2015 - 2022

University of Johannesburg GRI G4 Sustainability Report

An International University of choice, anchored in Africa, dynamically shaping the future

Contents

A Message from the Vice Chancellor

To be added when the remainder of the document is approved.

Executive Summary

During the past 6 years that UJ have been actively tracking our performance in sustainability we as an institution have broadened the scope of the targets we track from a simply electrical energy carbon estimate through to an extensive model that includes our sustainability within a broader range of areas.

From 2015 we have already reduced our broadest measure of carbon generation by 38% - which given the extension of our carbon generation categories and improved level of data capture implies that in fact we have performed substantially better than this number. At this point we have in the past twelve months only missed a single target – reduction in diesel consumption for generator use as a direct result of the increase in South African load shedding due to the national supplier ESKOM – while meeting all other targets and exceeding many by substantial margins.

UJ Statement of Support for the 17 UN Sustainability Development Goals

Since 2015, the Council of the University of Johannesburg (Council) has started a process of addressing the 17 UN Sustainability Development Goals (SDGs) as enunciated at various times. UJ has embraced the SGDs and recognize the importance of the call for action by countries and institutions to develop actionable programs that will result in a more sustainable institution and will ignite similar efforts at other South African Higher Education Institutions (HEIs). (A full SGD listing is given in Appendix III).

We have incorporated the UN SDGs into a number of the institutional Policies and operations and Facilities Management strives to develop improvements in all resource usage especially where these are related to the UN SDGs. In addition, we promote these ideals to all markets in which we have an active presence, proving they are a vital component of our strategic direction.

Our commitment to sustainability is a statement of our progress, our achievements and our goals for the future. Transparency is a fundamental part of our activities and we ensure that information pertaining to the economic, social and environmental impact of our operations is accessible and available to all stakeholders.

This sustainability report provides a report on each of the 17 SDGs and also a detailed presentation of our performance in a select number of the SDGs that UJ Facilities Management can actively address.

The structure of the report

This report is developed according to the GRI G4 guidelines as indicated at the GRI website and the information relates to the year 2021 with reference to a pre-reporting period of the year 2015 for all UJ campuses and off site facilities. This is the first UJ GRI G4 sustainability report and has been prepared in 2022 using the relevant GRI G4 guidelines. Since there have been substantial changes in UJ's then, no significant changes regarding to the organization's size, structure, ownership or supply chain have occurred. Furthermore, no restatements of information or significant changes in the Scope and

Making this document available to stakeholders

UJ has no restrictions on the dissemination of this document or any of its sustainability related reporting. A formal communication process of the annual performance within UJ is as follows:

1. All data is collated and worked into the reporting structure with UJ Facilities Management under the guidance of the Director: Sustainability, Health, Environment and Utilities
2. The collated data is reported to the MEC (Management Executive Committee) and the PRCC (Physical Resources Committee of Council) via measure based against a prior year target system in the PRCC Annual Performance Plan's targets.
3. The collated data is also summarized into the Facilities Management Annual Report as abstracted in the UJ Annual Report.
4. The final reporting via this document attempts to provide a nuanced review of UJ's achievements according to its stated Energy, Resource, and Waste Policy.

The Profile of the University of Johannesburg

The Nature of the business
UJ is a national HEI in South Africa located in the city of Johannesburg. It was formally brought into existence via the merging of three prior HEIs as mandated by the South African Department of Higher Education and Training in January 2005. Its predecessor institutions were

1. The Randse Afrikaanse Universiteit – and Afrikaans language university in Auckland Park, Jhb
2. The Technikon Witwatersrand – an English language technical college in Doornfontein, Jhb
3. The Vista University – an English language university in Soweto, Jhb

The merger resulted in a university of about 40 000 students at that time spanning the full gamut of normal faculties but excluding a medical faculty with a teaching hospital.

UJ, in 2021, operates on four campuses, namely the Auckland Park Bunting Road Campus; the Auckland Park Kingsway Campus; the Doornfontein Campus; and the Soweto Campus. Images of the campuses can be viewed on the 'Welcome to the UJ Virtual Campus' webpage at https://www.uj.ac.za/pages/virtualcampus.aspx. Knowledge domains are structured into seven faculties, one college, and a business school. These are:

- Faculty of Art, Design and Architecture (FADA)
- Faculty of Education (FE)
- Faculty of Engineering & Built Environment (FEBE)
- Faculty of Health Sciences (FHS)
- Faculty of Humanities (FH)
- Faculty of Law (FL)
- Faculty of Science (FS)
- College of Business and Economics (CBE)
- Johannesburg Business School (JBS)

Initially a school in the CBE, the JBS was subsequently established as a separate entity, with its own Dean, and with the status of a UJ faculty as of 2020.

Since its early days as a 'merged' institution, UJ has transformed into a diverse, inclusive, transformational and collegial institution, with a student population of over 50 000, of whom more than 3000 are international students from 80 countries.

The University's vision, mission and values enable it to be a Pan-African University committed to contributing to our country, continent and the development of our people. UJ recognises that it is more than the sum of our parts and is committed to excellence in teaching, learning, knowledge production and academic freedom. UJ is committed to creating a path for access for its students and constantly strives to ensure that every student has access to affordable and high-quality education in an environment that is diverse, respectful and inclusive. There is a recognition that student access and success cannot be separated, and the University sees itself as having an obligation to provide effective support and a vibrant learning environment to enable its students to achieve.

