

ESADE

RAMON LLULL UNIVERSITY

E



2015
2016

ANNUAL REPORT

ESADE *Foundation*





ANNUAL REPORT
ESADE FOUNDATION
2015-2016

This Report meets the guidelines of the Global Reporting Initiative. The inner margins of some pages contain references related to the GRI tables in the annexes.

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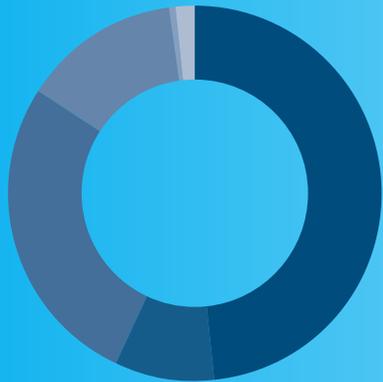
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ANNEXES

BUSINESS SCHOOL

2,459
Students

1,104
International students

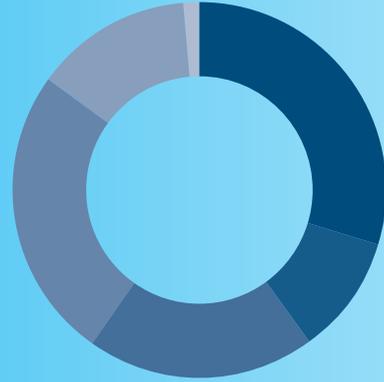


- 1,190 in the Bachelor of Business Administration (BBA)
- 217 in the Double Degree in Business Administration and Law
- 669 in the MSc Programmes in Management
- 335 in the MBA
- 11 in the Master of Research
- 37 in the PhD Programme

LAW SCHOOL

1,103
Students

85
International students



- 328 in the Bachelor in Law
- 116 in the Bachelor in Global Governance
- 217 in the Double Degree in Business Administration and Law
- 279 in the Master in Legal Practice
- 148 in master's and postgraduate programmes
- 15 in the PhD Programme

EXECUTIVE EDUCATION

5,837
Students

1,868
International students



- 1,742 in Executive Education (EMBA, EXECUTIVE MASTERS, CORPORATE PROGRAMMES)
- 1,020 in open programmes
- 3,075 in custom programmes

9,399
Students in total

* The 217 students in the Double Degree in Business Administration and Law mentioned in this Annual Report are attributed to both ESADE Business School and ESADE Law School.

FACULTY

155
Faculty Core

66
Other faculty members

28
Language instructors

STAFF MEMBERS

364
People

50
Internationals

#5

EUROPEAN BUSINESS SCHOOL
FINANCIAL TIMES (DECEMBER 2015)

RESEARCH

18
Centers of knowledge generation

110
Articles in refereed journals

13
Accredited research groups

CAMPUS

77,287 m²
Total area

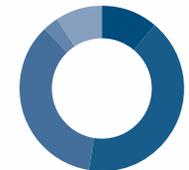
BCN

MAD

32,655 m² BCN · Pedralbes 2,625 m² Madrid campus
42,007 m² BCN · St. Cugat

INCOME

€99 M
In gross income



- €11 M for ESADE Law School
- €41 M for ESADE Business School
- €35 M for Executive Education
- €3 M for research
- €9 M scholarships, aid and discounts

EVENTS

248
Public events

25,101
Participants

ESADE ALUMNI
951 Public events with 41,761 participants



Manuel Raventós

Chairman
of the ESADE Foundation

I am honoured to present the 2015-2016 Annual Report, which once again reflects ESADE's dynamism and commitment to society. The achievements described in this report did not come about by chance. They are the result of ESADE's global vision and ability to anticipate events – characteristics reflected in the institution's 2014-2018 Strategic Plan.

In today's changing world, higher education institutions must make a major effort to adapt society's expectations. This is why innovation is, has been and will always remain a permanent pattern at ESADE. The current priorities of ESADE are transforming the educational experience of our students, internationalising our programmes and activities, incorporating advanced technologies and cultivating stronger links to the business world. This Annual Report describes our progress in each of these areas.

The institution's vitality is also demonstrated by the breadth and dynamism of our alumni network, which has 60,000 members, nearly a third of whom live outside Spain. This network is an asset of the utmost importance for ESADE, thanks to the efficient and professional management of ESADE Alumni.

None of this would be enough to fulfil ESADE's mission, however, if it were not for our deeply rooted commitment to society – a founding purpose that has characterised the school for nearly 60 years. This commitment is reflected in multiple aspects documented in this Annual Report. One such aspect, which I am keen to highlight, is our eagerness to provide opportunities to talented

people from all over the world. As Chairman of the Board of Trustees, I am proud that the number of young people who are able to study at ESADE regardless of their social origin and family income is growing year after year.

Finally, I would like to express my gratitude to the members of the ESADE Foundation Board of Trustees, the International Advisory Board, the Professional Councils, the companies represented in the Assembly of Members, and all the individual donors who have contributed to the sustainability of the project. And once again, I would like to extend my heartiest thanks to everyone who works at ESADE for helping, year after year, to make sure that ESADE will remain a leading institution in knowledge production, education and social commitment. Thank you all very much.

GRI: G4 - 1



Eugenia Bieto

Director General of ESADE
Business & Law School

One of the key achievements of the 2015-2016 academic year was the progress made in implementing the Student First project, which was focused on updating our educational model; globalisation and the digital revolution present institutions of higher education with new challenges. ESADE aims to transform the educational experience we offer the students and participants in our various programmes, adapting to the learning methods of future generations, but without abandoning the values and identity of our institution.

At the same time, ESADE has reinforced its international profile through a variety of initiatives, such as the new MSc in Global Strategic Management taught in partnership with the McIntire School of Commerce at the University of Virginia (USA) and Lingnan College at Sun Yat-Sen University (China), the signing of new exchange agreements with leading institutions in the field of Management and Law around the world, extending the portfolio of international programmes in Executive Education, the presence on our campuses of students from more than 100 different countries and the network of 40 international Alumni Chapters.

It was also an intensive academic year in the field of research. The results were particularly good in terms of both the number of scientific publications and the research activity undertaken by faculty. These results have propelled ESADE to the forefront of debate in management, legal and social sciences, enhanced the prestige of our research and teaching staff, and brought new solutions to the problems faced by companies and organisations today into the classroom.

GRI: G4 - 1

I would also like to highlight the dynamic spirit shown by the school in its various social debate initiatives, most notably the *Big Challenges* sessions, which seek to address the major global challenges in the political and social arena from different angles.

Furthermore, in line with the Social Responsibility Master Plan, ESADE has continued its efforts to promote various solidarity and volunteering initiatives; these include the University Development Service, Alumni Giving Back, the Institutional Social Action Programme and social impact programmes such as Learning and Doing.

In particular, I would like to mention and at the same time thank all those people who have supported *The ESADE Challenge for Talent* campaign, which was conceived with the aim of securing additional funds for the Scholarship Programme and in this way provide more opportunities for talented young people who lack sufficient financial resources. By the end of the academic year, more than one thousand people had given their support to this campaign.

Finally, I would like to take this opportunity to acknowledge the efforts and commitment of all those who form part of the ESADE community: our faculty and administrative and services staff. The positive development of ESADE is due to them above all others; besides their professionalism and dedication, they have consistently demonstrated a high degree of social commitment in their tireless support of the organisation and their participation in acts of solidarity.

1. New developments and key facts

9,399 students
at ESADE Business School,
ESADE Law School
and Executive Education

77,287 m²
of campus buildings

155 core
faculty members

€99 million
in income



By striving to set an example in the field of education and training, ESADE helps to build a better future for society.

ESADE is an institution with a global outlook, dedicated to education and research in the fields of management and law. It is structured in three educational areas: ESADE Business School, ESADE Law School and Executive Education.

ESADE strives to provide an example to follow in the field of education and training, helping to build a better future for society through an ongoing commitment to talent, integrity, excellence and innovation.

This Annual Report reflects the intense level of activity that ESADE has maintained over the past academic year in pursuit of this aim. The report provides a complete picture of the 2015-2016 academic year, the people who make up our institution, and the results obtained.





NEW DEVELOPMENTS

During the 2015-2016 academic year, ESADE offered the first subjects taught according to the institution's newly developed educational innovation model. This model, designed to transform students' education experience, is ESADE's response to the challenges of globalisation and the digital revolution, as well as the economic and psychosocial changes that they entail for higher education.

The past year has reaffirmed ESADE's position as an internationally relevant player among the world's business schools and law schools. This position is confirmed by our standing in the rankings, the great variety of nationalities represented in our classrooms, and the growing number of our alumni who opt to pursue an international career. Similarly, ESADE's numerous agreements of various types with leading institutions all over the world is an eloquent indicator of the school's reach.

And if our global character defines us, so, too, does our commitment to society. This Annual Report reflects our growing involvement in this area through

solidarity and volunteering initiatives such as those developed by the University Development Service (SUD), Alumni Giving Back, the ESADE Challenge for Talent scholarship campaign, the Institutional Social Action Programme, and social-impact programmes like "Aprende y Emprende", which targets entrepreneurs with disabilities.

ESADE BUSINESS SCHOOL

2,459 students

- 1,190 in the Bachelor of Business Administration (BBA)
- 217 in the Double Degree in Business Administration and Law
- 669 in the MSc Programmes in Management
- 335 in the MBA
- 11 in the Master of Research
- 37 in the PhD Programme

1,104 international students

ESADE LAW SCHOOL

1,103 students

- 328 in the Bachelor in Law
- 116 in the Bachelor in Global Governance
- 217 in the Double Degree in Business Administration and Law
- 279 in the Master in Legal Practice
- 148 in master's and postgraduate programmes
- 15 in the PhD Programme

85 international students

EXECUTIVE EDUCATION

5,837 participants

- 1,742 in Executive Education (EMBA, Executive Masters, corporate programmes)
- 1,020 in open programmes
- 3,075 in custom programmes

1,868 international participants

9,399 students in total*

FACULTY

- 155 core faculty members
- 66 other faculty members
- 28 language instructors

54 international faculty members

ESADE also had 1,057 academic assistants during the 2015-2016 academic year.

ADMINISTRATIVE AND SERVICE STAFF

- 364 staff members

50 international staff members

RESEARCH

- 18 knowledge-creation centres
- 110 articles in refereed journals
- 13 accredited research groups

INCOME 2015-2016

€99 million in gross income

€9 million in scholarships, financial aid and discounts

€90 million in net income

- €11 million for ESADE Law School
- €41 million for ESADE Business School
- €35 million for Executive Education
- €3 million for research

Fundraising:

€3 million in total income

SCHOLARSHIP PROGRAMME (talent scholarships)

- 218 scholarship recipients in all programmes
- €2.3 million allocated to the Scholarship Programme
- Average percentage of tuition fees covered: 58%

CAMPUS

- 77,287 m² total area
- 32,655 m² on the Barcelona-Pedralbes campus
- 42,007 m² on the Barcelona-Sant Cugat campus
- 2,625 m² on the Madrid campus

* The 217 students in the Double Degree in Business Administration and Law mentioned in this Annual Report are attributed to both ESADE Business School and ESADE Law School.

RANKINGS

5th

European business school
Financial Times
(December 2015)

MSc

6th

Worldwide
Master in Finance
Financial Times
(June 2016)

12th

Worldwide
Master in International
Management
Financial Times
(September 2015)

MBA

6th

European ranking
The Economist
(October 2015)

8th

European ranking
Financial Times
(January 2016)

7th

Worldwide
América Economía
(May 2016)

15th

European ranking
Global Executive MBA
(Georgetown-ESADE)
Financial Times
(October 2015)

Executive Education

8th

Worldwide
Financial Times
(May 2016)

ESADE Law School

1st

Master in International
Business Law
El Mundo
(June 2016)

2nd

Master in Tax Consultancy
and Management
Master in ICT Law,
Social Networks
and Intellectual Property
El Mundo
(June 2016)

ALUMNI

- 60,000 alumni
- 39 international chapters

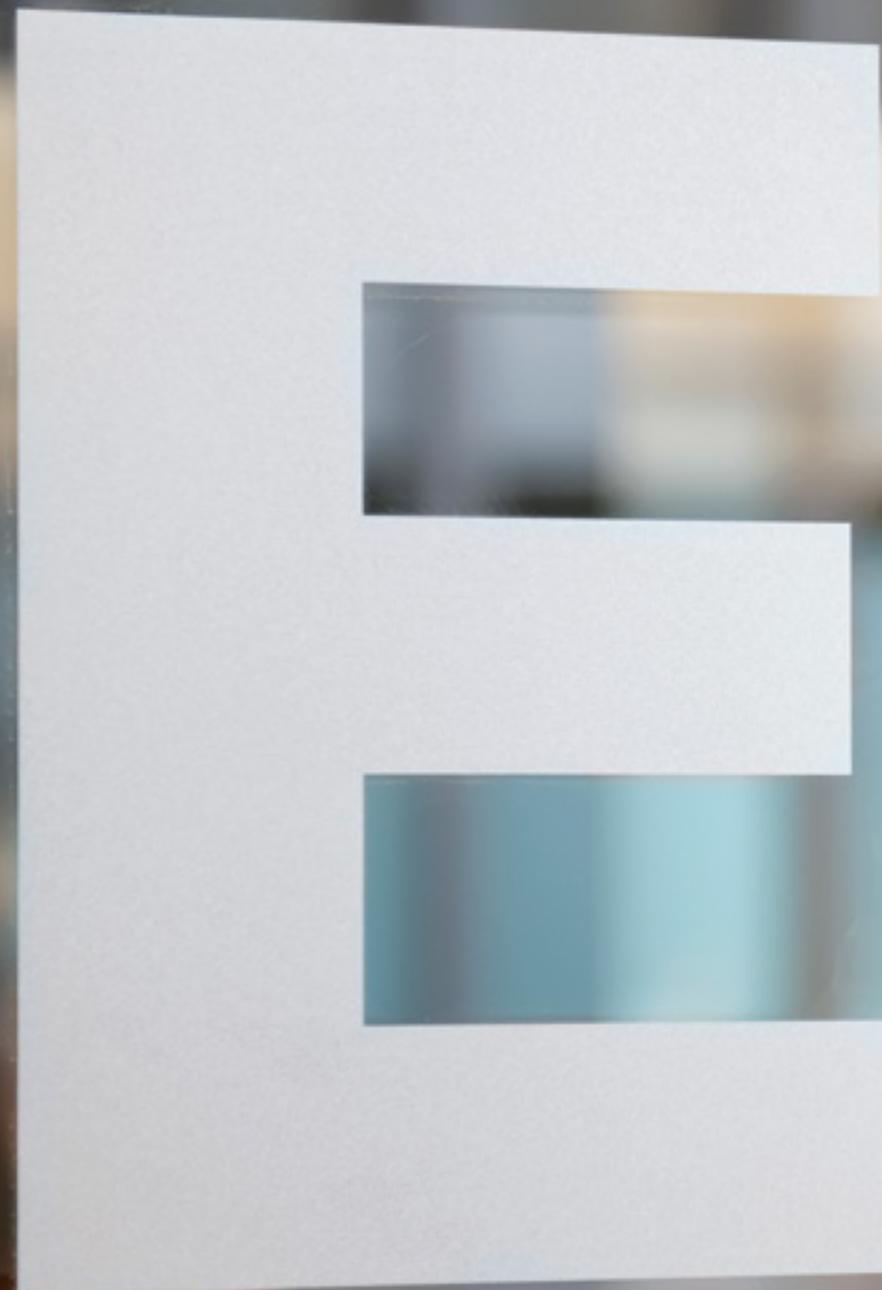
NUMBER OF EVENTS AND PARTICIPANTS

ESADE

- 248 public events
- 25,101 participants

ESADE Alumni

- 951 public events
- 41,761 participants



2. Mission, values and social responsibility

Manuel Alfaro,
appointed as ESADE
Ombudsman

ESADE joined
the United Nations
HeForShe campaign

Solidarity Day
brought the entire staff
together for a day
of social action



ESADE is an academic institution founded in Barcelona in 1958 as an initiative of civil society and the Society of Jesus. It has been a part of Ramon Llull University since 1995.

MISSION

To advance education and research in the areas of management and law, by:

- Comprehensively educating professionally competent and socially responsible individuals.
- Creating knowledge that is relevant to improving organisations and society as a whole.
- Contributing to the social debate in order to build freer, fairer and more prosperous societies.

ESADE carries out its mission, inspired by the humanistic and Christian traditions, in the context of intercultural dialogue.

VISION

ESADE aspires to be a leading academic institution in the fields of management and law by offering students and executives from all over the world a high-quality educational experience based on top-tier faculty and a unique educational model. It is internationally recognised for its links to the business world, its commitment to innovation and entrepreneurship, and its capacity to develop leaders who are responsible, collaborative and socially committed. ESADE's sustainable economic model makes the school competitive in today's highly demanding global environment.

VALUES

The ESADE community is committed to promoting a set of values that are consistent with human quality and academic and professional excellence, and to applying these values in the service of our local and global society. These values are integrity, respect, diversity, justice and the common good. In accordance with these values, the members of the ESADE community are committed to acting with personal integrity, professional scrupulousness and social responsibility.

CODE OF CONDUCT

In July 2015, the Board of Trustees approved the ESADE Code of Conduct after an internal consultation process involving the various groups that make up the institution. The Code of Conduct is an express declaration of the principles and values that inspire and orient ESADE's conduct as an academic institution, as well as a framework that guides our procedures and behaviours, taking into account our various areas of activity and the various groups involved.

ESADE, A SOCIALLY RESPONSIBLE ACADEMIC INSTITUTION

ESADE's track record on social responsibility issues and the commitments it honours as part of various international organisations are clear from the school's journey over the past 15 years:

2002



- Founding member (2002).
- Supervisory Board member (2002-2008).
- Constant participation and host of the 6th Annual Colloquium (2007).
- Member of the Board (since 2012).

2006

PRME

- Participation on the taskforce responsible for preparing the Principles (2006).
- Adhered in 2007.
- Progress reports: 2010, 2012 and 2014.
- Participation in the PRME Champions project coleading the curricular development area (since 2013).

2011



- Adhered in 2011.

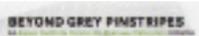


- Aspen Institute Spain representative (since 2011).
- Participant in the projects: "Economics and Peace Faculty Network" (2011) and "Undergraduate Business Education Consortium" (2012, 2013 and 2014).

2003



- Adhered in 2003.
- Member of the Executive Committee for the Spanish Network (since 2008).
- Progress reports: 2008, 2009 and 2010 (GC Advanced), 2011, 2012, 2013 and 2012.(included in the GRI Report)



- Participation in BGP Global 100 ranking: 2003 (Distinction), 2005 (2nd), 2007 (14th), 2009 (32nd) and 2011 (12th).



- Participation since 2003.
- Declaration of our commitment to institutionalise the SEKN network at ESADE (2009).

2009



- Associated member (2009-2013).



- Creation of the Net Impact Club (in 2009).
- Gold Chapter Status obtained (in 2011).

2010



- Adhered in 2010.

2012



- Adherence to the Rio + 20 declaration (2012), which includes the commitment to achieve 8 sustainability projects.
- Updating commitments 2014-2018.

2013



- Member of the Management Board (2007-2012).
- Preparation of ESADE's Annual Report according to GRI standards, and integrating the Global Compact's progress report (2011, 2012, 2013 and 2014).

2016



- Adhered in 2016.

GRI: G4 - 15 / G4 - 16

SOCIAL RESPONSIBILITY MASTER PLAN

The fundamental purpose of the Social Responsibility Master Plan is to help make ESADE's vision a reality. The objective of the Plan is to make ESADE an increasingly socially responsible and sustainable academic institution in all of its areas of activity.

In 2003, ESADE adopted the 10 principles of the United Nations Global Compact. The school committed to the Principles for Responsible Management Education (PRMEs) in 2007 and the Rio Declaration, on sustainable development, in 2011. In 2016, ESADE joined HeForShe, a UN Women solidarity initiative to promote gender equality.

Through these voluntary commitments, the members of the ESADE academic community have pledged to become more socially responsible in their everyday activities, as detailed in this Annual Report.

AREAS OF ACTIVITY

Within the framework of the 2014-2018 Institutional Strategic Plan, a new Master Plan was developed to address the eight areas that make up the SR-ESADE model, as shown in the figure below:



GRI: G4 - 15 / G4 - 56

OBJECTIVES OF THE SR-ESADE MASTER PLAN

The five objectives of the Plan for the 2014-2018 period are as follows:

1. To collaborate on **institutional policies and lines of action**, promoting the SR-ESADE model and approach.
2. To collaborate with the **community** in order to promote the adoption of more socially and environmentally responsible **behaviours and habits**.
3. To collaborate on and coordinate initiatives and projects with key stakeholders and national and international **institutions** in this field.
4. To promote the **communication, transparency and accountability** of ESADE as a socially responsible institution through its main projects and initiatives.
5. To develop the **institutional social action** programme and coordinate **solidarity and cooperation** initiatives with the involvement of the ESADE community.



GRI: G4 - 15 / G4 - 16

MAIN INITIATIVES DURING THE 2015-2016 ACADEMIC YEAR

Training

- ESADE offers a programme of professional solidarity internships through the University Development Service (SUD). During the 2015-2016 academic year, 73 students participated in these internships, working on a total of 40 projects in 11 countries.
- For the third consecutive year, ESADE organised the “Aprende y Emprende” programme in collaboration with the **Prevent Foundation**. This training and mentoring programme is designed for **entrepreneurs with disabilities** who aim to start a business or accelerate a recently created business initiative. Two editions of “Aprende y Emprende” have been held in Barcelona, as well as one edition in Madrid. A total of 63 entrepreneurs have been trained, 18 scholarships have been awarded to the best initiatives, and 40 professionals (faculty, tutors and executives) have been involved. The third edition of the programme is now underway in Barcelona (June-November 2016) and the second edition in Madrid is scheduled to run from October 2016 to March 2017.

Research

- ESADE collaborated on the development of a guide entitled *Transformational Model for PRME Implementation*, a new tool for integrating sustainability values into business schools and their programmes.
- The 3rd ESADE-“la Caixa” Social Confidence Index, which measures citizens’ social confidence in the present and future of Spain, was published last year.
- The *2015 Report of the Observatory on Values* was jointly published by the ESADE Chair in LeadershipS and Democratic Governance and the Carulla Foundation.

Outreach and social debate

- The Institute for Social Innovation held its 9th Annual Conference, where participants shared knowledge about major trends in social innovation.
- ESADE launched *Big Challenges*, a new social-debate initiative intended to create social awareness about major global trends and promote in-depth reflection.
- *Brands with a Conscience*, a book co-authored by Prof. Oriol Iglesias, was presented.
- ESADE hosted the UNIJES-promoted panel discussion “The Ethics of Finance” and the presentation of the eponymous book, which was co-authored by Prof. Carmen Ansotegui. At that session, speakers reflected on the ethics and social function of finance, as well as the ethical dilemmas faced by finance professionals with regard to issues such as insider trading and conflicts of interest.

ESADE community

- ESADE held Solidarity Day, an event that encouraged the ESADE community to share, reflect and discover how small actions can help improve the world. More than 120 people attended. ESADE intends to organise new editions of the event on an annual basis.
- The AliaRS-E network continued to grow and now has 153 allies (staff and faculty) who support and promote social responsibility at ESADE.
- The 2nd Stakeholders Forum focused on the Student First project and a review of SR-ESADE. A total of 41 people representing various groups at ESADE – Board of Trustees, alumni, faculty, staff, management – participated in the event.

Institutional policies

Following the approval of ESADE's Code of Conduct –an express statement of the principles and values that inspire and guide ESADE's behaviour as an academic institution and a framework that explains how members of our community should conduct themselves– ESADE created the figure of ombudsman during the 2015-2016 academic year and appointed Manuel Alfaro to this post. In this capacity, Prof. Alfaro is responsible for ensuring compliance with the Code of Conduct. He serves the academic community (students, teachers, staff and alumni) as well as ESADE's suppliers and external stakeholders. Efforts to raise the community's awareness about the Code of Conduct have also been initiated.

