



esade

RAMON LLULL UNIVERSITY

2018 2019 Annual report

Esade Foundation

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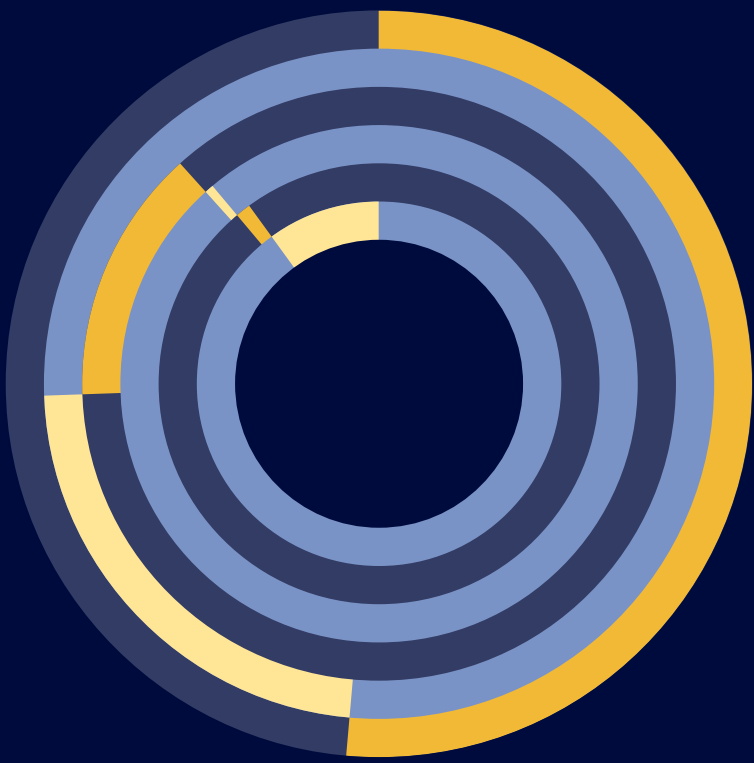
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Appendixes

Business
School



1,384 in the Bachelor of
Business Administration
(BBA)

615 in the MSc Programmes
in Management

372 in the MBA

11 in the Master of
Research

35 in the PhD
Programme

263 in the Summer
Programme and in other
programmes

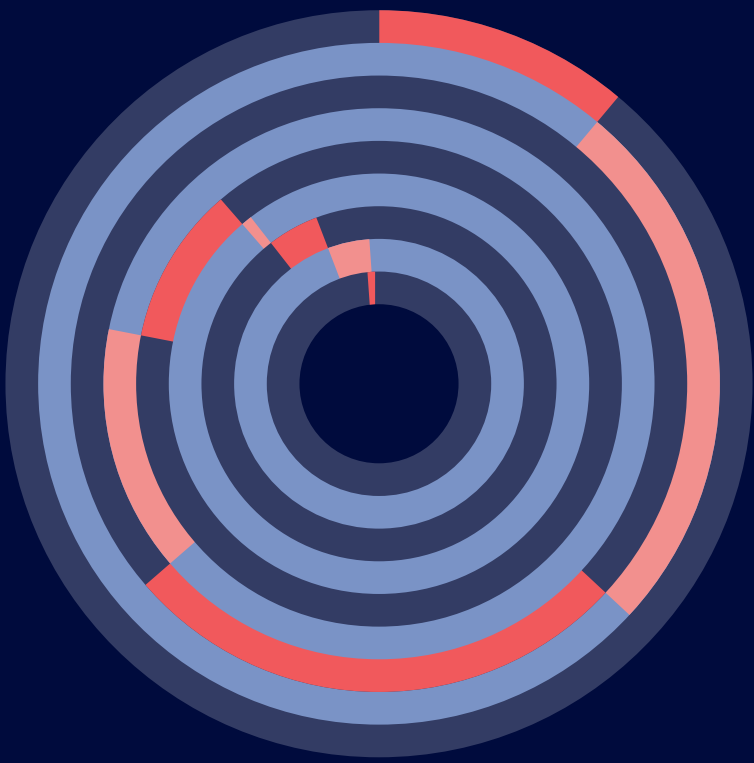
2,680

students

1,575

of them from abroad

Law
School



156 in the Bachelor in Law

356 in the Bachelor in Global
Governance

367 in the Double Degree in
Business Administration
and Law

199 in the Master in Legal
Practice (MUA)

145 in master's and
postgraduate
programmes

11 in the PhD
Programme

68 in continuing
education

64 in the Summer
Programme

13 in the Lawyering
Programme
(ICADE, Madrid)

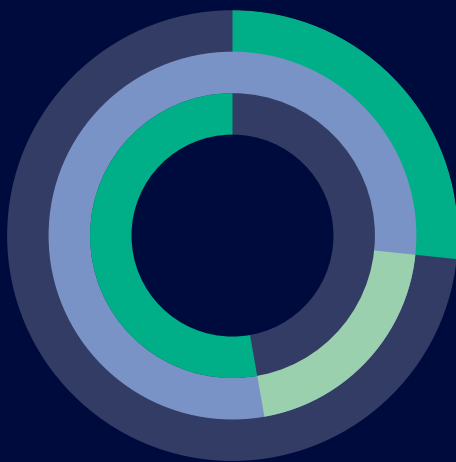
1,379

students

169

of them from abroad

Executive
Education



6,150

participants

1,635

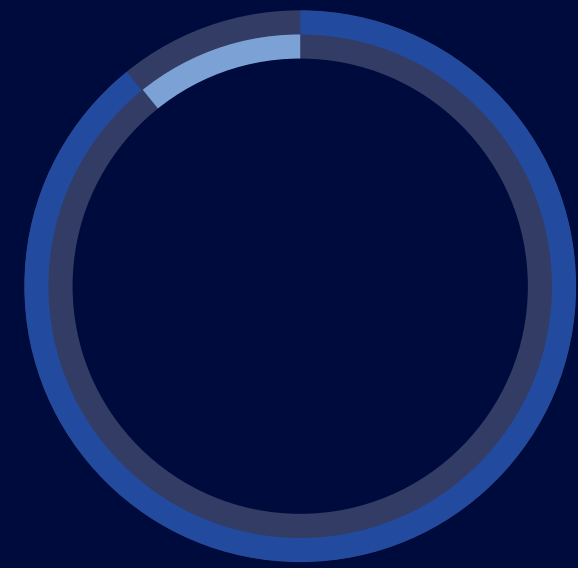
of them from abroad

1,654 in Executive Education
(EMBA, Executive Masters,
corporate programmes)

1,266 in open programmes

3,230 in custom programmes

Faculty



272 law and management
professors

33 language
professors

Personnel and Administrative Staff (PAS) members

424

PAS members

40

of them from abroad

Research

139

faculty members have
published academic
research this academic year

171

articles in
refereed journals

Campus

78,553 m²

total area

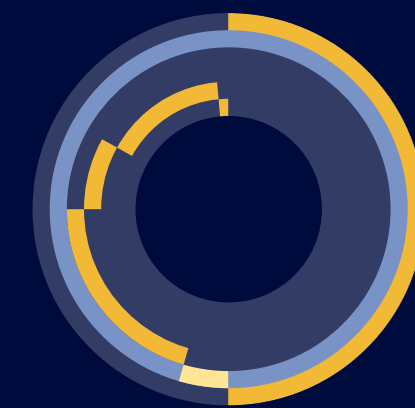
BCN

32,655 m² BCN-Pedralbes
42,530 m² BCN-Sant Cugat

MAD

3,368 m² Madrid campus

Income



Fundraising:

2.5 M€

in total
contributions

113.5 M€ in gross
income

10 M€ in scholarships, grants
and discounts

103 M€ in net income

47 M€ in the Business School
18 M€ in the Law School
35 M€ in Executive Education
3 M€ in research

Rankings

#7

MBA IN EUROPE
(January 2019)



Events

128

public events

10,015

participants

Esade Alumni

760

public events

27,544

participants



Xavier Torra

Chairman of the Esade Foundation

I would like to begin by acknowledging the work of my predecessor as chairman of the Esade Board of Trustees. All the activity described in our 2018-2019 Report reflects the commitment of the entire Board of Trustees to driving Esade's leadership and enhancing the institution's legacy.

Esade wrapped up the 2018-2019 academic year with the mature standing brought by its 60th anniversary and the ambition in the midst of digital disruption to enhance its position at the forefront of higher education in an increasingly global setting. In doing so, it will be crucially important to develop the finest professional talent imbued with human and social values.

I am particularly proud of the recognition we earned from Bloomberg Businessweek in 2019, which ranks Esade's Full Time MBA in the global top 5 for educational experience and as the best in the world in terms of mixture of academics and business professionals. The outstanding experience and excellence offered by our campuses sets Esade apart and makes it unique.

By the same token, innovation and social commitment are both and together the key foundations for Esade's future. Over the course of this academic year we have made further improvements to our institution to get it ready to lead the challenges and advancements in higher education in response to issues such as digitalisation and globalisation. The Executive Committee has also been working hard in recent months on drawing up our 2019-2023 Strategic Plan. On behalf of the Board of Trustees, I would like to congratulate Koldo Echebarria on his first year as director general along with the management team and the entire Esade community that has taken part in devising and planning the strategy. I am confident that it will enable us to lead the way, ensuring Esade's longevity and sustainability and stepping up our social contribution.

By way of summary of this Annual Report, this year we have enhanced the aspects that make Esade stand out by increasing the competitiveness of our degrees and programmes and their international appeal, while we have also improved our capabilities and resources for undertaking quality academic research.

In lockstep and as part of our commitment to supporting talent, Esade has invested significantly in opening up opportunities to learn at our Sant Cugat, Barcelona and Madrid campuses to a greater number of talented and responsible young people. Here my warmest thanks go to all those companies and individual donors who have joined us in this commitment.

I would also like to take this opportunity to acknowledge the efforts made by the professional advisory boards, the International Advisory Board and all the members of the Esade Board of Trustees, who together with the Alumni network speak highly of our institution's work, recognition and impact.

Leaving to one side the assessment of 2018-2019 as a very upbeat year with excellent outcomes, I would like to close by sharing my belief that Esade is well placed to shape a meaningful future and I would like to invite you to be part of it.

Esade's purpose:
to enhance our position as a university at the forefront of academic innovation and one that is internationally recognised for its impact on society and for the professional and human quality of our students.



Koldo Echebarria

Director general of Esade

Our 2018-2019 Annual Report describes a very busy academic year and sets out the analysis and focus that have ushered in a new era for Esade, which we have encapsulated in our 2019-2023 Strategic Plan.

On the journey that Esade is undertaking today, innovation and social commitment are ever-present and should help us to better perform our work in a way that will result in a more prosperous and fairer society. The tagline “Do Good. Do Better” may well sum up Esade’s new positioning and our brand’s new image, which we shared at the 2019 Annual Esade Employees Day.

Over the course of the year we have continued to pursue our mission of addressing the interests and preferences of young students while training them to meet the future requirements of the job market. Examples of this innovation drive include the extension of our Master in Legal Practice, which allows graduates to practise in Spain and the United States, thus expanding their international opportunities, and the new Bachelor in Global Governance, Economics & Legal Order, which has proved extremely popular, with 57% of its students coming from abroad.

There is also growing recognition of our more global and robust institution. All this is very good news as it is without question excellent proof that the Esade educational model and all the educational experience make a significant difference to our students and enable them to successfully lead the great business and social challenges we face.

The preeminent rankings, such as those published by the Financial Times, The Economist, Forbes, QS, América Economía and El Mundo, have once again confirmed this leadership by placing us among the best universities and business schools in the world.

The Sant Cugat campus has celebrated its 10th anniversary, reflecting the international outlook with which it was founded in 2009; today it brings together students from over a hundred countries to deliver an unrivalled university experience in an extraordinarily rewarding academic setting thanks to the Rambla of Innovation.

Executive Education has taken the lead in digital education by promoting a new model of executive masters which combines online and face-to-face classes. In addition to achieving outstanding academic results, this option enables to follow a lifelong learning journey and to adapt to a constantly changing business environment.

I would like to mention the role Esade seeks to play in addressing this context of digital transformation by fostering quality academic training and research and a greater commitment to young talent. We know that driving and enhancing young talent has an exponential impact on successfully creating a better society and business environment, a challenge we can only address as a shared responsibility. Moreover, we also reiterate our commitment to The United Nations Global Compact and to the Principles for Responsible Management Education (PRME). In this sense, this Report applies the G4 international standards of the Global Reporting Initiative (GRI).

Finally, I would like to acknowledge the effort the entire institution is making to spur us all on and bring our new purpose to life. A purpose that drives our sustainable growth and that is and will continue to be a clear demonstration of the values and strengths that make Esade unique. Thank you all very much.

01

New developments and key facts

10,209

students at the Business School,
the Law School and Executive Education

272

core faculty in management
and law

78,553

m² of campus buildings

113.5

M€ in income





By striving to set an example in education and training, Esade helps to build a better future for society.

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

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

This Annual Report reflects the intense level of activity that Esade has maintained over the past academic year in pursuit of this aim.

The report provides a complete picture of the 2018-2019 academic year, the people who make up our institution, and the results obtained.

NEW DEVELOPMENTS

One of the key milestones of the 2018-2019 academic year was the celebration of Esade's 60th anniversary, which has been commemorated with the #ReadySteady60 campaign. It suggested that the best way to celebrate this anniversary is not to talk about the past but to reflect on what lies ahead and gather momentum to tackle the changes being driven by globalisation and the technological revolution. So on the occasion of its anniversary, Esade sought to encourage open, public reflection on the future of higher education and the challenges it poses for educational institutions.

Another milestone in the year was the appointment of Koldo Echebarria as the new director general of Esade, taking over from Eugenia Bieto after her eight years at the helm of the institution. One of the main priorities he has set during his term of office is to promote excellence in programmes, internationalisation and innovation. He also pursues a combination of professional excellence, entrepreneurship and social commitment. He believes that we need institutions which look at the world with a critical eye and can generate positive social impact and global transformation.

In the 2018-2019 academic year, Esade signed off a change of positioning and brand. It takes as its main reference point what was the institution's first logo in 1958 and recalls Esade's origins without losing sight of the future. It seeks to enhance its mission and make it tangible in an ever-changing context through the new tagline "Do Good. Do Better". This new global positioning conveys the idea of meaningful change and innovation with a social purpose focused on human values.

This year the Sant Cugat campus also celebrated its 10th anniversary at the Esade Creapolis building. Koldo Echebarria is committed to consolidating the campus's academic activity with the aim of making it one of the world's best campuses for studying management and law. Since last year, the Esade campus in Sant Cugat has also been home to the Rambla of Innovation, a new ecosystem for learning and entrepreneurship. In its first year of operation, it has allowed students to interact with companies by taking part in challenges at the Fusion Point. They can also develop their entrepreneurial ventures in the EGarage, the Fab Lab and the EWorks, and carry out experiments in the Decision Lab.

This year another venue was opened on the Rambla of Innovation; the Finance Lab, a technologically advanced learning laboratory for students interested in data-intensive financial analysis. This ecosystem is based on the Student First project and has already picked up several awards for its flipped learning methodology. It provides a meeting point between knowledge, training and business rooted in the student experience and is yet another step forward in the development of Esade's educational model.

→



From an economic standpoint, 2018-2019 was a very good year for Esade. The institution's turnover was €113.5 million, a figure that is up compared to the previous year. The €10 million cash flow generated this year will allow us to make all of the investments needed to maintain Esade's competitive position at the international level.

Esade is also still a benchmark for innovation in education. In the 2018-2019 academic year it has launched its Bachelor in Global Governance, Economics & Legal Order and the Master in Legal Practice (MUA) and Master in Law (LL.M.) in the USA. The new Bachelor delivers the inspiration and tools needed to resolve the global political, economic and legal issues facing governments, institutions and agencies around the world. Esade also delivers an expanded version of the MUA, which includes a second year where students have the chance to complete the LL.M. programme in the United States. The launch of these new programmes is a further step in the internationalisation efforts of the Law

School which is thus adapting to the more global needs of the legal sector.

By way of further innovation, Esade also provides a new learning approach which combines the excellence of Esade's face-to-face programmes with the opportunities offered by the digital world (in/on programmes, in class/online). They include a wide range of training options at various stages of professional development.

Esade's international position has also been confirmed by outstanding positions in key rankings. In particular the Financial Times ranking has given a very high rating to our executive programmes run jointly with companies and also open to professionals. Likewise, Bloomberg Businessweek has recognised Esade's MBA as the second best in the world in terms of students' satisfaction. It has also won the AMBA accreditation award once again this year (2019-2024).

In addition to Esade's global and innovative character, the school is also defined by its commitment to society. This Annual Report reflects our involvement in this area through solidarity and volunteering initiatives such as the ones run by the University Development Service (UDS), Alumni Giving Back and the scholarship campaigns.



Business School

2,680
students

1,575
students from
abroad

1,384	in the Bachelor of Business Administration (BBA)
615	in the MSc in Management programmes
372	in the MBA
11	in the Master of Research
35	in the PhD Programme
263	in the Summer Programme and in other programmes

Law School

1,379
students

169
students from
abroad

156	in the Bachelor in Law
356	in the Bachelor in Global Governance
367	in the Double Degree in Business Administration and Law
199	in the Master in Legal Practice (MUA)
145	in master's and postgraduate programmes
11	in the PhD Programme
68	in continuing education
64	in the Summer Programme
13	in the Lawyering Programme (ICADE, Madrid)

Executive Education

6,150
participants

1,635
participants
students from
abroad

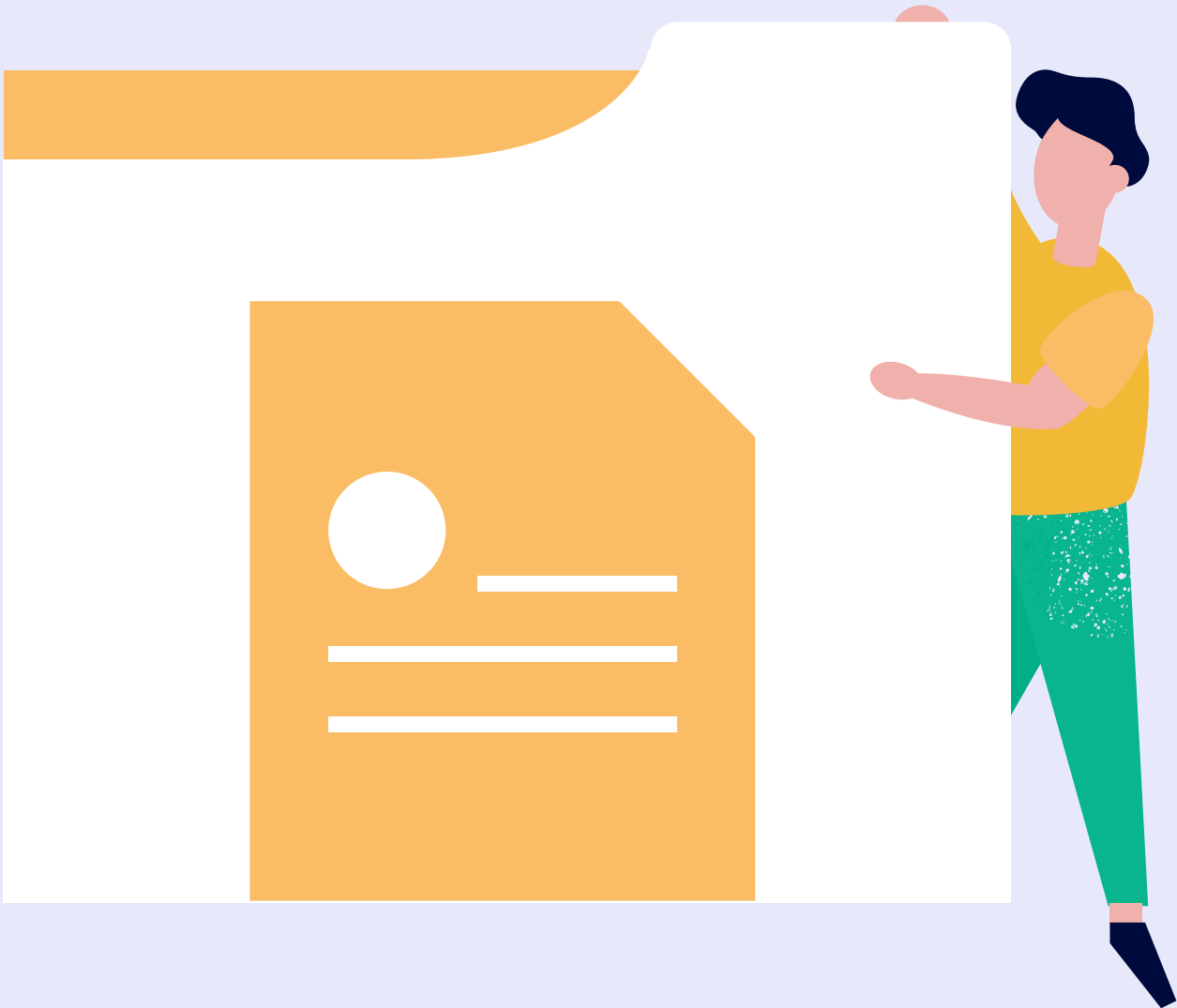
1,654	in Executive Education (EMBA, Executive Masters, corporate programmes)
1,266	in open programmes
3,230	in custom programmes

10,209 students in total

Faculty	272	law and management professors
	33	language professors
Personnel and Administrative Staff (PAS) members	424	PAS members
Research	139	faculty members have published academic research this academic year
	117	articles in refereed journals
Alumni	63,200	Alumni
	72	international chapters
Number of events and participants	128	public events
	10,015	participants
Esade Alumni	760	public events
	27,544	participants

Income 2018—2019	113.5M€	in gross incom
	10 M€	in scholarships, grants and discounts
	103 M€	in net income
	47 M€	in the Business School
	18 M€	in the Law School
	35 M€	in Executive Education
Fundraising	3 M€	in research
	2.5M€	in total contributions

Campuses	78,553 m ²	total area
	32,655 m ²	on the Barcelona-Pedralbes campus
	42,530 m ²	on the Barcelona-Sant Cugat campus
	3,368 m ²	on the Madrid campus





Rankings

BBA	1 st	Private university <i>El Mundo</i>
GED	1 st	Private university <i>El Mundo</i>
MBA	1 st	In Europe for women executives <i>Financial Times</i>
	2 nd	Worldwide in students' satisfaction <i>Bloomberg Businessweek</i>
	7 th	Non-US MBA <i>Bloomberg Businessweek</i>
	7 th	In Europe <i>Financial Times</i>
	21 st	Worldwide <i>Financial Times</i>

MSc PROGRAMMES IN MANAGEMENT	3 rd	MIM Worldwide <i>QS</i>
	5 th	MIBA Worldwide <i>QS</i>
	7 th	MSc in Finance Worldwide <i>QS</i>
EXECUTIVE EDUCATION	1 st	in Europe New Skills & Learning <i>Financial Times</i>
	3 rd	Worldwide Follow-up <i>Financial Times</i>
	4 th	Worldwide Partner Schools, Programmes Custom <i>Financial Times</i>
	9 th	in Europe <i>Financial Times</i>

02 Mission, values and social responsibility

- Esade has presented the main findings of the *A Sustainable Europe by 2030* report, published by the European Commission's multilateral platform set up to achieve the SDGs and to which Esade provides input.
- It has also presented the second report by the Esade SDG Observatory and "la Caixa" Banking Foundation.
- Esade has been ranked first in Europe and eleventh worldwide in the Financial Times Top MBA Degrees for Women.





Esade is an academic institution founded in Barcelona in 1958 as an initiative of civil society and the Society of Jesus. It has been a part of Ramon Llull University since 1995. Esade also belongs to the UNIJES network of Jesuit universities.

MISSION

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

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

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

PURPOSE

Esade seeks to be recognised by 2028 as an institution at the forefront of academic innovation that is internationally admired for its impact on society and the professional and human quality of its students.

VALUES

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



ESADE, a socially responsible academic institution

Esade's track record on social responsibility issues and its commitments as a member of various international organisations are reflected in the school's journey over the past 17 years:

2002



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

2003



- Adhered in 2003
- Member of the Executive Committee for the Spanish Network (2007-2016)
- Progress reports: 2008, 2009 and 2010 (GC Advanced), 2011, 2012, 2013, 2014 and 2015 (included in the GRI Report)

BEYOND GREY PINSTripES
An advanced initiative to foster responsible leadership

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



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

2007



- Participation on the taskforce responsible for preparing the Principles (2006)
- Adhered in 2007
- Progress reports: 2010, 2012, 2014 y 2016
- Participation in the PRME Champions project coleadering the curricular development area (2013-2015)
- Progress reports in 2010, 2012, 2014 and 2016. Since 2017 the report is annual

2009



- Associated member (2009-2013)



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

2010



- Adhered in 2010

2011



- Adhered in 2011



- Aspen Institute Spain representative (since 2011)
- Participant in the projects: "Economics and Peace Faculty Network" (2011) and "Undergraduate Business Education Consortium" (2012, 2013, 2014 and 2015)

2012



- Adherence to the Rio + 20 declaration

2013



- Member of the Management Board (2007-2012)
- Preparation of ESADE's Annual Report according to GRI standards, and integrating the Global Compact's progress report (2011, 2012, 2013, 2014 and 2015)

2016



- Adhered in 2016

2017



- Participation in the Challenge-Based Innovation Programme to define solutions for SDG-related challenges (since 2015)
- Creation of the Sustainable Development Goal (SDG) Observatory (since 2017)
- Collaboration with the European Commission to achieve the SDGs (since 2018)

2018

#DóndeEstánEllas

- Adhered in 2018 to promote gender equality

Social Responsibility Master Plan

The primary purpose of the Social Responsibility (SR-E) Master Plan is to make Esade an increasingly socially responsible and sustainable academic institution. The 2018-2019 SR-E Plan sets out and gives prominence to the projects and initiatives carried out in the **eight areas** of SR-E activity:



SOCIAL RESPONSIBILITY INITIATIVES AND PROJECTS IN THE 2018-2019 ACADEMIC YEAR

Some significant initiatives and projects in the SR-E areas of activity tied to the **sustainable development goals** (SDGs) are set out below.

EDUCATION

In **education**, various initiatives have been implemented that promote a unique, innovative and transformative educational experience, with the aim of training competent, socially responsible professionals. Some examples:

- For the fifth year in a row, students from the Esade MBA, the IED and the UPC have taken part in the **Challenge-Based Innovation** programme. This time round the proposals have addressed **eliminating gender inequalities, reusing household wastewater**, access to **education** for nomadic populations in Nigeria and **food quality** during transportation.
- At the start of the programme, FT MBA students take a course on **the importance of sustainability as part of corporate strategy**, switching from classic CSR ideas to embrace new responsible business models that generate benefits for the company, society and the world.
- **Sustainable Business Models** (SUSTBUS)
This is an open-access online learning programme delivered jointly by the Esade Institute for Social Innovation, CBS and NHH and co-funded by Erasmus+. It provides the chance to explore **how to design and implement sustainable business models**.
- More than 50 students competed over a weekend at the **Healthcare Solutions Hackathon**, organised by Esade's Fusion Point with the support of **Accenture**. The aim was to find the best solution to detect and treat mental illness. Students from Esade, UPC and IED made functional prototypes to detect and treat psychiatric symptoms such as anxiety, hyperactivity, depression and bipolar disorder.



WE SUPPORT



THE GLOBAL GOALS
For Sustainable Development

RESEARCH

Below are some examples of the academic research carried out during the year:

Papers in impact factor (IF) journals



Gröschl, S., Gabaldón, P. and **Hahn, T.** (2019), “The Co-evolution of Leaders’ Cognitive Complexity and Corporate Sustainability: The Case of the CEO of Puma”. *Journal of Business Ethics*, IF: 3,796 (2018).



Iglesias, O., Markovic, S., Singh, J. and **Sierra, V.** (2019), “Do Customer Perceptions of Corporate Services Brand Ethicality Improve Brand Equity? Considering the Roles of Brand Heritage, Brand Image, and Recognition Benefits”. *Journal of Business Ethics*, IF: 3,796 (2018).



Iriberry, N. and **Rey-Biel, P.** (2019), “Competitive Pressure Widens the Gender Gap in Performance: Evidence from a Two-Stage Competition in Mathematics”. *The Economic Journal*, IF: 2,926 (2018).



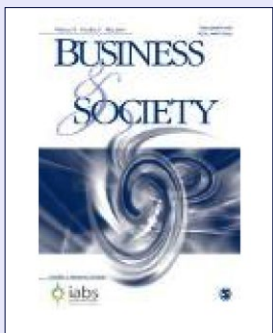
Laurence, J., **Schmid, K.**, Rae, J. and Hewstone, M. (2019), “Prejudice, Contact, and Threat at the Diversity-Segregation Nexus: A Cross-Sectional and Longitudinal Analysis of How Ethnic Out-Group Size and Segregation Interrelate for Inter-Group Relations”. *Social Forces: An International Journal of Social Research*, IF: 2,291 (2018).



Laurence, J., **Schmid, K.** and Hewstone, M. (2019), “Ethnic diversity, ethnic threat, and social cohesion: (re)-evaluating the role of perceived out-group threat and prejudice in the relationship between community ethnic diversity and intra-community cohesion”. *Journal of Ethnic and Migration Studies*, IF: 2,297 (2018).



Matsuno, K. and Kohlbacher, F. (2019), “Firms’ (non)responses: The role of ambivalence in the case of population aging in Japan”. *Long Range Planning*, IF: 3,363 (2018).



Purtik, H. and **Arenas Vives, D.** (2019), “Embedding Social Innovation: Shaping Societal Norms and Behaviors Throughout the Innovation Process”. *Business & Society*, IF: 5,013 (2018).



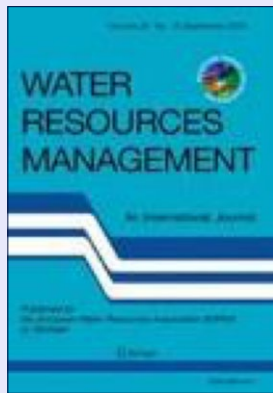
Van Wijk, J., Zietsma, C., Dorado, S., De Bakker, F. G. A. and **Martí Lanuza, I.** (2019), “Social Innovation: Integrating Micro, Meso, and Macro Level Insights from Institutional Theory”. *Business & Society*, IF: 5,013 (2018).



Zahedi, S., **Batista-Foguet, J.M.** and Van Wunnik, L. (2019), “Exploring the public’s willingness to reduce air pollution and greenhouse gas emissions from private road transport in Catalonia”. *Science of the Total Environment*, IF: 5,589 (2018).

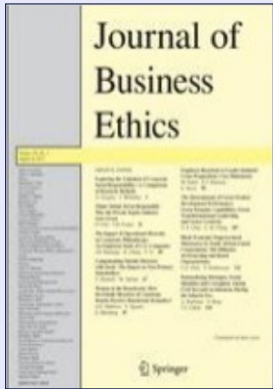


Hehenberger, L. and Harling, A. M. (2018), “Moving Toward ‘Impact-Adjusted’ Financial Returns: Closing Remarks”. *American Journal of Evaluation*, IF: 1,492 (2018).



Hurtado-Jaramillo, C. H., Chiu, M.-Ch., Arimany-Serrat, N., **Ferràs-Hernández, X.** and Meijide, D. (2018), “Identifying Sustainability-Value Creation Drivers for a Company in the Water Industry Sector: an Empirical Study”. *Water Resources Management*, IF: 2,987 (2018).

Papers in impact factor (IF) journals



Longoni, A. and Cagliano, R. (2018), “Sustainable Innovativeness and the Triple Bottom Line: The Role of Organizational Time Perspective”. *Journal of Business Ethics*, IF: 3,796 (2018).



Longoni, A., Luzzini, D. and Guerci, M. (2018), “Deploying Environmental Management across Functions: The Relationship between Green Human Resource Management and Green Supply Chain Management”. *Journal of Business Ethics*, IF: 3,796 (2018).



Martí Lanuza, I. (2018), “Transformational Business Models, Grand Challenges, and Social Impact”. *Journal of Business Ethics*, IF: 3,796 (2018).

Papers in other relevant journals

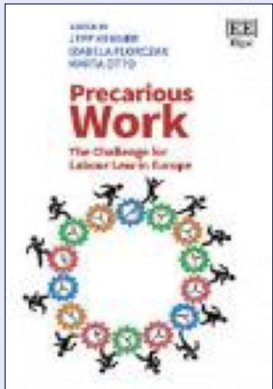


Alcaide, V., **Arroyo Moliner, L.**, Murillo, D. and Buckland, H. (2019), “Understanding the effects of social capital on social innovation ecosystems in Latin America through the lens of Social Network Approach”. *International Review of Sociology*.



Arjona Sebastià, C. (2019), “The Usage of What Country: A Critical Analysis of Legal Ethics in Transnational Legal Practice”. *Canadian Journal of Law & Jurisprudence*.

Book chapters



Ginès i Fabrellas, A. (2019), “The rise of precarious work in Spain: the effects of increase in labour market flexibility”, a Kenner, J., Otto, M. and Florczak, I., *Precarious Work. The Challenge for Labour Law in Europe*, Cheltenham: Edward Elgar Publishing.



Other publications



Andreucci, D. y **Arenas Vives, D.** (2019), *La transición hacia una economía baja en carbono*. Barcelona: Esade, [S.L.] y Fundación Caja de Ingenieros.



Hahn, T., Fontrodona, J., **Murillo, D.**, Freeman, R. E., Parmar, B. L., **Costa Guix, G.**, et al. (2019), “Ética y crecimiento”. *Harvard Deusto Business Review*.



Hektoen, B., De Anca, C., **Folguera Bellmunt, C.**, García Lombardía, P., **Martí, I.**, **Navarro Sánchez, S.** et al. (2019), “Gestión de la diversidad”. *Harvard Deusto Business Review*.

SOCIAL DEBATE

Some of the initiatives conducted to assist and support discussion among stakeholders are set out below:

- As part of Esade's 60th anniversary celebrations, **Michael C. McCarthy**, Vice President for Mission Integration and Planning at Fordham University, gave a talk entitled "Educating future professionals to be aware, committed and responsible. How can universities help to achieve this goal?". He argued that in order to train people to have solid values, schools must have a capacity for reflection and be capable of working transversally: **"All subjects must enhance students' personal growth and help them become socially responsible."**

Prof. McCarthy believes it is important for professionals to be "capable of understanding how their work can contribute to the mission." **Cristina Giménez**, Director of Identity and Mission at Esade, echoed Prof. McCarthy's words, noting that reflection and awareness are key traits in anyone who wants to help build a better world. "If we want to be agents of change, we have to work on our inner selves," she noted.



The session also featured **Koldo Echebarria**, director general of Esade; **Josep M. Lozano**, lecturer in the Department of Social Sciences; **Anna Iñesta**, Director of the Centre for Educational Innovation, and **Ignasi Martí**, lecturer and Director of the Institute for Social Innovation.

- Madrid hosted **Spain and the 2030 Agenda: Challenges and Advances in the Implementation of the SDGs** featuring **Cristina Gallach**, High Commissioner for the 2030 Agenda, and **Javier Solana**, chairman of the EsadeGeo Center for Global Economy and Geopolitics. **Eva Jané-Llopis**, an Esade researcher and member of the European Commission's High-Level Multi-stakeholder Platform, explored the work strands being pursued at the European level by presenting the main findings of the **Towards a Sustainable Europe by 2030** report, published by the European Commission within the framework of the 2030 Agenda.
- In Madrid and Barcelona the **second report by the Esade SDG Observatory and "la Caixa" Banking Foundation on SDGs** was presented. **Ángel Castiñeira**, academic director for the research, noted that: "A lot of progress has been made in the institutional sphere but the incorporation of the SDGs in these companies' strategies has been too slow to meet the targets for a sustainable economy by 2030."



- The **European Commission's High-Level Multi-stakeholder Platform set up to work towards achieving the SDGs** launched the **EU Sustainability Award** and drew up an EC-commissioned report setting out advice and information for the EC post-2020 paper published as **Reflection paper: Towards a Sustainable Europe by 2030**. Eva Jané-Llopis, a researcher in the Department of Social Sciences, attended on behalf of Esade.

