

Annual Report

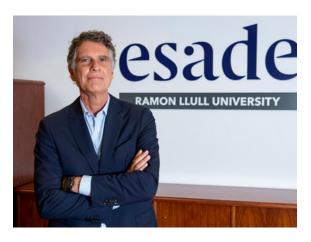
Esade Foundation

2020 2021



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A message from the Esade Foundation president



Jaume Guardiola
Esade Foundation president

-66

Esade is an international community with more than 100 nationalities who share our values about people as generators of positive change in society – our *Do Good. Do Better.*

I am delighted to present the annual report for the 2020-2021 academic year. The report reflects our strategic focus and the key actions that have enabled us to advance in our purpose: to consolidate Esade as a university that leads in academic innovation and is internationally recognized for its impact on society and for the professional and human quality of its students.

In a year of social, economic, and environmental challenges, Esade focused on offering responsible solutions, relied on the talent and rigor of our community, and remained committed to excellence and constant innovation.

It is this commitment to innovation and quality training that has led us to offer a new degree: the Bachelor in Transformational Business and Social Impact. In its first year, more than 40 students from 27 nations are training as change agents so that their work and the companies where they develop it, generate economic impact, and make a social contribution. Esade has also created two new centers that respond to new academic needs and social debate: the Center for Excellence in Teaching & Learning and the Center for Social Impact. As a result of our efforts in academic quality, we have successfully renewed our AACSB quality accreditation for five more years.

During these months, we have also strengthened our contribution to sustainable development through knowledge and research, and by including new sustainable challenges within our organization. Among other actions, we have calculated our carbon footprint in order to achieve neutrality in scope 1 and 2 emissions in 2024 and also reduce scope 3 emissions.

Our three campuses in Barcelona, San Cugat del Vallés, and Madrid are ecosystems that exponentially multiply the opportunities for training, research, and entrepreneurship. Proof of this are the more than 350 innovation and entrepreneurship projects launched in our Rambla of Innovation, the more than 100 articles published in peer-reviewed journals, and the 296 young people in financial need who received a grant for their talent.

Esade is an international community with more than 100 nationalities who share our values about people as generators of positive change in society — our Do Good. Do Better. The support of these students, alumni, faculty, Esade professionals, as well as companies and organizations, widens Esade's reach and our positive impact on society. We dedicate this report to all of you and I extend my warmest thanks.



A message from the director-general



Koldo Echebarria

Director-general of ESADE

The time has come to take stock in an academic year in which we have identified and successfully applied many of the lessons that, as a university institute, the challenges of the pandemic we are still facing as a society have taught us. The 2020-2021 academic year was marked by the ongoing health crisis and the increasingly urgent climate emergency. In this context, our role as a business school takes on vital importance, and we have been up to the task. To do so, and in line with our foundational values, we place people and the planet at the centre of our activity.

This academic year, Esade helped train more than 12,000 students, 21% more than the previous class, of which over 90% secured employment within 3 months of graduation, and who will soon join the powerful global network of over 67,000 Esade alumni. And, despite the mobility restrictions which remained in place this year, the number of new international students grew by 23%. All these figures, together with Esade's leading position in innovation, diversity, entrepreneurship and professional development among the world's most prestigious rankings, attest to our international prestige and reinforce our educational model, fundamental pillars that we continually work to bolster to offer a personalised educational experience that transcends professional aspects and enriches the personal quality of our students.

With this desire, our educational pathways and portfolios have been continually renewed to meet today's professional and social needs; in addition to launching new degree programmes and courses with a focus on social responsibility, we have made progress toward defining a new double degree, BBA & Bachelor's Degree in Artificial Intelligence for Business, which will educate future leaders interested in incorporating the technological revolution into their business management methods, and combining our University Master's Degree in Legal Studies with a Master's Degree in New Technologies and Intellectual Property.

Aware that 69% of young people want to work in companies with a positive impact on their local community and that our efforts to give our students access to the best professional opportunities set us apart, this year also marked the first edition of the MBA's Social Impact Lab, a new educational pathway for MBA students that will help guide their career in social impact companies. And all this with an educational methodology that incorporates cutting-edge technology and has adapted to the new hybrid teaching scenario.

Esade Executive Education has redefined its valuable proposal, and under the claim "Unlimited better futures", presents a new model of executive education that places both participants and companies at the centre of a personalised educational experience enriched through alliances with international partners with which we share this leadership position.

In addition, we have made headway in rendering our commitment to sustainable development even more cross-cutting, in effort to ensure that our research, the knowledge we generate and our actions contribute to the challenge of mitigating climate change, reducing social inequalities and providing solutions to the challenges of the 2030 Agenda.

I would like to finish by offering my gratitude for all the financial contributions and donations we have received, which this year amount to €3.5 million thanks to the invaluable support of our community of alumni, organisations, employees and individuals, who not only share our mission and vision about the form our contribution to the business fabric, society at large and the knowledge community should take, but who, through their generosity, help make it a reality.



2020 — 2021 in figures

Esade advances

KEY FIGURES

12.326

students

21% (\uparrow)

> increase on the previous year

+100

natioanlities

§ 36 %

of our students are of international origin

+67.000

alumni

19.000

alumni from all over the world in 72 international chapters

892

professionals



3 campuses $+78.553 m^2$

Pedralbes | 32.655 m² **BARCELONA**



BARCELONA Sant Cugat | 42.530 m²



MADRID | 3.368 m²



€ 119,84 M

in gross revenue

€ 109,98 M

in net revenue







Esade innovates

We believe in the importance of qualifications to innovate and to deliver an up-to-date offering, and so have launched a new qualification and set up two new centers in response to new needs for academia and social debate:



Bachelor in Transformational Business and Social Impact (BITBASI) NEW DOUBLE QUALIFICATION

BBA & Bachelor in Artificial Intelligence for Business



in Teaching & Learning

Commitment to the enterprise ecosystem

Over the last 5 years

17 M€ have been invested

 $^{ ext{in}}\,119$ start-ups through Esade BAN



We have the distinction of the triple crown of business school accreditation (only 1% of the leading business schools holder this).

This academic year we have successfully renewed the AACSB accreditation for 5 more years.

We review and update the internal quality assurance system (SGIQ) of the Catalan University System Quality Agency (AQU).







We facilitate access to scholarships



M
invested in study scholarships

296
Talented
students

Esade researches



123
Articles
in peer-reviewed journals

New research projects







Our figures

Students

Total

2020 - 2021

12,326

2019 - 2020

10,174





International origin

4.462

3.615



Law School

2020 - 2021

1,956

2019 — 2020

1,360

€ 274 | 205 ↑34%

Business School

2020 - 2021

3,827 (†20%)

2019 - 2020

3,184

⑤ 2.480 | 1.795 ↑38%

Executive Education

2020 - 2021

6,374



2019 - 2020

5,629

© 1.708 | **1.615** ↑6%

Our Professionals

Community by professional category



458 Administration and service staff ('PAS')

345 Business School and Law School Professors

29 Language teachers

27 Research assistants

22 Doctorands

Researchers

New Qualifications and Centres

Qualifications



BITBASI

Bachelor in Transformational Business and Social Impact

BBA+BAIB

Double qualification: BBA & Bachelor in Artificial Intelligence for Business

Centers



Center for Social Impact

esade CTL

Esade Alumni

+67,000

Esade BAN 2019 — 2021

Investment 5,9 M€

Start-ups funded 41

Projects handled 765

Business Angels 211

Rankings

for Educational Innovation El Economista

for Entrepreneurial Ecosystem
Poets & Quarts

Ξ

9

 2°

for Diversity

6S

40

for International Students Financial Times



1 The evolution of the educational experience

01

The evolution of the educational experience

Esade has been part of the Ramon Llull University since 1995 and of the UNIJES network of Jesuit universities. It was founded in collaboration with the Society of Jesus in 1958 with a commitment to excellence and the generation of positive and meaningful change in business, entrepreneurship, and people.

For Esade, offering a fully holistic learning experience is key. We are committed to creating an educational experience focused on the acquisition of technical knowledge and academic excellence, as well as the development of essential human values and integrity.

Our eagerness for innovative and quality training means we are internationally recognized as a school at the forefront of teaching innovation. We achieve a considerable impact on businesses and the environment, as well as contributing to society.

1.1

New Pedagogical Innovation Center, Technology and Impact

Over the course of the 2020-2021 academic year we consolidated our online and hybrid (online/inperson) educational model in order to ensure the quality and excellence of all the subjects we deliver despite the attendance restrictions imposed by the pandemic. To this end we incorporated the key learnings from the previous academic year. In this process of adaptation, the Center for Educational Innovation (CEI) has played a significant role in supporting our teaching staff and creating solutions to the needs derived from the context in which we live. This has been put into practice through a number of initiatives:

Our pedagogical model is based on the "four Cs":

Esade promotes excellence in business, in the social and environmental sphere, and in personal life.



- → Open training sessions covering the online and hybrid delivery model.
- \rightarrow Sessions for teaching staff to share good practices.
- $\rightarrow\,$ Updating and adaptation of websites, resources and support tools for teaching staff.
- → Consolidation of tools for content creation (Kaltura, Sway, H5P, etc.) to complement inperson classes, thereby facilitating dynamics foractive learning.
- → Support in the required administration of this change, with the incorporation of tools to facilitate delivery.



Center for Excellence in Teaching & Learning (CTL)

Founded in January 2021, this centre was set up with the goal of **inspiring and supporting excellence and innovation in teaching and learning**, while at the same time pursuing internal consistency and external recognition as a badge of excellence in higher education. With this aim in mind, the center defines the following working strands and areas, incorporating the teams from the Center for Educational Innovation (CEI) and the Digital Transformation Area:

 $\rightarrow\,$ Faculty Office for Innovation.



→ Learning Factory.



→ Learning & Impact Measurement.



→ Learning Innovation, Technology & Spaces.



Together with other units, the CTL is working on a response to the needs for the 2020-2021 academic year through:

Adaptation of classrooms with the technology required for hybrid teaching.

Updating and rescaling of the eCampus.

Monitoring of innovation projects.

1

2

3

4

5

Creation of 6 mediarooms for quality streaming and recording on all 3 campuses.

Support for new programs.