Towards Sustainability

UJ has been guided towards a more responsible attitude to sustainability since 2015 when the UJ Council mandated the PRCC to institute targets for energy and water consumption. These targets have over time evolved to include management of waste, reporting on the generation sources of power, the use of gas to reduce carbon emissions, the use of solar power and a host of second and third tier sustainability targets and principles.

Reach of Activities

UJ operates nationally as a HEI in South Africa with four main campuses within the greater Johannesburg metropolitan area. The campuses are composed of a variety of teaching and learning spaces, research laboratories, administrative buildings, student residences and retail rental locations (in which student services support companies are active. In total Uj has a total of around 600 000m^2 of covered space and a limited number of sports grounds in the vicinity of the various campuses.

Activities of UJ include

1. Undergraduate teaching and learning – supporting about 44 000 students
2. Post graduate teaching and learning – supporting about 4 000 students
3. Post graduate research based studies – supporting about 3 000 students
4. General academic research projects
5. Academic support services
6. Contract research services for external clients via research entities within UJ
7. A significant number of South African Research Chair Initiative supported academics and groups
8. Commercial development support services
9. Financial and procurement functions
10. A large Facilities Management group
11. Community teaching support within Soweto
12. International collaboration arrangements with a number of international academic institutions
13. A UJ Confucius Institute group
14. A number of DSI Technology Innovation Agency supported research groups such as PEETS
15. Community engagement projects

Climate Committee

The Climate Committee (a sub-committee of the Senate) of UJ is a forum developed to specifically enable a number of stakeholders from staff, students, tenants and consultants. Until the Covid-19 pandemic struck the Climate Committee met bi-annually to consider those issues relevant to the various stakeholders of the UJ. The activities engaged in included developing the ERW Policy

Sustainability reporting trends in South Africa

The research provides a useful representation of the current state regarding Sustainability (Corporate Social Responsibility) Reporting by companies and organizations based in Southern Africa. This indicates that at HEIs in Southern Africa the level of reporting is still quite low.

It is common practice in sustainability reports to include information and data which is required by other national standards and guidelines but at present there are no mandatory reporting requirements on sustainability issues in South Africa except the annual reporting of carbon generation due to indirect power generation using liquid fuels. UJ has for two years already complied with the requirements and submitted the requisite details to the regulator involved.

Policy Review, Vision & Mission

The University of Johannesburg's current Strategic Plan is a living document that guides and frames its activities at all levels of the organisation. It gives effect to the Mission of the University to inspire its community to transform and serve humanity though innovation and the collective pursuit of knowledge. It provides the roadmap to achieving UJ's Vision to be an international university of choice, anchored in Africa, dynamically shaping the future.

The Strategic Plan is organised around 6 strategic objectives:

1. Excellence in research and innovation
2. Excellence in teaching and learning
3. International profile for Global Excellence and Stature (GES)
4. Enriching staff environment and student-friendly learning and living experience
5. National and global reputation management
6. Fitness for Global Excellence and Stature (GES)

The Global Excellence and Stature Strategy (GES), conceived in 2014, and now in its second iteration known as GES 4.0, is a specific investment initiative to accelerate the achievement of the strategic objectives, and to position UJ as a leader in developing people and technology appropriate for the Fourth Industrial Revolution (4IR) as it pertains to the African context. The Strategic Plan underpins all endeavors at the University, and is incorporated in annual reporting processes, planning at faculty and division levels, and in the performance management system.

Sustainability Policy

The ERW Policy is in place to record the aims of the UJ to take steps that result in a more equitable, sustainable future for its stakeholders and the persons in the immediate, national and international

communities. It does so by driving as primary those activities that it can directly influence and by measuring and reporting on second and third tier issues that it cannot directly affect but where it can influence its stakeholders to become more responsible environmental citizens.

Vision

"We will also minimize harmful impact on our environment through managing our carbon footprint, reducing energy and water wastage, encouraging paperless communication, and overall fostering of a culture of responsible stewardship."

The UJ's responsibility to the wider world therefore requires that we start a process to eventually become resource and carbon neutral in all spheres of our activities. Even supposedly sustainable products such as paper – of which UJ used more than 145 million A4 sheets in 2019 are to be reconsidered given the often forgotten environmental costs of paper production – water and electricity in a water and power scarce country such as South Africa. UJ as a community should therefore act decisively to addresses sustainability not in a narrow and limited manner but in a much more holistic approach.

Mission

UJ is committed to local, national and internationally developing sustainability by advising and educating individuals, communities, organizations, national institutions and governments to reconsider business models and adopt sustainability strategies that produce positive impacts and high stakeholder value.

Supply chain

Due to the nature of international tertiary education, our core business, we attempt to only use those external material and equipment suppliers for office material, ICS support, conference venues, and marketing for which local suppliers cannot provide the necessary goods or services. Additionally, we use on occasion use external education partners for our global research and teaching and learning activities and we expect from them to commit to a similar stakeholder code of conduct.