Environmental responsibility

ESADE has continued its campaign for good environmental practices. The aim of this campaign is to raise the community's awareness and promote behaviours and habits that are consistent with the organisation's vision of greater sustainability. The following chart illustrates the changes in ESADE's consumption levels over the past several years:

CONSUMPTION	2011 2012	2012 2013	2013 2014	2014 2015	2015 2016
Paper (T)	50	43	29	27	23.8
Electricity (kW/m ²)	140	122	110	105	90.28
Water (m ³ /m ²)	0.53	0.56	0.46	0.81	0.80

ESADE's main environmental actions during the 2015-2016 academic year were as follows:

- *Awareness campaigns.* To raise awareness in the community and promote good environmental practices, ESADE conducted internal awareness campaigns to coincide with World Food Day, World Energy Efficiency Day, World Environment Day and World Recycling Day, as well as Earth Hour and other international initiatives.
- *"Avoid Plastic, Avoid Waste"* is the slogan of ESADE's campaign to eliminate plastic bottles from its Sant Cugat campus. The institution plans to expand the initiative to its other campuses in the future.

- *Energy consumption.* During the 2015-2016 academic year, ESADE renegotiated its energy rates and the power levels supplied. The institution also received certification of the energy quality of Building 2 on the Barcelona-Pedralbes campus and made improvements in the electrical and air-conditioning installations.
- *Environmental impact.* In the area of environmental policy, ESADE has hired an environmental sustainability expert; acquired recycled furniture for classrooms and common areas; used only organic paints and varnishes; installed a new halogen-free wiring system; used building materials that are CE-certified and have a BRE Environmental Rating; refinished the library floor with resin instead of PVC; introduced recycled furniture and equipment in some offices and common areas; planted native shrubs that require less water; and introduced the use of nitrate-free fertilisers.

"The organisation has not identified any breaches of current environmental laws and regulations."

Social action and cooperation

SOCIAL ACTION PROGRAMME: A SHARED PROJECT

Because ESADE's Social Action programme is open to the entire community, it encourages the collective experience of solidarity. The staff were invited to choose the three entities that ESADE will collaborate with over a two-year period. In the third edition of the programme (2015-2016), ESADE collaborated with Caritas (in Barcelona and Sant Cugat), the Juan XXIII Foundation (in Madrid) and Worldreader (internationally) on various initiatives: participation in academic activities and work meetings, events and visits to NGOs, volunteering, and support for efforts to publicise each entity's work.

GRI: G4 - DMA / G4 - EN1 / G4 - EN3 / G4 - EN6 / G4 - EN8 / G4 - EN23 / G4 - EN29 / G4 - S01

UNIVERSITY DEVELOPMENT SERVICE

The University Development Service (SUD) is responsible for organising, coordinating and promoting academic cooperation for development. The SUD places knowledge in the service of social justice through transformative professional experiences. These experiences, based on a dual service-learning educational methodology, are designed for students in the fourth year of the Bachelor of Business Administration (BBA), the Bachelor in Law, the MSc programmes and the MBA. During the 2015-2016 academic year, 73 students participated in the SUD's programmes, which have implemented social-consultancy and legal-advice projects for various social entities, cooperatives and development projects in Bolivia, El Salvador, Nicaragua, Guatemala, Peru, Costa Rica, Paraguay, Mexico, India and the Philippines.

COOPERATION WITH CENTRAL AMERICAN UNIVERSITIES

As part of ESADE's cooperation agreement with the Jesuit universities of Central America (UCA), during the 2015-2016 academic year a course called "Social Entrepreneurship" was held at José Simeón Cañas Central American University. The course was taught by ESADE faculty members Alfred Vernis and Sira Abenoza, in collaboration with Andrew Lieberman of Santa Clara University's Global Social Benefit Institute (GSBI). Forty-five instructors from the UCA in Guatemala, Nicaragua and El Salvador participated in this activity.

EXECUTIVE EDUCATION IN KINSHASA

Prof. Pep Mària and Director General Eugenia Bieto taught an intensive course entitled "Socially Responsible Business Strategy" in July 2016 as part of the Programme for Development in Management, Business and Leadership, co-organised by ESADE, the Congolese Association of Entrepreneurs (CADICEC) and the business school of Loyola University of the Congo.

MOMENTUM PROJECT

The objective of the *Momentum Project*, organised by BBVA and ESADE in collaboration with the PwC Foundation, is to encourage entrepreneurs who have undertaken projects that need to establish themselves and ensure their viability. The *Momentum Project* offers a full programme of training, strategic support and access to financing, with the aim of improving the participants' projects and increasing their social and economic impact. Since 2011, the *Momentum Project* has supported 49 initiatives that have benefited over 1,200,000 people and earned more than €60 million.



GRI: G4 - DMA / G4 - S01

“BRIDGE OF SOLIDARITY” BREAKFASTS

Each year, ESADE organises two “Bridge of Solidarity” breakfasts to raise awareness at particular companies about the work and services of various social entities. The aim of these events is to establish bridges of collaboration for charitable causes. The following breakfast events were held this year:

- *4th Solidarity Breakfast*, with Worldreader (25 participants).
- *5th Solidarity Breakfast*, with NGOs and companies from the hospitality/food and beverage sector (28 participants).

OTHER SOLIDARITY INITIATIVES

During the 2015-2016 academic year, ESADE participated in 35 solidarity initiatives organised by students, staff and faculty. In total, more than 450 members of the ESADE community participated in these initiatives.

- **Food Drive.** A total of 1,116 kg of food was collected and the campaign was expanded by the addition of online donations.
- **TV3 Marathon.** Thanks to the participation of more than 80 people, this initiative raised €1,856 for diabetes and obesity research.
- **Blood and Tissue Bank.** ESADE invited the entire community to participate in regular blood and bone-marrow donation campaigns.
- **Barcelona Magic Line.** Several ESADE teams (students, staff and faculty) participated in this initiative, which was organised by Obra Social Sant Joan de Déu.
- **Mambré Foundation.** ESADE participated in a Christmas campaign to take a new census of people living on the street.
- **Trailwalker, organised by Intermón Oxfam and Transpirenaica Social y Solidaria.** Several people from ESADE participated in this event.

- Various **collaboration activities with Caritas** fostered closer ties with the charity as well as the collaboration of various groups and teams on teaching, volunteer and experience-sharing activities.

Transparency and accountability

- The following reports were published: *2015 Identity, Mission and SR-ESADE Report*; *2014-2015 Institutional Annual Report* (prepared in accordance with the GRI G4 international standards of the Global Reporting Initiative); and *2014-2016 Progress Report on the SR Master Plan*.
- The corporate website was audited in accordance with the criteria of the Commitment and Transparency Foundation (2016).

RAISING AWARENESS ABOUT SOCIAL RESPONSIBILITY AT ESADE

The AliaRS-E network reached its third anniversary with a total of **153 allies** (staff and faculty) who support and promote social responsibility at ESADE. This informal network is open to anyone interested in leading meaningful changes in ESADE’s social and environmental awareness, behaviours and policies.

The network organised two forums this year. The 5th Forum, “For Humanity and For Us” (December 2015), coincided with the 2015 United Nations Climate Change Conference in Paris and was attended by more than 50 allies. Prof. Francesc Lozano opened the dialogue with a talk on sustainable development and climate change.

The 6th Forum, “From Mission to Reality” (June 2016), was opened by Enrique López Viguria, Secretary General of ESADE, who shared the findings of his doctoral thesis, entitled *The University Mission of the Society of Jesus: An Exploratory Study on the Profile of Business School Graduates in Spain*. A panel of guest speakers then offered additional perspectives on the topic and engaged in discussion with the more than 60 allies in attendance.



COLLABORATION WITH UNITED NATIONS INITIATIVES

In recent years, ESADE has maintained constant collaboration with two major United Nations initiatives: the UN Global Compact (UNGC) and the Principles for Responsible Management Education (PRME). In addition, ESADE recently joined the UN Women platform HeForShe.

UN Global Compact. ESADE has been a signatory of the UNGC since 2003. The school has been engaged in uninterrupted UNGC activity since 2008, in particular through the Spanish local network. ESADE's Secretary General, Enrique López Viguria, was a member of the executive committee of the Spanish local network until 9th June 2016.

Principles for Responsible Management Education. This initiative promotes the inclusion of sustainability as a core element of the strategy of business schools.

The following are ESADE's most recent PRME-related activities:

- PRME Global Forum 2015 in New York.
- Emerging PRME chapter for Spain and Portugal (Iberian Chapter).
- Development of *Transformational Model for PRME Implementation*, a guide to integrating sustainability values into business schools and their programmes.

ESADE was one of the high-profile business schools and management education institutions selected to participate in PRME Champions, a group whose mission is to contribute to thinking, leadership and action in the field of responsible management education in the context of the post-2015 United Nations sustainable development agenda. The PRME Secretariat

created three research groups and invited three business schools to lead them: curriculum development (ESADE), faculty development (Copenhagen Business School) and research (Mendoza College of Business, University of Notre Dame).

This phase ended with the PRME Global Forum 2015 in New York, where the results of the research projects were presented. PRME published the ESADE-led study, entitled *Learning in a Social Context*, by Josep M. Lozano, Maria Prandi and Janette Martell.

The Iberian Chapter, created in 2014, enjoys the participation of the main Spanish and Portuguese business schools. The projects carried out included the definition of indicators for the implementation of the PRMEs in accordance with the 2030 Sustainable Development Goals and the development of an inspiring best-practices guide, which was presented at the PRME Global Forum 2015 in New York. The Spanish coordinator of the Iberian Chapter is Jose M. de la Villa, Director of Institutional Relations at ESADE.

HeForShe. ESADE became the first Spanish business school to join HeForShe, a UN Women solidarity initiative to promote gender equality. ESADE's decision to join HeForShe was announced by Enrique Verdeguer, Director of ESADE Madrid, in March 2016. The announcement coincided with a talk by Meral Guzel, coordinator of UN Women's "Empower Women" platform for Europe and Central Asia, on the various United Nations projects undertaken in pursuit of the 2030 agenda.

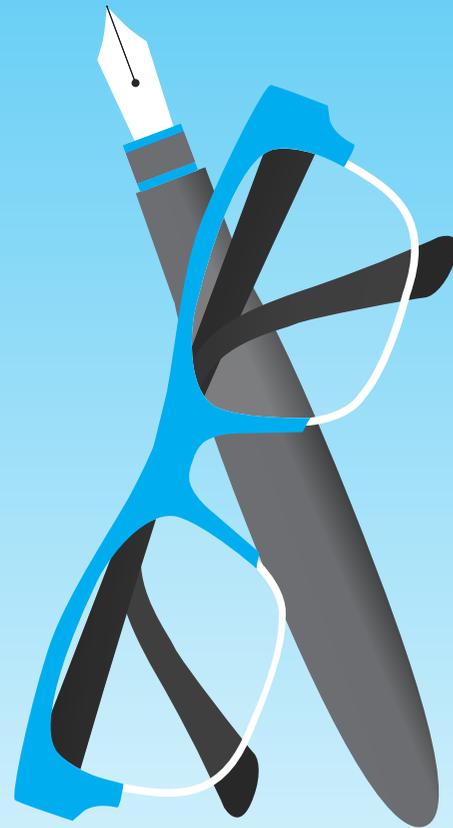


3. Academic units

New MSc in Global Management with McIntire (United States) and Lingnan (China)

Two new Executive Education programmes in Miami

ESADE Law School receives top score from AQU



ESADE is an academic institution structured in three educational areas – ESADE Business School, ESADE Law School and Executive Education – with campuses in Barcelona and Madrid and students from all over the world.



ESADE BUSINESS SCHOOL

KEY FACTS FROM THE 2015-2016 ACADEMIC YEAR



Launch of the MSc in Global Management

ESADE reached an agreement with the McIntire School of Commerce at the University of Virginia (United States) and Lingnan College at Sun Yat-sen University (China) to teach the MSc in Global Strategic Management. This new master's programme, which targets recent college graduates aiming to become the executives of the future, analyses the complexities of the global business environment from the North American, European and Asian perspectives.



Renewal of accreditations

ESADE's accreditation from the Association to Advance Collegiate Schools of Business (AACSB) has been renewed. The AACSB praised ESADE for its strategic plan, its strong social commitment, its support for entrepreneurship, the work of ESADE Alumni and other factors. The Mid Term Report issued by the European Quality Improvement System (EQUIS) highlighted ESADE's internationalisation, efforts to improve students' educational experience and faculty development. And finally, CEMS issued a favourable Peer Review of ESADE, thereby renewing the school's accreditation for five years.



Consolidation of ESADE's position in top rankings

ESADE's position in top international rankings remained solid during the 2015-2016 academic year. For example, the Financial Times ranked ESADE's MSc in Finance #6 worldwide in its category, and the Master in International Management (MIM) was ranked in the global top 10.

02/12/2015

Joint conference with CUHK Business School

On 2nd December 2015, the Chinese University of Hong Kong (CUHK) and ESADE held a joint conference entitled "China and Europe: Challenges & Opportunities". The event was held in Hong Kong as part of the 50th anniversary celebration for the CUHK MBA. More than 150 people attended the conference.



C4BI Challenge

Last year saw the first edition of the Creativity for Business Innovation Challenge (C4BI), a competition for students from ESADE Business School organised by chef Ferran Adrià's eBullifoundation and ESADE with the aim of applying the concept of creative process auditing in business environments. A total of 305 students on 61 teams participated in the competition.

KEY FIGURES

2,459 students

87 nationalities



Business administration

● 1,407 students

1,190 in the Bachelor of Business Administration (BBA)

217 in the Double Degree in Business Administration and Law

38 nationalities

International exchange participants:

- 264 outgoing students
- 280 incoming students

93 % of students secure employment within three months of graduating.

MSc Programmes in Management

● 669 students

56 nationalities

International exchange participants:

- 76 outgoing students
- 75 incoming CEMS students

92% of students secure employment within three months of graduating.

MBA

● 335 students

56 nationalities

International exchange participants:

- 64 outgoing students
- 83 incoming students

86% of students in the Full-Time MBA secure employment within three months of graduating.

PhD Programme

● 48 students

11 in the Master of Research in Management Sciences

37 in the PhD in Management Sciences

22 nationalities

MBA Career Treks

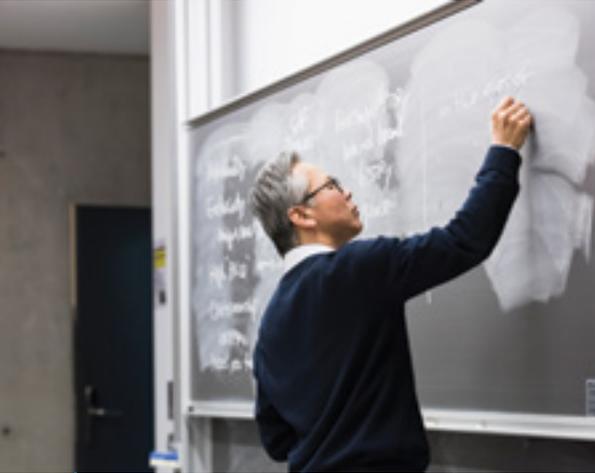
On these trips, students learn about experiences and methodologies used at leading companies and institutions.

- Japan Trek (Japan)
- Marketing Trek to Amsterdam (Netherlands)
- Family Business Trek (Belgium)
- Entrepreneurship Trek to London (United Kingdom)
- Consulting Trek to Dubai (United Arab Emirates)
- Technology & Media Trek to Dublin (Ireland)
- Finance Trek to London (United Kingdom)



ESADE LAW SCHOOL

KEY FACTS FROM THE 2015-2016 ACADEMIC YEAR



AQU certification

The Catalan University Quality Agency (AQU) gave ESADE Law School and its two officially recognised programmes – the Bachelor in Law and the Master in Legal Practice the highest possible score: “on track to excellence”. ESADE Law School therefore became the first centre of Ramon Llull University to obtain this highest distinction.

International Tax Law Specialist Diploma

The first class has graduated in the International Tax Law Specialist Diploma. This postgraduate programme has been offered in both Barcelona and Madrid from the outset, with a total of 43 students participating on the two campuses. This essentially technical programme is designed for senior professionals with experience in tax law.



International expansion

ESADE Law School continued its international expansion efforts during the 2015-2016 academic year, signing agreements with Melbourne Law School (Australia), Columbia Law School (United States), Trinity College Dublin (Ireland), Science Po – Paris Institute of Political Studies (France), Peking University School of Transnational Law (China) and Yonsei Graduate School of International Studies (South Korea).



Institutional presence

ESADE Law School was represented as an institution at various major forums during the 2015-2016 academic year, including the annual meeting of the Association of American Law Schools (AALS), held in January in New York; the International Legal Ethics Conference (ILEC), held at Fordham University in July; the annual conference of the International Bar Association (IBA), held in Washington in September; and the LawWithoutWalls 2016 mentoring programme.

Debate leagues

ESADE Law School students continued to participate actively in the Jessup International Law Moot Court Competition and the WorldMUN United Nations simulation. Mohamed Bouzagou, a student in the Bachelor in Global Governance, received an award recognising him as the competition's best speaker.



Summer School

The 2015-2016 edition of ESADE Law School's Summer School programme received twice as many participants as the previous year, including a large group of international students. The classes were held on the Barcelona-Pedralbes campus and taught entirely in English.

KEY FIGURES

1,103 students

41 nationalities

**Bachelor in Law**

● 545 students

328 in the Bachelor in Law

217 in the Double Degree in Business Administration and Law*

9 nationalities

Undergraduate participants in international exchange programmes:

- 55 outgoing students
- 82 incoming students

Bachelor in Global Governance

● 116 students

6 nationalities

Master in Legal Practice**

● 279 students

6 nationalities

International exchange participants:

- 27 outgoing students
- 20 incoming students

Master's and postgraduate programmes in law

● 148 students

20 nationalities

PhD Programme

● 15 students

4 nationalities

* The 217 students in the Double Degree in Business Administration and Law mentioned in this Annual Report are attributed to both ESADE Business School and ESADE Law School.

** Law graduates cannot practise as lawyers without first completing this master's programme and passing an official bar examination.



EXECUTIVE EDUCATION

KEY FACTS FROM THE 2015-2016 ACADEMIC YEAR



New Executive Master in Financial Management for Latin America

As a complement to the educational offering at ESADE's Miami hub, the school has launched the Executive Master in Financial Management in cooperation with Adolfo Ibáñez University. This programme, taught at the Miami facilities, includes a module developed in Barcelona.

First stable exchange agreements for the Executive MBA

During the 2015-2016 academic year, the concepts of executive exchange and electives abroad were incorporated into the various editions of the Executive MBA. These two activities enhance the Executive MBA curriculum with content from executive programmes and three-month exchanges at other institutions, including the UCLA Anderson School of Management, the Kelley School of Business at Indiana University, Bocconi University, the Rotterdam School of Management, Imperial College London and Aalto University (both in Helsinki and Singapore).



First graduating class in the modular Executive MBA

The 2015-2016 academic year saw the first graduating class in the international group of the Executive MBA. A total of 37 students of various nationalities graduated from the programme. This first class set a clear trend in favour of the development of postgraduate programmes at ESADE Executive Education.

Seminar at the Boston Entrepreneurship Lab

Participants in the Executive MBA travelled to Boston to visit the Cambridge Innovation Center, the most dynamic business accelerator in the United States. Because of the excellent outcome of this activity, similar trips will now be offered as an optional activity in all versions of the Executive MBA.



Expanded offering in Miami

Following the redesign of our open-enrolment offering for Latin America, ESADE has launched two new focused programmes: Brand Management and B2B Management, both with a compact format and taught at the Miami hub.

New programme: Big Data Analytics for Executives

In collaboration with the Department of Operations, Innovation and Data Sciences and IBM, Executive Education has launched the first edition of Big Data Analytics for Executives in response to executive development trends and companies' training needs.



Expanded offering for the Executive Master in Marketing and Sales

On the heels of the successful new content and format introduced in the Executive Masters, in 2015-2016 the offering of the Executive Master in Marketing and Sales was doubled. The programme now offers two different starting dates and flexible module scheduling so that participants can adapt the programme calendar to their needs.

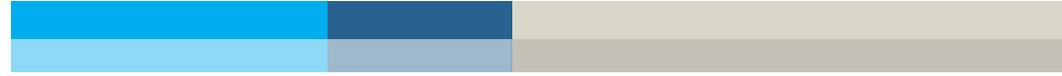
Initiatives undertaken as part of custom programmes

As part of ESADE's custom programme offering, the 2015-2016 academic year saw initiatives such as the Executive Programme for the Insurance Sector and the Culture of Change and Transformation Programme, developed by executives from Coca-Cola. ESADE has also developed custom growth programmes for companies seeking to professionalise their channels or networks through their own organisation in order to improve their competitive position.

KEY FIGURES

5,837 participants

91 nationalities



Executive Education:

● **1,742 students**

Executive Masters: 458 students
EMBA: 333
Corporate programmes: 354
EMPA: 104
Other programmes: 493 students

62 nationalities

Open courses

● **1,020 participants**

36 nationalities

Custom courses

● **3,075 participants**

69 nationalities

Degree of satisfaction (scale of 1 to 5):

- 4.54 for participants
- 4.37 for companies



4. Investigación y conocimiento

110 articles
in peer-reviewed
journals

52 faculty
members with
a research profile

€4.1 million
allocated for research



The 2015-2016 academic year was ESADE's best year ever in terms of research. This positive outcome enhances the school's academic stature and allows us to share in our classrooms cutting-edge knowledge generated right here at ESADE. It also allows us to have an impact on the management of organisations (companies, public institutions and non-profit organisations) and contribute to the growth of social well-being.

Our faculty's research results during the 2015-2016 academic year have been excellent in terms of the quality of the research and its publication in some of the world's top academic journals in organisation management.

This research activity has placed ESADE at the forefront of the debate on major challenges in management science, legal science and social science and increased the prestige of our researchers, our faculty and our institution.

The research conducted at ESADE guarantees that the knowledge conveyed in our classrooms is rigorous and innovative. This research enables our faculty to inspire students with the best ideas in their respective disciplines through new content, programmes and materials derived from their studies. Our research also enables numerous public, private and non-profit organisations with ties to ESADE to improve their decision-making processes and have a significant impact on society.

This chapter presents the highlights of ESADE's research activity during the 2015-2016 academic year.

