



SIM Final Conference - Milan

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The SIM project at a glance



Three years of collaboration, innovation, and social impact across Europe.

As the SIM (Social Impact Manager) project reaches its conclusion, this final E-Zine celebrates not only the achievements of the project, but also the people, collaborations, and experiences that made the journey possible.

Designed to address the growing need for professionals capable of integrating Corporate Social Responsibility (CSR), ESG principles and community development into organisational strategy and practice, the SIM Model emerged as a response to a pressing need, combining education, practice and stakeholder engagement to support the development of a new professional profile: the **Social Impact Manager**.

The SIM Model is conceived as an applied and transferable framework, supported by a coherent ecosystem of outputs that translate methodology into practice and form the basis for replication and future upscaling. From June 2023 to May 2026, 14 partners across Europe worked together, bringing expertise from higher education institutions, business support organisations, consulting firms, and civil society actors, to co-develop, test, and refine the model in diverse national and institutional settings.

But as the project closes, it leaves behind resources and results, but most importantly a living community of Social Impact Managers ready to drive meaningful change in their organisations and communities. The project engaged a wide ecosystem of educational providers, companies, NGOs, professionals, and learners, enriching the process through exchange, experimentation, and collaboration. Together, these actors explored new ways of generating meaningful social impact through cross-sector cooperation and innovation.

We would like to acknowledge and thank all participants and stakeholders involved. Without their contribution, commitment, and engagement, the SIM project would not have achieved its results or its impact.

The Social Impact Manager Final Conference

 **Milan**
 **17** **5-7th May 2026**

The Final Conference, hosted in Milan at the University of Milano-Bicocca, marked a powerful closing chapter for the initiative. Organised through the collaboration of the three Italian partners: University of Milano-Bicocca, Project School, and ManagerItalia, the event created a dynamic and inspiring space for dialogue, learning, networking, and reflection.

Across two intensive days, participants explored sustainability, urban transformation, collaboration between companies and NGOs, social innovation, and impact creation through debates, workshops, study visits, and networking activities.



The SIM Final Conference marked the culmination of a three-year European journey and the emergence of the first generation of **Social Impact Managers**, a new professional pathway that blends business, ethics, and social responsibility.

The event gathered a diverse range of stakeholders, including students, NGOs, companies, professionals, educational providers, activists, and representatives of the Third Sector. This diversity was one of the defining features of the conference, allowing for a truly interdisciplinary and multi-perspective approach to social impact.

Importantly, the Final Conference also represented an expansion of the project's community. While earlier SIM activities had primarily focused on collaboration with companies, this final event broadened participation to include NGOs and organisations working in fields such as diversity, activism, volunteering, circular economy, and social inclusion. This shift enriched the dialogue and strengthened the project's commitment to cross-sector cooperation.

Ultimately, the SIM Final Conference in Milan stood as a powerful moment of convergence, where experience, knowledge, and practice came together to reflect on what has been achieved, and to open new possibilities for what comes next.

Presentation of Results and “SIM in Action” Workshop

The first day started in the University of Milano-Bicocca, introducing the project



The conference opened its first afternoon with the presentation of the SIM project results and achievements. Participants were introduced to the programme’s content, methodologies, and the opportunities developed through the Social Impact Manager initiative.

The session combined presentations with interactive activities, allowing participants to engage directly with the project’s themes and outcomes. One particularly appreciated aspect of the session was the presentation and discussion of impact reports and project data.



Debate on Urban Space, Territory and Housing

In the evening, the conference moved to Scomodo, an open cultural community and independent platform that creates spaces for dialogue, participation, and social debate.

The evening debate focused on urban space, territory, and housing, bringing together speakers from a wide variety of professional and social backgrounds in an open and participatory setting. Hosted in a community space designed to encourage exchange and collective reflection, the discussion also allowed members of the public and other attendees to actively contribute perspectives, questions, and experiences throughout the session.