Mapping of stakeholders

UJ as an organization is a South African national HEI but one with substantial involvement internationally through collaboration, research agreements, staff and student exchange agreements, contract research for international corporates and finally active alumni offices abroad. A listing of international collaborators and the nature of the collaboration is given in an appendix to this report. The **Primary Stakeholders** of UJ (shown on the figure below) are:

- **Employees**
- **Students**
- **Peer organizations in Tertiary Education in SA**
- **Contract Clients**
- **Suppliers**
- **Strategic Partner organizations nationally and internationally**
- **Media**
- **Local Community**:
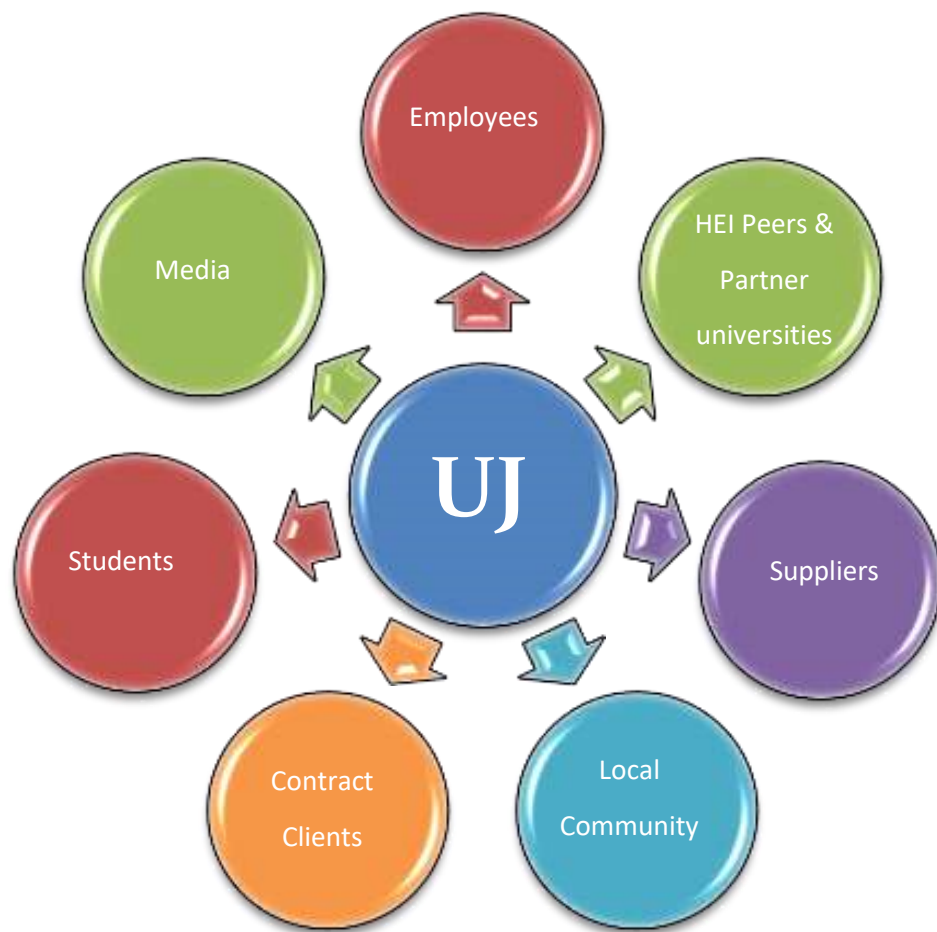
Stakeholder	Key requirements	Ways of Communication	Frequency
Employees	Job security, fair compensation and benefits, opportunities to develop	We engage our employees in developing sustainable solutions through strong internal communications programs, business updates, community volunteering, and informal conversations at all levels. Engagements take place via emails, formal Notices, face to face campus engagements with senior management and union meetings.	Daily
Students	Ensure the policies reflect both company and Individuals, ensure that principles such human rights, working conditions and labor standards, the environment and to anti-corruption are protected	Emails and formal Notices via ULink. Engagements also take place via the Student Representative Council (SRC) and its sitting on management boards. Student Affairs also meets with the SRC on matters of student interest and needs.	Whenever it is necessary
Media	Make use of media houses committed to our own	TV, radio and email shots and formal Notices via ULink.	Whenever it is necessary

	sustainability targets. Using media houses should reduce the carbon costs of communicating with our external stakeholders.		
HEI in SA and Partner universities	This is to enable common development of sustainability initiatives.	We engage with SA HEIs specifically on matters of common interests.	Whenever it is necessary
Contract clients	Discuss business developments, product specifications and sustainable performance	Telephone Formal contracts Emails	Whenever it is necessary
Suppliers	All relevant (legal, operational and financial) documentation is provided, which proves the ethical viability of the organization with respect to human rights, make sure that our suppliers are actively in support the local market	Telephone Emails Media announcements	Daily
Local community	Efforts of our company to contribute to sustainable development of local communities, our primary pursuit is the selection of suppliers with good reputation, transparency and excellent products or services in the local market.	Emails and media announcements	Whenever it is necessary

Materiality Methodology

This sustainability report has been prepared according to the G4 Reporting Guidelines of the Global Reporting Initiative and every effort has been made to incorporate the latest and most relevant material information into the report.

Those areas that UJ's Facilities Management division, guided by UJ Policies and the UJ Council, deem to be material to environmental sustainability issues that face UJ and its local environment are those that are of direct importance and significance to UJ and its broader stakeholder groups. When the UJ ERWP document was developed as a draft with its associated Environmental Sustainability Vision and Policy in 2019, materiality was already seen to be important. Although the UJ ERW Policy has yet to be finally approved by the UJ Council, Facilities Management has already moved forward in engaging with some staff and stakeholders via the Climate Change Sub-committee of the MEC to discuss the risks and potential mitigations that UJ can develop. From an initial assessment it was determined that six areas that UJ can directly affect

are of environmental sustainability materiality. These six areas form the focus of the ERW Policy and will be used at least initially to report our progress against on an annual basis. At some future date the UJ strategy related to climate and environment will certainly change and it can be expected that at that point new areas and focus points will be identified.

