

Social Report

AGH

University of Science and Technology



As a technical university, the AGH University of Science and Technology serves science, economy and society by educating students and developing its faculty, as well as carrying out scientific research. It cultivates its traditions and raises its students to become wise and righteous, in the spirit of professional and civic responsibility and in accordance with its motto: *Labore creata, labori et scientiae servio* – *Born in labour, I serve labour and science* (AGH UST Statute).

Dear all,

The University has a significant role in the formation of the Knowledge Society. The source of knowledge is not only work and cooperation between research and development teams, but also the increasing importance of relations between the economic sphere, local government and the business environment comprising the overall social environment. The quality of these relations has a crucial role in building the social position of the university.

The application - thanks to the knowledge gained by man in the 21st century - of all the measures that can improve this quality seem almost necessary. Such an approach can ensure the sustainable development expected by all people, based on a symbiotic relationship with the environment and its resources.

The concept of the social responsibility of universities has been used only for a short time, but universities, which are often large, complex and multi-process institutions, through implementing CSR postulates, can gain an advantage in their environment. Building and maintaining proper relations with the environment requires constant dialogue with stakeholders. This allows the attempt to define challenges and search for an optimal solution to solve them.

It is my pleasure to provide you with the first social report of AGH, University of Science and Technology, the first university in Poland to develop and describe activities in line with the postulates of the United Nations Global Compact rules. I am convinced that the prepared report will be used in the future to constantly increase standards related to sustainable development, and will increase public awareness in this area.

Prof. Tadeusz Słomka

AGH UST Rector

AGH University of Science and Technology combines a nearly 100-year tradition with new scientific research, occupying the leading positions in university rankings for many years. It is the largest technical university in the country, both in terms of the number of students, as well as Independent Researchers actively cooperating with other universities, the economic sphere, and public administration on different levels.

AGH-UST executes over 500 agreements concerning cooperation with foreign entities in the global market, thus creating opportunities for students to go abroad and obtain a double diploma. Students and employees can also develop their scientific interests by taking part, for example, in circles or scientific organizations, as well as cultural and sports organizations, participating in numerous events organized by foundations, clubs and art groups. Moreover, representatives of organized labour, i.e. Związek Nauczycielstwa Polskiego AGH and NSZZ Solidarność AGH, also actively participate in the University's life. These activities are a part of the corporate social responsibility (CSR) concept, including university social responsibility, which spans a wide range of environmental organizations, and thus has an impact on the society in the social, economic and environmental aspects. CSR is focused on issues linked to social and environmental factors, respect for human rights, and counteracting corruption.

The first social responsibility report presented here is aimed at summarizing and systematizing the most important activities undertaken in this area in recent years at AGH. We hope this will help to further engage the academic community, and to promote and regularly review the activity of individuals and entities operating within the university. The report also allows us to indicate and plan new areas and directions that take into account the needs of stakeholders.

In many countries, social responsibility reports are prepared not only by industry, but more often by non-governmental organizations, including universities, mainly those listed as being at the forefront of the Academic Ranking of World Universities. However, by the end of 2017 no Polish university had published a social report.

In 2017, AGH University of Science and Technology joined the United Nations Global Compact network, associating over 9,000 major companies and 5,000 institutions from around the world, which engage in discussions together with governments and scientific national and transnational institutions about sustainable development. Therefore, AGH-UST is required to provide a social report by 2019. The presented report includes recommendations and reporting standards in line with the demands of the United Nations Global Impact network (10 UN Global Compact principles), relating to environmental, employee and ethical issues. However, the authors will be grateful for valuable remarks that will allow them to develop the best practices and strategies for reporting the social responsibility of universities in Poland. The data presented in the report come from the website www.agh.pl, our own studies, and analyses of the Chancellor's Division and from the Reports of the Rector of the AGH University of Science prepared annually by the Information and Promotion Department of AGH.



4 144 staff
16 faculties
58 branches of science
200 specializations

- 31 956** students:
- **28 653** full-time students
 - **1 008** doctoral students
 - **2 295** postgraduate students



The AGH University of Science and Technology has maintained its position in the **Center for World University Rankings** 2018–2019 and has been rated – again – Poland’s second best technical university and fourth of all ten Polish institutions of higher education covered by the Ranking. (May 2018)



On the **Best Global Universities** ranking list published by the US News & World Report AGH UST has improved its last year’s performance and came ahead of all Polish technical universities. (October 2017)

In the **Nature Index 2017**, presenting the share of scientists and researchers in the most prestigious scientific journals related to the field of natural sciences, the AGH University of Science and Technology is the leader among Polish technical universities, at the same time holding a very high third position among all Polish universities. (March 2017)

The AGH University of Science and Technology again topped the **Webometrics Ranking**, occupying the second place among Polish technical universities. (2017)

The **Quacquarelli Symmonds World University Rankings (QS)** published a ranking by subject, which assessed nearly 4,500 universities. (March 2017)

In **Perspektywy University Ranking** the AGH University of Science and Technology claimed the 3rd place among the technical universities. (June 2017)

