



SHARING INFORMATION ON PROGRESS / COMMUNICATION ON ENGAGEMENT REPORT
ON THE IMPLEMENTATION OF THE PRINCIPLES FOR RESPONSIBLE MANAGEMENT EDUCATION
KOZMINSKI UNIVERSITY
2014 - 2015

1. Statement of Renewed Commitment

This is the third progress report from Kozminski University on the implementation of the Principles for Responsible Management Education. Kozminski University continues to support the objectives of the UN Principles for Responsible Management Education and 10 principles of the UN Global Compact. We expressed our commitment to PRME on April 1st, 2008 as the first university from the region of Central and Eastern Europe. Now we have many followers in CEE region.

Kozminski University has been, since its inception in 1993, a pioneer in the field of non-public higher education and is now considered by its competitors an example to be followed. KU's international positioning and recognition stems from its regional reputation as one of the best private universities in Europe according to most recent publications including Financial Times global rankings and KU "Triple Crown" accreditations (AMBA, AACSB, EQUIS). The Six Principles of PRME are providing an engagement framework for Kozminski University to embed responsibility and sustainability in education, research and campus practices through a process of continuous improvement. Our mission is to strive for the highest quality education in the fields of ethical business, management, social sciences and business law.

In 2015 Kozminski University was a host for EURAM: 15th Annual Conference of the European Academy of Management with the theme "Uncertainty is a great Opportunity". It was an inspiring and unforgettable meeting for a professional community of engaged management scholars and reflective practitioners with the aim of facilitating open, inclusive, international and cross-cultural



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academic discourse. The following questions were discussed by participants: What resources do organisations need to develop to capture the changes that uncertainty may bring? Which organisational forms and configurations respond better to the challenges of uncertainty? What concept of leadership is most suited to steer organisations through the waves of unexpected and unpredictable storms? How can we better educate people to make them more competent individuals who are confident with uncertainty? Are the concepts that we already seem to know well such as innovation, knowledge, intellectual capital, leadership, responsibility, sustainability, diversity assuming new meanings at the time of uncertainty?

Uncertainty can be both a threat and an opportunity for organisations setting new models to achieve sustainability, as declared recently by UN Summit in the form of Sustainable Development Goals (SDGs). The positive response to the challenge of opportunity is the most constructive stand that we can take - being a regional centre of excellence in business education and management research - and one that also may equip us best to deal with further challenges that the future may bring. We are striving towards an innovative business education as a core vehicle for KU development.

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Kozminski University – mission, values and achievements

Kozminski University (KU) is a private and independent non-profit business school. Its origins date back to 1989, when a group of faculty members at the University of Warsaw's School of Management started a private management development company under the name of International Business School (IBS). IBS specialized in Executive MBA, in-house, and tailor-made management development programmes for companies and government agencies, as well as in short seminars and programmes for local government officials and community council members. In 1992, the leadership of IBS concluded that the school's legal status and the complex challenges created by the nascent Polish educational market necessitated the founding of a completely new institution. Following the procedures stipulated by Polish law, IBS applied to the Ministry of National Education for the right to open the Leon Kozminski Academy of Entrepreneurship and Management (LKAEM) as an independent institution of higher education, operating under Polish law as a non-profit organization. Few years later the name was changed into Kozminski University.

As KU has grown and developed, it has become increasingly rooted in the broader context of the European business education market. Economic stagnation in Europe has pushed many leading business schools into mergers while the economic growth overseas, especially in Asia, has meant rapid expansion for European business schools into these markets. The KU trajectory differs from this mainstream and resembles instead the tendency observable among its immediate competitors located in Central Europe. It strengthens further its national standing - both in programmes and executive education - and focuses on strengthening the KU brand name on the European market, e.g. through joint programmes and other forms of alliances. So far, KU has benefitted from the economic growth overseas by attracting an increasing number of students from Asia, mainly from China and India. KU closely observes the situation in the regional market. The sailing ship in an open sea in our logo is a symbol of openness to new horizons, creative teamwork and leadership and limitless possibilities.