In order to identify issues that could represent opportunities or risks for our business, now or in the future, we analyzed issues in terms of their relevance and importance to stakeholders and for us. We consider a topic to be of material interest if it is considered as such by any of our stakeholders and/or by UJ itself. The identification process of these material aspects involved the following steps:

- We reviewed best practice approaches to materiality and the approaches of our peers
- We consulted a cross-section of stakeholders from across our business to define a list of material issues
- We created a draft materiality matrix
- We reframed and repositioned the issues to reflect the Facilities Management's staff feedback
- We produced a final version of the matrix

It should be noted that during the reporting period there was formal input from external and internal stakeholders to our materiality process. The following matrix shows the results of our materiality assessment process.
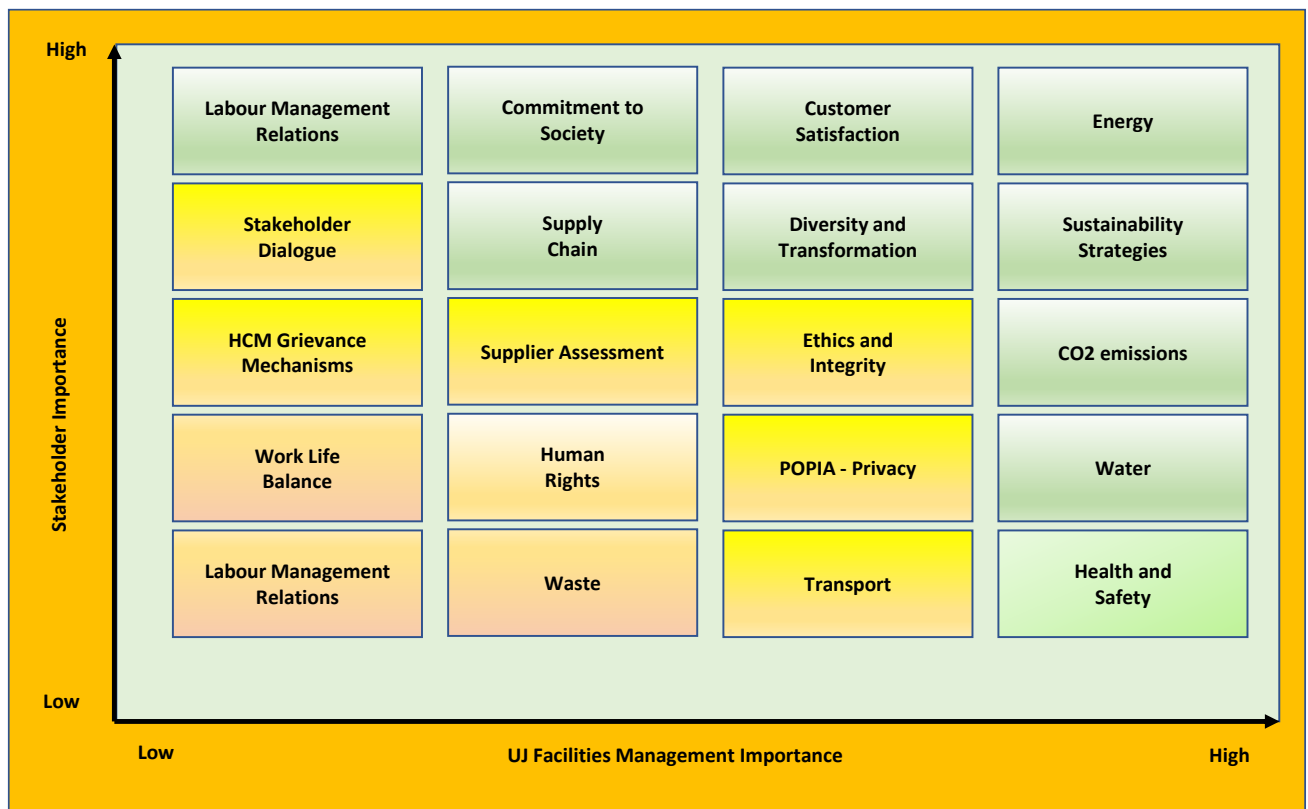
Figure2: Materiality Matrix-Assessment

Based on this assessment, we consider the following topics as material:

Energy
Customer Satisfaction
Sustainability Strategies
Commitment to Society
Diversity & Transformation
CO₂ Emissions
Supply Chain
Ethics and Integrity
Water

Corporate governance

UJ makes use of external auditing team advisors for governance purposes and these can be reached via the UJ Finance and Governance team.

UJ Future Objectives – Materiality

UJ in the Environment

Being an HEI requires UJ to adapt its reporting of the typical marketplace measure to one that reflects UJ's position within the international and national academic market place.

In international terms it is easiest to simply relate present UJ rankings in various of the international HEI rankings.

