUFA is also actively engaged in the economic valorization of knowledge, transferring its expertise in design, art, communication, and multimedia to both local and national businesses. By collaborating with companies, institutions, and organizations, RUFA helps drive economic growth and enhance regional competitiveness.

The Academy is constantly seeking partners who embrace creativity and design as powerful tools for communication, particularly when addressing initiatives with strong social impact. This vision has led to long-term collaborations with companies, organizations, and institutions that recognize the value of artistic storytelling and entrust their narratives to the imagination and expertise of creatives. Over the years, RUFA students have played a key role in projects with NGOs and non-profit organizations, using their talent and creativity to raise awareness and promote meaningful social causes.

**RUFA x UNICEF**  
**A creative campaign for children’s rights**

UNICEF is globally recognized for its commitment to protecting children's rights. RUFA had the honor of contributing to the United Nations' specialized agency’s communication initiatives. Graphic Design students were tasked with developing an advertising campaign to: promote UNICEF’s mission and objectives, raise awareness of global children’s rights issues, visually communicate impactful social messages.

**RUFA x Intercultura**  
**Design for Peace**

RUFA’s Graphic Design and Visual and Innovation Design students worked on a campaign in support of Intercultura, an organization that has been promoting intercultural education and international student exchange programs for years. By facilitating cultural dialogue and global mobility for young people, Intercultura aims to build bridges between different societies and spread a culture of peace. The RUFA-designed campaign supported this mission by visually reinforcing the importance of diversity, mutual understanding, and cross-cultural exchange.

# Human capital and human resource management

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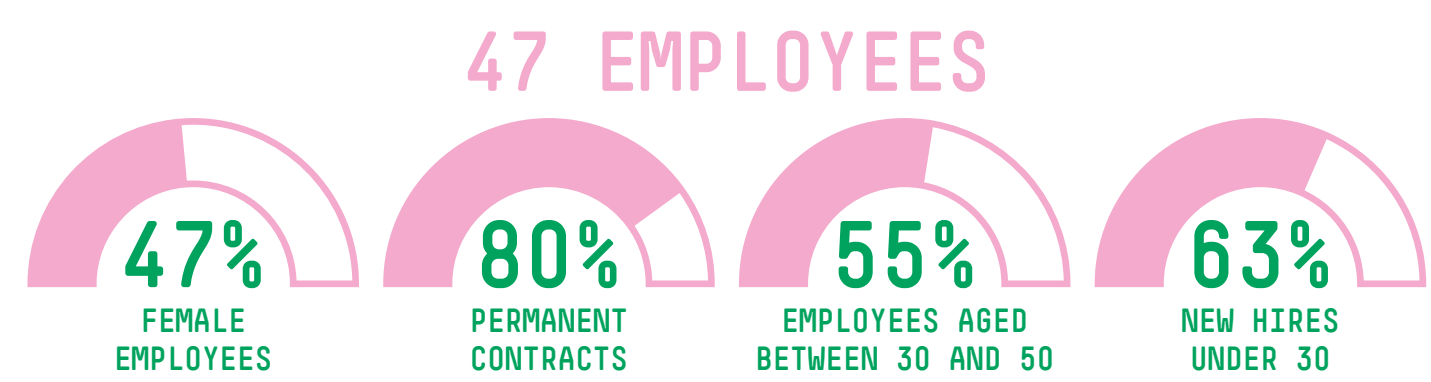
RUFA considers human capital the beating heart of its educational and cultural mission, recognizing that each individual is a key element in the Academy’s success and growth. Committed to fostering an inclusive, safe, and stimulating work environment, RUFA implements policies that support employee well-being and professional development, ensuring that each person is empowered in their career progression and personal fulfilment. The Academy is constantly seeking talented professionals who share its values of passion, innovation, and commitment, selecting individuals who can actively contribute to its vision—where tradition and the future meet.

At RUFA, every individual is supported in their professional growth within an environment that promotes inclusivity, respect, and mutual collaboration. The Academy firmly believes that diversity is a driving force for innovation and progress, embracing a culture where differences are valued as strengths. For this reason, inclusion, diversity, and equal opportunity are integral to RUFA’s organizational identity, guiding continuous efforts to enhance working conditions and promote fairness. To reinforce this commitment, in 2024, RUFA launched an internal review of its policies and procedures, focusing on hiring practices, career development, compensation, work-life balance, and gender representation, with the objective of assessing and strengthening equity and inclusion in human resource management. Through this analysis, RUFA aims to further cultivate an organizational culture where everyone can reach their full potential, fostering a more equitable and inclusive academic community.