ESADE COMMUNITY AND STAKEHOLDERS

Esade's organisational practices demonstrate the institution's identity and values. We interact with various stakeholders and networks to strengthen our educational, social and environmental relationships and commitments. Key activities during the 2018-19 academic year included the following:

- The **AliaRS-E network**, made up of **198** allies from the personnel and administrative staff and faculty, celebrated its sixth anniversary. This open, informal network is dedicated to leading and promoting a significant change in Esade's sensibilities, behaviours and policies on the subject of social and environmental responsibility. Two forums were held during the academic year. At the first in December 2018 featuring **Sergi Paniagua** the report **Citizens and the Circular Economy** (**Creafutur**) was presented at an event attended by **45 allies**. Then in May 2019 **Xavier Ferràs**, lecturer in the Department of Operations, Innovation and Data Sciences, shared with the **52 attendees** a talk on disruptive innovation, social impact and exponential technologies entitled **Emerging Technologies and Sustainability**.
- **CEMS Master's students** and the CEMS Alumni Association appealed to the entire educational community to take action to tackle the great global challenge of climate change. "**As tomorrow's business leaders, it is our social responsibility to address global challenges.**" They called on all members of the CEMS community to take decisive action to deal with climate change.
- For the third year in a row, the **Executive Master Day** held a conference which attracted over **180 people** on the Sant Cugat campus in order to highlight social issues that while not commonplace, are in fact very close to home. The same event was held in March with almost 100 attendees at the Madrid campus. A number of organisations took part including **Iniciatives Solidàries, Fundació Surt, Fundació Adsis, Arrels, Casal dels Infants, Spanish Red Cross, Fundació Formació i Treball, Best Buddies/ACIDH and Fundación Secretariado Gitano**. Attendees heard several personal accounts including what it is like to cross the Strait of Gibraltar in a dinghy, to experience gender violence at home and at work, and to be homeless. Taking the SDGs as the starting point, working groups were set up among the organisations, the people describing their experiences and the Executive Master students to suggest measures that could be taken.
- In 2018, **Esade's MBA was named best in Europe for future women executives by the *Financial Times***. This milestone came in a year in which the school saw record enrolment by women on its **Executive MBA, where they account for 40% of all students**, 10% more than the global average according to the 2017 *Executive MBA Council Survey*. The **Top 50 MBA for Women** list is based on the gender-diversity results of the **newspaper's global MBA ranking**. In this year's edition, **Esade ranked first in Europe** and 11th worldwide, due in part to the **salary increases** of its women graduates (no. 3 in Europe), **their career development** (no. 4 in Europe and no. 10 in the world) and their **international mobility** (no. 10 in the world). The FT also recognised the programme's academic excellence, ranking it no. 3 in the world in the percentage of **women on the faculty**.
- In addition to being the first school to join the United Nations **#HeForShe** campaign that promotes the advancement of women in various spheres of society, **in 2018 Esade also signed up for the #DóndeEstánEllas** protocol, which the European Parliament is using to promote gender equality at public events. Esade is the only business school involved in the initiative, which brings together various think tanks, institutions, associations and civil society organisations with the aim of encouraging women to participate in public debates, lectures and communication events while also raising the profile of their role and their contribution to the progress of the European Union.





INSTITUTIONAL POLICIES

Management structure changes

In the 2018-19 academic year and following the change in director general, several measures were taken to revamp the **management structure**.

In order to better adapt the organisation to the priorities in the **2019-2023 Strategic Plan** signed off by the Board of Trustees in July 2019, the role and composition of the Executive Committee was reviewed and other steering committees were set up to generate the drive and coordination needed in certain areas.

Setting up the Identity and Mission Department

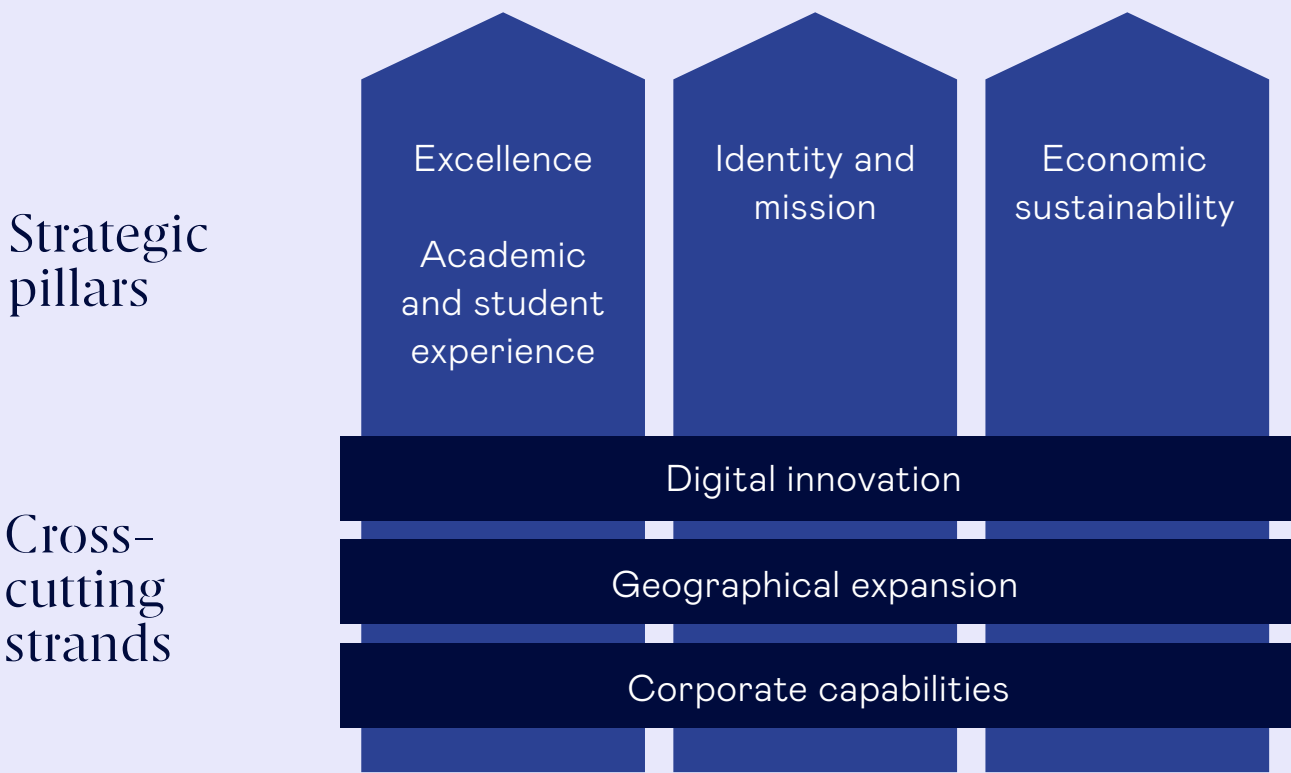
At the proposal of the director general, Esade’s Board of Trustees approved the appointment of Professor **Cristina Giménez** as director of Identity and Mission, effective as of 1 January 2019.

This new department will implement initiatives to **ensure that the academic, professional and personal experiences of students and the rest of the educational community are in line with the institution’s mission statement**. It is tasked with:

- Ensuring that management processes comply with mission objectives.
- Driving cross-cutting activities jointly with the People Management Department and the Dean’s Offices in which the members of our community can discuss issues and take action to make sure our mission is more widely experienced and shared.
- Supporting the rollout of the educational model which trains highly competent and socially committed professionals in the Esade programme portfolio. By means of joint discussion with the programme directors, educational experiences will be reviewed in terms of their contribution to shaping socially responsible professionals.
- Overseeing the implementation of the institution’s social responsibility and sustainability work strands.

Drawing up the Institutional Strategic Plan

Following the joint work between General Management and the Board of Trustee’s Strategy Committee, several task forces were set up led by members of the management team and involving **over 100 members** of faculty and professional staff. The task forces addressed each of the cornerstones and strategic strands in the Strategic Plan.



Time card system

In compliance with Royal Decree Act 8/2019, published in the Official State Gazette (BOE) no. 61 on 12 March 2019, a time card system was brought in at Esade on 12 May with the agreement of the Works Council and Faculty.

ENVIRONMENTAL RESPONSIBILITY

During the 2018-2019 academic year, Esade continued its **campaign to improve environmental practices** by raising awareness and promoting the adoption of behaviours and habits aligned with a more sustainable vision of the institution.

Campaign to prevent food waste

Esade promoted the adoption of more responsible behaviours and habits in the institution’s cafeterias where this poster was displayed:



Campaign to eliminate plastic bottles

Glass jars and glasses have been placed in the cafeteria on the Pedralbes campus to encourage use of the water fountains, one in the staff area and the other in the student area, at lunchtime.



Changes in usage

The following table illustrates the positive trend in Esade’s usage habits:

	PAPER · ton.	ELECTRICITY · kw/m²	WATER · m³ water/ m²
2008-2009	73	174	0.72
2009-2010	70	135	0.51
2010-2011	64	135	0.55
2011-2012	50	140	0.53
2012-2013	43	122	0.56
2013-2014	29	110	0.46
2014-2015	27	105	0.81
2015-2016	24	90	0.80
2016-2017	20	91	0.71
2017-2018	19	91	0.77
2018-2019	18	89	0.78

Initiatives to reduce electricity usage and environmental impact

ELECTRICITY

- LED lighting and motion sensors were installed in new classrooms and common areas on the Sant Cugat campus while the classrooms in the teaching building were totally refurbished.
- Complete renovation of the air conditioning system on the second floor of building 2.
- Installation of a new cooling system with a heat pump.

WATER

- Installation of drip irrigation in common areas of the Sant Cugat campus (MBA gardens).

PURCHASING

- Adjustment in the copying service’s committed printing amounts in line with responsible usage by the institution.
- Installation in all Esade buildings of new printers adapted to people with disabilities. The total number of printers per campus was: 35 in Pedralbes, 27 in Sant Cugat and 8 in Madrid.
- Esade buildings have a cardiac-protected area that has the equipment required to assist a person in the first minutes of a cardiac arrest.

FURNITURE RECYCLING

- Reupholstering of 126 stools and 56 chairs.

TRANSPORT

- Purchase of an electric vehicle for gardening.
- Installation of six charging points for cars and four for motorcycles in the Sant Cugat campus car park.
- Installation of charging points on the Barcelona campus (car park, buildings 1 and 2). Both have a combined unit for charging cars and motorbikes.
- Fitting out of a new area for parking bikes and charging them.



SOCIAL ACTION

The Social Action programme is open to the entire Esade community, putting collective solidarity-based experiences within everyone's reach.

The participant organisations are chosen by means of an internal voting system among faculty and personnel and administrative staff out of a group of NGOs previously shortlisted by an internal committee of experts. The criteria used are as follows:

- The organisation should be aligned with Esade's mission and values, have some sort of connection with the institution and be proposed and led by a person or team at Esade.
- The organisation's mission should be focused on a specific field (poverty, international cooperation, children, etc.) and its collaboration project should fit in with the nature of our activities and match the available resources.

During the 2018-2019 academic year, the programme was conducted with three organisations:

1. Casal dels Infants (Barcelona and Sant Cugat): social and civic organisation that works in several neighbourhoods with disadvantaged children and young people to offer them as many opportunities as possible.



2. Fundación Down España (Madrid): organisation that strives to facilitate the inclusion of people with Down syndrome in all spheres of life.



3. Jesuit Refugee Service (JRS) (international): an organisation that seeks to assist, serve and advocate for refugees and other displaced people.



Several initiatives were carried out with the three organisations including:

- a) Academic collaborations in preparing case studies in a range of subjects: Marketing Communications Strategy, with Professor María Galli; Social Marketing, with Professors Juan Mezo and Gerard Costa; participation by Professors Pedro Parada and Xavier Ferràs in the activities to draw up the new Casal dels Infants Strategic Plan; Communication Workshop, featuring Steven Guest, and workshops on social responsibility in the Law School, with Rebeca Carpi.
- b) Visibility of the Casal dels Infants Christmas campaign and donation of the money raised at the CEMS Club students' Christmas Dinner. There was also a contribution from the MBA students through their Christmas Jingle collection.
- c) Student participation in various activities: Volunteering at the Casal dels Infants; participation of JRS in the Innovation Quest; taking part in the Christmas toy collection campaign; participation of CEMS Club students and a visit to the Jesuit Refugee Service headquarters in Rome, etc.
- d) Meetings with the community: Arnout Mertens' visit to Esade to take part in the CEMS Club course and meet a number of people from the community; organisation of the Down Madrid Christmas Market; participation by the Casal dels Infants in the annual Executive Masters' day to show professionals/ attendees different social situations so they can use this knowledge to take action in their own companies.

SOLIDARITY AND COOPERATION INITIATIVES

In the 2018-2019 academic year, **45 initiatives** were organised involving over **1,800 people**. The organisations we worked with were: **Oxfam Intermón, Arrels Fundació, La Marató de TV3, Fundació Mambré, Fundación Migra Studium, Obra Social Sant Joan de Déu, Mary's Meals, Fundación Exit, Banc dels Aliments, Fundació ASTE, Fundació Amics de la Gent Gran, Entreculturas, Oxfam Trailwalker, Fundación Best Buddies and Fundación Miquel Valls.**

COOPERATION WITH CENTRAL AMERICAN UNIVERSITIES

- As part of Esade's annual cooperation activities with three Central American Jesuit universities (Central American University UCA in Nicaragua, José Simeón Cañas Central American University in El Salvador and Rafael Landívar University in Guatemala), the **7th Academic Exchange Meeting was held at the UCA in El Salvador on 25-27 February**. The purpose of the meeting was to share the challenges of quality educational innovation in order to develop the skills of teaching teams to allow for greater student learning. The meeting was attended on behalf of Esade by **Cristina Giménez**, lecturer in the Department of Operations, Innovation and Data Sciences, and **Susana Salvador**, coordinator of teacher development, with various presentations including "What do we mean by Educational Innovation?", "Competencies, actors and key levers of change in the relationship with educational innovation" and "The digital component in educational innovation".
- In November 2018, the *Manifesto of the Jesuit universities in solidarity with the Nicaraguan people and the Central American University (UCA) of Nicaragua* was presented at Esade. The Jesuit universities of Spain, acting together under the banner of the **UNIJES** network, signed a **solidarity manifesto** denouncing the "human rights violations" and "repression" currently affecting the Nicaraguan people and, in particular, the UCA in Managua, which has had to reduce its teaching activity to a minimum in response to

violent incidents in the surrounding area. Attendees at the meeting included **Jorge Alberto Huete Pérez, Vice-Rector General of the Central American University in Nicaragua**. A link to the video is included: <https://youtu.be/E-ggZeDxp-Y>.

- In May 2019, the *Manifesto of UNIJES Jesuit Universities in solidarity with the Venezuelan people and Andrés Bello Catholic University of Venezuela* (UCAB) was presented at Esade. The purpose of the event was to join the support that other Jesuit institutions, networks and universities around the world have given to UCAB and Venezuela, and to defend the right of Venezuelans to a dignified life and quality education in the context of the most serious economic, political and social crisis in their history. The event was attended by the **Rector of the UCAB, José Virtuoso S.J.**, the Administrative Vice-Rector, Gustavo García, and the audience from Esade, the IQS and the Sant Ignasi School of Tourism and Hotel Management (HTSI), the institutions that jointly organised the event. The manifesto was read by **Carlos Losada**, director general of UNIJES.



The purpose of this area of Esade Alumni, led by Isabel Rallo, is to promote Esade alumni's active participation in building a fairer society and a more sustainable world in their professions and companies. To this end, several initiatives are offered to alumni for professional social contribution and for learning and reflecting on corporate sustainability

Consulting for NGOs and social organisations on management issues or legal aspects to enhance and support the sustainability of the third sector
In the 2018-2019 academic year, **270 alumni** have engaged with **27 social organisations** including **Asociación Española de Fundaciones (AEF)**, **Casa Dalmases (Fundació Alba)**, **Down Madrid**, **Farmamundi**, **Fundació Salut Alta**, **Fundació Pere Tarrés** and **Fundació TEB**.

It supports companies engaged in production in developing countries through international consulting. Nine volunteers have taken part in four projects in Bolivia (2), Colombia (1) and Paraguay.

Raising awareness and encouraging thinking and discussion on social issues through films and documentaries, round tables and senior management meetings. The following sessions were held during the 2018-2019 academic year:

- “The jobs of the future. Are you ready?”, Barcelona, March 2019
- “Transforming companies through responsible leaders”, Barcelona, April 2019.
- “Thanks for the rain, the climate’s mood is changing”, Barcelona, April 2019.
- “The 2030 Agenda, the sustainable development goals and how businesses can help”, Madrid, May 2019.





TRANSPARENCY AND ACCOUNTABILITY

- The **2017-2018 Annual Report** was prepared in accordance with the Global Reporting Initiative (GRI) and the standards of the Global Sustainability Standards Board (GSSB). Their purpose is to help bring about a global and sustainable economy in which organisations manage their economic, social and environmental performance and impacts responsibly and with transparent reporting. The report also reinforces the institution's commitment to the ten principles of the United Nations Global Compact.
- **2017-2018 Identity and Social Responsibility Report** that describes Esade's initiatives designed to foster compliance with the *Principles for Responsible Management Education* (PRME) and further Esade's mission.

03

Academic units

- Esade wins First Prize in the CLADEA Awards with its Rambla of Innovation
- The Bachelor in Global Governance, Economics & Legal Order begins
- First Esade in/on hybrid Executive Masters launched





Esade is an academic institution that is split into three training fields (Business School, Law School and Executive Education). It has campuses in Barcelona and Madrid, with students drawn from all around the world.

Business School

KEY EVENTS IN THE 2018-2019 ACADEMIC YEAR



Shanghai Jiao Tong University and ESADE announce a new academic partnership

Esade has come to an agreement with Shanghai Jiao Tong University to start up a new Double Degree programme for MSc students in Europe and China. Its purpose is to promote academic excellence and cross-cultural understanding. The partnership is part of the two institutions' strategy to tackle global challenges in various academic areas.

The new programme will develop students' knowledge, skills, relational capacities, culture, attitudes and values, introducing its participants to today's fast-paced global business environment.

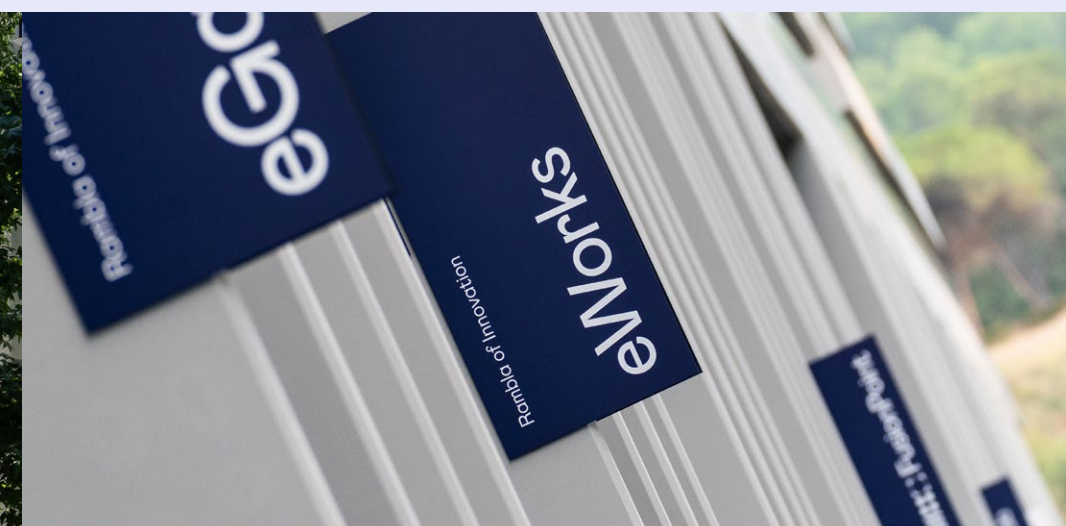


10th anniversary of the Esade Sant Cugat campus

Now celebrating its 10th anniversary, the Esade Sant Cugat campus is a driving force of the institution, innovation and globalisation.

Since last year, the Esade Sant Cugat campus has also been the headquarters of the Rambla of Innovation, a new ecosystem providing support for teaching and entrepreneurship and yet another step in the development of the Esade education and academic model based on the student experience.

The campus has become a benchmark for innovation and entrepreneurial initiatives. It is a place where companies, students, academia and the scientific community can pinpoint new opportunities and find solutions by working together on a wide variety of challenges, experiments and joint projects.



Esade's Rambla of Innovation, recognised and awarded at home and abroad

The Rambla of Innovation won first place in the Educational Innovation category at the CLADEA Awards; the APTE (Spanish Association of Science and Technology Parks) award for Best Innovative Practice, and was a finalist in the AACSB's Innovations That Inspire awards and the AMBA's MBA Innovation Award.

Bloomberg Businessweek ranks Esade's Full Time MBA in the global top 5 for educational experience and no. 1 worldwide in terms of mixture of academics and business professionals

This ranking of student satisfaction shows that in addition to prestige and academic excellence, educational experience plays a key role in students' choice of programme and business school. The recognition of Esade as the world's no. 1 school for mixture of academics and business professionals is a result of our efforts to close the gap between the classroom and the real world.



Renewed AMBA accreditation

Esade has been awarded renewed accreditation by The Association of MBAs (AMBA), an international recognition of teaching quality in MBA programmes. The combination of the accreditations by the AMBA, the EFMD's Quality Improvement System (EQUIS) and the Association to Advance Collegiate Schools of Business (AACSB) means Esade retains the "triple crown" of international quality accreditation held by less than 1% of business schools in the world.

Business School

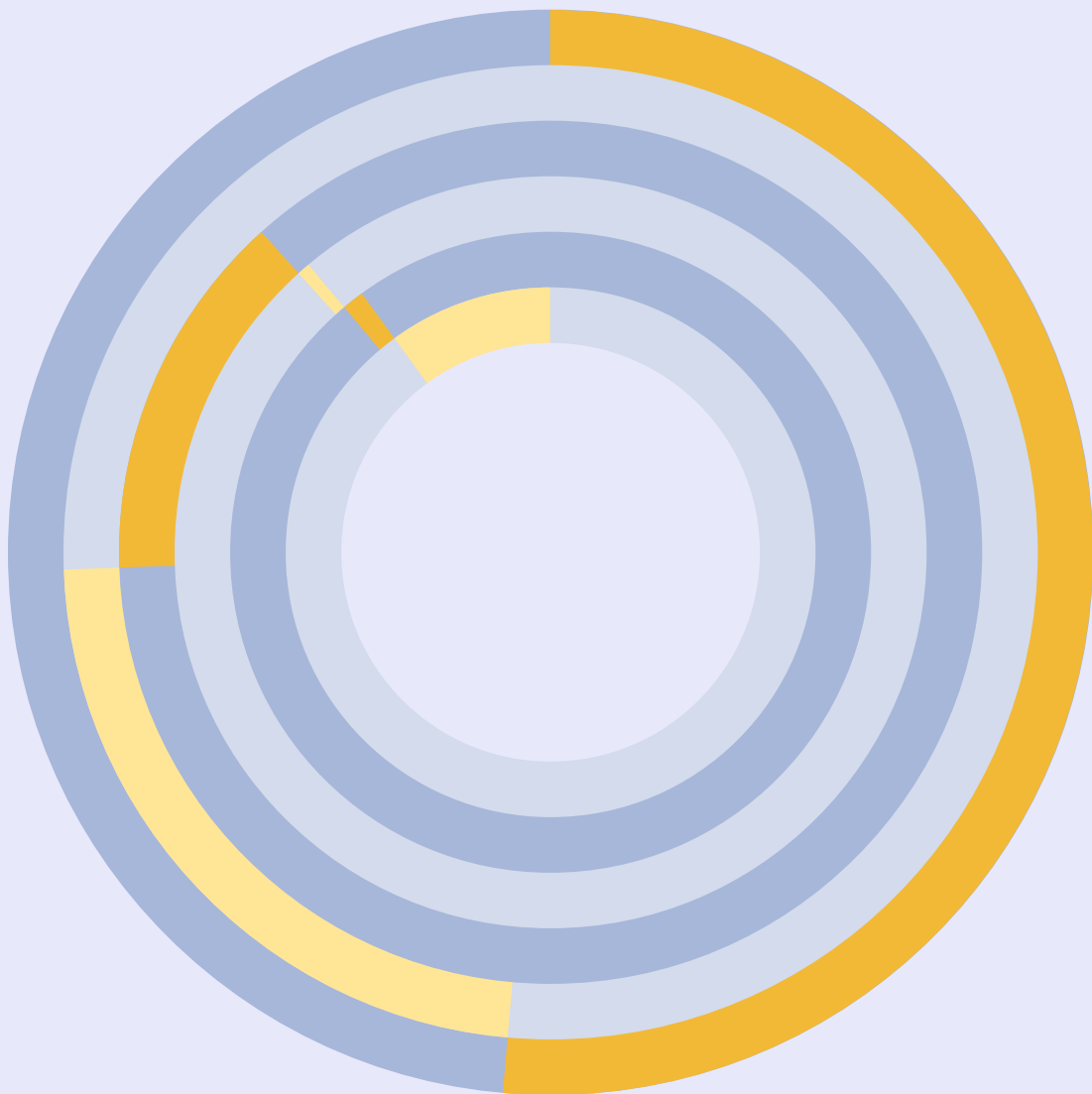
KEY FIGURES

2,680

students

1,575

of them from abroad



1,384 in the Bachelor of Business Administration (BBA)

615 in the MSc Programmes in Management

372 in the MBA

11 in the Master of Research

35 in the PhD Programme

263 in the Summer Programme and in other programmes



Law School

KEY EVENTS IN THE 2018-2019 ACADEMIC YEAR

New Bachelor in Global Governance, Economics & Legal Order

The new Bachelor in Global Governance, Economics & Legal Order is an official programme designed to train professionals in international relations, politics and economics. A new feature in the degree is that students can choose to specialise in one of its two tracks: Global Politics or Global Economics. The new degree can be taken by students from Spain and abroad. There is also the option of studying it as an official double degree together with the Bachelor in Law.

For the Law School, its range of subject areas means a major step forward in its internationalisation efforts, while for Esade as an institution it makes it possible to expand and round off its degree portfolio by adding education in politics and economics for professionals committed to society.

Doble Grado en
Derecho + Global
Governance,
Economics & Legal
Order



New Bachelor in Law

Esade's Bachelor in Law, officially approved in 2008, was favourably rated in 2016 by AQU as "accredited with excellence".

Notwithstanding the successful outcome of the evaluation, in the 2018/2019 academic year the Bachelor in Law has been presented to the Ministry of Education for fresh approval. The new programme retains the features that have gained its accreditation with excellence while the following have also been added:

- Participatory approach and greater emphasis on continuous assessment compared to traditional exams.
- Greater choice of optional subjects which enhances curricular flexibility (the current programme requires 30 ECTS credits while the new programme will require 50).
- Reworking of contents and learning objectives for each of the subjects.
- Integrated inclusion of values in the subjects.
- Inclusion of mandatory curricular internships.



Internationalisation efforts of Esade Law School

- **Master in Legal Practice and LL.M. in the USA**

Esade Law School will train lawyers qualified to practise in both Spain and the United States

Starting next year, Esade Law School will offer an expanded version of its Master in Legal Practice that will include a second year during which participants will complete an LL.M., the equivalent programme in the American system. On completion of the programme, participants will have the opportunity to prepare for the New York and California bar exams that will allow them to practise law in these states and to complete an internship at an American law firm at the end of the LL.M.

One of the programme's strengths is that it will enable students to access top-notch training in the United States thanks to Esade's agreements with five leading American law schools: Georgetown University Law Center (Washington D.C.), University of Pennsylvania Law School (Philadelphia), Cornell Law School (Ithaca, New York), Fordham University School of Law (New York) and Cardozo School of Law (New York).

The launch of this new programme is the latest development in the ongoing internationalisation efforts of Esade Law School, which is committed to meeting the legal sector's increasingly global needs. Multinational companies and the law firms they work with increasingly need multijurisdictional lawyers who can represent them in both Spain and the United States. Law firms, including Spanish ones, are globalising and legal training needs to evolve in lockstep with this trend.

The agreements reached with these five US law schools will enable a limited number of Esade Law School students to train alongside the best American law students. During their time at Esade, they will also share a classroom with other participants in the Master in Legal Practice and like them will be trained in their chosen area of specialisation. The admission requirements will be highly rigorous, combining Esade's typical admission process with that of the partner university in the United States. A very high level of English proficiency will also be required.

- **International expansion**

The most recent agreements the Law School has signed are:

- BRAZIL
Universidade de São Paulo, Faculty of Law
- BRAZIL
Fundação Getúlio Vargas, Rio de Janeiro
- COLOMBIA
Universidad de los Andes
- BELGIUM
Université Catholique de Louvain, Faculty of Law and Criminology

Esade Law School's international expansion efforts are currently geared towards building a network of universities in the areas of politics and economics in order to provide students reading the new Esade Bachelor in Global Governance, Economics and Legal Order programme with a specialisation in politics or global economics.



Law School

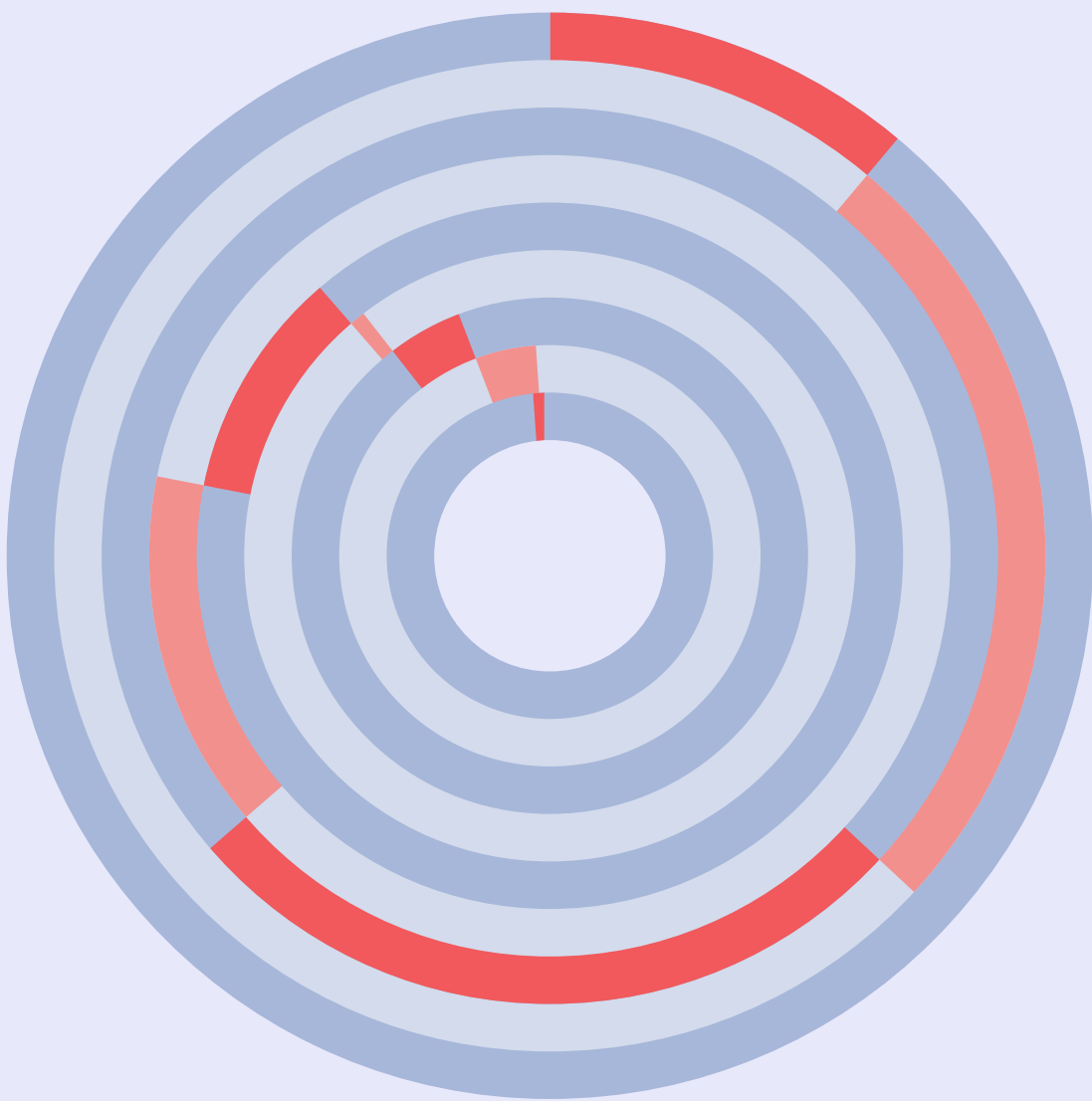
KEY FIGURES

1,379

students

169

of them from abroad



156 in the Bachelor in Law

356 in the Bachelor in Global Governance

367 in the Double Degree in Business Administration and Law

199 in the Master in Legal Practice (MUA)

145 in master's and postgraduate programmes

11 in the PhD Programme

68 in continuing education

64 in the Lawyering Programme

13 in the Lawyering Programme (ICADE, Madrid)



Executive Education

KEY EVENTS IN THE 2018-2019 ACADEMIC YEAR

Executive Masters

Executive Masters kicks off Esade's first hybrid in/on programmes: the Executive Master in Marketing and Sales and the Executive Master in Finance. This enables Esade to stand out as an innovative institution delivering hybrid degree programmes while also building an inventory of cross-disciplinary teaching material. In addition, it makes it possible to rethink face-to-face by putting into practice methods which involve more experiential learning.

Likewise, some subjects have been redesigned with an innovative focus, new track formats introduced in finance programmes, new alliances forged with international universities and the hybridization of subjects that until now were 100% face-to-face. The numbers of students from abroad has also continued to grow on programmes at the Madrid and Barcelona campuses.

Open enrolment programmes

The Open Enrolment Programmes area continues to go from strength to strength with the launching of the first all-online in/on programmes in 2018/19 and the design of a number of blended programmes planned for 2019/20. All this has allowed Esade to be among the top Business School in the world with one of the largest digital portfolios.

Once again Esade was chosen to host, in collaboration with the CEOE, the 7th Executive Programme for Women in Upper Management, attended by more than 220 women executives and designed to increase women's representation in senior management positions and on executive committees. With PwC also continued in the programme for directors with more editions and training activities for this group.

In terms of quality, the excellent showing in the FT rankings stands out with a significant overall rise from number 21 to number 16 and a place in the overall Top 5 for New Skills Learned.

The **Custom Programmes** area is steadily moving towards pure B2B business for large accounts while winning long-term strategic projects with leading customers in Spain and abroad. International flagship programmes keep on gaining ground with Journey for Business Transformation (Singularity University) at the helm.

The Health and Pharma and Banking sectors continue to choose Esade Executive Education as a strategic partner for the continuous improvement of their management teams through its specialised programmes portfolio.

Esade Executive Education's programmes remain extremely successful. They are supported by large industry-leading multinationals and run for SME networks to enhance training for the business community throughout the value chain.

It has performed excellently in the FT rankings, with an overall rise from number 30 to 14.

New technology has been leveraged to develop and introduce new advisory tools across the board for individuals and companies to better adjust their training to their professional and corporate development.



Executive Education

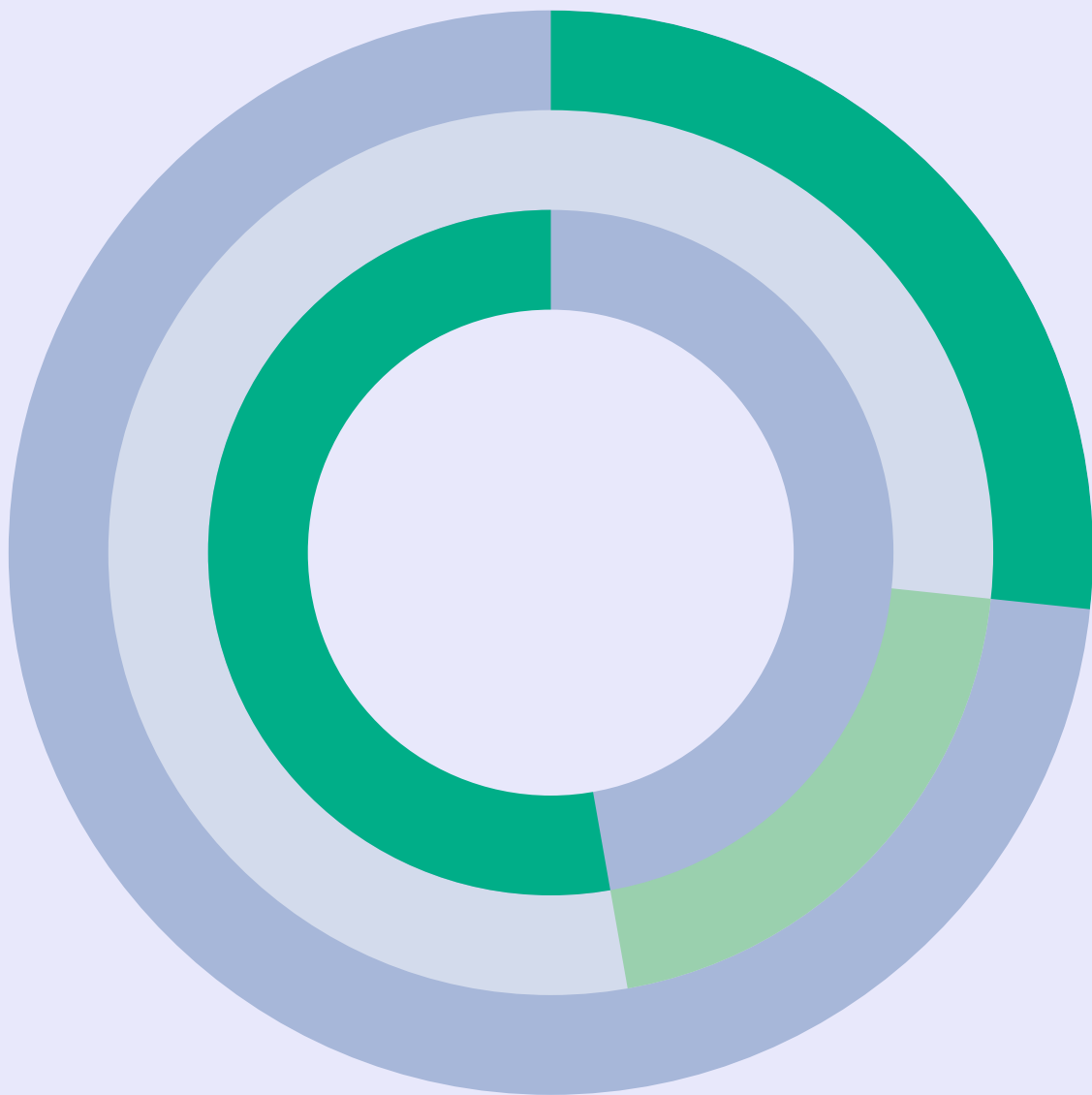
KEY FIGURES

6,150

participants

1,635

of them from abroad



1,654

in Executive Education
(EMBA, Executive Masters,
corporate programmes)

1,266

in open
programmes

3,230

in custom
programmes



04

Faculty

- The Center for Educational Innovation has become key to faculty development
- New recruits highlight the Centre's international profile and links with the business world





Faculty development during the 2018–2019 academic year focused on:

- Comprehensive education for competent and socially responsible professionals.
- Creating knowledge that is relevant to improving organisations and society as a whole.
- Contributing to the social debate in order to build freer, fairer and more prosperous societies.