Knowledge Generation Centres

<p>INSTITUTE FOR SOCIAL INNOVATION IIS Ignasi Carreras</p>	<p>CENTRE FOR PUBLIC GOVERNANCE ESADEgov Francisco Longo Mónica Reig</p>	<p>CENTRE FOR GLOBAL ECONOMY AND GEOPOLITICS ESADEgeo Javier Solana Angel Saz</p>
<p>Research Group on Corporate Social Responsibility GRRSE Daniel Arenas</p>	<p>Research Group for Leadership and Innovation in Public Management GLIGP Tamyko Ysa</p>	<p>ESADE China Club Ivana Casaburi</p>
<p>Chair of Leadership and Democratic Governance Àngel Castiñeira</p>	<p>Partners Programme Mónica Reig</p>	
	<p>Institute for Healthcare Management Manel Peiró</p>	
<p>INSTITUTE FOR INNOVATION AND KNOWLEDGE MANAGEMENT IIK Jonathan Wareham</p>	<p>OBSERVATORY OF SPANISH MULTINATIONAL COMPANIES OEME Xavier Mendoza</p>	<p>ESADE ENTREPRENEURSHIP INSTITUTE EEI Luísa Alemany</p>
<p>Centre for Innovation in Cities CIC Esteve Almirall</p>	<p>Research Group on International Management GRUMIN Xavier Mendoza</p>	<p>Research Group on Entrepreneurship GRIE Jan Brinckmann</p>

Umbrella Centres

Umbrella Centres, Research Groups & Think Tanks

<p>Business Network Dynamics BUNeD Cristina Giménez</p>	<p>Research Group on Tourism Management GRUJET Mar Vila</p>	<p>The Jean Monnet Chair at ESADE José M. de Areilza</p>
<p>Leadership Development Research Centre GLEAD Joan Manel Batista</p>	<p>Research Group on Brand Management GREMAR Oriol Iglesias</p>	<p>Patrimonial Law Group Sergio Llebaría</p>
<p>Research Group on Knowledge Engineering GREC Núria Agell</p>	<p>Institute for Laboral Studies IEL Anna Ginès</p>	<p>Future of Work Chair Simon Dolan</p>
<p>Group for Research on Economics and Finance GREF Carolina Villegas</p>	<p>Research Group on Conflict Management Teresa Duplà</p>	



THINK TANKS



RESEARCH GROUPS



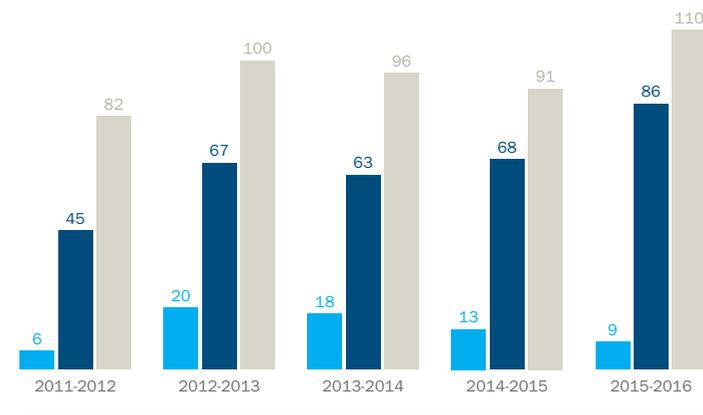
RESEARCH GROUPS Accredited by AGAUR



PUBLICATIONS

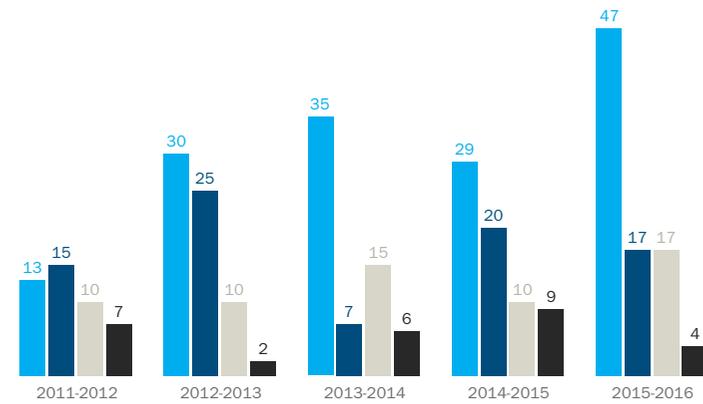
Publications are the main tool in academia for sharing research findings at the international level and establishing boundary-pushing dialogue about scientific advances among the experts in each field. The 2015-2016 academic year was ESADE's best year ever in terms of the number of articles published in high-impact international journals.

ESADE'S PRESENCE IN JOURNALS OVER THE YEARS



- Articles in journals on the *Financial Times* list
- Articles in journals with impact factor
- 110 articles in peer-reviewed journals

PUBLICATIONS WITH IMPACT FACTOR BY QUALITY QUARTILES



- Q1
- Q2
- Q3
- Q4

* Quartiles are indicators that assess the relative importance of a journal compared to other journals in its field, from lowest (Q4) to highest (Q1) impact factors.

OTHER ACADEMIC OUTPUT DURING THE 2015-2016 ACADEMIC YEAR

- 17 books
 - 8 international publishers
 - 9 Spanish publishers
- 34 book chapters
 - 10 international publishers
 - 24 Spanish publishers
- 75 papers accepted to academic conferences
- 3 case studies
- 27 doctoral theses

Positions on editorial boards are another important indicator of the degree to which academia values our faculty members' contributions to their respective scientific communities. In these positions, they act as editors and perform other tasks such as reviewing articles, organising talks and providing guidance to new researchers. The following ESADE faculty members hold positions of this sort:

Daniel Arenas

Associate Editor at European Management Review

Ruth Aguilera

Organization Science
Corporate Governance: An International Review
Journal of International Business Studies
Academy of Management Perspectives
Strategic Management Journal
Global Strategy Journal
Organization Studies

Daniel Arenas

Business Ethics: a European Review

Joan Manel Batista-Foguet

Frontiers in Psychology

Jaime Bonache

International Journal of Human Resource Management

Elena Bou

Management Learning

Jan Brinckmann

Journal of Business Venturing
Entrepreneurship Theory and Practice

Henry Chesbrough

Research Policy
California Management Review
MIT Sloan Management Review

Simon Dolan

Cross Cultural Management: An International Journal
Career Development International
EuroMed Journal of Business

Skander Esseghaier

International Journal of Research in Marketing

Marc Esteve

Local Government Studies
International Public Management Journal

Alberto Gimeno

Journal of Family Business Strategy

Josep Maria Lozano

European Management Review
Ethical Perspectives

Ignasi Marti

Organization Studies

Marcel Planellas

Revista Latinoamericana de Administración

Petya Platikanova

Financial Analysts Journal

Joan Rodon

Business & Information Systems Engineering

Katharina Schmid

Group Processes and Intergroup Relations
Social Psychology Quarterly
International Journal of Conflict and Violence

Jordi Trullen

Organization Studies

Ana Valenzuela

Journal of International Marketing
International Marketing Review
Journal of Consumer Behavior

Wim Vanhaverbeke

Journal of Engineering and Technology Management

Jonathan Wareham

MIS Quarterly
Information Systems Research.
Journal of Information Technology
Journal of the Association for Information Systems
Information & Organization

Frank Wiengarten

Journal of Operations Management
International Journal of Operations & Production
Management
International Journal of Production Economics

Tamyko Ysa

Public Management Review

FACULTY MEMBERS WITH A RESEARCH PROFILE

At ESADE, we have three faculty member profiles:

Faculty members with a research profile combine teaching responsibilities with basic research (dialogue with the scientific community, development and demonstration of theories, presentation of papers at academic conferences, high-impact publications, participation in competitively funded projects, supervision of research). They engage in a high level of activity as speakers or consultants at conferences, in academic networks and on editorial boards of top journals, as supervisors of doctoral theses, and as co-authors of papers with other prestigious authors.

Faculty members with a professional profile combine teaching responsibilities with applied research (transferring basic research to improve the management of organisations) and executive or programme-management duties. They maintain strong connections with industry, professional associations and the media. They have a major impact on the transfer of research to the classroom and to organisations through adaptation and analyses of organisational limitations, and they help formulate well-crafted research questions.

Faculty members with a teaching profile focus their academic activity on teaching, but they also conduct focused research (with the aim of producing innovative teaching materials such as case studies, book chapters, books, simulations, etc.), help other faculty members to improve their teaching skills, and coordinate sections of subjects within programmes.

All three profiles contribute to ESADE's mission in its three areas of activity: teaching, research and social impact. Faculty members with a research profile are evaluated primarily on the basis of their scientific output.

ESADE FACULTY WITH A RESEARCH PROFILE

7

Law School

45

Business School



ACCREDITATIONS AND MERITS IN RESEARCH EVALUATION

FACULTY ACCREDITATIONS (AGENCIES: ANECA AND AQU)

The governmental accreditation agencies AQU (which operates in Catalonia) and ANECA (which operates throughout Spain) are responsible for assessing the quality of the research and teaching of faculty at public and private universities. For academics pursuing a university career, these accreditations are necessary for promotion. In addition, because the accreditations for university education programmes require a high percentage of accredited faculty members (i.e. active researchers), they also provide an incentive for quality research at ESADE.

AQU offers three types of accreditations (which, in the table below, are assimilated with those of ANECA): evaluation of teaching and research, research accreditation, and advanced research accreditation. The advanced research accreditation is required for any candidate who wishes to attain the position of university professor. The following table provides information about the accreditations held by the ESADE faculty.

Accreditations	Until 2010-2011	Until 2015-2016
Advanced research accreditation	1	7
Research accreditation	0	14
Evaluation of teaching and research	64	70

RESEARCH MERITS

Since 2009, AQU and ANECA have conducted ongoing assessments of the research conducted by ESADE's researchers over the course of their career at private Catalan universities (not just when they are up for a promotion). Research merit is evaluated by research periods of six years.

Obtaining a six-year research merit is necessary in order for the PhD Programme to be accredited and for ESADE faculty to be qualified to supervise doctoral theses and sit on thesis evaluation panels. The following are the six-year research merits obtained by ESADE faculty members:

	Until 2010-2011	Until 2015-2016
No. of six-year periods obtained	18	32
With 5 six-year periods	-	1
With 4 six-year periods	1	1
With 3 six-year periods	2	3
With 2 six-year periods	2	7
With 1 six-year periods	13	20

RESEARCH PROGRAMMES: PHD AND MRES 2015-2016

The existence of a high-quality PhD programme and a Master of Research are essential prerequisites for fruitful research activity. The Master of Research in Management Sciences is now in its ninth edition. ESADE's PhD in Management Sciences was redefined in 2002-2003 as a full-time programme that was taught in English, with international standards, a small group size (so that faculty can dedicate more time to each participant), and a high degree of internationalisation.

PROGRAMME	Students/ candidates
Master of Research in Management Sciences	11
PhD in Management Sciences (1 st year)	5
PhD in Management Sciences (2 nd year)	3
PhD in Management Sciences (3 rd year)	5
PhD in Management Sciences (4 th year or higher)	24
PhD in Economic Law and Business Law	9
PhD in Fundamental Points of Law, Economic Law and Business Law	6

Last year, ESADE's PhD graduates were well received in the international labour market. (To ensure the quality of our PhD Programme, we have policies to discourage the hiring of our own graduates.) During the 2015-2016 academic year, our PhD graduates were hired by the following institutions: University of Piura (Peru), ESPAE Graduate School of Management (Ecuador), Zayed University (United Arab Emirates), University of Hong Kong (China), Trinity College Dublin (Ireland), University of the West of England (United Kingdom), Vienna University of Economics and Business (Austria), Copenhagen Business School (Denmark) and NEOMA Business School (France).

JOB PLACEMENT OF PHD GRADUATES:

- **Ben Ami Capell Cohen.** Research Assistant at The University of Hong Kong, China
- **Tanusree Jain.** Assistant Professor of Business (CSR and Social Entrepreneurship) at Trinity Business School, Trinity College Dublin (Ireland)
- **Nicolás Loewe Pujol-Xicoy.** Director, Energyst Group Services BV
- **Alessandro Comai Kraus.** Project Leader at Miniera,
- **Hugo Gaggiotti Tuero.** Lecturer at University of the West of England (Bristol, United Kingdom)
- **Ana López Ranz.** Financial Director at Casen Recordati
- **Pablo Gabriel Collazzo Yelpo.** Professor at Vienna University of Economics and Business
- **Neus Feliu Costa.** Associate, Lansberg Gersick & Associates LLC
- **Dina Salim Abu Rous.** Assistant Professor at Zayed University (United Arab Emirates)
- **Juan Francisco Dávila.** Professor Titular, Universidad de Piura, Peru
- **Jorge Andrés Rodríguez.** Professor Adjunt, ESPAE Graduate School of Management, Ecuador



IMPACT

In its research activity, ESADE aims for rigour and international impact through publications but also strives to make an impact in the classroom and in society in general.

The creation of knowledge through research allows faculty to innovate in their content, methodologies and skills.

A clear example of this is the Group for Research in Economics and Finance (GREF), which, as a result of its research, has been able to introduce new content in its subjects and in various programmes at ESADE.

Luca del Viva:

Financial Modelling (Master in Finance)

Asset Pricing (Master in Finance)

Ana Bayona:

Investments (MSc in Finance)

Financial Markets (MSc in Management)

Petya Platikanova:

Financial Analysis and Reporting (MSc in Finance)

Financial Analysis (EMBA)

Finance (MBA)

Carolina Villegas:

Research Methods for Social Science (PhD)

Economía III (BBA)

Ariadna Dimitrescu:

Principles of Corporate Finance (PhD)

Financial Markets and Institutions

(Msc in International Management)

Financial Markets

(Double Degree in Business Administration and Law)

Fernando Ballabriga:

Economics (MBA)

Josep Bisbe:

Management Control Systems (MSc in Finance y MBA)

Ioana Schiopu:

Managerial Economics (PhD)

Economics I (BBA)

As for the impact of ESADE's research on organisations generally, the school's researchers have developed two-way relationships with various companies. Research conducted at ESADE is transferred and adapted to various needs in terms of use through the development of case studies and articles for business executives. ESADE has also developed networks with the affected industries as a way to understand the issues of most concern to them. ESADE faculty members develop theories on the basis of data shared by these companies. Examples of this cooperation include production analysis, business model assessment, coaching and mentoring for businesspeople and entrepreneurs, as well as the definition of priorities and trends for businesses.

During the 2015-2016 academic year, ESADE worked with Dassault Systèmes to conduct a detailed analysis of the company's supply chain. Faculty members Glòria Batllori, Petya Platikanova and Carolina Villegas were involved in this project. Prof. Anna Bayona conducted a study for OMIE on the company's competencies in the supply function. Finally, the Inspire project on open innovation in SMEs was carried out under the leadership of Prof. Wim Vanhaverbeke.

SOCIAL MISSION

ESADE's research plays a key role in the institution's social mission. Many of our researchers conduct high-quality research on subjects that have a major impact on society.

The following are some of the research projects conducted during the 2015-2016 academic year in the areas of business ethics, sustainability, technological change and social inequality, the negative social impact of economic and legal trends, how to improve collaboration between NGOs and companies, gender equality, etc.

CSR AND BUSINESS ETHICS

- **Arenas Vives, D.; Ayuso, S.** "Unpacking Transnational Corporate Responsibility: Coordination Mechanisms and Orientations".
- **Murillo, D.; Vallentin, S.** "The Business School's Right to Operate: Responsibilization and Resistance".
- **Rodrigo Ramírez, P.; Durán, I.J.; Arenas Vives, D.** "Does It Really Pay To Be Good, Everywhere? A First Step to Understand the Corporate Social and Financial Performance Link in Latin American Controversial Industries".

CADENA DE SUMINISTRO SOSTENIBLE

- **Sancha Fernández, C.; Giménez Thomsen, C.; Sierra, V.** "Achieving A Socially Responsible Supply Chain through Assessment and Collaboration".
- **Sancha Fernández, C.; Giménez Thomsen, C.; Sierra, V.** "Buyer-Supplier Relationships on Environmental Issues: A Contingency Perspective".
- **Vila Fernández-Santacruz, M.; Costa Guix, G.; Angulo-Preckler, C.** "Contrasting Views on Antarctic Tourism: 'Last Chance Tourism' or 'Ambassadorship' in the Last of the Wild".
- **Wiengarten, F.** "Exploring the Impact of Stakeholder Pressure on Environmental Management Strategies at the Plan Level: What Does Industry Have to Do With It?".
- **Wiengarten, F.; Longoni, A.** "A Nuanced View on Supply Chain Integration: A Coordinative and Collaborative Approach to Operational and Sustainable Performance Improvement".

- **Sancha Fernández, C.; Giménez Thomsen, C.; Sierra Olivera, V.** "Sustainable Supplier Development Practices: Drivers and Enablers in a Global Context".
- **Guerci, M.; Longoni, A.; Luzzini, D.** "Translating Stakeholder Pressures into Environmental Performance: The Mediating Role of Green HRM Practices".
- **Giménez Thomsen, C.; Sierra Olivera, V.; Rodón Mòdol, J.** "The Role of Information Technology in the Environmental Performance of the Firm: The Interaction Effect Between Information Technology and Environmental Practices on Environmental Performance".
- **Giménez Thomsen, C.; Wiengarten, F.; Dumitrescu, A.** "EC Project: EnReMilk – Integrated Engineering Approach Validating Reduced Water and Energy Consumption in Milk Processing for Wider Food Supply Chain Replication".

TECHNOLOGICAL CHANGE, INEQUALITY AND SOCIAL CHALLENGES

- **Arcalean, C.; Schiopu, I.** "Inequality, Opting-Out and Public Education Funding".
- **Schiopu, I.** "Technology Adoption, Human Capital Formation and Income Differences".
- **Majchrzak, A.; Markus, L.; Wareham, J.** "Designing for Digital Transformation: Lessons for Information Systems Research from the Study of ICT and Societal Challenges".

ECONOMIC AND LEGAL CHALLENGES

- **Chliova, M.; Brinckmann, J.** "Is Microcredit a Blessing for the Poor? A Meta-analysis Examining Development Outcomes and Contextual Considerations".
- **Ginés i Fabrellas, A.** "Externalización productiva y elusión de compromisos laborales. La necesidad de revisar la normativa europea en materia de subcontratación y sus consecuencias laborales".
- **Ginés i Fabrellas, A.; Gálvez Durán, S.** "Sharing economy vs. Uber economy y las fronteras del derecho del trabajo: la (des)protección de los trabajadores en el nuevo entorno digital".

INFLUENCE OF RESEARCH ON EUROPEAN POLICY

During the past year, ESADE participated in various European Commission decision-making nodes on research-related topics, including, for example, open innovation management. The school also carried out research projects aimed at improving decision-making on European public policies. Over the past year, ESADE worked on the Hercule project to address corruption as well as the ALICE RAP project on policy approaches to addictions.



5. Outreach and social debate

Mario Monti
delivered the 2015-2016
inaugural lecture

The Institute for Social
Innovation held its 9th
Annual Conference

‘Big Challenges’:
a new debate series on
the challenges of our times



Part of ESADE’s mission is to contribute to the public debate on how to build freer, fairer and more prosperous societies. The school therefore serves as a space for open, plural dialogue and a venue for debating the most important challenges of the present and future.

ESADE is a leading centre for social debate. The economy and society in general are undergoing a transformation. The 2015-2016 academic year has therefore been especially intense, featuring talks, lecture series, conferences and congresses that have attracted considerable public interest.

Our campuses in Barcelona and Madrid, plus many other locations around the world, have hosted events organised by ESADE and ESADE Alumni to encourage the exchange of knowledge and debate on important issues. Our ceremonies and institutional events – the inauguration of the academic year, graduations, etc. – have reflected the values we hold dear and featured various distinguished speakers.



TALKS, FORUMS AND CONFERENCES

**'BIG CHALLENGES'**1ST DECEMBER 2015

ESADE MADRID CAMPUS / ESADEFORUM

Big Challenges is a social-debate initiative launched by ESADE, in collaboration with ESADE Alumni, during the 2015-2016 academic year. The activities organised through this initiative seek to expand general knowledge of major global trends and create social awareness about the biggest challenges they pose by formulating key questions that encourage a better understanding of the complexity of our world.

Three Big Challenges events were organised during the past year. Anand Giridharadas, writer and columnist for the *New York Times*, and Javier Solana, President of the Center for Global Economy and Geopolitics (ESADEgeo), discussed the question "What Is the Price of Inequality?" on 1st and 3rd December 2015 in Madrid and Barcelona, respectively.

In February 2016, Lord Peter Hain, former Labour MP (1991-2015) and British cabinet minister, and José M. de Areilza, holder of the Jean Monnet-ESADE Chair and Secretary General of the Aspen Institute Spain, participated in a dialogue about the crossroads faced by the United Kingdom and Europe with the Brexit referendum scheduled for June of the same year.

In April, the last Big Challenges event of the year addressed elements of change and continuity in European policy. This session featured the participation of Daniel Innerarity, Professor of Political and Social Philosophy and Director of the Institute for Democratic Governance; Víctor Lapuente, Professor at the University of Gothenburg; Carles Campuzano, Member of the Spanish Congress of Deputies; Joan Coscubiela, Member of the Catalan Parliament; and Rocío Martínez-Sampere, former Member of the Catalan Parliament and Director of the Felipe González Foundation. Francisco Longo, Associate Director General of ESADE, moderated the discussion.

9TH REFLECTION AND DEBATE SESSION IN SANT BENET19TH OCTOBER 2015

MONASTERY OF SANT BENET DE BAGES (MANRESA)

The Chair in LeadershipS and Democratic Governance hosted more than 70 business leaders at its ninth reflection and debate session, this time with the theme "Present and Future of Business Organisations in Catalonia". The session focused on the current situation and future prospects of organisations that represent the Catalan business community. The gathering was organised in collaboration with the Catalunya-La Pedrera Foundation.

ESADE-SERES LECTURE SERIES30TH OCTOBER 2015

ESADE MADRID CAMPUS

The ESADE-SERES Lecture Series is organised by the ESADE Institute for Social Innovation, directed by Prof. Ignasi Carreras, and the Responsible Society and Enterprises (SERES) Foundation. The purpose of these events is to reflect on the lessons of social responsibility in relation to business management. Over the past year, three sessions were held on ESADE's Madrid campus: "What Have We Learned from CSR Developments During the Last Years of the Crisis?" (30th October 2015); "Co-creation of Responsible and Sustainable Products" (3rd March 2016); and "CSR and HR: Flexibility and Conciliation" (24th May 2016).



GLOBAL ANNUAL ENERGY MEETING

30th OCTOBER 2015
ESADE MADRID CAMPUS

This annual gathering organised by the Center for Global Economy and Geopolitics (ESADEGeo) is a venue for discussion among business leaders and political officials. The aim of this meeting is to shed light on the ways in which new energy technologies, geopolitics and regulations will affect business and society in the medium term. The event seeks to analyse the challenges of energy policy in a changing world: geopolitics, business vision and European energy strategy. This edition of the Global Annual Energy Meeting featured the participation of Javier Solana, President of ESADEGeo, as well as guest speakers Miguel Arias Cañete, European Commissioner for Climate Action and Energy, and Jason Bordoff, Founding Director of the Center on Global Energy Policy at Columbia University.



2015 SCIENCE | BUSINESS ANNUAL SUMMIT

20th NOVEMBER 2015
ESADEFORUM

Science|Business brought together Europe's leading innovation experts for a two-day programme of private and public debate on the importance of research and innovation as ways to achieve sustainable growth. At this event, *Science|Business* Editor Richard L. Hudson made a public declaration on the role of the *Horizon 2020* programme in the fight against climate change. Jonathan Wareham, Dean of Faculty and Research at ESADE, delivered the opening remarks at the event.



INAUGURATION OF THE LABOUR RELATIONS FORUM

24th NOVEMBER 2015
ESADE MADRID CAMPUS

The Labour Relations Forum – organised by ESADE, ICADE and the Cuatrecasas International Institute for Legal Strategy in Human Resources under the direction of Prof. Salvador del Rey – opened on 24th November in Madrid. The inaugural address was delivered by the Honourable Francisco Pérez de los Cobos, President of the Spanish Constitutional Court. The Labour Relations Forum, whose first sessions were held in January, is a venue where businesspeople, judges and lawyers can analyse, debate and reflect on the application of labour laws within the Spanish labour relations system.



JOINT CONFERENCE WITH CUHK BUSINESS SCHOOL

2nd DECEMBER 2015
HONG KONG (CHINA)

On 2nd December 2015, the Chinese University of Hong Kong (CUHK) and ESADE Business School held a joint conference entitled "China and Europe: Challenges & Opportunities". The event was held in Hong Kong as part of the 50th anniversary celebration for the CUHK MBA. More than 150 people attended the conference. Josep Franch, Dean of ESADE Business & Law School, and Leung Chun Ying, Dean of CUHK Business School, delivered the opening remarks.



ESADE-DELOITTE LECTURE SERIES

2ND MARCH 2016

ESADE MADRID CAMPUS

Last year saw the ninth edition of the ESADE-DeLoitte Lecture Series, which focused on the topic of “Family Businesses of the 21st Century”. Four sessions were organised. The first session, held on 2nd March, featured a talk by Lorenzo Fluxá, founder and President of Camper. The following sessions featured the participation of Inés Juste, President of the Juste Group; Ignacio Osborne, CEO of the Osborne Group; and Antonio Catalán, President of AC Hotels. Prof. Alberto Gimeno and Prof. Maria Jose Parada participated in all four sessions.

2016 EFMD MBA CONFERENCE

13TH MARCH 2016

ESADE BARCELONA-SANT CUGAT CAMPUS

The EFMD MBA Conference brought together MBA leaders from major business schools from all over the world to discuss the challenges posed by the digitisation of the sector. The conference combined plenary sessions with specific parallel sessions featuring high-profile speakers such as Josep Franch, Dean of ESADE Business School; Nadine Burquel, Director of Business School Services at EFMD; Simon Evenett, Academic Director of the MBA at the University of St. Gallen (Switzerland); Tony Sheehan, Associate Dean of Digital Learning at London Business School (United Kingdom); Raúl F. Montalvo Corzo, Director of EGADE Business School at the Monterrey Institute of Technology (Mexico); and Matt Riddle, Director of Digital Learning at La Trobe University (Australia).



