

ANNUAL REPORT
ESADE Foundation
2013-2014



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

ESADE

Ramon Llull University



ANNUAL REPORT
ESADE Foundation
2013-2014

CONTENTS

1. KEY FACTS—P. 6

2. MISSION, VALUES
AND SOCIAL RESPONSIBILITY—P. 10

3. TRAINING
AND JOB PLACEMENT—P. 18

4. RESEARCH
AND KNOWLEDGE—P. 24

5. OUTREACH
AND SOCIAL DEBATE—P. 28

6. INTERNATIONAL VOCATION—P. 40

7. ESADE ALUMNI—P. 54

8. PEOPLE, INFRASTRUCTURE
AND RESOURCES—P. 64

9. PRIVATE CONTRIBUTIONS—P. 72

10. GOVERNING BODIES—P. 82

11. ECONOMIC INFORMATION—P. 88

ANNEXES—P. 92



I am honoured to present this ANNUAL REPORT, which provides an overview of ESADE's many activities over the past academic year in the areas of education, research, social debate and international development, as well as our collaboration with ESADE Alumni, the business world and social organisations.

The main responsibility of an academic institution like ESADE is, as always, to remain faithful to its founding purpose – its mission – which is embodied over the years in various strategies and action plans. I want to highlight the excellent collaborative work done by everyone who participated in the development of ESADE's 2014-2018 Strategic Plan. This plan is clearly a good guide for framing and addressing our main strategic priorities, the most important of which is that ESADE's educational experience must be unique, innovative and transformational.

I would like to note that Dr. Eugènia Bieto, after demonstrating her enormous professional responsibility during a rigorous first term as Director General, has been re-elected to her post. We wish Dr. Bieto and her new management team great success in promoting and implementing the new Strategic Plan.

I also want to mention a matter that I consider fundamental: We must continue to increase the number of scholarships we provide to students. Talented young people with limited resources should be able to enjoy ESADE's unique, innovative and transformational educational experience, and we as a community must be committed to making this happen. We will work hard and imaginatively to keep increasing our scholarship budget (€1.7 million in 2013-2014).

Finally, on behalf of the ESADE Foundation Board of Trustees, I want to thank all the people and teams that work with such vigour and professionalism to make ESADE's goals a reality. In particular, I want to thank last year's management team for the very good results they achieved. I am also grateful for the constant support and dedication of the other members of the Board of Trustees, especially the three committee chairs: Xavier Pérez-Farguell (Auditing Committee), Pedro Navarro (Governance Committee) and Germán Castejón (Fundraising Committee).

MANUEL RAVENTÓS
Chairman, ESADE Foundation



I am delighted to present this ANNUAL REPORT, which showcases ESADE's main projects and activities over the past year, as well as the dynamism and commitment of our academic community.

I especially want to highlight a great example of teamwork at ESADE: the drafting of the 2014-2018 Strategic Plan. More than 130 people, including some of our most important stakeholders, participated in the development of this plan. The Strategic Plan guides us as we work ambitiously to build the ESADE of the future, where – as the Chairman of the ESADE Foundation rightly notes – our top priority is to offer a “unique, innovative and transformational” experience.

The unmistakable badges of ESADE's identity are the same as ever: an educational model inspired by the values of Christian humanism, the development of the entrepreneurial spirit, internationalism, training combined with real-life practice, and collaborative leadership at the service of society.

This year, our programmes welcomed more than 9,000 students and, for the first time ever, more than 100 nationalities were represented on our campuses. We have continued to update our educational portfolio with programmes that have generated great interest, including the Bachelor in Law + Bachelor in Global Governance; the Action Learning Consultancy Project, in which MBA students carry out consulting projects for companies based at ESADCREAPOLIS; and the Multinational MBA, which we teach in partnership with Adolfo Ibáñez University, with modules in Miami, Silicon Valley, Santiago de Chile, Shanghai and Barcelona. We have also consolidated the ESADEBAN investors network, an ESADE Alumni initiative to help entrepreneurial projects secure financing; the new Service Learning initiatives, which allow our university students to

learn while serving society; and our participation in the Promociona programme, which aims to improve women's access to executive posts in the business world and further the goal of shared leadership. Finally, I went to mention our decision to focus on Latin America. In order to better meet the educational demand in this region, we have reorganised our corporate structure by assigning directors to key Latin American countries, including Brazil, Mexico, Peru and Colombia.

We remain committed to the United Nations Global Compact and the Principles for Responsible Management Education (PRME), with the aim of becoming an increasingly sustainable and socially responsible academic institution. As an example of this commitment, this REPORT was drafted according to the international G4 Guidelines of the Global Reporting Initiative (GRI).

In closing, I would like to thank the entire ESADE community for their dedication and commitment to the smooth operation of our institution. I am also grateful to the Board of Trustees for entrusting me with a new term of office. I accept this responsibility with conviction and enthusiasm.

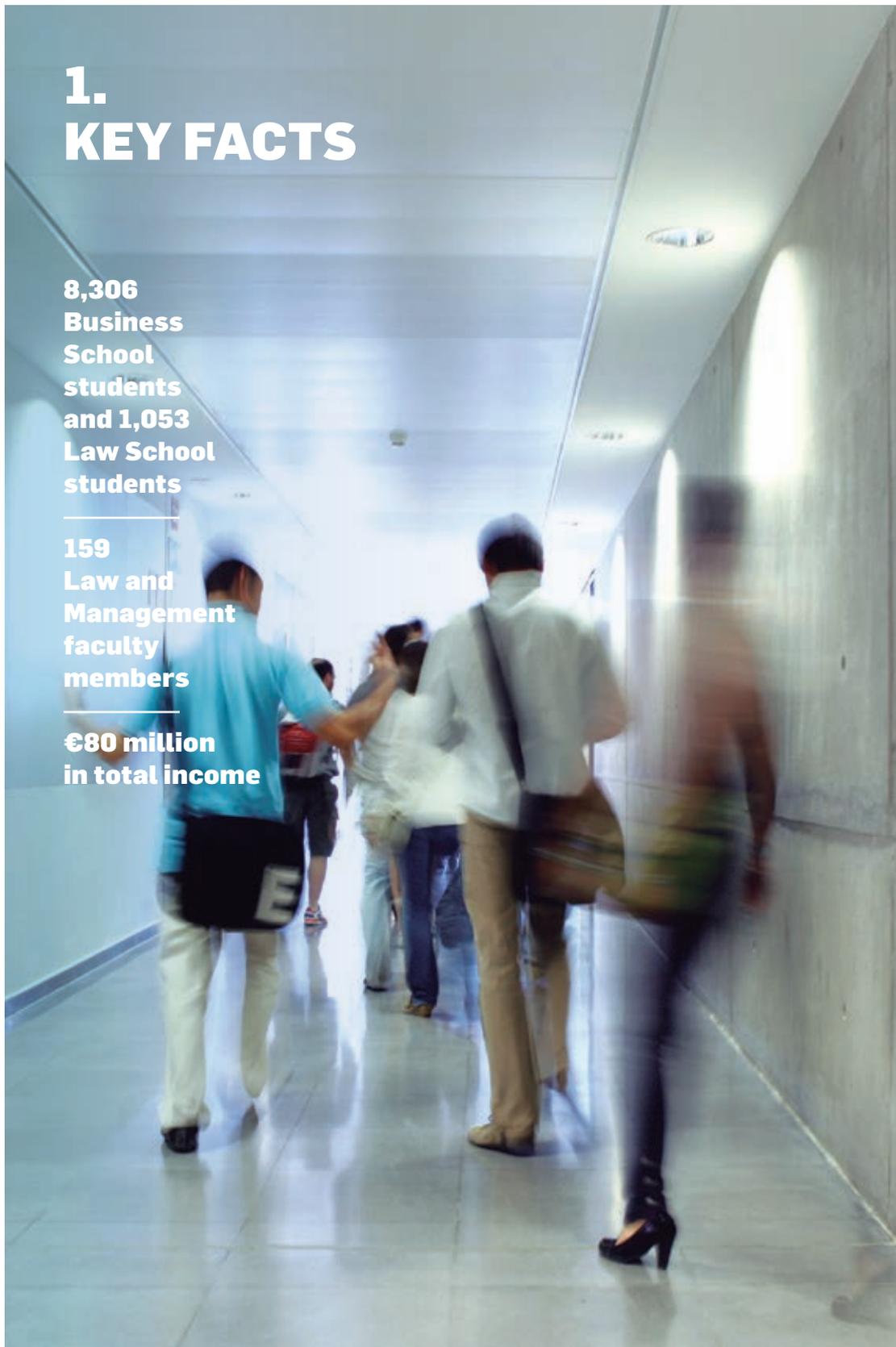
EUGENIA BIETO
Director General, ESADE Business
& Law School