Here the main measures taken were:

1. The recruitment of faculty with an international profile, an interdisciplinary approach to knowledge creation, and strong links with the professional world.
2. The development of teaching and management skills, values, and commitment to the community.

Development Steps

Various measures for fostering teaching and management skills, values and commitment to the community have been built upon since the 2014-15 academic year.

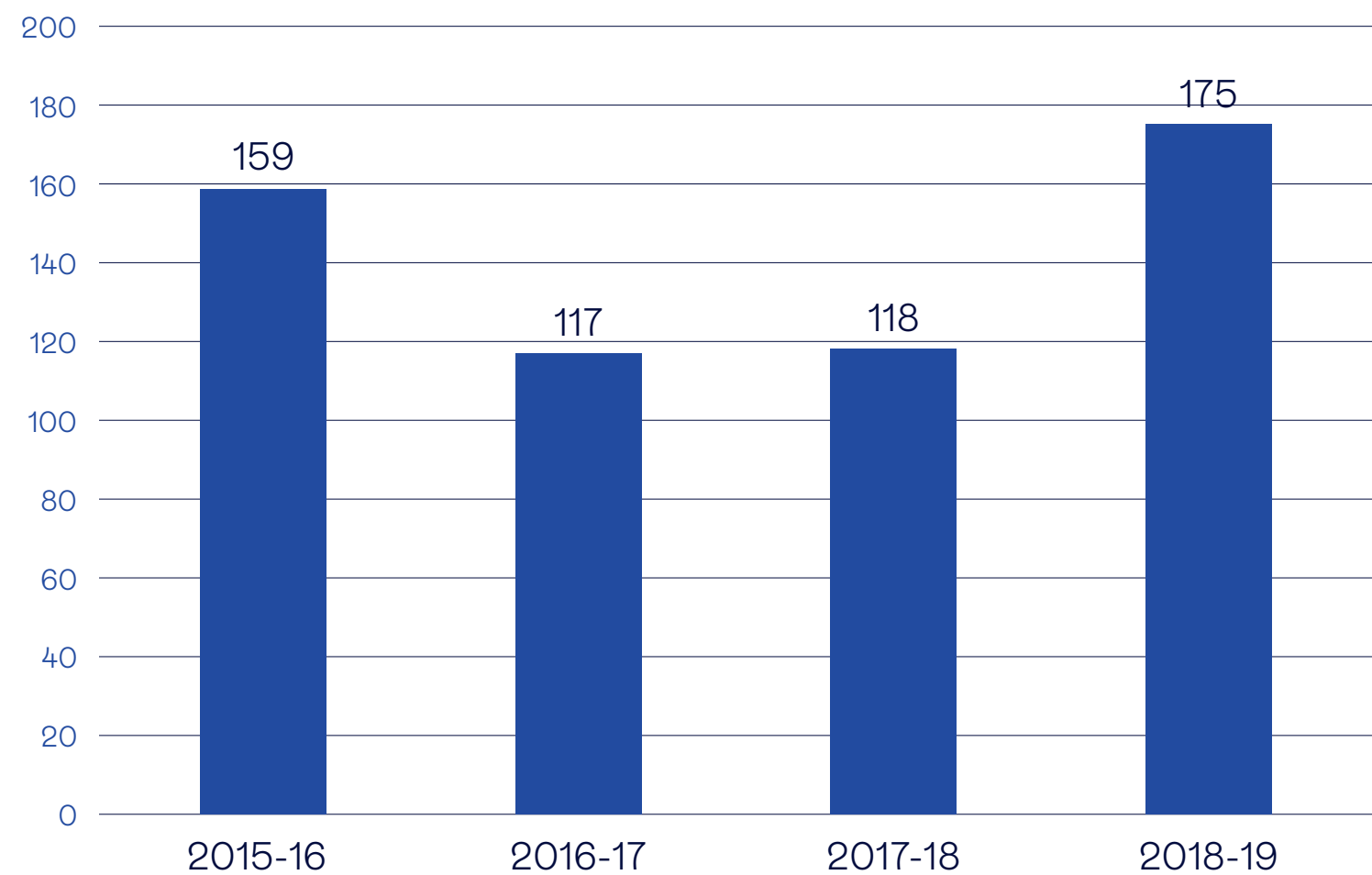
Over the five years the Center for Educational Innovation has been running, it has successfully built up a range of training courses in teaching competences: 1) subject design and syllabus development; 2) classroom teaching and methods; 3) student assessment and feedback, and 4) self-knowledge as a teacher.

A total of 387 training activities have been delivered by 46 instructors, 36 of them Esade faculty members and 10 faculty members from other universities. All in all, we had a total of 190 participants, including 138 full-time lecturers and 52 academic collaborators who rated the training very highly. Furthermore, over the years we have come closer to achieving the ideal balance between the number of activities provided and the number of places taken up in training. The table below shows the progress made in figures:

		Year 1 14-15	Year 2 15-16	Year 3 16-17	Year 4 17-18	Year 5 18-19
DEVELOPING TEACHING COMPETENCES	No. of training activities	40	108	91	86	62
	No. of places taken up in training	98	196	216	301	239
	No. of faculty participating	53	100	108	157	102
	Average places taken up/training activities	2.45	1.81	2.37	3.50	3.85
	<i>Faculty feedback: usefulness</i>	5.85	6.18	6.11	6.08	6.46
	<i>Faculty feedback: would recommend</i>	92 %	97.4 %	97.6 %	96.8 %	92.31 %

The CEI has also sought to progressively empower faculty in digital competences to: (a) introduce them to the experiences and dynamics characteristic of hybrid teaching and learning; (b) equip them to decide when it makes sense to use technology and when it does not; (c) identify which learning tools and dynamics to use to achieve the learning targets set; (d) develop multimedia content and materials; and (e) organise online learning environments as an extension of classrooms and harness the potential of platforms to support and enhance learning. The figures in the charts below bear out the actions taken in this area:

569 Places taken up in private personalised guidance sessions



Moodle course websites and multimedia content creation

2,500 Teaching and educational guidance
activities on moodle course websites per academic year

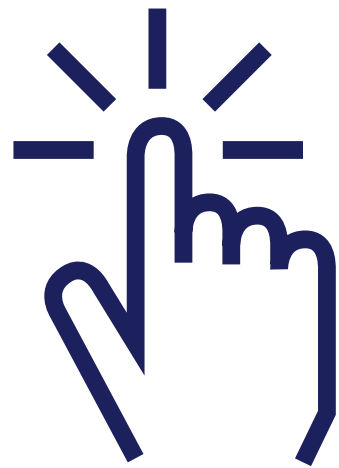
77 Authoring tools approved
32 content creation tools
11 dynamics and activities tools
25 management tools
9 microsoft office 365

642 Video Contents Uploaded
Available on Kaltura, Esade's video platform

22 Multimedia Contents Created
13 multimedia pills
4 multimedia cases
2 online moodle modules
2 advanced design presentations
1 interactive infographic

153 Authoring tools tested

8 Suppliers working with CEI
2 graphic design studios
1 production company
1 content factory
1 ICT company
1 simulation developer
1 simulation developer
1 escape room company



The CEI has also supported educational innovation and specifically the Student First project with the training and assessment actions shown in the following charts:

Educational counselling to support the Student First project

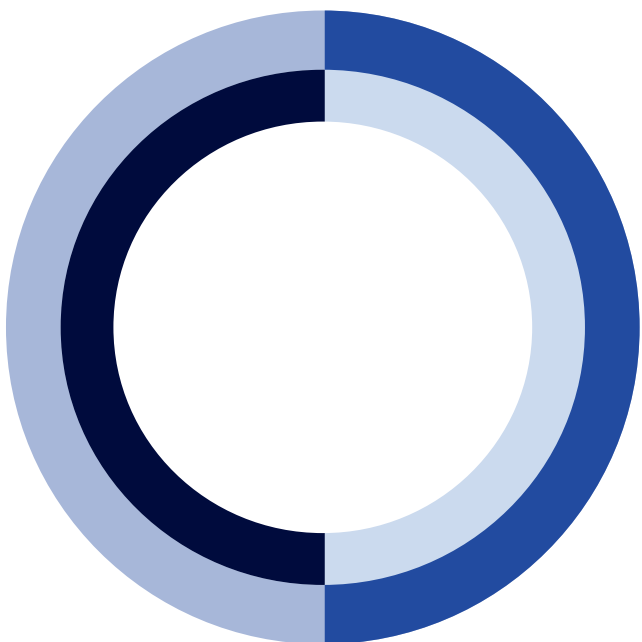
Core courses in the BBA, BIL and MBA programmes

47

Counselling on
core courses
(BBA, BIL, MBA)

6

Counselling on
elective courses
(BBA, BIL, MBA)



47; 50 % Core courses
advised

47; 50 % Not advised

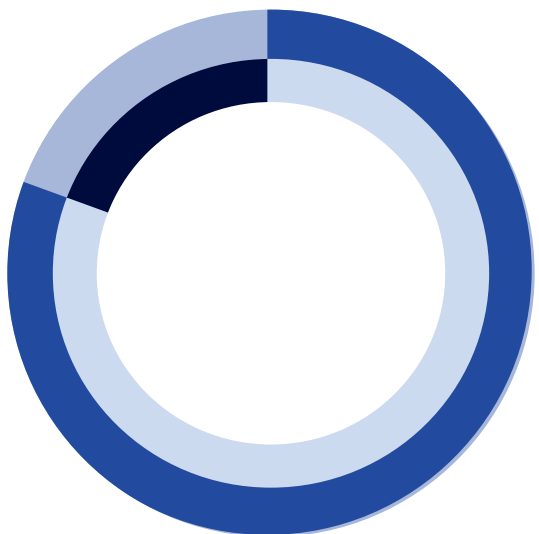


25

BBA
core courses

3

BBA
elective courses



25; 81 % Core courses
advised

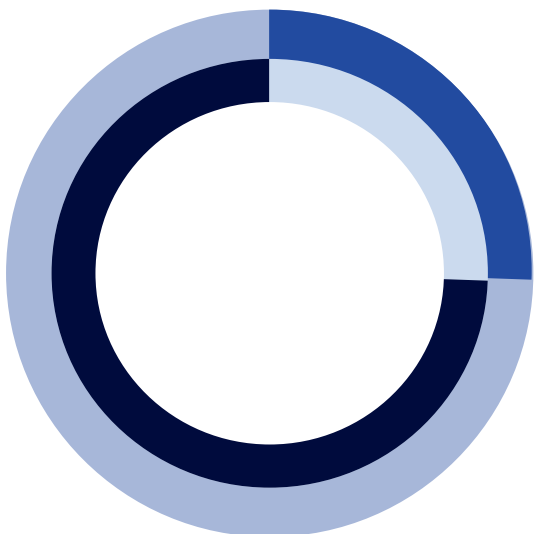
6; 19 % Not advised

10

GED
core courses

2

GED
elective courses



10; 26 % Core courses
advised

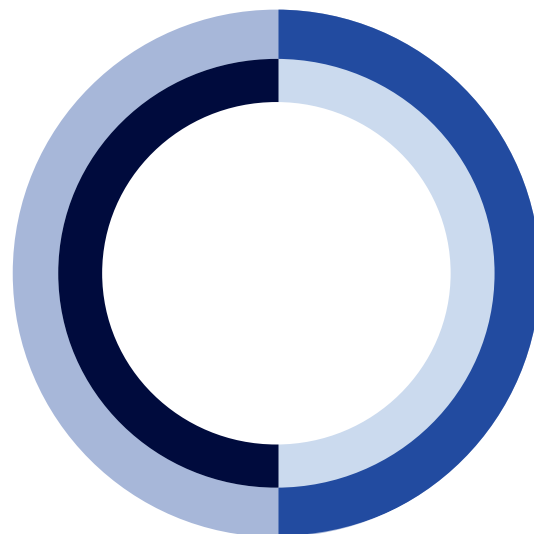
29; 74 % Not advised

12

MBA
Core courses

1

MBA
Optional courses



12; 50 % Core courses
advised

12; 50 % Not advised

Finally, the CEI has supported the process of selecting the winners of the Teaching Excellence Award and Educational Innovation Award for the 2014-2015, 2015-2016, 2016-2017 and 2017-2018 academic years.

Recognizing excellence & innovation in teaching

The Teaching Excellence Award & the Educational Innovation Award



2014-2015
Andrés Cunero



2015-2016
Pedro Aznar



2016-2017
Diana Ferrer



2017-2018
Carles Torrecilla



2014-2015
Philosophy in prison
Siria Abenza



2015-2016
C4BI
Marcel Planellas & Iván Bofarull



2016-2017
Sustainability cycle
Oikos Barcelona



2017-2018
4YFN
Esade

NEW FACULTY



Sira Abenoza,

Lecturer in the Department of Society, Politics and Sustainability

Sira Abenoza has a PhD in Philosophy (2017) from the University of Barcelona.

Her areas of interest are in the intersection between philosophy and management and cover topics such as business ethics, corporate social responsibility (CSR), management philosophy and Socratic dialogue applied to management.

Sira began her career as a Corporate Social Responsibility consultant. Over more than 10 years, she worked as a specialist CSR consultant for companies such as PwC and other specialist consultancy firms. She has also led national and international consulting projects for the public and private sectors. In recent years she has worked as an independent consultant. During her first years of teaching she taught at Pompeu Fabra University and later at Esade and the network of Jesuit Universities in Central America.

She is a researcher at the Institute for Social Innovation, where she heads research on CSR, NGO-business partnerships and social entrepreneurship.



Xavier Ferràs,

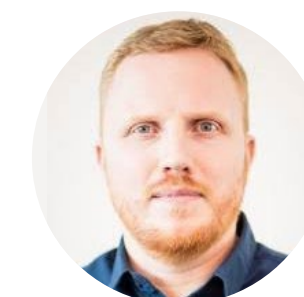
Associate Professor in the Department of Operations, Innovation and Data Sciences

Xavier Ferràs has a PhD in Economics and Business (2009) from the University of Barcelona.

He has been Dean of the Faculty of Business and Communication at the University of Vic. Until 2012, he was director of the ACCIÓ (Catalan Agency for Competitiveness) Centre for Business Innovation and was responsible for technology transfer policies, R&D and development of clusters in Catalonia. He previously served as CIDEM director of business development, head of innovation, co-ordinator of the Technological Innovation Plan for Catalonia (2001-2004), and a member of the committee drafting the Research and Innovation Plan (2005-2008).

Among other executive positions related to technology and innovation, Xavier has been a member of the boards of trustees and executive boards of BAIE (aerospace cluster), Biocat (biotechnology cluster), CTM technological centres (advanced materials), Barcelona Media (audiovisual), CTAE (aerospace) and LEITAT, manufacturing at the Microsoft Productivity Innovation Centre in Manresa, the Catalan Foundation for Research and Innovation, the i-CERCA Foundation (Research Centres of the Catalan Government), Invertec (venture capital company) and the foresight institute Creafutur.

He previously worked in the automobile industry and as Professor of Electrical Engineering at the Barcelona School of Telecommunications Engineering.



Jan Hohberger,

Associate Professor in the Department of Strategy and General Management

Jan Hohberger holds a PhD in Management Science (2010) from Esade Business School (URL).

Dr Hohberger is Associate Professor of Strategy in the Department of Strategy and General Management at Esade. Before joining ESADE, he was Senior Lecturer at the University of Technology Sydney (UTS) and Visiting Scholar/Professor at the Wharton School of Business and Georgetown University.

His research focuses on strategy and innovation, especially knowledge acquisition and informal alliances and collaborations in high-tech industries. His research has been published in leading journals such as *Research Policy*, *Industrial and Corporate Change*, *Journal of International Business Studies*, *Journal of Product Innovation Management* and *Strategic Organization* as well as in academic handbooks.

He is a professor and consultant in strategy and innovation. He has experience in a wide range of sectors, including banking, telecommunications, pharmaceuticals, industry and mining, and has worked for companies in North America, Europe and Asia, including De Baak, KPMG, the SK Group, Rio Tinto, Bayer and Grifols.

NEW FACULTY



Ignasi Martí,
Professor in the Department of Social Sciences

Ignasi Martí holds a PhD in Management (2007) from IESE Business School.

His areas of interest include innovation, social and institutional change, power, politics, resistance, exclusion and dignity. His areas of expertise also take in organisational theory, entrepreneurship and developing economies.

Before joining Esade, Ignasi was a Lecturer at Emlyon Business School (France). He was director of the OCE Research Center at the school and also director of the Strategy and Organization Department. Prior to this he was a Visiting Professor at Saïd Business School at Oxford University.

He has published articles in international journals such as *Academy of Management Journal*, *Organization Studies*, *Journal of Business Venturing*, *Entrepreneurship Theory and Practice*, *Journal of Management Inquiry* and *Revue Française de Gestion*.



Pedro Rey,
Associate Professor in the Department of Economics, Finance and Accounting

Pedro Rey holds a PhD in Economics (2005) from University College London (UK).

Before joining Esade, he was a Ramón y Cajal researcher at the Autonomous University of Barcelona. Since 2008 he has held a visiting position at the Rady School of Management at University of California San Diego (UCSD), where he has taught MBA courses on Managerial Economics and Strategy. He has also been the lead behavioural scientist behind All of Us, the United States Precision Medicine Initiative started by President Obama.

Pedro's research combines theoretical and empirical methodologies as well as laboratory and field experiments to understand economic decision-making. His studies analyse how these decisions are affected by the design of appropriate incentive schemes which take into account the complex array of behavioural traits behind human motivation.

He currently serves on the editorial boards of the *Journal of Economic Behavior & Organization*, npj Digital Medicine (Nature) and the *Journal of Socio-Economics*.



Silvia Romboli,
Assistant Professor in the Department of Law

Silvia Romboli holds a PhD in Constitutional Law from the University of Seville and in Constitutional Justice and the Protection of Fundamental Rights from the University of Pisa (2017).

Her primary lines of research are related to constitutional justice, the comparative protection of fundamental rights (especially those of minorities and the most vulnerable groups) and areas of supranational law that are directly related to classic Constitutional Law issues (sources of law, national sovereignty and multilevel protection of rights).

Before joining Esade, Silvia was a researcher in the Department of Constitutional Law at the University of Seville, a visiting researcher at the Institut de Recherche en Droit International et Européen de la Sorbone (IREDIES) at the Ecole de Droit de la Université Paris 1 Panthéon-Sorbonne in France, at the UMR Centre of Constitutional Law (Unité Mixte de Recherche de droit comparé de Paris, Centre de recherche en droit constitutionnel) at the Ecole de Droit at the same university, and in the Department of Constitutional Law at the University of Pisa.

She also worked for the Constitutional Court's Case Law Service, funded by a constitutional case law scholarship.

NEW FACULTY



Marc Torrens,

Lecturer in the Department of Operations,
Innovation and Data Sciences

Marc Torrens holds a PhD in Artificial Intelligence from the École Polytechnique Fédérale de Lausanne (2002).

His research focuses on how Artificial Intelligence can be applied to solve problems faced by businesses and people.

He has published more than 20 papers in international conferences and journals and is the inventor of over 20 patents on recommendation and personalisation technologies. He co-chaired the ACM Conference on Recommender Systems in 2010, which brought together over 400 experts from academia and industry. He also regularly participates as a reviewer in several international conferences on Artificial Intelligence.

Marc has spent more than 20 years creating start-ups around Artificial Intelligence. In 2004, he cofounded Strands, Inc., an established and globally recognised Fintech company working for top-tier banks worldwide including Barclays, Deutsche Bank, BBVA, ING, Bank of Montreal, BNP Paribas, Santander and Discount Bank. From 2004 to 2018, he worked at Strands as Chief Innovation and Product Officer and is currently a member of its Board of Directors. One of the company's most outstanding achievements was to build a portfolio of more than 20 patents in recommendation technology that was acquired by Apple, Inc.



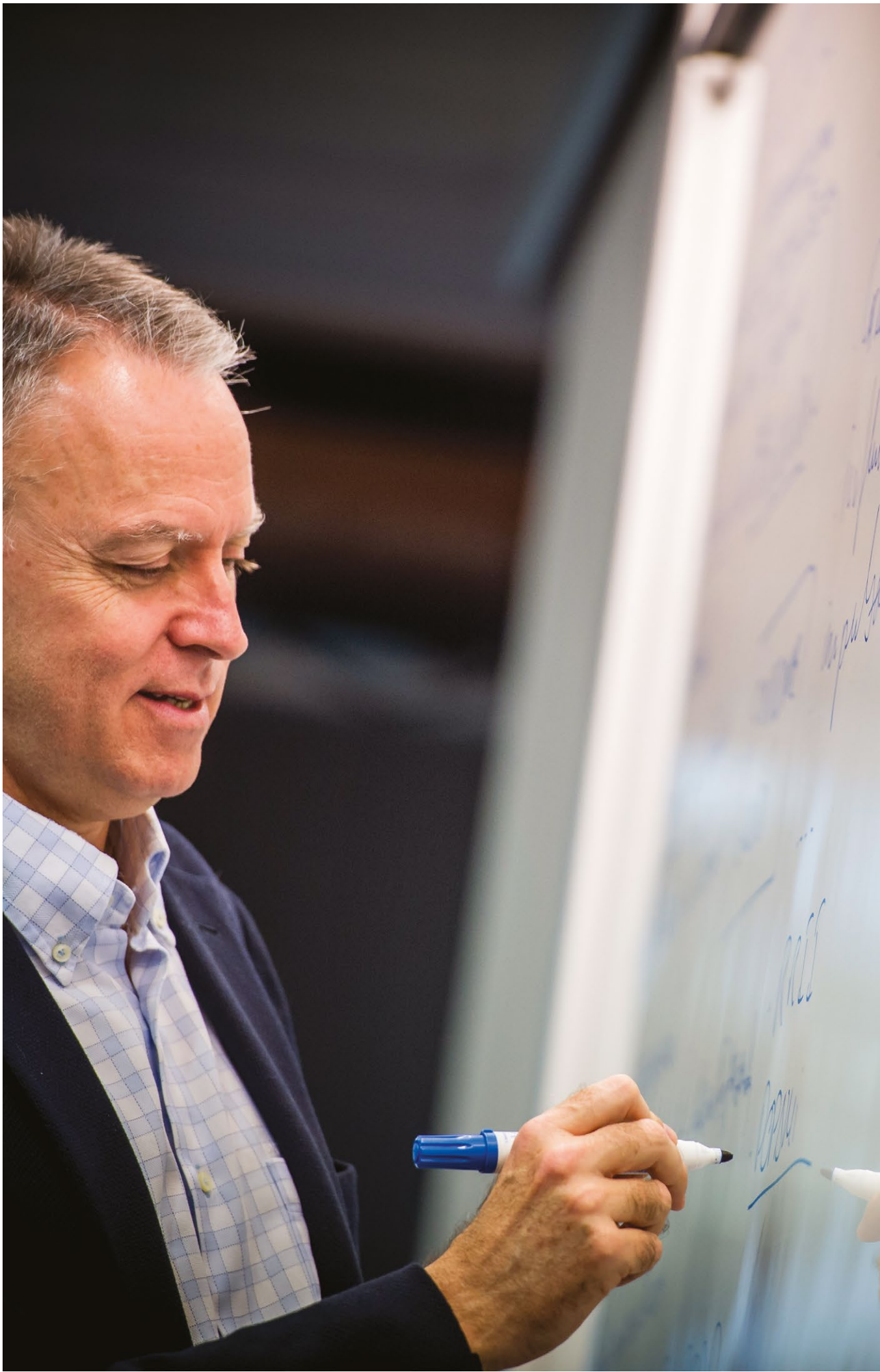
VISITING FACULTY

Aguilera Vaqués, Ruth. Economics, Finance and Accounting
Andreou, Panayiotis. Economics, Finance and Accounting
Bonache Pérez, Jaime Alfonso. People Management and Organisation
Boyatzis, Richard. People Management and Organisation
Calvet Mulleras, Agustín L. Economics, Finance and Accounting
Echebarria Ariznabarreta, Koldo. Strategy and General Management
Emmerling, Robert. People Management and Organisation
Ind, Nicholas Jonathan. Marketing Management
Kasanen, Eero. Economics, Finance and Accounting
Loranth, Gyongyi. Economics, Finance and Accounting
Morales Prats, Fermín. Law
Morral Hospital, Enrique. Law
Morse, Kenneth Paul. Marketing Management
Sagarra Trias, Eduard. Law
Vanhaverbeke, Wim. Strategy and General Management

LIST OF ACADEMIC
DEPARTMENTS AND THEIR
DIRECTORS:

Department directors for the 2018-2019 academic year:

- Social Sciences
Director: **Daniel Arenas**
- Law
Director: **Rebeca Carpi**
- Marketing Management
Director: **Oriol Iglesias**
- People Management and Organisation
Director: **Katharina Schmid**
- Strategy and General Management
Director: **Pedro Parada**
- Economics, Finance and Accounting
Director: **María del Mar Vila**
- Operations, Innovation and Data Sciences
Director: **Núria Agell**



05

Research

119

articles
in peer-reviewed journals

5.1 M€

allocated
to research





The research conducted at Esade increases its prestige and enables sharing first-level knowledge generated at Esade in the classroom. It also impacts on the management of organisations (companies, public institutions and non-profit organisations) and enhances social wellbeing.

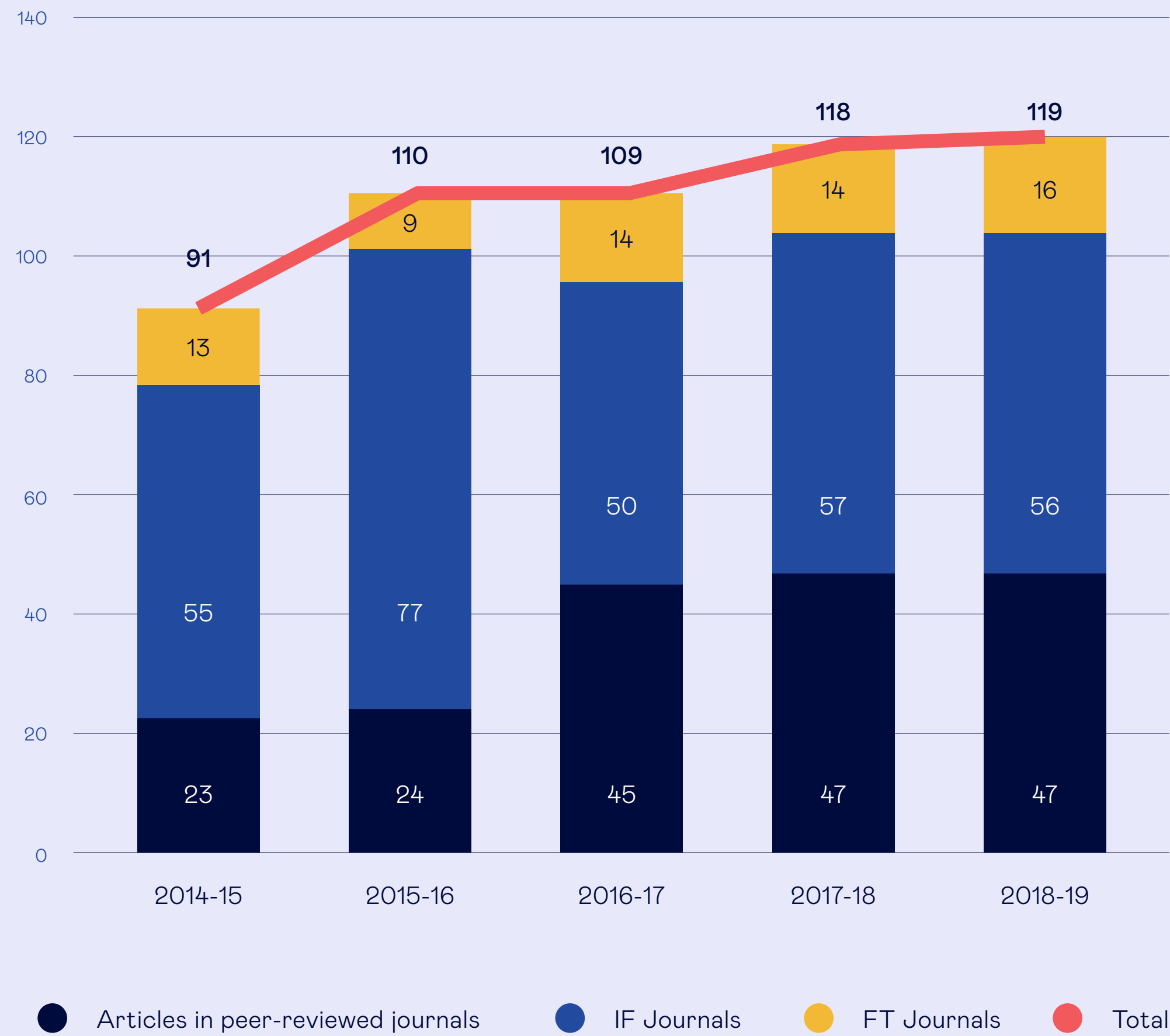
The research conducted at Esade has come a long way in recent years when it has experienced steady growth in quantity and quality. Every year, our knowledge generation units publish more than 100 academic papers in peer-reviewed journals. Likewise, the number of publications in the main international journals has increased substantially.

Research is a crucial asset that contributes to enhancing Esade's international reputation and prestige. Today, many of our faculty members hold key posts on the editorial boards of leading international journals and their research work has been recognised by awards from international institutions.

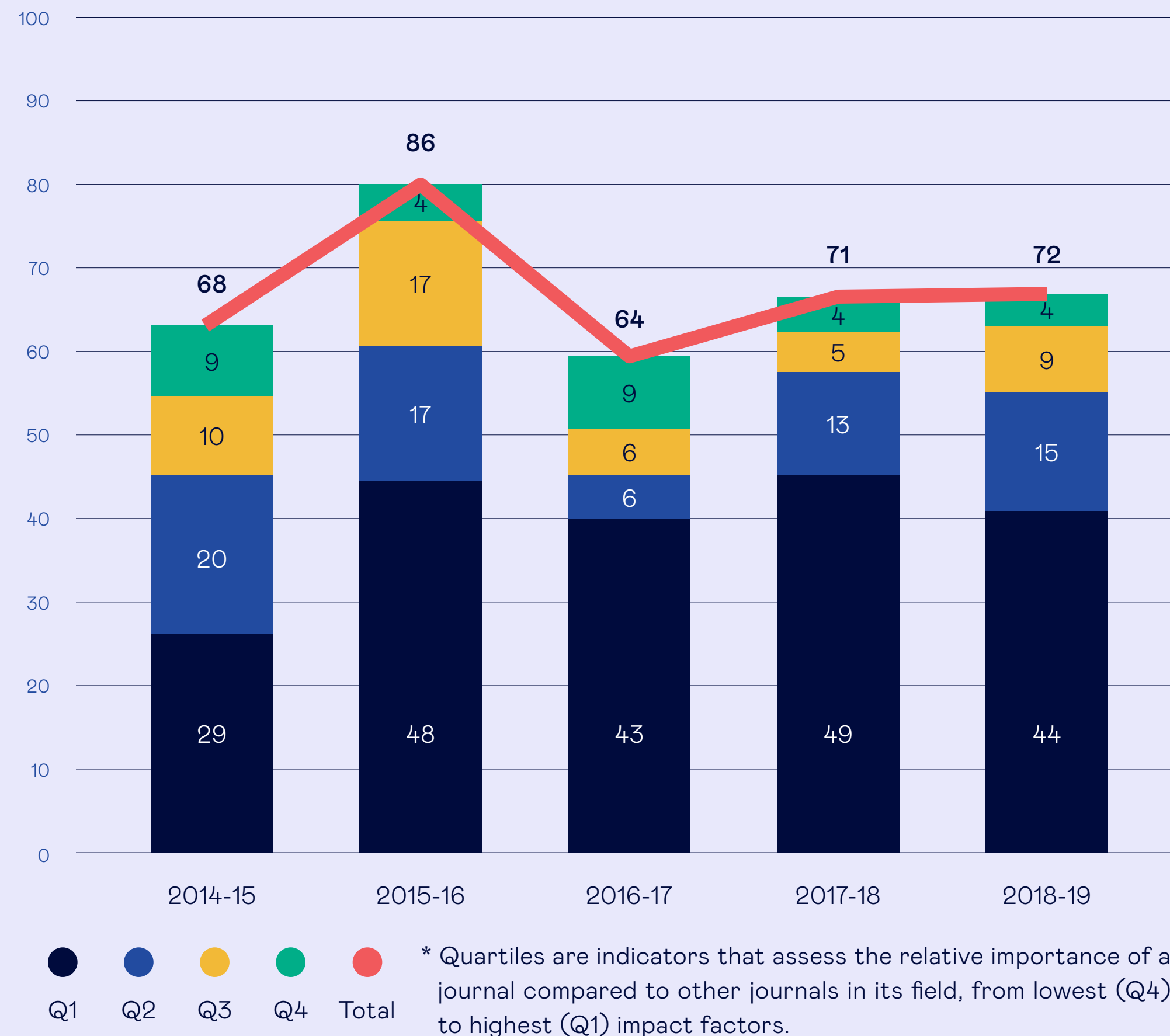
Esade research figures, 2018–19 academic year

GROWTH IN JOURNAL PUBLICATIONS

ARTICLES IN PEER-REVIEWED JOURNALS



IMPACT FACTOR PUBLICATIONS BY QUALITY QUARTILES:



OTHER ACADEMIC PUBLICATIONS IN THE
2018-2019 ACADEMIC YEAR

BOOKS:

- International: 6
- National: 4

TOTAL: 10 books

BOOK CHAPTERS:

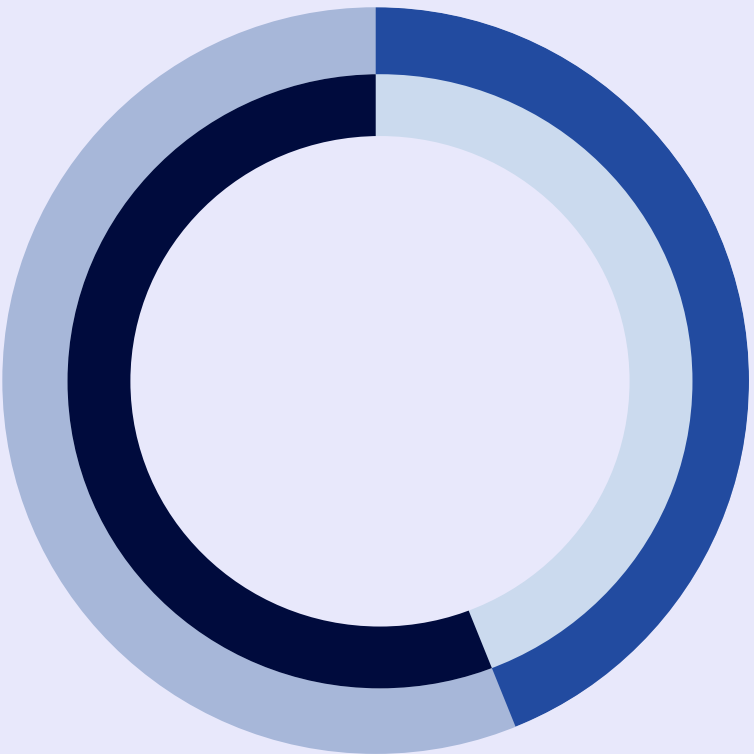
- International: 18
- National: 7

TOTAL: 25 book chapters

- Papers accepted in academic conferences: 67
- Cases: 3
- Esade publications: 2
- Doctoral theses: 6

RESEARCH BUDGET, 2018-2019
ACADEMIC YEAR

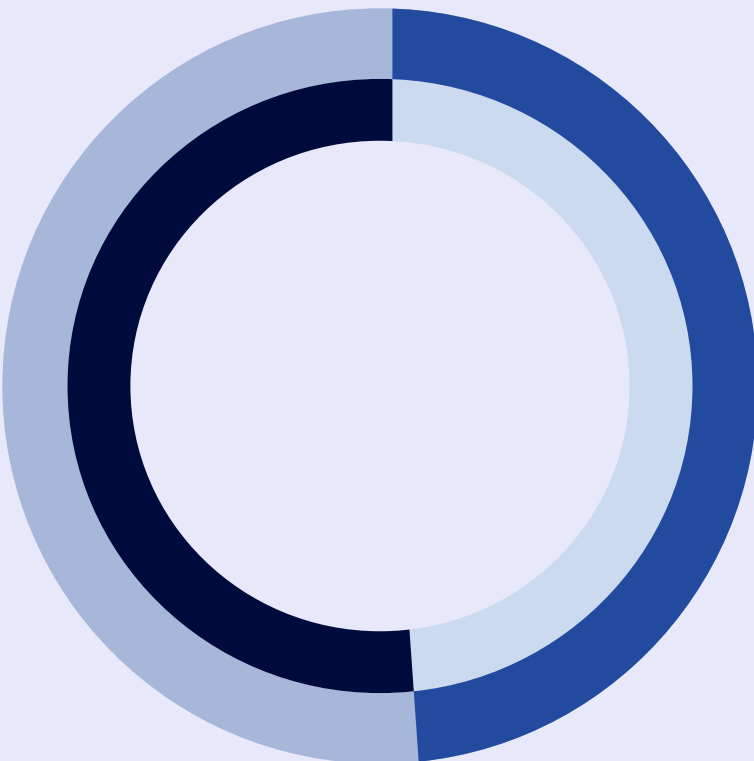
TOTAL RESEARCH FUNDING
5,115,101 €



44 % Internal
funding
2,250,644 €

56 % External
funding
2,864,457 €

EXTERNAL FUNDING SOURCES



49 % Public
1,390,686.06 €

51 % Private
1,435,335.39 €



Accreditations and merits in research evaluation

ACCREDITATIONS

The quality of faculty research and teaching careers is assessed by external accreditation bodies ANECA (National Agency for Quality Assessment and Accreditation) and AQU (Catalan University Quality Assurance Agency).