As of August 30, 2024, RUFA employs 47 staff members, 47% of whom are women. Employees primarily belong to administrative and managerial roles, alongside a faculty component, whose positions are mainly governed by collaboration contracts. The new hire rate stands at 17%, while the turnover rate is 12%, with six employment contracts terminated over the past year.

RUFA prioritizes job security and continuity, with 80% of contracts being permanent. Men and women are equally distributed across contract types (fixed-term vs. permanent) and working hours—with 74% of employees working full-time. How-

Human capital ↓





ever, some gender disparities emerge at different job levels: in lower-level positions (e.g., cleaning staff, front office, and contact center roles), men represent 60% of employees, while in mid-level administrative and secretarial roles, women predominate. At the executive level, female leadership is ensured, with RUFA’s CEO being a woman. A preliminary analysis of salary levels reveals an unadjusted gender pay gap of 15%, which remains stable across both fixed and variable compensation.

RUFA fosters employee well-being through a comprehensive welfare program, including collective labor contracts for all employees and a performance-based variable pay system (MBO - Management by Objectives). The percentage of employees enrolled in the MBO program increased from 77% in 2022 to 87% in 2023, reflecting greater participation and stronger alignment with RUFA’s strategic goals.

RUFA’s staff training program offers both specialized and cross-functional courses across various Academy departments. During the academic year 2023/2024, RUFA provided training on professional development, skill enhancement, business ethics, and compliance, totaling 1,204 hours, equivalent to 25.6 training hours per employee. Looking to the future, RUFA remains committed to developing innovative, employee-focused policies, with the goal of attracting and retaining top talent, enhancing skills, and promoting an inclusive, equitable, and development-oriented work culture.



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PEOPLE SURVEY

Since 2023, RUFA has conducted an internal "People Survey" to evaluate employee satisfaction and identify areas for improvement, ensuring a more inclusive and stimulating work environment. This initiative serves as a crucial tool for dialogue and feedback, enabling the Academy to gain deeper insights into employee needs, expectations, and workplace experiences.

The People Survey assesses eight key areas, including overall job satisfaction, teamwork and collaboration, compensation, work environment, and health and well-being. By structuring the evaluation process, RUFA ensures a data-driven approach to understanding the workplace climate and strengthening employee engagement.

Findings from the People Survey provide a valuable foundation for strategic improvements, helping RUFA tailor initiatives to support employee well-being and position human capital as a key driver of institutional growth and success.

**HEALTH AND WORKPLACE SAFETY** RUFA considers the health and safety of its employees a top priority, implementing policies and procedures to ensure a safe and protected work environment, in full compliance with Legislative Decree 81/08 and the highest safety standards. RUFA promotes a culture of safety as a shared responsibility, encouraging the entire academic community to actively contribute to maintaining a healthy environment and adhere to internal safety guidelines to protect everyone's well-being.

RUFA's Health and Safety Service is responsible for the protection and well-being of all individuals who study, work, and live within the Academy. This systematic safety approach includes periodic drafting and updating of the Risk Assessment Document (DVR) in collaboration with site managers, assessment of general structural risks and specific workplace exposures, such as noise, vibrations, optical radiation, load handling, and ergonomic factors, implementation of improvement plans for specific risks and detailed procedures outlining health and safety initiatives.

The Risk Identification and Assessment Process is managed by the Prevention and Protection Service, coordinated by the Head of Service (RSPP) alongside experienced and qualified supervisors. Regular safety meetings ensure a continuous review of assessments, fostering ongoing improvements in workplace conditions.



RUFA actively monitors organizational factors that may influence work-related stress—either positively or negatively. The risk analysis, conducted in compliance with Legislative Decree 81/08, highlighted an overall positive work environment, with RUFA committed to maintaining quality and addressing strategic areas for improvement. Key measures include updating the Risk Assessment Document (DVR) whenever processes change, incidents occur, or health surveillance requests intervention and regular employee training on safe work methods and risk prevention, especially for new hires or role changes.

RUFA has established an annual health monitoring plan, allowing the Academy to prevent occupational diseases and promote employee well-being, implement thorough safety procedures for contractors, including technical-professional suitability assessments and comprehensive risk briefings before assigning any tasks.

In the Academic Year 2023/2024, the Academy recorded two injuries and no cases of occupational diseases. To further support its academic community, the Academy has also introduced a psychological counselling and support desk, reinforcing its commitment to mental and physical well-being.



# Environmental responsibility

RUFA considers environmental sustainability a fundamental pillar of its mission and identity. Believing that creativity and responsibility can coexist in harmony, the Academy has embarked on a structured and conscious journey to integrate environmental protection and resource efficiency across all its activities. This commitment is reflected in targeted practices aimed at promoting energy conservation, reducing consumption, and encouraging the use of renewable energy sources, with a strong focus on responsible facility management and fostering a shared sustainability culture among all stakeholders.