Digital transformation

Long before the need imposed by the pandemic to accelerate the digital transformation of all spheres of enterprise, education and society in general, at Esade we had already spent a decade working on the digitalisation of our entire teaching methodology and the learning experience. Our 2020-2024 Technology Plan sets the following goals:

- $\rightarrow\,$ Create responses to the needs of companies in the digital and data era.
- $\rightarrow\,$ Transform learning and teaching to develop professionals capable of generating solutions to these needs.

For Esade, technology is a remarkable tool at the service of education, enhancing the capability to generate a positive impact on society and on the economy through education, and we are in this regard making substantial investments in both physical and knowledge resources.

Esade is a pioneer in pedagogical innovation and educational experience: we create disruptive hybrid and digital methodology through our Center for Excellence in Teaching and Learning.

Esade programs make use of technology to achieve the utmost customisation, **effectiveness and impact.**



1.2

Anticipating our market's new needs: launch of new programs

Year after year, at Esade we dedicate all our know-how and effort to ensure our training offering anticipates the immediate future and the current fluid context, characterised by constant evolution and social, economic and regulatory changes which present us with daily challenges. Which is why we constantly review and launch new official Universitat Ramon Llull and Esade's own programs which will meet the future demands and needs of both our own students and the international business community.



New developments and launch of new programs in 2020 — 2021

- → New and updated Grado de Derecho (GED) law qualification, underpinning the course's flexibility and students' academic preferences
- → Master Universitario en Abogacía
 + Master in New Technologies and Intellectual Property
- → Bachelor in Transformational Business and Social Impact (BITBASI)
- → Double qualification: BBA & Bachelor in Artificial Intelligence for Business
- → Executive Management in Management (EMiM)
- → Expert in Leadership Development (PLD)
- → Corporate Executive Master in Management (CEMM)

Launch of a new Bachelor in Transformational Business and Social Impact (BITBASI)

First edition 2021 - 2022

44

27
nationalities

64% women

36% men

A program for those students who aspire to be active drivers of change, young entrepreneurs with a social conscience who, through holistic knowledge learning based on the disciplines of management, liberal arts and technology, turn their knowledge into enterprises with not just an economic but also a social impact, thereby contributing to general well-being.

The final project in this programme involves creating a start-up with social impact.



In parallel, we continue to move forward in updating our programs. We would highlight the following key developments in each of them:

Bachelor in Business Administration (BBA)

Minors

A certificate which can be obtained over the course of the four years of the BBA program, intended to provide value-added beyond the elective subject options.

Learning Lab

Innovative project designed to help students consolidate and master knowledge in their first academic year in challenging numerical subjects, such as mathematics and statistics, organised by Esade professors through a collaborative learning method.

"Future Leaders" program

Collaborative initiative between Esade and the Guangha School of Management, giving students the chance to spend two years studying at Esade and two in Beijing.

Master of Business Administration (MBA) program

Remodelling of the program Executive MBA

Remodelling of the Learning Journey of our EMBA, to offer participants four core phases which will in sequence address:

- → topics connected with the main changes and challenges in the economic, geopolitical and technological context;
- → proposals from the main management models and methods of all corporate management areas;
- ightarrow integration of knowledge and simulation of decision-making processes;
- → customised phase with content chosen from a broad range of elective courses.

This program showcases all Esade's know-how in connection with enterprise, ensuring that participants develop capabilities and competences in terms of leadership, managerial skills and international experience. Meanwhile, in order to enhance the educational experience, a joint offering of elective subjects and synergies has been established between the Full Time and Executive MBA formats.

Design of the new MMBA

The new Multinational MBA transforms the vision of senior executives from Latin American Europe.

The MMBA has been redesigned, and will be launched early in the 2021-2022 academic year. Esade will be responsible for the administration of this new edition. The program last 15 months, with various modules undertaken at 8 destinations (Barcelona, Madrid, Lima, Mexico City, Shanghai and Silicon Valley).



Executive Education (ExEd)

Collaboration
between
lberia and
Esade

Pioneering partnership agreement with Iberia providing the company's passengers with in-flight access to unique and innovative Esade academic content, such as master classes by experts and professors addressing issues including business agility, artificial intelligence, omni-channel and digital commerce strategies, and the keys to leading the fourth industrial revolution, which are fundamental issues in addressing.

Quality achievements

Quality is a cornerstone of Esade's work. The Quality and Program Development Unit oversees the academic quality of our programs, and their alignment with our values, mission and educational model. As demonstrated by the review and update during this academic year of the internal quality management system ('SGIQ') of the Catalan University System Quality Agency ('AQU'), following the criteria established by the Ministry of Education and Vocational Training and the Directorate-General for Universities. This review has resulted in a new version which has already been approved by Ramon Llull University and the Esade Executive Committee.



International recognitions of our quality

During the 2020-2021 academic year we successfully renewed our AACSB accreditation for a further 5 years. We also presented our intermediate report for EQUIS accreditation.

International accreditations

Esade has been recognised for its commitment to academic excellence, innovation and constant improvement by three of the world's leading quality accreditation organisations. Only 100 schools worldwide, including Esade, have received this triple-crown distinction. (1% of the world's leading business schools.)



EFMD Quality Improvement System (EQUIS):

In 1988 Esade became the first business school in Spain and one of the first in Europe to receive this accreditation granted by the European Foundation for Management Development (EFMD). Esade has consistently renewed its accreditation every five years (2003, 2008, 2013 and 2018).



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

In 2001, Esade became the first Spanish business school and the seventh in Europe to receive this accreditation for its undergraduate, Master's and PhD Programs awarded by AACSB International. Esade renewed this accreditation in 2006, 2011, 2016 and 2021.



Association of MBAs (AMBA):

Esade's MBA Programs have had this accreditation since 1994, renewing it in 1999, 2004, 2009, 2014 and 2019.



Strategic national and international alliances

We are a global institution, and have in place a worldwide ecosystem and network through numerous alliances with notable and prestigious international institutions. A constantly expanding network which further enhances our global presence and the internationalisation of our programs.

Esade Business School launches the ECOL network with 6 esteemed business schools in Europe

Esade Business School, together with 6 of Europe's finest schools, has launched an innovative joint **online learning project** guided by principles of innovation, digital transformation sustainability and inclusion.

Business students at the Università Bocconi (Italia), Aalto University School of Business (Finland), Copenhagen Business School (Denmark), Rotterdam School of Management (Netherlands), the University of St. Gallen (Switzerland) and Vienna University of Economics and Business (Austria) will have the opportunity to follow accredited elective courses remotely from any of the associate schools, in the fields of business and administration.

Esade Law School has strengthened its network of academic exchange partners within the context of the Bachelor in Global Governance, Economics and Legal Order Program

Esade Law School has through 15 new agreements with various Economics and/or Political Science faculties at prestigious international universities consolidated the student exchanges which will take place from the next academic year onwards.

The global expansion of the Esade Business and Law Schools likewise continues:

Esade Business School has established specific program agreements with existing partners as well as three new institutions who have joined our extensive partnership network:



Institut Français de la Mode (France)



Technical University of Munich (Germany)



Sungkyunkwan University (Korea)

Esade Law School extends its network with 4 new partners:



Stanford Law School (USA)



National Research University Higher School of Economics (Russia)



Renmin University (China)



University of Malaya (Malaysia)

Esade Executive Education: «Unlimited better futures»

This year we worked to redefine our Executive Education. This has resulted in a new executive training customisation paradigm under the slogan "Unlimited better futures", placing participants and companies at the heart of the educational experience.

The participants thus choose from a hypercustomised, specialised executive training range in different formats (in-person, online, hybrid) equipped with the latest immersive technology and an international perspective, courtesy of our numerous partners (Minerva, CCL, CEOE and others), with which we work in partnership to create unique, complete and irreplaceable learning ecosystems, and through which we offer a better and different learning journey or experience.



Main Networks



CEMS

The Global Alliance in Management Education



CTLS

Center for Transnational Legal Studies



PIM

Partnership in International Management



SIGMA

Societal Impact & Global Management Alliance



THEMIS

The Joint Certificate in International and Business Law

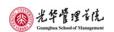




Business School

Double degree partners

BBA



Peking University Guanghua School of Management (China) «Future Leaders» programme

MSc Management Programs



MSc: Aalto University School of Business (Finland)



Erasmus University, Rotterdam School of Management (Netherlands)



Fundação Getulio Vargas, Escola de Administração de Empresas de São Paulo (EAESP) (Brazil)



HEC School of Management (France)



Queen's University, Smith School of Business (Canada)



Shanghai Jiao Tong University, Antai College of Economics and Management (China)



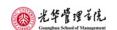
Università Commerciale Luigi Bocconi (Italy)



University of Saint Gallen (Switzerland)



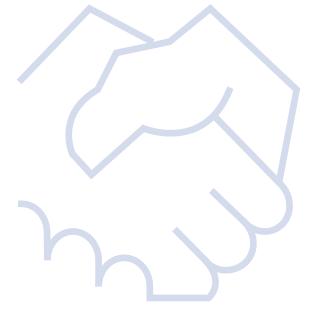




Peking University, Guanghua School of Management (China)

Joint programmes

MSc in Global Strategic Management in partnership with the McIntire School of Commerce at the Universe of Virginia (USA) and Lingnan University College at Sun Yat-sen University (China).



Law School

Double international master

Double master: Máster Universitario en Abogacía (MUA) + Máster de Especialización (MdE) + option of LLM in USA.