Representatives from businesses, Third Sector organisations and academia, contributed to a multidisciplinary conversation on urban transformation and the role enterprises can play in shaping more sustainable, accessible, and inclusive cities.

The evening also provided an opportunity for engagement, exchange, and informal networking among all participants, helping create a welcoming, collaborative, and community-oriented atmosphere that encouraged continued discussion beyond the formal programme.

Study visit to Humana People to People



Humana People to People is a global network present in 29 countries through independent member associations, each rooted in its own national context. The organisation is driven by a clear and simple mission: to protect the planet, strengthen communities, and support people by connecting them to transformative programmes that unlock their potential for positive change. Its work is developed in close collaboration with local and international partners.

Structured around five key areas: community development, sustainable agriculture and environmental protection, health, education, and the collection and resale of second-hand clothing, Humana promotes a holistic approach to sustainability and social development.

The study visit to Humana offered participants a first-hand experience of social impact in practice.



Humana's initiative was widely considered one of the highlights of the conference. Participants were inspired by the organisation's work, particularly the way it extends beyond clothing collection and resale into broader social and environmental impact across the supply chain. The visit showcased how sustainability, circular economy practices, logistics, and community engagement can be integrated into impactful business models. Participants also explored the organisation's urban garden and learned more about the logistical and operational dimensions behind the initiative. This visit was one of the most memorable and appreciated moments of the conference, many participants describing it as inspiring, practical, and eye-opening.

Impact Lab: SIM meets the Third Sector

Dialogue between SIM participants and third-sector organisations at Scomodo

The Impact Lab created an open and collaborative environment where participants could share experiences, discuss common challenges and needs, and explore new forms of cooperation between private profit and private non-profit sectors.

One of the most engaging activities was a speed-dating style discussion involving NGOs and company representatives, where participants rotated between tables, holding short but intensive conversations that encouraged direct interaction and exchange. The activity was especially valued because it brought together stakeholders not previously involved together in SIM activities.



Measuring the impact of SIM

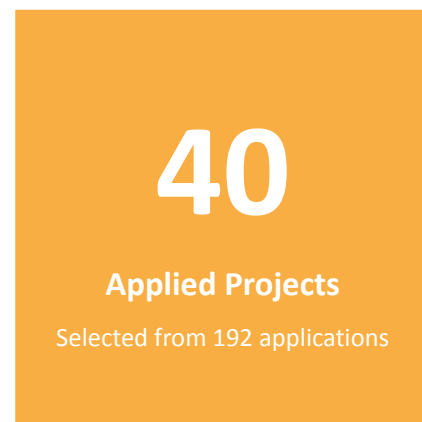
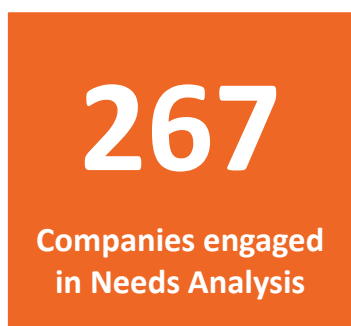


Over the course of three years, the SIM project has developed through a structured and progressive journey moving from research and conceptual design to testing, implementation, and consolidation of results across Europe.

The first phase of the project was dedicated to research and framework development, laying the foundations for the Social Impact Manager model. This stage focused on identifying emerging needs in the fields of Corporate Social Responsibility (CSR), ESG integration, and community development, as well as defining the competences, learning pathways, and methodological approach required to shape a new professional profile.

Building on this groundwork, the project moved into the implementation phase, with the successful delivery of the SIM Educational Programme in five pilot countries. This stage allowed the model to be tested in real educational and organisational contexts, engaging learners, educators, and stakeholders in applied learning experiences focused on social impact creation. The results of the piloting phase have been highly encouraging, confirming the relevance of the SIM approach and demonstrating its potential for transferability, scalability, and future application across different national and institutional contexts.

Key Impact indicators and outcomes



SIM Resources

Throughout the SIM project, partners developed a wide range of educational resources, practical tools, and learning materials designed to support the development of Social Impact Managers and strengthen collaboration between businesses and communities.