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Aligned with RUFA’s educational and cultural mission, its environmental sustainability efforts contribute to the achievement of the United Nations Sustainable Development Goals (SDGs)—a global framework for a more equitable and responsible future. A tangible example of RUFA’s commitment to sustainable architecture is the Via Libetta campus, a pioneering urban regeneration project designed to enhance the surrounding area while minimizing the environmental footprint of its facilities. This state-of-the-art campus integrates advanced energy-efficiency solutions, sustainable mobility initiatives such as bike-sharing agreements and the installation of bicycle racks, green spaces to improve air quality and reduce indoor pollution.

RUFA’s holistic approach to sustainability extends to its internal and external green spaces, which are designed not just for aesthetics, but to improve air quality and create a healthier academic environment. These spaces help reduce the Academy’s overall ecological footprint, while providing students and staff with a comfortable and sustainable workspace.

Beyond implementing sustainable practices in its infrastructure, RUFA promotes environmental awareness in its academic programs and research initiatives. Students and faculty are encouraged to incorporate sustainability into their academic and artistic activities, fostering a new creative culture rooted in circular economy principles and responsible resource use. RUFA aims to educate socially and environmentally conscious creatives who integrate sustainability into their artistic and professional work.

Over the years, RUFA has played a key role in environmental and circular economy initiatives, including Milano Circolare and the Social Ludic Urban Regeneration Project. Additionally, RUFA has leveraged its expertise and student talents to collaborate on projects that use art and design as tools to promote responsible and eco-conscious lifestyles. In the fast fashion sector, RUFA students developed a communication campaign to raise consumer awareness and encourage more sustainable purchasing behaviours.

Through these initiatives, RUFA not only improves its own environmental performance, but also fosters a broader dialogue on sustainability in the cultural and artistic sectors. The Academy positions itself as a catalyst for change, driving the transition toward a more sustainable society and promoting collective reflection on environmental responsibility as a core value for the future. RUFA engages in a continuous dialogue with stakeholders, integrating sustainable practices that merge creativity, innovation, and environmental responsibility. By fostering a vision where art and culture act as drivers of social transformation, RUFA reaffirms its role in shaping a future where creative expression aligns with sustainability.

**CONSUMPTION AND EMISSIONS** The management of RUFA’s campuses primarily relies on electricity consumption for lighting, heating, and cooling across various spaces, along with a residual share of natural gas usage. In 2023, RUFA initiated its first environmental measurement exercise, aiming to expand and refine these calculations in preparation for a comprehensive carbon inventory.

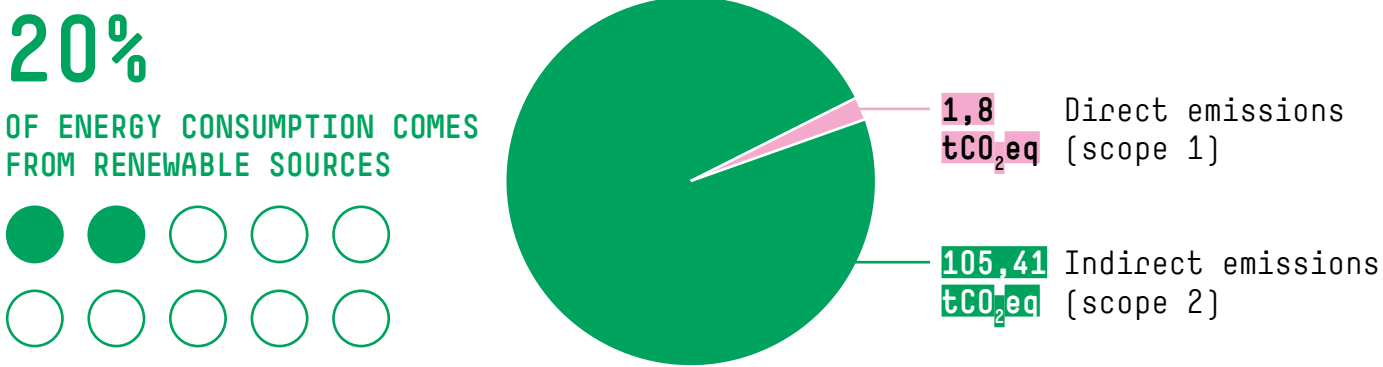
In the academic year 2023/2024, RUFA’s electricity consumption totaled 292,661 kWh, marking an increase from the previous year due to the expansion of academic activities and additional campus space. Over the past few years, the Academy has implemented a series of energy efficiency measures, such as the installation of photovoltaic systems for the Libetta building, the installation of LED lighting systems, and the optimisation of air conditioning systems. These actions aim to reduce overall energy consumption and improve the operational efficiency of the facilities. As part of its long-term sustainability strategy, RUFA is working toward converting its energy contracts to 100% renewable and certified sources by 2024. Additionally, the Academy has



established sustainable mobility partnerships for students and employees, promoting responsible commuting options. As an additional source of consumption, the Academy uses natural gas for heating in some of its locations, with consumption down by 1,235 sm3 compared to the previous year thanks to careful monitoring of installations and the adoption of measures to optimise gas use.