Cornell University, Law School



Benjamin N. Cardozo, School of Law



University of Pennsylvania, Law School



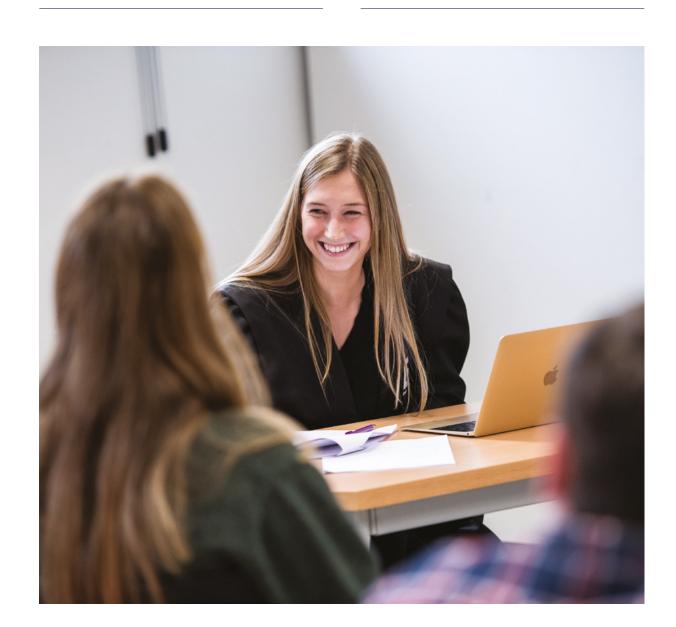
Georgetown University, Law Center



Fordham University, School of Law



Georgetown University, O'Neill Institute for National and Global Health Law



Executive Education: Strategic Partners



Center for Creative Leadership (CCL)



Wharton



Accenture



SDA Bocconi



Willis Towers Watson



Aalto University



Minerva



Deloitte



CERN



CEOE



Singularity University



PwC



HEC Paris



World Business Council for Sustainable Development (WBCSD)





International associations



AACSB International

Association to Advance Collegaite Schools of Business



AMBA

Association of MBAs



BALAS

The 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 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



PIM

Partnership in International Management



PRME

Principles for Responsible Management Education



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





SIGMA

Societal Impact and Global Management Alliance 1.5

Rankings

Educational Experience & Innovation

GLOBAL

5*

Online Learning

QS

EEMM

#1

Educational Innovation (Iberoamérica)

El Economista

MBA

#3

Educational Experience (Europe)

The Economist

MBA

#4

International Course Experience (Europe)

Financial Times

Pedagogical Quality

#1

Private Law School (Spain)

CYD

1

Private Bachelor's in Business Administrations (Spain)

El Mundo

#9

MBA in Europe

Financial Times

#9

EMBA worldwide

QS



Diversity

EMBA

#2

Diversity

QS

MBA

#7

Female faculty (Europe)

Financial Times

MBA

#4

International Students

Financial Times

Startup Ecosystem

#1

Entrepreneurship Ecosystem Size (m2) (Europe)

Poets&Quants

#10

Entrepreneurship Career Specialization (Non-US). MBA

QS

Professional Development

EMBA

#6

Employer Reputation

QS

Finance

#6

International Mobility worldwide

Financial Times

 MBA

#4

Salary Increase (Europe)

Financial Times

MBA

#7

Potential to network (Europe)

The Economist

MBA

#1

Marketing Career Specialization (Non-US)

QS



1.6

Professional development: employability

Esade Careers undertakes a range of initiatives to develop talent and connect Esade students to the best professional opportunities. These include in particular our MBA Programs and the **creation of the personal development journey** as a link between their academic journey and career development, inspiring the decisions that students take, whether the choice of elective subjects or the selection of companies they would like to make a presentation to. The personal development journey has different phases:

1

Completion of LEAD questionnaires and leadership development courses.

2.

Career development workshops.

3

Development of hard and soft skills throughout the course.



Developments 2020 — 2021

Social Impact sector

We created the Social Impact team in response to the demand from our students for work at companies with values and a commitment to leading social change and making a positive impact on society, and to raise the profile of organisations in the social and environmental sector, which has registered a considerable increase over recent years (BCorp). During this academic year we put into practice the MBA Social Impact Lab with the aim of helping our students focus their professional career on the social impact sector.

71%

of *millennials* want to work at a company with a diverse environment.

69%

of *millennials* want the company they work for to have a positive impact on the local community.

Source: Millennials 2020 Survey, Deloitte

Mental Health Summit

This year we launched our Mental Health Summit, an online event addressing an issue that has been heightened by the pandemic: mental health. At the event, Esade Careers brought together various professionals from the healthcare sector to launch a debate as to the importance of health in the business world, and to analyse the business opportunities derived from this emerging social need.



Our summits

As already mentioned, we have other summits covering different sectors of activity, which have become leading innovative events for the academic and professional community, attracting more than 1,400 attendees during this academic year. These summits have served to strengthen an interconnected community of professionals and students from leading international business schools, including HEC, LBS, IESE, Bocconi, RSM and INSEAD.

The summits have provided a discussion forum for professionals, alumni and students from Esade and other business schools, to reflect on the new challenges we face as a society following the outbreak of Covid-19, as well as the transformations that the pandemic has unleashed in certain professional sectors, so as to work together in building global solutions allowing us to progress towards a fairer and more sustainable society.

Summits held in 2020 — 2021:



FMCG Summit



Sports Business Summit



Energy Summit



Mental Health Summit

Winner of the MBA Leadership Award





Oare Ehiemua, an alum of the 2014 Full-Time MBA program, was declared the winner of the MBA Leadership Award.

This honor serves to recognize graduates from AMBA-accredited schools who, through their work, achievements, and performance, have had a positive impact on the business community.





Much of the work performed by Esade Careers comprises the various professional careers events involving more than 100 companies, who come to our campus in search of talent. These events are conducted in-person and online, as we have staged virtual recruitment fairs, guaranteeing the essence and dynamism of these gatherings.

| | 308 | 48 | 204 | 98% |
|--------------------|-----------|-----------|------------|-------------|
| Law Fair | attendees | companies | activities | seeking |
| | | | | |
| Financial | 472 | 18 | 57 | 96% |
| Services Fair | attendees | companies | activities | seeking |
| | | | | |
| Business & | 670 | 57 | 285 | 95 % |
| Management Fair | attendees | companies | activities | seeking |
| | | | | |
| | 363 | 36 | 119 | 80% |
| MBA Fair | attendees | companies | activities | seeking |



Despite adverse circumstances caused by the pandemic, the Esade Careers team has successfully continued its efforts to offer advice and occupational placement sessions: more than 90% of students (97% in the case of the BBA) found a job within 3 months of graduating. Meanwhile, 39% of students who completed the program achieved the triple jump.

Key placement data

| | MBA | BBA | MSc |
|--|--|--|---|
| Placement | 91% | 97% | 93% |
| Salary on completing the MBA and 3 years later | 79,480€ | 32,345 € average salary of recent BBA graduates | 47,519 € average salary of recent MSc graduate |
| International mobility after graduation (where our graduates find work) | 69% Spain 15% Asia 12% Latin America 3% North America 1% Africa | 56% Spain 30% Asia 7% Middle East 7% United States | 88,2% Europe 5,7% Asia 4,3% North America 1,8% Latin America |
| Origin of students | 28,5% Europe 31,2% Latin America 30,6% Asia 0,5% África 9,1% North America | 96,0% Europe 1,8% Latin America 0,9% Asia 0,9% África 0,3% North America | 68,9% Europe 3,3% Latin America 21,3% Asia 2,0% África 4,4% North America |
| | | | |



1 Innovation, enterpreneurship and technology ecosystem

02.

Innovation, enterpreneurship and technology ecosystem

2.1

Innovation and entrepreneurship with impact

Innovation and entrepreneurship go hand in hand, and in the case of Esade are the foundations on which many of our programs, and the institution's ecosystem itself, are built. Last year we further promoted the transformation of the learning experience in our classrooms and campuses towards a digital and hybrid model, with tuition delivered not only in-person but also online.

Our campuses are ecosystems that transcend their physical reality. The learning experience at Esade takes place within an ecosystem made up of students, teaching and admin staff, the business and enterprise world, and civil society. Our campuses provide spaces where our methodology, the use of cutting-edge technology and platforms for co-creation and interaction exponentially increase opportunities for training, research and enterprise, which this year focused more intensely on developing social impact.

The Innovation Rambla

An ecosystem created to **drive innovation** supporting enterprise projects which connect students and agents of change with companies in the real world and civil society.





Esade Alumni

Our international network of former students, which promotes initiatives in the social and enterprise dimension and innovation.

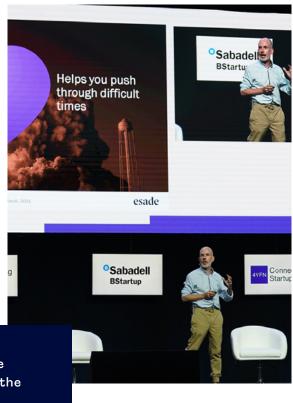


Start-up support ecosystem: we link our students up with companies and enterprise

4 Years From Now – Mobile World Congress

Once again this year, Esade consolidated its position as an academic partner of 4 Years From Now (4YFN), the leading global gathering in the field of enterprise and innovation, within the context of the Mobile World Congress (MWC), with this year's edition being held from 28 June to 1 July, attracting entrepreneurs, start-ups and professionals from all round the world to Barcelona. Under the slogan "Commitment to technology to transform the future", our collaboration with 4YFN marked a turning point in revitalising the economy of the city of Barcelona, as well as technological progress.

In what was a difficult year for the world of enterprise and the start-up movement, Esade strengthened its support for innovation and the global technological ecosystem.





Ivan Bofarull, Esade's Director of Innovation

reflected on "Skills to prosper in the area of infinite leverage", exploring in greater depth the skills that students need to learn so as to prosper in the current business context, with an unprecedented pace of change and interruption.



Esteve Almirall, a professor at the Esade Department of Operations, Innovation and Data Sciences, and coordinator of the Center for Innovation in Cities gave the talk "Redefining connectivity Implications for cities, governments, policies and businesses".

We promote high-end entrepreneurship projects growth thanks to our accelerator eWorks

eWorks is Esade's new business creation program; offers a series of activities, services and support for the creation of new companies and start-ups by students and recent Esade graduates. eWorks also has a program Accelerator to help drive business from ideas validated. This academic year 52 projects have been promoted thanks to this program.





Innovation Rambla, Alumni and Creapolis

Innovation Rambla

The Innovation Rambla at the Sant Cugat campus is an essential driver of the Esade innovation and entrepreneurship ecosystem. Over the course of the 7 labs that made up the event, we linked drivers of change to companies and social institutions to facilitate meaningful and impactful entrepreneurship, in collaboration with other centres of excellence.

Innovation Rambla Labs

Key projects in 2020 - 2021

DecisionLab

Experimental laboratory designed to undertake innovative studies in such wide-ranging fields of research as consumer behaviour, the behavioural economy, decisionmaking analysis and social entrepreneurship.



undertaken



researchers involved



research



participations

Since it was founded in 2017 the Decision Lab has built up:





participations

The ClassPool has emerged as an element fully integrated within the University's academic activity.