AGH UST is the third Polish university to have been listed in the general ranking published by **National Taiwan University (NTU)**. (October 2017)



The AGH University of Science and Technology, with over 28 thousand citations, took third place among Polish technical universities in the international ranking of universities according to the number of citations – **Transparent Ranking**. (January 2017)

In the international **Global Ranking of Academic Subjects – Shanghai** assessment of the areas of scientific research classified into five basic categories Engineering and Robotics the AGH University of Science and Technology as the only Polish university was shortlisted in the categories **of mining & mineral engineering** (world rank 33) and **metallurgical engineering** (world rank 51-75) in the subject of Engineering. (July 2017)



The AGH University of Science and Technology has been classified in the international ranking **U-Multirank**. (March 2017)

The AGH University of Science and Technology took first place among Polish technical universities in the international **CWTS Leiden Ranking**, which examines the scientific strength of a university on the basis of scientific publications and their impact on the development of world's science and research.

2. Mission of AGH-UST



The AGH University of Science and Technology in Krakow is a modern public university, which establishes cooperation with universities in Poland, Europe and around the world based on cooperation. The University's main area of focus is implementation of tasks embedded in the knowledge triangle of education – research – innovation. The AGH UST is a technical school, with strong representation of hard sciences that form the foundation for the development of a broad spectrum of applied sciences, with a gradually increasing role and significance of social sciences and humanities. What is more, AGH UST is adding new courses and specialisations, while continuing the traditional ones, which are crucial for the proper development of science, technology and economy of our country.

The education system, which has been implemented at AGH UST aims at developing students' ability to acquire knowledge and use it in real-life scenarios, to think in a logical, constructive and forward-thinking manner, to draw quick and accurate conclusions, and to make optimal decisions. The AGH UST conducts world-class scientific research in a number of fields and scientific disciplines that form the foundation of the high level of education and development of the school's faculty, which constitutes one of the fundamental elements of the functioning and position of the University.

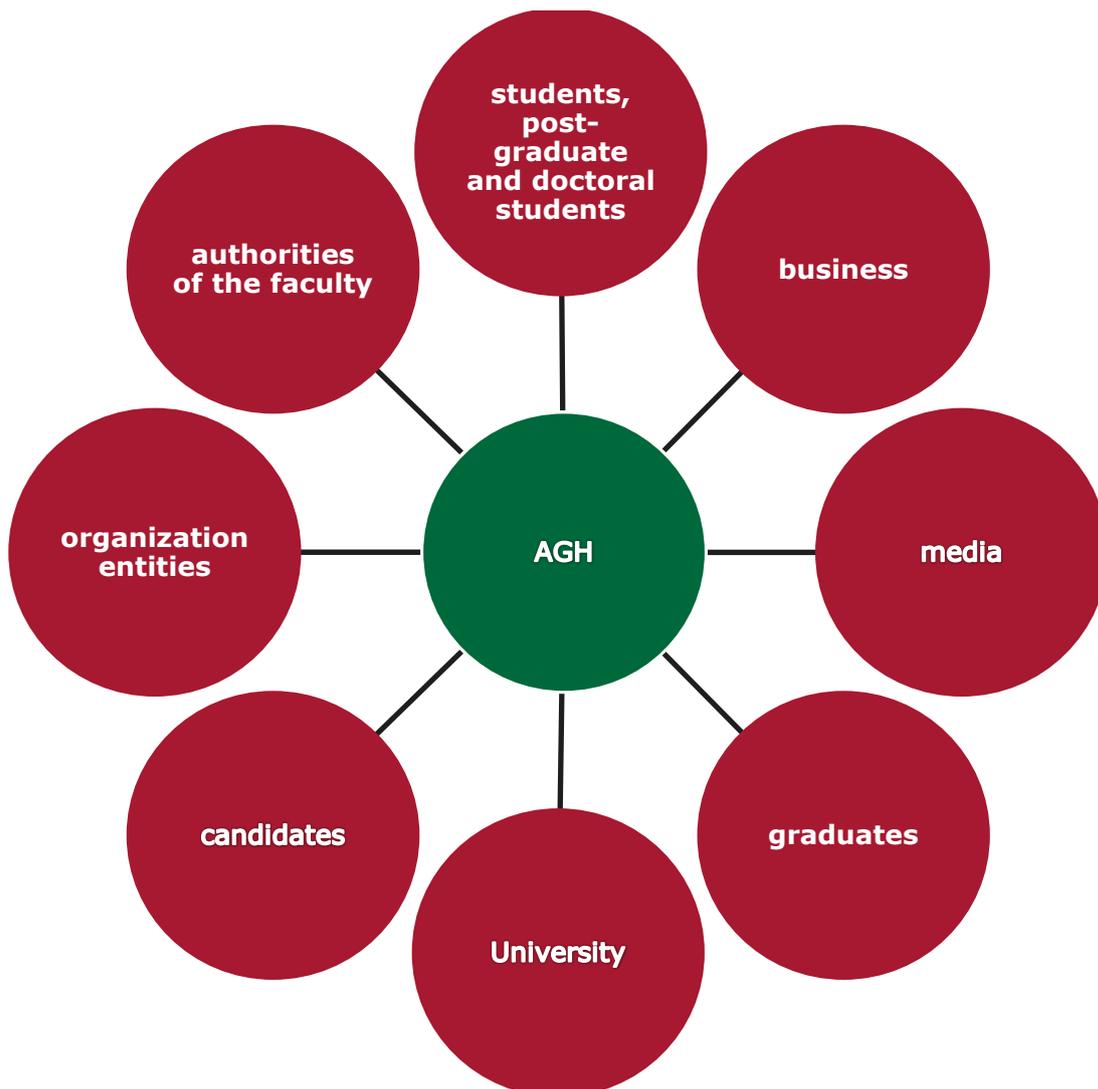
Since the beginning of its existence, the AGH UST has had strong ties with local government and national economy entities, serving the Polish economy and providing advice to state and local government authorities. The University supports all activities aimed at establishing strong interdepartmental, intercollegiate and international research teams. AGH UST's strong position requires intensification of the University's activity in the field of domestic and international cooperation in education and research. One of the many elements of this strategy is the creation of network of associated universities, research and development centres, as well as industrial entities. The University should strive to become a kind of an academic and economic consortium developing its own business activity by creating conditions for technology transfer and business incubation.