1. KEY FACTS

**8,306
Business
School
students
and 1,053
Law School
students**

**159
Law and
Management
faculty
members**

**€80 million
in total income**



9,359 PEOPLE PARTICIPATED IN ESADE'S ACADEMIC PROGRAMMES DURING THE 2013-2014 ACADEMIC YEAR

BUSINESS SCHOOL

8,306 students

1,621 in University Programmes

342 in MBA

6,288 in Executive Education:

· 2,193 in open programmes

· 4,095 in custom programmes

55 in the Doctoral Programme

International students

1,688 international students

103 nationalities

LAW SCHOOL

1,053 students

493 in University Programmes

522 in master's and postgraduate programmes

38 in the Doctoral Programme

TOTAL NUMBER

OF STUDENTS: 9,359*



8,306 at the Business School

1,053 at the Law School

* In this REPORT, 105 students in the Double Degree in Business Administration and Law are considered as belonging to both the Business School and the Law School.

FACULTY

159 Law and Management faculty members

33 nationalities

119 PhDs

3 emeritus professors

6 honorary professors

38 visiting faculty

867 academic assistants

398 guest executives/professors

30 language teachers

ADMINISTRATIVE AND SERVICE STAFF

349 administrative and service staff members

21 nationalities

RESEARCH

19 research units

177 people involved in research

63 externally funded research projects

INCOME 2013-2014

€80 million in total income

€10 million, Law School

€24 million, Business School University Programmes

€9 million, Full-Time MBA

€33 million, Executive Education

€4 million, Vice-Deanship for Research

CAMPUS

Barcelona-Pedralbes campus

9,859.98 m², Building 1

7,560.93 m², Building 2

15,236.15 m², Building 3

Barcelona-Sant Cugat campus

15,461.95 m², Academic Building

2,908.10 m², MBA Building

232.55 m², EGarage

5,886.00 m², "Roberto de Nobili" Halls of Residence

17,520.05 m², ESADECREAPOLIS

Madrid campus

2,625,22 m², Academic Building

RANKINGS

#3

European business school
Financial Times
(December 2013)

MBA

#5

European ranking
The Economist
(October 2013)

#8

European ranking
Financial Times
(January 2014)

#10

Global ranking
América Economía
(May 2014)

Executive MBA

#15

Global ranking
Global Executive MBA
Financial Times
(October 2013)
(Georgetown-ESADE)

Executive Education

#5

Global ranking
Financial Times
(May 2014)

#5
Global ranking
América Economía
(December 2013)

#12
Global ranking
Businessweek
(November 2013)

University Programmes

#2
Global ranking
Master in Finance
Financial Times
(June 2014)

#10
Global ranking
Master in International
Management
Financial Times
(September 2013)

Law School

#1
Master in International
Business Law
El Mundo
(June 2014)

#2
Master in Tax Consultancy
and Management
El Mundo
(June 2014)

#2
Master in ICT Law, Social
Networks and Intellectual
Property
El Mundo
(June 2014)

NUMBER OF EVENTS AND PARTICIPANTS

ESADE

192 public events
31,308 participants

ESADE Alumni

869 public events
41,936 participants

PRESENCE IN THE MEDIA

Spanish media

5,517 mentions
in the written press
1,063 opinion pieces

International media

330 mentions
in key media outlets

STRATEGIC PLAN

One of the most important milestones of the past academic year was the drafting of the 2014-2018 Strategic Plan. The drafting project involved the participation of more than 100 people representing different teams and groups at ESADE. The resulting Strategic Plan was approved by the Board of Trustees at the end of the 2013-2014 academic year. The process also involved the collaboration of some of ESADE's most important stakeholders: collaborating companies, donors, recruiters and alumni.

The 2014-2018 Strategic Plan establishes a value proposition based on the following principles:

- ESADE is an academic institution that strives for excellence in both teaching and knowledge creation.
- ESADE is an innovative and flexible organisation that seeks to create value for people and for society.

The 2014-2018 Strategic Plan aims to achieve this value proposition through two transversal foci (educational portfolio and internationalisation) and five strategic priorities (educational experience, faculty, links to the business world, digitisation and economic sustainability).

2. MISSION, VALUES AND SOCIAL RESPONSIBILITY

New vision

**8 areas
of activity
in the SR-E
Master Plan**

**More than
30 social
action
initiatives**



ESADE IS AN ACADEMIC INSTITUTION FOUNDED IN BARCELONA IN 1958 BY THE SOCIETY OF JESUS AND MEMBERS OF CIVIL SOCIETY. IT HAS BEEN A PART OF RAMON LLULL UNIVERSITY SINCE 1985

MISSION

ESADE's mission is to educate and undertake research in the fields of Management and Law, for:

- The comprehensive training of professionally competent and socially responsible people.
- The creation of knowledge relevant to the improvement of organisations and society.
- Contribution to the social debate regarding the building of free, prosperous and just societies.

ESADE develops its mission, inspired by the humanist and Christian traditions, within a framework of intercultural dialogue.

VALUES*

The ESADE community is committed to promoting a set of values consistent with human quality and academic and professional excellence; values which it aims to use to serve the local and global society.

These values are:

- Acting with integrity in academic and professional work.
- Respecting colleagues, others and oneself, and being sensitive to the specific circumstances of other people.
- Valuing diversity positively and learning from the differences between people, ideas and situations.
- Pursuing, sharing and enriching the common good of the ESADE community.
- Assuming responsibilities and commitments to create a fairer society.

Based on these values, the members of the ESADE community undertake to act with personal integrity, professional excellence and social responsibility.

More information about the Statement of Values: www.esade.edu/web/esp/about-esade/aboutus/mision-values/values

VISION

ESADE aspires to be:

- An academic institution that offers students and executives across the globe a high-quality educational experience delivered by high-calibre faculty with a unique educational model.
- Internationally recognised for its connections to the business world; its commitment to innovation and entrepreneurship; and its capacity for developing responsible, collaborative leaders who are committed to building free, prosperous and just societies.

SLOGAN

"Inspiring futures"

* From the ESADE community's Statement of Values, approved by the ESADE Foundation Board of Trustees on 24th January 2008.