9TH ANNUAL CONFERENCE OF THE INSTITUTE FOR SOCIAL INNOVATION

14TH APRIL 2016

ESADEFORUM

The Annual Conference of the Institute for Social Innovation, directed by Ignasi Carreras, focused on the extraordinary challenges our societies are currently facing: rising inequality, increasing rates of poverty, youth unemployment, climate change and more. Sally Uren, CEO of Forum for the Future, delivered a keynote talk entitled “Changing the Present Through the Future: Innovation as an Expressway from the Present to the Future”.



ESADE RESEARCH DAY

26TH APRIL 2016

ESADEFORUM

ESADE Research Day showcased the latest developments and future challenges in the fields of management and law, the progress made by in these areas by ESADE researchers, and the applicability of these ideas in the business world. Research Day brought together executives, researchers and other professionals working in the research sector. The event featured the participation of high-profile speakers such as Tim Bedford, Professor of Risk & Decision Analysis and Associate Deputy Principal for Knowledge Exchange at the University of Strathclyde, as well as some of ESADE’s top researchers. The daylong event ended with the graduation ceremony for ESADE’s PhD programmes.



LEADERSHIP MOMENTS

25TH MAY 2016

ESADE MADRID AND BARCELONA CAMPUSES

The Leadership Moments Lecture Series, organised by the Chair in LeadershipS and Democratic Governance and sponsored by Everis, is designed for high-level business executives and institutional directors. These sessions feature exceptional guest speakers who recount first-hand leadership experiences. The programme seeks to foster the capacity to reflect individually and collectively on the practice of leadership and related problems. This reflection is enhanced by the establishment of stable and trusting relationships among participants with high-level management responsibilities. Four Leadership Moments sessions were held during the 2015-2016 academic year. The guest speakers were Sixte Cambra, President of the Port of Barcelona; Xavier Torra, CEO of Albath; María Dolores Dancausa, CEO of Bankinter; and Helena Guardans, President and CEO of Sellbytel.

INSTITUTIONAL EVENTS



INAUGURAL CEREMONY OF THE ACADEMIC YEAR

5TH OCTOBER 2015
BORJA CENTRE

Prof. Mario Monti – President of Bocconi University, former Prime Minister of Italy, former Italian Minister of Economy and Finance, and former European Commissioner – delivered the inaugural lecture of the 2015-2016 academic year. His speech, entitled “European Union and Member States: Between Integration

and Disintegration”, highlighted the lack of European policies and the abundance of national policies in the EU. Eugenia Bieto, Director General of ESADE, Manuel Raventós, Chairman of the Board of Trustees of the ESADE Foundation, and Carlo M. Gallucci, Vice-Rector of Ramon Llull University, also participated in the event.



SCHOLARSHIP CEREMONIES

17TH AND 18TH NOVEMBER 2015
ESADECREAPOLIS AND ESADEFORUM

Thanks to the Scholarship Programme, a total of 218 students had the opportunity to begin or continue their studies at ESADE. These scholarships were awarded to talented students who otherwise would not have been able to afford an ESADE education. The scholarships were awarded at two ceremonies: one for undergraduate programmes at ESADEFORUM, and another for the MBA and MSc programmes at ESADECREAPOLIS.

GRADUATIONS

A total of 1,113 students graduated during the 2015-2016 academic year. Our graduation ceremonies are an milestone for our programmes, our faculty, our students and their families. Therefore, we hold some of them at emblematic venues around Barcelona, including Casa Llotja, L'Auditori and Mercat de les Flors. The patrons of this year's graduation ceremonies were Sol Daurella (Lic&MBA '90), President of Coca-Cola European Partners, and Pedro Pérez-Llorca, Managing Partner at Pérez Llorca Abogados and winner of the 2015 Aptíssimi Award for Best Professional Career in the eighth edition of the Aptíssimi Awards, organised by the ESADE Alumni Law Club.



ASSEMBLY OF MEMBERS

1ST JUNE 2016
ESADEFORUM

Nearly a hundred businesspeople committed to ESADE gathered on the Barcelona-Pedralbes campus for the annual meeting of the ESADE Foundation Assembly of Members. After the meeting, the participants attended a lunch discussion featuring Pedro Solbes, former European Commissioner for Economic and Monetary Affairs and Spanish Minister of Economy and Finance.

COMMUNICATION CHANNELS

As an institution, ESADE is constantly engaged in the creation of valuable content. Its faculty members and researchers develop knowledge in areas that are relevant to the business community, the public sector, the legal world and civil society. This content is disseminated through the media, reports and books, as well as social networks, websites and blogs. Likewise, ESADE's own activity is also publicised through these various channels.

REPORTS AND STUDIES

Economic and financial report

ESADE published a new edition of its *Economic and Financial Report* under the direction of David Vegara, Lecturer in the Department of Economics, Finance and Accounting at ESADE. This latest edition of the report included the traditional analysis of the current economic situation by David Vegara and Prof. Josep Comajuncosa, as well as articles on the Spanish labour reforms of 2012 by Álvaro Nadal, Director of the Spanish Prime Minister's Economic Office, and Valeriano Gómez, former Spanish Minister of Employment. The report also contained an article by David Vegara about the economic situation in China, as well as two book reviews.

Sovereign Wealth Fund Report

The fourth edition of the *Sovereign Wealth Fund Report* was published last year. This Annual Report, written by ESADE with the support of KPMG and Invest in Spain-ICEX, describes the activity of sovereign wealth funds across the globe. From a geographical perspective, the report takes an in-depth look at three funds from Asian countries (Singapore, Hong Kong and South Korea). The report also analyses the evolution of sovereign wealth funds in Latin America. From a sector-based perspective, the report takes a close look at the activity of sovereign wealth funds in industries where they have not traditionally operated: agribusiness, venture capital, the digital economy, art and football.

Study on Tourism Innovation in Spain

For the sixth year in a row, the ESADECREAPOLIS International Innovation in Tourism Centre, directed by Prof. Josep F. Valls, presented its study on the status of innovation in the tourism and leisure sector. This latest edition of the study focused on large Spanish tourism corporations with a turnover of more than €100 million. It also presents the results of a survey of the industry's entrepreneurs as well as a series of case studies on the best innovations implemented in recent months.

Social Confidence Index

The Social Confidence Index is a synthetic indicator that measures citizens' social confidence, understood as their ability to gain access to assets and resources that guarantee them a certain degree of security and comfort in their lives as well as commonly accepted levels of autonomy and personal well-being. The index reflects citizens' mood with respect to the variables that provide security and comfort in their everyday lives. During the 2015-2016 academic year, the results of two rounds of fieldwork were published, in September 2015 and March 2016. Presentation events held in Barcelona and Madrid featured the participation of leading experts.

Chinese Investment in Europe

In November 2015, the ESADE China Europe Club (an initiative of ESADEgeo), in collaboration with KPMG and Cuatrecasas, Gonçalves Pereira, presented its second *Chinese Investment in Europe report*, which was directed by Ivana Casaburi. This detailed report, which describes the Asian giant's investments in Europe, has emerged as an international benchmark on this topic. Due to the growing volume of Chinese investment, interest in this study has grown steadily year after year. The report establishes comparative references by country and by sector.

ESADE Target

For ten years running, the ESADE Target has served as an instrument for assessing the accuracy achieved by various national and international institutions in their predictions regarding changes in the gross domestic product (GDP) as well as the behaviour of the Spanish labour market over the previous three years. Last year's ESADE Target was the fourth consecutive edition of the instrument to also include assessments of unemployment forecasts.

BOOKS

Aznar Alarcón, J.

Las políticas monetarias no convencionales. El quantitative easing
Real Academia de Doctores, 2015.

Boiardi, P. / Hehenberger, L.

A Practical Guide to Adding Value through Non-Financial Support
European Venture Philanthropy Association, 2015.

Comas Giralt, C.

Poder, economía y valores.
Ediciones de Belloch, 2016.

Dolan, S.

Liderazgo, dirección y coaching por valores. Los 10 mandamientos para gestionar personal en el siglo XXI. Ed. *Círculo Rojo*, 2015.

Dolan, S.

Le coaching par valeurs. Le guide pour réussir dans la vie du business et le business de la vie.
Ed. *Círculo Rojo*, 2016.

Escudero, M. / Csur, M. / Alcaraz, J. M. / Swanson Goldberg, E. / Guevara, R.

Transformational Model for PRME Implementation
United Nations Global Compact, 2016.

Hassi, E. / Paju, S. / Maila, R.

Experimentation Manual for Managers.
Talentum Pro, 2015.

Hehenberger, L. / Gianoncelli, A.

Impact Measurement in Practice: In-depth case studies.
European Venture Philanthropy Association, 2016.

Hehenberger, L. / Oostlander, P.

A Practical Guide to Venture Philanthropy and Social Impact Investment.
European Venture Philanthropy Association, 2016.

Longo Martínez, F. / Albareda Sanz, A.

Administración pública con valores. Instrumentos para una gobernanza ética.
Instituto Nacional de Administración Pública, 2015.

Murillo, D.

De Walmart a Al-Qaida. Els valors de la globalització.
Editorial Barcino, 2015.

Mària Serrano, J.

Cap al cor del món.
Claret, 2016.

Parada Balderrama, M. J.

Developing Governance Structures in Family Firms: From adoption to institutionalization.
Jönköping International Business School, 2015.

Trias de Bes Mingot, F.

El libro prohibido de la economía.
Espasa Calpe, 2015.

Sharma, P. / Auletta, N. / De Witt, R. / Parada Balderrama, M. / Yusof, M. / Del Rey, Elena / Schiopu, I.

Student Debt in Selected Countries.
European Expert Network on Economics of Education, 2015.

PRESS

ESADE's presence in leading international media outlets has been steadily growing year after year. During the 2015-2016 academic year, ESADE was mentioned in more than 1,700 items in the international media.

ESADE also plays an active role in social debate and knowledge dissemination in Spain. This is reflected in the media, where ESADE has a constant presence as a source of information and knowledge. By way of example, over the past year ESADE faculty members published 813 opinion pieces in the country's most influential newspapers.



ONLINE COMMUNICATION

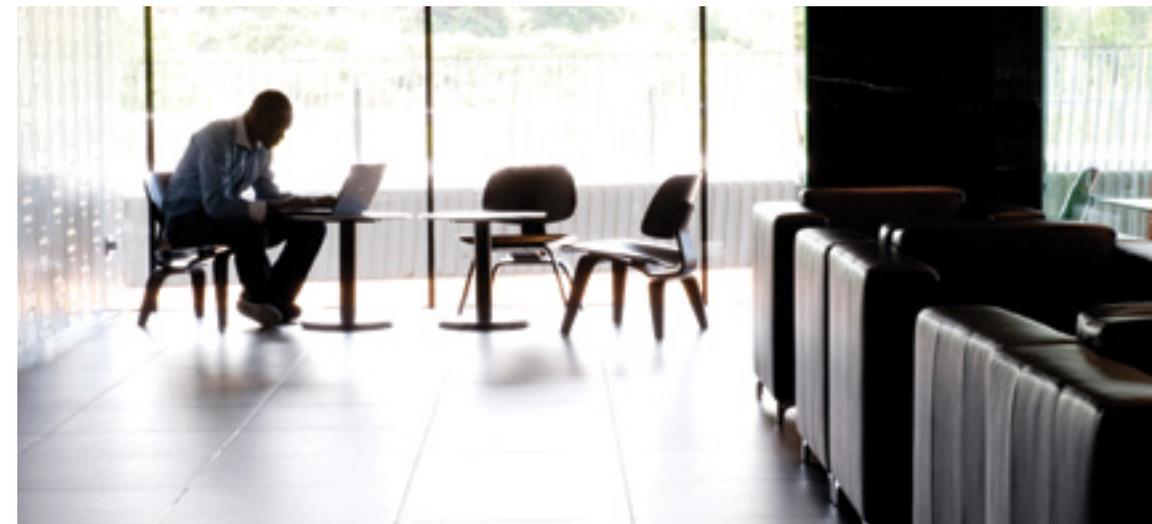
ESADE is very prolific in digital communication. During the 2015-2016 academic year, the institutional website received nearly three million visits. In addition, ESADE's various online communication channels are very active in disseminating knowledge and spreading the word about the institution's activities.

Social Networks

The social networks are a dynamic platform that ESADE uses to communicate with society. These channels make it possible for us to share news about our most important activities with society at large. ESADE is a leader in the use of these tools as a means of reaching out to a global audience. The school has a total of more than 220,000 followers on its various social media channels. Each day, this audience has the opportunity to learn about everything that is happening at ESADE via various types of devices by accessing high-value content and news and by following on-campus activities.

Social Media

- | | | |
|--|--|--|
|  Facebook |  Twitter |  LinkedIn |
|  Youtube |  Instagram |  Flickr |
|  Slideshare |  Google + |  Weibo |
|  Periscope | | |



BLOGS

ESADE's blogs are platforms that our experts use to spread their views on current-affairs topics and the latest developments in their respective fields of study. These blogs are an active space featuring knowledge about leadership, geopolitics, social marketing, finance, law, social innovation, entrepreneurship, knowledge management and development cooperation.

- Eugenia Bieto's Blog
- Javier Solana's Blog
- La Galaxia Pública, by Francisco Longo
- Marketing & Society, by Gerard Costa
- Institute for Social Innovation Blog
- ESADE Law School Blog
- Institute for Innovation and Knowledge Blog
- University Development Service Blog
- Chair in LeadershipS Blog
- People Leadership and Team Management Blog

Inspiring Futures Newsletter

With more than 10,000 subscribers, the *Inspiring Futures* newsletter is one of ESADE's most important communication platforms. This monthly online publication, which targets the general public, describes recent developments and activities at ESADE. Eight issues of the newsletter were sent out during the 2015-2016 academic year.



6. Global outlook

Renewal of AACSB
accreditation in 2016

Students
from 100 countries

154 agreements signed
with business schools and
law schools around the world



ESADE is a global academic institution that strives to internationalise its teaching, research and social-debate activities.

ESADE's international outlook manifests itself in an intense level of activity in numerous countries and collaboration with internationally renowned institutions. Examples include the following:

- Launch of the Master in Global Strategic Management, taught by ESADE Business School, Lingnan University College in Guangzhou (China) and the McIntire School of Commerce at the University of Virginia (United States)
- Addition of new partners in various international networks of which ESADE is a member, as well as in ESADE's academic programmes. The following schools joined networks that ESADE belongs to: Korea University Business School (South Korea), which joined CEMS; Vienna University of Economics and Business (Austria), which joined THEMIS; and Michael Smurfit Graduate Business School (Ireland), which joined PIM. The following schools signed exchange agreements with ESADE programmes: Sciences Po (France), with the BBA; Imperial College London (United Kingdom), with the MBA; and Columbia University Law School (United States), with the Bachelor in Law and the Master in Legal Practice.



INTERNATIONAL COMMUNITY

INTERNATIONAL STUDENTS

- 3,057 international students enrolled in all programmes
- 100 countries of origin

AGREEMENTS, NETWORKS AND INTERNATIONAL ALLIANCES

154 exchange agreements with international universities

MAIN NETWORKS

- CEMS – Global Alliance in Management Education
- PIM – Partnership in International Management
- THEMIS – Joint Certificate in International and Business Law
- CTLS – Center for Transnational Legal Studies

MAIN STRATEGIC ALLIANCES

- Georgetown University, McDonough School of Business and Edmund A. Walsh School of Foreign Service (United States)
- HEC School of Management (France)
- Aalto University School of Business (Finland)
- Università Commerciale Luigi Bocconi (Italy)
- Universidad Adolfo Ibáñez (Chile)
- University of Virginia, McIntire School of Commerce (United States)
- Sun Yat-sen University, Lingnan University College (China)



INTERNATIONAL ACCREDITATIONS

ESADE's commitment to the highest academic standards, continuous improvement and innovation has been recognised by the three of the world's most prestigious quality accreditations for business schools.



European Quality Improvement System (EQUIS):

In 1988, ESADE became the first business school in Spain and one of the first in Europe to obtain this accreditation awarded by the European Foundation for Management Development (EFMD). The accreditation was renewed in 2003, 2008 and 2013.



Association to Advance Collegiate Schools of Business (AACSB International):

In 2001, ESADE became the first business school in Spain and the seventh in Europe to earn this accreditation – awarded by AACSB International – for its undergraduate, master's and doctoral programmes. The accreditation was renewed in 2016.



Association of MBAs (AMBA):

ESADE's MBA programmes have been accredited by this association since 1994. The accreditation was renewed in 1999, 2004, 2009 and 2014.

ESADE'S INTERNATIONAL ACADEMIC PARTNERS

The following are the international academic partners of ESADE Business School and ESADE Law School.

Specifically, the list indicates whether the university or school in question belongs to a particular association:

- **PIM** (Partnership in International Management).
- **CEMS** (The Global Alliance in Management Education).
- **THEMIS** (The Joint Certificate in International and Business Law).



EUROPE

ESADE Business School

Germany

- Universität zu Köln, WisoFakultät (PIM/CEMS)
- WHU-Koblenz, Otto-Beisheim Graduate School

Austria

- Wirtschaftsuniversität Wien (PIM/CEMS)

Belgium

- Université Catholique de Louvain, Institut d'Administration et de Gestion (PIM/CEMS)

Denmark

- Copenhagen Business School (PIM/CEMS)

Finland

- Aalto University Business School (PIM/CEMS)

France

- HEC School of Management SciencesPo (PIM/CEMS)

Hungary

- Corvinus University of Budapest (PIM/CEMS)

Ireland

- University College Dublin, Michael Smurfit Graduate School of Business (CEMS)
- University College Dublin, Lochlann Quinn School of Business

Iceland

- Reykjavik University

Italy

- Università Commerciale Luigi Bocconi, SDA Bocconi (PIM/CEMS)

Norway

- Norwegian School of Economics and Business Administration (PIM/CEMS)

Netherlands

- Erasmus Universiteit, Rotterdam School of Management (PIM/CEMS)

Poland

- Warsaw School of Economics (SGH) (PIM/CEMS)

Portugal

- Universidade Nova de Lisboa (CEMS)
- Universidade Católica Portuguesa, FCEE

United Kingdom

- London School of Economics and Political Science (PIM/CEMS)
- The University of Manchester, Manchester Business School (PIM)
- The University of Edinburgh Business School
- Imperial College London
- The University of Warwick, Warwick Business School

Czech Republic

- Prague University of Economics (PIM/CEMS)

Russia

- Saint Petersburg State University, Graduate School of Management (PIM/CEMS)

Sweden

- Stockholm School of Economics (PIM/CEMS)

Switzerland

- Universität St. Gallen, Graduate School for Business Administration, Economics, Law and Social Sciences (PIM/CEMS)

Turkey

- Koç University (PIM/CEMS)

ESADE Law School

Germany

- Bucerius Law School
- Freie Universität Berlin (THEMIS)
- Universität Greifswald
- Universität Friburg

Austria

- Universität Graz
- WU – Vienna University of Economics and Business (THEMIS)

Denmark

- University of Copenhagen, Faculty of Law

Spain

- Universidad Pontificia Comillas, ICADE
- Deusto

Finland

- University of Helsinki, Faculty of Law

France

- SciencesPo, Institut d'Études Politiques de Paris
- Université de Montpellier
- Université de Strasbourg
- Université Paris II (Panthéon-Assas)
- Université Paris-Est Créteil (THEMIS)

Ireland

- Trinity College Dublin, School of Law

Italy

- Università Commerciale Luigi Bocconi (THEMIS)
- Università degli Studi di Bologna
- Università degli Studi di Roma Tre

Netherlands

- University of Amsterdam, Faculty of Law
- Maastricht University, Faculty of Law (THEMIS)

Portugal

- Universidade de Coimbra
- Universidade Católica Portuguesa, Faculdade de Direito

United Kingdom

- Center for Transnational Legal Studies (CTLIS)

Sweden

- University of Oslo, Faculty of Law
- University of Gothenburg

Switzerland

- Universität Bern
- University of St. Gallen, Faculty of Law (THEMIS)

AFRICA

ESADE Business School

South Africa

- University of Cape Town, The Graduate School of Business

MIDDLE EAST

ESADE Business School

Israel

- Tel Aviv University, Coller School of Management

Kuwait

- Kuwait University, College of Business Administration

ESADE Law School

Israel

- The Hebrew University of Jerusalem



NORTH AMERICA

ESADE Business School

Canada

- École des Hautes Études Commerciales de Montreal
- McGill University, Desautels Faculty of Management (PIM)
- Queen's University, Queen's School of Business
- University of British Columbia, Sauder School of Business (PIM)
- University of Western Ontario, Richard Ivey School of Business (PIM/CEMS)
- York University, Schulich School of Business (PIM)

United States

- Babson College
- Bentley University
- Boston College, Carroll School of Management
- Cornell University, Johnson Graduate School of Management
- Cornell University, College of Agriculture and Life Sciences (CALS) (PIM)
- Duke University, The Fuqua School of Business (PIM)
- Emory University, Roberto C. Goizueta Business School (PIM)
- Fordham University, Graduate School of Business
- Georgetown University, The McDonough School of Business
- Indiana University, Kelley School of Business (PIM)
- Loyola University, Joseph A. Butt, S. J., College of Business Administration
- New York University, Leonard N. Stern School of Business (PIM)
- New York University, Robert F. Wagner Graduate School of Public Service
- Northwestern University, Kellogg School of Management (PIM)
- Rensselaer Polytechnic Institute, Lally School of Management and Technology
- University of California at Berkeley, Haas School of Business (Evening & Weekend MBA Program)
- University of California, Los Angeles (UCLA), The John E. Anderson Graduate School of Management (PIM)
- University of Chicago, Booth School of Business (PIM)
- University of Florida, Warrington College of Business Administration
- University of Illinois at Urbana Champaign, College of Commerce and Business Administration

- University of Michigan, Ross School of Business (PIM)
- University of Minnesota, Carlson School of Management
- University of North Carolina at Chapel Hill, Kenan-Flagler Business School (PIM)
- University of Pennsylvania, The Wharton School
- University of Richmond, Robins School of Business
- University of San Diego, School of Business Administration
- University of Southern California, Marshall School of Business
- University of Texas at Austin, McCombs School of Business (PIM)
- University of Texas at Austin, Darden School of Business
- University of Virginia, McIntire School of Commerce

ESADE Law School

Canada

- Queen's University, Faculty of Law
- University of Western Ontario, Faculty of Law

United States

- American University, Washington College of Law
- Benjamin N. Cardozo School of Law
- Boston College Law School
- Columbia Law School
- Cornell Law School
- Duke Law School
- Fordham University School of Law
- Indiana University, School of Law
- Tulane University, Law School
- University at Buffalo
- University of Miami School of Law
- University of Minnesota, Law School
- University of Pennsylvania Law School
- University of San Diego School of Law

LATIN AMERICA

ESADE Business School

Brazil

- Fundação Getúlio Vargas, Escola de Administração de Empresas de São Paulo (PIM/CEMS)
- Fundação Getúlio Vargas, Escola Brasileira de Administração Pública e de Empresas (PIM/CEMS)

Chile

- Pontificia Universidad Católica de Chile, Escuela de Administración (PIM)
- Universidad Adolfo Ibáñez, Escuela de Negocios (CEMS)

Colombia

- Universidad de Los Andes

Costa Rica

- INCAE

El Salvador

- UCA El Salvador

Mexico

- Universidad Rafael Landívar
- Instituto Tecnológico de Estudios Superiores de Monterrey (ITESM), Graduate School of Business Administration and Leadership (EGADE) (PIM/CEMS)
- Instituto Tecnológico Autónomo de México (ITAM) (PIM)

Nicaragua

- UCA Managua

Peru

- Universidad del Pacífico

Uruguay

- Universidad ORT

ESADE Law School

Brasil

- Fundação Getúlio Vargas, Escola de Direito de São Paulo

Mexico

- ITESM Campus Monterrey

Peru

- Pontificia Universidad Católica del Perú



ASIA

ESADE Business School

China

- China Europe International Business School (CEIBS)
- Chinese University of Hong-Kong, Faculty of Business Administration
- City University of Hong Kong, College of Business
- Fudan University, Fudan School of Management
- Hong Kong University of Science & Technology, HKUST Business School
- Peking University, Guanghua School of Management
- Shanghai Jiao Tong University, Antai College of Economics & Management
- Sun Yat-sen University, Lingnan University College
- Tongji University, School of Economics and Management
- Tsinghua University, School of Economics & Management

Korea

- Yonsei University, Graduate School of International Studies
- Korea University Business School (KUBS)

India

- Indian Institute of Management at Ahmedabad (IIMA)
- Indian Institute of Management at Bangalore (IIMB)
- Indian Institute of Management at Calcutta
- Indian School of Business (ISB)
- XLRI – Xavier School of Management

Japan

- Hitotsubashi University, Graduate School of International Corporate Strategy
- International University of Japan, Graduate School of International Management
- Keio University, Keio Business School

Singapore

- Nanyang Technological University, Nanyang Business School
- National University of Singapore, NUS Business School
- Singapore Management University (SMU), Lee Kong Chian School of Business

Taiwan

- National Chengchi University, College of Commerce

Thailand

- Thammasat University, Thammasat Business School

ESADE Law School

China

- The Beijing Center for Chinese Studies
- Peking University, School of Transnational Law

Korea

- Yonsei Law School
- Yonsei Graduate School of International Studies

India

- Jindal Global University

Singapore

- Singapore Management University, School of Law (THEMIS)

OCEANIA

Business School

Australia

- University of Melbourne, Melbourne Business School
- University of New South Wales, Australian School of Business
- University of Sydney, Business School

New Zealand

- University of Otago, School of Business

ESADE Law School

Australia

- Melbourne Law School

INTERNATIONAL EXCHANGE PARTICIPANTS

ESADE's programmes offer students the chance to study at international universities.