These accreditations are required for academic promotion.

Number of Esade faculty holding accreditations from ANECA and ACU:

Accreditation levels	2017-2018	2018-2019
Advanced research	11	15
Research	35	33
Teaching & research evaluation	60	52

RESEARCH MERITS

Faculty in private universities in Catalonia can be evaluated by AQU for their research merits. These achievements are evaluated for periods of six years of research activity, which may be consecutive.

	2017-2018	2018-2019
Faculty with 6-year periods of research activity	43	50
5 six-year research periods	1	1
4 six-year research periods	0	0
3 six-year research periods	3	4
2 six-year research periods	10	15
1 six-year research periods	29	30



Phd programmes in management sciences & law

Every year, professionals from around the world join the three Esade research programmes: the **MRes in Management Sciences**, the **PhD in Management Sciences**, and the **PhD in Law**. In the 2018-2019 academic year there were participants from 21 countries.

These three research-oriented programmes give participants a deep understanding of management methodologies for basic and applied research, and pave the way for successful careers. Esade alumni graduating from the PhD programme work in top universities and research institutions worldwide.

PhD PLACEMENT 2018-2019

Sahar Awan

Assistant Professor
Shaheed Zulfikar Ali Bhutto Institute of Science and Technology (SZABIST),
Karachi, Pakistán

Sadi Boğaç Kanadli

Trade Specialist
Turkish Ministry of Trade, Ankara, Turkey

Laura Cortellazzo

Postdoctoral researcher, Assistant Professo
Università Ca' Foscari Venezia, Italia

Roy Mouawad

Assistant Professor
Geneva Business School, campus de Barcelona, España

Queralt Prat-i-Pubill

External Professor
Copenhagen Business School, Dinamarca

Georges Samara

Assistant Professor
American University of Beirut, Olayan School of Business,
Beirut, Líbano

Ferran Velasco Moreno

Researcher
EADA Business School, Barcelona, España



Awards & recognitions

RESEARCH AWARDS

Diana Ferrer Vidal

Jaume Vicens Vives Award 2018

Vicente Bermejo Boixareu

Award for best paper at the 16th Annual Conference in Financial Economics Research, IDC Herzliya, June 2019, for “Entrepreneurship and Regional Windfall Gains: Evidence from the Spanish Christmas Lottery”, with Miguel Ferreira, Daniel Wolfenzon and Rafael Zambrana.

Nonyelum Lina Eze, Georges Samara and Maria Jose Parada Balderrama

Best paper at the 79th Annual Meeting of the Academy of Management for “Hakuna Matata! Cross-Regional Differences in the Entrepreneurial Capital of Family Firms”.

Oriol Iglesias, Nicholas Ind and Stefan Markovic

Best paper-presentation award at the Brand Science Slam at the 14th Global Brand Conference 2019, for “Paper: Why Co-Creation is the future of branding”.



ESADE FACULTY IN EDITORIAL/REVIEW BOARDS OF IMPACT FACTOR JOURNALS

Núria Agell

- *Information Fusion*

Ruth Aguilera

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

Daniel Arenas

- *Business Ethics: A European Review*

Joan M. Batista Foguet

- *Frontiers in Psychology*

Josep Bisbe

- *Accounting and Business Research*
- *Journal of Management Control*
- *Journal of Management Accounting Research*

Elena Bou

- *Management Learning*

Jan Brinckmann

- *Entrepreneurship Theory and Practice*
- *Journal of Business Venturing*

Henry Chesbrough

- *California Management Review*
- *MIT Sloan Management Review Research Policy*

Bart De Langhe

- *Journal of Marketing Behavior*
- *Journal of Consumer Research*
- *Journal of Consumer Psychology*

Teresa Duplá

- *International Roman Law Journal*

Skander Esseghaier

- *Customer Needs and Solutions*
- *Recherche et Applications en Marketing*

Marc Esteve

- *International Public Management Journal*
- *Journal of Behavioral Public Administration*
- *Local Government Studies*

Cristina Giménez

- *International Journal of Operations and Production Management*

Alberto Gimeno

- *Journal of Family Business Strategy*
- *Family Business Review*

Tobias Hahn

- *Journal of Business Ethics*
- *Journal of Management*
- *Organization & Environment*
- *Academy of Management Review*
- *Sustainability Accounting, Management and Policy Journal*
- *Business & Society*
- *Business Strategy and the Environment*

Oriol Iglesias

- *Journal of Brand Management*
- *Journal of Product and Brand Management*

Josep M. Lozano

- *European Management Review*
- *Ethical Perspectives*

Ignasi Martí

- *Organization Studies*

Marcel Planellas

- *Academia. Revista Latinoamericana de Administración*

Petya Platikanova

- *Financial Analysts Journal*

Joan Rodón

- *Business and Information Systems Engineering*

Katharina Schmid

- *Social Psychology Quarterly*

Uri Simonsohn

- *Advances in Methods and Practices in Psychological Science*
- *Management Science*
- *Perspectives on Psychological Science*

Jordi Trullén

- *Business Research Quarterly*

Ana Valenzuela

- *International Marketing Review*
- *Journal of International Marketing*
- *Journal of Consumer Behavior*
- *Journal of Consumer Psychology*
- *Journal of Retailing*
- *Journal of Research in Marketing*

Wim Vanhaverbeke

- *Journal of Engineering and Technology Management*
- *Journal of Knowledge Management*

Ivanka Visnjic

- *International Journal of Business Environment*

Jonathan Wareham

- *Information and Organization*
- *Journal of Information Technology*
- *Journal of Strategic Information Systems*
- *Journal of the Association for Information Systems*
- *MIS Quarterly*

Frank Wiengarten

- *International Journal of Operations & Production Management*
- *Journal of Supply Chain Management*
- *Journal of Operations Management*

Tamyko Ysa

- *Public Management Review*

06 Projection and social debate

- Koldo Echebarria, new director general of Esade
- Rob Riemen delivers the inaugural lecture of the 2018-2019 academic year
- Josep M. Bricall, invested doctor *honoris causa*
- Esade celebrates its 60th anniversary



Projection and social debate

One of Esade's fundamental principles is to contribute to the social debate about the construction of free, prosperous and fair societies. Esade is a venue for open and plural dialogue, where the key challenges of the present and future are debated.

Esade is a leading centre for social debate. The economy and society are experiencing moments of transformation, and as a result the 2018-2019 academic year has been especially intense in terms of conferences and workshops.

Our campuses in Barcelona, Sant Cugat and Madrid and the international chapters of Esade Alumni have hosted numerous events for exchanging knowledge and discussing key topics.



Senior Management incorporations

KOLDO ECHEBARRIA TAKES OVER AS DIRECTOR GENERAL OF ESADE

Koldo Echebarria began the 2018-2019 academic year as the new director general of Esade Business & Law School, taking over from Eugenia Bieto, after eight years at the helm of the institution. One of the main priorities set by the new director general of Esade is to promote excellence in the school's programmes, internationalisation and innovation.



DAVID DINWOODIE, NEW DIRECTOR OF ESADE EXECUTIVE EDUCATION

David Dinwoodie was appointed as new director of Esade Executive Education, a management position that is part of the school's Executive Committee. Dinwoodie, an expert in leadership and strategic management, previously held the position of vice-president of Global Leadership Solutions at the Center for Creative Leadership (CCL), the world's main provider of leadership development over the last 50 years.



MARIO LARA, NEW DIRECTOR OF ESADE'S MADRID CAMPUS

Mario Lara was appointed the new director of Esade's Madrid campus. His appointment is in line with the objective of the business school's management to strengthen its presence in Madrid, where it has had a campus for 20 years, promote Esade's global brand as a leader in executive education and strengthen relationships with companies, institutions and alumni.



Events

Presentation of Niall Ferguson's book *The Square And The Tower*

Following publication of his book *The Square and the Tower: Networks, Hierarchies and the Struggle for Global Power*, **Niall Ferguson** came to Esade to talk with **Ángel Saz-Carranza**, director of EsadeGeo, about the role of social networks (digital and all previous ones) in the configuration of power and the construction of public space.

Talk on “The civil service as the responsibility of Governments and companies”

As part of the third edition of the Public Agenda Programme, on 25 September 2018, Esade and KREAB hosted a discussion featuring **Javier Solana**, president of EsadeGeo, and Meritxell Batet, then the Spanish Minister of Territorial Policy and Civil Service, who examined the key issues in the changing global social and political context.

2018-2019 academic year opening ceremony

Rob Riemen, writer and founder of the Nexus Institute, gave his inaugural lecture for the 2018-2019 academic year at Esade entitled “Intelligence, Ignorance and Inflation in Higher Education”, which he delivered to Esade students and faculty on 4 October 2018 in Barcelona. Riemen spoke about the importance of education, especially in the humanities, in forming free citizens with a strong sense of justice.

9th meeting of the Esade Chair of Leadership at món Sant Benet

On 8 October 2018, the 9th Meeting of the Esade Chair of Leadership was held at Món Sant Benet, where nearly 80 directors and representatives of Spain's civil and political society debated the pros and cons of the partnership between the public and private sectors.

Presentation of Manuel Hidalgo's book *El empleo del futuro*.

Manuel Hidalgo presented his latest book, *El empleo del futuro: Un análisis del impacto de las nuevas tecnologías en el mercado laboral*, at Esade at an event attended by **David Vegara**, executive board member at Banc Sabadell and Visiting Professor at Esade, and **Anna Ginés**, director of the Esade Institute for Labour Studies.

10th mediario insurance leaders' meeting

On 3 October 2018, the insurance leaders meeting, jointly organised with the Barcelona Insurance Brokers Association and the ADI Group, which publishes *Mediario*, was held at the Esade campus in Barcelona. This time round the meeting's guest speaker was Dr Carles Blay, head of studies at the Faculty of Medicine of the UVIC-UCC, who after the presentation by Esade's director general addressed the impact of the ageing population on Spain's public and private health systems.

→



Events



10th Esade-PwC social leadership programme

On 6 November 2018, the report *Knowledge and NGOs: Influence and Social Impact*, drawn up by the Esade Institute for Social Innovation and the PwC Foundation, was presented at the PwC Tower in Madrid as part of the 10th Esade-PwC Social Leadership Programme. This is an initiative that seeks to generate and promote knowledge about leadership in NGOs and other non-profit organisations and also provide a venue for exchange and discussion among social leaders.

1st Expansión Compliance Awards

On 7 November 2018, the EXPANSIÓN Compliance Awards were presented with the support of Esade as an academic partner and Deloitte Legal and SAP. The event brought together some 200 attendees at the Palacio de Linares in Madrid. Awards were given to the most innovative company in terms of compliance (Acciona); the best ethical initiative (Solunion); the best international project (Telefónica); the SME of the year (Oryzon); the company with the best practices (Iberdrola) and, as a special prize, the award for compliance officer of the year went to **Antonio del Campo de los Santos**, compliance director at BBVA and chair of the Institute of Compliance Officers.

Spain-Japan Meeting: Present and future of economic relations

On 9 November 2018, Esade, together with the Organising Committee in Spain for the 150th anniversary of the establishment of diplomatic relations between Japan and Spain, hosted a conference to look at the present and future of economic relations between the two countries. This meeting was arranged to mark the new EU-Japan Free Trade Agreement and the commemoration of the anniversary. Speakers included **Naohito Watanabe**, consul general of Japan in Barcelona.

Scholarship awards

On 8 November 2018, the scholarships were awarded to students for the 2018-2019 academic year in a ceremony that took place in the Esade Forum auditorium in Barcelona. For the first time Esade's scholarship programme topped €3 million with the funding used to encourage talent and provide scholarships to 281 students for the 2018-2019 academic year. This means that contributions from Esade and the more than 700 donors and 25 organisations that took part in the programme were up 13% from the previous academic year.



Events

Manifesto in Support of the Central American University in Nicaragua

On 12 November 2018, Esade signed the solidarity manifesto in support of the Central American University of Nicaragua. All of Spain's Jesuit universities signed a manifesto in the Esade Forum auditorium in Barcelona in solidarity with the Nicaraguan people and to issue an "emphatic condemnation of the repression taking place at the hands of the police" in the country.

Big Challenges Series

The first session in the 2018-2019 academic year was held on 17 December at Esade Forum and featured **David Wasserman**, house editor for The Cook Political Report and one of the most renowned election analysts in the United States, who commented on the results of the 2018 mid-term elections and pointed to women as the big winners in the Senate and House races.

Enrique V. Iglesias, director of the Latin America Chair at Comillas Pontifical University - ICADE and Ibero-American secretary general between 2005 and 2014, was the guest at a new Big Challenges session held on 7 February 2019 where he was accompanied by president Javier Solana. They discussed the future of Latin America and the conflict in Venezuela.

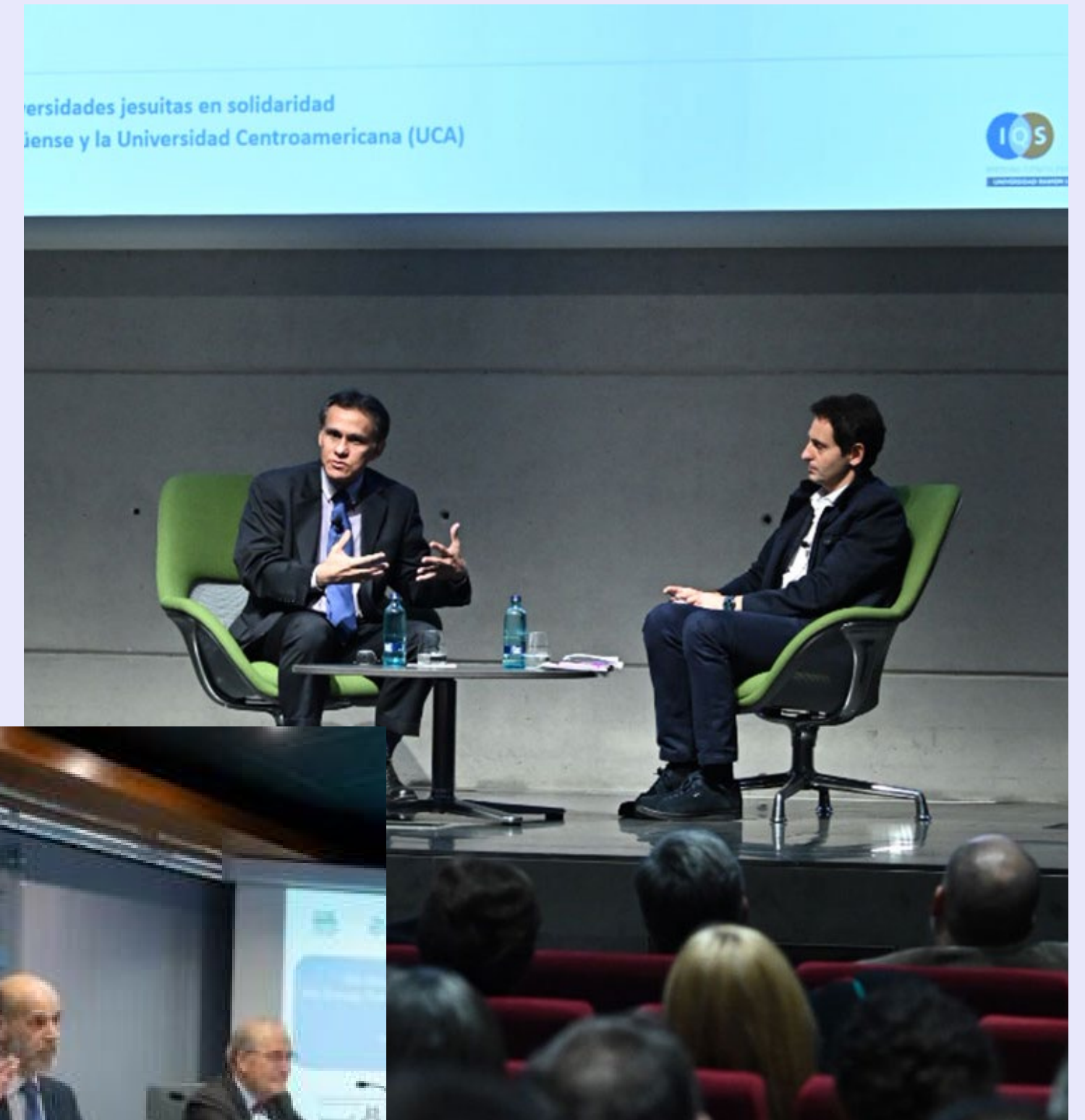
Christopher Hill, former United States ambassador to four countries and currently a professor at the University of Denver, spoke with Javier Solana in a new session of the Big Challenges series held on 6 March 2019 at Esade Forum, which focused on China and global leadership.

EsadeGeo Global Annual Energy Meeting: "The Energy Transition and the Future of Transport"

EsadeGeo organised its 7th Annual Global Energy Meeting in conjunction with the European Commission Representation in Spain, KIC InnoEnergy, the Boston Consulting Group and the Aspen Institute. The conference, held at the Esade campus in Madrid in November 2018, brought together business leaders and policymakers from the sector to discuss the challenges of energy policy in a changing world and how energy technologies, the geopolitical environment and regulation will affect the future of transport.

Javier Solana, president of EsadeGeo, and **Francisco Fonseca**, head of the European Commission's Representation in Spain, opened this new edition of Esade's energy event which also featured **José Domínguez Abascal**, Spanish Secretary of State for Energy. The energy industry's strategic vision was provided by **Manuel Fernández Álvarez**, Naturgy's operations director, and **Antonio Calçada**, Repsol's executive marketing director. The EU's public policy approach was discussed by **Henrik Hololei**, director general for Mobility and Transport at the European Commission, **Diego Pavía**, CEO of KIC InnoEnergy, and **Julia Hildermeier**, associate at the EU's Regulatory Assistance Project. **Wilfried Lemmens**, managing director of the Royal Belgian Shipowners' Association, **Eduardo Domínguez**, head of Urban Air Mobility at Airbus, and **Mario Armero**, executive vice-president of ANFAC (the Spanish Association of Automobile and Truck Manufacturers), shared the technological insights of key transport sectors.

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Events



Presentation of the Esade economic and financial report

On 23 January, a new edition of the Esade Economic and Financial Report was presented with the participation of **Miguel Ángel Fernández**, governor of the Bank of Spain between 2006 and 2012, and **José María Roldán**, chair and CEO of the Spanish Banking Association, who spoke about the reforms introduced in the financial system as a result of the recession.

First latin american study on Gender lens investing

As part of International Women's Day, on 4 March 2019 the first *Gender and finance. Investment with a gender lens in Latin America and the Caribbean* report was presented at the Institutional Stock Exchange (BIVA) in Mexico City. The report was published by the Esade Institute for Social Innovation with BID Invest, the private sector institution of the Inter-American Development Bank Group. A panel of experts moderated by Esade Lecturer **Luis Vives** set out strategies and good financial and corporate experiences for investing with a gender lens.

10th Anniversary of the Esade Sant Cugat Campus

The Esade Sant Cugat campus celebrated its 10th anniversary as a driving force of Esade and its commitment to innovation and internationalisation. At an event held in April 2019 at Esade Creapolis, Esade director general **Koldo Echebarria** confirmed his intention to keep on investing in the campus, which will continue to grow over the coming academic years.

12th Esade-Deloitte family business Conference Series (Esade Madrid)

Esade and Deloitte organised the 12th series of conferences on family business in which the main challenges facing this sector, such as innovation, digitalisation and internationalisation, were discussed. This year the event featured **Sergio Samper**, CEO of the Jorge Group, and **Jorge Gallardo**, chair of Almirall.

Esade-Seres Foundation Conferences (Esade Madrid)

The Esade and SERES Foundation Conferences addressed key issues for organisations and society, such as anti-corruption policies, the keys to efficient management with stakeholders, and how to transform companies using responsibility and intra-entrepreneurship as levers for social impact.



Events

Esade Law School-Wolters Kluwer Series (Esade Madrid)

The partnership between the Law School and Wolters Kluwer took shape this academic year in four round tables in which prominent lawyers and executives from major law firms presented their experiences on the impact of wellbeing on productivity, the use of artificial intelligence in the legal sector and the role of legal consultants and business development. Speakers included representatives from Uría Menéndez, Amazon, Cigna, Hispasat, Auren and BDO Abogados.

Honorary degree awarded to Josep M. Bricall

On 30 April Josep M. Bricall was awarded an honorary degree by Ramon Llull University following a proposal by Esade. Bricall was a professor at Esade from 1961 to 1970 and Rector of the University of Barcelona from 1986 to 1994 during the crucial period of the university's democratisation. Bricall was also secretary general of the First Minister's Office and minister in the Government of Catalonia during the Tarradellas administration, as well as chair of the European Universities Conference. Josep M. Bricall's achievements were presented by Eduard Bonet, Professor Emeritus of Esade-URL.

Report on the transition *towards a low-carbon automotive industry. Challenges and opportunities for sustainable investment*

On 30 April 2019, the report *The Transition towards a Low-Carbon Automotive Industry. Challenges and Opportunities for Sustainable Investment* was presented at Esade Barcelona. It was published by the Esade Institute for Social Innovation and the Caixa d'Enginyers Foundation.. The report concludes that, in order to prevent serious environmental and health-related consequences, the automotive industry needs to evolve towards greater sustainability by taking steps to promote electric vehicles, disinvest in fossil fuels, improve fuel-efficiency and reconsider mobility in general.



Round table on “Decarbonising the energy sector and industry: the role of carbon capture, use and storage (CCUS)”

On 16 May 2019, energy sector experts discussed the role of carbon reduction technologies (CCUS) in addressing climate change from a variety of perspectives, considering different aspects of science and technology. The session was hosted by EsadeGeo and Repsol and featured presentations by **Myles Allen**, co-director of the Oxford Martin Net Zero Carbon Investment Initiative and Lecturer at Oxford University; **Roger Humphreville**, operations director at OGCI Climate Investments; **Jaime Martín Juez**, corporate director of Technology and Corporate Venturing at Repsol, and **Valvanera Ulargui**, director general of the Spanish Climate Change Office. Other participants included **Ángel Saz-Carranza**, director of EsadeGeo; **Ángel Bautista**, director of Institutional Relations at Repsol, and **Iván Martén**, Senior Fellow at EsadeGeo.



Discussion between Javier Solana and Branko Milanović

On 17 May 2019, EsadeGeo hosted a discussion between **Branko Milanović** and **Javier Solana** to address inequality and the future of capitalism. Milanović, Visiting Presidential Professor at the Graduate Center of the City University of New York and for twenty years chief economist in the Research Department at the World Bank, analysed the US and Chinese economic models along with viable alternatives to capitalism.

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Events



“Leadership moments” (Esade campuses in Madrid and Barcelona)

The “Leadership Moments” programme is promoted by Esade’s Chair of Leadership and Democratic Governance and sponsored by Everis. It consists of personal invitation-only sessions at which a guest speaker describes a critical episode in their career in which key aspects of the evolution of their organisation, their professional career or their personal life were at stake. The purpose of these sessions is to build a learning community that encourages discussion and sharing of knowledge about the practice of good leadership, its underlying values and the approaches it currently takes. The sessions are designed for a small, exclusive group of people with senior management responsibilities who are eager to reflect on and openly discuss sometimes controversial aspects of leadership practice. In the 2018-2019 academic year, five sessions of the “Leadership Moments” were held, led by **Francisco Reynés**, Naturgy’s executive chair; **Josu Jon Imaz**, Repsol’s CEO; **Jordi Folgado**, director of the Vicente Ferrer Foundation; **Carles Navarro**, BASF’s CEO, and **Mar Alarcón**, founder and CEO of SocialCar.

2nd Esade Institute for Data-Driven Decisions Annual Conference

In May 2019, the 2nd Data + Decisions conference organised by the Esade Institute for Data-Driven Decisions was also held at Esade Forum in Barcelona, where a number of experts spoke about the importance of analysing data to make better business decisions.

SDG Observatory Report

Esade and “la Caixa” Banking Foundation analysed the contribution of Spanish companies to the Sustainable Development Goals in the second report by the SDG Observatory entitled The Need to Accelerate the Implementation of the 2030 Agenda, which was presented on 28 May at the Palau Macaya and on 29 May at the CaixaForum Madrid Auditorium. Following the first three-year period of Agenda 2030, this second report takes a broad approach to the issue of integrating sustainability into business.

The Esade Foundation Assembly of Trustees holds its annual meeting

On 18 July, Esade held the annual meeting of members of the Esade Foundation Assembly of Trustees. The event was chaired by Esade’s director general **Koldo Echebarria** and included a keynote by **Alfons Cornella**, CEO at Infonomia. It was attended by representatives of the organisations, companies and foundations that are members of the assembly, guest entrepreneurs and members of the Esade Foundation Board of Trustees and the school’s Executive Committee.

Esade’s 60th anniversary celebration

Esade has celebrated the 60th anniversary of its founding, an event that was commemorated throughout the 2018-2019 academic year with several activities to reflect on the future of higher education and the challenges it poses for educational institutions like Esade.

Teaching Day

On 20 February 2019, Esade Teaching Day was held, focusing on new technologies and digital tools as the key to further innovation in education. The keynote speaker at the conference was **David Lefevre**, Director of the EdTech Lab at Imperial College London, who addressed the traditional education model and highlighted the importance of optimising students’ time through online education.

Discussion about universities as drivers of change

Esade reflected on the role of universities in driving social change as part of the school’s 60th anniversary celebrations. The event featured **Michael C. McCarthy**, vice president for Mission Integration and Planning at Fordham University, who argued that in order to train people to have solid values, schools must have a capacity for reflection and be capable of working transversally.

25th Meeting of the Healthcare Technology Sector

The meetings of the Spanish Federation of Healthcare Technology Companies are held every year on our campuses and organised jointly with Esade. This year on 12 June the theme was “Patient-centred technology for living and healing” which was addressed by **Valentí Fuster**, director general of the National Centre for Cardiovascular Research (CNIC Madrid) with the inaugural talk “Bases of health: integration of heart & brain”. Over the course of the conference various round tables were held by Esade faculty.

Reports and studies

Economic and Financial Report

In partnership with Banc Sabadell, Esade published two new editions of the *Economic and Financial Report*. The reports review the keys to the world, European and Spanish economic situations every six months. They were presented at events held in Madrid and Barcelona with the participation of **José María Roldán Alegre**, chair of the Spanish Banking Association; **Miguel Á. Fernández Ordóñez**, former Governor of the Bank of Spain; **María Jesús Martín**, director general of Energy Policy and Mines in the Spanish Ministry for Ecological Transition, and **Jorge Sanz** and **Óscar Arnedillo**, associate director and manager respectively at Nera Economic Consulting.

The Transition towards a Low-Carbon Automotive Industry. Challenges and Opportunities for Sustainable Investment

The report was drawn up by the Esade Institute for Social Innovation and the Caixa d'Enginyers Foundation. It concludes that, in order to prevent serious environmental and health-related consequences, the automotive industry must evolve towards greater sustainability by taking steps to promote electric vehicles, disinvest in fossil fuels, improve fuel-efficiency and reconsider mobility in general.

Exports of Medium and Large Spanish Companies

Carmen Ansotegui, a Lecturer in the Esade Department of Economics, Finance and Accounting, is the author of this report commissioned by HSBC and which examines the international strategy and activity of the main export companies in Spain. The study uses the SABI (Iberian Balance Sheet Analysis System) – the main database on exports – to identify 500 companies in Spain and Portugal with turnovers of more than €200 million, their export destinations and revenue at the corporate level, and their corporate structure. The report was presented in October 2018 at a press conference in Madrid at which its author was accompanied by **Mark Hall**, CEO of HSBC Spain, and **Carlos Ventós**, CEO of Lucta.

Gender and finance. The opportunity for investment with a gender lens in Latin America and the Caribbean

The Esade Institute for Social Innovation has drawn up this report with BID Invest, the private sector institution of the Inter-American Development Bank Group. It examines investment opportunities to increase gender equality in Latin America and the Caribbean through the private sector. The report identifies gender gaps for venture, private and seed capital and analyses examples of companies leading this gender lens investment trend in Mexico, Colombia, Panama and Brazil. The report was presented at the Institutional Stock Exchange (BIVA) in Mexico City as part of the International Women's Day celebrations.

A Sustainable Europe by 2030

Esade was the only business school to contribute to the A Sustainable Europe by 2030 report drawn up by the High-Level Multi-stakeholder Platform set up by the European Commission to support and advise on the implementation of the United Nations 2030 Agenda Sustainable Development Goals (SDGs) in the European Union. **Eva Jané-Llopis**, director of Health, SDGs and Social Innovation at Esade and a member of the platform, presented this document in Spain at an event held at the Esade campus in Madrid in February which was also attended by **Cristina Gallach**, High Commissioner for the 2030 Agenda, and **Javier Solana**, President of EsadeGeo.

Towards an Impact Economy

Through the Esade Entrepreneurship Institute and as an academic partner of Spain NAB, Esade has drawn up this report which includes the recommendations of more than 70 organisations to promote impact investment in Spain within the framework of the United Nations 2030 Agenda. The report offers five main recommendations: strengthening social enterprises through the work of social incubators and accelerators; attracting public and private funds to catalyse impact investment; leveraging the capital and knowledge of foundations to foster impact investing; promoting the use of payment-by-results contracts to promote social innovation; and creating knowledge and market infrastructure around impact investment.

Situation of Collective Savings in Spain

On 26 June the report *Situation of Collective Savings in Spain. Historical Results of Investment and Pension Funds* by Mercer and Esade Business School was presented in Barcelona. It analyses the behaviour over the past decade of 1,359 collective savings vehicles with 10 or more years of history. The study was written by professors **Carmen Ansotegui** and **Jordi Fabregat**. It concludes that employment pension funds have significantly higher average net profitability than investment funds and individual pension funds. They are also less risky, making them clearly more efficient to manage.

Activities



Creativity for Business Innovation Challenge (C4Bi) – elBullifoundation

Esade and elBullifoundation held the fourth Creativity for Business Innovation Challenge (C4Bi), a student competition that highlights the creative process audit, a tool used by chef **Ferran Adrià** to evaluate innovation processes in his restaurant elBulli. This year Esade students were joined by students from the Copenhagen Business School (Denmark), Aalto University (Finland), MIT Sloan School of Management (United States) and the Saïd Business School at Oxford University (United Kingdom) who applied the creative process auditing technique to the Barça Innovation Hub's innovation strategy.

Challenge-Based Innovation (CBI), CERN

Six teams made up of students from the Istituto Europeo di Design (IED) in Barcelona, Esade Business School and the Universitat Politècnica de Catalunya (UPC) participated in a new edition of the Challenge-Based Innovation (CBI) programme. For the fifth year in a row they worked together on this project conducted by IdeaSquare CERN and the Department of Innovation of the European Centre for Nuclear Research (CERN), providing solutions to generate a positive impact in gender equality, education, mental health, the right to drinking water, access to energy and food safety.

Healthcare Solutions Hackathon

Nearly 70 students from Esade, the Universitat Politècnica de Catalunya (UPC) and the Istituto Europeo di Design (IED) competed over a weekend at the Healthcare Solutions Hackathon, organised by Fusion Point with the support of Accenture. The aim was to find the best solution to detect and treat mental illness. The multidisciplinary teams of participants made functional prototypes to detect and treat psychiatric symptoms such as anxiety, hyperactivity, depression and bipolar disorder. They then presented their ideas to a panel of experts made up of academics from the three centres, professionals from Accenture and Sanofi, and Dr **Ignacio Crespo** from Bellvitge Hospital.

4 Years From Now, MWC

Esade consolidated its position as an official academic partner of 4 Years From Now (4YFN), the world's largest entrepreneurship and digital innovation conference held as part of the Mobile World Congress (MWC). This time round 4YFN brought together entrepreneurs, start-ups and professionals in Barcelona from 25-27 February. For these three days Esade moved its classrooms to the fair, giving students a chance to go to class onsite and attend open talks on the future of education, entrepreneurship, financing and innovation. One of the speakers was **Ben Nelson**, CEO at Minerva, who took part in the panel discussion "Reinventing Education. Reinventing Esade after 60 Years of History" on the future of education, held as part of Esade's 60th anniversary events.

#DóndeEstánEllas platform

In March 2018, Esade joined the #DóndeEstánEllas protocol used by the European Parliament to encourage gender equality at public events. The initiative brings together various think tanks, institutions, associations and civil society organisations, including Esade, with the aim of encouraging women to participate in public debates, lectures and communication events, whilst also increasing the visibility of their role and their contribution to the progress of the European Union. In the 2018-2019 academic year, 39% of participants in Esade's public events were women.

Communication initiatives

Esade generates valuable content. Its lecturers and researchers develop knowledge in key areas for businesses, the public sector, the legal field and civil society. Content is distributed through the media, reports, books, websites, social media, blogs, its *Inspiring Futures* and EsadeGeo newsletters.

MEDIA IMPACT

During the 2018-2019 academic year, more than 8,900 impressions were generated in media worldwide, in addition to the content published on numerous Esade blogs and platforms, in partnership with respected media such as *América Economía*, *Cinco Días* and *Forbes*.



COMMUNICATION ACTIVITIES

At Esade we implement a range of initiatives to share our knowledge while also conveying our values and generating social discussion on highly topical issues both in Spain and abroad.

In the 2018-2019 academic year, the results of the third Esade Gender Monitor were published. The report analyses gender equality in businesses from the perspective of leading Spanish women directors and executives. The survey was presented at the Esade campus in Madrid and identifies issues such as the main barriers women encounter in building their careers and their views on the challenges they have to overcome on their journey to senior management.

Also presented in February was the 10th Esade Target, an instrument available to the general public and the media in particular, which over the last decade has analysed the accuracy of the economic growth and unemployment forecasts made by leading institutions compared to the actual situation in Spain at the end of the year. It includes a section that studies the accuracy of some of these institutions in their forecasts for the eurozone and the main European economies.