III:: FusionPoint

A meeting point for companies and students of Business Administration at Esade, Engineering at the Universidad Politécnica de Cataluña (UPC) and Taking real challenges as their starting point, they develop new products, services and processes by following such innovative methodologies as.



multidisciplinary teams



books

academic articles

published as part of our dissemination efforts

We organised:

4 webinars

8 podcasts

The 1st virtual gala with CERN for our Challenge Based Innovation (CBI) programme with the MBA, attracting media coverage and articles published in connection with the event which achieved an audience of over 100 million.





students created a learning ecosystem with companies who presented 18 challenges from real life, and more than 35 experts

eWorks

eWorks is an Innovation Rambla lab managed by Esade Entrepreneurship Institute, a leading European centre for research, teaching, creation and the exchange of knowledge.

eWorks Accelerator 2020:



40

40 projects reached the final of the program and were presented at the Demo Day.

eWorks Accelerator 2021 Kicked Off:



52

ccelerator 2021 Kicked Off

inspiration sessions with guest

62

office hours with students and entrepreneurs

speakers

eFounders meetups

eGarage

Where Impactful Initiatives Come Together

eGarage is also the base for the Impact Community and Social Impact Lab of the MBA.

eGarage is the perfect platform to develop innovators' and entrepreneurs' creative ideas, which are given the chance to grow thanks to the tools and resources we have available.

Become the place where Esade students' new business ideas are generated, and a meeting point for the entrepreneurial community (students, teaching staff, etc.) at Esade.



6

events organised or co-organised with associations, clubs and other organisations, with

400+



135

tutor



200+ business plans (BBA, MSc, EMBA) tutored



The Esade FabLab belongs to the global FabLab network and the Maker collective, collaborating in the research and implementation of innovative solutions with the idea of promoting self-sufficient and sustainable societies.

MediaRoom

This lab is used to record masterclasses, high-quality digital content and presentations, to help students develop their communication skills.

The MediaRoom has been equipped with the technology required to enable streaming activities in a professional studio setting.

FinanceLab

It is a technologically advanced learning laboratory for those students who are interested in financial analysis data intensive. Students will have full access to data global financials provided by Bloomberg, Thomson Reuters Eikon, the Wharton Research Data Services (WRDS), and SDC Platinum.

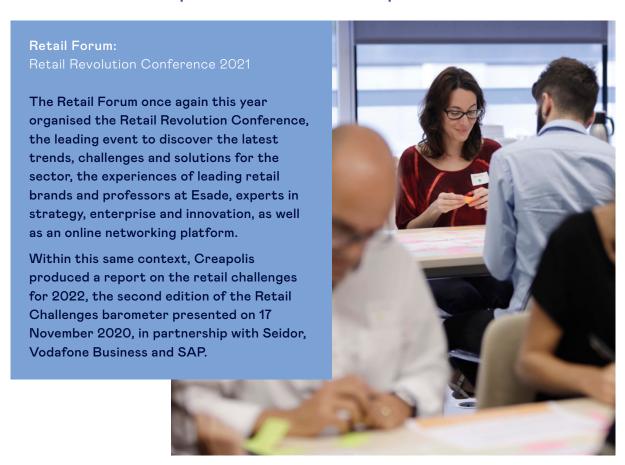
In a space equipped with all the technology and software used by professionals in the financial sector, students will experience with real data and learn the tasks that are required to be a investment banker or financial analyst.



Creapolis

Creapolis is an enterprise and knowledge park, and also a hub for innovation and enterprise with a social impact. This framework is used for the development of various of the acceleration support programs for start-ups, such as the **Empenta X program**, this year marking its 10th edition The program, supported by Sant Cugat Local Authority, serves as an accelerator for 10 start-ups from the Technology and Industry 4.0 sphere in Catalonia.

Research into enterprise and the innovation process





Esade Alumni

<<Together we make a greater impact.>>

Esade alumni help generate a positive and significant impact at organisations and within society. A global community of more than 67,000 responsible leaders sharing a firm commitment to contribute to corporate progress and to create a fairer and more sustainable world, each through our individual positions.

<Expanding your network and creating new sinergies.>>

Esade Alumni is a global community connected by location and interests:

Key Esade Alumni figures

former students of more than

nationalities.

19,000+ *alumni* across

> 72 +international chapters around the world

alumni located away from the Barcelona/Madrid Campuses, across

regional clubs

3,420

former students took part in

activities organised by

horizontal Alumni clubs

The regional and international community organised

> global events (65% in English),), involving more than

former students



During the year, the most heavily attended and flagship event was the **Annual** Seminar, resuming an in-person hybrid format, this time in Barcelona with:



3.000



Getting involved in the community and doing your bit

At Esade Alumni we facilitate active participation in the community for those able to contribute and add value through a range of initiatives:

Member of the club or international chapter board

538 alumni involved





Delegate

1,303
delegates



Consultant

333 volunteers



Mentor

307



Investor

211 investors

Growing as a Responsible Leader

During the last year we advised more than 400 people living in 21 countries about their professional growth, accompanying them in managing their career.

Alumni services in the professional field

Mentoring program

307

19

active mentors countries of residence

Training and development

46

1,000+

for entrepreneurs and investors

14

sessions

1,372+ participants

Employment portal: Esade Jobs

3,000+

registered members

9,700+

job offers (48% profile with 3+ years experience)

Matins Esade

2,771

former students accessed best practices from the business world through 11 sessions Continuity program

8,534

former students continued their training courtesy of Esade professors through 24 sessions

Other activities

Refresher, reflection and debate sessions in the social sphere:

5

cinema forums specialist webinars



Esade Alumni Social: A positive impact that makes an impression

We use our capabilities as part of a movement for the change towards more sustainable and inclusive economic systems.



Our alumni clocked up a total of

of knowledge dedicated altruistically to society, benefiting a total of 35 organisations:

Lérida, Gerona, Sevilla Valencia, Mallorca y Bilbao

At Esade Alumni we worked on our first sustainability plan, aligned at all times with Esade, following a self-assessment using the BCorp methodology.

Esade Alumni Entrepreneurship

Through Esade BAN we facilitate opportunities for investment, networking and training. We likewise promote training through the Business Angels School, refreshing knowledge and skills to achieve returns on investments and deliver the capability to enhance capacity by applying key tools.In the 2020-2021 academic year we had three participants.

We link up entrepreneurs with investors

We facilitate investment and networking opportunities through investment forums where we present, foster and channel investments:





start-ups



2,7M€

We support entrepreneurs with a program combining activities and services to develop their project (business plan, funding, guidance, etc.) and select projects with high growth potential:







presented on investment forums



social impact projects



Our commitment to talent and diversity

Our commitment to talent and diversity



3.1

We invest in the best talent

Through our Scholarship Program we have a strategic talent capture plan in place to attract talent and diversity to our classrooms.

Thanks to our Scholarship Program we are able to offer students with an excellent academic track record and diverse economic needs and socio-economic circumstances the opportunity to study at Esade. We have set ourselves the goal of achieving a figure of 1,000 students with economic needs receiving scholarships over the coming years, thereby enhancing our positive impact on society.

To achieve this goal, we strengthened our relationship with schools and institutions in the sector during this academic year, implementing a specific support program for first-year scholarship students.

During the 2020-2021 academic year we increased our commitment to attract talent and diversity in the classroom by awarding 296 scholarships, with a budget of 3.7 million euros, thereby making our high-level learning experience available to talented students, without economic resources proving a barrier. Our scholarships amount to between 25% and 100% of the tuition fees, and in some cases also cover accommodation and living expenses.

Scholarships Esade

3.7M. (vs 3.2 million the previous year)

From private contributions

1,5M.€ (40% of the total)

From own funds

2.2M. \in (60% of the total)

All scholarship students

296

Undergraduate students

MSc

30

MBA 20

MUA

13



Promoting inclusion

During the 2020-2021 academic year we launched the **First Year Experience Program** to achieve better and faster integration of students from different countries, cultures or socio-economic backgrounds, through a series of co-curricular activities, such as cultural visits and the Quality Biographies program, helping our students to get to know their peers and facilitating emotional support, elements which contribute to their academic success and personal growth in order to become socially committed professionals, while at the same time emphasising that the goal of our education is to train people in order to give sense to their lives, and thereby contribute to the common good of society and the planet.

3.3

The support of our community

During this financial year we undertook the following campaigns, with all fundraising initiatives being supported through Esade's own funding, as 100% of the money raised at the school is allocated fully to the intended purpose.

Be a talent beliver

Internal Christmas Campaign 2020

With the goal of raising €21,000, we launched an internal campaign at Christmas. The money was allocated to a scholarship for the first year of the Bachelor in Transformational Business and Social Impact (BITBASI), the new Esade program designed for those who dream of delivering transformational solutions within society, to become drivers of change. The fundraising goal was achieved among our professionals, teaching staff and co-workers.

We know you care

(Alumni campaign) 2021

The second postal campaign was launched this year under the slogan "We know you care", addressing the entire Alumni community. Thanks to the campaign, which combined emails, social media, letters and scholarship programme ambassadors, €50,274 was raised.

Scholarship program: 2020-21 academic year event

Welcome Week for scholarship students

In November 2020 we bid a special welcome to our scholarship students. A gathering at which we share with them the full range of the scholarship program, and how each of them can play an essential role during their time at Esade and in the future.

Breakfast with scholarship students

Over the course of 2020-2021 a number of breakfasts were staged in online format, to forge bonds, find out how they are progressing, their motivations and concerns, to talk to them about the new Scholarship Program projects, and to emphasise the huge value of their role.

Committed to fair development



Through Esade SUD we offer our community the opportunity to commit to institutions and initiatives for observation, reflection and action to promote fair development towards people and society. Despite the impact of the pandemic in all countries, 63 students have traveled to 19 countries to carry out entrepreneurship and social consulting and legal assistance projects during the 2020-2021 academic year. Esade SUD programs have had a presence for the first time in the Dominican Republic, Mozambique, Nigeria, Eswatini, Panama, Ghana and Europe.