From the available data on its consumption, RUFA calculated its greenhouse gas (GHG) emissions to further investigate how it can contribute to combating climate change. The GHG emissions considered are those from Scope 1, i.e. from the organisation's direct consumption, and those from Scope 2, i.e. from the consumption of externally purchased electricity.

Consumption ↓



RUFA is committed to efficient waste management, ensuring comprehensive waste sorting across all its facilities. The objective is to minimize environmental impact while raising awareness within the academic community about the importance of recycling and resource reuse.

The majority of waste generated includes toner cartridges, printed paper, fluorescent lamps, and materials used in laboratories. RUFA ensures strict compliance with regulations for waste disposal, preventing significant environmental impacts. Hazardous waste is collected by authorized third-party services for transportation, disposal, or recycling.



# *Sustainability performance (ESG)*

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## MATERIALITY ANALYSIS AND KEY TOPICS

Materiality analysis is a fundamental process that evaluates the relationship between an organization and its stakeholders, identifying key aspects that influence its ability to generate long-term value. In line with Global Reporting Initiative (GRI) international standards, RUFA defines material topics as those that have a significant economic, environmental, or social impact on the Academy, or that substantially influence stakeholder expectations, decisions, and actions. For its first Sustainability Report, RUFA conducted a structured materiality assessment to identify the most relevant topics for its sustainability strategy—those that generate the greatest economic, social, and environmental impact and are essential to the Academy’s long-term success.

The identification of material topics was the result of a comprehensive process that considered both internal and external factors, including internal policies and ethical principles, stakeholder engagement and feedback, benchmarking with industry best practices, strategic sustainability goals, insights from internal and external experts. This process was conducted in collaboration with external consultants and RUFA’s ESG team. In the coming years, RUFA aims to broaden stakeholder engagement, integrating external perspectives into the assessment of impacts and identification of material topics, ensuring a more inclusive and comprehensive evaluation.

Based on the results of the materiality analysis, RUFA has identified both priority and non-priority material topics, which have helped define the core pillars of RUFA’s sustainability strategy and its Manifesto. These findings have also guided the development of this first Sustainability Report, ensuring alignment with RUFA’s long-term vision and commitments.

With this first Sustainability Report, RUFA lays the foundation for a sustainability journey based on active listening and an inclusive approach. The materiality analysis serves as a key tool for identifying priorities and shaping targeted actions that align with stakeholder expectations while adapting to evolving academic, cultural, and environmental dynamics. RUFA is committed to maintaining and periodically updating this analysis to drive continuous improvement and ensure a lasting positive impact.

Linking material topics and SDGs↓

MATERIAL TOPIC	COMMITMENT	GRI STANDARDS	SDGS
<div><div>• DIVERSITY, EQUAL OPPORTUNITIES, AND INCLUSION</div><div>• SHARED CULTURE AND PROMOTION OF HUMAN RIGHTS</div><div>• DIALOGUE AND ENGAGEMENT</div></div>	We create an open, multicultural, and dynamic environment where young creatives from all over the world can turn their ideas into reality. We value every identity, promoting respect and dialogue to break down barriers and build a shared culture. Because the future belongs to those who have the courage to imagine it without boundaries.	<div>405 DIVERSITY AND EQUAL OPPORTUNITY</div> <div>406 NON-DISCRIMINATION</div> <div>413 LOCAL COMMUNITIES</div>	<div><div>3.Good Health and Well-being</div></div> <div><div>5.Gender Equality</div></div> <div><div>10.Reduced Inequality</div></div> <div><div>17.Partnerships for the Goals</div></div>
<div><div>• QUALITY OF EDUCATIONAL AND TEACHING OFFERINGS</div><div>• RESEARCH AND SUSTAINABLE INNOVATION</div><div>• CAREER GUIDANCE AND WORKFORCE INTEGRATION</div></div>	We guide our students through a path of growth, inspiring them to embrace more sustainable models of thinking and consumption. We create educational opportunities that transform knowledge into a tool for change, providing the skills to tackle global challenges while fostering creativity, critical thinking, and innovative vision.	<div>401 EMPLOYMENT</div> <div>404 TRAINING AND EDUCATION</div> <div>403 OCCUPATIONAL HEALTH AND SAFETY</div>	<div><div>4.Quality Education</div></div> <div><div>9.Industry, Innovation and Infrastructure</div></div>
<div><div>• ENERGY CONSUMPTION AND CLIMATE CHANGE MITIGATION</div><div>• ENVIRONMENTAL AND LAND PROTECTION</div><div>• AWARENESS AND RESPONSIBLE BEHAVIOUR</div></div>	We are committed to reducing our environmental impact through renewable energy and sustainable choices. We promote a culture of responsibility that empowers students to be the drivers of change, guiding them toward mindful actions. Every gesture, every choice can create a positive impact: together, we build a fairer and more sustainable future.	<div>302 ENERGY</div> <div>305 EMISSIONS</div>	<div><div>13.Climate Action</div></div>