Ranking	2019 Actual (Final)	2020 Actual (Final)	2021 Actual Final
QS World University Rankings	501-510	439	434
THE World University Rankings	601-800	601-800	601-800
		726	725
Academic Ranking of World Universities	601-700	601-700	601-700
Shanghai Ranking	657	643	607
Best Global Universities Rankings	366	378	Top 5 in SA
University Ranking by Academic Performance World Ranking	647	603	592
Webometrics			
Global	826	778	711
Africa	7	7	7
South Africa	6	6	6

In Southern African terms it is easiest to rely on a comparison of UJ's position in the international rankings – then we obtain the following:

RANKING	2020	2021
THE World University Rankings	601-800 SA = 7	601-800 SA = 7
QS World University Rankings	439 SA = 3	434 SA = 3
Best Global Universities Rankings	378 SA = 5	417 SA = 5
University Ranking by Academic Performance World Ranking	603 SA = 6	NYA

Academic Ranking of World Universities	601-700 SA = 6	601-700 SA = 5
Center for World University Rankings	706 SA = 6	674 SA = 6

Customer Satisfaction

Customer Satisfaction continues to be one of the highest priorities of CSE. A Customer Satisfaction survey was completed from CSE in 2016. In the survey 64% of CSE customers participated and below you can see the most important results:

87% of our customers said that CSE has the expert technical knowledge to cover their needs

82% of our customers believe that our best quality is our immediate response to their needs

CSE conducts customer satisfaction services every three years, so the next survey would be held in

Additionally in all trainings there is training evaluation form. At our annual strategy meeting we review all results and take improving actions. On the diagrams that follow, we have included the answers to some of our feedback questions, from all our trainings (open, in house, Europe, USA, MENA) for the reporting years.

Were your expectations met?

Not very
much
1%

Not at all
1%

Somewhat
35%

Completely
63%
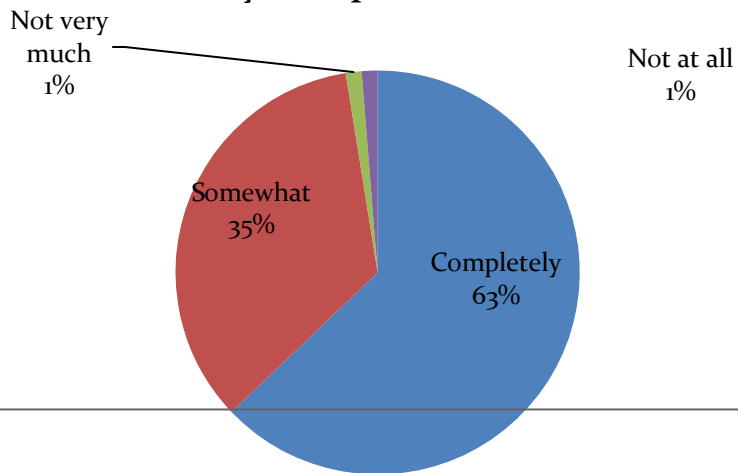
Do you believe the skills you have learned will help you improve your performance on the job

Probably no
1%

Definetly no
1%

Probably yes
50%

Definetly yes
48%
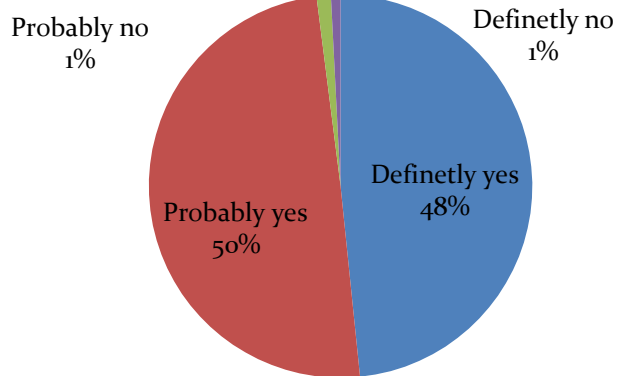
Do you think that the objectives were achieved

Probably no
2%

Definetly no
1%

Probably yes
50%

Definetly yes
47%
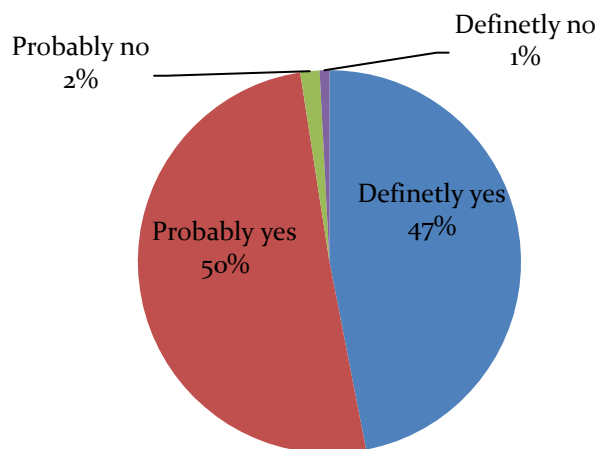
Procurement Practices

UJ in the ongoing efforts of our university to contribute to sustainable development of local communities, our primary pursuit is the selection of suppliers with good reputation, transparency and excellent products or services in the local market. UJ has an active supplier development process lead by the Procurement Department team within the Finance Revenus section.

Customer Privacy

UJ has an active project in place to ensure compliance with the South African Protection of Personal Information Act (POPIA) promulgated in September 2019. According to this project UJ takes the privacy and confidentiality of all of our stakeholders, students, staff, clients, and community members very seriously, and guarantee them the full protection envisaged in the POPIA. UJ understands that it remains accountable for all personal information within its possession or control and this includes any and all personal information that we receive directly or indirectly. UJ has a formal policy that can be downloaded from the home website and also a defined mechanism for the destruction of received information of individuals that is no longer required for operational purposes.