*The AGH University of Science and Technology was established to educate and raise students, to educate and develop its faculty and to carry out scientific research and development activities in accordance with the principles of freedom of teaching, mission of discovery and freedom of science and transmission of truth, in the spirit of respect for the individual and service for the good of the nation and humanity. AGH UST is guided by its three principles: Knowledge–Passion–Bond. **(Principles 1 and 2 of the UN Global Compact)**.*

3. Stakeholders

The stakeholders identify persons and entities with which the university indirectly and directly maintains relations. This takes place in the context of CSR as the body that determinates the university's social responsibility; internal and external stakeholders should be included in this group:

- **Internal stakeholders** (students, post-graduate and doctoral students, didactic-scientific employees, administrative employees, authorities of the faculty, students' organizations, science clubs, internal organization entities founded to perform the task (among other Career Centres)).
- **External stakeholders** (candidates for studies, graduates, employers from the external environment of the labour market; central, regional and local authorities, national and foreign universities and accreditation bodies. The Ministry of Education and Higher Education, enterprises implementing the results of research and development, media, business representatives).



Rys. 1. Stakeholders of AGH

4. AGH management in the context of CSR

The aims of the activity of the university are to continue improvement in three main areas, i.e. training, research and development activities, as well as strengthening cooperation and relations between the university and the social and economic areas. In the context of CSR, the above areas translate into activities significant from the perspective of implementing social responsibility assumptions in three aspects: economic, social and environmental.

4.1. Economic aspects

The economic aspects include the activity and attitudes which influence the competitiveness of entities, including those aimed at obtaining financial resources enabling the implementation of the institution's objectives and understood international cooperation. The activity of AGH in this area is obtaining external finance resources for research and didactics from the statutory financial revenues (consisting of around 50-60% of revenues). The project is actualized by national funds (for example, The National Centre for Research and Development, and the National Science Centre, structural funds). International projects (H2020, KIC) take place; industrial agreements and the commercialization of scientific research are developed. The report should take into account issues related to the protection of intellectual property, tech transfer, and cooperation with economic entities related to fields of education and the research of AGH.

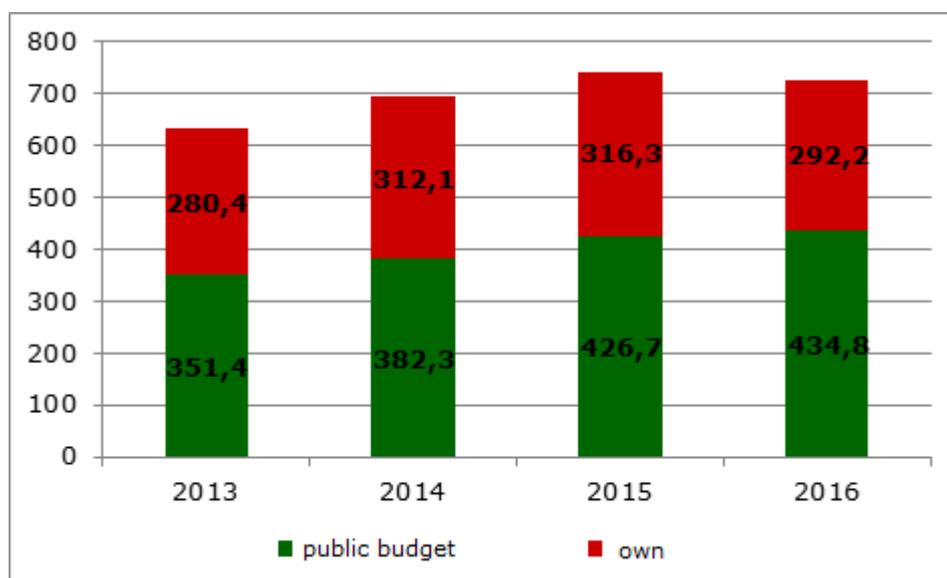


Fig. 2. AGH's revenues from 2013 to 2016 [mln zł]

The entites which are responsible for the development of economic aspects in the University are presented in Fig. 3.