ESADE: A SOCIALLY RESPONSIBLE ACADEMIC INSTITUTION

ESADE has been committed to social responsibility since its founding. The following are some of our most notable social responsibility milestones:



Founding member (2002)

Member of the Supervisory Board (2002-2008)

Continual participation in and host of the 6th Annual Colloquium (2007)

Board member (since 2012)



Joined in (2003)

Member of the Executive Committee for the Spanish Network (since 2008)

Progress reports: 2008, 2009, 2010 (GC Advanced), 2011, 2012 and 2013 (included in the GRI Report)

Beyond Grey Pinstripes

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



Participant (since 2003)

Declaration of commitment to institutionalise the SEKN network at ESADE (2009)

PRME

Participant in the task force responsible for preparing the Principles (2006)

Joined in 2007

Progress reports: 2010, 2012 and 2014

Participant in the PRME Champions project, co-leader of the curricular development area (since 2013)



Associate member (2009-2013)



Creation of the Net Impact Club (2009)

Gold Chapter status (obtained in 2011)



Joined in (2010)



Joined in (2011)



Aspen Institute Spain representative (since 2011)

Participant in the projects "Economics and Peace Faculty Network" (2011) and "Undergraduate Business Education Consortium" (2012, 2013 and 2014)



Adherent of the Rio+20 Declaration (2012)

GRI – Global Reporting Initiative

Member of the Management Board (2007-2012)

Preparation of ESADE's ANNUAL REPORT according to GRI standards, integrating the Global Compact progress report (2011 and 2012)

SOCIAL RESPONSIBILITY MASTER PLAN

The fundamental purpose of the SR-ESADE Master Plan is to guide ESADE towards the institution's vision for the year 2020. We are aware that achieving this aim will require a process of continual improvement. We aspire to make ESADE an increasingly socially responsible and sustainable academic institution in all of its fields and areas of activity.

The SR-E Master Plan encompasses various projects and initiatives that involve the entire institution holistically and transversally in the following areas of activity:



Main initiatives and projects of the 2013-2014 academic year

1. TRAINING

- ESADE won the international Ideas to Innovation (i2i) Challenge, organised by the Graduate Management Admission Council (GMAC) as a means of developing a project on educational innovation: the Global Integrative Module (GIM).

2. RESEARCH

- ESADE was a partner in the EU-funded project Women Innovators for Social Business in Europe (WISE).

3. OUTREACH AND SOCIAL DEBATE

- ESADE defined a social debate strategy and launched its first project: the Social Confidence Index.

4. ESADE COMMUNITY

- The Master Plan was introduced to the community through over 30 meetings with 368 attendees.
- The AliaRS-E network grew (exceeding the goal of 100 allies) and the monthly *AliaRS-E* newsletter was published.
- Two forums of the AliaRS-E network were held.

5. INSTITUTIONAL POLICIES

- Scholarship policy.
- Purchasing and suppliers policy.

6. ENVIRONMENTAL RESPONSIBILITY

- World Environment Day was celebrated.
- Four lines of activity were defined.
- Consumption of paper, water and electricity was reduced.
- A poster campaign was introduced to improve habits and attitudes.

7. SOCIAL ACTION

- The Institutional Social Action Programme was completed.
- More than 30 solidarity initiatives were developed.

8. TRANSPARENCY AND ACCOUNTABILITY

- The UN PRME 2014 report was drafted.
- The SR-ESADE site was developed.
- The 1st SR-E Forum was held with key ESADE stakeholders.

COMMUNITY INTRODUCTION OF THE SR-ESADE MASTER PLAN

Various dialogue forums were organised for the internal community – faculty, administrative and service staff, and students – in order to raise awareness about SR-E issues, and also to hear the community's ideas, proposals and expectations in order to take these considerations into account in the design of the action plans.

More than 35 meetings were held with the various academic departments and service/support area management teams; direct contact was established with more than 460 people and more than 220 comments and suggestions were received.

1st SR-E Stakeholder Forum

The 1st SR-E Stakeholder Forum was held in October 2013. The theme of the event was "Stakeholders: An Essential Pillar of a Good SR-E Policy".

Twenty-five people attended in representation of ESADE Alumni, suppliers, companies, social institutions and the local community, as well as workers' committee members, students, faculty members and ESADE executives.

Director General Eugènia Bieto opened the event with a welcome address. A video about SR-ESADE was shown. A progress report about the SR-E Master Plan was given and the top-priority projects in each of the eight areas of activity were presented. The attendees were then invited to make suggestions regarding the continual improvement process.

A meeting summary was subsequently sent to all attendees, and it was decided that the SR-E Stakeholder Forum would be held annually.

Launch of the AliaRS-E Network

Created in March 2013, the AliaRS-E Network is made up of individuals who wish to support and promote social and environmental responsibility at ESADE. This informal network is open to all ESADE faculty and staff members who wish to participate. The network currently has 112 members (34 faculty and 78 administrative and service staff members). Its mission is to lead and encourage a significant change in sensibilities and behaviours in order to promote increasingly responsible habits from a social and environmental point of view.

The AliaRS-E Network has organised two forums to date. Fifty network members attended the 1st Forum in December 2013. The SR-E Master Plan and the top-priority projects for 2013-2014 were presented and the attendees participated in an exercise about changing habits and adopting new attitudes. In May 2014, 52 network members attended the 2nd Forum, which focused on improving ESADE's sustainability. The top-priority projects for 2014-2015 were presented.

*red*AliaRS-E

PURCHASING POLICY

A new purchasing policy was developed during the 2013-2014 academic year. The new policy contains clauses that specifically refer to CSR and to the principles of the Global Compact. ESADE also introduced a new management model that includes policies regarding providers, suppliers, contracting and cost management.

CONTINUAL IMPROVEMENT PROCESS

1st Environmental Responsibility Survey

In February 2014, the entire ESADE community (faculty, students, and administrative and service staff) participated in the 1st Environmental Responsibility Survey. The aim of the survey was to learn more about the respondents' regular practices and behaviours, to identify opportunities for improvement, and to discover the community's opinions regarding actions that could be taken. The survey was completed by 413 people (out of a possible 3,830).

ESADE Green Rules

The ESADE Green Rules campaign, featuring specific signage on all campuses, continued during the past academic year. The purpose of the campaign was to encourage good environmental practices amongst ESADE's students, faculty, and administrative and service staff in order to raise awareness and help everyone to adopt behaviours and habits in line with a more sustainable view of our organisation.

MAIN ENVIRONMENTAL IMPACT ACTIONS

- Reduction of energy consumption: installation of presence detectors and new lighting systems, encouragement of the responsible use of spaces and facilities, and scheduled times for turning classroom equipment on and off.
- Reduction of environmental impact: implementation of an ID-card-based printing system, adaptation of printed materials, printing of institutional brochures on environmentally friendly paper, changes in supplier policies, and installation of new drinking fountains to reduce consumption of bottled water.
- Recycling campaign: furniture, computer hardware, mobile telephones, paper, etc.

Paper consumption



29 tonnes, 2013-14

43 tonnes, 2012-13

50 tonnes, 2011-12

64 tonnes, 2010-11

70 tonnes, 2009-10

Water consumption



0.46 m³/m², 2013-14

0.56 m³/m², 2012-13

0.53 m³/m², 2011-12

0.55 m³/m², 2010-11

0.51 m³/m², 2009-10

Electricity consumption



110 kW/m² 2013-14

122 kW/m² 2012-13

140 kW/m² 2011-12

135 kW/m² 2010-11

135 kW/m² 2009-10

SOCIAL ACTION AND COOPERATION

Social action programme: a shared project

Our social action programme offers the entire ESADE community the chance to collectively experience a solidarity project. In the programme's second edition, we partnered with Junior Achievement (Madrid), Obra Social Sant Joan de Déu (Barcelona and Sant Cugat) and Worldreader (international).