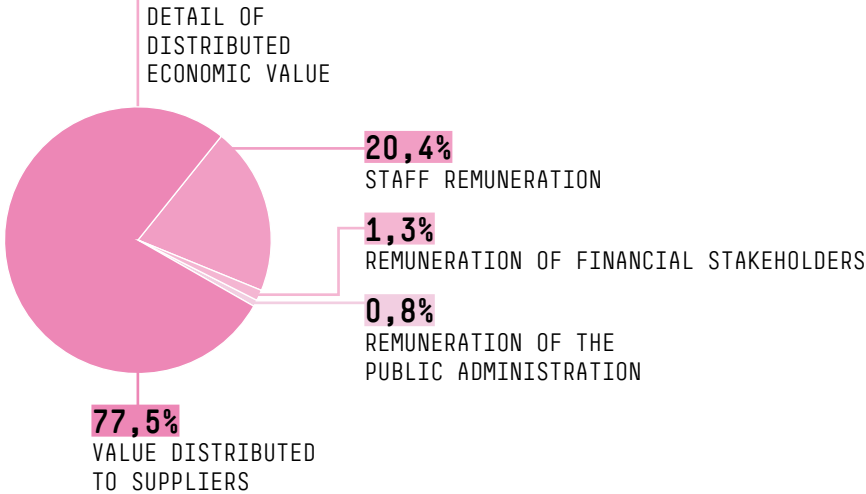
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•Directly generated and distributed economic value 2023/2024

GENERATED ECONOMIC VALUE / € 9.866.414

RETAINED ECONOMIC VALUE / € 475.312

DISTRIBUTED ECONOMIC VALUE / € 9.391.102



ECONOMIC AND FINANCIAL DATA

Compliance and Regulatory Compliance

RUFA operates according to the highest principles of ethics, transparency, fairness, and integrity, fully complying with the laws in the countries where it operates and focusing its efforts on building trust-based relationships with its stakeholders. During the academic year 2023/2024, no final rulings were issued against the Academy regarding:

- unfair competition and antitrust violations;
- marketing practices (including advertising, promotions and sponsorships);
- disputes harming the community;
- environmental issues;
- privacy violations.