()4 Research



Research



Following on from the previous financial year, when the pandemic raised challenges for research and researchers, at Esade, we continued to combine our efforts in this sphere, furthermore, emphasising the importance for us now not only of academic excellence, but also a significant practical contribution to business and society through research. Our researchers are now therefore focusing on a great many social and environmental disciplines.

4.1

Data research

Knowledge generation centres

Articles in peer-reviewed journals

New research projects

Projects in progress with external funding

2020 — 2021 Academic Output

Articles in peer-reviewed journals

FT

Journals

Journals

Publications with impact factor by quality quartile

Q1

Q2

Q3

Q4

26

Other academic publications 2020 - 2021



42 books and chapters

books

book chapters

published internationally books published nationally

book chapters published internationally

16 book chapters published nationally



scientific contribut

papers accepted at academic congresses

Esade publication



Research projects

As an educational institution we have an outstanding team of professors and researchers, and generate knowledge in numerous areas through our research centers. There are many projects in operation. Below we highlight the most significant:

| Research centre | Project | Lead researcher | Funding body |
|--|--|--|---|
| Esade RAMON LULL UNIVERSITY Business Network Dynamics (BuNeD) | Lift-OSH: Supporting compliance and better OSH practice through leverage in market-based initiatives | Annachiara Longoni | European Agency for Safety and Health at the Workplace (EU-OSHA) |
| CSAGE RAMON LULL UNIVERSITY Group Research in Economics and Finance (GREF) | LABTECHNO - Labor Markets, Technology and Structural Change: Data, Theories and Policy Implications | loana Schiopu and Calin Arcalean | MICINN-MCIU |
| | Intangibles, Technology Diffusion and Public Policies: Implications for Firm Investment, Market Structure and Aggregate Productivity | Carolina Villegas | EIBURS: European Investment Bank Institute |
| Esade RAMON LULL UNIVERSITY Leadership Development Research Center (GLEAD) | Project: How should you balance your time to be happier? | Jordi Quoidbach | 2021 BBVA Leonardo Scholarships |
| Esade Gov-Center for Public Governance | Project: COLLABQUAL - Enhancing the Quality of Our Public Services: Assessing the Effects of Organisational Forms in Public Services Quality | Marc Esteve and Tamyko Ysa | MICINN-MCIU |
| Institute for Innovation and Knowledge Management (IIK) | ATTRACT2: Breakthrough Innovation Programme for a Pan- European Detection and Imaging Eco-System — Phase 2 | Jonathan Wareham | European Commission |



| Research centre | Project | Lead researcher | Funding body |
|---|--|--|------------------------|
| esade RAMON LLULI UNIVERSITY | EXPAND – A Challenge-based Idea Accelerator and Toolbox | Lisa Hehenberger | European Commission |
| Entrepreneurship Institute (EEI) | UBERWORLD — How UBER's strategies are shaping the modern world: from internationalization challenges to driver nudging | Bilgehan Uzunca | MICINN-MCIU |
| | SustainableFBGs - Strategy, innovation and growth as drivers of sustainable performance: The case of family business groups | Maria José Parada and Jan Hohberger | MICINN-MCIU |
| esade | Respond, rebuild, reinvent | Ignasi Martí | OECD |
| Institute for Social Innovation | Regenerate! - Regenerative Business Practices and Governance: A Longitudinal Study of Regenerative Agriculture in Spain | Maja Tampe and Tobias Hahn | MICINN-MCIU |
| Research Group on Judgements & Decisions in the Marketplace | PERCEPTIONS - Mathematical structures based on unbalanced and hesitant linguistic descriptions to improve humanmachine interaction | Nuria Agell and Mónica Casabayo | MICINN-MCIU |
| (JUICE) | CONSBRANDS - Conscientious Corporate Brands | Oriol Iglesias and Marco Bertini | MICINN-MCIU |
| esade RAMON LLULL UNIVERSITY Patrimonial Law Group | ¿Libertad, igualdad y fraternidad? Grietas de las democracias en la era de la fragmentación política y social | Elia Marzal | ACM |
| esade RAMON LIUIL UNIVERSITY Research Group on Conflict Management | Hacia una justicia digital e inclusiva: best practices en el acceso a la justicia tras la COVID-19 | Teresa Duplà | ACM |



Initiatives with social impact

Esade has 18 research centres and think tanks in place, the overarching goal of which is to generate economic, business and social impact. Below we emphasise a number of the most significant social impact initiatives during the 2020-2021 academic year.

Esade Center for Social Impact & Social Impact Lab

Our Esade Entrepreneurship Institute (EEI) draws on the **Esade Center for Social Impact** to provide the structure for an **impact community** bringing together students, professionals and academics wishing to use their financial and business deals to generate a positive social and environmental impact. The head of the *Esade Center for Social Impact*, <u>Prof. Lisa Hehenberger</u>, is a member of a number of advisory and scientific boards, and an expert in working parties. During 2020-2021 she was chosen as one of the **Top 100 Women in Social Entrepreneurship por la Euclid Network**.

During the 2020-2021 academic year, the EEI coordinated the first edition of the MBA Social Impact Lab, a new specialised training journey intended for MBA students wishing to get involved in the field of social impact.



Esade Corporate Governance Centre (CGC)

Set up in the 2019-2020 academic year with the aim of establishing itself as a flagship in the field of corporate governance in Spain. Its mission is to generate ideas and knowledge and to drive and collate good practices in the field of corporate governance with the aim of supporting members of boards of directors, executives, investors and corporate governance experts at companies and institutions. During this financial year the following facets were prioritised within its specific operational sphere: diversity, digital transformation and ESG aspects. During the year the Corporate Governance Center also provided contribution, assistance and involvement in a number of reports, events and conferences.

Publications of the Esade Corporate Governance Centre (CGC)

The sustainability commissions of Spanish listed companies: areas of responsibility, profiles, trends and challenges.

An analysis by Esade and Georgeson

The digital transformation of how Boards of Directors function.

A report produced with the support of Diligent, based on a survey of more than 100 Spanish company directors. Female lawyers on lbex 35 boards of directors.

Study produced by the Esade Corporate Governance Centre and Woman in Legal World, with the collaboration of Alexander Hughes.



Esade Women Initiative (EWI)

This center promotes and spotlights the actions and projects we undertake at Esade with regard to gender equality. During the 2020-2021 academic year a number of projects were developed, along with participation on various forums, including in particular the Esade Gender Monitor LatAm 2021, in partnership with América Economía.

ESADE GENDER MONITOR LATAM 2021

Second wave of the Latin American edition of Esade Gender Monitor, which Esade Women Initiative produces in collaboration with América Economía Intelligence, by consulting more than 1,000 female executives in Chile, Colombia, Mexico and Peru about the difficulties they have faced over the past year in doing their job. On this occasion they were also asked about the impact of Covid-19 on their personal and professional life.

The report was presented during a webinar organised internationally by América Economía on 17 May 2021.



MENTTORES Project

<u>Menttores</u>, , launched in spring 2021, is a program designed to offer individualised educational support free of charge to students from vulnerable backgrounds who have suffered more serious effects from the pandemic, while at the same time looking into the impact that this type of backup schooling has on students. The project was launched thanks to collaboration between the Esade Center for Economic Policy (EsadeEcPol) and the <u>Fundación Empieza por Educar (ExE)</u>.

The pilot scheme involved an intensive online program lasting 8 weeks with 3 weekly sessions of 50 minutes intended for students in the first and second year of compulsory secondary education (aged 12-15 years) at 18 state and subsidised schools in the regions of Madrid and Catalonia (Barcelona and Lérida). The result was that the youngsters involved in the program achieved a 30% higher pass rate in mathematics than the control group. 17% also made improvements in the subject after receiving the tutorials. The program managed to reduce the likelihood of having to repeat the year by \$0.75 compared with the control group.



Outreach and impact on social debate

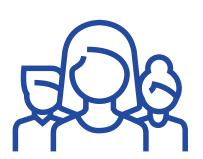






4

Outreach and impact on social debate



As part of our commitment to create more prosperous, fairer and freer societies, **Esade promotes social debate by offering a platform for frank dialogue,** a venue allowing debate and exploration of the main challenges and opportunities facing our world.

In parallel, at Esade we generate a wealth of knowledge and high-value content in areas of particular relevance for the business world, the public sector, the legal sphere and civil society. Our commitment to society involves disseminating this knowledge through the media, social media, blogs, etc., as well as our corporate newsletter: *Do Good. Do Better*.

Do Good. Do Better.





Esade in the media

During the 2020-2021 academic year we generated over 7,000 media impacts worldwide. These impacts are connected with such key issues for the institution as innovation, technology, sustainability, geopolitics, economics, leadership, education, digital transformation, mental health, entrepreneurship and social responsibility. Key content was also disseminated via the various Esade blogs and platforms, in collaboration with such leading media outlets as Cinco Días and Forbes US.

Media dissemination initiatives

4YFN-MWC

As part of our commitment to innovation, enterprise and technology, Esade was once again this year involved at 4YFN, a leading global trade fair with the slogan "Empowering the New Era of Connectivity", taking part at the event's Connectivity Hub, together with such partners as Telefónica Innovation. The goal of this Hub is to include technology as a horizontal strand within knowledge and progress, with more than 400 international start-ups taking part.

All within the context of the Mobile World Congress held in Barcelona, a global flagship event in the field of technology.

Infojobs-Esade Report State of the job market in Spain



The InfoJobs-Esade 2020 Report State of the job market in Spain conducts a yearly analysis of the results for the various employment data that the platform draws from company and job candidate activity. This year it was marked by the outbreak and development of the pandemic, and the resulting economic slowdown.

Esade Target

Within the economic sphere, we launched the 12th edition of the Esade Target, a measurement instrument available to the general public and the media in particular, analysing the degree of deviation by leading institutions in their forecasts in terms of Spain's economic growth and unemployment rate each year. In 2020-2021 a special edition known as the "Covid Target" was also developed, highlighting the capability of the analytical departments of the leading Spanish organisations to adjust their economic predictions at times of great uncertainty.