University Development Service (SUD)

The SUD coordinates 8- to 12-week professional internships in Latin America, Africa and Asia, for which students receive between 2 and 20 ECTS academic credits. The internships require students to apply the knowledge and skills they acquire in the classroom and to display a considerable degree of personal and professional responsibility to the institutions and social organisations with which they collaborate. During the 2013-2014 academic year, 27 Law, BBA and MSc students participated in social and legal projects.

For more information: <www.esade.edu/sud>

Cooperation with Central American universities

Under a cooperation agreement established with Central American universities during the 2013-2014 academic year, members of the ESADE faculty led the 3rd Academic Exchange Gathering at the University of Nicaragua. The aim of the Academic Exchange Gatherings is to apply various innovative methodologies that will help teachers to do their jobs better. The gathering covered topics related to innovation in the value chain.

SERES FOUNDATION–ESADE LECTURE SERIES “Value Creation Through Social Action”

The second edition of this lecture series was jointly organised by ESADE's Institute for Social Innovation and the SERES Foundation. The two institutions teamed up to create a forum for debate on how CSR-based policies and organisational protocols can create value and generate a return on investment for companies. The lecture series aimed to demonstrate the strategic value that investing in CSR can provide to organisations. The following panel sessions were held:

- CSR and the Supply Chain: Challenges and Experiences
- Advantages and Disadvantages of Corporate Foundations
- Collaboration Between NGOs and Companies for Inclusion and Employment

Momentum Project

The Momentum Project was created jointly by ESADE and BBVA with the collaboration of PwC. Its purpose is to promote social entrepreneurship through two lines of work: 1) the development of a training programme that consolidates and increases entrepreneurs' impact, and 2) the creation of a support ecosystem for social entrepreneurs. Ten organisations take part in this programme each year. <www.momentum-project.org>

“Emprende en Verde” Training Programme

This training programme was developed as part of the second edition of the Red Empreverde Awards, a competition organised by the Biodiversity Foundation with co-funding from the European Social Fund. Designed and imparted by ESADE, the programme supports “green” entrepreneurs and provides new knowledge in several basic areas: lean start-ups, marketing, finance, and presentations to investors.

Entrepreneurs' Classroom: Learning and Doing

ESADE launched this training and mentoring programme for 24 disabled entrepreneurs in collaboration with the Prevent Foundation. The programme aims to help participants start up a company or accelerate a recently created business initiative. The programme enjoys the sponsorship and active participation of several private companies that are leaders in their respective sectors. In the second edition of Banco Popular's Impulsa programme, this programme won the award for Best Initiative for People with Disabilities.



Other solidarity initiatives

Over the course of the academic year, ESADE was involved in more than 30 solidarity initiatives, including the following:

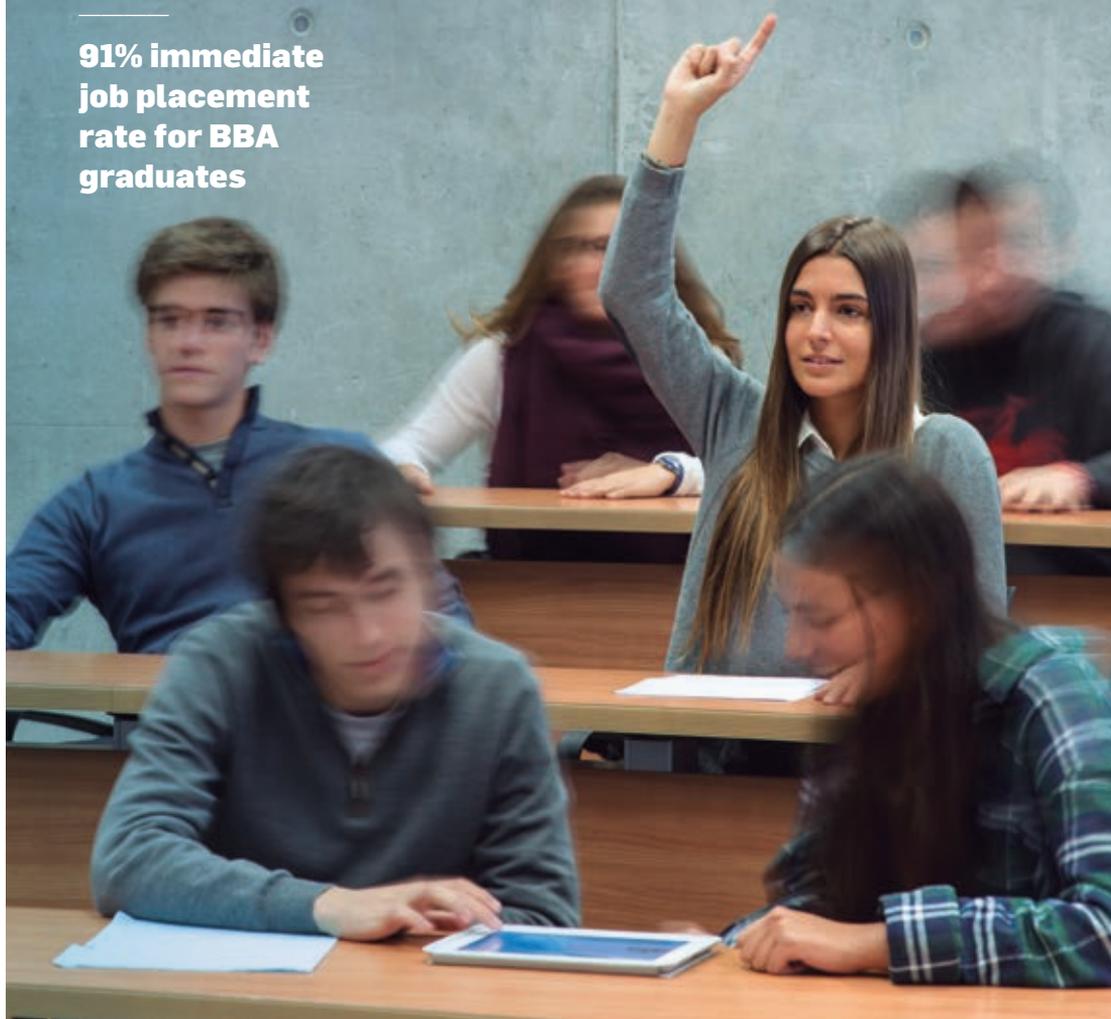
- The 1st “Bridge of Solidarity” Breakfast was a result of ESADE's collaboration with four social organisations (Banc de Recursos, Femarec, AcidH and the Èxit Foundation). Its purpose was to showcase the work of these organisations and the services they provide for companies with close ties to ESADE (Aramark, Banc Sabadell, CaixaBank, Caixa d'Enginyers, Danone, Deloitte and ISS).
- The entire ESADE community participated in a food drive organised by the Banc dels Aliments Foundation. We collected 2,130 kg of food, 60% more than the previous year.
- Regular campus blood drives were held in collaboration with the Catalan Blood Bank. A total of 135 people volunteered to give blood and 113 donations were made. Sixty people became first-time blood donors.
- For the fourth year in a row, ESADE collaborated with the Teixidors cooperative on the manufacture of graduation sashes. Teixidors is dedicated to integrating people with learning disabilities.
- ESADE also collaborated with the Èxit Foundation's Coach programme, the Mambré Foundation's Christmas campaign, the “La Marató de TV3” fundraising campaign, Caritas, and the Oxfam Intermón Trailwalker initiative.