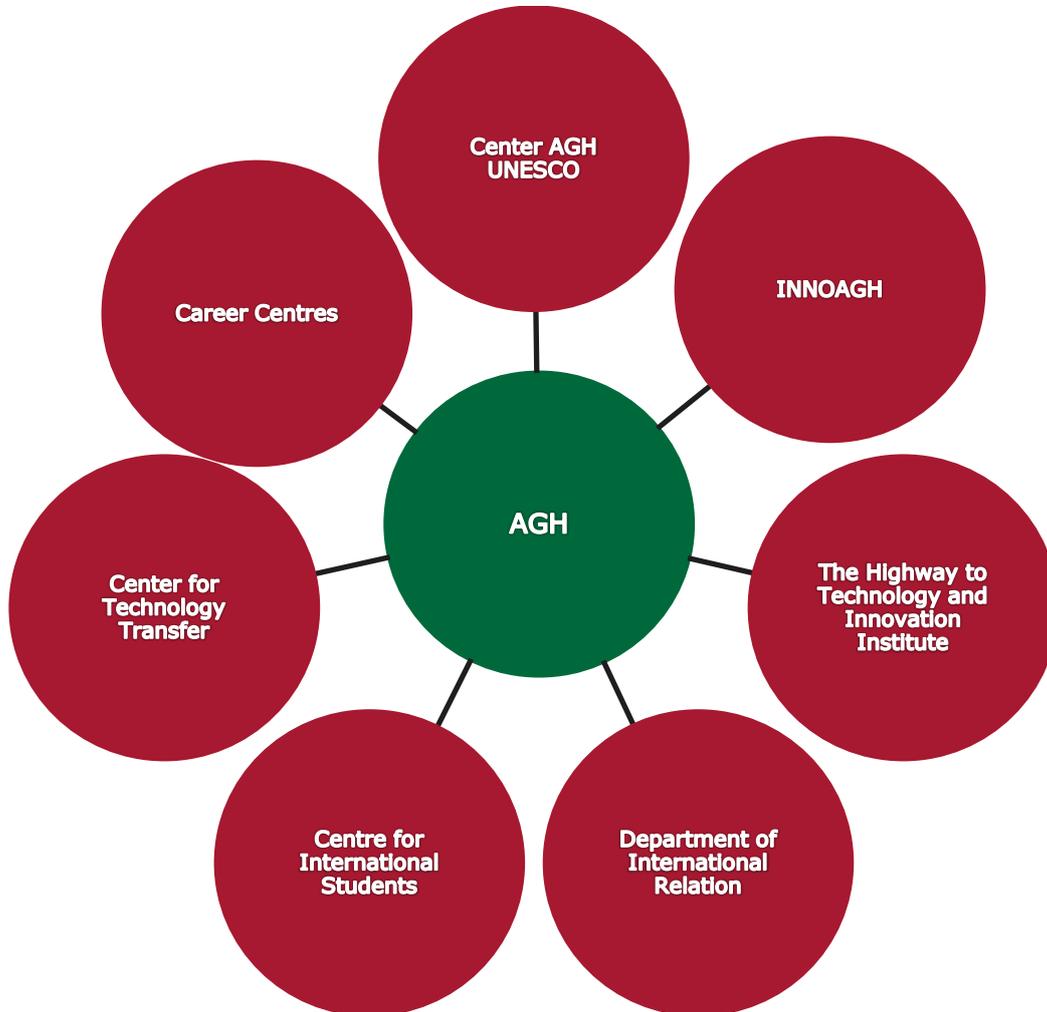


Fig. 3. Entities influence on the economic aspects

AGH is open to cooperation with external stakeholders, which underlines the Development Strategy of AGH in 2017. It outlines that the strong position of AGH requires intensification of the activities of the University in the field of national and international cooperation in education/research areas. An element of such a strategy is the creation of networks of associated universities, and research and industrial units. The university should become a kind of academic-economic consortium developing its own economic activity by creating conditions for technology transfer and incubation of entrepreneurship.

The main priority of the University's strategy in the area of science and innovation is to conduct scientific research and innovative activity at the highest level, integrated into the knowledge triangle "Education - Research - Innovation".

The goals in the innovation and research areas are indicated in the Development Strategy of AGH. The most important subjects are as follows:

- Conducting research in priority areas for the University, including the latest global trends in science and technology,
- Creating inter-individual and interdisciplinary teams or research centres carrying out prior studies,
- Achieving a high position in world rankings concerning the level of scientific research and innovation, additionally obtaining distinctive ratings in the categorization of Polish scientific units,
- Taking steps to obtain the status of a research university,
- Stimulation of basic research that can form the basis for creating innovations,
- Conducting research and innovative activities in conjunction with the scientific, economic and social environment,
- Shaping creative innovative attitudes among employees, students and PhD students of AGH,
- Development of academic entrepreneurship.