Since 1998, KU has consistently been ranked as the best private business school in Poland's annual listings of the best private schools of management. Kozminski University's continuous self-improvements and its striving for internationalisation have been rewarded by three prestigious accreditations: EQUIS, AACSB and AMBA. Apart from EQUIS accreditation (since 1999), Kozminski University received the AMBA reaccreditation in 2013 for its MBA programmes. In 2011, KU completed the accreditation process with AACSB and was awarded the full accreditation. It is the only AACSB-accredited institution in Poland. By receiving the AACSB accreditation, KU joined the prominent club of the best business schools in the world that hold the 'Triple Crown' – EQUIS, AACSB and AMBA. The "Triple Crown" is the highest distinction of quality for business schools worldwide.



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Less than 100 business schools all over the world (about 2% of total number) have been recognized that way. On top of that, KU was also accredited by the Central and East European Management Development Association (CEEMAN) in 2001 and passed the reaccreditation procedure in 2007 and 2013.

In 2015 Kozminski University was awarded with a next five-year EQUIS accreditation by European Foundation for Management Development. EQUIS re-accreditation procedure is known for its comprehensiveness and rigorousness in terms of its standards. EQUIS Peer Review Team met and discussed quality of education with KU leaders, advisory committee members, employers, students, faculty, and alumni. They were particularly impressed by the KU's institutional status, mission statement and its leading edge in the education, research, and entrepreneurship.

The high quality of education offered by KU is also demonstrated by the position of the university in rankings published by the Financial Times. Kozminski is the only university from our part of Europe, which offers studies so highly valued. In 2015 Financial Times for the fifth time publishes the annual list of top 50 universities in the field of financial education. FT highlights the changes that have occurred in curricula in many universities after the crisis of 2008, and underlines the attention paid to ethics and risk management. 18th place in the world awarded by Financial Times to Kozminski University Master's degree in finance was the remarkable achievement.

Financial Times ranking 2015, which ranks management studies on a master's level, placed Kozminski University the highest among 42 business schools from Central Europe. Nearly 90 percent of KU management master's graduates find work within three months after graduation, unlike other programs from our part of Europe, where the indicator is less favourable. We are close to business, the government and the third sector, and among faculty of KU, we have many practitioners whose advice and experience helps graduates find their place on the labour market.

The 2015 Global Executive MBA survey by Financial Times has confirmed the value of Executive MBA program at Kozminski University as well. 61st position of Kozminski University among the best 100 Executive MBA programs in the world has again proven it has become a serious player in the worldwide educational market. The FT list has been compiled for 15 years, based on questionnaires filled in by graduates three years after finishing their courses and self-evaluations submitted by business schools.

Kozminski University mission: As an international and academic broad profile business school, we strive for the highest quality education in the fields of ethical business, management, social sciences and business law. Combining practice with theory, we conduct research, which in the opinion of the academic community contributes to the body of science both in Poland and internationally.



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Kozminski University's mission was developed to reflect our ambitions and aspirations for the future, as well as to formulate our approach towards challenges that the future, as we envision it, may bring. KU has a great deal to offer the international academic community including promoting the many successes of Polish transformation and its location in the heart of Europe. Mindful of its significant role in the internationalisation concept, KU is highly committed to elevating its international standing. Kozminski University is aware that its role is not only to lead Eastern and Central Europe in academia, but also to help in bridging the gap between Eastern and Western academia and serve as a platform for international integration and transformation in international education standards and research.

Our focus on management excellence, coupled with an interdisciplinary background education, is a unique component in both the domestic and international markets. Because we keep the profile wide, KU students benefit from the synergistic effects of an interdisciplinary community that builds a solid foundation for further professional development and continuing education. An emphasis on ethics as legitimate dimensions of everyday business reality is placed not only in our curricula but as a cornerstone of the KU culture. We believe that business schools contribute to communities fundamentally through the education of leaders who are responsible to their environments and are willing to engage in public affairs.

Another element of Kozminski University's profile is emphasis on a continuous dialogue between academia and practitioners. KU is dedicated to maintaining strong ties with the business world. We were pioneers in introducing professional education and offered the first MBA programmes in Poland after 1989. Indeed, the KU executive education programme is an internationally renowned centre of excellence in professional training and education. Close contacts with the business world are achieved through several initiatives, including the International Corporate Advisory Board, the Centre of Excellence (COE), and a subunit of the COE - the Career Centre Development and Alumni Relations Office (CDAR) and prominent practitioners among faculty members. These connections allow KU to 'read the market' while maintaining a constant challenge for teaching faculty by providing the opportunity to improve their teaching skills via face-to-face meetings with practitioners, one of most demanding customer segments in the market.