3. TRAINING AND JOB PLACEMENT

**New structure
for the Executive
Masters**

**First edition
of the MMBA**

**91% immediate
job placement
rate for BBA
graduates**



ESADE PROMOTES AN EDUCATIONAL PROJECT FOR THE COMPREHENSIVE TRAINING OF PROFESSIONALLY SKILLED AND SOCIALLY RESPONSIBLE PEOPLE

SIGNIFICANT EVENTS FROM THE 2013-2014 ACADEMIC YEAR

Law School

New dean

Eduardo Berché, Professor of Financial and Tax Law at ESADE, was appointed Dean of ESADE Law School. Dr Berché took over for Enric Bartlett on 1st September 2013, upon completion of Dr Bartlett's four-year term.

Master in Legal Practice

Some 17 students from other law schools enrolled on the 2013-2014 edition of the Master in Legal Practice, 15 more than the year before. The entrance mark was also higher, at 7.5.

Master in International Business Law

The Specialisation Master in International Business Law was restructured, broadening the international focus and incorporating cross-disciplinary subjects to enable comprehensive legal training.

Bachelor in Law + Bachelor in Global Governance double-degree programme

Launched last year, this programme covers both law and aspects of geopolitics and international economics. The programme is offered with the support of ESADEgeo, a centre headed by Javier Solana.

Business School

Redesign of the MBA programme

The 2013-2014 academic year saw the redesign of the MBA programme and the approval of the new programme by the Spanish Ministry of Education through the Catalan University Quality Assurance Agency (AQU Catalunya).

Action Learning Consultancy Project (ALCP) programme

Over the 2013-2014 academic year, the ACLP programme was consolidated, with the participation of 100 MBA students. The programme is a collaborative project that allows students to work with companies headquartered at ESADECREAPOLIS with a view to fostering synergies between the participants and start-ups so that they can tackle real-world challenges.

Business Labs

The launch of the Business Labs (Entrepreneurship Lab, Finance Lab and Family Business Lab) was the main highlight of the MBA programme in the 2013-2014 academic year. The Business Labs are part of the Extended Programme, and participating students receive an extra certificate, in addition to their MBA. The Business Labs allow students to deepen their knowledge of specific areas of interest and to apply what they learn in business situations.

Venture Accelerator

The launch of the Accelerator was another milestone in ESADE's commitment to promoting entrepreneurship. It offers BBA, MSc and MBA students access to the ESADECREAPOLIS space and a series of services with a view to helping them start their own businesses.

Service Learning

The BBA programme has increased the number of subjects offered in this format. The aim is to allow students to study programme content via projects that benefit the local community.

Promotion of the presence of women in senior management

One key development in the 2013-2014 academic year was ESADE's commitment to enhancing women's access to corporate boards and to continuing to work for more balanced leadership. To this end, in November 2013, ESADE launched the Promociona programme in Madrid, in conjunction with the CEOE employers' association and with the support of the Spanish Ministry of Health, Social Services and Equality and the Royal Norwegian Embassy in Spain. The main difference between Promociona and other similar programmes is that the participating women are selected by the companies as a means of supporting their careers and with a view to subsequently promoting them to senior management positions.

Competitions

A team of students from ESADE's MSc in Innovation and Entrepreneurship programme reached the final round of the 4th edition of the Hult Prize. This is the most important student competition in the world in the field of social entrepreneurship. Origin, the ESADE students' finalist project, aims to help slums in India by connecting small businesses with major food producers. Additionally, a team of five students from ESADE's MSc in Finance programme placed second in the competition organised by the Chartered Financial Analyst (CFA) Institute. ESADE is one of just three of the prestigious institute's partner institutions in Spain.

First edition of the Multinational MBA (MMBA)

The first edition of the MMBA, offered jointly by ESADE and Adolfo Ibáñez University in Chile, began in November in 2013 with a module in Miami (United States). The programme consists of eight week-long modules, divided between Miami, Silicon Valley, Santiago, Shanghai and Barcelona.

Executive Masters

The Executive Masters were reorganised into three modules – strategy, functional specialisation and leadership – endowing them with greater flexibility and allowing participants to continue onto the Executive MBA. The new structure moreover enables participants to begin at various points throughout the year, as the general strategy and leadership modules, which use a blended-learning method, are the same for both programmes. Participants thus have the chance to get to know each other better and to share the international experiences, real-life business projects and ESADE career services.

LAW SCHOOL

1,053 students in all

Bachelor in Law and Combined Undergraduate and Master's Degree in Law

388 students in all

Participants in international exchange programmes:

83 outgoing students from the Bachelor in Law programme

20 outgoing students from the Master in Legal Practice programme

(In order to practise law, holders of a Bachelor in Law degree must complete this master's degree and pass a professional qualification examination.)

49 incoming students in the Bachelor in Law programme

16 incoming students in the THEMIS programme

18 nationalities

Double Degree in Business Administration and Law*

105 students in all

Masters and postgraduate studies in law

522 students in all

13 nationalities

PhD Programme

38 students in all

5 nationalities

Conferences and seminars

31 conferences and seminars

1,768 participants

* 105 students from the Double Degree in Business Administration and Law programme are counted in this REPORT as both Law School and Business School students.

BUSINESS SCHOOL

8,306 students in all

Bachelor in Business Administration (BBA)

1,217 students

- 1,098 in the Bachelor in Business Administration (BBA)
- 105 in the Double Degree in Business Administration and Law programme
- 14 in the Combined Undergraduate and Master in Management programme*

31 nationalities

Participants in international exchange programmes:

242 outgoing students from the BBA programme

190 incoming students in the BBA programme

91% of students find work within three months of graduating

PhD Programme

55 students

- 10 in the Master of Research in Management Sciences
- 42 in the PhD in Management Sciences
- 3 in the PhD Programme in Management Sciences (ESADE-ESAN)*

24 nationalities

MSc Programmes in Management

404 students

50 incoming participants in the CEMS programme

23 nationalities

110 outgoing students

42 nationalities

92% students find work within three months of graduating

MBA

342 participants

- 310 in the Full-Time MBA
- 32 in the Corporate Master in Business Administration (Multinational MBA)

Participants in international exchange programmes:

64 outgoing students

62 incoming students

31 nationalities

91% of Full-Time MBA participants find work within three months of graduating

* Corresponds to the old curriculum.

MBA Career Treks

Banking and Consulting Trek in London

Banking: Grupo Santander, Bank of America Merrill Lynch, Credit Suisse, Barclays Investment Bank, Oliver Wyman, Morgan Stanley, American Express, Houlihan Lokey

Consulting: CEB, BT In-House Consulting, Risk Resolution Group, Oliver Wyman, PwC, Infosys Lodestone

Irish Tech Trek: Google, Microsoft, Wayra, BlikBook, NDRC

Organised by students and faculty:
Family Business Trek Egypt

Organised by students:
Operations Trek in Hamburg: Eurogate Container Terminal Hamburg, Heinemann, Airbus, KOTUG

Executive Education

6,288 participants

- 2,193 participants on open programmes
- 4,095 participants on custom programmes

Degree of satisfaction (out of 5)

4.27 among participants

4.53 among companies



4.