In term economics, one of the key factors of USR in AGH is activity in obtaining external funds for R&D projects. These include innovations supporting the educational process, and the research and development of the University's infrastructure. AGH is the beneficiary of external funds obtained from national and international programmes, both directly and through R & D projects implemented by university employees and students. AGH has separate structures for supporting obtaining funds and the management of projects. Project Centre AGH was established pursuant to the Order of the Rector AGH 46/2015 of 30.12.2014. The aim in creating this Centre was to establish and implement an effective mechanism which will support the realization of the project in AGH.

International successes of the AGH:

- 100 international projects, which obtained funds from: Horizon 2002, Norwegian Funds, Swiss Funds, KIC InnoEnergy, KIC Raw Materials, European Space Agency, The Visegrad Fund, EUREKA, COST, ERA, Coal and Steel Fund, Erasmus+, Bilateral cooperation programmes.
- 242 general cooperation agreements with so-called Memoranda of understanding concluded with universities around the world.
- 62-country cooperation.
- 26 agreements on a common education and diploma system with prestigious universities. from Germany, France, Japan, Ukraine, Portugal and Finland in 2016.
- 155 subjects in foreign languages, mainly English, but also German, French and Russian.
- 582 foreign students in the academic year 2017/2018.
- 165 students of AGH took part in the Erasmus + programme.

4.2. Environmental aspects

Over several years, one may observe the increasing importance of the environmental protection in economy, which is the result of growing ecological awareness. Society more often requires the application of environmentally friendly practices from entrepreneurs. The stakeholders are interested in products and services meeting the highest environmental standards. This situation is reflected in social reporting, which documents the efforts undertaken to implement systematic methods of achieving ever-higher standards in the area of sustainable development (Principle 7 UN Global Compact). The environmental aspects not only contribute to environmental protection, but also improve human health and quality of life of AGH stakeholders. Therefore, AGH in its activities for environmental protection organizes among others: the utilization of overdue reagents, chemical wastes and packaging containing residues of hazardous substances and mercury (which are then utilized by the EKO Krak company) as well as the collection of waste paper. This is particularly important because the average paper consumption per employee is approximately 2,400 sheets, ie almost 5 reams. Due to the activity, AGH meets the current requirements of the Waste Act without additional cost as well as aims to reduce the consumption of materials, including water and sewage and generated waste (**Principle 8 of Global Compact**).

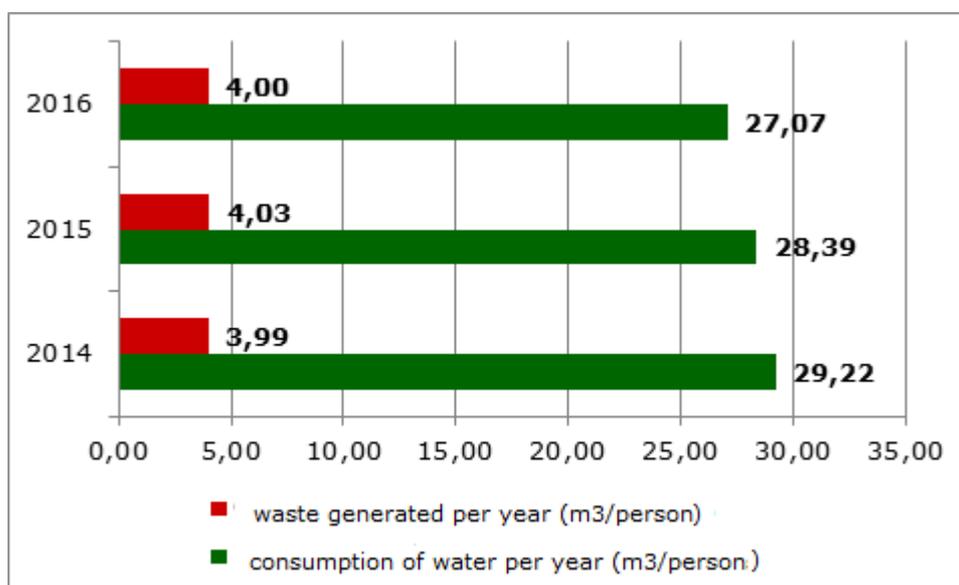
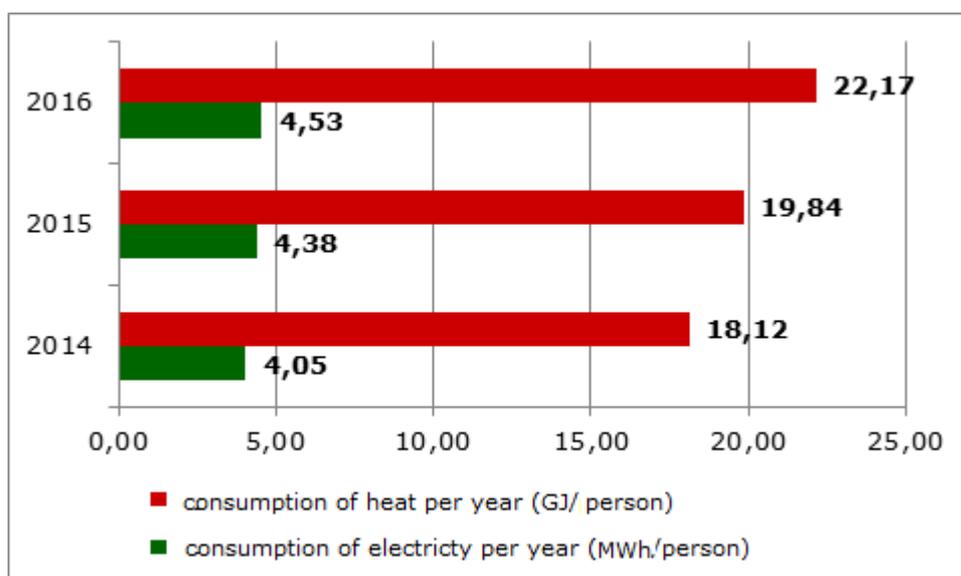