Ethics and responsibility have been a matter of concern for KU since its inception. The EQUIS Peer Review Team in 2010 stated that KU meets all the EQUIS criteria in this category. The Ethical Code of Conduct of KU has been approved unanimously by the Academic Senate. Kozminski University explicitly intends to foster diversity and openness to different sets of values. Therefore, we put a lot of emphasis on equal treatment of students, faculty and staff regardless of their origin, ethnic



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background, sexual orientation, gender, religion or politics. KU remains an open space to different kinds of intellectual inspiration, and we value originality and disagreeing opinions.

The faculty management policy is based on two major pillars: (1) a constant process of intensive faculty evaluation, with focus on the scientific and research performance; and (2) the on-going efforts for attracting the best young candidates from the market. Simultaneously, KU offers support for scientific and academic development of employed scholars. KU employs both academically and professionally qualified faculty members to secure the implementation of long-term objectives and the mission of the institution. The diversity of both academic and professional backgrounds of the faculty members is an important factor in the KU policy of developing interdisciplinary and applied research projects as well as practice-based teaching programmes.

The importance of ethical issues is acknowledged both in the KU policy towards faculty employment and development and in academic research topics and projects. KU is perceived at large, and by its faculty, as a stable and reliable employer, that gives its employees opportunities for personal and academic growth. KU also offers support and flexible working hours for young parents, baby bonuses, low-rate loans and a family benefit fund. The faculty assessment process is engaging for faculty members; the assessment results are always discussed and evaluated to maximize the faculty member participation.

Both professors and younger scholars are engaged in organisational work for the University. On average teaching and tutoring engages 40% of the academics' work, along with research activities (30%), innovation in teaching (15%) and contribution to the community (15%). The adopted systemic solutions strongly support publishing activities in foreign reviewed academic journals. Research, didactic and organizational performance as well as the teaching skills of every faculty member are reviewed on a regular basis.

Values of Kozminski University

- Personal integrity and self-development.

We see ourselves as a large community of faculty, staff, students and other stakeholders. We are convinced that the ethical conduct of our school depends on moral standards and we strive to achieve excellence.

- Democracy and market economy.

Since our inception, we have been firmly committed to the promotion of democratic values and a market economy in Poland, in the region and elsewhere.





- Freedom, equality and mutual respect.

KU expects all students and employees to conduct themselves with dignity and show respect for others. Students of all origins, ethnic backgrounds, genders, religions or politics are treated equally and respectfully.

- Operational excellence and highest professional standards.

We believe we should teach our students and set an example of operational excellence whilst achieving the highest standards in research, education and all our activities.

- Honesty.

KU pays special attention to two dishonest practices: plagiarism and cheating on examinations. These issues are treated especially seriously as they undermine confidence in our standards and values as well as they damage the reputation of our School, and are unfair towards fellow students.

- Openness to intercultural dialog, diversity and freedom of speech.

We are dedicated to achieving our common goals as a non-partisan, pluralistic and open community. We are open to non-mainstream research, outside opinions and original viewpoints if they are rooted in scientific evidence. Our multinational faculty is encouraged to keep their eyes open and avoid intellectual fashion and the idolatry of science.

- Social responsibility.

We are strongly committed to the integration of the entire European continent. Our focus on internationalisation does not lead us to forget about the local community of Warsaw and its environs. Our goal is the education of leaders who are responsible to their environment, sensitive to change, responsible, and are willing to engage in public affairs for the benefit of local society, business, country and the international community.

- Entrepreneurial spirit.

We teach and promote entrepreneurship among our members and in our community.



Our Principles of Responsible Management Education

Kozminski University is in the process of creating and fulfilling several projects aimed at fostering an approach based on the spirit of Principles of Responsible Management Education. PRME-related activities at KU can be presented according to three core areas: *Education* (related to PRME principles 1, 2 & 3), *Research* (related to PRME principle 4), and *Participation* (related to PRME principles 5 & 6). We wish to report especially on a few concrete activities and achievements concerning PRME in the period of September 2013 - September 2015.

EDUCATION

Principle 1. Purpose: We will develop the capabilities of students to be future generators of sustainable value for business and society at large and to work for an inclusive and sustainable global economy.

Principle 2. Values: We will incorporate into our academic activities and curricula the values of global social responsibility as portrayed in international initiatives such as the United Nations Global Compact.