BACHELOR IN BUSINESS ADMINISTRATION (BBA)



- 264 outgoing* students
- 280 incoming* students

Origin of incoming* students:



- 15 from Latin America
- 64 from Asia
- 65 from Europe
- 120 from the U.S. and Canada
- 9 from Oceania
- 7 from the Middle East

BACHELOR IN LAW



- 55 outgoing* students
- 82 incoming* students

Origin of incoming* students:



- 1 from Latin America
- 8 from Asia
- 38 from Europe
- 30 from the U.S. and Canada
- 5 from the Middle East

MBA



- 64 outgoing* participants
- 83 incoming* participants

Origin of incoming* students:



- 2 from Africa
- 5 from Latin America
- 24 from Asia
- 2 from Europe
- 48 from the U.S. and Canada
- 1 from Oceania
- 1 from the Middle East

MASTER OF SCIENCE PROGRAMMES IN MANAGEMENT (MSc)



- 76 outgoing* students
- 75 incoming* students

Origin of incoming* students:



- 3 from Latin America
- 12 from Asia
- 53 from Europe
- 5 from the U.S. and Canada
- 2 from the Middle East

EMBA



- 13 participants outgoing*

MASTER IN LEGAL PRACTICE - INTERNATIONAL BUSINESS LAW



- 20 outgoing* students
- 27 incoming* students

**Incoming: A student from a partner university who, by virtue of ESADE's agreement with the university of origin, studies at ESADE during an exchange period. Coursework completed at ESADE during this period is recognised by the university of origin.*

**Outgoing: An ESADE student who, by virtue of ESADE's agreement a partner university, studies at the partner university during an exchange period. Coursework completed at the partner university during this period is recognised by ESADE.*

INTERNATIONAL WEEKS

Students in the MSc and Executive Education programmes complemented their training with 36 international weeks.

BY PROGRAMME



- 11 in MSc programmes
- 12 in the EMBA
- 2 in the Full-Time MBA
- 8 in the Executive Masters
- 2 in the PMD
- 1 in the AMP

BY REGION VISITED

United States

- Georgetown University, Washington DC (MSc & EMBA)
- New York University, Leonard N. Stern School of Business, New York (Executive Masters)
- Santa Clara University, Santa Clara (Executive Masters)
- University of Pennsylvania, The Wharton School, Philadelphia (AMP)

Latin America

- Fundação Getúlio Vargas, São Paulo (MSc & EMBA)
- Universidad Adolfo Ibáñez (MSc)
- Universidad de los Andes, Bogotá (MSc & Full-Time MBA)

European Union

- HEC School of Management, Paris (EMBA & PMD)
- Koç University, Istanbul (MSc)

Asia

- Antai College of Economics & Management, Shanghai (Executive Masters, EMBA)
- City University of Hong Kong, Hong Kong (MSc)
- Guanghua School of Management, Beijing (EMBA)
- ISB School of Business, Hyderabad (EMBA)
- MISB Bocconi, Mumbai (MSc)
- Shanghai Advanced Institute of Finance, Shanghai (MSc)
- Yonsei University, Graduate School of International Studies, Seoul (Full-Time MBA)

INTERNATIONAL ASSOCIATIONS

Thanks to its membership in the leading global international associations, ESADE offers great exchange opportunities for students and teachers, as well as opportunities for joint research projects.



AACSB
The Association to Advance
Collegiate Schools of Business



ABIS
The Academy of Business in Society



AMBA
The Association of MBAs



BALAS
Business Association
of Latin American Studies



CEMS
The Global Alliance
in Management Education



CLADEA
Consejo Latinoamericano
de Escuelas de Administración



CTLS
Center for Transnational
Legal Studies



EBEN
European Business Ethics Network



EDAMBA
European Doctoral Programmes
Association in Management
and Business Administration



EFMD
European Foundation for Management
Development



ELFA
European Law Faculties Association



EMBAC
Executive MBA Council



EUDOKMA
European Doctoral School on
Knowledge and Management



GBSN
Global Business School Network



GMAC
Graduate Management Admission
Council



IAJBS
International Association of Jesuit
Business Schools



IALS
International Association
of Law Schools



IBA
International Bar Association



PIM
Partnership in International
Management



SCIENCE|BUSINESS
Innovation Intelligence and Networking



SEKN
Social Enterprise Knowledge Network



THEMIS
The Joint Certificate in International
and Business Law



UNICON
International University Consortium for
Executive Education





INTERNATIONAL ADVISORY BOARD

ESADE's International Advisory Board (IAB) is the driving force behind the institution's strategic dimension.

With their contributions, the members of the IAB help ESADE in three complementary and interrelated areas:

INNOVATION

Promoting innovation in curricula and research activity, with an international perspective.

RELEVANCE

Ensuring that ESADE addresses the current and future global needs of business and society.

IMPACT

Fulfilling the institution's foundational purpose and influencing the future global development of management education.

This year's annual meeting of the IAB, held on the Barcelona-Pedralbes campus on 5th and 6th May, focused on ESADE's new internationalisation challenges.

MEMBERS 2015-2016

Antonio Pérez

*Chair of the International Advisory Board
Special Advisor to the Board of Eastman Kodak Co.
(United States)*

Sergio Bertolucci

Director of Research and Scientific Computing at the European Organisation for Nuclear Research (CERN) (Italy)

Hans-Paul Buerkner

Chairman of the Boston Consulting Group

Andrea Cuomo

*Executive Vice President of Advanced Systems Technology and Special Projects at STMicroelectronics
Chairman of the Board at 3Sun and Chairman of the Governing Board at ECSEL*

George Daly

Profesor de la McDonough School of Business de la Universidad de Georgetown

Joaquín Duato

Worldwide Chairman of Pharmaceuticals at Johnson & Johnson

Javier Ferran

*Partner at Lion Capital
Former CEO of Bacardi*

Antonio Garrigues Walker

Honorary Chairman of Garrigues and Chairman of the Garrigues Foundation

Enrique V. Iglesias

Former Secretary General of the Ibero-American Cooperation Secretariat Iberoamericana

Ibrahim Khashoggi

CEO of Maan Aljasser & Co.

Christine Lagarde (on leave)

Managing Director of the International Monetary Fund

Marja Makarow

Vice-Chair of the Board of Aalto University

Rosemarie Mecca

Former Executive Vice President and Chief Financial Officer at Laureate Education Inc.

Bernard Ramanantsoa

Former Dean of HEC Paris

David Risher

*Former Senior Vice President of Amazon
CEO and co-founder of Worldreader
(Spain and the United States)*

Javier Solana

*President of the Center for Global Economy and Geopolitics (ESADEgeo) (Spain)
Former High Representative for Common Foreign and Security Policy of the European Union
Former Secretary General of the Council of the European Union
Former Secretary General of NATO*

Herman Uscategui

*Director of International Business Development at Starbucks
(United States)*

REPRESENTING ESADE

Eugenia Bieto

Director General of ESADE

Jordi Brunat

Director of ESADE Executive Education

Josep Franch

Dean of ESADE Business School

Carlo M. Gallucci

*Vice Rector of International Relations and Students at Ramon Llull University
Professor at ESADE*

Alfons Sauquet

Global Dean of ESADE

Jonathan Wareham

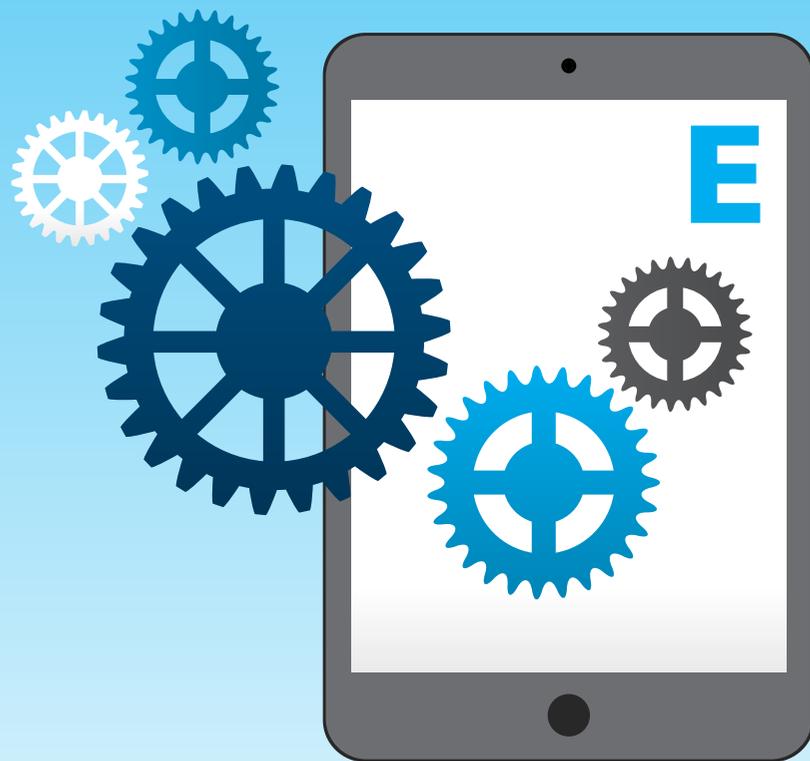
Dean of Faculty and Research at ESADE

7. People, infrastructure and resources

646 ESADE employees

77,287 m² of built space on three campuses

10.558 hours of staff training

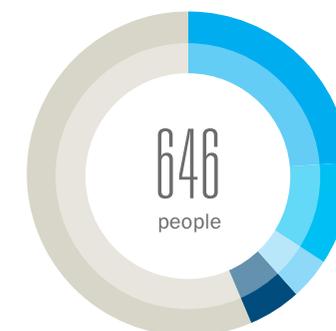


ESADE is oriented towards education, knowledge and innovation. In order to provide the best possible service, the school relies on world-class professionals, resources and facilities.

PEOPLE*

During the 2015-2016 academic year, ESADE had 646 employees:

- 155 core faculty members
- 66 other faculty members
- 28 language instructors
- 33 research assistants
- 364 administrative and services staff members



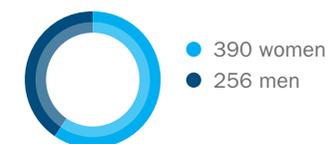
ESADE also had 1,057 academic assistants this year.

* ESADE employees as of 31st August 2016.

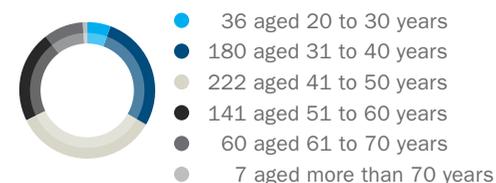
BREAKDOWN BY TYPE OF EMPLOYMENT CONTRACT



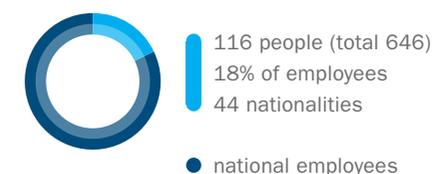
BREAKDOWN BY GENDER



BREAKDOWN BY AGE



INTERNATIONAL EMPLOYEES



DIRECTORS OF ACADEMIC DEPARTMENTS

ESADE's academic activity is organised in 7 departments:

- **Social Sciences**
Department Director: Daniel Arenas
- **Economics, Finance and Accounting**
Department Director: Mar Vila
- **Marketing Management**
Department Director: Marco Bertini
- **Department of Operations, Innovation and Data Sciences**
Department Director: Núria Agell
- **Department of People Management and Organisation**
Department Director: Joan Manel Batista
- **Department of Strategy and General Management**
Department Director: Pedro Parada
- **Law**
Department Director: Sergio Llebaría

NEW FACULTY HIRES

Nine new faculty members were hired during the 2015-2016 academic year:

- Ana Valenzuela, Marketing Management
- Katharina Schmid, People Management and Organisation
- Lisa Hehenberger, Strategy and General Management
- María José Parada, Strategy and General Management
- Maria Galli, Marketing Management
- Skander Esseghaier, Marketing Management
- Soledad Moya, Economics, Finance and Accounting
- Anna Ginés, Law
- Jorge Castiñeira, Law

VISITING FACULTY

- Ruth Aguilera Vaqués
- Jaime Alfonso Bonache Pérez
- Jaap Boonstra
- Agustín L. Calvet Mulleras
- Luis Estanislao Echebarría Ariznabarreta
- Robert Emmerling
- Marc Esteve
- Javier Ferrás Hernández
- Mónica Franco Santos
- Nicholas Jonathan Ind
- Hans Sigaard Jensen
- Eero Kasanen
- Gyongyi Loranth
- Raúl Martín Lucena
- María Dolores Martínez Rodríguez
- Kenichi Matsuno
- James J. McGonigle
- Fermín Morales Prats
- Enrique Morral Hospital
- Kenneth Paul Morse
- Mario Raich
- Eduard Sagarra Trias
- Wim Vanhaverbeke

GRI: G4 - DMA / G4 - LA12

INTERNAL COMMUNICATION

ESADE believes that transparency and communication with its internal stakeholders are essential to the proper functioning of the school. It is fundamental that ESADE's people are deeply familiar with the institution and its most important strategic projects, and are therefore equipped to contribute to the school's excellence.

The following are the main communication channels used during the 2015-2016 academic year:

Annual Meeting. This meeting brings together all ESADE workers – faculty, staff, and employees of ESADE Alumni and ESADECREAPOLIS – to learn about the previous year's results, new developments and the school's strategy for the future. The annual meeting also fosters multicampus relationships and the cohesion of our communities around the institution's core values. This year's annual meeting focused on introducing all employees to ESADE's new educational innovation project.

Dialogues. The Dialogues are participatory meetings between staff members and the director general, other members of the management team, faculty members or any other ESADE employee. The purpose of these meetings is to spread awareness about the activities of the highlighted individuals. During the 2015-2016 academic year, Dialogues were held with Elena Viader, Director of Corporate Relations & Fundraising; Jordi Mora, Director of the CORE Project; Michele Quintano, Executive Director of the Open Enrolment Programmes; Santiago Forte, Associate Professor in the Department of Economics, Finance and Accounting and Academic Director of the MSc in Finance; Tamyko Ysa, Vice Dean of Research; and Valentí Daura, Director of the Purchasing and General Services Department at ESADE.

Memos. Staff and faculty members regularly receive corporate information about new hires, ESADE's most important activities, new agreements entered by the institution, and all sorts of information pertaining to employees' everyday work. A total of 191 internal memos were sent during the past year.

GRI: G4 - DMA / G4 - LA9 / G4 - LA10

EDASE newsletter. During the 2015-2016 academic year, ESADE introduced a bimonthly internal newsletter, titled "EDASE", which is distributed in digital format. The newsletter contains information of interest to employees as well as more informal content.

Biweekly calendar of events. All employees receive a calendar containing information about activities organised by ESADE on our campuses and elsewhere in the world.

On-campus screens. Screens installed in high-traffic areas on our campuses constantly provide up-to-date information about the institution as well as videos about our activities.

MyESADE. ESADE's corporate intranet provides information of interest to staff members and allows users to perform administrative tasks.

ESADETRAINING

The Talent Management Area of the Human Resources Service offers this training plan to all types of professionals at ESADE in order to enhance their technical knowledge, skills and abilities.

- 10,558 total hours of staff training
- 37 hours per course and per person, on average
- 284 attendees

ORIENTATION PROGRAMME

All new hires at ESADE participate in an orientation programme that gives them an opportunity to become acquainted with various managers, teams and services, as well as the school's history, mission and values. Interviews are scheduled in accordance with the responsibilities that the newly hired person will be taking on. The orientation programme helps new hires adapt to ESADE quickly and easily. The director general holds a meeting with all new hires once a year.

SOCIAL BENEFITS

ESADE offers its employees various social benefits, including discounts on tuition fees for family members, a pension plan, training, group life insurance, the E-Flex programme, free intercampus transport, medical check-ups, discounts on sports events, a shopping club, and more. Staff members also receive subsidised restaurant tickets. For participants in the pension plan, ESADE contributes 2.5% of participants' gross annual salary and, depending on their benefits, up to an additional 1.5% more.

COLLECTIVE AGREEMENT AND STAFF COMMITTEE

ESADE employees are covered by the collective agreement for university education and research centres. They are represented by the Staff Committee, which meets periodically with the offices of the Director of Human Resources and the Director General to discuss issues that affect employees. The Committee on Occupational Safety and Health, composed of six people from ESADE and an external prevention delegate, also works to further the interests of employees. Of the six members representing ESADE, three are chosen by the management team and three are chosen by the Staff Committee.

WORK-LIFE BALANCE

ESADE addresses various types of situations in which work-life balance measures are needed in order to meet employees' particular needs so that they can continue to provide adequate service to their units or departments. The percentage of employees who return to the workplace after maternity or paternity leave is 100%.

ABSENTEEISM RATE (STAFF)

- 6.05% in Barcelona (Pedralbes and Sant Cugat)
- 2.42% in Madrid
- 1.85% for men
- 6.81% for women

No fatal workplace accidents occurred during the 2015-2016 academic year.

INFRASTRUCTURE

CAMPUSES

ESADE has two campuses in Barcelona and one in Madrid, for a total of 77,287 m² and 126 classrooms.

Barcelona-Pedralbes Campus

- 9,859 m², Building 1 (Av. Pedralbes, 60-62, Barcelona)
- 7,560 m², Building 2 (C. Marquès de Mulhacén, 40-42, Barcelona)
- 15,236 m², Building 3 (Av. Esplugues, 92-96, Barcelona)

On Sunday, 7th February 2016, a short circuit in the Building 3 parking area forced the school to close the entire building. During the repair period, all activities and staff were moved to Building 1. The needs of all affected programmes were met. Building 3 re-opened in August 2016.

Barcelona-Sant Cugat Campus

- 15,461 m², Academic Building (Av. Torre Blanca, 59, Sant Cugat del Vallès)
- 2,908 m², MBA Building (Av. Torre Blanca, 59, Sant Cugat del Vallès)
- 426 m², EGarage (Av. Torre Blanca, 59, Sant Cugat del Vallès)
- 5,886 m², Roberto de Nóbili Hall of Residence (Av. de la Torre Blanca, 59, Sant Cugat del Vallès)
- 17,326 m², ESADECREAPOLIS (Av. Torre Blanca, 59, Sant Cugat del Vallès)

Madrid Campus

- 2,625 m² (calle de Mateo Inurria, 25-27)



RESOURCES

TECHNOLOGY

All classrooms, offices and lecture halls at ESADE are equipped with appropriate technology for each activity.

Technological resources are updated on an ongoing basis. Over the past year, 10 classrooms received a complete equipment overhaul and 262 computers and servers were replaced. The school now has 2,288 Moodle pages, which offer the best possible mode of interaction between faculty and students. The ICT team resolved 15,285 technical incidents over the past year.

New services introduced

These new services are designed to deliver improvements in digital mobility:

- A new Moodle mobile app allows users to access all Moodle services via mobile devices.
- The ESADE academic calendar was integrated with the personal calendar in students' email account and mobile devices.
- The new MyLab platform allows students to access software that lets them work on practice exercises from any device, anywhere, at any time.



LIBRARY

The ESADE Library, which is specialised in management and law, contributes to learning, teaching and research in the ESADE community. It has two locations (on the Barcelona–Pedralbes and Barcelona–Sant Cugat campuses), 380 reading stations, and a collection of more than 100,000 books, print journals, theses, academic papers, and DVDs.

Through the digital Library (www.esade.edu/library), the ESADE community enjoys off-campus access to more than 40 databases on companies, markets and legal information, 10,000 academic journals in electronic format, and 2,900 e-books and working papers.

In addition, the Barcelona–Sant Cugat campus is home to the Borja Library, which specialises in the humanities, theology, philosophy, spirituality, the Bible, art and literature, and whose collection includes unique works and editions, manuscripts, incunabula, scrolls and documents from the 16th–18th centuries.

For more information, visit: www.bibliotecaborja.org

Facts and figures for the 2015-2016 academic year

- 328,728 electronic documents consulted
- 13,358 book loans at the Pedralbes and Sant Cugat campuses
- 988 new books added to the Library's collection
- 8,750 information requests processed

Main new services/projects

- Digital publication of final projects in undergraduate and master's degree programmes.
- Participation in the GEPA project of the Consortium of Catalan University Services for the safeguarding of documents in a cooperative external depository.
- New version of the loan service application for searching for digital journals online.
- New Cases & Readings Usage Reports application on MyESADE.
- Analysis of electronic resource use with respect to cost and new reporting system.

ACADEMIC MANAGEMENT

The activity of the Registrar's Office was very intense in the 2015-2016 academic year. The following figures illustrate the volume of work handled by this office:

- 85 programmes
- 1,784 subjects
- 6,021 registrations
- 1,417 exams
- 2,600 degrees and diplomas issued
- 9,500 certificates

8. Private contributions

€3.9 million in private contributions

28 companies supporting the Scholarship Programme

619 individual donors in the ESADE Challenge for Talent

55 companies in the Assembly of Members of the ESADE Foundation



Private contributions to ESADE are the best way for organisations and individuals to support the institution's strategic goals.

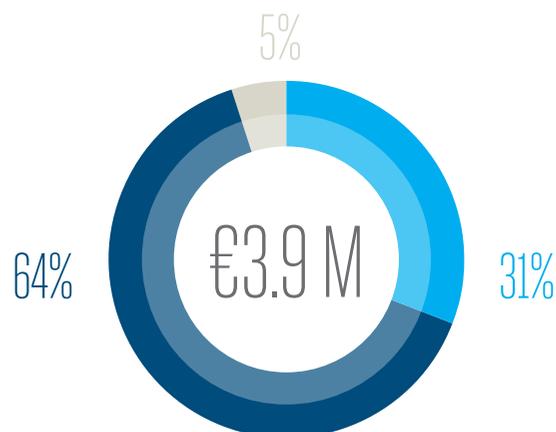


PRIVATE SUPPORT FOR THE ESADE FOUNDATION

ESADE is one of the world's top academic institutions. The support of organisations and individuals that share the school's mission and values is essential to maintaining this competitive position. Private donations contribute to the institution's future and are a commitment to the ESADE project. The school raised €3.9 million through private contributions during the 2015-2016 academic year.

Various forms of collaboration allow businesses, foundations and organisations to play an active role in supporting ESADE's strategic goals. Similarly, individual donors – alumni, students, staff and faculty – collaborate by donating money to the Scholarship Programme so that the school can provide opportunities to talented young people who otherwise could not afford an ESADE education.