Generation of Opportunities

Esade is involved on the McKinsey and Europa Press "Generation of Opportunities" platform, the goal of which is to help companies and society take advantage of the new opportunities for sustainable growth offered by the post-pandemic scenario. The initiative is supported by such companies as Acerinox, Amazon Web Services, BBVA, Correos, Esade, Ferrovial, IKEA, GSK, Merlin Properties, Santander and Telefónica, who debated the four topics identified as being vital on the new global landscape: future of work; purpose and sustainability; innovation and growth, and technology and digital transformation.

Esade Executive Education was specifically involved in the "future of work" vector, addressing this challenge within society, the role of education, the concept of lifelong learning, the impact on the job market and the figure of the new business leader within this new post-Covid-19 context.

Career Impact for Media Professionals

In 2020-2021 we launched the second edition of the Career Impact for Media Professionals programme in order to promote talent, support communication professionals in developing their professional career, and to help them do their jobs better.

The programme offers journalists 5 places on the Executive Education programmes, with a 100% discount.





Social Debate and Events

Social debate

At **Esade** we foster **open**, **constant** and **plural dialogue** as a dynamic to underpin and contribute to the development of freer, more prosperous and fairer societies. As a forum for reflection and a meeting place, in the 2020-2021 academic year we contributed to **social debate** through 91 events, both in-person and in hybrid or digital format, with experts from all round the world addressing the most significant challenges facing society, from different perspectives.

Formal opening of the 2020-2021 academic year

8 October 2020 Javier Melloni, an anthropologist and Jesuit theologian, delivered the inaugural lecture entitled "the need to get back to essentials", highlighting "the need to acquire a new, planetary collective consciousness; a consciousness of the interconnectivity that exists among the multiple aspects that enable or hamper life".

The president of the Esade Board of Trustees, **Xavier Torra**, indicated that "we are today probably marking the start of the most different academic year of any that Esade has seen in its 62-year history, but one in which academic routines open their doors even more to pedagogical innovation and creativity".

Similarly, Esade's Managing Director, **Koldo Echebarria**, emphasised that "the consciousness that the crisis we are living through has awoken lends greater impetus to our efforts to innovate in educational methodologies. The uncertainty that this pandemic has generated leads us towards a model of learning that is focused not only on what we know, but also what we do not yet know; on setting aside the answers for a moment and learning to be open to the unknown".

Presentation of the report Public Talent for Administration after the Coronashock

14 October 2020 The Esade-PwC Public Sector Transformation Observatory presented the report Public Talent for Administration after the *Coronashock*. Proposals for an inevitable reform, including 20 proposals for the future to advance towards greater professionalism and skills in public employment in Spain, alongside the reforms that will need to be addressed in the management public talent, with the aim of achieving an efficient and properly proportioned public sector.

Esade-CEOE Entrepreneurship Forum

10 November 2020 Esade and the Spanish Confederation of Business Organisations (CEOE) organised the first Esade-CEOE Entrepreneurship Forum, a virtual gathering to reflect and **debate on the entrepreneurial ecosystem and the new landscape in Spain,** with intra-entrepreneurship at companies, corporate venturing, and the Entrepreneurship Act among the key debate topics addressed.



Cyberdemocracy, ethics and digital rights in the post-pandemic era, debated on the Esade Technological Humanism Forum

1, 2 and 3 December 2020

The Esade Technological Humanism Forum held its cycle of «Conversaciones» on three consecutive days, addressing the ethical future of the digital revolution. These virtual gatherings invited an exploration of how to design a cyber-democracy based on digital rights and public policy placing human dignity at the heart of the digital revolution, rather than making it subordinate to the unlimited power of technology. The fundamental aspects addressed included the right to work and the economy of data-based platforms, as well as inequalities, education, diversity, polarisation and culture in a future that will seemingly be dominated by artificial intelligence.

Healthcare Technology Sector gathering

19 May 2021 Organised by the Spanish Federation of Healthcare Technology Businesses (Fenin) and Esade, the event entitled "The digital transformation of health" was attended by representatives of public authorities and experts in the field, to analyse the process of digital transformation of the healthcare system, which would serve to improve its efficiency and quality.

All for the airport expansion

2 June 2021 At a joint event organised by the employers' association Foment del Treball at Esade, some 200 economic and social organisations and entities argued for the expansion of Barcelona Airport. Businesspeople expressed the opinion that the project was "essential" and "could not be delayed", in order to "lend dynamism to economic activity, generating jobs, attracting and retaining talent, and international investment".

Annual Meeting of the Board of Trustees of the Esade Foundation

5 July 2021 The annual assembly of trustees of the Esade Foundation was held in virtual format, the central focus being a live guided tour of the collection of Masterpieces at the Thyssen-Bornemisza art gallery, turning the meeting into a special tribute to talent, in an outstanding cultural setting.

Law School Events

This year the events staged included in particular the 31st Esade Law School - Wolters Kluwer Foundation Professional Meetings, with the aim of debating innovation applied to the legal sector; the staging of the 3rd Tax Trends Meeting, with an analysis of the latest tax trends involving executives from the business world, academics from Esade Law School, senior public authority officials and partners from EY, and lastly the staging of an online series involving Esade Law School and Uría Menéndez to analyse the characteristics and regulation of blockchain and cryptoassets, which are seeing such considerable growth.

Annual global energy meeting - 9th edition

February · March 2021 EsadeGeo, the Representation of the European Commission in Spain and EIT InnoEnergy organised a series of four webinars to explore the European Green Deal in its global context. At the first event, Kadri Simson, the European Commissioner for Energy, and Teresa Ribera, the Spanish Deputy Prime Minister and Minister for Ecological Transition and Demographic Challenge, debated the imminent transformations of the EU and the world as a consequence of the Green Deal. At the remaining sessions, professionals and researchers debated a possible mechanism to adjust the carbon boundary, green finance, and hydrogen.



EsadeGeo and Repsol Foundation webinar series

Together with the Repsol Foundation, EsadeGeo stage 6 webinars addressing a range of aspects connected with the energy transition over the course of the 2020-2021 academic year. During these webinars they addressed such issues as carbon-neutral transport and hydrogen, with experts from industry, political institutions and research centres.

EWI Webinar:

The international career of female lawyers

18 March 2021 Esade Women Initiative and Women in a Legal World organise this gathering, which involved María Eugenia Gay, Dean of the Bar Association of Barcelona, Teresa Astolfi, consultant and Head of the International Area at Women in a Legal World, and Patricia Saiz, Associate Professor and Director of International Relations at Esade Law School, moderated by Eugenia Bieto, Director of Esade Women Initiative (EWI).

EsadeGov Webinar: Conversation with

Salvador Illa and Nekane Murga

20 April 2021 One year after the state of emergency was announced in Spain, EsadeGov proposed this webinar, Do Better Connected, in which Salvador Illa, the Minister for Health (2020-2021) and Nekane Murga, the Regional Minister for Health of the Basque Government (2019-2020), discussed the lessons learned during their experience in managing the pandemic, setting out a number of key organisational and human issues in the challenge they faced.

Webinar:

Comunicación responsable: ¿estamos ante un nuevo statu quo de la comunicación?

21 April 2021 In this Do Better connected webinar, María Díaz, Esade Director of Communication, Brand, and Institutional Relations, talks about the communication status quo with José María Rodríguez Olaizola, Jesuit and sociologist, Secretary of Communication for the Province of Spain in the Society of Jesus, and a great expert on social networks.

During the webinar, the new challenges facing communication professionals, and the changing role of communication in business strategies, are analyzed.

EWI Webinar:

Main barriers to women being promoted to senior management

29 September 2021 Eugenia Bieto, Director of Esade Women Initiative (EWI), and Patricia Cauqui, Professor and Academic Director of Gender Balance and D&I Programmes at Esade, analysed the challenges faced in the promotion of female executives to senior positions in Spain, in the company of Myriam Alcaide, VP at JP Morgan Chase Bank, and Marion Bauer, Digital Marketing & Sales Director at Sabadell Group.

Conferences on leadership and management at NGOs-NPOs

Through the transfer and generation of knowledge, this series provides a flagship forum at the national and multi-sectoral level, enabling **debate and** the further joint exploration of executive and social leadership skills at organisations belonging to the third sector. Last year 6 webinars were held within the context of the executive training programmes for NGOs-NPOs delivered by the Institute of Social Innovation.

Conference cycle: "Connecting Through the Workplace"

The series of 6 webinars organised by ISS Facility Services and the Esade Institute of Social Innovation analysed and debated the main challenges, trends and future strategies to be addressed by companies in the 21st century in order to be competitive, sustainable and innovative within a context of considerable uncertainty and volatility. Each session was supplemented by a white paper.



Do Better

Do Better is the Esade digital content hub created in 2019 with the aim of offering quality content addressing current issues.

The platform presents the latest news, perspectives and analysis as to the most recent advances in research into relevant topics, which may be divided into four main categories:



Company



Global agenda





Social



To explore all the aspects derived from these topics in greater depth, Do Better combines formats ranging from analytical and opinion articles to podcasts, along with audiovisual formats such as infographics, video interviews and video infographics. During the 2020-2021 academic year (from 1 September 2020 to 31 August 2021) Do Better published a total of 243 content items of varying kinds (in Spanish and English), all with an explanatory approach, applying academic rigour and a global perspective to the topics addressed.

Key Do Better indicators



 \bigcirc 232,152 visits



 $\stackrel{ extsf{C}}{\sim} 119,\!\!478$ users



+ 4,149 new subscribers



+80% sessions per user



 \bigcirc +45% browsing time user

Do Better Podcast

Podcast content has this year established itself as one of the formats achieving the greatest audience engagement. The Do Better Podcast series has racked up a total of 23,300 listens, an increase of 130% compared with the period 2019-2020.



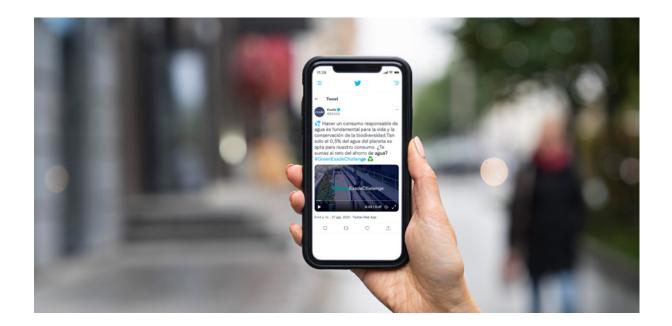
Social media

Esade's social media platforms give us the opportunity to interact daily with our digital community, having built up almost 380,000 followers, a 10% increase compared with the previous year. During the 2020-2021 academic year we focused on the various Esade knowledge areas, spotlighting the institution's role in generating social debate, conveying knowledge, research and the activities and initiatives undertaken by the Esade community.