Environment

The Environment is the most important reasons for the emphasis in the ERWP of UJ to develop sustainability reporting as well as to provide time based benchmarking as well as ensuring that while we continually upgrade our reporting and benchmarking that for the targets where it is possible we will always report back to the initial 2015 values. Giving reports fixed to the 2015 values ensures that for important targets we can track performance while accepting that UJ growth, in student numbers and residence beds for instance, is still on an upward trajectory and that unit-based reporting is essential as a longer term adjunct to absolute value reporting.

Energy and emissions

Equivalent CO2 emissions

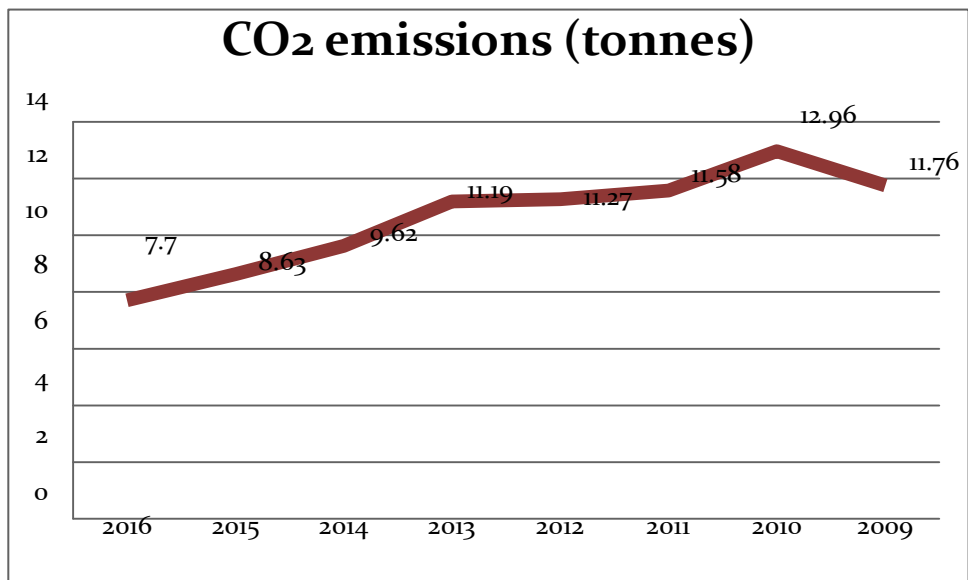| Emission Source	Kingsway Campus (APK)	Bunting Road Campus (APB)	Doornfontein Campus (DFC)	Soweto Campus (SWC)	Total CO2	Total tons of CO2
Electricity (kWh)	20 593 151.53	4 984 176.18	6 487 455.69	4 074 803.60	36 139 587.00	36 139.59
Natural Gas(GJ)	1 005 967.21	255 566.70	234 048.35	-	1 495 582.26	1 495.58
Catbot	-	-	-	-	-	-
Petrol (Fleet)	159 626.63	40 059.81	66 651.43	41 286.44	307 624.31	307.62
Diesel Fleet	90 423.19	11 919.10	36 204.99	52 382.90	190 930.17	190.93
Diesel generators	35 217.14	10 669.64	6 090.84	5 904.86	57 882.48	57.88
Intercampus Bus and Staff flights	980 083.09	203 413.47	443 811.21	221 905.61	1 849 213.38	1 849.21
Paper used by UJ / KMSA sites	276.62	53.89	118.54	55.92	504.97	0.50
Total kg of CO2	22 864 745.41	5 505 858.80	7 274 381.04	4 396 339.33	40 041 324.59	40 041.32
Total Tons of CO2	22 864.75	5 505.86	7 274.38	4 396.34	40 041.32	reduction of Electrical Power
Solar PV generation (tonnes CO2)	1 027.59	500.92	410.69	410.30	2 349.50	**6.50%**
					Total tons of CO2	37 692

CO2 production per campus

- APK 57%
- APB 14%
- DFC 18%
- SWC 11%

Consumption (kWh)

Year	Value
2016	6739
2015	7547
2014	8415
2013	9784
2012	9852
2011	10124
2010	11322
2009	10274

CO2 emissions (tonnes)