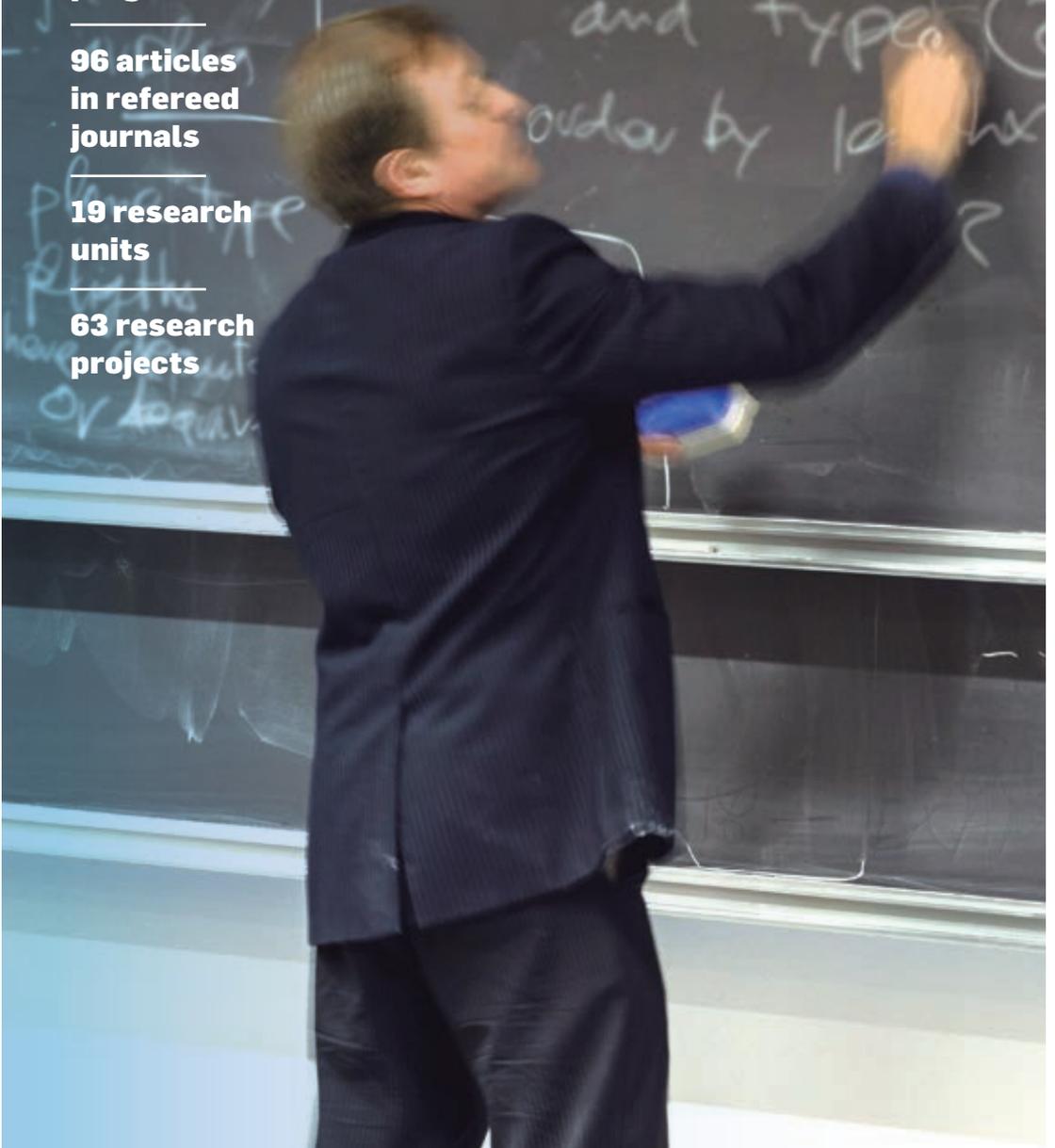
RESEARCH AND KNOWLEDGE

**55 students
in the PhD
programme**

**96 articles
in refereed
journals**

**19 research
units**

**63 research
projects**



ESADE CARRIES OUT IMPORTANT RESEARCH FOR THE INTERNATIONAL ACADEMIC COMMUNITY AND FOR OUR PARTNERS, IN ORDER TO IMPROVE SOCIETY IN THE FIELDS OF MANAGEMENT AND LAW

PhD PROGRAMME

55 students

IN-HOUSE PUBLICATIONS

- Research Yearbook: 1 issue per year (latest issue: 2013-2014)
- Research Bulletins: 3 issues per year (latest issue: no. 35)
- *Research for Management* journal
- ESADE Economic Report

ACADEMIC OUTPUT

Qualitative data 2013-2014

96 articles in refereed journals

63 articles with IF*

66% of articles have IF

Average IF 1.9

Quantitative data 2013-2014

> JOURNALS

96 articles in refereed journals

42 articles in other important journals

> OTHER CONTRIBUTIONS

22 books

38 book chapters

24 contributions at conferences and congresses

22 conferences and invitations to conferences

10 working papers

7 case studies and teaching notes

1 book review

8 monographs

7 doctoral theses

* IF: impact factor

RESEARCH STRUCTURE

ESADE has 19 research units dedicated to developing and spreading knowledge in areas that are relevant to the business world, the public sector, the legal sector and civil society.

Thirteen of these units were recognised by the Catalan Government on the 2014 map of research groups in Catalonia.

Some figures:

177 people engaged in research activities

107 faculty members participating in research units

10 researchers

39 research assistants

21 research technicians and supervisors

The research work done by these units is organised around various thematic cores and areas of interest established by ESADE. As a result, individual contributions on specific topics are coordinated and organised within each of the various institutes, centres, chairs and research groups, and collective lines of work are encouraged.

RESEARCH PROJECTS

63 research projects

Types of funding

44, competitive

19, non-competitive

Funding sources

43, public

18, private

2, public-private

Scope

34, national

21, European

8, international

Number of projects



63 in 2013-14

61 in 2012-13

External revenues of research activity



€3,679,000 in 2013-14

€3,302,000 in 2012-13

RESEARCH UNITS AND DIRECTORS

- **Brand Institute.** *Oriol Iglesias*
- **GREMAR** - Research Group on Brand Management. *Oriol Iglesias*
- **BuNeD** - Business Network Dynamics. *Cristina Giménez*
- **Jean Monnet Chair at ESADE.** *José M. de Areilza*
- **Chair in LeadershipS and Democratic Governance.** *Àngel Castiñeira*
- **EEI** - ESADE Entrepreneurship Institute. *Luisa Alemany*
- **GRIE** - Research Group on Entrepreneurship. *Marcel Planellas*
- **ESADEgeo** - ESADE Centre for Global Economy and Geopolitics. *Javier Salana*
- **Future of Work Chair.** *Simon Dolan*
- **GLEAD** - Leadership Development Research Centre. *Joan M. Batista*
- **GREC** - Research Group on Knowledge Engineering. *Núria Agell*
- **GREF** - Group for Research in Economics and Finance. *Ariadna Dumitrescu*
- **GRUGET** - Research Group on Tourism Management. *Mar Vila*
- **Research Group on Property Law.** *Sergio Llebaría*
- **Research Group on Mediation, Arbitration, Law and Family.** *M. Teresa Duplá*
- **IEL** - Institute for Labour Studies. *Carlos Obeso*
- **IGDP** - Institute for Public Governance and Management. *Albert Serra*
- **GLIGP** - Research Group on Leadership and Innovation in Public Management. *Tamyko Ysa*
- **IIK** - Institute for Innovation and Knowledge Management. *Jonathan Wareham*
- **IIS** - Institute for Social Innovation. *Ignasi Carreras*
- **GRRSE** - Group on Corporate Social Responsibility. *Daniel Arenas*
- **IPDP** - Institute of Forensic Evidence and Probative Law. *Xavier Abel*
- **Research Group on Evidence.** *Xavier Abel*
- **OEME** - Observatory on Spanish Multinational Companies. *Xavier Mendoza*