The *Esade-InfoJobs Report: State of the Labour Market* in Spain reached another 10-year milestone. It analyses the job search portal's activity over the previous few months and compares it with various official government data sources. The study is rounded off with an extensive survey to gauge the opinion of the Spanish working population and companies on various aspects of employability such as the impact of new technology on the labour market, future expectations about the economy and hiring, and wages.



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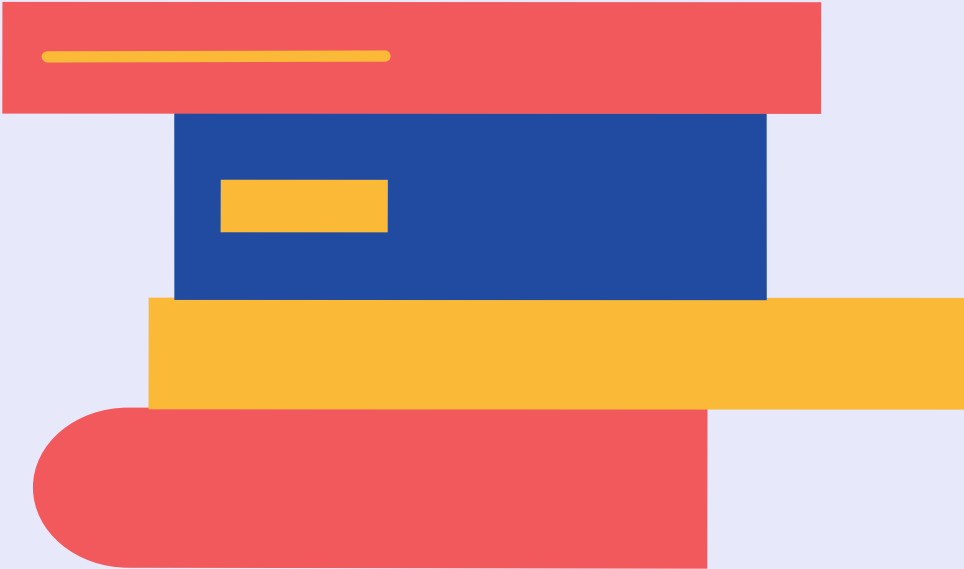
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DIGITAL COMMUNICATION

Esade is an active organisation in digital communication. Its corporate website received about 3 million unique visitors in the 2018-2019 academic year. Its various online communication channels also share knowledge and information about Esade's activities.

INSPIRING FUTURES NEWSLETTER

The Inspiring Futures corporate newsletter is one of Esade's most important communication platforms. It is a monthly online publication aimed at the general public and features Esade's latest news and activities. In the course of the 2018-2019 academic year, 11 issues were published.

SOCIAL MEDIA

Social media are very dynamic platforms which Esade uses to communicate with society. These are the channels that enable the most outstanding activities carried out at Esade to be transferred to society. Esade leads the way in the use of these tools for approaching a global audience. This is recognised by the more than 327,000 followers spread across the different channels who can find out on a daily basis what is happening at Esade, access valuable content and news and also follow activities taking place on the campuses.

Map of Esade's social media presence:

 Facebook

 Youtube

 SlideShare

 Twitter

 Instagram

 LinkedIn

 Flickr



07

Global vocation

- Students from 126 different countries on our campuses
- 198 exchange programme agreements with business and law schools around the world





Esade is a global institution by nature, seeking to internationalise its activities both in terms of teaching and research as well as its promotion of social debate.

Esade's global dimension is evident by its intense activity in a host of countries and by its collaboration with leading international institutions. Some of the examples below highlight this international vocation:

MSc Double Degree between Esade Business School and Antai College of Economics and Management at Shanghai Jiao Tong University.

Shanghai Jiao Tong University, through Antai College of Economics & Management, and Esade Business School have announced a new Double Degree programme for MSc students in Europe and China. This programme is part of the two institutions' strategy to address global challenges in various academic areas.

Antai College of Economics and Management is Shanghai Jiao Tong University's business school. It is one of China's highest-ranked business schools and one of the Top 5 in the Asia-Pacific region. Students who graduate from this programme will be awarded an MSc in International Business (MIB) from Shanghai Jiao Tong University and an MSc in Management from Esade Business School (Ramon Llull University).



The new programme forges ties among the most outstanding students from both universities. These students are characterised by their exceptional potential, achievements and eagerness to learn. The new programme leverages these traits to develop students' knowledge, skills, relational capacities, culture, attitudes and values, introducing its participants to today's fast-paced global business environment.

Under the agreement, both academic institutions will send students for enrolment abroad each year, thus giving students from Shanghai Jiao Tong University and Esade Business School the chance to learn about the unique business environments of China and Europe and to pool their experience.

To be admitted to the Double Degree Programme, candidates must have a good academic record, language skills and extra-curricular experiences as well as strong reasons for taking it. Students will need to complete the programme and successfully defend a thesis to earn their Master of Science degrees. All participants will have access to the career-support services of both Esade and Antai and they will be eligible to join both schools' alumni associations.

Expansion of the Business School and Law School partners network

Esade Law School expanded its network of partner law schools through a number of agreements: three in Latin America, one in Europe and two in Asia (which also enabled it to extend the THEMIS network). This major expansion includes agreements with the following universities: Universidade de São Paulo, Faculdade de Direito (Brazil); Fundação Getulio Vargas de Rio de Janeiro (Brazil); Universidad de los Andes (Colombia); Université Catholique de Louvain, Faculty of Law and Criminology (Belgium).

Esade Business School also enlarged its network by signing new agreements. They include the following: Universidad del Pacífico (Peru) for the BBA programme; SC Johnson College of Business at Cornell University for the CEMS MIM programme; London Business School (United Kingdom) for the MSc and MBA programmes; Fundação Dom Cabral (Brazil), and the Olin Business School at Washington University in Saint Louis (United States) for the optional study abroad component of the EMBA programme.

Erasmus Scholarships outside Europe: Hong Kong

This year ESADE gained the Erasmus+ Hong Kong Scholarship for the second time. As a result, 10 exchange students (five outgoing and five incoming) from Esade Business School were able to take advantage of this scholarship to pay for their travel and living expenses during their stays abroad.

Creativity For Business Innovation (C4Bi) Challenge:

C4Bi is a student competition that highlights the creative process audit, a tool used by chef Ferran Adrià to evaluate innovation processes in his renowned restaurant elBulli.

The fourth international C4Bi competition was held in Barcelona in November 2018. Esade students were joined by colleagues from the Copenhagen Business School (Denmark), Aalto University (Finland), MIT Sloan School of Management (United States) and the Saïd Business School at Oxford University (United Kingdom).

The challenge for this year's participants was to apply the creative process audit to the Barça Innovation Hub's innovation strategy.

The purpose of this pioneering partnership between elBullifoundation and Esade is to transfer this auditing technique developed at elBulli to creativity and innovation processes in companies and institutions.

International community

INTERNATIONAL STUDENTS

- 4,290 international students enrolled in Esade programmes
- 126 countries of origin

International agreements, networks and alliances

198 exchange agreements with international universities

Business School: 128

Law School: 70

KEY NETWORKS

- CEMS (The Global Alliance in Management Education)
- PIM (Partnership in International Management)
- THEMIS
(Joint Certificate in International and Business Law)
- CTLS (Center for Transnational Legal Studies)
- SIGMA
(Societal Impact & Global Management Alliance)

KEY STRATEGIC ALLIANCES

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



International accreditations

The world's three most prestigious quality accreditation bodies for business schools have recognised Esade's commitment to the highest academic standards, its ongoing improvement and innovation. Only 90 business schools around the world have received this "triple crown" distinction, representing less than 1% of all the world's 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 programmes awarded by AACSB International. Esade renewed this accreditation in 2006, 2011 and 2016.



- **Association of MBAs (AMBA):**

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



Esade’s international academic partners

Below is a list of Esade Business School and Law School international academic partners.

In addition, it shows whether the universities belong to a specific association:

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

EUROPE	Busines School 20 countries	
	31 Academic Partners	21 PIM/CEMS members
	11 Bilateral Agreements	
	Law School 14 countries	
	31 Academic Partners	
AFRICA	Busines School 1 country	
	1 Academic Partner	
MIDDLE EAST	Busines School 3 countries	
	3 Academic Partners	2 PIM/CEMS members
	1 Bilateral Agreements	
	Law School 1 countries	
	1 Academic Partners	
NORTH AMERICA	Busines School 2 countries	
	37 Academic Partners	14 PIM/CEMS members
	26 Bilateral Agreements	
	Law School 2 countries	
	17 Academic Partners	

Esade's international academic partners



LATIN AMERICA

Business School 6 countries

11 Academic Partners 6 PIM/CEMS members

5 Bilateral Agreements

Law School 6 countries

9 Academic Partners

ASIA

Business School 8 countries

31 Academic Partners 15 PIM/CEMS members

17 Bilateral Agreements

Law School 5 countries

9 Academic Partners

OCEANIA

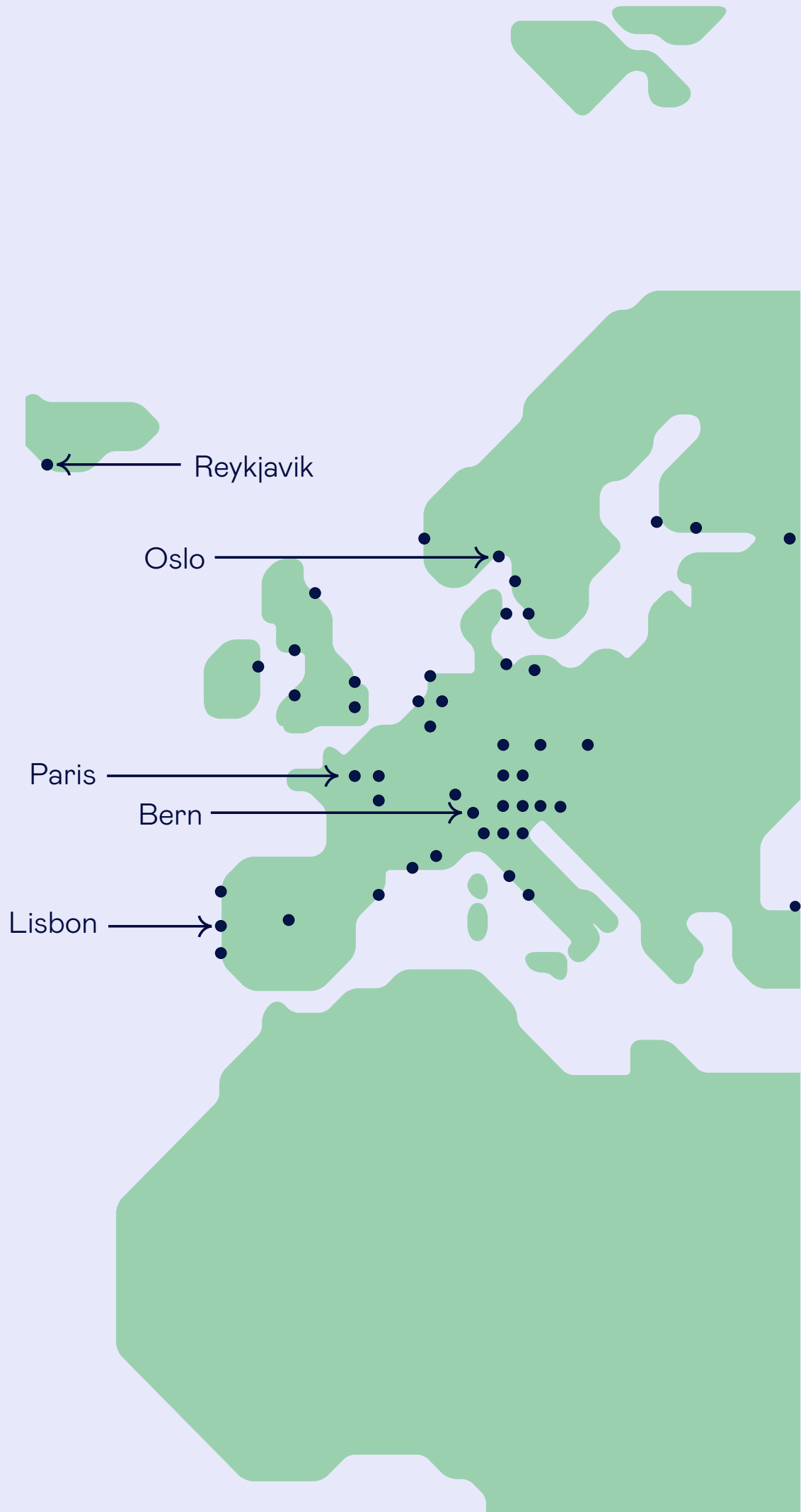
Business School 2 countries

6 Academic Partners 4 PIM/CEMS members

2 Bilateral Agreements

Law School 1 country

2 Academic Partners



EUROPE

Business school

Germany

- Universität zu Köln, WiSo-Fakultät (PIM/CEMS)
- WHU–Koblenz, Otto Beisheim School of Management (bilateral agreement)
- Frankfurt School of Finance & Management (bilateral agreement)

Austria

- Wirtschaftsuniversität Wien (PIM/CEMS)

Belgium

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

Denmark

- Copenhagen Business School (PIM/CEMS)

Finland

- Aalto University Business School (PIM/CEMS)

France

- HEC School of Management (PIM/CEMS)
- SciencesPo (bilateral agreement)

Hungary

- Corvinus University of Budapest (PIM/CEMS)

Ireland

- University College Dublin, Michael Smurfit Graduate School of Business (PIM/CEMS)
- University College Dublin, Lochlann Quinn Schoof of Business (bilateral agreement)

Iceland

- Reykjavik University (acuerdo bilateral)

Italy

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

Norway

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

Netherlands

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

Poland

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

Portugal

- Universidade Catolica Portuguesa, FCEE (acuerdo bilateral)
- Universidade Nova de Lisboa (PIM/CEMS)

United Kingdom

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

Czech Republic

- Prague University of Economics (PIM/CEMS)

Russia

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

Sweden

- Stockholm School of Economics (PIM/CEMS)

Switzerland

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

Turkey

- Koç University (CEMS)

Law school

Germany

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

Austria

- Universität Graz
- WU, Viena University of Economics & Business (THEMIS)

Belgium

- Université Catholique de Louvain, Faculty of Law and Criminology

Denmark

- University of Copenhagen, Faculty of Law

Spain

- ICADE
- DEUSTO

Finland

- University of Helsinki, Faculty of Law

France

- SciencesPo, Institut d’Etudes Politiques de Paris
- Université de Montpellier
- Université de Strasbourg
- Université Paris II (Panthéon-Assas)
- Université Paris Est Cretéil (THEMIS)

Ireland

- Trinity College Dublin, School of Law

Italy

- Università C. L. Bocconi (THEMIS)
- Università degli Studi di Bologna
- Università degli Studi di Roma Tre

Norway

- University of Oslo, Faculty of Law

Netherlands

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

Portugal

- Universidad de Coimbra
- Universidade Nova de Lisboa (THEMIS)
- Lisbon Law School, Católica Global School of Law

United Kingdom

- Center for Transnational Legal Studies (CTLIS), Georgetown Law
- The University of Edinburgh, Edinburgh Law School

Sweden

- University of Gothenburg

Switzerland

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



AFRICA

Business school

South Africa

- University of Cape Town, The Graduate School of Business (bilateral agreement)

MIDDLE EAST

Business school

Egypt

- The American University in Cairo, School of Business (CEMS)

Israel

- Tel-Aviv University, Coller School of Management (PIM)

Kuwait

- Kuwait University, College of Business Administration (bilateral agreement)

Law school

Israel

- The Hebrew University of Jerusalem

ASIA

Business school

China

- China Europe International Business School (CEIBS) (PIM)
- Chinese University of Hong-Kong, Faculty of Business Administration (PIM)
- Chinese University of Hong-Kong, Shenzhen (bilateral agreement)
- City University of Hong Kong, College of Business (bilateral agreement)
- Fudan University, Fudan School of Management (PIM)
- Hangzhou Zhejiang University, School of Management (bilateral agreement)
- Hong Kong University of Science & Technology, HKUST Business School (PIM/CEMS)
- Peking University, Guanghua School of Management (PIM)
- Shanghai Jia Tong University, Antai College of Economics & Management (bilateral agreement)
- Shanghai Jia Tong University, Shangahi Advanced Institute of Finance (SAIF)(bilateral agreement)
- Sun Yat-sen University, Lignan University College (bilateral agreement)
- The University of Hong Kong, Faculty of Business & Economics (bilateral agreement)
- Tongji University, School of Economics and Management (bilateral agreement)

- Tsinghua University, School of Economics & Management (PIM/CEMS)

South Korea

- Yonsei University, Yonsei School of Business (acuerdo bilateral)
- Korea University Business School (KUBS) (CEMS)

India

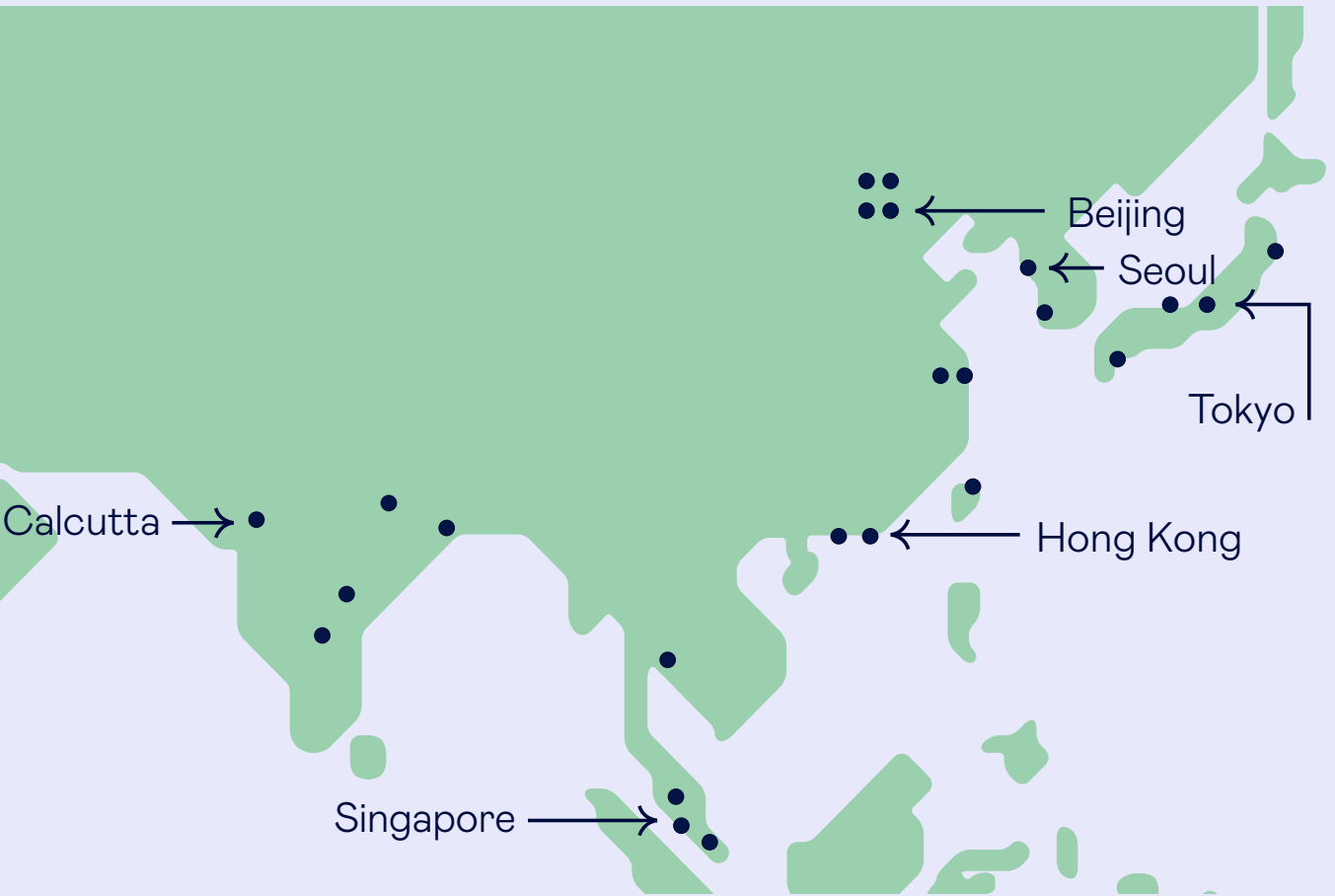
- Indian Institute of Management, Ahmedabad (IIMA) (PIM)
- Indian Institute of Management, Bangalore (IIMB) (PIM)
- Indian Institute of Management, Calcuta (CEMS)
- Indian School of Business (ISB) (PIM)
- XLRI, School of Business & Human Resources (bilateral agreement)

Japan

- Hitotsubashi University, Graduate School of International Corporate Strategy (bilateral agreement)
- International University of Japan, Graduate School of International Management (bilateral agreement)
- Keio University, Keio Business School (PIM/CEMS)

Singapore

- Nanyang Technological University, Nanyang Business School (PIM)
- National University of Singapore, NUS Business School (PIM/CEMS)
- Singapore Management



University (SMU), Lee Kong Chian School of Business (acuerdo bilateral)

Taiwan

- National Chengchi University, College of Commerce (bilateral agreement)
- National Taiwan University, College of Management (bilateral agreement)

Thailand

- Thammasat University, Thammasat Business School (PIM)

Law school

China

- Beijing Center for Chinese Studies
- China University of Political Science and Law (Pekín)

- Fudan University Law School (Shanghái)
- Peking University Law School (Pekín)

- Peking University, School of Transnational Law (Shenzhen)

South Korea

- Yonsei Law School

India

- Jindal Global University

Singapore

- Singapore Management University, School of Law (THEMIS)

Taiwan

- National Taiwan University, College of Law



NORTH AMERICA

Business school

Canada

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

United States

- Babson College, Babson Park (bilateral agreement)
- Bentley University (bilateral agreement)
- Boston College, Carroll School of Management (bilateral agreement)
- Carnegie Mellon University, Tepper School of Business (bilateral agreement)
- Columbia University, Columbia Business School (bilateral agreement)
- Cornell University, SC Johnson College of Business (PIM/CEMS)
- Cornell University, College of Agriculture and Life Sciences (CALS) (bilateral agreement)

- Dartmouth College, Tuck School of Business(bilateral agreement)
- Duke University, The Fuqua School of Business (PIM)
- Emory University, Roberto C. Goizueta Business School (PIM)
- Fordham University, Graduate School of Business (bilateral agreement)
- Georgetown University, The McDonough School of Business (bilateral agreement)
- Indiana University, Kelley School of Business (PIM)
- Loyola University, Joseph A. Butt, S. J. College of Business Administration (bilateral agreement)
- New York University, Leonard N. Stern School of Business (PIM)
- Northwestern University, Kellogg School of Management (bilateral agreement)
- Rensselaer Polytechnic Institute, Lally School of Management and Technology(bilateral agreement)
- University of California, Berkeley, Haas School of Business (Evening & Weekend MBA Program) (bilateral agreement)
- University of California, Los Angeles (UCLA), The John E. Anderson Graduate School of Management (PIM)
- University of Chicago, Booth School of Business (PIM)
- University of Florida, Warrington College of Business Administration (bilateral agreement)

- University of Illinois at Urbana-Champaign, College of Commerce and Business Administration (bilateral agreement)· University of Michigan, Ross School of Business (PIM)
- University of Minnesota, Carlson School of Management (bilateral agreement)
- University of North Carolina at Chapel Hill, Kenan-Flagler Business School (PIM)
- University of Pennsylvania, the Wharton School (bilateral agreement)
- University of Richmond, Robins School of Business (bilateral agreement)
- University of San Diego, School of Business Administration (bilateral agreement)
- University of South Carolina, Darla Moore School of Business (bilateral agreement)
- University of Southern California, Marshall School of Business (bilateral agreement)
- University of Texas at Austin, McCombs School of Business (PIM)
- University of Virginia, Darden School of Business (bilateral agreement)
- University of Virginia, McIntire School of Commerce (bilateral agreement)
- Washington University in St. Louis, Olin School of Business (bilateral agreement)

Law school

Canada

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

United States

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

LATIN AMERICA

Business school

Brazil

- Fundação Getulio Vargas, Escola de Administração de Empresas de São Paulo (PIM/CEMS)
- Fundação Getúlio Vargas, Escola Brasileira de Administração Pública e de Empresas (EBAPE) (bilateral agreement)
- Fundação Dom Cabral (bilateral agreement)

Chile

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

Colombia

- Universidad de los Andes, School of Management (bilateral agreement)

Costa Rica

- INCAE Business School (PIM)

El Salvador

- Universidad Centroamericana José Simeón Cañas de El Salvador (PIM)

Guatemala

- Universidad Rafael Landívar de Guatemala (bilateral agreement)

Mexico

- Instituto Tecnológico de Estudios Superiores de Monterrey

(ITESM), Graduate School of

Business Administration and Leadership (EGADE) (PIM)

- Instituto Tecnológico Autónomo de México (ITAM) (PIM)

- Universidad Iberoamericana de México (bilateral agreement)

Peru

- Universidad del Pacífico (bilateral agreement)

Uruguay

- Universidad ORT (bilateral agreement)

Law school

Argentina

- Universidad de Buenos Aires

Brazil

- Fundação Getulio Vargas - Escola de Direito Rio de Janeiro
- Universidade de São Paulo, Faculdade de Direito

Chile

- Pontificia Universidad Católica de Chile (UC)

Colombia

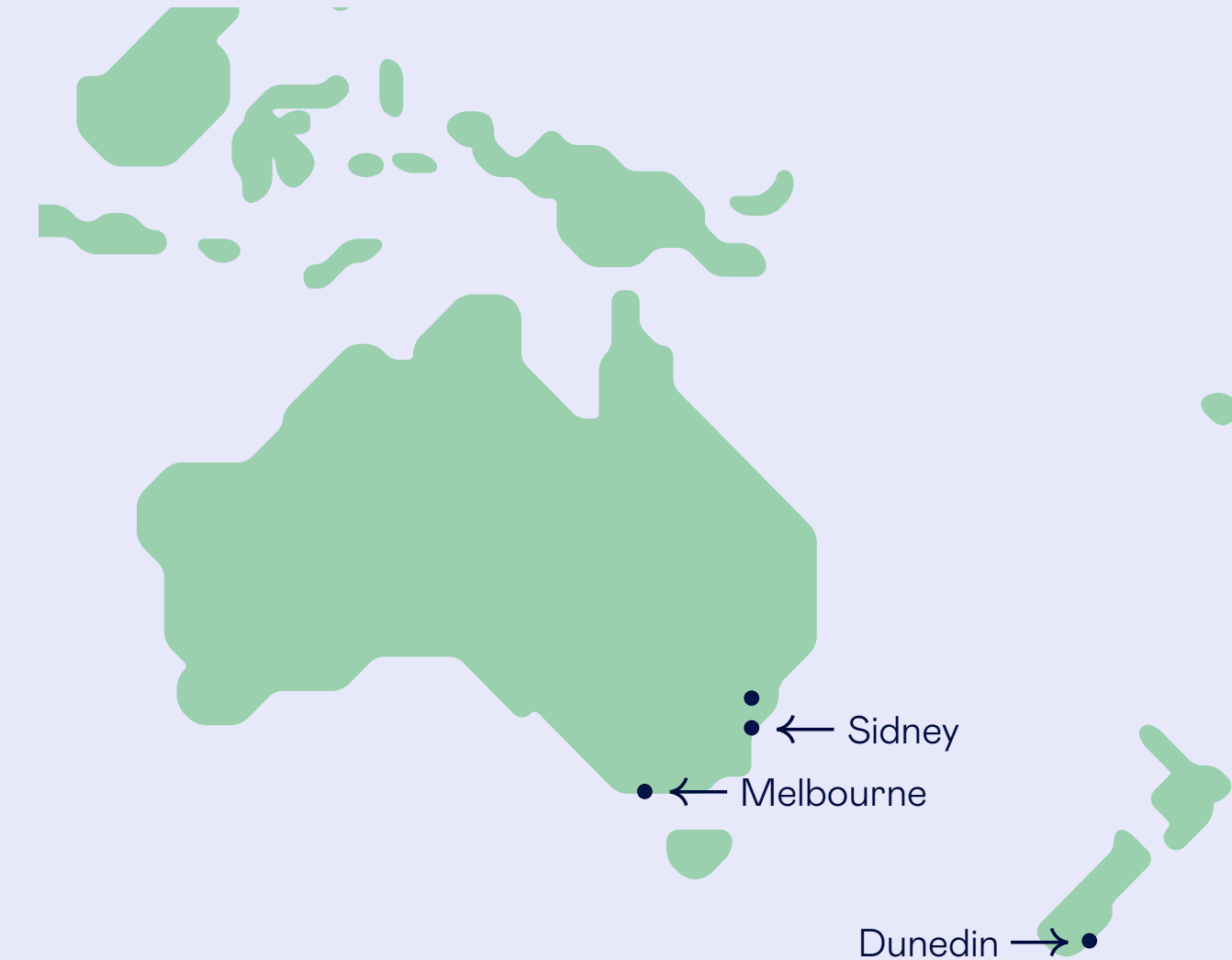
- Universidad Pontificia Javeriana
- Universidad de los Andes

Mexico

- ITESM Campus Monterrey

Peru

- Pontificia Universidad Católica de Perú



OCEANIA

Business school

Australia

- Royal Melbourne Institute of Technology (acuerdo bilateral)
- University of Melbourne, Melbourne Business School (PIM)
- SP Jain School of Global Management (acuerdo bilateral)
- University of New South Wales, Australian School of Business (PIM)
- University of Sydney, Business School (CEMS)

New Zealand

- University of Otago, School of Business (PIM)

Law school

Australia

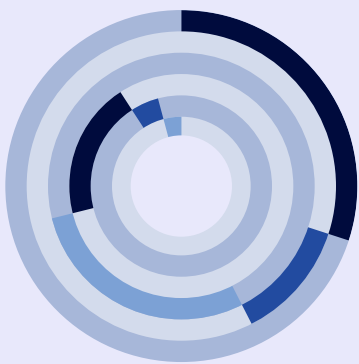
- Melbourne Law School
- University of New South Wales

International exchange programme participants

Esade programmes offer students the opportunity to study abroad at numerous international universities.

BACHELOR IN BUSINESS ADMINISTRATION (BBA)

342 outgoing students
(220 BBA + 67 BBE + 55 GBD) 295 incoming students



Incoming students' countries of origin:

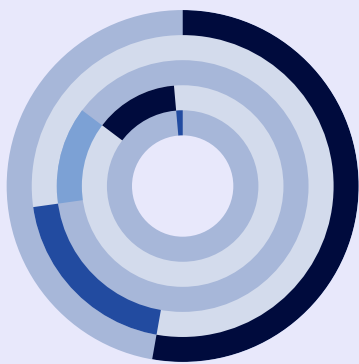
89 from the United States 58 from Asia

37 from Canada 15 from Latin America

84 from Europe 12 from Oceania

BACHELOR IN LAW (GED)

73 outgoing students
(33 GED+ 40 BGG) 89 incoming students



Incoming students' countries of origin:

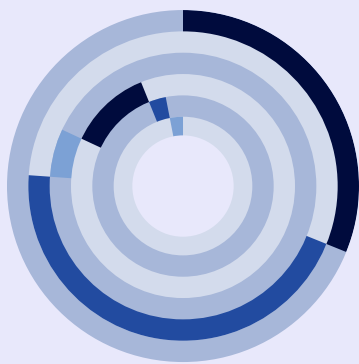
47 from Europe 12 from Latin America

18 from the United States & Canada 1 from Oceania

11 from Asia

MBA

70 outgoing students 67 incoming students



Incoming students' countries of origin:

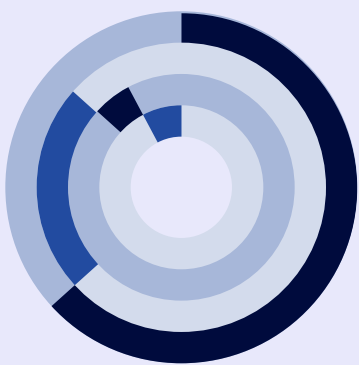
21 from Asia 8 from Europe

30 from the United States 2 from Africa

4 from Latin America 2 from Oceania

MSC IN MANAGEMENT PROGRAMMES (CEMS)

75 outgoing students 90 incoming students



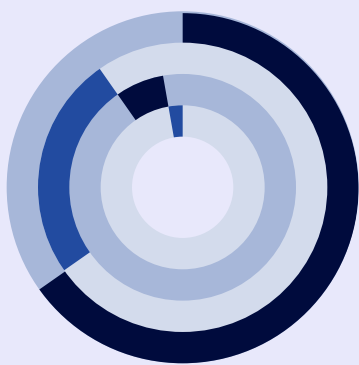
Incoming students' countries of origin:

57 from Europe 5 from the United States & Canada

21 from Asia 7 from Latin America

EMBA

42 outgoing students 72 incoming students



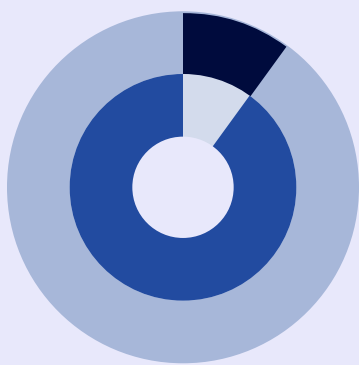
Incoming students' countries of origin:

47 from Europe 5 from the United States

18 from Asia (16 from the Middle East) 2 from Oceania

MASTER IN LEGAL PRACTICE (INTERNATIONAL BUSINESS LAW)

10 outgoing students 20 incoming students



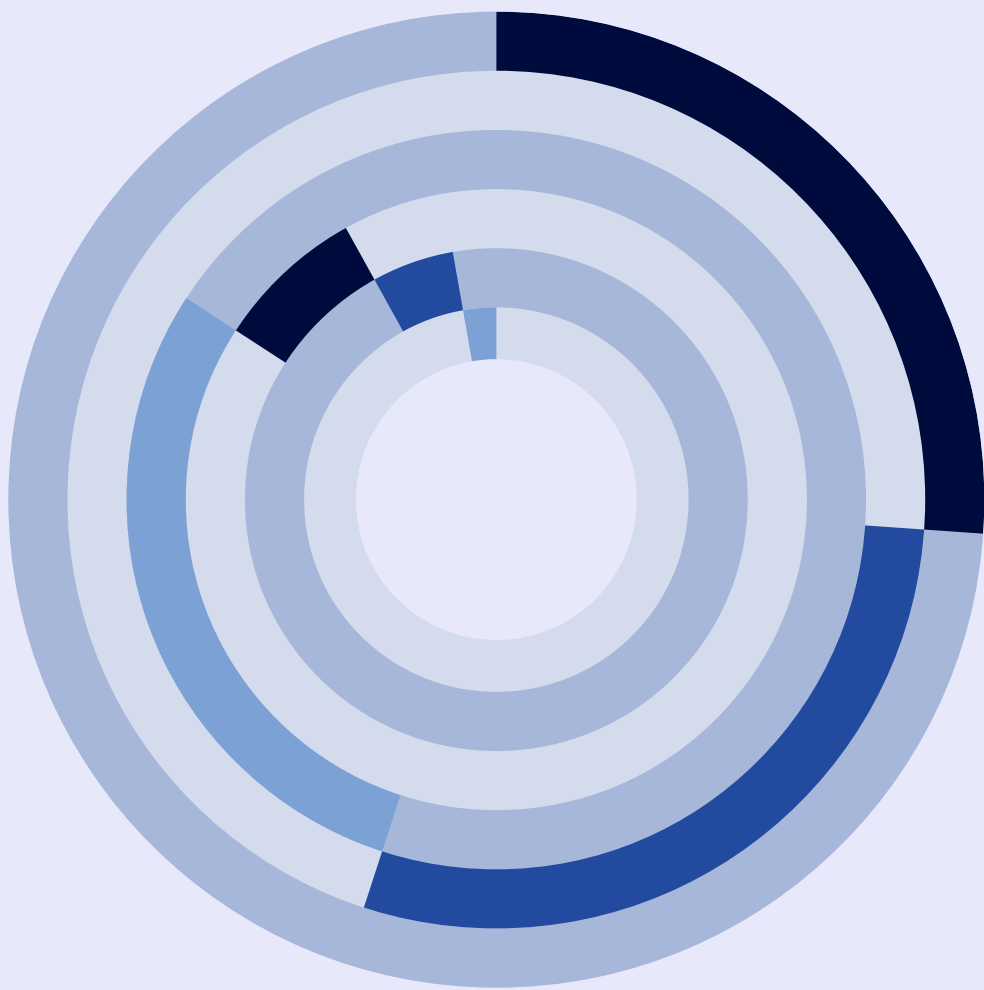
Incoming students' countries of origin:

2 from Asia 18 from Europe

International weeks

MSc and Executive Education programme participants spent a total of 40 international weeks abroad to add to their programmes.