Principle 3. Method: We will create educational frameworks, materials, processes and environments that enable effective learning experiences for responsible leadership.

Kozminski University understands its role in educating responsible business leaders of the future, especially as the most internationalized school in Poland with students from 64 countries. Main goal is the education of leaders who are responsible to their environment, sensitive to change, and are willing to engage in public affairs for the benefit of local society, business, their country and the international community. As part of its mission Kozminski University “strives for the highest quality education in the fields of ethical business, management, social sciences and law”.

Kozminski University is involved in education for business ethics and corporate responsibility through its Business Ethics Chair, which is a joint unit of Kozminski University and the Institute of Philosophy and Sociology, Polish Academy of Sciences – under the head of Prof. Wojciech Gasparski. It is the first and so far, the only such chair in Poland with the mission to foster business ethics as a discipline through education and cooperation with academia and business people both in Poland and other countries.



As for Poland, the interest in business ethics as the research discipline and the teaching subject appeared together with the system transformation in early '90s of XX century. The subject was introduced by Prof. Gasparski and supported by the Polish academic community in universities and particularly in many newly established private academic schools. The boom of business ethics and CSR clearly took place over the past ten years.

The newly created Business Ethics and Social Innovation Centre, connected to the Business Ethics Chair, is run by Professor Boleslaw Rok - an Academic Director of Corporate Responsibility Executive Programme, and Rector's Proxy for Responsible Management Education (PRME).

The following basic courses, conducted in Polish or in English, are offered for full-time and part-time educational programmes at the BA, MSc, and PhD level: Business Ethics and CSR in Management, Business Ethics and CSR in Finance, Ethics and CSR in Public Administration, Leadership Ethics, Ethics and Law, Ethics in Science and Research, Organizational Responsible Design.

Two main groups of tasks are carried out in various proportions in these basic courses. The first group is functional, pragmatic and assumes providing students with knowledge about the current set of tools that serve for development of an innovative organization. The second group of tasks refers to the creation of a widely understood ethical culture. Dealing with an ethical culture is also a contribution to an in-depth analysis of individual hierarchy of values and adoption of an attitude that is open to dialogue.

In 2010, a decision was made by KU's Rector and Senate to include a training module on Corporate Responsibility in the curricula of all MBA programs – Executive MBA and specialized Kozminski MBA for IT managers, finance managers, HR managers, engineers. Currently, the module is carried out on a permanent basis. Students are trained in ethical leadership, responsible management approach based on ISO26000, corporate social innovation and inclusive business models. The aim of the module is to provide an in-depth understanding of the role of business in society, now and in the future; to recognize that business conduct is constrained not only by its economic environment, but by the social, political, governance, and ecological environments.

Two case stories from Kozminski University: "How to create a learning community working on CSR development", and "How to create a new mindset of a typical MBA student in Central and Eastern Europe" were included in the *Inspirational Guide for the Implementation of PRME: Placing sustainability at the heart of management education* - launched on the 3rd Global Forum for Responsible Management Education.

The postgraduate programme on CSR at Kozminski University is the most recognized in Poland from 2009. It is the first in Central and Eastern Europe special postgraduate executive programme for CSR



managers, successfully created in partnership with Deloitte. The 180 hours' programme provides a strategic, hands-on approach to CSR and allows participants to tailor frameworks to their own companies, combining lectures, cases and workshops with leading academics from Kozminski University, consultants and guest speakers. 170 managers were trained during six editions; the seventh one is on the way.

CSR postgraduate studies are a form of professional studies aimed at preparing graduates for the best performance of a specific function within the company. People who undertake postgraduate studies in corporate responsibility intend primarily to apply for one of four positions: ethics officer, compliance manager, social responsibility manager, and sustainable development manager. Two years ago, was taken a decision to start a separate postgraduate programme on compliance – in partnership with EY. Now it is well positioned on the educational market after two editions, the third is on the way. The aim of this programme is to create a network of informed practitioners in the field of compliance policy for both companies and academia, to encourage the culture of speaking up.

Two semester post-graduate study in the field of corporate responsibility or compliance is a novelty on the CEE market. It can be assumed that the preparation of a curriculum that would meet market expectations as well as expectations of potential students is a major challenge in the Polish context. It seems that an appropriate curriculum is of key importance. Our curriculum is aimed at supplementing knowledge in the scope of shaping a strategy of ethical and responsible business. It is practical, realistic, all-embracing, current and attractive.