ALLOCATION OF DONATED FUNDS



● Research, faculty and research grants (64%)

At ESADE, research allows us to develop and disseminate relevant knowledge throughout the business world, the public sector, the legal field and civil society. It is also the best way to ensure that ESADE's faculty remains one of the world's top teaching teams. This year, ESADE allocated €2.5 million to funding research activity. The two most active research bodies at our institution were the ESADE Entrepreneurship Institute, whose activities are supported by Santander Universidades, and the Institute for Social Innovation, whose main supporters are the EY Foundation and the Abertis Foundation.

● Scholarship Programme (31%)

ESADE demonstrates its commitment to talent through its Scholarship Programme, which allocated €2.3 million to scholarships for 218 students during the 2015-2016 academic year. To increase the number of scholarship students, the school has organised major fundraising efforts under the banner of the ESADE Challenge for Talent. This campaign already enjoys the support of more than 600 alumni, students, faculty and staff, as well as 28 organisations that want to provide future opportunities to talented young people who otherwise would be unable to afford an ESADE education.

● Endowment (5%)

The endowment is a fund whose income is invested in ESADE's strategic priorities or reinvested in the fund itself. The ESADE endowment is currently worth €7.2 million. The endowment has grown by 24% over the past five years, mainly thanks to annual donations from Santander Universities that are linked to entrepreneurship activities.

ESADE CHALLENGE FOR TALENT

The aim of the ESADE Challenge for Talent is to raise additional funds for the Scholarship Programme, thereby providing additional opportunities to talented young people who otherwise would not be able to afford to study at ESADE. Since it was launched in April 2012 – joining various other initiatives and collaboration channels – the campaign has grown to more than 1,000 participants. The highlights of the campaign include the following:

- ESADE now has five **future scholarships**: the Manel Adell Future Scholarship, the Ayuso Family Future Scholarship, the Maite Iglesias Foundation Future Scholarship, the Maite Barrera Future Scholarship and the Joaquim Arimany Future Scholarship. In this new form of collaboration with the Scholarship Programme – designed for families and alumni with close links to ESADE – the donor pledges to cover 90% of a student's tuition fees over the course of a four-year undergraduate degree.

- The **1,000 x 1,000 ESADE** initiative is supported by 119 alumni. This historic initiative was the first formula for collaboration with the Scholarship Programme to be proposed to alumni and friends of ESADE. Donors to the 1,000 x 1,000 initiative make a significant contribution over the course of four years to ensure the continuity of the scholarships awarded. Depending on the type of contribution, the campaign distinguishes donors as silver, gold or platinum. During the 2015-2016 academic year, there have been 86 silver donors, 24 gold donors and 9 platinum donors.

- The **general campaign**, which includes all donations of less than €1,000, has the support of more than 500 alumni. The value of these donations lies in the fact that numerous small contributions can add up to something big, like a collective scholarship. During the 2015-2016 academic year, two collective scholarships were created:

- The MBA class of '16 joined the tradition started by the MBA class of '15 by creating a collective scholarship for two students who have since started the MBA. More than 120 classmates donated money to the Scholarship Programme in order to create this scholarship.

- The BBA class of '16 achieved record-breaking participation by getting 82% of the class – over 200 students – to donate to the ESADE Scholarship Programme. Thanks to their efforts, the Sonia Herrero Cordero – BBA '16 Scholarship will provide a future opportunity to a female first-year BBA student.

The Corporate Scholarship Programme provides companies, foundations and institutions with a way to show their commitment to talent and education, thus increasing their appeal among students, positioning themselves as entities committed to training, and identifying themselves as socially responsible organisations that are engaged with future generations and the goal of social transformation. In exchange for donations of a particular size, these organisations can create branded scholarships that target a specific programme (BBA, Bachelor in Law, Double Degree, MBA, etc.) or benefit a particular type of student.

The ESADE
Challenge
for Talent

COMPANIES AND FOUNDATIONS THAT HAVE CONTRIBUTED TO SPECIFIC PROJECTS AND ESADE'S FOUNDING PURPOSE

PARTNERS OF HONOUR

- BBVA
- Fundación Bancaria "la Caixa"
- Fundación Repsol
- Gas Natural Fenosa
- Santander
- SEAT

PARTNERS

- Banco Sabadell
- Everis
- Fundación Abertis
- Fundación Caja de Ingenieros
- Fundació Carulla
- Fundación EY
- Mercadona

PROMOTERS

- Accenture
- ACCIÓ
- ARAG
- Aramark
- Ayuntamiento de Barcelona
- Better Shelter
- CaixaBank
- Cementos Molins
- Cuatrecasas, Gonçalves Pereira
- Danone
- Danone pour l'Ecosystème
- Desigual
- Elecnor
- Esteve
- EY
- Fluidra
- Freixenet
- Fujitsu
- Fundació Unió Catalana d'Hospitals
- Fundación Agbar
- Fundación Aquae
- Fundación Damm
- Fundación de PwC
- Graduate Management Admission Council
- Grupo Mahou San Miguel
- ICL Iberia
- ISS Facility Services
- KPMG
- MicroBank
- Penteo
- Reimagine Food

COLLABORATORS

- AbbVie
- ACRA
- AEBRAND
- AGM Abogados
- Air China
- Antex
- Applus LGAI
- Aquology
- Arasa & De Miquel-Euroforo
- Baker & McKenzie Abogados
- BDO Abogados
- Caprabo
- Carbó Business Consulting
- CCCB
- Chint Energy
- Clifford Chance Abogados
- Cosco
- Crowe Horwath Legal y Tributario
- Cuatrecasas, Gonçalves Pereira, SLP
- D-E Master Blenders 1753
- Deloitte Abogados y Asesores Tributarios
- DKEY Abogados
- Font Abogados y Economistas
- Freshfields Bruckhaus Deringer, LLP
- Garrigues, Abogados y Asesores Tributarios
- Gómez-Acebo & Pombo Abogados
- Haier
- Huawei
- Ibermática
- IBM
- Indra Sistemas
- Invest in Spain
- Jausas
- Keeway Motor
- Kerry Logistics
- King & Wood
- KPMG Abogados
- Lenovo
- Manubens & Asociados Abogados
- Nestlé España
- Osborne Clarke
- Pedrosa Lagos
- Pérez-Llorca
- Port de Barcelona
- PwC Tax & Legal
- Rimontgó Invest
- Roca Junyent
- Rousaud Costas Duran
- SARquavitaie
- Suara
- Uría Menéndez
- Vialégis Asesores Legales y Tributarios
- ZTE

COMPANIES AND FOUNDATIONS THAT HAVE CONTRIBUTED TO THE SCHOLARSHIP PROGRAMME

PROMOTERS

Companies, organisations and foundations that have created branded scholarships

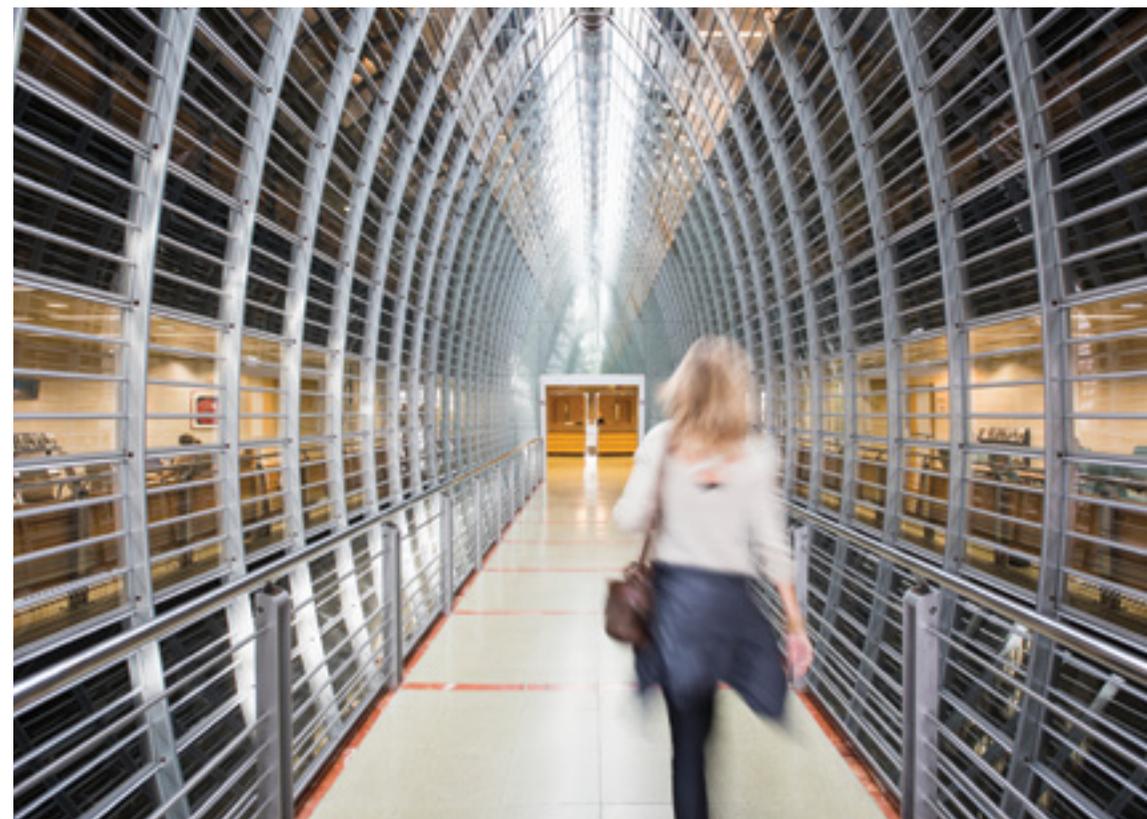
- Allianz
- Chiesi España
- Coca Cola European Partners
- Colonial
- Deloitte
- Fundación Banco Sabadell
- Fundación Caja de Ingenieros
- Fundación Jesús Serra / Grupo Catalana Occidente
- Fundación Puig
- Grupo Indukern
- Grupo Mémora
- Reig Patrimonia
- Roca Corporación Empresarial
- SEAT
- Unibail-Rodamco

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- Niella Quintín, Joan-Marc (BBA 16)
- Nogueira Canle, Martiño (MDO 09)
- Notari Torán, Pascual (BBA 14)
- Noya Espinazo, Eloi (Lic&MBA 93, faculty)
- Nuthalapati, Avinash (MBA 17)
- Ochoa Lázaro, Sandra (BBA 13)
- Olivé Queralt, Anna (BBA 16)
- Orri Badia, Cristina (GED 13)
- Ortiz Pineda, Carlos Fernando (MBA 16)
- Osawa, Tatsuya (MBA 16)
- Ozenci, Basak Bercin (MBA 16)
- Padrós Jurado, Mireia (BBA 16)
- Palacio Cano, Laura (BBA 16)
- Palacio Espasa, Mariona (BBA 16)
- Palacios Utrillas, Joan Ignasi (BBA 16)
- Palau Llopis, Enrique (Lic&MBA 90)
- Pallarès Mas, Carles (Lic&MBA 81)
- Panosa Jou, Josep (Lic&MBA 87)
- Parellada Magrans, Arturo (GED 15)
- Peláez Bueno, Helena (BBA 16)
- Peláez Rengifo, Mauricio (MBA 17)
- Peng, Yu-Ling (MBA 16)
- Perdigó Pons, Jaume (BBA 16)
- Perea Plana, Marta (BBA 16)
- Perera Barceló, Alejandro (BBA 13)
- Pérez Beltrán, Gustavo (MBA 16)
- Pérez Dávila, Esteban (Lic&MBA 79)
- Pérez González, Adrián (BBA 16)
- Pérez Torres, José Luis (FT MBA 75)
- Pérez Varela, Alejandro (BBA 16)
- Pérez-Sala Compte, Ester (BBA 16)
- Pericas Clavé, Maria (BBA 16)
- Pham, Linh Thuy (MBA 16)
- Pieterse, Adriaan (MBA 16)
- Pinós Blanch, Josep M. (Lic&MBA 73)

- Pladevall Fernando, Xavier (Lic&MBA 86)
- Planxart Pérez, Elsa (BBA 16)
- Poch Enciso, M. José (BBA 16)
- Ponsico Martin, Alba (BBA 14)
- Potnuru, Sairam (MBA 16)
- Poveda Pérez, Ernesto (Lic&MBA 74)
- Printz, Matthias (MBA 16)
- Priyadarshi, Aditya (MBA 16)
- Puig Canal, Maria (BBA 16)
- Puig Gil, Ariadna (BBA 16)
- Puig Grau, Ariadna (BBA 16)
- Puig Melendres, Àngel (Lic&MBA 92)
- Puiggalí Amat, Mònica (BBA 16)
- Quer Jubert, Josep (BBA 16)
- Queralt O'Callaghan, Xavier (BBA 16)
- Querol Briones, Claudia (BBA 16)
- Quintana Soms, Adrià (BBA 13)
- Ramos Siles, Óscar (BBA 16)
- Rao, Poonam (MBA 16)
- Reol Olano, Rocío (Lic&MBA 91)
- Reyes Aguiar, Lina (MBA 16)
- Riaza Sánchez, Paula (BBA 16)
- Ricart Roig, Elisabet (BBA 14)
- Richuso, Emily (MBA 16)
- Rifà Busquet, Elisenda (BBA 16)
- Rivera Frías, Paula Lorena (MBA 16)
- Rivera Molins, Carles (Lic&MBA 97)
- Roca Rubió, Jesús (Lic&MBA 08)
- Rodrigo Mas, Pablo (BBA 16)
- Rodríguez Garrido, Luisa M. (MUA 14)
- Rodríguez Sánchez, Míriam (BBA 14)
- Roig Ramon, Alexandre (BBA 16)
- Romy Belillos, Jean Louis (Lic&MBA 74)
- Rosell Belloc, Anna (BBA 16)
- Rueda Diví, Marta (BBA 16)
- Ruiz Carreras, Marta (BBA 16)
- Rullán Arias, Marina (BBA 16)
- Ryane, El Bar (BBA 16)
- Sagalés García, Ian (BBA 16)
- Sagnier Eckert, Carlota (BBA 16)
- Sagrera Villagrasa, Joan (Lic&MBA 74)
- Sahni, Yuvraj (MBA 16)
- Sala Rovira, Josep M. (Lic&MBA 73)
- Salas Fumás, Vicente (Lic&MBA 74)
- Sallarès Blanch, Josep (BBA 16)
- Sánchez Anter, Mònica (BBA 16)
- Sanchez Chiappetto, Carolina Gioconda (MBA 17)
- Sánchez Marín, Eva (BBA 16)
- Sánchez Posada, Juan Esteban (MBA 16)
- Sánchez Puy, Marta (BBA 16)
- Santaflorentina Durán, M. Mercè (Lic&MBA 90)
- Sarda Alsina, Joaquim (EDOIN 87)
- Sarret Comes, Marta (BBA 16)
- Saura Montiel, Mercè (MDM 08, staff)
- Sawano, Miku (MBA 16)
- Sayama, Ryo (MBA 16)
- Segura Canovas, Paloma (BBA 16)
- Seki, Takeshi (MBA 16)
- Sellarès Boada, Gerard (BBA 14)
- Selwood, Rocío (staff)
- Serra Álvarez, Mireia (BBA 13)

- Serra Galea, Cristina (BBA 16)
- Serrallonga Farràs, Ramon (MBA 16)
- Shen Wang, George Tianke (BBA 16)
- Shin, Yunwoo (MBA 16)
- Sibel, Chloé (BBA 16)
- Silva Fonseca, Fabio (MBA 16)
- Sirés López, Cristian (BBA 16)
- Solé Moix, Jordi (BBA 14)
- Soler Batet, Leonard (BBA 13)
- Soler Fraille, Pablo (Lic&MBA 85)
- Soler Noè, Enric (BBA 16)
- Soromenho Jorge, João Pedro (MBA 16)
- Sostres Casadevall, Ferran (Lic&MBA 90)
- Sotelo Rosell, Patricia (MBA 02)
- Sreedhar, Sandeep (MBA 16)
- Stratakou, Eleni Anna (staff)
- Suárez Fisteus, Xilda (BBA 12)
- Sugrañes Salvat, Jordi (BBA 16)
- Sumarroca Boix, Carles (BBA 16)
- Sundaram, Sreehari (MBA 16)
- Suru Valverde, Alba (BBA 16)
- Takagi, Hideki (MBA 16)
- Tamarit Sales, Laura (BBA 16)

- Tarrazón Escura, Jaime (BBA 16)
- Terraza Badia, Mónica (BBA 14)
- Thacker, Hemal Vinodbhai (MBA 17)
- Tomàs Duarte, Jordi (BBA 16)
- Torra-Balari Cera, Mauricio (Lic&MBA 74)
- Torras Consolación, Alicia (BBA 13)
- Torras Guerrero, Carla (BBA 13)
- Torrellas Darvas, Pablo (BBA 16)
- Torres Vasconez, Fernando (BBA 16)
- Tourtchine Cerrolaza, Sergio
- Trapote Barreira, César (EMBA 14)
- Trigueros Blanco, Pedro (BBA 16)
- Trillo Bartolomé, Luis (BBA 16)
- Tsvetkov, Nikolay (MBA 16)
- Tugas Alemany, Raquel (BBA 16)
- Ueki (Noguchi), Yuki (MBA 16)
- Urbina Islas, Yazmin (MBA 15)
- Valiente, Rodrigo Armando (MBA 15)
- Vall Filella, Elena (BBA 16)
- Vallès Aznar, Xavier (BBA 16)
- Vallés Pérez, Carlos (GED 13)
- Van Andel, Bárbara (BBA 16)
- Vasconcelos Duarte Pereira, Pedro Artur (MBA 16)

- Vélez Morente, Sandra (BBA 16)
- Vélez Reeed, Levi James (MBA 16)
- Ventura Ripoll, Mireia (BBA 16)
- Verbón Cruells, Florenci (Lic&MBA 80)
- Vergés Miró, Pere (BBA 16)
- Viader Pagès, Elena (Lic&MBA 90, staff)
- Vieira de Souza, Nilton (MBA 17)
- Vilardell González, Ferran (faculty)
- Villacé Gallego, Alejandro (BBA 12)
- Villanueva Barrachina, Marcos (BBA 16)
- Vincens de Tapol López de Arriba, Carolina (BBA 16)
- Viñas Ruiz, Mario (BBA 16)
- Viu Alegre, Alberto (Lic&MBA 12)
- Von Gossler, Laura (MBA 16)
- Westerman Ferreira, David (BBA 16)
- Xercavins Ribas, Alejo (BBA 16)
- Zheng, Yanyu (MBA 16)
- Zucchi, Anna (BBA 16)
- Zymantas Kungys, Jura (staff)
- Anonymous donors (6)



9. Governing bodies

Isabel Pagonabarraga
replaced Francisco Gismondi
on the Board of Trustees

Ángeles Delgado
joined the ESADE
Professional Advisory Board

41 organisations
and companies make up
the ESADE Law School
Professional Advisory Board



The aim of ESADE's governing bodies is to guide the institution and respond to the challenges posed by a society that is constantly changing and progressing.

MANAGEMENT

BOARD OF TRUSTEES

The Board of Trustees is the governing and representation body of the ESADE Foundation, the legal titleholder of ESADE's educational centres. The Foundation's charter consolidates and strengthens the legal structure of an institution conceived and based, from the outset, on collaboration between the Society of Jesus and civil society. The composition of the governing body – the Board of Trustees – therefore corresponds to both constituent parts equally, with the Provincial of the Society of Jesus being responsible for appointing half of the Board's members. The Board's remaining members, representatives of civil society, are chosen from among individuals known for their reputation in the business, legal, academic, or cultural spheres, after taking into consideration the non-binding opinion of the ESADE Foundation Assembly of Members.

The Board of Trustees met six times during the 2015-2016 academic year.

PRESIDENT

Manuel Raventós Negra

VICE PRESIDENT

Josep Oriol Tuñí Vancells (SJ)

SECRETARY

Josep E. Milà Mallafré (SJ)

MEMBERS

- Germán Castejón Fernández
- Sol Daurella Comadrán
- Raúl Díaz-Varela
- Patricia Estany Puig
- Jaume Guardiola Romojaro
- Francisco Gismondi, S.J. (until March 2016)
- Luis Javier Herrero Borque
- Tomás Muniesa Arantegui
- Pedro Navarro Martínez
- Juan M. Nin Génova
- Jaime Oraá, S.J.
- Isabel Pagonabarraga Mora (as of March 2016)
- Ramon Pascual de Sans
- Xavier Pérez Farguell
- Llorenç Puig Puig, S.J.
- Joaquín Uriach Torelló

ASSEMBLY OF MEMBERS

The mission of the Assembly of Members of the ESADE Foundation is to inform and advise the Board of Trustees – the Foundation's governing body – regarding the needs and developments of civil society.

The Assembly consists of companies and individuals from Spain and abroad that collaborate with ESADE by making economic contributions to the institution's strategic projects. In addition to its advisory role, the Assembly is also a world-class business forum where representatives of member organisations – presidents, CEOs, general managers – have the opportunity to discuss economic, business and social realities. In addition to these organisations, the Assembly also includes individual members who have some sort of special relationship with ESADE – former presidents of the Foundation and of ESADE Alumni, etc. – or who were historically involved with the institution. The Assembly participates in various ESADE events and meets on a yearly basis. The annual meeting for the 2015-2016 academic year took place on 1st June 2016.

ORGANISATIONS

- Abertis
- Accenture
- Agrolimen
- Alfa Consulting
- Allianz
- ARAG
- Aramark
- Axis Corporate
- Banc Sabadell
- BBVA
- CaixaBank
- Cambra Oficial de Comerç, Indústria, Serveis i Navegació de Barcelona
- Caprabo
- Ciments Molins
- Chiesi Espanya
- Coca Cola European Partners
- Colonial
- Danone
- Deloitte
- Desigual
- Elecnor
- Esteve
- Everis
- EY
- Fluidra
- Freixenet
- Fujitsu
- Fundació Bancària “la Caixa”
- Fundació Banc Sabadell
- Fundació Caixa d'Enginyers
- Fundació Damm
- Fundació Jesús Serra / Grup Catalana Occident
- Fundació Puig
- Fundación de PwC
- Fundación Repsol
- Gas Natural Fenosa
- Grup Mémora
- Grupo Indukern
- Grupo Mahou San Miguel
- Grupo Zurich en España
- IBM
- ICL Iberia
- ISS Facility Services
- KPMG
- Metalogenia
- Miguel Torres
- Nestlé España
- Penteo
- Reig Patrimonia
- Roca Corporació Empresarial
- Santander
- SEAT
- SELLYBYTEL Group
- Unibail-Rodamco
- Werfen Group

GRI: G4 - 7 / G4 - 34 / G4 - DMA / G4 - LA12

EXECUTIVE COMMITTEE

The General Management ensures the unity of ESADE as a university institution, assuming senior management responsibilities in all areas and for all its educational centres for academic, economic, administrative and personnel-related issues, as well as for communication between ESADE and the Board of Trustees.

The Executive Committee is the body that assists the General Management in managing and coordinating the various areas of ESADE. The Director General of ESADE chairs the Executive Committee and the Secretary General acts as secretary. The Executive Committee met 11 times during the 2015-2016 academic year.

Its members were as follows:

- **Eugenia Bieto,**
Director General
- **Jordi Brunat,**
director de la Unidad de Executive Education
- **Francisco Longo,**
Associate Director General
- **Enrique Verdeguer,**
Director of ESADE Madrid
- **Ramon Aspa,**
Corporate Deputy Director General
- **Enrique López-Viguria,**
Secretary General
- **Josep Franch,**
Dean of ESADE Business School
- **Josep Bisbe,**
President of the Faculty
- **Eduardo Berché,**
Dean of ESADE Law School
- **Xavier Sanchez,**
Director of ESADE Alumni
- **Jonathan Wareham,**
Dean of Faculty and Research



GRI: G4 - 7 / G4 - 34 / G4 - DMA / G4 - LA12

ESADE PROFESSIONAL ADVISORY BOARD

Founded in 2004, the Professional Advisory Board is an advisory body that counsels ESADE on economic, business and social matters that it considers to be worthy of discussion. Its role is related to ESADE's raison d'être, the basic elements of which are training, research and influencing public opinion.