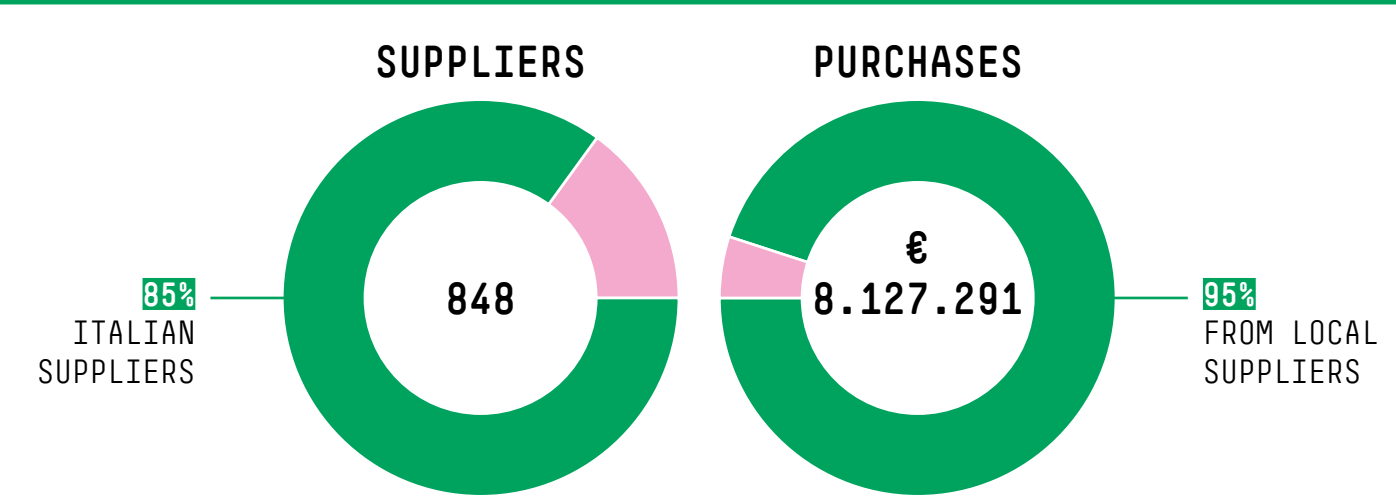
Economic and Financial Performance

The economic value added, or shared economic value, represents an institution’s ability to generate wealth and distribute it among its stakeholders. It measures the institution’s impact on the community in which it operates and across its entire value chain. In the academic year 2023/2024, RUFA generated approximately €9.8 million in economic value, with 95% distributed to internal and external stakeholders, contributing to the economic development of the community. Of the total distributed value, 20% was allocated to employees in the form of salaries and wages, while 77% was directed to suppliers as operational costs.



**Supply Chain**  
In 2023, RUFA collaborated with a total of 848 suppliers, 85% of whom were Italian, primarily based in Lazio. In terms of economic value, purchases from local suppliers accounted for 95% of total procurement, amounting to €7.7 million, significantly contributing to the development of the local community.

RUFA remains committed to closely monitoring its supply chain, with the goal of further strengthening collaboration with local suppliers, enhancing regional excellence and promoting sustainable sourcing practices.



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Governance					
Governance	Name	Role	Age	Gender	
BOARD OF DIRECTORS	EXECUTIVE	Alessandro Mongelli	President	30-50	M
		Fabio Mongelli	Director	>50	M
		Melany Perasole	CEO	30-50	F
		Alessandro Giacomo Montel		>50	M
		Giacomo Davide Gerosa		30-50	M
		Maria Margherita Giovanardi		30-50	F
		Carlo Privitera		>50	M
BOARD OF AUDITORS	Paolo Francesco Lazzati	President	>50	M	
	Maurizio Bernardo		>50	M	
	Giovanni Rizzo		>50	M	
ACADEMIC COUNCIL	Alfio Mongelli	President-	>50	M	
	Fabio Mongelli	Director	>50	M	
	Christian Angeli	Professor	>50	M	
	Luigi Iacobelli	Professor	>50	M	
	Enrico Parisio	Professor	>50	M	
	Alessandra Florea	Student	<30	F	
	Alex-Dan Zaharia	Student	<30	M	
ASSESSMENT BOARD	Roberto Morese	President	>50	M	
	Alessandro Lepori		>50	M	
	Alessio Cremisini		30-50	M	
STUDENT COUNCIL	Leonardo Carletti	Student	<30	M	
	Alessandra Florea	Student	<30	F	
	Teressa Poppa	Student	<30	F	
	Matteo Alongi	Student	<30	M	
	Alex-Dan Zaharia	Student	<30	M	

		MEN	WOMEN	TOTAL
EMPLOYEES		25	22	47
	Permanent contracts	20	18	81%
	Fixed-term contracts	5	4	19%
	Full-time contracts	21	17	81%
	Part-time contracts	4	5	19%
	Protected categories	1	-	2%
	<30 YEARS OLD	3	6	9
	30-50 YEARS OLD	7	5	12
	>50 YEARS OLD	15	11	26
	Xovered by collective contracts			100%
EMPLOYEES				
	New hires	4	4	8
	Departures	5	1	6
	Turnover rate	18%	4%	12%
TRAINING & DEVELOPMENT				
	Training hours delivered in the year			1.204
	voluntary training hours			640
	Training hours per employee			26
	Employees covered by variable compensation (MBO)			41
WORKPLACE INJURY				
	Total workplace injuries			2
	of which, fatal injuries			-
	of which, serious injuries			-
	Total hours worked			69.653
	Total days lost due to injuries			13
	Frequency index			2,9
	Severity index			0,2

	UM	2023/2024
ENERGY CONSUMPTION BY TYPE		
Natural Gas	sm3 GWh	1.235 0,01
Purchased Electricity	KWh GWh	292.661 0,29
Certified Renewable Energy	Gwh %	60.448 21%
GREENHOUSE GAS EMISSIONS		
Direct Emissions (Scope 1)	tCO <sub>2</sub> eq	1,8
Indirect Emissions (Scope 2) - location-based	tCO <sub>2</sub> eq	105,41
<b>Total Emissions - location-based</b>	<b>tCO<sub>2</sub>eq</b>	<b>107,21</b>