Kozminski University is working now on some innovative, new postgraduate executive studies in the spirit of PRME. We have recently prepared a new programme on social innovation in cooperation with UN Global Compact in Poland. The second educational project is planned for the following year. It will be a specially tailored programme created in partnership with a newly created network of innovative start-ups under the title of "Sharing Economy and Social Business Models". Our goal is to introduce global issues, such as poverty, resource scarcity, climate change to the start-up community more effectively through collaborative or peer-to-peer economy approach.

RESEARCH

Principle 4. Research: We will engage in conceptual and empirical research that advances our understanding about the role, dynamics, and impact of corporations in the creation of sustainable social, environmental and economic value.



Operating in different research and educational projects and working with managers in Poland and in the region, Kozminski University is recognized by the country's academia and business as well as by international scholars, practitioners, and organizations. Two recent significant contributions are following volumes:

Arruda de M. C. and Rok B. 2015. *Understanding Ethics and Responsibilities in a Globalizing World*, Berlin: Springer.

Rok B. and Gasparski W. 2013. *Transition Redesigned. A Practical Philosophy Perspective*. New Brunswick: Transaction Publishers.

Kozminski University is actively involved in the research area of responsible entrepreneurship, corporate social responsibility, compliance and business ethics, social innovation, collaborative consumption and business models for sustainability through its Business Ethics and Social Innovation Centre. The Centre is now one of the first change agent in the integration of corporate responsibility and sustainability issues into the knowledge, skills and mindset of today's and tomorrow's leaders, managers and employees, consumers and other stakeholders. The Centre collaborates on the international level with the Academy of Business in Society (ABIS), International Society of Business, Economics, and Ethics (ISBEE), and UN Global Compact Poland (UNGCP).

KU has an experience already in EU-funded projects with participation in several research projects run by big consortia through FP6 and FP7 connected to sustainability and responsibility issues: „European Platform For Excellence in CSR Research” (CSR PLATFORM); “Understanding and Responding to Societal Demands on Corporate Responsibility” (RESPONSE); "Impact Measurement and Performance Analysis of CSR” (IMPACT), “Sustainable Lifestyles 2.0: End User Integration, Innovation and Entrepreneurship” (EU-InnovatE). Recently it has been actively applying both as partner institution and a coordinator to the recent calls under Horizon 2020 and local calls.

The project IMPACT was based on work toward a common conceptual framework to develop and apply tools that can enable assessment and comparison of CSR impacts – at micro (company), meso (sectoral and regional) and macro levels (nations states and EU). Indicators were developed to assess the contribution of CSR impacts on EU policy objectives, for growth, competitiveness (including innovation), quality of jobs and environmental sustainability. Run by the consortium of 15 universities from Europe, coordinated by Öko-Institut e.V. and EABIS a large-scale inter- and trans-disciplinary empirical investigation was carried out using four complementary methods: econometric analysis, company case studies, an analysis of different company and industrial networks and a Delphi study.



From 2014 Kozminski University is engaged together with 14 leading institutions, including ABIS, in EU-InnovatE, one of the world's largest social science research projects linked to sustainable development. Supported by EUR 4.7 million in EU funding, it brings together a group of 40 researchers from nine different countries to investigate the role end users play in driving innovation and entrepreneurship in sustainable products and services. From green electricity tariffs to car sharing schemes, many sustainable products and services have been brought to market by enthusiastic start-ups. More users and consumers than ever are turning their hands to business in a bid to solve social and environmental problems.

KU with its fourteen collaborating European research institutes is investigating this trend to see what potential it holds for a sustainable economy. The project is also looking at how established companies engage end users in the development of sustainable products. A central thesis is that over time, end users and user entrepreneurs will play an essential role as innovation drivers in the transition to sustainable energy, food, living and mobility.

Our scientific investigation provides new insights, evidence, tools and models around two major concepts: first, the role of end users and user entrepreneurs in sustainability innovation processes; and second the long-term opportunities and obstacles for company-driven and user-driven sustainability innovations to enhance sustainable lifestyles and green economy. The project will deliver new understanding to companies on the potential of users to support corporate innovation design and processes. In parallel, it will empower policy-makers to become co-creators in advancing user sustainability entrepreneurship in Europe.