BY PROGRAMME



10	from EMBA	3	from Full Time MBA
11	from MSc programmes	2	from PMD
11	from Executive masters	1	from AMP

BY REGION

United States

- University of San Francisco, Silicon Valley (MSc)
- Georgetown University, Washington DC (MSc, executive masters, EMBA)
- New York University, Leonard N. Stern School of Business, Nueva York (executive masters)
- Santa Clara University, Santa Clara (executive masters)
- University of California, Los Ángeles (MSc)
- University of Pennsylvania, The Wharton School, Filadelfia (AMP)
- Columbia University, Nueva York (MSc, executive masters)

Latin America

- Fundação Getulio Vargas, São Paulo y Río de Janeiro (EMBA)
- Universidad Adolfo Ibáñez, Santiago de Chile (MSc)
- Universidad de la Habana, Cuba (MSc)

European Union

- HEC School of Management, París (EMBA and PMD)
- London School of Economics, Londres (MSc)

Asia

- Antai College of Economics & Management, Shanghai Jiao Tong University, Shanghái (EMBA)
- International University of Japan, Nigata (executive masters)
- ISB School of Business, Hyderabad y Bombay (EMBA)
- Shanghai Advanced Institute of Finance, Shanghai Jiao Tong University, Shanghái (MSc)
- Yonsei University, Seúl (Full Time MBA)
- Asian Institute of Management, Filipinas (MSc)
- Collier School of Management, Tel Aviv (MSc)

Africa

- University of Cape Town, Sudáfrica (MSc, Full Time MBA)

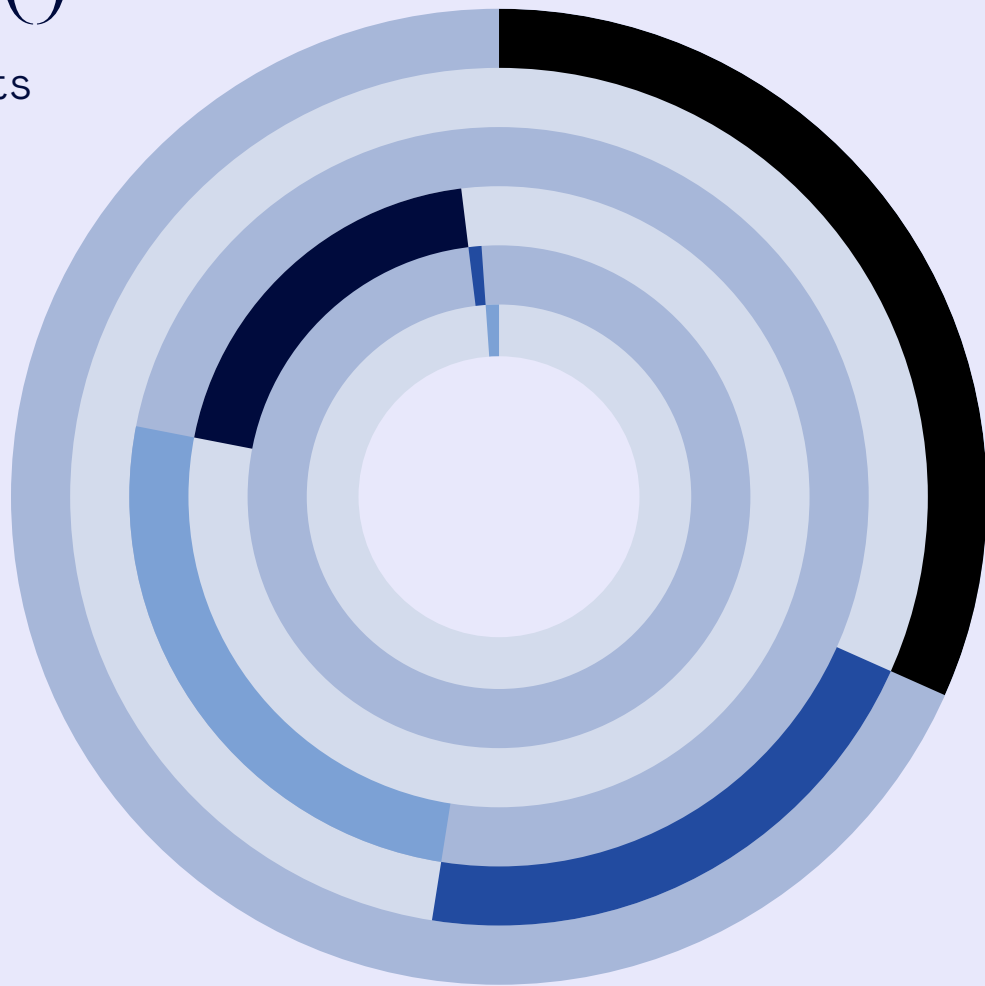




Esade Summer School

Geographical origin

300
students



35 % North America

22 % Europe

13 % South America

1 % Africa

28 % Asia

1 % Oceania

Countries/nationalities (41):

- Germany
- Argentina
- Australia
- Austria
- Belgium
- Brazil
- Canada
- China
- Colombia
- South Korea
- Egypt
- El Salvador
- Slovakia
- Spain
- United States
- Estonia
- Philippines
- France
- Greece
- Guatemala
- Hungary
- India
- Italy
- Japan
- Mexico
- Nepal
- Norway
- Pakistan
- Peru
- Portugal
- United Kingdom
- Russia
- Serbia
- Singapore
- Sweden
- Switzerland
- Turkey
- Ukraine
- Venezuela
- Vietnam

*Incoming: a student from a partner university who, through an agreement between Esade and the university of origin, studies at Esade during an exchange period. Coursework completed at Esade during this period is recognised by the university of origin.

*Outgoing: an Esade student who, through an agreement between Esade and the partner university, studies at the partner university during an exchange period. Coursework completed at the partner university during this period is recognised by Esade.

International associations

Esade belongs to the world’s most important academic associations, broadening the opportunities for students and faculty to participate in exchange programmes as well as joint research projects.

	AACSB International Association to Advance Collegiate Schools of Business		EFMD European Foundation for Management Development		IBA International Bar Association
	AMBA Association of MBAs		ELFA European Law Faculties Association		PIM Partnership in International Management
	BALAS The Business Association of Latin American Studies		EMBAC Executive MBA Council		SCIENCE BUSINESS Innovation intelligence and networking
	AMBA Association of MBAs		EUDOKMA European Doctoral School on Knowledge and Management		SEKN Social Enterprise Knowledge Network
	CLADEA Consejo Latinoamericano de Escuelas de Administración		GBSN Global Business School Network		THEMIS The Joint Certificate in International and Business Law
	CTLG Center for Transnational Legal Studies		GMAC Graduate Management Admission Council		UNICON International University Consortium for Executive Education
	EBEN European Business Ethics Network		IAJBS International Association of Jesuit Business Schools		SIGMA Societat Impact & Global Management Alliance
	EDAMBA European Doctoral Association in Management and Business Administration		IALS International Association of Law Schools		





International Advisory Board

Esade's International Advisory Board (IAB) plays an essential role in fostering the institution's strategic dimension. Through their contributions, IAB members help Esade in three interrelated and complementary areas:

INNOVATION

Promoting innovation in programme curricula and research from an international point of view.

RELEVANCE

Ensuring that Esade meets companies' and society's global needs today and in the future.

IMPACT

Fulfilling Esade's founding goal and impacting the future global development of corporate management training.

The IAB held its 2018-2019 annual meeting in Sant Cugat Campus on 23 and 24 May in two separate parts:

- At the first meeting on 23 May, the IAB members were updated on the new 2019-2023 strategic plan.
- On 24 May, the IAB members held another meeting on faculty and research in innovation. At this meeting they were briefed on the following Esade institutes and research initiatives:
 - Institute for Social Innovation, presented by its director, Professor Ignasi Martí.
 - Esade Entrepreneurship Institute, presented by its director, Professor Lisa Hehenberger.
 - Research on Behavioural Economics, presented by Professor Bart De Langhe.
 - Esade Institute for Data-Driven Decisions, presented by its director, Professor Manu Carricano.

International Advisory Board

2018 - 2019 MEMBERS

Maite Arango

- Chair of the Board at Ashoka España

Sergio Bertolucci

- Former Director for Research and Computing, European Organization for Nuclear Research (CERN) (Italy)

Eugenia Bieto

- Director General Emeritus of Esade (2010-2018)

Hans-Paul Buerkner

- President, The Boston Consulting Group (Germany)

Cheryl Campbell

- CEO, EagleForce Warrior Foundation, Inc.

Audrey Clegg

- Group Talent Director, Coca Cola HBC

Andrea Cuomo

- Executive Vice President of Advanced Systems Technology and Special Projects, STMicroelectronics; Founder of Sacertis (Switzerland)

George Daly

- Former Dean, McDonough School of Business, Georgetown University (United States), and Honorary President, Esade Challenge Board

David Dinwoodie

- Executive Director, Executive Education Unit, Esade Business School

Soumitra Dutta

- Former Dean, SC Johnson College of Business, Cornell University (Ithaca, New York) Board Chair, Global Business School Network (GBSN)



Koldo Echebarria

- Director General, Esade

Javier Ferran

- Chairman of the Board at Diageo; Partner, Lion Capital (United Kingdom); and Director, Associated British Foods and Coca-Cola European Partners

Josep Franch

- Dean, Esade Business School

Carlo M. Gallucci

- Vice-Rector for International Relations and Students, Ramon Llull University

Antonio Garrigues Walker

- Honorary President, Garrigues, and President, Fundación Garrigues (Spain)

Enrique V. Iglesias

- Former Secretary General, Ibero-American General Secretariat (SEGIB) (Uruguay)

Ibrahim Khashoggi

- CEO, Maan Aljasser & Co. (Saudi Arabia)

Enrique Lores

- President of Imaging, Printing and Solutions, HP

Antonio Pérez

- President, Esade International Advisory Board · Special Advisor for the Board of Directors, Eastman Kodak Co. (United States)

Bernard Ramanantsoa

- Former Dean, HEC School of Management (France)

Javier Solana

- President, EsadeGEO-Center for Global Economy and Geopolitics (Spain); · Former European Union High Representative for Common Foreign and Security Policy; · Former Secretary General of the Council of the European Union; and · Former Secretary General, NATO

Herman Uscategui

- Senior Vice President for Strategic Partnerships & Business Development, Cortex

08

People, infrastructure and resources

794

Esade employees

78,553

m² the total area of all
three campuses

69%

of personnel and administrative staff
have taken part in the training plan

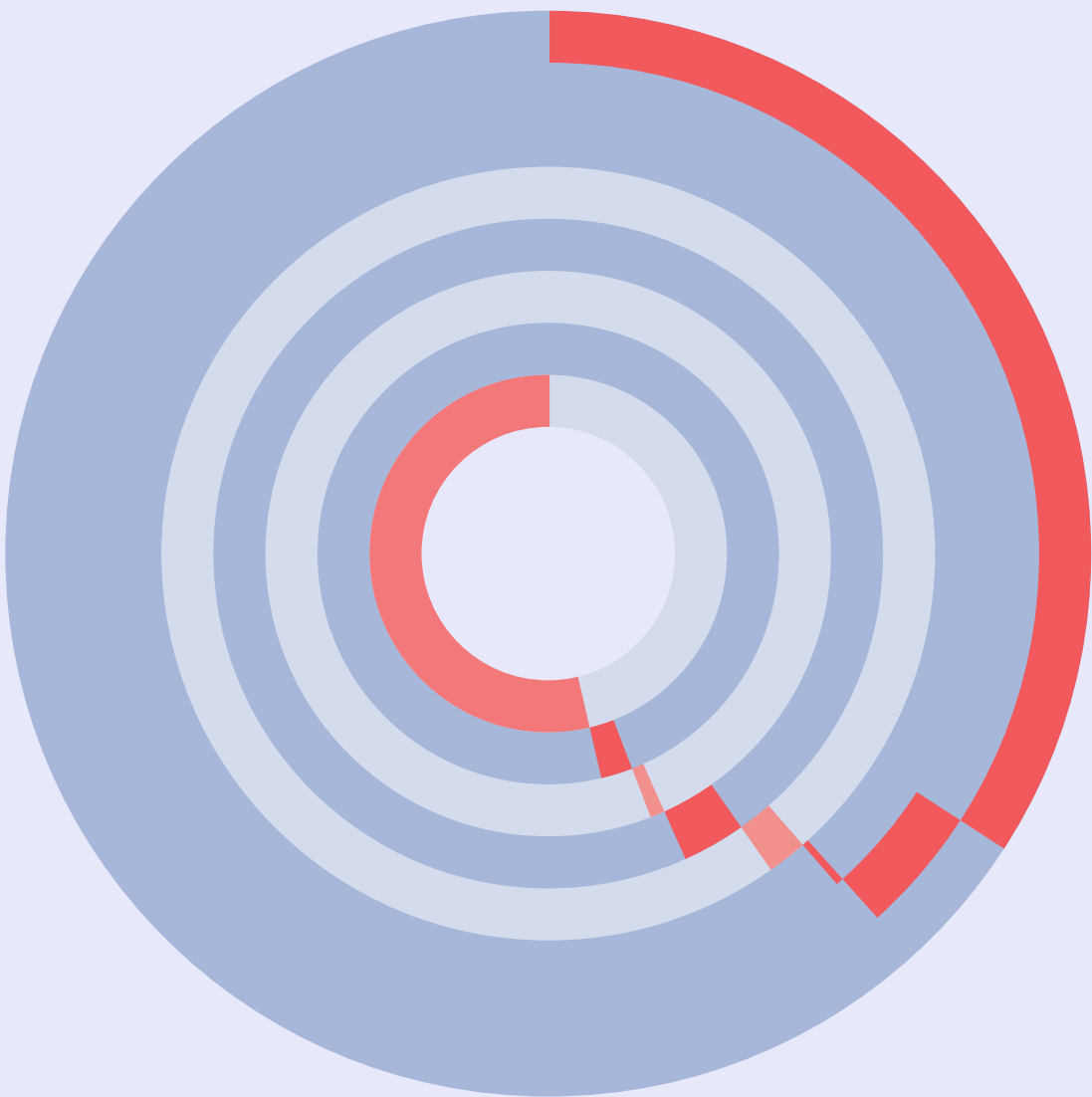




Esade is committed to teaching, knowledge and innovation. To provide the best service possible, it has first-rate professionals, resources and facilities.

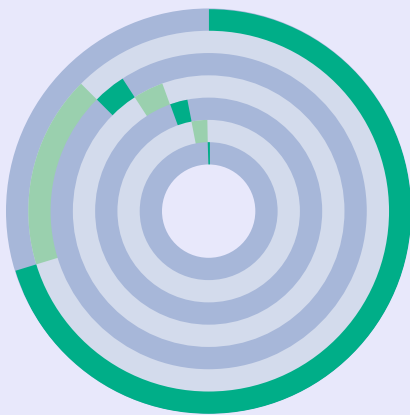
People

During the 2018-2019 academic year, Esade had 794 employees*:



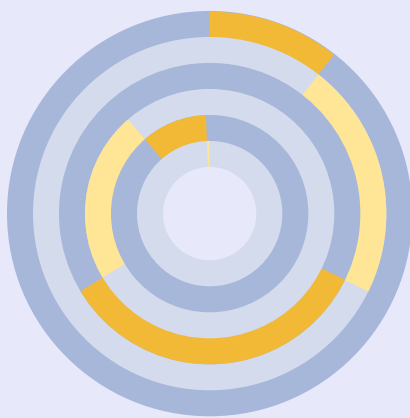
307	faculty members
272	law and management faculty members
33	language instructors
2	emeritus professors
13	research assistants
26	PhD candidates
6	researchers
18	students with work-study agreements
424	personnel and administrative staff (PAS) members

PERMANENT AND TEMPORARY EMPLOYMENT CONTRACTS



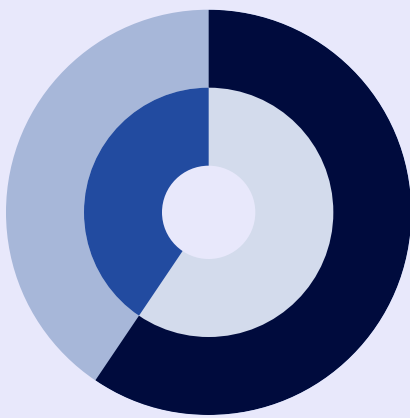
559	with permanent full-time contracts
137	with permanent part-time contracts
26	with temporary full-time contracts
30	with temporary part-time contracts
18	work-study agreements
22	partially retired
2	emeritus

BY AGE



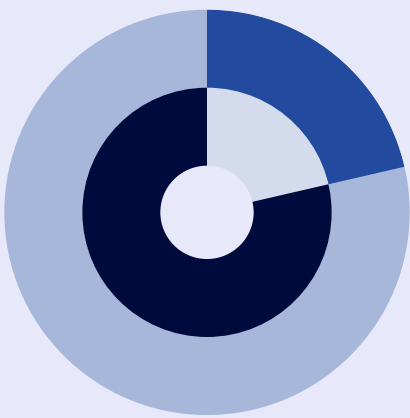
84	from 20 to 30 years old
173	from 31 to 40 years old
272	from 41 to 50 years old
175	from 51 to 60 years old
86	from 61 to 70 years old
4	over 70 years old

BY GENDER



474	women
320	men

INTERNATIONAL ORIGIN



170	people, 21% of all employees 40 nationalities
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*(Footnote: Esade staff as of 31 August 2018)

INTERNAL COMMUNICATIONS

Esade believes that transparency and seamless communication with its internal stakeholders are essential to ensure the quality of the work it undertakes. It is crucial for those who make up Esade to have in-depth, first-hand knowledge of the institution's most important strategic projects to thus contribute to ensure its excellence.

The main objectives of Esade's internal communication are:

1. Spread Esade's values: align the Esade community around the institution's core values.

2. Ensure that people embrace the institution's objectives: convey and share information on corporate strategy.

3. Manage diversity and multi-campus locations: align and improve mutual understanding and collaborative dynamics.

4. Generate a sense of belonging: make the Esade community into an active group of influencers.

The key communication channels used during the 2018-2019 academic are:

Annual Meeting. This general meeting of all Esade employees (faculty, personnel and administrative staff, Esade Alumni and Esade Creapolis employees) shares with them the academic year's results, new developments and future strategies, which strengthen the multi-campus relation and stakeholder alignment with the institution's key values. The Annual Meeting for this academic year took place on 12 July 2019 and was the first to be chaired by Koldo Echebarria as the new director. Also, at this event was introduced the new brand that would be launched in the 2019-2020 academic year; the new corporate image, the strategic plan and the new claim.

Dialogues. These meetings are open to the entire Esade community. An in-house professional is invited to speak to the community and describe his/her work and contribution to the institution. This course 2018-2019 the main protagonist of these dialogues was Xavier Ferràs, a professor from the Department of Operations, Innovation and Data Sciences and also the executive director of the Custom Programs. In the session he talked about the impact of technologies exponential and disruptive innovation in our economy and society.

Internal memos. Esade personnel and administrative staff and faculty members are regularly informed via internal memos about the latest corporate news, including new hires, Esade's key activities and the agreements it reaches, as well as everything which affects their day-to-day jobs. Esade sent 150 such internal memos during the academic year.

EDASE Newsletter. Throughout the 2018-2019 academic year, Esade staff have regularly received EDASE, the in-house newsletter which publishes useful information along with other more informal and personal aspects.

Fortnightly calendar. This calendar helps all Esade employees to stay up-to-date on the activity the institution carries out to promote social debate. They all receive a calendar detailing Esade-organised activities hosted on its campuses as well as those held in other places around the world.

Campus informational panels. The informational panels located in key traffic areas on our campuses provide constant information about the institution and feature videos highlighting its different activities.

MyEsade. This is the corporate intranet and a source of information for personnel and administrative as well as a platform for employees to carry out any HR administrative tasks that may be required.



TRAINING AND DEVELOPMENT

Below we share the main indicators for Training and Development activities carried out at Esade during the 2018-2019 academic year.

This year it has been especially important to join up all units, services and people to achieve a plan tailored to the corporate strategy and the context of change and which meets the real needs of the teams so as to address our new challenges.

A plan that helps to achieve present and future objectives **by driving a culture based on the principles of organisational quality and efficiency. It is also centred on people, to promote their talent and their human and professional qualities in line with Esade's founding values.**

- Number of people who took part in the 2018-2019 training plan: 529 (69% of employees)
- 81% of the participants were women
- 90 different courses were offered, with editions on all 3 campuses
- Average courses per person: 2.4
- Average training hours per employee: 30

Significantly, 48% of training activities were provided by in-house staff, which is an indicator of their talent. Special mention should be made of the activities of Esade's faculty (on the management development and individual development programmes in ExEd) and of the PAS, CORE and BI teams (on the ERP implementation projects for academic management and the CRM, respectively).



WELLNESS PROGRAMME

The HR Training Plan also includes a Wellness Programme designed to safeguard the entire Esade community's health and wellbeing. This academic year, 21% of the training hours available focused on this type of activity. Highlights include yoga classes run on all three campuses and specific classes for lecturers on how to take care of their voices.

IMPLEMENTATION OF AGILE METHODOLOGIES AT ESADE

Throughout the 2018-2019 academic year, efforts have continued to implement a management model in various strategic units to maximise service value and quality. The Marketing&Brand and Business Intelligence teams at Esade lead the management of Agile projects, while the People Management team has been certified in Lean Management. This will enable them to review the processes in their area and bring in tools to help drive transformation across the rest of the organisation.



EXECUTIVE DEVELOPMENT: LEADING IN EXPONENTIAL TIMES PROGRAMME

In the coming years, Esade will face momentous challenges. We have before us the opportunity to emerge as a world-class school, able to meet the training needs of generations of people who seek to transform our society in a variety of ways.

Esade should be a driving force for meaningful change in society and it is our responsibility to accomplish this. To do so, our actions must address the various external factors that currently beset society as a whole and academic institutions in particular.

With this objective in mind, a programme has been designed led by People Management and Customised Programmes: Leading in Exponential Times. A transformative programme for the school's senior management, which has discussed and explored the school's lines of transformation and the role of Esade's managers in adapting to the new context.

Guided by expert Esade lecturers, the most significant external factors (social, political, economic, technological and others) currently influencing the strategic vision of large corporations which are leaders in their industries have been identified. The latest management tools and concepts being explored have also been studied in depth. The dynamics, ideas and questions that allow executive teams to anticipate threats or opportunities have been presented and proposals have been generated for discussion on how Esade could anticipate or respond to these future unpredictable threats and opportunities in the higher education sector.

It is without doubt an innovative programme, one which has made it possible to understand and fine-tune what is expected of the institution's managers as leaders in this changing environment and a source of inspiration and action for the rest of the organisation.

- 48 participants (Executive Committee, unit and service directors and department directors)
- With the assistance of 12 Esade faculty members

IMPLEMENTATION OF THE COMPETENCE-BASED PERFORMANCE EVALUATION SYSTEM

There is no question that this 2018-2019 academic year has been shaped by the implementation of the competence-based evaluation system for Esade's entire personnel and administrative staff team (managers and technicians).

This management tool for people managers will enable us to enhance the personal contribution of each member of Esade's staff in a setting of trust, responsibility, transparency and adaptation, while also managing and promoting internal talent in line with the institution's current and future needs.

It is a first step which we will continue to improve on over the next few years.



COLLECTIVE BARGAINING AGREEMENT AND WORKS COUNCIL

All Esade employees are included in the collective bargaining agreement for university educational and research centres and they are represented by a works council which meets periodically with Human Resources to address issues affecting employees. There is also an Occupational Health and Safety Committee and an Equality Committee: the one in Barcelona is made up of four delegates of prevention and four representatives of the company, the one in Madrid is made up of two prevention delegates and two company representatives.

WORK-LIFE BALANCE AND GUIDANCE

Esade acknowledges that different situations require specific measures to ensure a good work-life balance, meeting the particular needs of some individuals. The aim is for these employees to thus also provide the appropriate service to their units and departments. 100% of all employees return to their jobs upon completing their maternity/paternity leaves.

Similarly, worth noting is the guidance and assistance provided to foreign individuals coming to work at Esade. This help is related to the workers' and their families' residency permits as well as information on housing and schools.

SOCIAL BENEFITS

Esade offers different social benefits to its employees, among others: reduction in the amount of tuition for programmes for direct family members, a pension plan, training, collective life insurance, E-Flex programme, intercampus transport, medical review, discounts on the sports offer, a shopping club, and so on. PAS members benefit also from a subsidized restaurant ticket. Esade contributes to the pension plan the amount equivalent to 2.5% of gross annual salaries of the participants and, additionally, and based on the results economic of the year, up to 1.5% more.

Infrastructure

CAMPUS

Esade has two campuses in Barcelona and one in Madrid. Combined, they occupy 78,553 m² and house 126 classrooms.



BARCELONA-PEDRALBES CAMPUS

- 9,859 m², building 1
- 7,560 m², building 2
- 15,236 m², building 3



BARCELONA-SANT CUGAT CAMPUS

- 15,461 m², academic building
- 3,871 m², MBA building and PhD areas
- 1,221 m², Rambla of Innovation
- 5,886 m², Roberto de Nobili Residence Hall
- 16,088 m², Esade Creapolis (areas not occupied by Esade)



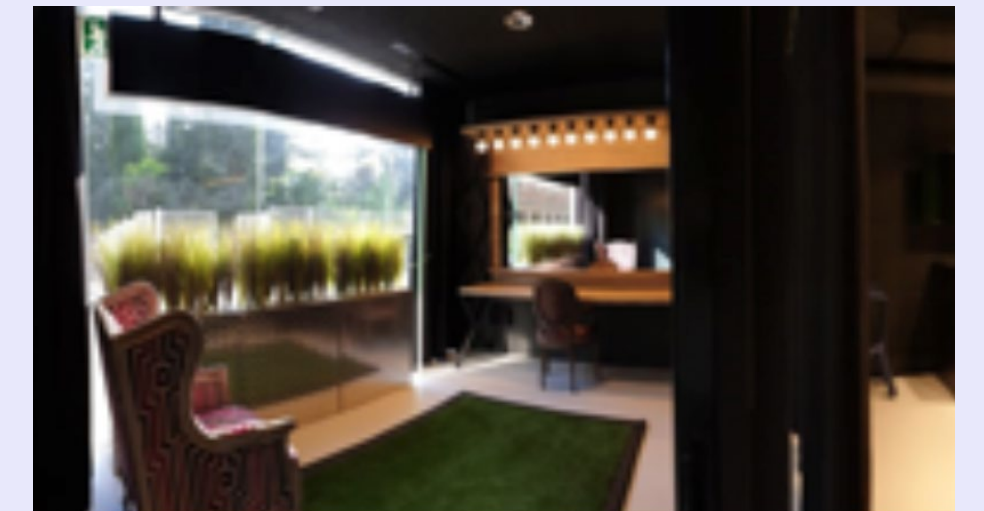
MADRID CAMPUS

- 3,368 m²

One of the most significant events in the 2018-2019 academic year was the completion of the Finance Lab in the Esade Creapolis building on the Sant Cugat campus, which has been in operation since February 2019. It is a classroom equipped with 21 dual-monitor terminals and access to the best professional trading software packages (Bloomberg and Thomson-Reuters), financial data analysis software (Excel, Matlab and Stata) and screens featuring live access to financial market information.

Another venue built during the 2018-2019 academic year and recently opened (October 2019) is the Media Room.

This is another learning lab for video recordings and all kinds of audiovisual content by students, faculty and members of the Esade community. It is part of the ecosystem of seven learning labs that make up the Rambla of Innovation on the Sant Cugat campus.



Resources

TECHNOLOGY

All Esade classrooms, offices and rooms are equipped with the appropriate technology for their respective activities.

The classrooms’ technology is constantly upgraded. Virtual desktops have also been set up to provide students with easy access from any computer to the applications needed for their subjects without having to visit the computer rooms. Also worth noting are the 2,862 webpages available on the Moodle platform to ensure the best possible relation between faculty members and their students. The ICT team resolved more than 16,954 incidents and technical requests during the year, alongside the implementation of the new academic management systems.



LIBRARY

The Library specialises in Management and Law and helps to further the Esade community’s learning, teaching and research. It has two facilities, one on the Barcelona-Pedralbes campus and the other on the Barcelona-Sant Cugat campus. As a whole, the Library includes 380 reading desks, a collection of more than 100,000 documents, printed journals, theses, academic work and multimedia material. It is a part of the Ramon Llull University network of libraries.

Through the digital library, the Esade community can also access off-campus more than 40 electronic resources on companies, markets and legal information, as well as 12,000 academic journals and more than 5,000 e-books.

The Sant Cugat campus hosts the Borja Library which specialises in Humanities, Theology, Philosophy, Spirituality, the Bible, Art and Literature and has a collection of unique works and editions, manuscripts, incunables, parchments and documents from the 16th to 18th centuries



Key figures for the 2018-2019 academic year

781,079 online content consulted

14,404 book loans and consultations at the Pedralbes and Sant Cugat libraries

1,542 new books added to the collection

8,071 consultations received and addressed

Newly implemented services/projects

- Redesign of the library website, new thematic libguides and new research support content in MyEsade.
- New institutional subscriptions to Scopus, The New York Times, Optionmetrics, Markit CDS and FactSet
- New e-book platforms for Business School programmes: Pearson Vitalsource and Ingebook
- First prototype of the Esade Photo Hub photo library
- Facility and collection conversion project: under analysis and definition
- Organisation of the European Business School Librarians’ Group Annual General Meeting 2019 in partnership with the IESE and EADA Libraries (www.ebslg2019.org)

ACADEMIC MANAGEMENT

The Registrar’s Office is located on the Barcelona-Pedralbes campus. Its aim is to help the Esade community with the different academic processes. To this end, it provides the following services:

Services for students and alumni:

- Issuance of academic certificates
- Document certification
- Credit recognition/transfer
- Issuance of academic transcripts
- Processing of diplomas and delivery
- Enrolment

Services for faculty and academic units:

- Academic planning
- Exam scheduling
- Management of course-related events and student marks
- Maintenance of student transcripts
- Administration of faculty and class evaluations
- Student rankings and graduating class management
- Academic information

The following figures evidence the area’s intense activity during the 2018-2019 academic year:

6,957	enrolments
2,600	degrees and diplomas issued
10,400	certificates
107	programmes managed by the Registrar’s Office
1,968	classes
2,075	exams



09

Private contributions

2.4 M€ in private contributions





Private contributions enable support for talent, diversity in classrooms and impact research, all of which drive the development of our societies.

Private support for the Esade Foundation

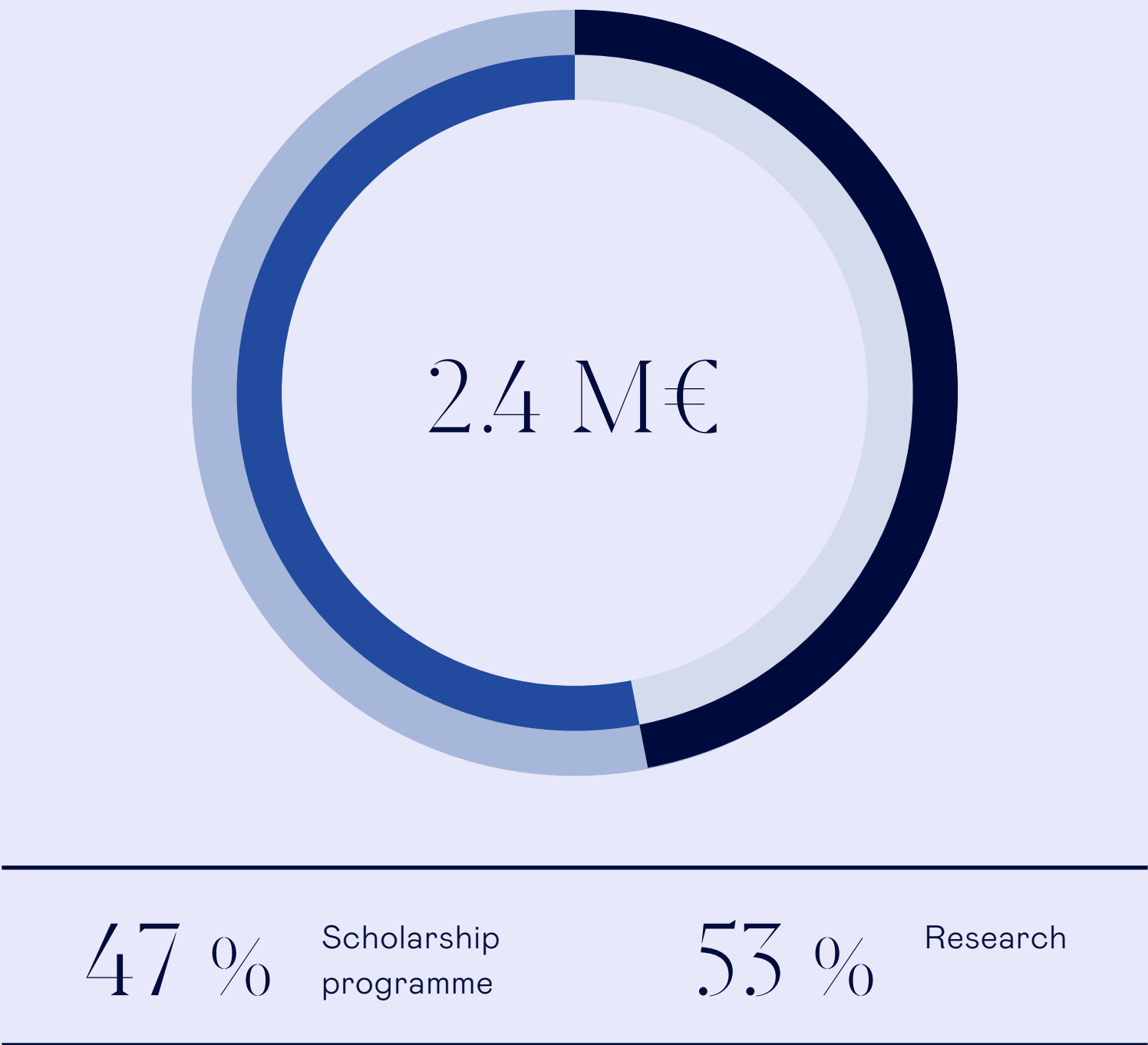
From the time Esade awarded its first scholarship until the last academic year, when we awarded 281 scholarships, we have made significant progress and achieved a much greater impact thanks to the social commitment of organisations, companies and individuals that trust in us.

In the midst of technological disruption, talent is recognised as the most valued and sought-after asset, the gold of public institutions, the public and businesses. Esade is aware that human talent is the greatest guarantee of our development. So it takes on the challenge of enhancing and training talent that knows no economic or social barriers; diverse and responsible talent that invests its knowledge and values in a better balance of current models and is the driving force behind our societies.

The private contributions Esade receives from organisations, companies and individuals that share this responsibility and believe in what our institution is doing grow year after year. Esade is especially thrilled with each of the partnerships it signs and the donations it receives. Private contributions play a key role as they are often the only way to pursue our purpose of improving the present and creating a more sustainable future. Hence this year Esade has stepped up its fundraising division, allocating greater resources to it and urging the entire Esade community to increase its awareness of the need for support and cooperation.

In the 2018-2019 academic year, Esade received €2.4 million in contributions from companies and foundations, individual donations (alumni, students, faculty, staff and friends of Esade) and the Esade Foundation Fund. As a result, research projects with impact have been funded, such as the second edition of the Esade-Caixa d’Enginyers Foundation Report on the Transition towards a Low-carbon Economy, which this time examines the main findings about the automotive industry’s economic and environmental impact and future opportunities for more sustainable mobility. In addition, all the contributions received for the Scholarship Programme allow us to grant our students during the 2019-2020 academic year.

Allocation of private contributions during the 2018-2019 academic year



RESEARCH

Esade is committed to moving knowledge forward through robust research in management and law. Our research units comprise more than a hundred experts in a large number of fields and areas of knowledge. Esade’s experts conduct research with the potential to have a direct impact and bring value to the classroom, the management community, organisations and society as a whole.

During the 2018-2019 academic year companies, foundations and individual donors supported Esade’s research activity by contributing a total of €1.3 million. The centres and institutes in the knowledge units which received the most financial support from organisations were the Institute of Social Innovation, the Esade Entrepreneurship Institute, the Chair of Leadership and Democratic Governance and the EsadeGeo-Center for Global Economy and Geopolitics. Furthermore, as part of the activities of the SDG Observatory and the Institute for Data-Driven Decisions, new alliances have been forged to address organisations’ real needs and maximise the social impact of academic research.