Fig.4 Annual water consumption and waste generated (m³) per employee

Due to increasing infrastructure investments, as well as the number of conducted tests, the consumption of electricity and heat per employee shows an upward trend (fig.5). However, it is worth emphasizing that AGH took many steps to improve the situation, including the thermo-modernization of buildings, which increased the share of renewable energy sources and the modernization of ventilation systems to minimize the negative impact on the environment.



Rys.5. Annual consumption of heat (MWh) and electricity (GJ) per employee

Nowadays, the circular economy (CE) is the main strategy for environmental protection. The CE Model contributes to the transformation from the 'take-make-dispose' linear model into a closed loop economy model. AGH promotes the idea of CE by the means of (Principle 9 of UN Global Compact):



own units (ie: the installation of photovoltaic panels in AGH Center of Energy, energy-saving bulbs, the purchase of the most energy-efficient computer – Prometheus and data virtualization);



employees (ie: promoting environmental protection campaigns: for example, the possibility of receiving free toners and inks found in the chemical warehouse; the sale of apples and natural juices pressed from ecological production of University of Agriculture in Krakow)



students (ie designing new technical solutions such as the SolarBoat: a boat built of photovoltaic panels, the Emoto electric motorcycle; the introduction of eco-friendly plastic cups that can be used many times in Academica foundation societies).

4.3. Social aspects

Based on the corporate social responsibility reporting guidelines and standards adopted for universities, the social aspect of relations with employees, as well as formal and informal stakeholder groups – associations, foundations, groups operating at AGH UST – are assessed, along with the learning outcomes obtained. The main aspect of social responsibility is the University's impact on stakeholders, who are the building blocks of AGH UST– their passion and commitment determine the effective development of science. Thus, all the training courses, educational projects, social benefits, cultural and entertainment offers, as well as other initiatives all constitute important factors impacting the internal and external environment of the University.

Faculty and students – rights and responsibilities

The rules of employment, as well as the rights and responsibilities of the faculty are described in the Statute and Terms and Conditions of Work, among other documents. These documents set out the "Rules and procedures for running competitions and the rules of procedure preceding the employment of academic staff at the AGH University of Science and Technology." The AGH UST Regulations stipulate the obligation of equal treatment in employment, stating that any direct or indirect discrimination in employment, in particular on the grounds of gender, age, disability, race, religion, nationality, political beliefs, trade union membership, ethnic origin, confession, sexual orientation, as well as on the grounds of employment for a fixed or indefinite period or full-time or part-time work, is unacceptable. Employees should be treated equally in terms of entering into and terminating the employment relationship – terms and conditions of employment, promotion, as well as access to training to improve professional qualifications. It is also clearly stated that any actions or behaviours that constitute harassment will not be tolerated in any way by the employer (**Principles 6 and 10 of the UN Global Compact**).

Since 2003, the AGH University of Science and Technology has been bound by the Code of Ethics adopted by the Resolution of the Senate of the AGH University no. 35/2003, which stresses that the academic community of the AGH University is aware of the impact of science, education and technology on the quality of human life. Thus, remaining faithful to its academic and social obligations, the University **undertakes** to observe the principles of ethics and the highest academic standards in its work and **declares** that it will:

1. Safeguard the good name of the AGH University of Science and Technology and promote the University in every place and in every form.
2. Pass on knowledge in a diligent and honest manner, and apply the same principles to the assessment of the assimilation of knowledge by students.
3. Ensure reliability in scientific research and criticism.
4. Be a kind guardian and educator of students and newcomers to the scientific community.
5. Observe ethical standards in the use of scientific, educational and organisational achievements of the AGH University of Science and Technology in all activities undertaken outside the University.
6. Use the tangible and intangible assets of AGH University of Science and Technology in scientific work in an honest and fair way, in particular by not carrying out work for the benefit of other entities on the University's premises and by not using the AGH University's brand for private purposes without a relevant approval or contract.
7. Avoid actual or potential conflicts of interest and all actions which may be damaging to the standing or the authority of the University.
8. Raise public understanding of scientific and technological developments and immediately disclose risks to people and the environment.
9. Oppose any form of pathology of academic and social life.