5. OUTREACH AND SOCIAL DEBATE

Javier Gomá
delivered the
inaugural lecture
of the academic
year

**Hans Siggaard
Jensen** was awarded
an honorary
doctorate

ESADE hosted the
CEMS Annual Events

ESADE's presence
in major international
media increased
once again



ESADE IS A SPACE FOR OPEN AND PLURALISTIC DIALOGUE WHERE PEOPLE CAN DISCUSS OUR SOCIETY'S MOST IMPORTANT PRESENT AND FUTURE CHALLENGES

OUTREACH AND SOCIAL DEBATE

During the 2013-2014 academic year, ESADE was a leading venue for social debate. We held forums, talks, conferences and lecture series on our Barcelona and Madrid campuses, as well as other events elsewhere in the world. Against a backdrop of diversity and excellence in reasoning, these events focused on a wide variety of issues. Other institutional events – for example, graduation ceremonies – gave us the opportunity to display our values and showcase the knowledge of illustrious speakers.

INSTITUTIONAL EVENTS

Academic year opening ceremony

16th October 2013

We kicked off the 2013-2014 academic year with an inaugural lecture entitled "The Problem of a Democracy Without an Ideal", by Dr. Javier Gomá, essayist, director of the Juan March Foundation, and ESADE faculty member. In his lecture, Dr. Gomá noted the lack of a critical sense in Spanish democracy.

Scholarship ceremonies

6th and 12th November 2013

Thanks to scholarships, 202 students had the opportunity to start or continue their education in the Bachelor of Business Administration (BBA), the Bachelor in Law, the Double Degree, the Master in Legal Practice, the MSc programmes, and the MBA. The students were presented with the scholarships at two formal ceremonies. One ceremony, held at ESADEFORUM, was for students in undergraduate programmes, while the other ceremony, held at ESADECREAPOLIS, was for students in the MBA or MSc programmes. In a clear reflection of ESADE's commitment to society, people and talent, the school disbursed a total of €1.7 million in scholarships in 2013-2014 (30% more than the previous year).

2013-2014 graduations

A total of 906 students graduated this past year. Some of the graduation ceremonies were held at emblematic venues in Barcelona. The Full-Time and Part-Time MBA students graduated at Casa Llotja, while the MSc, BBA and Bachelor in Law students graduated at L'Auditori.

The ceremonies for the students in the EMBA and the Master in Legal Practice were held at ESADE-FORUM. Commencement addresses were delivered by prominent professionals such as Steve Blank, a renowned expert on entrepreneurship, and Manel Adell (Lic&MBA '86), former CEO of Desigual.

CEMS GRADUATION

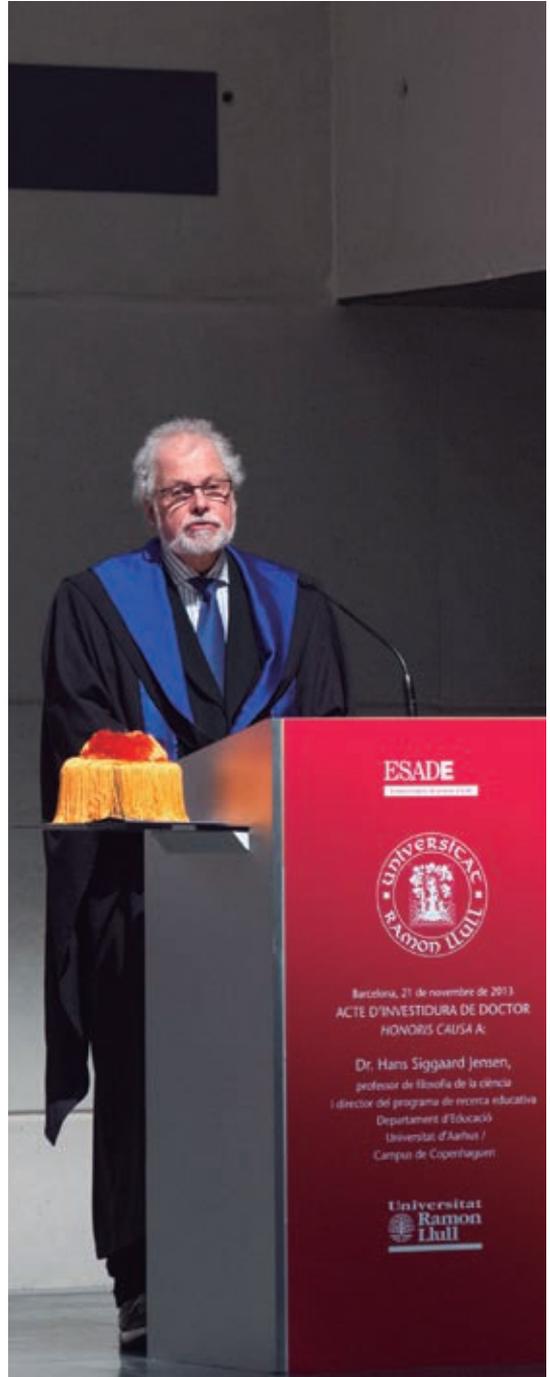
30th November 2013

ESADE hosted the graduation ceremony for the CEMS Master in International Management (MIM), which brought together more than 1,000 graduates from all over the world at the Barcelona International Convention Center.

Honorary doctorate ceremony

21st November 2013

At ESADE's suggestion, Hans Siggaard Jensen, Professor of Philosophy of Science and director of Aarhus University's educational research programme in Copenhagen, was awarded an honorary doctorate from Ramon Llull University. In his acceptance speech, Dr. Jensen discussed philosophy and business, reviewed the history of the development of management and business research, and referred to new concepts and currents of knowledge in specific philosophical, historical and economic contexts.



CONFERENCES

8th Conference of the Chair in Leadership and Democratic Governance

30th September 2013

The annual conference, held as usual at the Monastery of Sant Benet de Bages, is the biggest event of the year for the Chair in Leadership and Democratic Governance. This year's conference theme was "Entrepreneurial Leadership: Opportunities in Adverse Circumstances", and a major topic of discussion was the role of entrepreneurs in job creation. The purpose of these annual events is to promote ongoing dialogue between organisations (companies, government agencies and NGOs) and other stakeholders (business owners, executives, political officeholders, social representatives and trade-union leaders) that play a leadership role in addressing economic and social challenges from both global and local perspectives.

7th Annual Conference of the Institute for Social Innovation

1st April 2014. ESADEFORUM

The Annual Conference of ESADE's Institute for Social Innovation focused on the talent of intrapreneurs and entrepreneurs as drivers of innovation and social impact. Under the theme of "Organisations with Social Impact: Strengthening Social Intrapreneurship and Entrepreneurship", the event featured numerous international experts who have experience with social intrapreneurship within their organisations. These speakers discussed the leadership process that they undertook in order to challenge the status quo in the hopes of building a better future. A keynote address was given by Pamela Hartigan, Director of the Skoll Centre for Social Entrepreneurship at Oxford University's Saïd Business School.

INTERNATIONAL MEETINGS AND SESSIONS

2nd Annual Forum of the ESADE China Europe Club

30th October 2013. ESADE Madrid

The year 2013 was the 40th anniversary of diplomatic relations between Spain and China. To mark this special occasion, ESADE organised the 2nd Annual Forum of the ESADE China Europe Club. This academic event lays the groundwork for developing business relationships between Chinese companies established in Europe and Western companies with interests in China. For the second year in a row, the event prompted a series of reflections and dialogues around business issues related to the global economic situation.