In this regard, Esade's commitment was reflected in the launch of such various campaigns as "We know you", GreenEsadeChallenge and EsadeForInnovation, among others.

| 2020 — 2021 Academic Year ¹ |
|--|
| 167.882 |
| 63.649 |
| 109.372 |
| 25.814 |
| 16.600 |
| |

¹ Figures for 31 August 2021. This includes followers of the corporate profile and the programme profile.







Private contributions

Private contributions



To achieve our foundational objectives and maintain education and research at the highest level, we draw on the inestimable support of our extensive, international community of former students, organisations, employees, teaching staff and individuals.

They all share our vision as to the contribution we should be making to the world of business, society and the knowledge community, and their generous contributions and economic donations help make this possible. Their contributions serve to advance the research conducted by our teaching and research staff, as well as the shcolarhsip program for talented and economically disadvantaged students.

During the 2020 - 2021 academic year, 64 companies ans 402 individuals made contributions and offered us economic support.

3.5_M.€

million euros in private donations from individuals, alumni, admin staff and corporate donors over the 2020-2021 academic year

Source of donations and contributions (€M)

€ 3M · 87%

Organisations

€ 0.5M · 13%

Alumni and Esade community

Source of donations

 \bigcirc | \angle

402

☆

64 companies

Allocation of resources



2M€ Scholarships



1.5M€



7 Investing in Educational Innovation

Investing in Educational Innovation



Gross Revenue

2020 - 2021

€ 119,84M

Net Revenue 2020 — 2021

€ 108,98M

Business School

€ 61,6M

Executive Education

€ 21,9M

Research

€ 2,9M

Corporate units

€ 1,8M

Law School

€ 20,7M

Esade's turnover in the 2020-2021 academic year stood at €119.84 M of gross revenue and €108.98 M of net revenue.

This income result is derived from the growth in our Business School and Law School degrees, as well as in the Master of Science programs, and is accompanied by an effort to contain costs to achieve greater economic sustainability at the institution, which will allow new investments.

Of particular note are the investments in **hybrid training** in response to the new educational reality. Specifically, the institution has adapted the teaching spaces with the necessary **technology**, has provided tools and appropriate training for teaching staff and has created new content and teaching materials to **transform the educational experience** of our programs.

In parallel, Esade has made an investment effort to develop new programs, such as the new BITBASI degree (Bachelor in Transformational Business and Social Impact), which begins in the 2021-2022 academic year, through which Esade addresses the demand and concerns of new generations committed to the development of businesses focused on people, sustainability, the environment, and the well-being of society.

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Similarly, we have continued our commitment to new blended and online programs for the Executive Education Unit, which represent an innovative methodology in the educational and business context: programs that combine the excellence of Esade's face-to-face programs with the opportunities offered by the digital world.

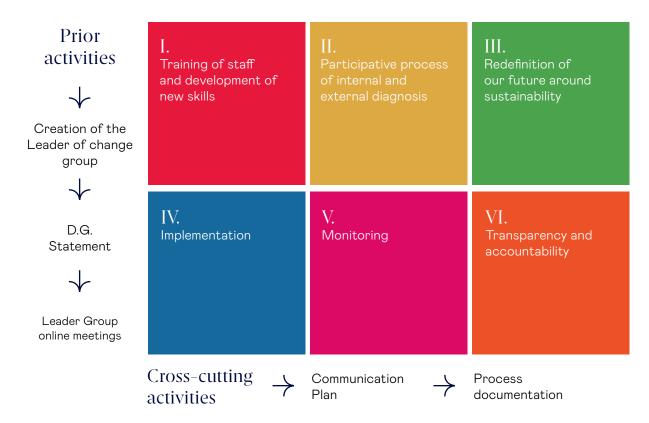


OS Final words and introduction to the sustainability plan

Final words and introduction to the sustainability plan

During this year we worked to develop our first institutional Sustainability Plan, the 6-phase action plan which was approved by the Executive Committee in July 2020.

Action Plan Phases:



As an institution we aim to adopt a horizontal approach to sustainability, which represents both a challenge and a unique opportunity for all of us to develop a participatory culture helping us to contribute to the challenges we face as a school, and as citizens. In this hugely relevant project the 2030 Agenda Sustainable Development Goals will serve as the roadmap leading the entire institution to achieve greater engagement in issues of social justice, quality education, climate action and responsible consumption, among others thereby offering new opportunities to continue generating a positive impact in the academic, professional, social and environmental dimension inherent to our school.

This is the reasoning behind the creation of the **Change Leader Group**, made up of people with different profiles (members of the Identity & Mission Department and Chair of Leadership, teaching and admin staff with expertise in sustainability, directors of managerial areas and the Works Council), reflecting the horizontal approach to which we aspire.

During the year we have already performed work on various aspects of the project:

- → Staff training in the field of sustainability, the 2030 Agenda and Sustainable Development Goals (SDGs), highlighting the relevance of sustainability for our institution and its public profile vis-à-vis other international schools.
- → Identification of urgent and priority actions were we will be in a position to generate the greatest positive impact on society and on the environment, as well as establishing current and potential links between Esade and the Sustainable Development Goals (SDGs).
- → Staging of the Community Sustainability Week (April 2021), organised with the collaboration of various student associations and with the support of Esade and Esade Alumni. This comprised more than 30 events and activities focused on the UN Sustainable Development Goals (SDGs), open to the entire community.
- → Initial calculation of our carbon footprint.
- → Materiality analysis, a process of in-depth dialogue with a number of our key stakeholders, the central aim being to determine which sustainability issues we should focus on as priorities within our strategic approach. All of which will be taken into account in generating the strategy, a process planned to begin in September 2021.

Next year we will continue working and engaging the entire Esade community to extend our progress in this ambitious plan so closely tied to our foundational values: sustainable development and responsible leadership.

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In the <u>Esade Social Responsibility Report</u> we report on other initiatives undertaken during the 2020-2021 academic year, focusing on our identity and mission as an institution.



Annexes





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Annexes

List of Esade's international academic partners

EUROPE

Law School

Austria

- → Universität Graz, Law Faculty
- → WU, Vienna University of Economics & Business THEMIS

Belgium

→ Université Catholique de Louvain, Faculty of Law and Criminology

Czech Republic

→ Charles University, Faculty of Social Sciences

Denmark

→ University of Copenhagen, Faculty of Law

Finlandia

→ Universität Graz, Law Faculty

France

- → SciencesPo, Institut d'Etudes Politiques de Paris
- → Université de Montpellier, Faculté de Droit et Science Politique
- → Université de Strasbourg, Faculté de Droit
- → Ecole de l'Université de Strasbourg, Sciences Po Strasbourg
- → Université de Strasbourg Faculté des Sciences Économiques et de Gestion (FSEG)
- → Université Paris II (Panthéon-Assas), Droit
- → Université Paris Est Cretéil, Faculté de Droit THEMIS

Germany

- → Bucerius Law School
- ightarrow Universität Freie Berlin, Department of Law THEMIS
- → Universität Greifswald, Faculty Law and Economics

Ireland

- → Trinity College Dublin, School of Law
- → Trinity College Dublin, School of Social Sciences and Philosophy

Italy

- → Università C. L. Bocconi, Law
- → Università degli Studi di Bologna, Department of Legal Studies
- → Università Bologna, Department of Political Science
- → Università degli Studi di Roma Tre, Department of Law

- → Università degli Studi di Roma Tre, Department of Economics
- → Università degli Studi di Roma Tre, Department of Political Science

Netherlands

- → Maastricht University, Faculty of Law THEMIS
- → University of Amsterdam, Faculty of Law
- → Erasmus University, School of Economics

Norway

- → University of Oslo, Faculty of Law
- → University of Oslo, Faculty of Social Sciences

Poland

→ SGH Warsaw School of Economics

Portugal

- → Universidad de Coimbra, Faculdade de Direito
- → Universidade de Coimbra, Faculdade de Economia
- → Católica Global School of Law, Lisbon Law School
- → Universidade Nova de Lisboa, Faculdade de Direito THEMIS

Russia

- ightarrow National Research University Higher School of Economics (HSE), Faculty of Law
- → National Research University Higher School of Economics (HSE), Faculty of Social Sciences

Spain

- \rightarrow ICADE, Faculty of Law
- → DEUSTO Law School

Sweden

→ University of Gothenburg, School of Business, Economics and Law

Switzerland

- ightarrow Universität Bern, Faculty of Law
- → Universität Fribourg, Faculty of Law
- \rightarrow University of St. Gallen, Law School
- \rightarrow University of St. Gallen, Law School THEMIS

United Kingdom

- → Center for Transnational Legal Studies (CTLS)
- ightarrow The University of Edinburgh, Edinburgh Law School

Busienss School

Austria

→ Wirtschaftsuniversität Wien

Belgium

→ Université Catholique de Louvain, Institut d'Administration et de Gestion

Czech Republic

 \rightarrow Prague University of Economics & Business

Denmark

→ Copenhagen Business School

Finland

→ Aalto University Business School

France

- → HEC School of Management
- → Institut Français de la Mode
- → SciencesPo

Germany

- \rightarrow Frankfurt School of Finance and Management
- ightarrow Technical University of Munich, TUM School of Management
- → Universität zu Köln, WisoFakultät
- → WHU-Koblenz, Otto-Beisheim Graduate School

Hungary

→ Corvinus University of Budapest

Iceland

→ Reykjavik University

Ireland

- → University College Dublin, Michael Smurfit Graduate School of Business
- → University College Dublin, Lochlann Quinn Schoof of Business

Italy

- → Università Commerciale Luigi Bocconi, SDA Bocconi
- → Instituto Politécnico di Milano

Norway

- \rightarrow Norwegian School of Economics and Business Administration
- → BI Norwegian Business School

Poland

 \rightarrow Warsaw School of Economics (SGH)

Portugal

- → Universidade Catolica Portuguesa FCEE
- → Universidade Nova de Lisboa, Nova School of Business & Economics