MEMBERS 2015-2016

Juan Arena

Founder and member of the Executive Committee of the SERES Foundation and President of the ESADE Professional Advisory Board

Maite Arango

Vice President of the Board of Directors of the Vips Group

Anna M. Birulés

President of Alta Business Services

Luis Conde

President of Seeliger y Conde

Fernando Conte

President of Parkia

Juan Ignacio Entrecanales

Vice President of Acciona

Pedro Fontana

President of Áreas

María Garaña

Vice President of the Business Solutions Division for Europe, the Middle East and Africa at the Microsoft Corporation

Ángeles Delgado

(as of 2016)

General Manager of Fujitsu Iberia

Joaquín Uriach Torelló

President of the Uriach Group

Cristina Garmendia

Partner at Ysios Capital Partners

Juan Lladó

Vice President and CEO of the Técnicas Reunidas Group

Iván Martén

Senior Partner, CEO and Global Leader of Energy Practice at the Boston Consulting Group

Vicente Moreno

President of the Accenture Foundation

Mónica de Oriol

President of Seguriber

Ignacio Polanco

(until May 2016)
Honorary President of the Prisa Group

Francisco Román

President of Vodafone Spain

Fernando Ruiz

President of Deloitte

Carina Szpilka

Vice President of the Spanish Committee for UNICEF

Juan Antonio Zufiria

General Manager of Global Technology Services at IBM Europe

REPRESENTING ESADE:

Eugenia Bieto

Director General

Pedro Navarro

Executive Vice President of the ESADE Foundation Board of Trustees

José M. de la Villa

Director of Institutional Relations at ESADE and Secretary of the Professional Advisory Board

ESADE LAW SCHOOL PROFESSIONAL ADVISORY BOARD

Founded in 1994, the ESADE Law School Professional Advisory Board is a body that counsels the school on curriculum design from the standpoint of the professional world. It also assists in the organisation of student internships and the promotion of research.

During the 2015-2016 academic year, the Professional Advisory Board met for a plenary session in April. In keeping with its mission to help ESADE Law School adapt to the demands of the professional world, the Board discussed the management and operation of the Master in Legal Practice, which was first introduced four years ago. The Board members were also informed of changes in the management and in ESADE Law School's continuing education programmes.

- Abertis Infraestructures
- Advocacia General de l'Estat a Barcelona
- Agència Tributària, Delegació a Barcelona
- Arasa & De Miquel - Euroforo
- Baker & McKenzie Abogados
- BDO Abogados
- Clifford Chance Abogados
- CMS Albiñana & Suárez de Lezo
- Col·legi de Notaris de Catalunya
- Crowe Horwath Legal y Tributario
- Cuatrecasas, Gonçalves Pereira
- Danone
- Deganat de Catalunya dels Registradors d'Espanya
- Deloitte Abogados y Asesores Tributarios
- Escola Judicial
- EY (Ernst & Young Abogados)
- Fiscalia Superior de Justicia de Catalunya
- Font Asesores Fiscales
- Garrigues, SLP
- Gas Natural Fenosa
- Gómez-Acebo & Pombo Abogados
- Grant Thornton
- Iberdrola
- Inspecció de Treball de Catalunya
- Inspecció de Treball i de la Seguretat Social a Catalunya
- Jacobs Douwe Egberts
- Jausas Legal y Tributario
- KPMG Abogados
- "la Caixa"
- Mango
- Manubens & Asociados
- Osborne Clarke
- Pedrosa Lagos
- PepsiCo
- Pérez-Llorca Abogados
- Puig
- PwC Tax & Legal
- Roca Junyent
- Rousaud Costas Duran
- SEAT
- Tribunal Arbitral de Barcelona
- Uría Menéndez
- Viallegis Abogados

The Professional Advisory Board met twice during the 2015-2016 academic year. The topics discussed were strategic in nature:

- "Should ESADE consider the employability of its graduates to be a key success factor?"
- "Redesigning students' educational experience: the Student First project"

10. ESADE Alumni

60,000
alumni

951
events

363 Alumni Giving
Back volunteers

ESADEBAN, named
Best Private Business
Angels Network in Europe



The mission of ESADE Alumni is to provide value to its members, to ESADE, and to society through activities and services aimed at boosting the professional and personal development of our graduates.

THE VALUE WE OFFER

In order to provide more personalised, higher-quality service to ESADE graduates, during the 2015-2016 academic year ESADE Alumni expanded its offering of members-only services focused on continuing education, career development and networking. To cater to our increasingly global alumni network, we also made our range of services more accessible online.

ESADE Alumni's network of clubs and chapters has a presence on every continent across the globe. This network provides a solid value platform for international alumni that has grown year after year, enabling ESADE's graduates to maintain close ties to the school.

For the professional development of our alumni, we offer continual support and guidance to entrepreneurs as well as services designed to enhance members' careers. We also foster solidarity through volunteering projects targeting the third sector.

This year, ESADE Alumni continued to collaborate on the ESADE Challenge for Talent – the school's fundraising project – through campaigns targeting alumni.



A GLOBAL NETWORK

- 60,000 alumni
(18,000 living outside of Spain)

39 INTERNATIONAL CHAPTERS

- Germany
- Andorra
- Argentina
- Australia (new)
- Austria (new)
- Barcelona International
- Belux
- Brazil
- California
- Canada
- Chicago
- Chile
- Colombia
- France
- Greater China
- Greece (new)
- Gulf Region
- Netherlands
- India
- Israel
- Italy
- Ireland (new)
- Japan
- Mexico
- Miami
- New York
- Panama (new)
- Peru
- Poland (new)
- Portugal
- Russia (new)
- Singapore
- South Africa (new)
- Sweden
- Switzerland
- Taiwan
- Turkey
- United Kingdom
- Washington

12 REGIONAL CLUBS

- Western Andalusia (Seville)
- Eastern Andalusia (Granada)
- Aragon
- Asturias
- Balearic Islands
- Canary Islands
- Valencia
- Galicia
- Girona
- Lleida
- Basque Country
- Tarragona

20 FUNCTION AND SECTOR SPECIFIC CLUBS

- Automotive industry
- Sports Management
- Law
- Digital Business & ICT
- People Management and Organisation
- Public Management
- Family Business
- Energy and Environment
- Jaume Vicens Vives
- Finance
- Tourism Management
- Global Business
- Cultural and Creative Industry
- Real Estate
- Innovation
- Marketing
- Business and Corporate Social Responsibility
- Operations
- Health and Pharma
- Insurance

* Some chapters and clubs have their own official LinkedIn groups, where they discuss the latest trends and developments in their respective professional sectors or areas of interest. This year, the official groups had a total of 18,863 members.

ENTREPRENEURSHIP

The aim of ESADE Alumni Entrepreneurship is to support alumni entrepreneurs through a programme that combines activities, services and funding to help them develop their projects (business plans, financing, counselling, etc.) and to support private investors through the ESADE BAN network by providing access to investment-friendly business projects, training activities, networking opportunities, and possibilities for co-investment with other network members.

In 2016, ESADE BAN was named the Best Private Business Angels Network in Europe at the annual conference of the European Business Angel Network (EBAN), held in Porto.

SERVICES OF ALUMNI ENTREPRENEURSHIP

- Financial advice (new)
- Orientation for entrepreneurs
- Legal consulting services
- Mentoring programme for entrepreneurs
- ESADE BAN network of private investors
- Investment forums

ESADE BAN FIGURES, 2015-2016

- €3.2 million to finance entrepreneurial projects
- 29 business projects received funding
- 250 business angels belong to ESADE BAN
- 425 projects considered by the network

ACTIVITIES

ESADE Alumni Entrepreneurship organises sessions that give entrepreneurs and investors an opportunity to share experiences and knowledge so that they can stay on up-to-date on the latest issues in the sector.

Flash sessions

Eight practical workshops that help entrepreneurs improve, promote and implement their business ideas were organised during the 2015-2016 academic year.

Last Thursdays

Five Last Thursdays were held this year. These monthly events are informal networking sessions where guest entrepreneurs share their experiences.

Investment forums

(ESADE BAN, healthcare, cleantech and social impact)

A total of 15 investment forums were held during the 2015-2016 academic year. These activities – held in Barcelona and Madrid – include training for investors led by ESADE faculty and presentations of business projects that are seeking funding. Investment forums also facilitate the sharing of ideas and networking among professionals.

Alumni Entrepreneurship Day

This annual event provides a venue for discussion of start-ups and the experiences and challenges faced by entrepreneurs. Various panel discussions, talks and networking activities for entrepreneurs are held over the course of a morning. The aim of these activities is to encourage the sharing of opinions and experiences as well as the development of new business opportunities. The ESADE Alumni-Banc Sabadell Award for Best Start-Up was presented during Alumni Entrepreneurship Day. This year's winners were Josep Coll and Laura Urquizu, founder and CEO, respectively, of Red Points.

CAREER SERVICES

ESADE Alumni accompanies its members throughout all stages of their careers, not only in times of change. The association organises activities and provides services to guide members and boost their career development.

SERVICES

ESADE Career Portal

This online platform serves as a meeting point for professionals and companies:

- Recruiters. Companies can post job offers and find the profiles of highly qualified professionals in our database, which is updated on a daily basis.
- *Alumni* members. Alumni can manage their CVs and applications in the hopes of being noticed by recruiters or finding a job that matches their profile in Spain or abroad.

Users can now access the platform via the new ESADE Jobs mobile app.

Professional guidance

During the 2015-2016 academic year, a total of 897 personal interviews were carried out in Spain and abroad.

Work-related legal advice

A total of 105 consultations were held. Members received legal advice to address occupational or professional situations or conflicts.

Mentoring programme

From one professional to another, alumni have the opportunity to become mentors or mentees in order to share or receive information and knowledge that can be useful for career development.

Mentees can use the ESADE Career Portal to search for a mentor with an appropriate profile.

This year, 108 mentees and 208 mentors participated in the mentoring programme.

Career transition programme

This programme is designed for professionals who are transitioning to a new career and/or are looking for expert advice in order to refresh their knowledge of a particular sector. Members can participate either in person or online. During the 2015-2016 academic year, 12 programmes were offered and a total of 117 members participated.

KNOWLEDGE UPDATE ACTIVITIES

- These presentations, seminars and practical workshops provide guidance and training for career development.
- Coffee drop-in sessions. These sessions provide a venue for sharing experiences on good practices, discussing strategies and reflecting on the best job-search approaches.
- Webinars. These online seminars and presentations are designed for alumni who are unable to attend the face-to-face activities held on the Barcelona and Madrid campuses.
- Flash sessions and workshops. These seminars and workshops provide guidance and training for career development.

Activity figures

- 5,578 attendees
- 122 sessions
- 1,788 subscriptions to receive post-event information (press releases, videos and photos)

ALUMNI GIVING BACK

This project raises awareness among alumni and the wider ESADE community about different social problems by providing the opportunity to collaborate on various social initiatives and to participate in reflection and social-debate activities.

- 363 volunteers
- 47 services provided to third-sector organisations
- 10,000 consulting hours provided
- 70 events attended by 2,017 people

SERVICES

- One-off consultations
- Management consulting
- Legal consulting
- Coaching for unemployed alumni
- Participation of alumni as entrepreneurial mentors in the Momentum Project
- Participation of alumni as mentors in the Top 100 Innovation 2016 project, organised by the Telefónica Foundation
- Participation of alumni as senior consultants and tutors in projects in the “Together” programme organised by ESADE’s University Development Service.

This year, Alumni Giving Back introduced a new web portal that provides information about its projects. The site gives a voice to participants in the Alumni Giving Back initiatives and serves as a meeting point for alumni and the third sector.

- Third-sector resource centre (online)

ACTIVITIES

Film Forum

This series of socially engaged films is intended as an instrument for reflection and social debate. Over the course of the year, six Film Forum sessions were held. The following films were screened:

- *Bikes vs Cars* (2015, Fredrik Gertten)
- *The Venice Syndrome* (2012, Andreas Pichler)
- *Frame by Frame* (2015, Alexandria Bombach, Mo Scarpelli)
- *Racing Extinction* (2015, Louie Psihoyos)
- *How to Change the World* (2015, Jerry Rothwell)
- *Merchants of Doubt* (2014, Robert Kenner)

Forum of Trustees and Boards

This is a venue where entities that wish to renew and/or expand their boards of trustees can meet alumni interested in becoming NGO trustees.

STATUS REPORT AFTER TEN YEARS

- 1,500 alumni volunteers have worked or are working on consulting projects.
- More than 6,000 people have attended ESADE Alumni Giving Back activities.
- More than 80,000 pro bono consulting hours have been donated (valued at €7.5 million).
- More than 200 third-sector organisations have benefited from the services of Alumni Giving Back.

COLLABORATION WITH FACULTY

ESADE faculty actively participate in ESADE Alumni's continuing education activities by giving presentations at Matins ESADE and Desayunos ESADE and at the events of function- and sector-specific clubs in Spain and other countries.

Their participation in international chapter meetings and their involvement as academic sponsors of function- and sector-specific clubs* help to ensure the quality of alumni events and meetings. A total of 16 faculty members serve as academic sponsors.

Albert Serra Martín	ESADE Alumni Public Management Club
Alberto Gimeno Sandig	ESADE Alumni Family Business Club
Àngel Castiñeira Fernández	ESADE Alumni Vicens Vives Club
Antonio Delgado Planas	ESADE Alumni Law Club
Gerard Costa Guix	ESADE Alumni Marketing Club
Jaume Hugas Sabater	ESADE Alumni Operations Club
Jordi Fabregat Feldsztajn	ESADE Alumni Real Estate Club
José María Álvarez de Lara Morel	ESADE Alumni Cultural and Creative Industry Club
Josep Lozano Soler	ESADE Alumni Vicens Vives Club
Josep Santacreu Bonjoch	ESADE Alumni Insurance Club
Joan Massons Rabassa	ESADE Alumni Finance Club
Lluís Martínez Ribes	ESADE Alumni Sports Management Club
Manuel Peiró Posadas	ESADE Alumni Health and Pharma Club
Maria del Mar Vila Fernández-Santacruz	ESADE Alumni Tourism Management Club
Ricard Serlavós Serra	ESADE Alumni People and Organisation Management Club
Xavier Busquets Carretero	ESADE Alumni Digital Business & ICT Club



MAJOR EVENTS

MATINS ESADE AND DESAYUNOS ESADE

Matins ESADE and Desayunos ESADE are sessions where alumni learn first-hand over breakfast about the experiences of entrepreneurs, CEOs, presidents and managing directors. A total of 18 sessions were organised during the 2015-2016 academic year.

Desayunos ESADE (Madrid)

— 570 attendees
— 6 sessions

- José Bogas, CEO of Endesa
- Luis Gallego, President and CEO of Iberia
- Luis Enríquez Nistal, CEO of Vocento
- Luis Conde, President of Amrop Seeliger y Conde
- Juan Lladó, Vice President and CEO of Técnicas Reunidas
- Josep Piqué, Vice President and CEO of the OHL Group

Matins ESADE (Barcelona)

— 1.624 attendees
— 12 sessions

- Jürgen Stackmann, Chair of the Executive Committee of SEAT
- Iñaki Ereño, CEO of Sanitas
- Josep Piqué, Vice President and CEO of the OHL Group
- Marcos Ruao, General Manager of FNAC Spain
- Celestino Garcia (AMP '14), Corporate Vice President of Samsung Spain

- Vicente Cancio, CEO of Zurich Spain
- Enrique Lores (MBA '93), President of Imaging Printing and Solutions at HP
- Enrique Ordieres, President of Cinfa
- Almudena Román, General Manager of ING Direct Spain
- Jacinto Roca (Lic&MBA '99), founder and CEO of Wuaki.tv and Executive Officer at Rakuten
- Jaime Guardiola (Lic&MBA '80), CEO of Banc Sabadell
- Dídac Lee, founder and CEO of Inspirit, co-founder of Galdana Ventures and Vice President of the FC Barcelona Foundation

REFRESHER PROGRAMME

To stay up-to-date and on the cutting edge, alumni can attend lectures by ESADE faculty specialised in various fields. This year's overall attendance figures are as follows:

- 3,285 attendees
- 45 sessions
- 3,074 subscriptions to receive post-event information (press releases, videos and photos)

The following faculty members and academic assistants participated in this activity: Àngel Castiñeira (ADE '95), David Murillo, Richard Boyatzis, Margarita Martí, Joan Plans, Juan Rovira, Joaquín Cava (Lic&MBA '91), Ignasi Ferrer (Lic&MBA '92 / VV 04 / GEMBA '09), Xavier Mir, Pedro Parada (PhD '03), Marcel Planellas (PMD '87), Andreu Puig, Óscar Torres, Gonzalo Bernardos, David Bertomeu, Joan Massons (Lic&MBA '66/PhD '07), Jesús Palau (Lic&MBA '71), David Vegara, Marco Bertini, Franc Carreras, Marc Cortés (MBA '99), Oriol Iglesias (Lic&MBA '98 / PhD '06), Enric Barba, Josep Lluís Cano (Lic&MBA '89), Xavier Ferrás (MBA '02), Jaume Hugas (MBA '85), José María de Areilza, Miró Ayats, Carlos Durán (Lic&MBL '03 / MAF '06), Javier Fontcuberta (EDP '06), Sergio Llebaría and Francisco Peláez.

LECTURE SERIES, FORUMS AND TALKS

At our lecture series, forums and talks, a wide range of experts engage in debate and share experiences related to current-affairs topics. This year, 951 events were organised and over 41,000 people attended them.

21ST ESADE ALUMNI ANNUAL CONFERENCE IN BARCELONA

The Annual Conference is the association's flagship event. Former students have the opportunity to network with other alumni, ESADE faculty and other attendees

at a meeting infused with the global spirit of the ESADE Alumni network.

At this year's event, the 2016 ESADE Award for Best Leadership was presented to Indra K. Nooyi, President and CEO of PepsiCo. Ms. Nooyi gave a talk entitled "Ever Faster Change".

9TH ESADE ALUMNI ANNUAL CONFERENCE IN MADRID

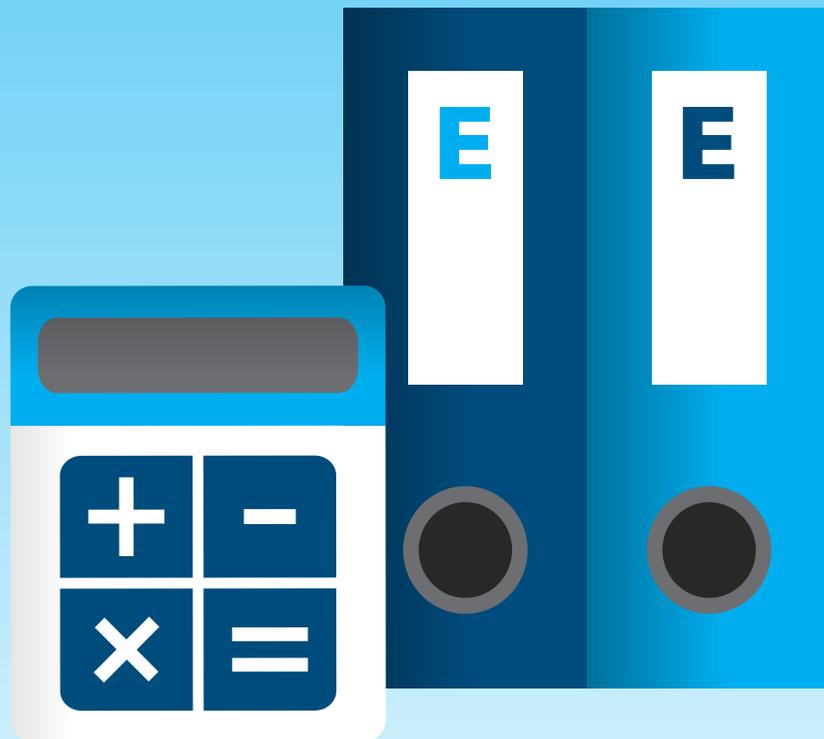
The ESADE Alumni Annual Conference in Madrid focused on the role of big data as a key tool in business strategy. Kenneth Cukier, Data Editor at *The Economist*, gave a talk at the event.

2ND INTERNATIONAL MEETING LONDON 2016

Alumni of various international programmes gathered for ESADE Alumni's 2nd International Meeting, held in London. The event featured talks by David Vegara, former Spanish Secretary of State for Economic Affairs, and Ferran Soriano (Lic&MBA 90), President of City Football Group.



11. Economic information



ESADE aims to achieve a sustainable economic model that will provide us with the necessary capacity to compete in a demanding global environment.

The 2015-2016 academic year was good for ESADE in economic terms. Our turnover was €99 million – more than 4% higher than the previous year – and growth was concentrated mainly in the ESADE Business School programmes and the Executive Education degrees. Our operating result also increased with respect to the previous year, allowing us to undertake with optimism various investments in technological infrastructure for academic management and for Student First, currently the most ambitious projects being undertaken by the institution.

EVOLUTION OF INCOME

€99 M

2015-2016 academic year

€95 M

2014-2015 academic year

€87 M

2013-2014 academic year



INCOME 2015-2016

€99 M

Gross income

-€9 M

Scholarships, aid and discounts

€90 M

Net income

- €11 M, ESADE Law School
- €41 M, ESADE Business School
- €35 M, Executive Education
- €3 M, research

Fundraising 2015-2016

€3 M total contributions

PROFIT AND LOSS ACCOUNT

€99 M

Gross income

-€9 M

Scholarships, aid and discounts

€90 M

Net income

-€48 M

Personnel costs

-€33 M

General expenses

€9 M

EBITDA

-€6 M

Amortisations

€3 M

Operating result

-€2.7 M

Financial result
and extraordinary expenses**Final result: €0.3 M****BALANCE OF ASSETS**

€74 M

Non-current assets

- €66 M Fixed assets
- €8 M Investments in group
and associated companies

€60 M

Current assets

- €9 M Receivables
- €15 M Short-term financial
investments
- €36 M Cash

Total assets: €134 M**BALANCE OF LIABILITIES**

€41 M

Net worth

€32 M

Foundation fund + reserves

€0.3 M

Fiscal year result

€9 M

Subsidies and donations

€24 M

Non-current liabilities

€24 M

Long-term creditors

€69 M Current liabilities

- €56 M Anticipated payments
and income
- €13 M Other debt

Total liabilities: €134 M

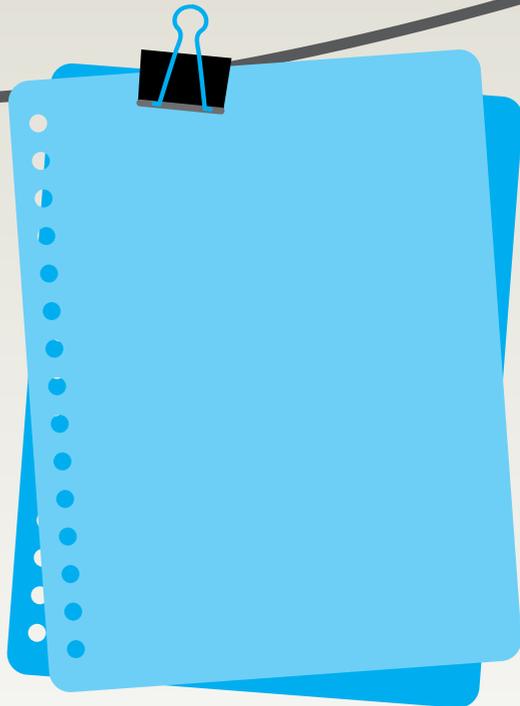
Annexes

Annex 1
Student First: Learning
the Future together

Annex 2
This Annual Report
as a GRI's G4 Reporting

Annex 3
GRI G4: General and Specific
Standard Disclosures

Annex 4
United Nations Global
Compact Principles



ANNEX1. STUDENT FIRST: LEARNING THE FUTURE TOGETHER

Student First is a project envisaged by ESADE's 2014-2018 Institutional Strategic Plan. The main priority defined by the Plan is the transformation of our students' educational experience. Student First is ESADE's response to the challenges that globalisation and the digital revolution are posing for higher education institutions. Today's interconnected society requires leaders who are competent, responsible and compassionate. Such leaders are created through deep, multidisciplinary, participatory learning that is humanistically enriched and anchored in particular attitudes and values. To provide this sort of learning experience, we must build advanced technological environments and adapt to the learning style of today's generations.