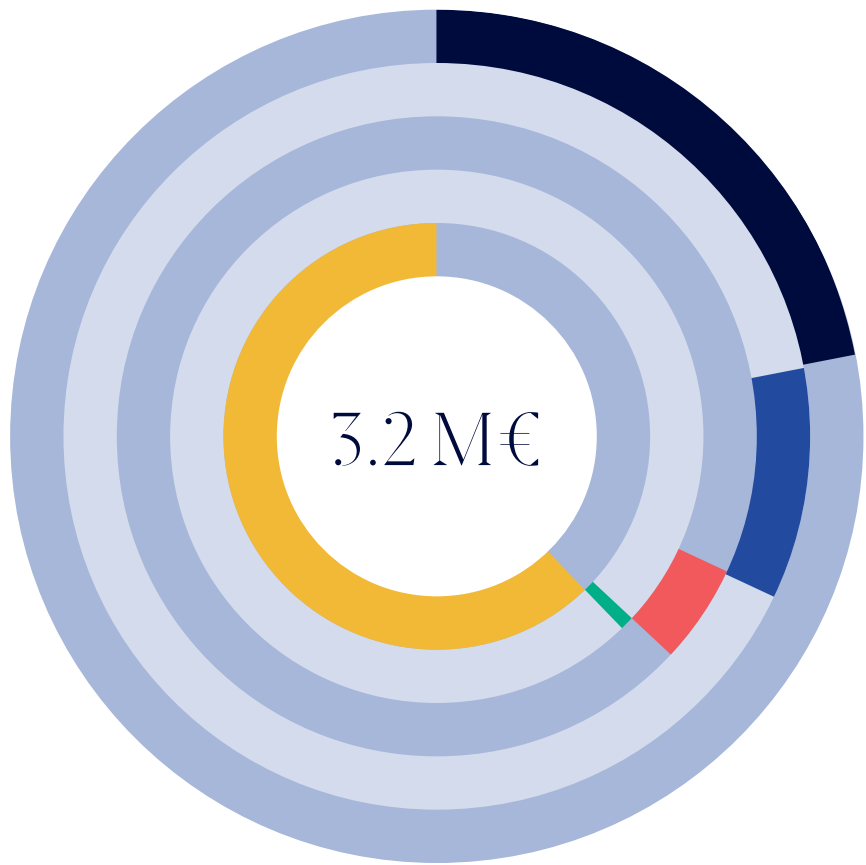
SCHOLARSHIP PROGRAMME

(Impact on the 2018-2019 academic year)

The Scholarship Programme is one of Esade’s strategic projects and represents our commitment to fostering diversity and equal opportunities in our classrooms. During the 2018-2019 academic year, Esade allocated €3.2 million to the Scholarship Programme from the contributions made by alumni, students, companies and foundations as well as from the institution’s own funds. We have awarded 281 scholarships, which means 281 opportunities for talented young people who otherwise would not have been able to afford an Esade education. Overall, 9.4% of Esade students on undergraduate, MSc and MBA programmes received a scholarship which on average covered 54% of tuition fees.

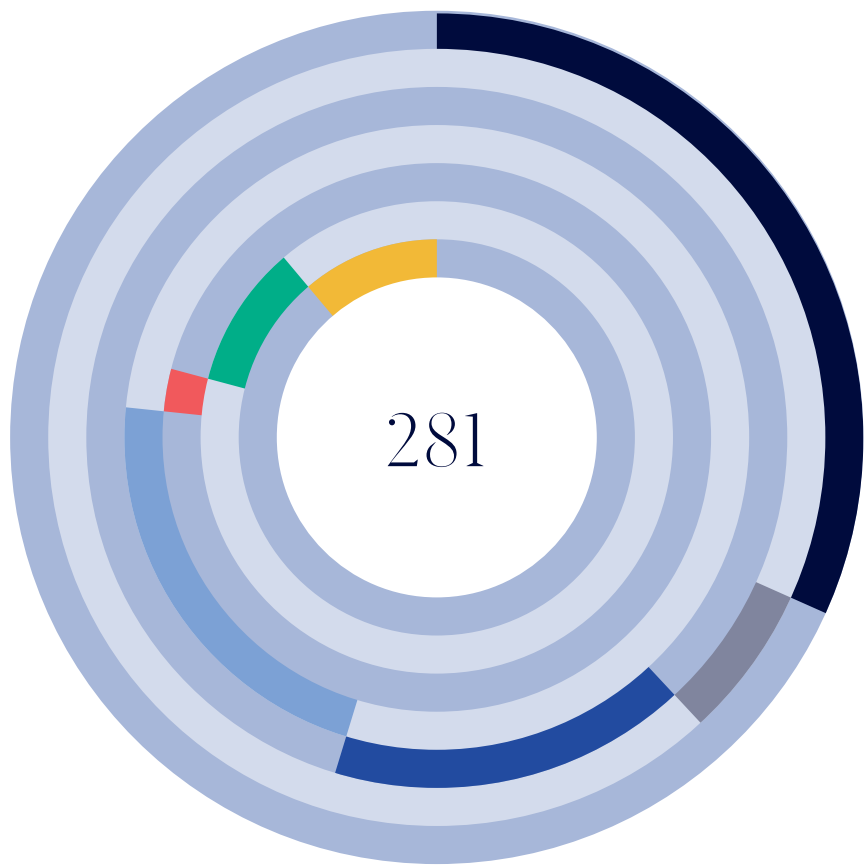
The process of awarding scholarships is conducted with the utmost rigour. The Scholarship Award Committee studies the applications one by one with the aim of identifying the candidates who best meet the selection criteria. In addition, every year the General Scholarship Committee conducts an exhaustive review of all scholarships awarded, approves the scholarship policies of all programmes, ensures transparency and compliance with Esade’s commitment to donors and decides on exceptional cases.

Scholarship Programme funding



22 %	Companies and foundations
10 %	Alumni and Esade community
5 %	Founding purpose (60% Scholarship Programme)
1 %	Return on endowment fund
62 %	Esade resources

Distribution of the 281 scholarship students by programme



89	BBA
18	GED
47	Double degree
62	GED & BGG
7	MUA
27	MSc
31	MBA

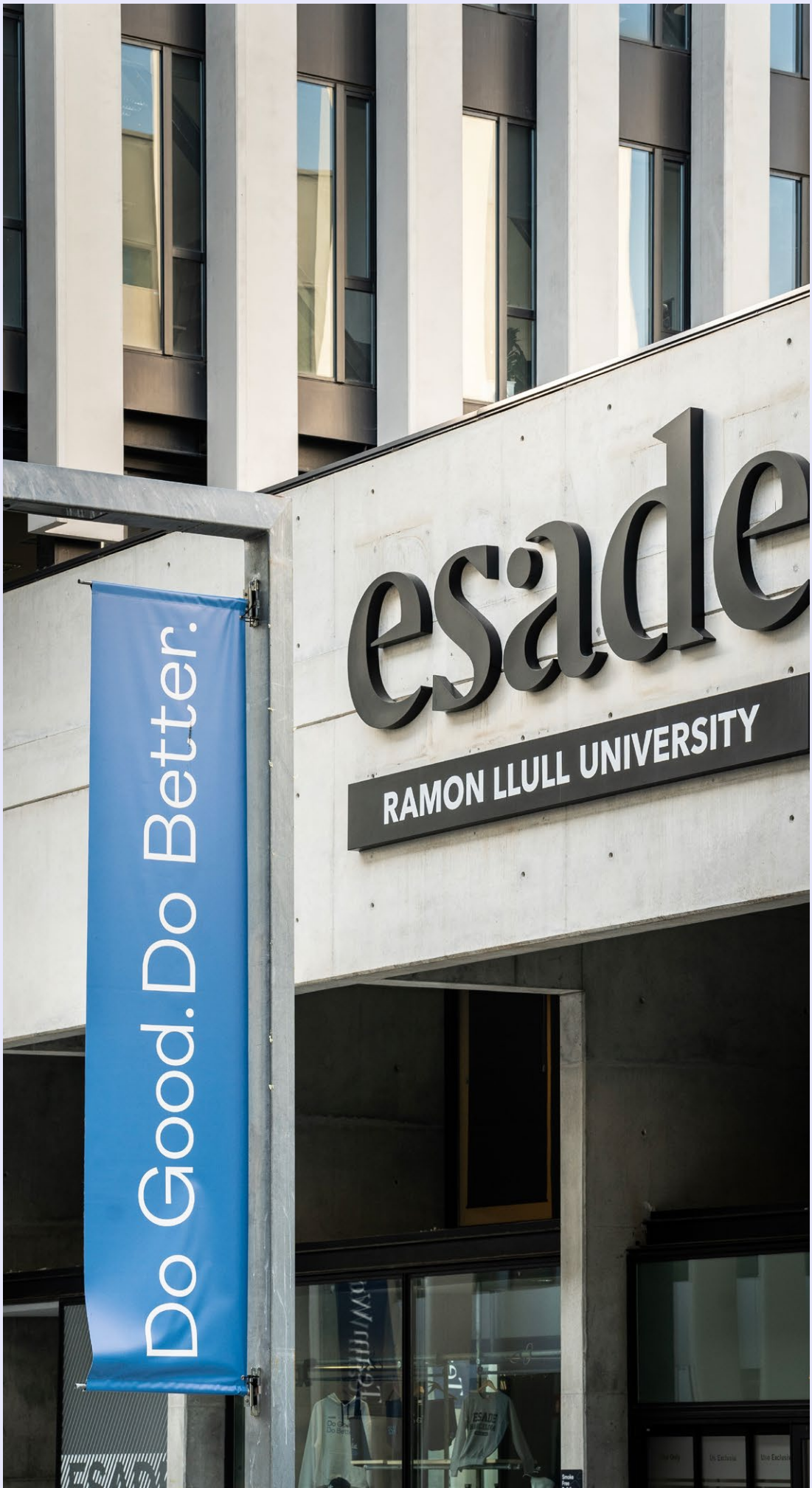
THE ESADE CHALLENGE FOR TALENT CAMPAIGN

The Esade Challenge for Talent is the channel through which alumni, students, businesses and foundations make their contributions to the Scholarship Programme. Once again, it has managed to raise €1 million with the support of more than 150 people and 68 organisations:

- **Futuro Scholarship donors:** these awards represent the maximum commitment by individuals and families to the Scholarship Programme and to Esade in general. A Futuro Scholarship involves covering 90% of a student's tuition fees over a four-year period, establishing a person-to-person relationship with the student and the possibility of mentoring.
- **1,000 x 1,000 donors:** people who make major contributions ranging from €1,000 to €5,000 with a four-year commitment, thereby ensuring the continuity of the scholarship throughout an undergraduate student's four-year academic career.
- **General campaign and collective initiatives:** all kinds of contributions under €1,000, whether from individuals or groups such as graduating class or Esade Alumni sector club scholarships.
- **Companies and foundations:** of which 15 provided support through named scholarships, i.e. ones bearing the company's or foundation's name. This initiative allows companies to attach a corporate brand to a scholarship as well as to define the profile and academic programme of the students who will benefit from the award.

To recognise the fundamental role of donors and to celebrate the talent of scholarship students, each year we organise two events that bring these two groups together:

- **Institutional Scholarship Ceremonies:** held this year on 8 and 28 November in Barcelona and Sant Cugat respectively, they brought together more than 280 students and donors. The aim of both events was to recognise the hard work and talent of scholarship students and acknowledge the value of Esade's donors.
- **The Gathering for Talent,** whose eighth edition was held on 11 April 2019 on the Barcelona campus. At the event, three scholarship students and three people who support the Scholarship Programme through a foundation or a company or as individuals shared their experiences.



Companies and foundations that have contributed to research projects or to Esade’s founding purpose

SENIOR PARTNERS

- Fundación Bancaria “la Caixa”
- Fundación PwC
- Fundación Repsol
- Naturgy
- Santander Universidades

PARTNERS

- Accenture
- Banco Sabadell
- Everis
- EY
- Fira Barcelona
- Fundació Carulla
- Fundación BBK, Kutxabank
- Fundación Caja de Ingenieros
- Fundación EY
- Grupo Zurich en España
- ISS Facility Services
- Mercadona
- Petercam Degroof Foundation
- ServiZurich

PROMOTERS

- ACCIÓ
- Arag
- Aramark
- BASF
- BCG
- CaixaBank
- Cementos Molins
- EY
- Fluidra
- Fujitsu
- Fundación Damm
- Fundación Edad & Vida
- Grupo Mahou San Miguel
- ICL Iberia
- KIC InnoEnergy
- MicroBank
- Penteo ICT Analyst

COLLABORATORS

- Abertis
- Agbar
- AGM Abogados
- Andersen Tax & Legal
- Arasa & de Miquel Advocats – Euroforo
- Baker McKenzie
- BDO Abogados y Asesores Tributarios
- Caprabo
- Clifford Chance
- Coca-Cola Services
- Col·legi de Notaris de Catalunya
- Crowe Horwath Legal y Tributario
- Cuatrecasas
- Danone
- Deloitte Legal
- Dentons
- Derypol
- Diputació de Barcelona
- DomusVi
- Everis
- EY Abogados
- Font & Yildiz Abogados y Economistas
- Fieldfisher Jausas Legal y Tributario

CEMS PARTNERS

- Google
- Fujitsu
- Fundación FAES
- Garrigues
- Gebro Pharma
- Gómez-Acebo & Pombo Abogados
- González Byass
- Grant Thornton
- IBM
- Indra
- Istituto Superiore di Sanità
- KPMG Abogados
- La Unió
- Meliá International
- Nestlé España
- Osborne Clarke
- Pedrosa Lagos
- Pérez-Llorca Abogados
- Port de Barcelona
- PwC Tax & Legal
- Roca Junyent
- Rousaud Costas Duran
- Suara Cooperativa
- Suez España
- Transports Metropolitans de Barcelona
- Uría y Menéndez Abogados
- Vialegis Asesores Legales

Companies and foundations that have contributed to the scholarship programme

PROMOTERS

- Allianz
- Coca-Cola European Partners
- Colonial
- Fundació Nous Cims
- Fundación ACS
- Fundación Banco Sabadell
- Fundación Caja de Ingenieros
- Fundación Jesús Serra, Grupo Catalana Occidente
- Fundación Puig
- Fundación Ramón Areces
- Grupo Indukern
- Grupo Mémora
- Grupo Zurich en España
- Reig Patrimonia
- SEAT

COLLABORATORS

- Alfa Consulting
- Anudal Industrial
- Axis Corporate
- Despachos miembros del Consejo Profesional de la Law School
- Fundación Renta Corporación
- Innogy Spain
- JP Morgan
- L'Oreal
- Lucta
- Resa
- Residencia Universitaria Sarrià
- Ricoh



ASSEMBLY OF TRUSTEES

INDIVIDUALS

- Maite Barrera Xaubet
- Juan José Brugera Clavero
- Germán Castejón Fernández
- Pere-A. Fábregas Vidal
- Pedro Fontana García
- Jorge Gallardo Ballart
- Francisco Guarner Muñoz
- Lluís Magriñà Veciana, S.J.
- Xavier Pérez Farguell
- Llorenç Puig Puig, S.J.
- Manuel Raventós Negra
- Joan Manuel Soler Pujol
- Miguel Trias Sagnier
- Oriol Tuñi Vancells, S.J.
- Joaquín Uriach Torelló

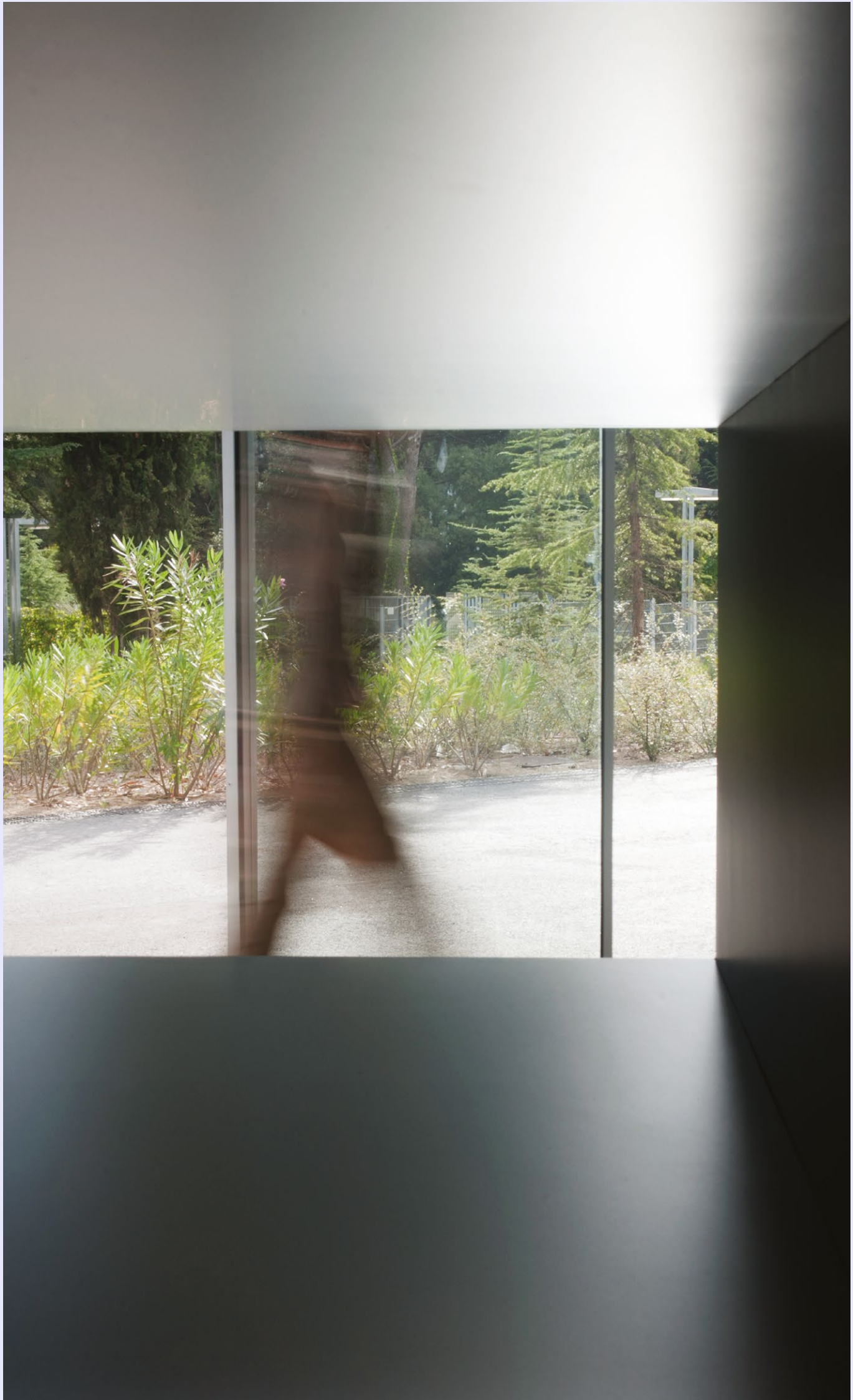
ORGANISATIONS

- Accenture
- Agrolimen
- Alfa Consulting
- Allianz
- ARAG
- Aramark
- Axis Corporate
- Banco Sabadell
- BASF
- CaixaBank
- Cambra de Comerç de Barcelona
- Caprabo
- Cementos Molins
- Coca-Cola European Partners
- Colonial
- Deloitte
- Everis
- EY
- Fluidra
- Fujitsu
- Fundació Nous Cims
- Fundación ACS
- Fundación Bancaria “la Caixa”
- Fundación Banco Sabadell
- Fundación Caja de Ingenieros
- Fundación Damm
- Fundación EY
- Fundación Jesús Serra/ Grupo Catalana Occidente
- Fundación Puig
- Fundación PWC
- Fundación Ramón Areces
- Fundación Repsol
- Grupo Indukern
- Grupo Mahou San Miguel
- Grupo Mémora
- Grupo Zurich en España
- IBM
- ICL Iberia
- ISS Facility Services
- KPMG
- Lucta
- Mercadona
- MTG
- Naturgy
- Nestlé España
- Penteo ICT Analyst
- Reig Patrimonia
- Ricoh
- Roca Corporación Empresarial
- Santander Universidades
- SEAT
- Werfen Group

THANK YOU!

Donations to the Esade Foundation are vital in helping the institution meet its principal strategic challenges, look to the future and continue to grow as a premier academic institution.

We would like to thank all the donors, organisations and individuals, because your support is very important for Esade.



Alumni, students and Esade friends who have made donations to the scholarship programme during the 2017–2018 academic year*

FUTURO SCHOLARSHIP

1000 x 1000

PLATINUM

- Arimany Barceló, Joaquim (Lic&MBA 85)
- Barrera Xaubet, Maite (Lic&MBA 98), Board of Trustees
- Nin Génova, Juan Maria, Board of Trustees
- Oficialdegui Tina, Rogelio (Lic&MBA 76)
- **##** - *in memoriam*. Participants in the scholarship: Oficialdegui Santamaria, Andrea/ Oficialdegui Santamaria, Miguel/Oficialdegui Tina, Jesús M./Oficialdegui Tina, M. del Carmen/Oficialdegui Tina, Pedro/Vilaclara Fatjó, Eulàlia/ Anonymous donor

- Castejón Fernández, Germán (Lic&MBA '81), Board of Trustees
- Díaz-Varela Bertschinger, Tamara (Lic&MBA '94)
- Guardiola Romojaro, Jaume (Lic&MBA '80), Board of Trustees
- Pinya Salomo, Oriol (Lic&MBA '95)
- Sarlé Guiu, Josep (Lic&MBA '70)
- Trias Sagnier, Miguel (PT MBA '89), faculty

GOLD

- Aymerich Llombart, Daniel (Lic&MBA '97)
- Bach Terricabras, Luis (Lic&MBA '77)
- Brugera Clavero, Juan José (FT MBA '71)
- Gallés Gabarró, Jordi (Lic&MBA '95)
- Grau Monjo, Merche (Lic&MBA '89)
- Grupo Aleix
- Guerra Juliá, Juan (Lic&MBA '88)
- Guerra Mercadal, Ignacio (Lic&MBA '89)
- Haeffner Gelis, Julio (Lic&MBA '78)
- Martín Pérez, José Luis (Lic&MBA '80)
- Martínez de la Rosa, Borja (Lic&MBA '96)
- Muniesa Arantegui, Tomás (Lic&MBA '76)
- Navarro Martínez, Pedro (FT MBA '67), Board of Trustees

SILVER

- Bieto Caubet, Eugenia (Lic&MBA '73), faculty
- Colàs Ricart, Miquel (Lic&MBA '82)
- Cornudella Felip, Oriol (Lic&MBA '85)
- Costa Argelaguet, Francesc (Lic&MBA '92)
- Cuatrecasas Targa, Carlos
- Delgado Planas, Antonio (Lic&MD '00), faculty
- Espurz Font, Xavier (Lic&MBA '93)
- Estabanell Buxó, Antoni (Lic&MBA '81)
- Estany Puig, Patrícia (Lic&MBA '85), Board of Trustees (2013-2017)
- Ganyet Cirera, Carmina (VV '03)
- Garcia Nebot, Josep (Lic&MBA '82)
- Garcia-Lancha, Olaya (MBA '01), PAS
- Garí Eguillor, Manuel (Lic&MBA '84)
- Genescà Dueñas, Gabriel
- Ginesta Manresa, Miquel (Lic&MBA '89)
- Goldberg Waks, Lorenzo (Lic&MBA '86)
- Grifoll Rossell, Calamanda (Lic&MBA '81)
- Guardans Cambó, Helena (Lic&MBA '85)
- Guarner Muñoz, Francisco (FT MBA '81)
- Hernández de Lorenzo Millet, Juan (Lic&MBA '87)
- Martínez Vila, Josep (PT MBA '91)
- Mena López, Xavier, faculty
- Mir de la Fuente, Xavier, faculty
- Mitjavila i Moix, Xavier (Lic&MBA '93)
- Moncunill Giró, Federico (Lic&MBA '78)
- Montllonch Escubos, Federico (FT MBA '78)
- Muñoz Lasuén, José Luis (Lic&MBA '87)

*The Engagement & Donor Relations team has compiled the lists in this report with the utmost care to ensure they are accurate. However, if you find any errors, please let us know and accept our apologies. Some names do not appear due to the express wish of the donors to remain anonymous.

- Navarro Aragay, Robert (Lic&MBA ‘86)
- Nogareda Estivill, M. del Mar (Lic&MBA ‘89)
- Núñez Navarro, Josep Lluís (Lic&MBA ‘81)
- Núñez Navarro, Josep Maria (Lic&MBA ‘86)
- Pantaleoni Giralte, Enrique (Lic&MBA ‘85)
- Pascual Sancho, Carles (FT MBA ‘87)
- Peiró Rius, Víctor (MBA ‘74)
- Pont Rey, Xavier (Lic&MBA ‘93)
- Portabella de Alós, M. Josefa
- Quintanilla Cornudella, Alex (Lic&MBA ‘91)
- Rafel Miarnau, Francisco (Lic&MBA ‘90)
- Rafel Miarnau, Ignacio (MBA ‘00)
- Raya Donet, Andrés (PT MBA ‘89), faculty
- Rigau Pages, Javier (Lic&MBA ‘01)
- Sanfeliu Sabater, Joan (PT MBA ‘94)
- Santacreu Bonjoch, Josep (PMD ‘89)
- Sureda Martínez, Joan (Lic&MBA ‘77)
- Tintoré Segura, Xavier (Lic&MBA ‘90)
- Torra Balcells, Xavier (EDIK ‘84)
- Vegara Figueras, David, faculty
- Ventura Santamans, Carles

- (Lic&MBA ‘92)
- Viader Codina, Judith (Lic&MBA ‘91)
- Vicens Torradas, Josep (Lic&MBA ‘81)
- Vila Recolons, Alfonso (Lic&MBA ‘79)
- Vilaclara Fatjó, Eulàlia (Lic&MBA ‘77)
- Viñolas Serra, Pere (Lic&MBA ‘86), Board of Trustees
- Xicoy Cruells, Anna (Lic&MBA ‘85)
- Zallo Olaeta, Fernando (Lic&MBA ‘83)
- Anonymous donors (3)

GENERAL CAMPAIGN

- Arag
- Aranda Romero, Antoni (Lic&MBA ‘02)
- Arellano Gil, Pedro (EMBA ‘07)
- Armenter Vidal, Xavier (Lic&MBA ‘74)
- Ballabriga Torreguitart, Antoni (Lic&MBA ‘91)
- Batet Gabarró, Albert (Lic&MBA ‘74)
- Batista Foguet, Juan Manuel (PMD ‘91), faculty
- Biete Amores, Leopoldo (EDIK ‘76)
- Blasco Moreu, Javier (BBA ‘13)
- Burgués Bassols, Lluís (Lic&MBA ‘78)
- Burgués Fortuño, Xavier (Lic&MBA ‘74)
- Busquets Goixart, Ramón (Lic&MBA ‘74)
- Capdevila Vilapriñó, Sergi (BBA ‘13)
- Carazo Rodríguez, Alejandro (PMD ‘93)
- Casanova Turin, Jean Robert (Lic&MBA ‘74)
- Castany Crivillers, David (BBA ‘13)
- Català Pons, Joan (Master in Economic-Financial Management ‘03; EDIEF ‘81)
- Cirera De Tudela, Borja (BBA ‘13)

- Coll de la Cámara, Pedro (Lic&MBA ‘74)
- Cortés Serra, Lluís Ignasi (Lic&MBA ‘94)
- Costa Baró, Ramon (Lic&MBA ‘73)
- Dangla Feliu, Juan (Lic&MBA ‘84)
- De Felipe Santos, Tomás (Lic&MBA ‘74)
- Fabregat Feldszajn, Jordi (Lic&MBA ‘80), faculty
- Fernández Álvarez, Miguel (Lic&MBA ‘08)
- Ferrer Gómez, Ignasi (BBA ‘13)
- Fontova Padilla, Ferran i (BBA ‘18)
- Franch Bullich, Josep (Lic&MBA ‘84), faculty
- Franquesa Castrillo, Carlos (Lic&MBA ‘86)
- Garcia Torres, Anna (Lic&MBA ‘11)
- Gil Egea, Eliseo (Lic&MBA ‘74)
- Jiménez Abad, Luisa (Lic&MBA ‘12)
- Llobera Vila, Xavier (FT MBA ‘00)
- López Ferrer, Pablo (BIL ‘12/MUA ‘13)
- Manent Relats, Josep (Lic&MBA ‘74)
- Manent Silvar, Silvia (Lic&MBA ‘74)
- Masana Ribalta, Jaume (Lic&MBA ‘90)

- Morales Viñas, Montserrat (BIL ‘13/MUA ‘14)
- Navarro Llechà, Judit (BBA ‘16)
- Noya Espinazo, Eloi (Lic&MBA ‘93), faculty
- Palacio Cano, Laura (BBA ‘16)
- Pallareda Magrans, Arturo (GED ‘15)
- Pericas Clavé, Maria (BBA ‘16)
- Rafel Celada, Ignasi (PT MBA ‘94)
- Reig Garcia, Gema (Dir. And Mkt Management ‘99)
- Ribas Ariño, Joan (EDIEF ‘72/Doctorate ‘03)
- Roca Rubio, Jesús (Lic&MBA ‘08)
- Rodríguez Garrido, Luisa Maria (BIL ‘13/MUA ‘14)
- Romy Belilos, Jean Louis (Lic&MBA ‘74)
- Rubio Faura, Josep (Tax Consulting and Management 00, Specialization module in Tax Law 08)
- Sagrer Villagrasa, Joan (Lic&MBA ‘74)
- Saura Montiel, Mercè (Master in Marketing Management ‘08), PAS
- Soler Fraile, Pablo (Lic&MBA ‘85)
- Sotelo Rosell, Patricia (MBA ‘02)
- Torras Chicón, Marc (BBA ‘18)

- Torras Guerrero, Carla (BBA ‘13)
- Torrellas Darvas, Pablo (BBA ‘16)
- Tourtchine Cerrolaza, Sergio (Lic&MBA ‘85)
- Trias de Bes Ustariz, Belén (Lic&MD ‘00), staff
- Verbón Cruells, Florenci (Lic&MBA ‘80)
- Yin Jin, Anxiang (BBA ‘17)
- Anonymous donors (6)

Thanks to the student associations and student promotions that are currently studying at Esade for joining efforts through collective actions with the objective of raising funds for the scholarship programme:

- ESTalent
- Esade Student Finance Society
- The Women in Business (MBA)
- MBA19 Class Gift
- MBASA

Alumni, students and Esade friends who have made donations to the scholarship programme during the 2017–2018 academic year

- Uriach Torello, Joaquín
(MBA PT 94), Board of Trustees
- Anonymous donors (2)



10

Governing bodies

- Alfons Cornella was the guest speaker at this year's meeting of the Assembly of Trustees





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

Management

BOARD OF TRUSTEES

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

During the 2018-2019 academic year, the Board members listed below met eight times:

PRESIDENT

Joaquín Uriach Torelló

VICE PRESIDENT

Xavier Torra Balcells, current President

SECRETARY

Josep E. Milà Mallafré (SJ)

MEMBERS

- Maite Barrera Xaubet
- Salvador Busquets Vila
- Germán Castejón Fernández
- Ramon Forn Argimón
- Jaume Guardiola Romojaro
- Luis Javier Herrero Borque
- Josep Miralles Massanés (SJ)
- Pedro Navarro Martínez
- Juan M. Nin Génova
- Jaime Oraá Oraá (SJ)
- Isabel Pagonabarraga Mora
- Ramon Pascual de Sans
- Llorenç Puig Puig (SJ)
- Pere Viñolas Serra



Assembly of Trustees

The annual meeting of the Assembly of Trustees was held on 18 July 2019 in the Esade Auditorium on the Barcelona campus. The guest speaker at the lunch discussion after the meeting was Alfons Cornella, founder and Chair of Infonomía. The meeting and lunch discussion were attended by executives representing the companies that support the Esade Foundation as well as invited members of the business community.

The Esade Foundation Assembly of Trustees consists of 54 companies and organisations from Spain and abroad. In addition to its advisory role, the Assembly is also a world-class business forum where representatives of member organisations – presidents, CEOs, general managers – have the opportunity to discuss economic, business and social realities. Besides these organisations, the Assembly also includes individual members who have some sort of special relationship with Esade, such as former presidents of the Esade Foundation and of Esade Alumni, or who were historically involved with the institution.

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



INDIVIDUALS (15)

- Juan José Brugera Clavero
- Germán Castejón Fernández
- Pere A. Fábregas Vidal
- Pedro Fontana García
- Jorge Gallardo Ballart
- Francisco Guarner Muñoz
- Esteban Khalo Glykidis
- Lluís Magriñà Veciana
- Xavier Pérez Farguell
- Llorenç Puig Puig (SJ)
- Manuel Raventós Negra
- Joan Manuel Soler Pujol
- Miguel Trías Sagnier
- Josep-Oriol Tuñí Vancells (SJ)
- Joaquín Uriach Torelló

ORGANISATIONS (54)

- Accenture
- Agrolimen
- Alfa Consulting
- Allianz
- ARAG
- Aramark
- Axis Corporate
- Banco Sabadell
- BASF
- CaixaBank
- Cambra de Comerç de Barcelona
- Caprabo
- Cementos Molins
- Coca-Cola European Partners
- Colonial
- Deloitte
- Desigual
- Esteve
- Everis
- EY
- Fluidra
- Fujitsu
- Fundació Nous Cims
- Fundación ACS
- Fundación Bancaria “la Caixa”
- Fundación Banco Sabadell
- Fundación Caja de Ingenieros
- Fundación Damm
- Fundación EY
- Fundación PwC
- Fundación Jesús Serra/ Grupo Catalana Occidente
- Fundación Puig
- Fundación Ramón Areces
- Fundación Repsol
- Grupo Indukern
- Grupo Mahou San Miguel
- Grupo Mémora
- Grupo Zurich en España
- IBM
- ICL Iberia
- ISS Facility Services
- KPMG
- Lucta
- Mercadona
- MTG
- Naturgy
- Nestlé España
- Penteo ICT Analyst
- Reig Patrimonia
- Ricoh
- Roca Corporación Empresarial
- Santander Universidades
- SEAT
- Werfen Group

General Management and Executive Committee

The General Management ensures the unity of Esade as a university institution. It has senior management responsibilities in all areas and for all its centres in academic, financial, administrative and staff issues as well as for communication between Esade and the Board of Trustees.

The Executive Committee is the body that assists the General Management in managing and coordinating the various areas of Esade. During the 2018-2019 academic year, the Executive Committee met twelve times with the following membership:

- | | | |
|---|---|--|
| · Koldo Echebarria
Director general | · Josep Bisbe
President of the Faculty* | · Valentí Daura
Chief Operations Officer |
| · Francisco Longo
Executive Advisor to the Director General | · Xavier Sánchez
Director of Esade Alumni* | · Valeria Guitart
Economic-Financial Directo |
| · Josep Franch
Dean of the Business School | · Enrique López Viguria
Secretary General | |
| · Eduardo Berché
Dean of the Law School | · Julio Villalobos
Corporate Director | |
| · David Dinwoodie
Director of Executive Education | · Esther Sánchez
Director of People | |
| · Mario Lara
Director of Esade Madrid | · Cristina Giménez
Director of Identity and Mission | |

*The Executive Committee also met on a monthly basis as a standing committee with the participation of all Executive Committee members except the President of the Faculty and the Director of Esade Alumni.



Esade Professional Advisory Board

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

During the 2018-2019 academic year, Esade’s Professional Advisory Board met twice to discuss strategic matters:

30 January 2019

Main lines of the term of office of the new director general, Koldo Echebarria.

27 June 2019

Progress on the Esade Strategic Plan 2019-2023: the priorities in Madrid



MEMBERS 2018-2019

- **Mr. Juan Arena**
President of Esade’s Professional Advisory Board

· **Ms Maite Arango**
President Ashoka Spain and Portugal

· **Ms Maite Barrera**
President Bluecap Management Consulting

· **Ms Anna M. Birulés**
President Alta Business Services

· **Mr Ismael Clemente**
CEO Merlin Properties

· **Mr Luis Conde**
President Seeliger y Conde

· **Mr Fernando Conte**

· **Ms Ángeles Delgado**
President for Spain, Portugal and Latin America Fujitsu
- **Mr Juan Ignacio Entrecanales**
Vice President Acciona

· **Ms María Garaña**
Managing Director EMEA Google

· **Mr Juan Lladó**
Deputy Chairman Managing Director Técnicas Reunidas Group

· **Mr Iván Martén**
Senior Partner Emeritus The Boston Consulting Group

· **Ms María del Mar Martínez**
Senior partner McKinsey & Company

· **Mr Vicente Moreno**
Former President Accenture

· **Ms Mónica de Oriol**
President Net4Things
- **Ms Ana Peralta**
Independent director of BBVA and GREENERGY

· **Mr Francisco Román**
President March JLT

· **Mr Fernando Ruiz**
President Deloitte

· **Mr Juan Antonio Zufiria**
Senior Vice President, Global Technology Services IBM

Representing Esade

· **Mr Koldo Echebarria**
Director General

· **Mr Pedro Navarro**
Trustee

· **Mr Joaquín Uriach**
President of the Board of Trustees

· **Mr José M. de la Villa**
Secretary of the Professional Advisory Board

Law School Professional Advisory Board

The Law School Professional Advisory Board was created in 1994. By providing advice from the professional world, the Board contributes to the design of Esade's curricula, supports the organisation of student internships and promotes research.