Year	Value
2016	7.7
2015	8.63
2014	9.62
2013	11.19
2012	11.27
2011	11.58
2010	12.96
2009	11.76
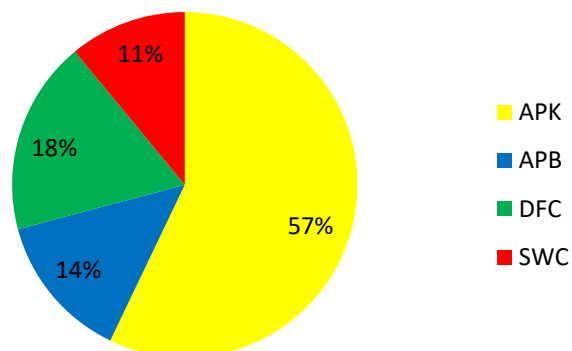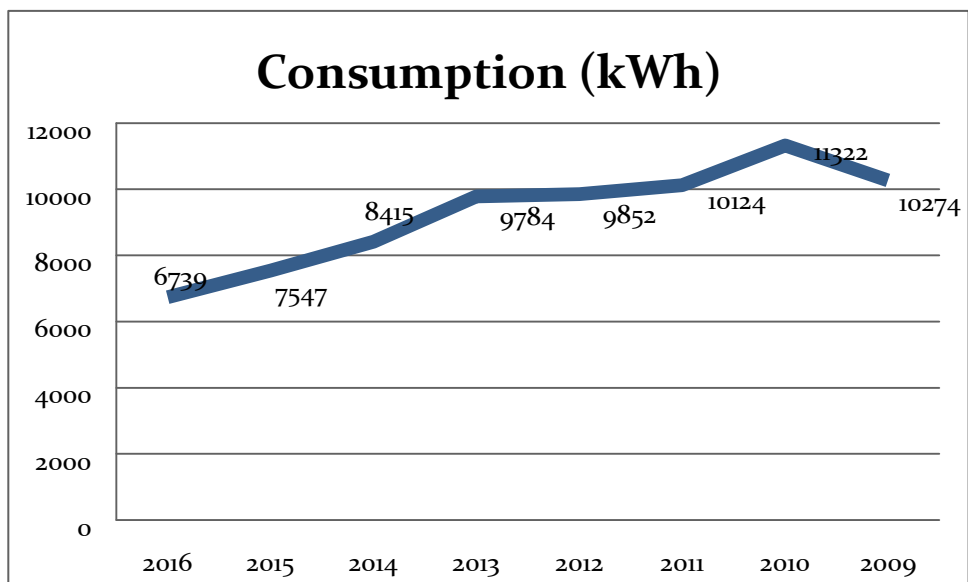
Effluents and Waste

Our organization uses 100% recycled paper. In particular, for the years 2021 onwards and has already reduced paper consumption for a high of approximately 150 million A4 equivalent pages to less than 94 million A4 equivalent pages in 2021.

Water

Water consumption of the organization can be seen in the table and diagram below.

Period Comsumption (m3)	
2016	111
2015	118
2014	125
2013	129
2012	132
2011	127
2010	136
2009	159

Water Comsumption (m3)
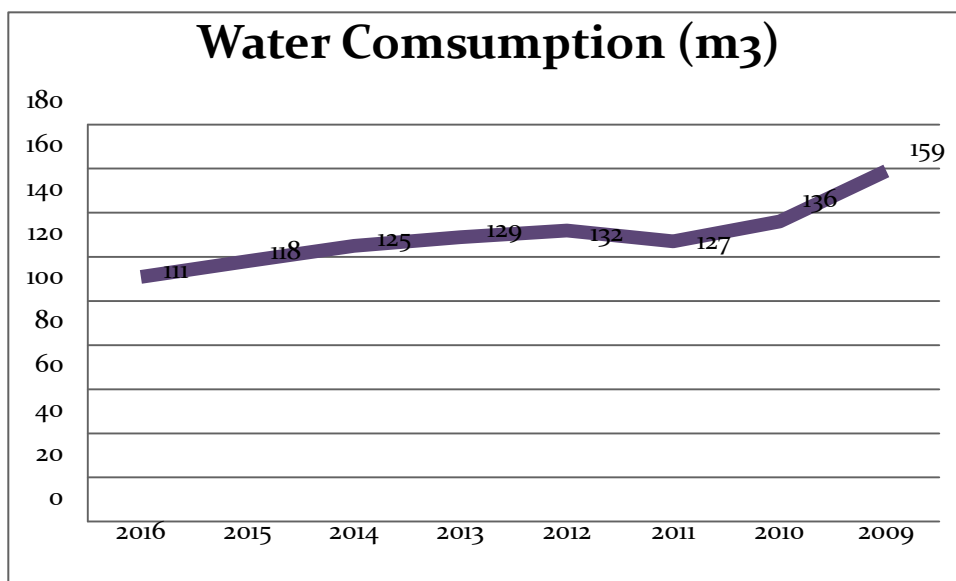
Appendices

Appendix I: Material Aspects and Boundaries

MATERIAL ASPECTS AND BOUNDARIES		
Material Aspects	Boundary inside UJ	Boundary Outside UJ
Ethics integrity	UJ Employees Clients Suppliers Community	
Customer satisfaction	UJ Employees Clients	
Customer's privacy	UJ Employees Clients	
Employees' commitment	UJ Employees	
Stakeholders dialogue	UJ Employees Clients Suppliers Community	
Commitment to society	UJ Employees Clients Suppliers	

Appendix II: UN 17 Sustainable Development Goals Table

Sustainability in its broadest sense is about the reality of living on a resource constrained planet with a growing and increasingly split population. The politics of inequality are not at the bar here – what is, is the need to address the disproportionate nature of the manner in that resources are presently being exploited and used on the planet. The UN has as part of its new millennium aims, the 2030 Agenda for Sustainable Development, developed a comprehensive set of goals that, if achieved, may provide the basis for a more equitable and sustainable place for all on our planet. These seventeen Sustainable Development Goals (SDGs) are:

1. No poverty
2. Zero hunger
3. Good health and well-being
4. Quality education
5. Gender equality
6. Clean water and sanitation
7. Affordable and clean energy
8. Decent work and economic growth
9. Industry innovation and infrastructure
10. Reduced inequalities