These resources were designed to help learners, organisations, and professionals better understand:

01 Social Impact generation

02 Sustainable cooperation models

03 Community engagement

04 CSR & ESG

05 Impact measurement

06 Cross-sector collaboration

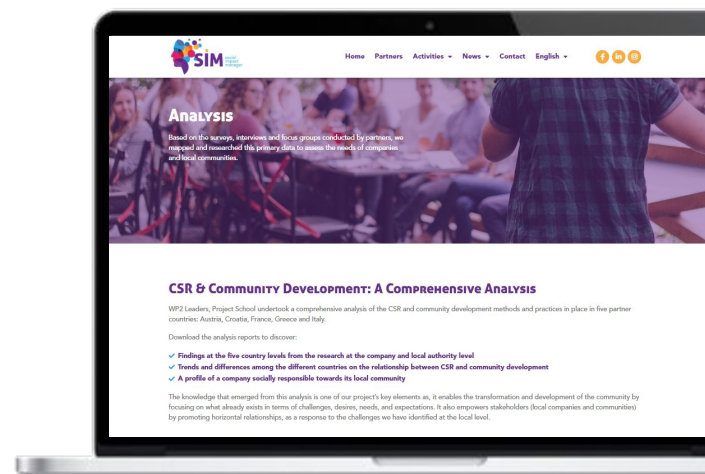
CSR & Community Development Report

1

The CSR & Community Development Report offers an in-depth exploration of the European landscape across five key countries [Austria, Croatia, France, Greece, and Italy] examining how companies approach Corporate Social Responsibility (CSR) and how they engage with their local communities.

Based on a participatory research involving companies, local stakeholders, and community actors, the report analyses existing CSR practices, cooperation models, and approaches to community engagement, identifying key needs, gaps, challenges, and opportunities across different national contexts. The report also highlights the main trends, similarities, and differences between countries.

As the first major research output of the SIM project, this report represents the analytical foundation of the SIM Model. Its findings directly informed the design and development of the Social Impact Manager training pathway, helping define the competences, methodologies, and strategic areas necessary for this emerging professional profile.



The SIM Model

The SIM Model brings together the project's three core educational outputs, designed to create a comprehensive, transferable, and practice-oriented framework for the development of Social Impact Managers across Europe. Together, these outputs combine methodological guidance, training content, and implementation experience, forming an integrated educational model that can be adapted and replicated in different national and organisational contexts.

SIM Educational Programme Guide

2

The SIM Educational Programme Guide defines the Social Impact Manager profile, outlining the key competences, learning objectives, and methodological principles behind the model. It provides structured guidance for the design and delivery of the programme, supporting consistency across different contexts while enabling future adoption by educational providers and organisations.

SIM Educational Programme

3

At the centre of the SIM Model is the Educational Programme itself, structured around five core modules: Corporate Governance, Territorial Analysis, Stakeholder Engagement, Project Management, and Impact Assessment. The programme combines lectures, collaborative activities, hackathons, project-based learning, and self-study methodologies, and was adapted into five national versions during the pilot phase.

SIM Training Handbook

4

Developed from the pilot implementation carried out between March and September 2025, the SIM Training Handbook documents how the programme was delivered across the five piloting countries. The handbook gathers methodologies, implementation approaches, lessons learned, challenges, and recommendations, providing practical support for future replication and adaptation of the SIM Model in new contexts.