In 2016, the Rector of the AGH University of Science and Technology established the office of the Student Rights Ombudsman (Prof. Manuelli Reben, PhD Eng.) whose role is to

“provide legal assistance to students with regard to their rights and duties, in particular providing students with information concerning the functioning and legal regulations in force, primarily those concerning the course of studies and the procedures for granting financial subsidies, intervening with the University authorities and the faculty in cases of student rights violations, as well as advising students on matters pertaining to the observance of student rights contained in the relevant Act, the Statute, to the observance by the staff of the institution of student rights contained in the Act, the Statute, the Study Regulations of the AGH UST and other legal acts in force at the University by the faculty **(Principle 3 of the UN Global Compact)**.”

Support for employees and students – material and social support

In 2016, AGH University of Science and Technology has paid out more than PLN 40.5 million in material subsidies (of which more than 4% constituted subsidies for post-graduate students). There are a total of 7,000 students receiving scholarships and grants.. The average amount paid out for a social scholarship is approx. 550 PLN (with an additional accommodation subsidy), while the average rector’s grant for the best students amounts to approx. 590 PLN. Outside subsidies and grants include ministerial scholarship, which was granted to 20 students and 4 doctoral candidates at the AGH UST. Another fund for students and doctoral candidates is the Own Scholarship Fund, whose beneficiaries include foreign students, student athletes and participants of the Erasmus programme – in 2016, the total number of subsidies and grants paid from the fund amounted to PLN 1.3 million. In addition, the University’s rich infrastructure enables 8,000 students and doctoral candidates studying at the AGH UST, as well as other universities, to be accommodated in 20 dormitories (mainly at the AGH UST Student Campus). AGH also owns holiday and recreation centres, which the faculty, pensioners and retirees can also use in summer and winter. The remuneration for AGH faculty and staff also includes subsidies for vacations with their families, as well as a thirteenth salary.

Employees, pensioners, retirees, students and doctoral candidates can take advantage of a broad offer of services, including physical, cultural and social activities, tourism, education as well as hygiene and health **(Principle 4 of the UN Global Compact)**. The benefits lead to significant improvement of the quality of everyday life of the employees and students, which results in increased efficiency at work and study. Granting benefits for pensioners, retirees and employees depends on the average income per person in the family – there are four groups (in PLN): 1 – below 2000; 2 – from 2000 to 4000; 3 – from 3000 to 4000; 4 – over 6000 **(Principle 6 of the UN Global Compact)**.

The amount of social assistance per one employee of the AGH University of Science and Technology has been steadily growing in recent years, reaching the level of over 2800 PLN in 2016. (Fig. 6), while training expenditures oscillate between 100-130 PLN (Fig. 7).

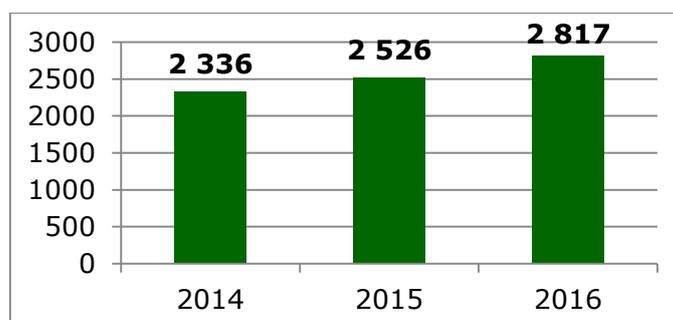


Fig. 6: Expenditure on social assistance (amount in PLN) per employee of the AGH University of Science and Technology.

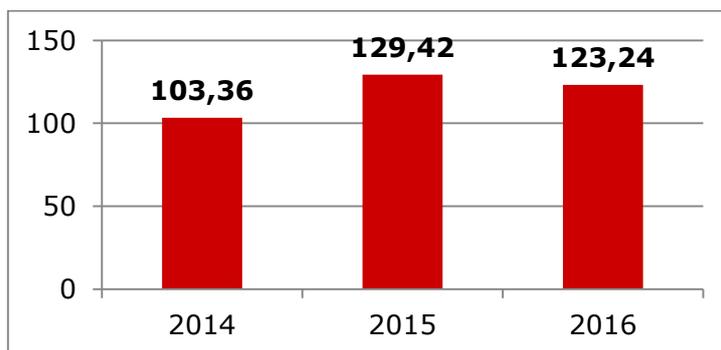


Fig. 7: Expenditure on training (amount in PLN) per employee of the AGH University of Science and Technology.