Student and educational data		
	2022/2023	2023/2024
TOTAL ENROLLED STUDENTS	1.201	1.208
Female students	791	760
Male students	410	448
International students	146	241
Students with disabilities	18	23
New enrolments	407	468
Erasmus students	22	20
ACADEMIC PROGRAMS		
Total academic programs offered		38
Undergraduate (1 <sup>st</sup> -Level Academic Diploma)		10
Graduate (2 <sup>nd</sup> -Level Academic Diploma)		8
Postgraduate (Master)		3
Continuous training courses		17

Educational offer		
EDUCATIONAL OFFER	ENROLLED	NEW ENROLMENTS
FIRST-LEVEL ACADEMIC DIPLOMA	824	317
Cinema ITA/ENG	207	44
Design ITA/ENG	159	29
Graphic Design ITA/ENG	127	96
Fine Arts ITA/ENG	96	25
Comics and Illustration	86	39
Photography and Audiovisual	62	12
Multimedia and Game Art	43	39
Sustainable Fashion Design	24	9
Set Design	20	24
SECOND-LEVEL ACADEMIC DIPLOMA	192	104
Film Arts	50	31
Visual and Innovation Design	45	20
Fine Arts	45	28
Computer animation		
and visual effects	20	8
Set Design	17	9
Multimedia Arts and Design	15	8
MASTER'S & FOUNDATION YEAR	60	
Art Curating and Management	12	
Design Management	3	
Cinema and New Format		
Production	8	
Foundation Year	37	

Right to education		
	RIGHT TO EDUCATION 2023/2024	
	N.	€
TOTAL SCHOLARSHIPS AWARDED	65	209.000
Undergraduate (DAPL)	40	112.000
Graduate (DASL)	20	56.000
Post-graduate (Master)	5	41.000
Exclusives for international	7	

# Methodo- logical Note

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This first Sustainability Report of RUFA – Rome University of Fine Arts represents a significant milestone in the Academy’s journey toward more sustainable and responsible management. Through this document, RUFA is committed to ensuring transparency for all its stakeholders regarding the choices made to integrate sustainability principles into its activities and to progressively improve its environmental, social, and governance (ESG) performance. The decision to prepare a Sustainability Report reflects RUFA’s proactive approach to fostering a culture of sustainability, even in the absence of specific regulatory requirements, aligning with best practices at both national and international levels.

To ensure consistency and methodological rigor, RUFA’s Sustainability Report follows the Global Reporting Initiative (GRI) standards and the guidelines developed by the Network of Universities for Sustainable Development (RUS) and the Social Reporting Study Group (GBS), which serve as general frameworks for sustainability reporting within academic institutions. RUFA’s adherence to these standards underscores its commitment to delivering a clear, transparent, and comparable Sustainability Report. The content of this report pertains to the 2023/2024 academic year, aligning with the reporting period of RUFA’s Financial Statements. As this is the first Sustainability Report, comparisons with previous years are not available, except in certain sections where historical data is provided. Future reports will incorporate broader longitudinal analyses, allowing for year-over-year comparisons and performance tracking.

The scope of reporting in this Sustainability Report aligns with that of the Financial Statements. Data is presented in aggregated form, and where necessary, clarifications regarding estimates or reporting limitations are provided.

The preparation of this Sustainability Report was led by RUFA’s ESG Team, responsible for planning, drafting, and ensuring compliance with reference standards. The data collection process involved contributions from a cross-functional working group, comprising representatives from RUFA’s key offices and departments. The support and oversight of RUFA’s Management were instrumental in ensuring the accuracy, completeness, and transparency of the reported information.

RUFA’s Sustainability Report is available in digital format and can be accessed on the Academy’s official website [unirufa.it](http://unirufa.it).



Annex

Selection of GRI Standards↓

STATEMENT OF USE

RUFA (Rome University of Fine Arts) has reported the information cited in this GRI content index for the period **01/09/23** - **31/08/24** with reference to the GRI Standards.