Case Studies Report

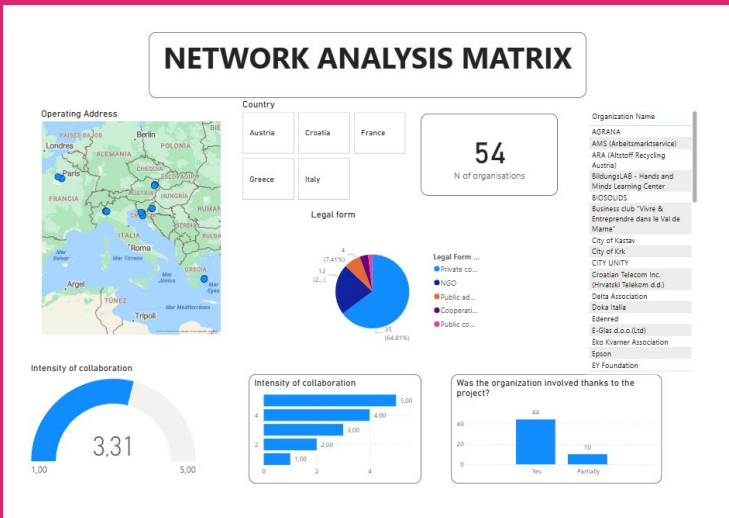
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The Case Studies Report builds on the implementation of the SIM programme across five partner countries and analyses the cooperation models that emerged through participant-led social impact projects. By identifying recurring patterns and key perspectives, it reflects on the design and implementation of social impact initiatives across diverse territorial and organisational contexts.

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Impact Report

6

The Impact Report presents the results of the impact evaluation of the SIM (Social Impact Manager) programme, developed within the framework of the project.

The document adopts a deliberately analytical approach, aimed at systematically presenting the evidence collected through the evaluation process.

At the same time, it includes a final discussion section that provides a more narrative and interpretative reading of the results, supporting a broader presentation of the results.

Interactive Dashboard: A Dynamic Visualization of Key Impact Report Data and Results

The analysis presented in the Impact Report is complemented by an interactive dashboard available, which provides a visual and dynamic representation of the main data and results discussed.

Policy Recommendations

7

The Policy Recommendations, targeting higher education institutions, VET providers, and policymakers at national and European levels, present the main findings of the Social Impact Manager (SIM) project and the key lessons learned in developing and institutionalising the Social Impact Manager professional profile, with the aim of providing key recommendations for its successful implementation.

Based on these insights, the document outlines strategic actions to support and strengthen the implementation of the Social Impact Manager profile, as a key actor in advancing corporate responsibility, local development and community resilience.

By translating pilot experience into concrete policy guidance, it contributes to the broader objective of fostering a more sustainable, inclusive and socially responsible European economy.

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Continuation of the SIM Model



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A central objective has been the transferability and replication of the SIM Model. Its combination of methodological frameworks, training content, and implementation tools offers educational providers a ready-to-use structure that can be adapted to their own programmes. Universities, training centres, and other institutions can integrate the Social Impact Manager approach into existing curricula or develop new learning pathways aligned with CSR, ESG, and community development priorities.

At the same time, the SIM Model provides practical opportunities for companies and organisations to integrate its tools and methodologies into their internal practices. These resources can strengthen corporate social responsibility strategies, stakeholder engagement processes, and impact-oriented project development, supporting more structured and effective approaches to social impact.

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The SIM project has been designed with sustainability and long-term impact at its core, ensuring that its results extend beyond the project lifetime and continue to generate value across different contexts in Europe.

The potential of the model has already been recognised by several educational providers and companies, some of which have expressed interest in adopting and further exploring its tools and methodologies. This early engagement confirms the relevance of the SIM approach across sectors.

This reflects a wider trend in which social impact is becoming a core element of how organisations operate, plan, and define their role in society, increasingly embedded in strategy, culture, and stakeholder relations. In this context, the Social Impact Manager emerges as a role of the future, bridging business objectives, social responsibility, and community needs.

The SIM Model provides a concrete framework to replicate this role in practice. Its structure, tools, and implementation materials allow educational providers and companies to integrate and adapt the approach to their specific contexts.

As sustainability and governance challenges grow more complex, generating meaningful impact is essential. The SIM Model supports this transition, fostering professionals and organisations committed to creating both economic and social value.

We invite you to explore the SIM Model resources or discuss potential applications within your organisation and join the growing community working on social impact across Europe.



Follow our journey
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