EU-InnovatE in partnership with future4you GmbH, are the organisers of the Sustainable Entrepreneurship Award (SEA) scheme. The SEA presents awards to enterprises, projects and ideas which address a social or ecological problem by combining innovative solutions with a profitable commercial strategy. The 2015 Sustainable Entrepreneurship Award will take place in Vienna on 12 November 2015.

PARTICIPATION

Principle 5. Partnership: We will interact with managers of business corporations to extend our knowledge of their challenges in meeting social and environmental responsibilities and to explore jointly effective approaches to meeting these challenges.



Principle 6. Dialogue: We will facilitate and support dialog and debate among educators, students, business, government, consumers, media, civil society organizations and other interested groups and stakeholders on critical issues related to global social responsibility and sustainability.

Over the past decade an increasing number of multinationals have adopted CSR strategies, issued sustainability or corporate responsibility reports, and implemented and monitored the impacts of their CSR programs. It is important now for global companies operating in CEE (Central & Eastern Europe) to understand best ways to improve their CSR performance locally. It is a common belief that the vision for Corporate Social Responsibility is determined by local conditions, and connected with social and cultural context of business operations, as well as expectations formulated by various social groups. The company's long-term success depends on the level of meeting its stakeholders' needs and expectations. The level of support a company can expect from key stakeholders directly influences its ability to generate stable growth and compete successfully in an increasingly competitive marketplace.

Although the concept of Corporate Social Responsibility has existed for decades, it is only in recent years that the number of organizations engaging in such behaviours and activities has increased markedly. At first, corporate responsibility may have been conceived and perceived as a critical outsider agenda, but today it is increasingly understood as integral to the efficient, effective and sustainable functioning of markets and businesses.

There is an emerging need for integration of corporate responsibility in the mainstream management education and executive education in CEE countries. It is a challenging task for educational institution like Kozminski University to provide companies, their future and present managers, with a better understanding of the similarities and differences between the "New Europe" and "Old Europe" to integrate organizational culture and to generate usable CSR knowledge.

Kozminski University through its Business Ethics and Social Innovation Centre is actively involved in interactions with managers from most successful companies in the field of Corporate Responsibility and Sustainability in Poland and in the CEE region, especially in the frame of the long-term partnership with Responsible Business Forum, affiliated to CSR Europe. Some of the examples are: The Responsible Companies Ranking in Poland (nine editions from 2007), The Award for the Best CSR Report in Poland, MedKompas Poland - Siemens Integrity Initiative, Verba Veritatis Award for the Best Student's Thesis on Business Ethics, The Nestlé Prize in Creating Shared Value or stakeholder panels for different firms, and The Advisory Board for UN Global Compact in Poland – with President of Kozminski University prof. A. Kozminski as a Board member and prof. B. Rok as the Head of the



Board. Prof. Rok is responsible for Global Compact Yearbook published in Poland for the second time in 2015.

The Responsible Companies Ranking prepared by the Business Ethics and Social Innovation Centre is published every year – it has become an educational tool for a growing group of responsible leaders. Almost 160 companies from the Top500 in Poland have already taken part. For many companies, it has served as a benchmark for maturity in CSR, but the lack of knowledge concerning different instruments to properly manage a growing area of CSR was widely expressed by managers working in this field. The questions in the survey (60 in the last edition) are in the process of continuous improvement according to new challenges on the market and the level of implementation among participating companies; changes are discussed in a group of best graduates from KU's programme learning community. Several partnerships were created between NGOs and businesses based on relations started during our programme. Some beginners from the first edition are now experts for the next edition.

We are supporting dialogue on corporate responsibility, sustainability and inclusiveness in Poland and in the European Union. Kozminski University collaborates with the International Society for Business, Economics and Ethics (ISBEE), the European Business Ethics Network (EBEN) via Polish Association for Business Ethics (EBEN Poland), and the Academy of Business in Society (ABIS).

PRME became a guiding tool in our programmes and projects. We have recognised that every successful initiative in the field of "Business in Society" should be based on understanding of the real challenges on a market in meeting social and environmental responsibilities. We started to facilitate a dialogue among academics, business consultants, managers, civil society organisations and journalists on a practical level. PRME encourages our University to start a transition, because we are convinced that concern with social issues and a commitment based on the principles of fairness and justice will be a defining characteristic in the near future.