Moreover, AGH University of Science and Technology supports family-friendly projects, thanks to which it is possible to subsidise a number of initiatives such as summer camps, holidays and workshops for children, for example thanks to the AGH JUNIOR project, which aims at presenting chemistry, physics, mechanical and electronic engineering, geology and geophysics in an interesting way, as well as instilling passion in the youngest scientists. In 2016, the project resulted in a number of articles in the *Discovering the World of Science and Technology* section, in which students and scientists present scientific phenomena, as well as bring the world of inventions and the most important achievements in science and technology closer to the readers. Additionally, a series of popular science books for children entitled: 1. *Bajkowe wycieczki do krainy prawdziwej nauki i techniki: Poznaj prawa Przyrody*, 2. *Bajkowe wycieczki do krainy prawdziwej nauki i techniki: Poznaj domowe urządzenia*, 3. *Dzieci w świecie Internetu oraz niecodziennych tajemnic fizyki: Poznaj nowoczesne technologie oraz zjawiska fizyczne* (**Principle 5 of the UN Global Compact**).

The AGH University of Science and Technology strives to strengthen ties through cooperation with foundations, associations and organisations. Every unit has statutory goals and objectives, which lead to the implementation of numerous initiatives. 2016 was marked by an outstanding result of the initiatives undertaken by one of the organisations operating at the AGH UST – the *Lodołamacze 2016* Award for the Office for Persons with Disabilities (BON), in the category of institutions employing persons with disabilities and fighting social exclusion (Małopolska – Świętokrzyskie Region). BON AGH offers a wide range of support for students, doctoral candidates and employees.

Cooperation with external stakeholders

Another noteworthy element is the **Code of Good Practice in Higher Education Institutions** developed by the Polish Rectors Foundation and adopted by the Plenary Assembly of the Conference of Rectors of Academic Schools in Poland in 2007, which outlines ten fundamental principles and good practices in managing a university, exceeding the requirements of common law and other legal regulations pertaining to universities (**Principles 3, 6, 10 of the UN Global Compact**), such as:

1. The *Principle of public service*.
2. The *principle of impartiality in public affairs*.
3. The *principle of legality*.
4. The *principle of autonomy and responsibility*.
5. The *principle of separation and balance of powers in a university*.
6. The *principle of creativity*.
7. The *principle of transparency*.
8. The *principle of subsidiarity*.
9. The *principle of respect for dignity and tolerance*.
10. The *principle of universality of research and education*.

5. Dissemination of conception of CSR by education activity– case study

Since 2011 in the AGH Faculty of Management, the subjects of the Corporate Social Responsibility is taught in Polish and English. Classes are conducted in the form of workshops (case studies), underlining the non-financial value, which is generated by the activity of the entity in the context of the business environment. Based on the international standards of the Global Reporting Initiative (GRI) students were told to pay attention that the information they included in the report contained those aspects and issues, which reflect the significant economic and social impact of the organization and its impact on the environment. In the next academic year (2016/2017) students have to identify in the particular faculties of AGH the principles of the UN Global Compact (Principle 10 of the UN Global Compact). Currently, the CSR classes are also taught in a variety of different AGH faculties for example in The Faculty of Mining and Geoenineering which, together with student scientific societies organized a series of workshops and seminars about corporate social responsibility – The Festival of Responsible Business, at the Humanities Faculty which together with Wzmacniacz.org Association organized the cycle of meetings so called CSR KRK. Moreover, in 2017, students from AGH won the CSR Master competition by offering functional chess for the blind. There have been many publications, master’s and doctoral theses related to the topic of corporate social responsibility.



Fig. 5 Faculty of Management of AGH-UST

6. Results and recommendation

The document is the summary of the corporate social responsibility activities organized by AGH, University of Science and Technology. Despite the increasing number of the units reporting CSR including for-profit businesses, as well as institutions focused on social, education, cultural areas So far, no Polish university has prepared a report on social responsibility. Based on the data collected in the report, it should be stated that AGH collects and publishes data which are the basis for social reporting. Consequently, the preparation of cyclical reports according to international standards and based on identified good practices requires systematization of the manner of gathering information and implementation of appropriate procedures in the preparation of CSR reports, in accordance with GRI standards.

The present report covers UN Global Compact rules, may form the basis for wider and systematic reporting, as only such action can help maintain a constant track of changes and monitor the university's activities in the area of CSR. Preparing the social report based on GRI standards requires the following actions:

1. Establishing and designing by the university authorities, a team related to the CSR issue, which allows to implement the principle of continuous improvement
2. A review of previously developed documents and content (reports, strategies, websites, public information) to identify data availability
3. A review of GRI indicators and the assessment of the possibility of obtaining standardized data (team work with representatives of the administrative division, representatives of faculties, bursar's office, HR department, public procurement, and student representatives)
4. An information meeting for employees of AGH who manage information on the assumptions of social reporting
5. The selection of indicators and reporting areas which will be presented in the report according to the GRI Standards
6. The harmonisation of the reporting system requirements between particular units of the University
7. Stakeholder engagement (surveys, workshops, lectures, information meetings, online communications)
8. The development of CSR data presentation formulas (www subpage, brochure, leaflet);
9. The consultation of the stakeholder report
10. The publication of the report

Authors:

dr hab. Joanna Kulczycka prof. AGH,
Ewelina Pędziwiatr,
Agnieszka Czaplicka,
Agnieszka Bielecka,
Paweł Kućmierz