During the 2018-2019 academic year, the Professional Advisory Board held a plenary meeting in May to discuss updates and changes to some of the School's programmes. Attendees were also informed about the launch of the new Bachelor in Global Governance, Economics & Legal Order.

The following are members of the Law School Professional Advisory Board:

- | | | |
|--|--|----------------------------------|
| · Abertis Infraestructuras, S.A. | · EY | · Puig |
| · Abogacía General del Estado en Barcelona | · Fieldfisher JAUSAS | · PwC Tax & Legal |
| · Agencia Tributaria, Delegación en Barcelona | · Fiscalía Superior de Cataluña | · Roca Junyent, S.L.P. |
| · AGM Abogados | · Font Asesores Fiscales, S.L. | · Rousaud Costas Duran, S.L.P. |
| · Andersen Tax & Legal | · Garrigues, S.L.P. | · SEAT |
| · Baker McKenzie, S.L.P. | · Gómez-Acebo & Pombo Abogados, S.L.P. | · Tribunal Arbitral de Barcelona |
| · BDO Abogados y Asesores Tributarios, S.L. | · Grant Thornton | · Uría Menéndez, S.L.P. |
| · Clifford Chance, S.L.P. | · Iberdrola | · Viallegis Abogados, S.L.P. |
| · CMS Albiñana & Suárez de Lezo | · Inspecció de Treball de Catalunya | |
| · Colegio Notarial de Cataluña | · Inspección de Trabajo y Seguridad Social | |
| · Crowe | · Jacobs Douwe Egberts Es, S.L.U. | |
| · Cuatrecasas | · KPMG, S.A. | |
| · Danone | · "la Caixa" | |
| · Decanato de los Registradores de la Propiedad, Mercantils i Bens Mobles de Catalunya | · Mango | |
| · Deloitte Legal | · Naturgy | |
| · Dentons Europe Abogados, S.L.U. | · Osborne Clarke | |
| · Escuela Judicial | · Pedrosa Lagos | |
| | · PepsiCo | |
| | · Pérez-Llorca Abogados, S.L.P. y Cía., S. Com. P. | |



11

Esade Alumni

- More than 63,000 alumni
- More than €33.7 million allocated to funding entrepreneurial projects since 2010
- 760 events organised with 27,544 participants





Esade Alumni's mission is to provide value to its members, Esade and society through the activities it organises and the services it provides, all focused on professional and human development.

A global network

More than 63,000 alumni (more than 18,000 of which live outside Spain)

72 INTERNATIONAL CHAPTERS

Chapter/in

- Andorra

· Argentina

· Australia

· Austria

· Belux (Brussels and Luxembourg)

· Boston

· Brazil (São Paulo, Rio de Janeiro and Curitiba)

· California (Los Angeles, San Francisco)

· Canada (Vancouver, Montreal and Toronto)

· Chicago

· Chile

· China (Beijing, Hong Kong and Shanghai)

· Colombia

· South Korea

· Denmark

· United Arab Emirates

· France

· Germany

· Greece

· Hungary

· India

· Ireland

· Israel

· Italy

· Japan

· Mexico

· Miami

· New York

· Netherlands

· Panama

· Peru

· Poland

· Portugal

· Qatar

· United Kingdom

· Russia

· Singapore

· South Africa

· Sweden

· Switzerland

· Taiwan

· Turkey

· Venezuela

· Washington

+ Barcelona International Chapter

12 REGIONAL CLUBS

- Esade Alumni Aragon Club

· Esade Alumni Asturias Club

· Esade Alumni Balearic Islands Club

· Esade Alumni Basque Country Club

· Esade Alumni Canary Islands Club

· Esade Alumni Community of Valencia Club

· Esade Alumni Eastern Andalusia Club

· Esade Alumni Galicia Club

· Esade Alumni Girona Club

· Esade Alumni Lleida Club

· Esade Alumni Tarragona Club

· Esade Alumni Western Andalusia Club

16 FUNCTIONAL AND SECTOR-SPECIFIC CLUBS

This academic year there have been more targeted sessions and two new clubs have been set up: **the Senior Club and the WE Club.**

- Esade Alumni Automobile and Mobility Club

· Law Club

· Business Innovation & Technologies Club

· People and Organisation Management Club

· Public Management Club

· Family Business Club

· Energy & Environment Club

· Finance Club

· Cultural and Creative Industries Club

· Real Estate Club

· Marketing Club

· Operations Club

· Health & Pharma Club

· Insurance Club

· Senior Club

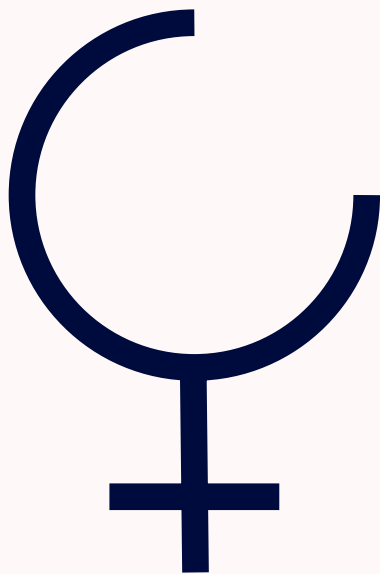
· WE Club

Featured event:

“Successful and Inspiring Women: Determining the Leadership DNA”

NUEVA YORK, 20/05/2019

Under the motto "Reinventing the future: talking to leaders ", we met in Bogotá with Esade alumni, now business leaders in Latin America, to address diversity management, the challenges of high management and innovation as a strategy.



Entrepreneurship

The aim is firstly to support entrepreneurs with a programme that combines dedicated activities, services and funding to help them to move their projects forward (business plans, funding, guidance, etc.). Secondly, it strives to support private investors through the Esade BAN network, providing them with entrepreneurial projects in which to invest, training programmes, networking opportunities and co-investment options with other network investors.

17	Total Forums
400	Projects attended
871	Total assistants
252	Number of business angels
23	Financed Startups

Two new features have been added in the 2018-2019 academic year:

1. Corporate Service

Our value proposition in this service is the analysis of more than 400 projects per year, sending start-ups filtered to reflect the company’s interests and access to all projects for which requests are sent to Esade BAN via the platform. We also provide the option of arranging, announcing and managing corporate or sector open innovation challenges.

2. Esade Alumni Real Estate Challenge

Esade Alumni Entrepreneurship and the Real Estate Club organised the first Esade Alumni Real Estate Challenge, a competition to find the best proposals to solve a significant challenge in the property market.

Esade BAN

This is the private investor network sponsored by Esade Alumni, a meeting point for investors looking for investment opportunities and entrepreneurs with innovation projects and funding needs in their seed stages.

Business Angels School

Providing intensive and rigorous training for people starting out in the business angel community to help them to develop the skills and basic knowledge they need to become professional experts. Participants:

- Barcelona: 32 investors
- Madrid: 16 investors

Investment Forums

To present and promote start-ups looking for funding. The companies need to have a positive track record and demonstrated growth. They are held in Barcelona and Madrid and are an opportunity to exchange and share ideas and network.

Start-up Day

This year, the Esade Alumni and Banc Sabadell Award for the best start-up of the year went to Exoticca. This award is given to the most outstanding project in terms of its technical and economic feasibility and its strongly innovative DNA. Exoticca, an online platform for vacation packages and tours to exotic destinations, raised €125,000 from Esade BAN investors in 2016 and now operates worldwide.

Esade Alumni Careers

ESADE Alumni Careers organises numerous activities and provides useful services to alumni to help them guide and manage their careers, no matter their current professional situation.

SERVICES

- Professional guidance
- Legal and labour guidance
- Professional transition programme
- Mentoring programme

New services: personalised interpretation of the Target DISC questionnaire which helps us to understand how people behave when faced with challenges, regulations and changes in our environment, and the launch of the new service in May 2019.

International platforms aimed at professionals searching for job opportunities in markets other than their current ones and who need information about other job environments.

- GoinGlobal
- Vault
- BlueSteps

New job board! We're moving! From now on, all job offers will be published on a new platform: JobTeaser.

ACTIVITIES

1. Coffee drop-in sessions
2. Webinars
3. Flash sessions and workshops





Esade Alumni Social

At Esade Alumni we are committed to further increasing our social impact, which is why we operate as a facilitator to inspire and mentor the alumni community in their social contribution. Accordingly, we arrange pro bono consulting volunteering in management areas for social organisations and promote responsible business activity as the basis for building a fairer society and a more sustainable world.

Discussion and learning sessions on corporate responsibility:

- 1 film forum
- 1 refresher programme
- 1 top management session
- 2 experiential outings
- 3 round tables
- 3 training sessions on volunteering

Together

This is an initiative set up by Esade Alumni Social and Esade SUD (Esade University Development Service) in which students and alumni spend a few months of their lives helping to drive a productive economy in developing countries to achieve positive economic outcomes for local people and communities.

- Colombia: Suyusama
- Bolivia: Madre Tierra Amazonia
- Bolivia: El Huerto
- Paraguay: Cateura

12,000

Consulting hours

27

pro bono consultancies for NGOs

4

new Together projects to drive a productive economy in developing countries

270

volunteer alumni who gave their time to the third sector



Collaboration with faculty

Esade faculty actively take part in ongoing training programmes and presentations through the Esade Matins and Esade Desayunos sessions, as well as in national and international events organised by Esade Alumni’s functional and sector-specific clubs. In addition, their collaboration with international chapter events and their involvement as academic sponsors of our clubs help to ensure the quality of the events and sessions with alumni.



Most noteworthy events

ESADE MATINS

11	Sessions	1,237	Assistants
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Sessions sponsored by Bluecap and La Vanguardia in which alumni can share and learn from the career experience of entrepreneurs, CEOs, presidents and general managers. This academic year they have featured:

List of sessions

- **Eloi Planes**, executive president of Fluidra
- **Raúl González**, CEO EMEA at Barceló Hotel Group
- **Josep Oliu**, chairman of Banc Sabadell
- **Marta Martínez**, general manager Spain, Portugal, Greece and Israel at IBM
- **Jorge Lanza**, CEO of the CLH Group
- **Tomás Pascual**, chairman of Calidad Pascual
- **Laura Urquizu**, CEO at Red Points
- **Maria Garaña**, managing director Google Professional Services EMEA
- **Tobias Martínez**, CEO at Cellnex Telecom
- **Ramón Raventós**, managing director of the Raventós Codorníu group
- **Adriana Domínguez**, CEO at Adolfo Domínguez

DESAYUNOS ESADE

3	Sessions	312	Assistants
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List of sessions

- **Marieta Jiménez**, Merck general manager Spain
- **Maurici Lucena**, chairman and CEO at Aena
- **Pere Viñolas**, CEO at Colonial



REFRESHER PROGRAMMES

Using the Student First method: an educational model Esade has implemented in its classrooms for its students. Students are at the centre of the educational experience and are encouraged to prepare for the in-class sessions beforehand. Online training sessions so that the user can take them from anywhere.

Events: 35

List of participating faculty:

- Núria Agell

· David Bertomeu

· Javier Busquets

· Jaime Castelló (EMBA 03/Retail Marketing 05)

· Àngel Castiñeira (ADE 95)

· Pedro Clavería

· Sergi Corbeto (EDIK 98)

· Bart de Langhe

· Óscar de Santiago

· Antonio Delgado (Lic&MD 00/DTI 02)

· Carlos Durán

· Alberto Gimeno (Lic&MBA 84/PhD 99)

· Montserrat Guàrdia

· Jaume Hugas (MBA 88)

· Oriol Iglesias (Lic&MBA 98/PhD 06)

· Carlos Jordana

· David López

· Carlos Losada (Lic&MBA 81/PhD 03)

· Juan Luis Manfredi

· Luís Martínez-Ribes (Lic&MBA 76)

· Eloi Noya (Lic&MBA 93/EMDB 12)

· Xavier Ribas

· Jesús Romero

· Pedro Rey

· Julián Reyes

· Carlos Royo

· Xari Rovira (MBA 93)

· Núria Solsona

· Oscar Torres

· Marc Torrens

· Fernando Zallo

ANNUAL CONFERENCES

The annual conferences are the flagship meetings for alumni.

24th Esade Alumni Annual Conference in Barcelona, 6/05/2019

Esade Award to James Quincey, CEO and chairman-elect of Coca-Cola, and interview by Sol Daurella (Lic&MBA ‘90), president of Coca-Cola European Partners. The event ended with a networking drinks reception enlivened by the music of the Esade Musicians, a group made up of students from Esade, and The Tutsies.

International:

2nd Esade Alumni Forum in Latin America, Bogotá, 04/05/2019

Under the theme of “Reinventing the future: conversations with leaders”, we brought together Esade alumni, now Latin American business leaders, in Bogotá to address diversity management, senior management challenges and innovation as a strategy.

Esade Alumni Experience Day, Dubai, 20/04/2019

Addressed to everyone living in the UAE and other nearby countries who are interested in innovation, strategy and opportunities in the Middle East. It featured renowned speakers such as Luis Vives, Deputy Dean of the Esade MBA and Professor in the General Management and Strategy Department at Esade Business School, and Victor Font (BS and MBA ‘95), co-founder and CEO of Delta Partners.

Regional:

- **8th Annual Conference of the Esade Alumni Aragon Club:** “Professional performance in high-voltage scenarios”, by Carlos Clos Gómez (27/06/2019)

· **11th Annual Conference of the Esade Alumni Lleida Club:** “Everything can be trained”, by Toni Nadal (26/06/2019)

· **“Fòrum Carlemany: 16 years of benchmarking”** (18/06/2019) by Aina Canaleta and Gulsan Atalay (19/06/2019)

· **“Everything can be trained”**, by Toni Nadal (13/06/2019)

· **8th Esade Alumni in Andalusia Annual Conference:** “Everything can be trained”, by Toni Nadal (12/06/2019)

Digital network

Online communications channels have become the primary means used to communicate with alumni. Communication is increasingly specialised and customised based on users’ behaviours and interests.

ESADE ALUMNI APP

We have remodelled our app while keeping its best feature: the directory. The aim of this new upgrade is to make it easier for alumni to stay in touch more effectively.

WEBSITE

- www.esadealumni.net:** the main information channel featuring all Esade Alumni activities and services.
- Content Hub: all recorded sessions and online webinars.
 - Profile: information about the alumnus including their professional experience and interests to target their communication.
 - Event subscription: if an alumnus cannot attend an event, the subscription service provides them with the information directly afterwards.

SOCIAL MEDIA



Facebook



Twitter



Instagram



LinkedIn

INTERNAL MEMOS

Segmented and customised to suit the user’s interests and behaviour.

- **Events calendar:** fortnightly, prioritising and highlighting events based on the alumnus’s interests and location.
- **Knowledge newsletter:** monthly, prioritising and highlighting videos to suit the alumnus’s interests and behaviour. Other online knowledge resources: articles, reports, etc.
- **e-Magazine newsletter:** monthly, including alumnus-centred articles; reports, interviews and other news from the alumni network. Quarterly international version.
- **Benefits newsletter:** monthly, featuring deals and discounts (including alumni ads).

PUBLICATIONS

- Esade Alumni magazine: every six months, hosting topical and academic content written by Esade faculty. It also takes a participatory approach and includes contributions by alumni who share their views on academic content and their own professional news.
- Service companies: annual directory of alumni service companies.



12

Economic information





Upgrading our computer systems and launching the in/on programmes were the most significant investments in the 2018/19 financial year. Objective: to get ready for the future.

Economic information

During the latter part of this year, Esade has focused on the qualitative and quantitative aspects of its new strategic plan in which academic excellence and the student experience, our identity and mission, and economic sustainability are key pillars. To achieve our goals we need to invest significantly in Innovation and Digital, Geographical Expansion and Corporate Capabilities. Consequently these are the priorities for both the year we have just ended and also for the next two years.

Esade once again closed a year with a significant increase in income over the previous year at 3.4%, outstripping targets in each of the three business units. This allows us to undertake the investment needed with every prospect of success. Our investment in 2018-2019 has mainly been in Innovation and Digital, where we upgraded our main computer systems through the CORE Project to be more flexible in addressing the future, and in generating new educational content for hybrid Executive Education programmes.

Esade’s turnover in the 2018-2019 academic year was €113.43 million in gross income and €103.3 million in net income, which as noted above is 3.4% up over the previous year. Profits fell significantly to €700,000, mainly due to enhanced corporate capabilities in staff and higher travel costs with a view to furthering the internationalisation of the institution and its geographical expansion.

Esade’s investments have mainly been in IT system upgrade projects, which account for around €6 million of the €7.5 million outlay on technology, while the remainder up to the €11.5 million total has gone on hybrid programmes and improvements to facilities.

CHANGE IN GROSS INCOME

113.43 M€	2018-2019 academic year
109.29 M€	2017-2018 academic year
103.69 M€	2016-2017 academic year



INCOME 2018-2019

113.43 M€	Gross income
−10.18 M€	Scholarships, grants and discounts
103.25 M€	Net income
46.9 M€	Business School
34.31 M€	Executive Education
17.67 M€	Facultad de Derecho
2.78 M€	research
2018-2019 Fundraising	
2.49 M€	in total contributions

INCOME STATEMENT

113.43 M€	Gross income
−10.18 M€	Scholarships, grants and discounts
103.25 M€	Net income
−57.65 M€	Staff costs
−39.67 M€	Overheads
5.94 M€	EBITDA
−4.38 M€	Depreciation and amortisation
1.56 M€	Operating profit
−0.86 M€	Financial result and provisions
0.7 M€	Final result

ASSETS

89.3 M€	Non-current assets
81.66 M€	fixed assets
7.65 M€	non-current investments
69.24 M€	Current assets
7.89 M€	receivables
16.92 M€	current investments
44.43 M€	cash
158.55 M€	Total assets

LIABILITIES

51.85 M€	Equity
45.49 M€	endowment fund + reserves
0.7 M€	profit/(loss) for the period
5.66 M€	grants and donations
25.63 M€	Non-current liabilities
25.63 M€	non-current payables
81.07 M€	Current liabilities
66.48 M€	prepayments and deferred income
14.59 M€	other payables
158.55 M€	Total liabilities

Appendixes



APPENDIX 1

Student First: innovating in the classroom

The Student First project in our Strategic Plan 2014-2018 has achieved two key objectives. Firstly, it has launched the process of transforming the educational experience in the classroom through the engagement of faculty, students and participants along with the work done by the stakeholders involved in this cross-cutting project. Secondly, the project has helped to generate a cultural shift in Esade by building an ecosystem which enables educational innovation and provides faculty with a range of support tools to implement innovation projects. This makes it easier to manage, enhance and raise the profile of initiatives in innovative projects and acknowledges innovation in the educational community as a catalyst for our faculty's professional development, hard work and expertise.

Over the four years of the Student First project, 68 innovation projects have been undertaken at the Business School and the Law School. In Executive Education, 31 open programme digitalisation projects have been conducted. The creation of these open programmes has made it possible to turn two executive master programmes into hybrids: the Executive Master in Marketing and Sales and the Executive Master in Finance. The experience gained means we will be able to do the same with more programmes over the next few years.

Below you can see some videos of Student First project experiences in 2018-2019, the year when the project came to an end.

Contract Theory, Sergio Llebaría

<https://www.youtube.com/watch?v=KFL4EsQRBM0&feature=youtu.be>

Mathematics applied to Business Administration, Xari Rovira y Nuria Agell

<https://www.youtube.com/watch?v=oX7mDtI9D1U&feature=youtu.be>

International business litigation exercise

<https://www.youtube.com/watch?v=uohTGgOXTdo&feature=youtu.be>

Escape Room: An Innovative Leadership Assessment

<https://www.youtube.com/watch?v=gs9glmvw1o4&feature=youtu.be>

Executive Master in/on

<https://www.youtube.com/watch?v=LauSKoABIIU&feature=youtu.be>



APPENDIX 1

Student First: innovating in the classroom

The Center for Educational Innovation (CEI) has supported this project by implementing specific training initiatives such as the following:

16 sessions for sharing teaching experiences from the Student First project standpoint, attended by 137 people.

4 technology-enhanced learning workshops, attended by 44 faculty members.

4 active learning methodology workshops, attended by 35 faculty members.

7 CEI/ICT workshops on the use of the eRoom, attended by 25 faculty members.

2 workshops on case study-based teaching, attended by 22 faculty members.

31 training sessions on how to use authoring tools to create original multimedia learning materials, attended by 49 faculty members.





APPENDIX 1



APPENDIX 2

In/on: a new way of learning

In/on uses an innovative online training methodology to provide executives with a simple, mentored and motivating way to update their knowledge and learn new disciplines and skills.

In response to the challenges the higher education sector has been facing for some years now, in the 2017-2018 academic year Executive Education launched its hybridisation project to turn its portfolio into a hybrid model over the following three years.

The programmes chosen to kick off the hybridisation were the Executive Master in Marketing and Sales, the Executive Master in Finance and the open programmes. In May 2018, the first materials were produced and presented as 100% open online content. The first of them was the Digital Marketing programme, which proved to be highly successful in the market. The open online portfolio was then expanded until its most recent version came out in October 2019, running from November 2019 to February 2020. This time round it is made up of eleven open online programmes and will be expanded in February with five more open programmes.

Subjects are selected for the open online programmes based on the interests and concerns voiced by executives and their need to keep up to speed in their knowledge area while also gaining knowledge and skills in other areas. In/on delivers training for people which enhances their personal growth even when their time availability or schedules do not fit the wide range of face-to-face training on offer.

In/on provides supervised, proactive and guided online training which helps students to learn and also update their skills.

The contents covered in the open programmes feature extremely relevant subjects: Digital Marketing, Marketing Intelligence & Consumer Insights, Strategic Account Management, Go-to-Market Strategies, Omnichannel and e-Commerce Strategies, Stock Market, Influential Leadership, Fintech, Legaltech,

Trade Marketing, eSports for Marketing Strategies, B2B Sales Management, Digital Transformation, etc.

The Executive Master in Finance and Executive Master in Marketing and Sales programmes include the option of doing an Executive Master which until now was only available in a face-to-face hybrid version. 40% of its credits are taken in class, with two weeks in Barcelona and two international weeks, and 60% online supported by our outstanding team of lecturers and mentors who proactively guide and encourage learners using our innovative online methodology. It means knowledge and skills can be gained in an engaging and lively way using digital resources and agile and experiential dynamics in a customised learning environment. This makes it possible to integrate the various subjects and provides a holistic vision which is much appreciated by the students. The option of studying the Executive Masters in this format has led to very diverse classrooms during the face-to-face weeks, something which students rate very positively in their feedback.

Our experience with these in/on programmes has enabled us to run sessions with 414 students in the open programmes and 38 students in the Executive Masters. Hybrid training has also allowed us to share experiences with participants from 21 countries who have been extremely happy with the courses they have done. This experience has prompted us to set up new in/on programmes, with five new open programmes in leadership, data science, marketing, operations and innovation being added in February 2020. In the Executive Master programmes we are working on producing content for the EMIBA.



APPENDIX 3

The annual report as a GRI reporting process

We have prepared this Annual Report in keeping with the Global Reporting Initiative (GRI) framework. The purpose of this initiative is to contribute to a global and sustainable economy in which organisations responsibly manage their economic, social and environmental performance and impact accompanied by transparent reporting.

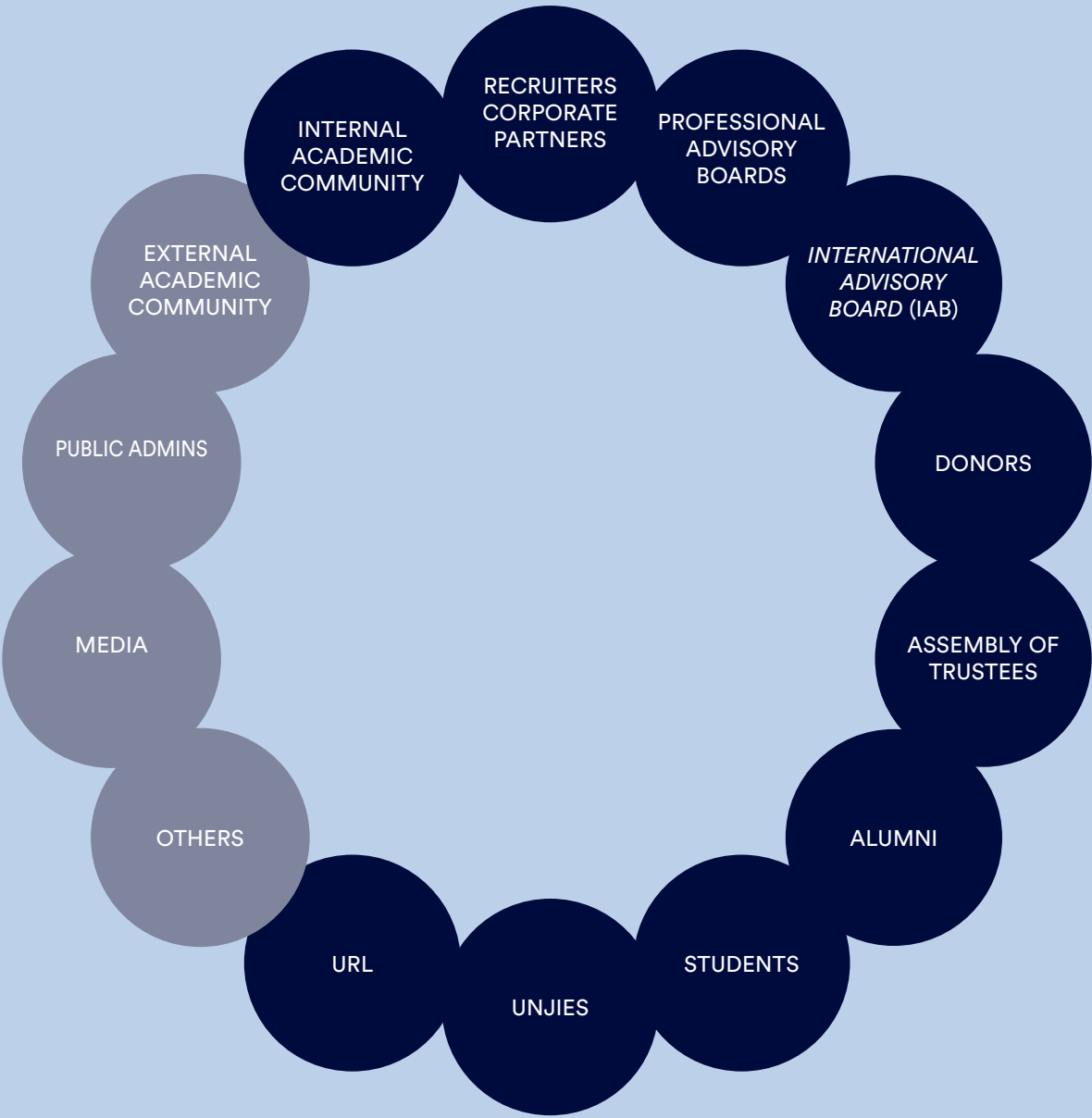
For the 2018-2019 Annual Report, we have used the GRI Standards set by the independent GRI body the Global Sustainability Standards Board (GSSB). These standards are a globally applicable framework designed to promote standardised annual reports while encouraging the degree of transparency and consistency needed to ensure that the information received by markets and society is both credible and useful.

The GRI Standards criteria underscore the importance for organisations to focus on the aspects that their key stakeholders consider fundamental. This approach means that annual reports should centre on those issues that are truly critical to achieve the organisation’s sustainability goals and manage its social and environmental impact. This Annual Report has therefore been drawn up based on participation by our key stakeholders, who have set out our basic priorities and lines of action. On 14 November 2017, we organised a new stakeholder panel as part of the Esade Social Responsibility (SR-E) programme.

STAKEHOLDER PARTICIPATION

As part of the strategic SR-E planning process, we drew up a specific plan to gather the opinions of Esade’s key stakeholders. The aim was to enhance our understanding of the needs, expectations and challenges we have to address to achieve our objectives. We defined a three-stage internal process for this purpose consisting of analysis, strategy and an action plan, involving 117 people from within the organisation. The external stakeholders consulted are set out in the map below.

STAKEHOLDERS MAP



- Not a priority
- Involvement priority

Note:
The view of companies/executives are included in those of professional advisory boards, IAB, recruiters, donors and alumni



APPENDIX 3

The annual report as a GRI reporting process

To make the stakeholder engagement process as efficient as possible, we first specified the key information to be obtained from each of them.

Some examples follow:

- Ramon Llull University (URL) and the Association of Spanish Jesuit Universities (UNIJES): institutional priorities and relationship with UNIJES.
- Professional advisory boards and the International Advisory Board: needs, market expectations and good practice benchmarks.
- Alumni: improve their sense of belonging and social outreach.
- Recruiters: improve graduates' employability and job market trends.

We also used a range of techniques such as workshops, focus groups and dedicated sessions to regularly listen to the different stakeholder voices and obtain their input. In the 2017-2018 academic year for example, the panel mentioned above met on 14 November. Ignasi Carreras, Director of the Institute for Social Innovation, was its moderator and divided the work into three blocks: Social E-SR, Environmental SR-E and Future SR-E. Representatives from each block then presented the ideas, proposals and recommendations identified in all three blocks, helping us to define the key elements requiring further development.

ANNUAL REPORT CONTENT

When choosing the content to be included in the Annual Report we took into account: first, the issues mentioned by the stakeholders in the various meetings held with them; second, our mission, vision and declaration of values; third, the key lines of action in keeping with our mission (education, research and social outreach); and fourth, the basic information expected of a higher education institution at the international level. The definition of the report's components and indicators is the result of the work performed for previous annual reports fleshed out with additional input from the results of consulting with participants at the 3rd Stakeholder Forum held at Esade in November 2017 and all the information gathered in the two previous forums.

The following material aspects were identified:

ECONOMIC ASPECTS

- The institution's economic information

ENVIRONMENTAL ASPECTS

- Environmental policy

LABOUR PRACTICES AND WORK ETHICS

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

HUMAN RIGHTS

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

SOCIETY

- Social outreach and debate
- Social action and cooperation

RAINING, RESEARCH AND JOB PLACEMENT

- Scholarship policy
- Research and knowledge

As an academic institution, our stakeholders evolve over time, as our students become alumni as well as executives in contracting companies and donors. This may result in some material aspects being fairly uniform across our internal and external stakeholders. In preparing the Annual Report, we also factored in the Ten Principles of the UN Global Compact and the Principles for Responsible Management Education (PRME).





Content Index
Fundación Esade

Feb 2020
Service

For the Content Index Service, GRI Services has confirmed that the GRI content index in the report is clear, and that the references for each included content correspond to the indicated sections of the report. The GRI Content Index Service was performed on the Spanish version of the report.

APPENDIX 4. GRI TABLE OF CONTENTS

GRI Standard/ Content	Response page/ Direct responses	External verification
GRI 101: FONDATION 2016		
GRI 102: GENERAL DISCLOSURES 2016		
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102-2 Activities, brands, products and services	3,4	—
102-3 Location of headquarters	Back Cover	—
102-4 Location of operations	95	—
102-5 Ownership and legal form	111-115	—
102-6 Markets served	33, 36, 38	—
102-7 Scale of the organisation	11-12, 90, 95	—
102-8 Information on employees and other workers	12, 90	—
102-9 Supply chain	Typical supply chain of an academic institution	—
102-10 Significant changes to the organisation and its supply chain	9, 10	—
102-11 Precautionary principle or approach	Not pertinent to an academic institution	—
102-12 External initiatives	17, 85	—
102-13 Membership of associations	17, 85	—

GRI Standard/ Content	Response page/ Direct responses	External verification
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102-14 Statement from senior decision-maker	5, 6	—
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102 -17 Mechanisms for advice and concerns about ethics	29	—
GOVERNANCE		
102-18 Governance structure	111-115	—
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102-42 Identifying and selecting stakeholders	135	—
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102-46 Defining report content and topic boundaries	127-128	—
102-47 List of material topics	136	—

GRI Standard/ Content	Response page/ Direct responses	External verification
102-48 Restatements of information	135	-
102-49 Changes in reporting	No changes	-
102-50 Reporting period	2018-2019 academic year	-
102-51 Date of most recent report	2018-2019 academic year	-
102-52 Reporting cycle	Annual	-
102-53 Contact point for questions regarding the report	142	-
102-54 Claims of reporting in accordance with the GRI Standards	This report was prepared in accordance with the "Core" option of the GRI Standards.	-
102-55 GRI content index	137-140	-
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GRI 201: ECONOMIC PERFORMANCE 2016		
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GRI Standard/ Content	Response page/ Direct responses	External verification
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GRI 103: MANAGEMENT APPROACH 2016		
103-1 Explanation of the material topic and its boundary	135-136	—
103-2 The management approach and its components	25	—
103-3 Evaluation of the management approach	25	—
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GRI Standard/ Content	Response page/ Direct responses	External verification
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GRI 103: MANAGEMENT APPROACH 2016		
103-1 Explanation of the material topic and its boundary	135-136	—
103-2 The management approach and its components	25	—
103-3 Evaluation of the management approach	25	—
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GRI Standard/ Content	Response page/ Direct responses	External verification
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103-2 The management approach and its components	94	—
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103-1 Explanation of the material topic and its boundary	135-136	—
103-2 The management approach and its components	90, 111, 113-114	—
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GRI Standard/ Content	Response page/ Direct responses	External verification
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GRI 103: MANAGEMENT APPROACH 2016		
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103-2 The management approach and its components	23, 41-42	—
103-3 Evaluation of the management approach	23, 41-42	—
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GRI 103: MANAGEMENT APPROACH 2016		
103-1 Explanation of the material topic and its boundary	135-136	—
103-2 The management approach and its components	26-27	—
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GRI 413: LOCAL COMMUNITIES 2016		
413-1 Operations with local community engagement, impact assessments, and development programmes	26-27	—



APPENDIX 5. PRINCIPLES OF THE UNITED NATIONS GLOBAL COMPACT

Principles	Related points in the Report	Page
1	Businesses should support and respect the protection of internationally proclaimed human rights within their area of influence.	<ul style="list-style-type: none">· Mission and social responsibility· Declaration of values· Social responsibility master plan· Social action and cooperation· Training and development of workers - Esade Training· The Esade Challenge for Talent 16 16 18 26-28 92-93 102
2	Businesses should make sure that they are not complicit in human rights abuses.	<ul style="list-style-type: none">· Projects under the SR-E Master Plan· Transparency and accountability· Social debate forums· Esade-Seres Conferences 18-29 29 62 63
3	Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.	<ul style="list-style-type: none">· Collective agreement and workers' committee· "Dialogues and gatherings" spaces· Internal communication (various channels) 94 91 91
4	Businesses should support the elimination of all forms of forced and compulsory labour.	<ul style="list-style-type: none">· Work-life balance and guidance· Social benefits· Orientation plan 94 94
5	Businesses should support the effective abolition of child labour.	Given the type of activity carried out by the institution, there is no risk of child labour. By becoming a signatory to the 10 principles of the Global Compact, Esade has made a clear commitment to the eradication of child labour.
6	Businesses should support the elimination of discrimination in respect of employment and occupation.	<ul style="list-style-type: none">· Social Responsibility Master Plan· Mission and values 18 16
7	Businesses should support a precautionary approach to environmental challenges.	<ul style="list-style-type: none">· Actions to reduce energy consumption· Initiatives to reduce environmental impact· Campaign to avoid food waste· Development actions in digital management 25 25 25 41-43
8	Businesses should undertake initiatives to promote greater environmental responsibility.	<ul style="list-style-type: none">· Awareness-raising campaigns· Measurement of changes in energy consumption· Sustainable Development Goal (SDG) 25 25 22
9	Businesses should encourage the development and diffusion of environmentally friendly technologies.	<ul style="list-style-type: none">· Development of technological platforms to promote online and network-based work (new research repository system (FacultyBio), webinars, adaptation of mobile devices, etc.· Social mission of Esade's research 41-43 20-21
10	Businesses should work against corruption in all its forms, including extortion and bribery.	By becoming a signatory to the 10 principles of the Global Compact, ESADE explicitly and publicly rejects corruption and extortion.



ACKNOWLEDGEMENT

The team responsible for coordinating and preparing this Annual Report is grateful to everyone who helped to make this project a reality. The Marketing & Brand team has prepared this report with utmost rigour and the greatest possible care. If in spite of everything you detect any mistake we will thank you for letting us know and you accept our apologies.

Should you have any comments or suggestions for improvement, kindly contact:

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In accordance with its commitment to the environment Esade does not print its annual report.

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