11. Sustainable cities and communities

12. Responsible consumption and production

13. Climate action

14. Life below the water

15. Life on land

16. Peace, justice and strong institutions

17. Partnerships for the goals

Appendix III: UJ Partnership Agreements – August 2021

Name	Faculty	Contract Type
Manna Holdings	College of Business & Economics	MOA
University of Zimbabwe	Faculty of Engineering & the Built Environment	MOA
University of Nottingham Trent	Faculty of Art, Design & Architecture	Student/Staff Exchange
Rajagiri College of Social Sciences	International Office	MOU
Lund University	International Office	Student/Staff Exchange
University of Bethlehem	International Office	MOU
King Faycal University of Chad	International Office	MOU
University of Ghana Professional Studies	International Office	MOU
University of Ghana (Dept of Public Admin and Health Science Management	International Office	MOU
Ladoke Akintola University of Technology	International Office	MOU
Kwara State University	International Office	MOA
University of Lagos	International Office	MOU
Ambrose Alli University	International Office	MOU
University of Rwanda	International Office	MOU
Makerere University	Faculty of Humanities	MOU
University of Zimbabwe	International Office	MOU
World University of Bangladesh	International Office	MOU
Shanghai University	International Office	MOU
Shanghai University	International Office	Student/Staff Exchange
Nanjing Technical University	Faculty of Engineering & the Built Environment	Joint Degree
Renmin University of China	International Office	
University of Hong Kong	International Office	
Changzhaou College of Information Technology	International Office	MOU
Shandong University	International Office	MOU
Central South University, China	International Office	MOU
Shandong University	International Office	Student/Staff Exchange
North West Polytechnical University of China	International Office	MOU
Aisian Institute of Technology	International Office	MOU
Chandigarh University	International Office	MOU
Management Development Institute Gurgaon	International Office	MOU
Seinan Gakuin University	International Office	MOU

National Chengchi University	International Office	MOU
National Taiwan Normal University	International Office	MOU
University of Taipei	International Office	MOU
Palacký University Olomouc	International Office	Erasmus+
University of Augsburg	International Office	MOU
University of Akureyri	International Office	Erasmus+
Polytechnic of Turin	International Office	Erasmus+
Jagiellonian University	International Office	Erasmus+
Gdansk University of Technology	International Office	Erasmus+
Far East Federal University	International Office	MOU
Peoples Friendship Russian University	International Office	MOU
University of Girona	International Office	Erasmus+
Lund University	International Office	Erasmus+
University of Zurich	International Office	MOU
University of Zurich	Faculty of Law	Student/Staff Exchange
Afyon Kocatepe University	International Office	Erasmus+
Altinbas University	International Office	
Appalachian State University	International Office	MOU
George Mason University	International Office	MOU
University of Florida	International Office	MOU
University of Illinois	International Office	MOU
University of Melbourne	International Office	MOU
Western Sydney University	International Office	MOU
Universidad est dual de Campinas	International Office	
Pontifical Catholic university of San Paulo (PCU – SP)	International Office	
Sociedade de Educacao Tiradentes (SET), Brazil	International Office	MOU
ELFA Group PTY (LTD)	International Office	Service level
EMPA		MOU
Southern Africa Engineering Education Network	Faculty of Engineering & the Built Environment	MOU
Utrecht University	Faculty of Humanities	MOU
Universidade Santa Ursula	Faculty of Humanities	
I CAN	College of Business & Economics	MOU
University of Eastern Africa,Baraton(UEAB)	College of Business & Economics	MOU
National Gender/Equality Commission Kenya	College of Business & Economics	MOU
University of South Eastern Kenya	College of Business & Economics	MOU
Egerton University	College of Business & Economics	MOU
Imo State University	College of Business & Economics	MOU

National University of Science Technology	College of Business & Economics	MOA
Chinhoyi University of Technology	College of Business & Economics	MOU
Abu Dhabi University	College of Business & Economics	MOU
IFSD Institute Fiscal Studies Democracy	College of Business & Economics	MOU
Tsukuba of University	Faculty of Health Sciences	MOU
Daystar University	College of Business & Economics	MOU
University of Groningen	Faculty of Art, Design & Architecture	Joint Degree
University of the West of England	College of Business & Economics	MOU
Delft University of Technology	Faculty of Science	MOA
Bharathiar University	International Office	MOU
University of Nigeria	Faculty of Education	MOA
International Development Research	Faculty of Humanities	Grant agreement
University of Lodz Poland	College of Business & Economics	MOU
Helmholtz Zentrum Dresden Roddendorf	Faculty of Science	MOU
China Europe International Business	College of Business & Economics	MOU
School of Inspired Leadership (India)	College of Business & Economics	
LSHTM	Faculty of Humanities	MOA
University of Pisa (UNIPI)	International Office	Erasmus+
Nanyang Technological University	International Office	
Tohoku of University	Faculty of Science	Joint Degree
University of Gdansk	Faculty of Law	Erasmus+
Nanjing Tech University	Faculty of Engineering & the Built Environment	Joint Degree
Groupe ESPI	College of Business & Economics	MOU
University of the West Indies	Faculty of Humanities	Joint Degree
University of the West Indies	Faculty of Humanities	MOA
Manipal University Jaipur	Faculty of Engineering & the Built Environment	MOU
London South Bank University	Faculty of Engineering & the Built Environment	MOA
Swansea University	Faculty of Engineering & the Built Environment	MOA
Jendamark Automation	Faculty of Engineering & the Built Environment	MOA
Royal Academy of Engineering	Faculty of Engineering & the Built Environment	MOA