Russia

 \rightarrow Saint Petersburg State University, Graduate School of Management

Sweden

→ Stockholm School of Economics

Switzerland

→ Universität St. Gallen, Graduate School for Business Administration, Economics, Law and Social Sciences

The Netherlands

 \rightarrow Erasmus Universiteit – Rotterdam School of Management

Turkey

 \rightarrow Koç University, Graduate School of Business

United Kingdom

- → City University of London, Cass Business School
- → London Business School
- → London School of Economics and Political Science
- → The University of Manchester, Alliance Manchester Business School
- \rightarrow University of Edinburgh, Management School and Economics
- \rightarrow Imperial College
- → The University of Warwick, Warwick Business School





NORTH AMERICA

Law School

Canada

- → Western University, Faculty of Law
- → University of British Columbia, Faculty of Arts
- → Queen's University, Faculty of Law

United States

- → Benjamin N. Cardozo School of Law
- → Boston College Law School
- → Columbia Law School
- \rightarrow Cornell University, Law School
- → Fordham University School of Law
- → George Washington University
- → Georgetown University Law Center
- → Indiana University, Maurer School of Law
- → Stanford Law School
- → Tulane University, Law School
- → University at Buffalo, School of Law
- → University of Miami, School of Law
- → University of Minnesota, Law School
- → University of Pennsylvania, Carey Law School
- → University of San Diego, School of Law
- → American University Washington College of Law
- → University of Illinois at Urbana Champaign College of Liberal Arts and Sciences

Business School

Canada

- → École des Hautes Études Commerciales de Montreal
- → McGill University, Desautels Faculty of Manageement
- → Queen's University, Smith School of Business
- → University of British Columbia, Sauder School of Business
- → University of Western Ontario, Richard Ivey School of Business
- → York University, Schulich School of Business

United States

- → Babson College, Babson Park
- → Bentley University
- → Boston College, Carroll School of Management
- → Carnegie Mellon University, Tepper School of Business
- → Cornell University, Samuel Curtis Johnson Graduate School of Management
- → Cornell University, Charles H. Dyson School of Applied Economics and Management
- → Dartmouth College, Tuck School of Business
- ightarrow Duke University, The Fuqua School of Business
- → Emory University, Roberto C. Goizueta Business School
- → Georgetown University, The McDonough School of Business
- → Indiana University, Kelley School of Business
- → Loyola University, Joseph A. Butt, S. J. College of Business Administration
- → New York University, Leonard N. Stern School of Business
- → Northwestern University, Kellogg School of Management
- → Rensselaer Polytechnic Institute, Lally School of Management and Technology
- → University of California at Berkeley, Haas School of Business
- → University of California Los Angeles, (UCLA), The John E. Anderson Graduate School of Management
- \rightarrow University of Chicago, Booth School of Business
- → University of Illinois at Urbana-Champaign, Gies College of Business
- → University of Michigan, Ross School of Business
- → University of Minnesota, Carlson School of Management
- → University of North Carolina at Chapel Hill, Kenan-Flagler Business School
- → University of South Carolina, Darla Moore School of Business
- → 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
- → University of Virginia, Darden School of Business
- ightarrow University of Virginia, McIntire School of Commerce
- → Washington University in St. Louis, Olin School of Business







LATAM

Law School

Argentina

- → Universidad de Buenos Aires, Facultad de Derecho
- → Universidad Torcuato di Tella

Brazil

- → Fundação Getulio Vargas, Escola de Direito de São Paulo
- → Fundação Getulio Vargas, Direito Rio de Janeiro
- → FGV EPGE, EPGE Brazilian School of Economics and Finance (Rio)
- → Universidade de São Paulo, Faculdade de Direito
- → Universidade de São Paulo, School of Economics, Business and Accounting (FEAUSP)

Chile

→ Pontificia Universidad Católica de Chile (UC), Facultad Derecho

Colombia

- → Universidad de los Andes, Facultad de Derecho
- → Universidad de los Andes, Facultad de Ciencias Sociales / Escuela de Gobierno
- → Universidad de los Andes, Facultad Economía
- → Pontificia Universidad Javeriana, Facultad de Ciencias Jurídicas
- → Pontificia Universidad de Javeriana, Facultad de Ciencia Económicas y Administrativas
- → Pontificia Universidad Javeriana (CALI), Facultad de Humanidades y Ciencias Sociales

Mexico

→ ITESM Campus Monterrey, Derecho y Ciencia Política

Perú

- → Pontificia Universidad Católica de Perú, Facultad de Derecho
- ightarrow Universidad del Pacífico, Facultad de Economía y Finanzas

Business School

Brazil

- → Fundação Dom Cabral
- → Fundação Getulio Vargas, Escola de Administração de Empresas de São Paulo (EAESP)
- → Fundação Getulio Vargas, Escola Brasileira de Administração Pública de Empresas (EBAPE)

Chile

- → Pontificia Universidad Católica de Chile, Escuela de Administración
- → Universidad Adolfo Ibáñez, Escuela de Negocios

Colombia

→ Universidad de los Andes, School of Management

Costa Rica

→ INCAE

El Salvador

→ Universidad Centroamericana José Simeón Cañas de El Salvador

Guatemala

→ Universidad Rafael Landívar de Guatemala

Mexico

- → Instituto Tecnológico de Monterrey, EGADE Business School
- → Instituto Tecnológico Autónomo de México (ITAM)

Nicaragua

→ Universidad Centroamericana de Managua (Nicaragua)

Perú

→ Universidad del Pacífico





ASIA

Law School

China

- → Peking University Law School (Beijing)
- → Peking University, School of Transnational Law (Shenzhen)
- → China University of Political Science and Law (Beijing)
- → Renmin University of China, Law School (Beijing)
- → Fudan University, Law School (Shanghai)
- → Shanghai Jiao Tong University, Koguan Law School (Shanghai)
- → Shanghai Jiao Tong University, School of International and Public Affairs (Shanghai)

Hong Kong

→ City University of Hong Kong, School of Law THEMIS

India

→ Jindal Global University, Law School

Japan

- → Hitotsubashi University, Faculty of Law
- → Hitotsubashi University, Faculty of Social Sciences
- → Hitotsubashi University, Faculty of Economics
- → Keio University, Faculty of Economics

Korea

- → Yonsei Law School
- → Sogang University, School of Social Sciences

Malaysia

- → University of Malaya, Faculty of Law
- → University of Malaya, Faculty of Economics and Administration

Singapore

- → Singapore Management University, School of Law
- → Singapore Management University, School of Law THEMIS
- → Singapore Management University, School of Social Sciences

Taiwan

- \rightarrow NTU, College of Law
- → NTU, College of Law THEMIS

Business School

China

- → China Europe International Business School (CEIBS)
- → Chinese University of Hong-Kong, Faculty of Business Administration
- → Chinese University of Hong-Kong at Shenzhen
- → City University of Hong Kong, College of Business
- → The University of Hong Kong, Faculty of Business & Economics
- → Fudan University, Fudan School of Management
- → Hong Kong University of Science & Technology, HKUST Business School
- → Peking University, Guanghua School of Management
- → Renmin University of China, School of Business
- → Shanghai Jiao Tong University, Antai College of Economics & Management
- → Shanghai Jiao Tong University, Shanghai Advanced Institute of Finance (SAIF)
- → Sun Yat-Sen University , Lignan University College
- ightarrow Tongji University, School of Economics and Management
- → Tsinghua University, School of Economics & Management
- → Zhejiang University, School of Management

India

- → Indian Institute of Management at Ahmedabad (IIMA)
- → Indian Institute of Management at Bagalore (IIMB)
- → Indian Institute of Management at Calcutta
- → Indian School of Business (ISB)
- → XLRI School of Business & Human Resources

Japan

- → Hitotsubashi University, Graduate School of International Corporate Strategy
- → Hitotsubashi University, Faculty of Commerce and Management
- → International University of Japan, Graduate School of International Management
- → Keio University, Keio Business School
- → Keio University, Graduate School of Media Design

Korea

- → Yonsei University, Graduate School of International Studies
- → Yonsei University, Yonsei School of Business
- → Korea University Business School (KUBS)
- → Sungkyung Kwan University (SKKU)

Philippines

→ Asian Institute of Management

Singapore

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

Taiwan

- → National Chengchi University, College of Commerce
- → National Taiwan University, College of Management

Thailand

 \rightarrow Thammasat University, Thammasat Business School

Vietnam

→ Royal Melbourne Institute of Technology (RMIT)

MAGREB & MIDLE EAST

Law School

Israel

- → The Hebrew University of Jerusalem, The Faculty of Social Sciences
- → The Hebrew University of Jerusalem, Faculty of Law

Lebanon

→ American University of Beirut, Faculty of Arts and Sciences

Turkey

- → Koç University, Law School
- \rightarrow Koç University, College of Social Sciences and Humanity
- → Koç University, College of Administrative Sciences and Economics



Egypt

→ The America University in Cairo, School of Business

Israel

→ Tel-Aviv University, Coller School of Management



Business School

South Africa

- → University of Pretoria, GIBS Business School
- → University of Cape Town, The Graduate School of Business

OCEANIA

Law School

Australia

- → Melbourne Law School
- \rightarrow University New South Wales, Law School & Arts and Social Sciences School

New Zealand

- → University of Victoria, Wellington, Faculty of Law THEMIS
- ightarrow University of Auckland Auckland Law School

Business School

Australia

- → University of Melbourne, Melbourne Business School
- → SP Jain School of Global Management
- → University of New South Wales, Australian Graduate School of Management
- → University of Sydney, Business School
- → Royal Melbourne Institute of Technology

New Zealand

→ University of Otago, School of Business





II.

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Companies and foundations that contribute to research projects and the foundational purpose

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Penteo ICT Analyst

PwC Resa

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Fundació Nous Cims Fundación ACS

Fundación Bancaria "La Caixa" Fundación Banco Sabadell Fundación Caja de Ingenieros

Fundación EY

Fundación ISS Una Sonrisa Más

Fundación PwC

Fundación Jesús Serra / Grupo

Catalana Occidente Fundación Puig

Fundación Ramón Areces

Fundación Repsol Global Alumni Grupo Indukern Grupo Mémora

Grupo Zurich en España

IBM

ISS Facility Services

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