The Student First approach begins with the flipped-learning methodology. This means that, before each classroom session, students learn various basic concepts independently, primarily through multimedia materials that they can consult as many times as necessary. This way, when they enter the classroom, the students are prepared to play a central role in their own learning. The main objective is to promote innovative, challenging learning processes and to give our face-to-face sessions a unique, unrepeatable value. The methodology includes high-potential learning activities such as challenges. These activities are especially powerful when they raise issues that executives and lawyers face today and will continue to face in the near future (e.g. the next three years) and address issues related to social responsibility.

FLIPPED-LEARNING EXPERIENCES

During the 2015-2016 academic year – the first year of Student First – seven pilot experiences were developed for subjects in various programmes, representing different areas of knowledge, with the aim of incorporating the flipped-learning methodology into our classrooms. These subjects have been redesigned in two stages: first, creating the multimedia materials required in each case, and second, implementing the new experiences in the classroom.

- **7 subjects piloted using the Student First methodology, with the involvement of 7 teachers and 1,042 students**

In addition to the pilot subjects, throughout the 2015-2016 academic year ESADE also promoted expanded experiences – designed to strengthen the project – which placed students at the centre of their own learning process.

- **7 expanded experiences**

SUPPORT AND TRAINING IN STUDENT FIRST

The ESADE faculty has received intensive support and training in relation to the Student First project. These efforts have been coordinated by the Center for Educational Innovation (CEI) in collaboration with faculty members. First, CEI team members *advised* the faculty members responsible for the pilot subjects as a means of supporting them throughout the process of transforming their in-class learning dynamics and designing multimedia materials. In addition, *training seminars* open to the entire faculty were organised in order to demonstrate the authoring tools that can be used to develop multimedia content. Finally, *Lunch & Teaching* sessions provided a venue for sharing teaching experiences and provided a first-hand look at flipped-learning initiatives led by ESADE faculty members.

- **26 faculty advisory meetings held face-to-face or via teleconference**
- **10 sessions for sharing Student First-related teaching experiences, attended by 73 people**
- **1 workshop on case-based teaching, attended by 9 faculty members**
- **13 training sessions on how to use authoring tools to create original multimedia learning materials, attended by 31 faculty members**

REVISION OF CONTENT AND PROGRAMMES

Student First is more than just a methodological transformation; it also entails an ambitious update of ESADE's teaching content. The objectives are as follows:

- a) To guarantee in-depth, multidisciplinary learning that is open to different perspectives, develops self-awareness, encourages the search for meaning, and enables students to perform in environments that are diverse, complex and uncertain.
- b) To incorporate the values of ESADE's educational project into the learning process.

In order to revise and update the curricula in coordination with the methodological innovation process, a working group of nine ESADE faculty members and professionals met three times over the course of the 2015-2016 academic year (once with an expanded group of faculty members acting as advisors). The group will continue its work in the future, focusing primarily on ESADE's undergraduate programmes.

INTERNAL COMMUNICATION

Because this was the first year of the Student First project, we needed to explain to the ESADE community what this educational innovation process would entail. We needed to underscore the importance of this transformation and provide opportunities to share and discuss the steps being taken. Specific communication actions were taken to inform the ESADE community about the progress of the Student First project. These actions included the following:

- a) Designing a *logo* to identify the actions that were implemented in connection with the project.
- b) Sending a periodic *newsletter* ("Getting Closer to Student First") that served as the main channel for communicating with the ESADE community about the project. Eight issues of the newsletter were sent during the 2015-2016 academic year. The newsletters contained major news about the project, documents of interest, videos of experiences conducted by ESADE faculty members, and a calendar of training sessions related to the new methodology.

- c) Recording *experiential videos* about Student First-related educational experiences implemented gradually by ESADE faculty members. The videos were distributed through the newsletter and are available on the ESADE website.

- d) Publishing a *website*, accessible only to members of the ESADE community, that contains complete information on Student First.

- e) Recording an *aspirational video* to deliver an innovative message with an eye on the future.

- f) Summarising everything that happened during the first year of Student First in a multimedia *booklet*.

- g) Organising an *annual meeting* on the topic of Student First. During the first part of the annual gathering attended by the entire ESADE community on 8th July, everyone had the chance to experience the new methodology first-hand, as if they were students participating in a Student First class session.

8 newsletters ("Getting Closer to Student First") were sent

- Newsletters read by 40% of recipients, on average
- Videos watched 1,178 times

25 experiential videos were recorded

- Testimonials by 60 students and 14 faculty members

1 Student First website was published

1 Student First booklet was published

PROJECT ORGANISATION

The Student First project is being piloted by a Management Committee comprising the Associate Director General, the Dean of Faculty and Research, the Dean of ESADE Business School, the Dean of ESADE Law School, the Director of Executive Education, the Vice-Dean of Faculty, the Corporate Deputy Director General and the Director of the Center for Educational Innovation. The various working groups involved in the project report to this committee.

The Management Committee meets once a month to make the necessary decisions to implement the project. The Management Committee reports to the ESADE Executive Committee on a quarterly basis.



ANNEX 2. THIS ANNUAL REPORT AS A GRI'S G4 REPORTING

This Annual Report is prepared annually in keeping with the Global Reporting Initiative (GRI) framework with a view to contributing to a sustainable global economy in which organisations responsibly manage their economic, social and environmental performance, as well as their impact, all through transparent reporting.

The GRI G4 criteria stress the importance of focusing on those aspects that are material both to the organisation's activities and to its main stakeholders. This approach on materiality means that annual reports should focus on those issues that are truly critical to achieving the organisation's sustainability goals and to managing its social and environmental impact. This ensures that results are strategic and focused.

The G4 Guidelines are a globally relevant framework intended to promote a standardised approach to reporting that encourages the degree of transparency and consistency required to ensure that the information that markets and society receive is both credible and useful.

This GRI G4 Annual Report was drafted with the same process used to prepare the institution's Strategic Plan. The latter included participation by the main stakeholders and defined the institution's key priorities and lines of actions.

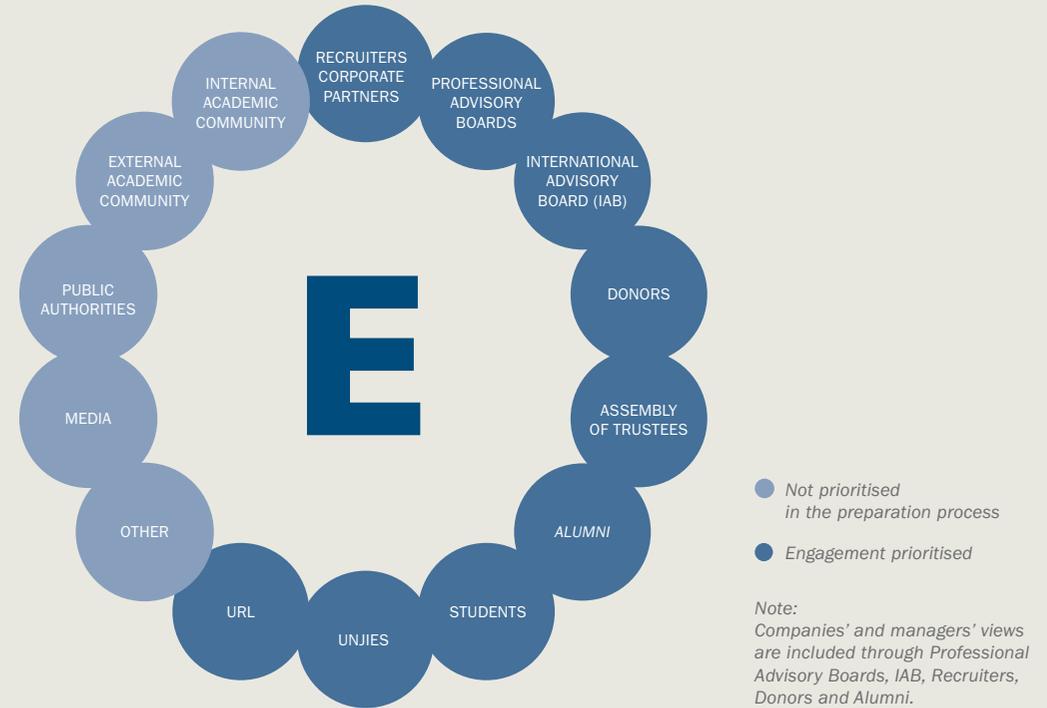
An additional source of reference were the results of a survey given out during the 2nd Stakeholder Forum held in June 2016 with key stakeholder representatives (trustees, alumni, companies, social organisations, students, faculty, PAS staff, employee committee and suppliers). This Forum also served to present the results of the first two years of the 2014-2018 ESADE CSR Master Plan as well as priority projects for the upcoming academic year, including the *Student First* institutional strategic project.

STAKEHOLDER ENGAGEMENT

As part of the strategic planning process, a plan was put together to determine the views of ESADE's main stakeholders with the aim of better understanding the needs, expectations and challenges the institution must address to achieve its missional goals. Approximately 117 people from the organisation participated in the internal process, which was divided into three stages: analysis, strategy and action plan. The external stakeholders who took part in the process are shown in the following figure, which also indicates which stakeholders were prioritised in the definition of the Strategic Plan.

GRI: G4 - 18 / G4 - 19 / G4 - 20 / G4 - 21 / G4 - 24 / G4 - 25 / G4 - 26 / G4 - 27

STAKEHOLDER MAP



To make the stakeholder engagement process as efficient as possible, the key information to be obtained from each stakeholder group was defined in advance. Shown below are a few examples:

- Ramon Llull University (URL) and Jesuit Universities (UNIJES): institutional priorities and relationship with the Spanish Jesuit Universities Network.
- Professional advisory boards and the International Advisory Board: needs and expectations with regard to the market and best practices.
- Alumni: improving alumni identification with ESADE and social outreach.
- Recruiters: improving graduates' employability and job market trends.

Additionally, a variety of techniques, such as workshops, focus groups and monographic sessions, were used to collect stakeholders' input and ensure that all of their voices were heard. In these sessions, participants presented their analyses and views of ESADE's current reality. They also discussed the institution's competitive standing and those issues subject to improvement. Finally, the main aspects to be developed were identified.

In general, stakeholder involvement in the entire process was very positive and highly valued by the institution.

GRI: G4 - 18 / G4 - 19 / G4 - 20 / G4 - 21 / G4 - 24 / G4 - 25 / G4 - 26 / G4 - 27

DEFINITION OF THE ANNUAL REPORT'S CONTENT

To determine the content to be included in the Annual Report, we considered: first, the issues raised in the 2nd Stakeholder Forum survey; second, our mission, vision and declaration of values; third, the main lines defined in our mission (training, research and social outreach); and, fourth, the basic requirements expected of a higher-education institution at the international level.

The aspects and indicators of the report were determined as a result of the work carried out for the annual reports over the last few years. As a result, the following **material aspects** were identified:

ECONOMIC ASPECTS:

- The institution's economic information

ENVIRONMENTAL ASPECTS:

- Initiatives to improve our environment

LABOUR PRACTICES AND WORK ETHICS:

- Employment and labour practices
- Development of human capital
- Equal opportunity and diversity

HUMAN RIGHTS:

- Mission, vision and values
- Code of Conduct / Code of Ethics

SOCIETY:

- Social outreach and debate
- Social action and cooperation

TRAINING, RESEARCH AND JOB PLACEMENT:

- Política de becas
- Investigación y conocimiento
- Experiencia e innovación educativa

In general, the material aspects identified in the process of preparing the Annual Report are fairly similar, both for the internal teams and for the organisation's external stakeholders. Given that we are an academic institution, our stakeholders evolve over time, with students becoming alumni, as well as executives at contracting and donor companies. This dynamic may in part explain why the material aspects are fairly homogeneous amongst our different stakeholders.

In preparing the Annual Report, we also took into account the 10 Global Compact Principles and the Principles for Responsible Management Education (PRME).





ANNEX 3. GRI G4: GENERAL AND SPECIFIC STANDARD DISCLOSURES

GENERAL STANDARD DISCLOSURES

	Page	External assurance
STRATEGY AND ANALYSIS		
G4-1	Statement from the most senior decision-maker of the organisation (such as the CEO, chair, or equivalent senior position) about the relevance of sustainability to the organisation and the organisation's strategy for addressing sustainability.	08-09 —
ORGANISATIONAL PROFILE		
G4-3	Name of the organisation.	Cover —
G4-4	Primary brands, products and services.	13 —
G4-5	Location of the organisation's headquarters.	Back Cover —
G4-6	Report the number of countries where the organisation operates and names of countries where either the organisation has significant operations or that are specifically relevant to the sustainability topics covered in the report.	95 —
G4-7	Nature of ownership and legal form.	111-113 —
G4-8	Report the markets served (including geographic breakdown, sectors served and types of customers and beneficiaries).	12, 32, 84-85 —

	Page	External assurance
G4-9	Report the scale of the organisation, indicating: number of employees, number of operations, net sales (for private sector organisations) or net revenues (for public sector organisations), capitalisation in terms of debt and equity (for private sector organisations), and the volume of products or services offered.	8-9, 13, 127-128 —
G4-10	a) Number of employees by employment contract and gender.	91 —
	b) Number of permanent employees by employment type and gender.	91 —
	c) Total workforce by employees and supervised workers and by gender.	91 —
	d) Total workforce by region and gender.	91 —
	e) Report whether a substantial portion of the organisation's work is performed by workers who are legally recognised as self-employed, or by individuals other than employees or supervised workers, such as employees, and employees sub-contracted by contractors.	91 —
	f) Report any significant variations in employment numbers (for example, seasonal contracts made during tourist season).	No changes made —
G4 - 11	Percentage of total employees covered by collective bargaining agreements.	95 —
G4 - 12	Describe the organisation's supply chain.	The usual chain found in an academic institution —
G4 - 13	Report any significant changes during the reporting period regarding the organisation's size, structure, ownership or supply chain.	There were no significant changes —
G4 - 14	Report whether and how the precautionary approach or principle is addressed by the organisation.	Not applicable in an academic institution —
G4 - 15	List externally developed economic, environmental and social charters, principles or other initiatives to which the organisation subscribes or which it endorses.	19-20 —
G4 - 16	List memberships of associations and national or international advocacy organisations in which the organisation holds a position on the governance body, participates in projects or committees, provides substantive funding beyond routine membership dues, and views membership as strategic. This list refers primarily to memberships maintained at the organisational level.	20, 88 —

		Page	External assurance
IDENTIFIED MATERIAL ASPECTS AND BOUNDARIES			
G4 - 17	a) List all entities included in the organisation's consolidated financial statements or equivalent documents.	127-128	—
	b) Report whether any entity included in the organisation's consolidated financial statements or equivalent documents is not covered by the report.	127-128	—
G4 - 18	a) Explain the process for defining the content and the aspect boundaries.	Annex 2	—
	b) Explain how the organisation has implemented the reporting principles for defining report content.	Annex 2	—
G4 - 19	List all the material aspects identified in the process for defining report content.	Annex 2	—
G4 - 20	Indicate coverage within the organisation for each material aspect. Indicate if the aspect is material within the organisation. If the aspect is not material for all entities in the organisation (as described in section G4-17) select one of the following approaches: list the entities or groups of entities included in section G4-17 for which the aspect in question is not considered material; or list the entities or groups of entities included in section G4-17 for which the aspect in question is considered material. Indicate any specific limitation of coverage for each aspect within the organisation.	Annex 2	—
G4 - 21	For each material aspect, report the aspect boundary outside the organisation. Report whether the aspect is material outside of the organisation. If the aspect is material outside of the organisation, identify the entities, groups of entities or elements for which the aspect is material. In addition, describe the geographical location where the aspect is material for the entities identified. Report any specific limitation regarding the aspect boundary outside the organisation.	Annex 2	—
G4 - 22	Report the effect of any restatements of information provided in previous reports, and the reasons for such restatements.	Not applicable	—
G4 - 23	Report significant changes from previous reporting periods in the scope and aspect boundaries.	Not applicable	—
STAKEHOLDER ENGAGEMENT			
G4 - 24	Provide a list of stakeholder groups engaged by the organisation.	Annex 2	—
G4 - 25	Report the basis for identification and selection of stakeholders with whom to engage.	Annex 2	—

		Page	External assurance
G4 - 26	a) Report the organisation's approach to stakeholder engagement, including frequency of engagement by type and by stakeholder group, and an indication of whether any of the engagement was undertaken specifically as part of the report preparation process.	Annex 2	—
G4 - 27	b) Report key topics and concerns that have been raised through stakeholder engagement, and how the organisation has responded to those key topics and concerns, including through this report. Report the stakeholder groups that raised each of the key topics and concerns.	Annex 2	—
REPORT PROFILE			
G4 - 28	Reporting period.	Cover	—
G4 - 29	Date of most recent previous report.	2014-2015 academic year	—
G4 - 30	Reporting cycle.	Annual	—
G4 - 31	Provide the contact point for questions regarding the report or its content.	Back Cover	—
G4 - 32	a) Record the 'in accordance' option the organisation has chosen.	'In Accordance' – Core	—
	b) Report the GRI Content Index for the chosen option.	G4	—
	c) Report the reference to the External Assurance Report, if the report has been externally assured.	There has been no external verification	—
G4 - 33	Describe the organisation's policy and current practice with regard to seeking external assurance for the report. If not included in the assurance report accompanying the sustainability report, report the scope and basis of any external assurance provided. Describe the relationship between the organisation and the assurance providers. Report whether the highest governance body or senior executives are involved in seeking assurance for the organisation's sustainability report.	There has been no external verification	—
GOVERNANCE			
G4 - 34	Report the governance structure of the organisation, including committees of the highest governance body. Identify any committees responsible for decision-making on economic, environmental and social impacts.	111-115	—
ETHICS AND INTEGRITY			
G4 - 56	Describe the organisation's values, principles, standards and norms of behaviour, such as codes of conduct and codes of ethics.	19	—

SPECIFIC STANDARD DISCLOSURES - INDICATORS

Material Aspects	Disclosures on Management Approach (G4-DMA) and Indicators	Page	Omissions	External assurance	
CATEGORY: ECONOMY					
Economic Performance	G4 - DMA	Disclosures on Management Approach.	127	—	—
	G4 - EC1	Direct economic value generated and distributed.	127-128	—	—
	G4 - EC3	Coverage of the organisation's defined benefit plan obligations.	94	—	—
CATEGORY: ENVIRONMENTAL					
Materials	G4 - DMA	Disclosures on Management Approach.	22	—	—
	G4 - EN1	Materials used by weight or volume.	22	—	—
Energy	G4 - DMA	Disclosures on Management Approach.	22	—	—
	G4 - EN3	Energy consumption within the organisation.	22	—	—
	G4 - EN6	Reduction of energy consumption.	22	—	—
Water	G4 - DMA	Disclosures on Management Approach.	22	—	—
	G4 - EN8	Total water withdrawal by source.	22	—	—
Effluents and waste	G4 - DMA	Disclosures on Management Approach.	22	—	—
	G4 - EN23	Weight of total waste according to type and treatment method.	22	—	—
Regulation	G4 - DMA	Disclosures on Management Approach.	22	—	—
	G4 - EN29	Financial value of significant fines and number of non-financial sanctions for non-compliance with legislation and environmental regulations.	22	—	—
CATEGORY: SOCIAL ACCOMPLISHMENT					
SUBCATEGORY: LABOUR PRACTICES AND WORK ETHIC					
Employment	G4 - DMA	Disclosures on Management Approach.	91	—	—

Material Aspects	Disclosures on Management Approach (G4-DMA) and Indicators	Page	Omissions	External assurance	
Employment	G4 - LA1	Total number and rates of new employee hires and employee turnover by age group, gender and region.	91	—	—
	G4 - LA2	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by significant locations of operation.	94	—	—
	G4 - LA3	Return to work and retention rates after parental leave, by gender.	94	—	—
Occupational Health and Safety	G4 - DMA	Disclosures on Management Approach.	94	—	—
	G4 - LA5	Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor and advise on occupational health and safety programmes.	94	—	—
	G4 - LA6	Type of injury and rates of injury, occupational diseases, lost days and absenteeism and total number of work-related fatalities, by region and gender.	94	—	—
	G4 - LA8	Health and safety topics covered in formal agreements with trade unions.	94	—	—
Training and Education	G4 - DMA	Disclosures on Management Approach.	93	—	—
	G4 - LA9	Average hours of training per year per employee by gender and by employee category.	93	—	—
	G4 - LA10	Programmes for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings.	93	—	—
Diversity and Equal Opportunities	G4 - DMA	Disclosures on Management Approach.	91-92, 111-115	—	—
	G4 - LA12	Composition of the governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity.	91-92, 111-115	—	—

Material Aspects	Disclosures on Management Approach (G4-DMA) and Indicators		Page	Omissions	External assurance
SUBCATEGORY: SOCIETY					
Local Communities	G4 - DMA	Disclosures on Management Approach.	22-24	—	—
	G4 - S01	Percentage of centres with implemented development programmes, impact assessments and local community engagement.	22-24	—	—
SUBCATEGORY: RESPONSIBILITY ON PRODUCTS					
Product and Service Labelling	G4 - DMA	Disclosures on Management Approach.	40	—	—
	G4 - PR5	Results of surveys measuring customer satisfaction.	40	—	—

ANNEX 4. UNITED NATIONS GLOBAL COMPACT PRINCIPLES

Principles	Related points in the Annual Report	Page	
1	Businesses should support and respect the protection of internationally proclaimed human rights within their sphere of influence.	<ul style="list-style-type: none"> Employee access to training – ESADE Training Mission and vision Statement of values Social action and co-operation Orientation plan Collaboration with Global Compact and PRME The ESADE Challenge for Talent 	<ul style="list-style-type: none"> 93 17 17 22-23 17 17 101
2	Business should make sure that their initiatives are not complicit in human rights abuses.	<ul style="list-style-type: none"> Projects under the SR-E Master Plan Transparency and accountability “Big Challenges” social debate forums 	<ul style="list-style-type: none"> 19-21 24 24
3	Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.	<ul style="list-style-type: none"> Collective bargaining agreement and Staff Committee “Dialogues” and “Meetings” Communications in ESADE Annual Labor Relations Forum 	<ul style="list-style-type: none"> 94 93 93 63
4	Businesses should uphold the elimination of all forms of forced and compulsory labour.	<ul style="list-style-type: none"> Work-life balance Employee benefits Hosting plan 	<ul style="list-style-type: none"> 94 94 94
5	Businesses should uphold the elimination abolition of child labour.	Given the type of activity carried out by the institution, there is no risk of child labour. By endorsing the Global Compact’s ten principles, ESADE clearly expresses its commitment to the eradication of child labour.	
6	Businesses should uphold the elimination of discrimination in respect of employment and occupation.	<ul style="list-style-type: none"> SR-E Master Plan Mission, values and vision 	<ul style="list-style-type: none"> 19-21 17
7	Businesses should support a precautionary approach to environmental challenges.	<ul style="list-style-type: none"> Actions to reduce energy consumption Initiatives to reduce the environmental impact campaign “Avoid plastic, avoid waste” Initiatives to promote and improve digital mobility 	<ul style="list-style-type: none"> 22 22 22 96
8	Businesses should undertake initiatives to promote greater environmental responsibility.	<ul style="list-style-type: none"> Awareness Campaigns Measurements on the evolution of energy consumption Annual Conference of the Institute of Social Innovation Annual Global Energy Meeting 	<ul style="list-style-type: none"> 22 22 65 62
9	Businesses should encourage the development and diffusion of environmentally friendly technologies.	<ul style="list-style-type: none"> Development of technological platforms to promote work online and in network (new repository system for research activity - FacultyBio, webinars, adaptation mobile devices ...) ESADE Social Research Mission 	<ul style="list-style-type: none"> 96 55
10	Businesses should work against corruption in all its forms, including extortion and bribery.	By adhering to the 10 principles of the Global Compact, ESADE shows its explicit and public rejection against corruption and extortion.	

ACKNOWLEDGEMENT

The team responsible for coordinating and preparing this Annual Report is grateful to everyone who helped to make this project a reality. The report was prepared with utmost rigour and the greatest possible care. Should you have any comments or suggestions for improvement, kindly contact:

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Inspiring futures

*Through training, research
and social debate, ESADE works
to inspire "the futures" of people
with the potential to become
competent professionals in business
and law, as well as socially
responsible citizens.*