GRI 1 USED

GRI 1: Foundation 2021

INDICATOR

GRI 2  
GENERAL DISCLOSURES

DESCRIPTION

THE ORGANIZATION AND REPORTING PRACTICES

2-1 Organizational details  
2-2 Entities included in the organization's sustainability reporting  
2-3 Reporting period, frequency, and contact points  
2-4 Restatement of information  
2-5 External assurance

ACTIVITIES AND WORKERS

2-6 Activities, value chain, and other business relationships  
2-7 Employees

2-8 Workers who are not employees

GOVERNANCE

2-9 Governance structure and composition

GRI 2 4. STRATEGY, POLICIES AND PRACTICES

2-22 Statement on sustainable development strategy

2-23 Policy commitments

2-24 Embedding policy commitments

2-27 Compliance with laws and regulations

2-28 Membership of associations

STAKEHOLDER ENGAGEMENT

2-29 Approach to stakeholder engagement  
2-30 Collective bargaining agreements

GRI 3 MATERIAL TOPICS

3-1 Process for determining material topics  
3-2 List of material topics

SECTION

2. RUFA: Academy of doing  
8. Methodological note

8. Methodological note

8. Methodological note  
This document is not subject to external assurance.

2.4. Economic-Financial Performance;  
6. ESG Sustainability Performance  
4. Human Capital and Human Resource Management;  
6. ESG Sustainability Performance  
4 Human Capital and Human Resource Management;  
6. ESG Sustainability Performance

2.2. Governance and Internal Control Systems

1.1 Director's Message;  
2.1 Vision and Values; Sustainability Manifesto;  
2.2 Sustainability Governance  
2.1 Vision and Values; Sustainability Manifesto;  
2.2 Sustainability Governance  
2.1 Vision and Values; Sustainability Manifesto;  
2.2 Sustainability Governance  
2.1 Vision and Values; Sustainability Manifesto;  
2.2 Sustainability Governance  
3.1 International Relations

2.3 Dialogue, listening and continuous engagement  
4. Human capital and human resource management

6 Materiality analysis and relevant topics  
6 Materiality analysis and relevant topics

INDICATOR

GRI 200  
ECONOMIC ASPECTS

DESCRIPTION

GRI 201 - ECONOMIC PERFORMANCE

201-1 Direct economic value generated and distributed

GRI 204 - PROCUREMENT PRACTICES

204-1 Proportion of spending on local suppliers

GRI 205 - ANTI-CORRUPTION

205-1 Risk assessment for corruption  
205-2 Communication and training on anti-corruption policies and procedures  
205-3 Confirmed cases of corruption and actions taken

GRI 300 ENVIRONMENTAL ASPECTS

GRI 302 ENERGY

302-1 Energy consumption within the organization

GRI 305 EMISSIONS

305-1 Direct greenhouse gas (GHG) emissions (Scope 1)  
305-2 Indirect greenhouse gas (GHG) emissions (Scope 2)

SECTION

2.4. Economic-Financial Performance;  
6. ESG Sustainability Performance

6. ESG Sustainability Performance

2.2 Code of Ethics and Model 231  
2.2 Code of Ethics and Model 231  
2.2 Code of Ethics and Model 231

6. ESG Sustainability Performance

6. ESG Sustainability Performance

6. ESG Sustainability Performance

INDICATOR

GRI 400  
SOCIAL ASPECTS

DESCRIPTION

GRI 401 EMPLOYMENT

401-1 New hires and employee turnover  
401-2 Benefits provided to full-time employees but not to part-time or temporary employees

GRI 404 - TRAINING AND EDUCATION

404-1 Average training hours per employee per year

GRI 405 DIVERSITY AND EQUAL OPPORTUNITY

405-1 Diversity of governance bodies and employees  
405-2 Ratio of basic salary and remuneration of women to men

GRI 406 NON-DISCRIMINATION

406-1 Incidents of discrimination and corrective actions taken

GRI 413 LOCAL COMMUNITIES

413-1 Operations with local community engagement, impact assessments, and development programs

GRI 417 MARKETING AND LABELLING

417-1 Requirements for product and service information and labelling

GRI 418 CUSTOMER PRIVACY

418-1 Substantiated complaints concerning breaches of customer privacy and data loss

SECTION

4. Human Capital and Human Resource Management;  
6. ESG Sustainability Performance  
4. Human Capital and Human Resource Management;  
6. ESG Sustainability Performance

2.2 Code of Ethics and Model 231;  
6. ESG Sustainability Performance

4. Human Capital and Human Resource Management;  
6. ESG Sustainability Performance  
4. Human Capital and Human Resource Management

2.2 Code of Ethics and Model 231

3.5. Artistic Production and Third Mission

RUFA operates in full compliance with the national regulations on marketing and advertising, adhering to Legislative Decree No. 208 of November 8, 2021, "Unified Text on Audiovisual Media Services". In its communications and advertising messages, RUFA follows its communication code, which defines the institutional image the Academy intends to convey both internally and externally.

3.2 Privacy and cybersecurity

A.Y. 2023/2024

SUSTAINABILITY REPORT

ANNEX

A.Y. 2023/2024

SUSTAINABILITY REPORT

ANNEX

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