The Coming Energy Market

31st October 2013. ESADE Madrid

Organised by the Center for Global Economy and Geopolitics (ESADEgeo), this event addressed the challenges of energy policy in today's changing world. The event included a panel discussion featuring high-profile speakers such as Javier Solana – who also delivered the opening address – and Carlos Pascual, an expert on shale gas from the US State Department.

2nd Global STEP Summit

14th-16th November 2013. ESADECREAPOLIS
The Global STEP Summit forms part of the Successful Transgenerational Entrepreneurship Practices (STEP) project. The aim of this event is to promote understanding and awareness of best practices so as to promote entrepreneurial behaviour in family-owned companies. Over the course of an extensive three-day programme, the Global STEP Summit brought together renowned scholars involved with the project as well as participating families from 45 different countries. Cases of successful businesses were rigorously presented and discussed. The summit served as a private space for discussion among academics and families with the goal of developing and applying new knowledge.

CEMS Annual Events

28th-30th November 2013
ESADEFORUM and CCIB Auditorium
ESADE hosted the 2013 edition of the CEMS Annual Events, which marked the 25th anniversary of CEMS, the Global Alliance in Management Education. The entire CEMS community gathered for this three-day event, which featured various debates and lectures.

Spanish-German Economic Dialogue

3rd February 2014. Munich
ESADE Business School and the Ifo Institute organised a session in Munich entitled "Spanish-German Economic Dialogue: Southern and Northern Perspectives on the Euro Crisis". The purpose of the event was to build bridges between northern and southern Europe through dialogue about how to resolve the region's economic crisis. The session was an initiative of ESADEgeo President Javier Solana and Ifo Institute President Hans-Werner Sinn.



ESADE–Aspen Institute Seminar

7th–8th March 2014 ESADECREAPOLIS

The Aspen Institute of Spain and ESADE held a seminar at ESADECREAPOLIS called “The State of the European Union”. The purpose of the event was to encourage debate within civil society about the European Union and the various possible models of Europe. It also provided an opportunity for reflection and dialogue on border-related issues within Spain’s current economic, political and social context. The seminar featured the participation of approximately 40 high-profile figures. A keynote address was delivered by Joschka Fischer, former Foreign Minister and Vice Chancellor of Germany.

TED×ESADE: Open Beehives!

10th April 2014. EGarage

The fourth edition of TED×ESADE brought together leading international experts to discuss the paradigms of hierarchical structures and their evolution towards flat, collaborative, centralised and open forms of organisation.

1st Entrepreneurs' Meetup

14th May 2014. ESADE Barcelona campus (Building 3) ESADE and the Technical University of Catalonia (UPC) organise Entrepreneurs' Meetups for people who want to launch business ideas. At the 1st Meetup, entrepreneurs with business projects had the chance to meet developers who have the skills to put their ideas into action.

LECTURE SERIES, TALKS AND FORUMS

Spain 20/20 Club

10th September 2013

This year, the ESADE-backed Spain 20/20 Club chose to focus on the topic of “the Spain brand”. The Club comprises 20 leaders from public and private companies who live in Spain and 20 more who live abroad. These experts constitute a results-oriented action lab. Their function is to suggest specific ideas and reforms to bolster the internationalisation of Spain.

SERES Foundation–ESADE Lecture Series

November 2013 – May 2014

This series consisted of three lectures at ESADE Madrid on the creation of value through social action. The first lecture was entitled “CSR and the Supply Chain”; the second, “Advantages and Disadvantages of Having a Corporate Foundation”; and the third, “Collaboration Between NGOs and Companies for Inclusion and Employment”.

Start Up Spain

December 2013 – April 2014

The Start Up Spain lecture series, organised by ESADE and the Rafael del Pino Foundation, aims to promote entrepreneurship as a driver of economic activity in Spain. Two sessions were held over the course of the academic year. The first session featured foreign entrepreneurs who have created successful start-ups in Spain and Spanish entrepreneurs who have created start-ups with the help of executives from Spanish multinationals. The aim of the second session, focusing on the case of the Netherlands, was to learn from other countries through dialogue. This event was organised in collaboration with the Dutch Embassy in Spain.

ESADE-Deloitte Lecture Series

February-June 2014. ESADE Madrid
This lecture series at ESADE Madrid aims to promote business and economic debate. A total of four lectures were hosted between February and May. The speakers were Ernesto Antolín, Vice President of the Antolín Group; Josep Lluís Bonet, President of the Freixenet Group; Marc Puig, President of Puig; and Carmen Riu, CEO of the RIU Group.

Inspiring Futures session with Steve Blank

20th March 2014. ESADEFORUM
Steve Blank, author of *The Four Steps to the Epiphany* and *The Startup Owner's Manual*, gave a talk entitled "Professional Opportunities in an Entrepreneurial World" at ESADEFORUM. Blank's talk was followed by a constructive discussion with Associate Professor Jan Brinckmann and Assistant Professor Jaume Villanueva, both of ESADE's Department of Strategy and General Management, about new professional opportunities that are emerging in the commercial world.



OTHER EVENTS AND INITIATIVES

Dialogue between Javier Solana and Joaquín Almunia

27th March 2014. ESADE Madrid

This event addressed various current affairs topics that affect the European Union: negotiations for the Transatlantic Trade and Investment Partnership between the EU and the United States, lessons from the economic crisis, and the EU's prospects for the future.

Lecture by Spanish Finance Minister

12th May 2014. ESADEFORUM

Spanish Finance Minister Luis de Guindos gave a talk entitled "The Banking Union and the Future of the Monetary Union" in which he highlighted the need for a European banking union based on three main pillars: solvency and liquidity for all banks in the eurozone, transparency, and governance.



COMMUNICATION AT ESADE

Many of ESADE's faculty members and experts spend a portion of their time working at one of the institution's various research units. Through their work, they generate a large quantity of valuable content in fields of importance to the business community, the public sector, the legal world and civil society. This content is disseminated by media outlets across the globe, as well as through books, websites and other online resources that contribute to making our faculty's research output available to the public. Through these various channels, ESADE's activity is able to have a wide impact.

International media

ESADE's presence in leading international media outlets has continued to grow year after year. This progress is a result of our institution's global character and our position as a leader in many of the fields in which our faculty work.

Mentions in top-priority media*



153 in 2011-12

193 in 2012-13

330 in 2013-14

Spanish media

ESADE has been strongly committed to spreading knowledge for many years. This commitment is especially well reflected in the Spanish media, where ESADE maintains a constant presence as a source of information and relevant knowledge.

Mentions in Spanish media



7,222 in 2011-12

6,863 in 2012-13

5,517 in 2013-14

Number of opinion pieces



891 in 2011-12

1,147 in 2012-13

1,063 in 2013-14

* The following are considered to be top-priority media: *The Financial Times*, *FT.com*, *The Wall Street Journal*, *The New York Times*, *Le Monde*, *América Economía*, *The Economist*, *Bloomberg Businessweek* and *Forbes*.

Books and academic publications

The number of academic publications continued to increase over the past academic year. There was a notable increase in the publication of books and book chapters. ESADE and its faculty were especially prolific in their output of research articles, contributions to seminars, academic conference papers, and working papers.



Reports and studies

Our faculty members and researchers write reports and studies to disseminate the knowledge generated by ESADE.

> 2013 SOVEREIGN WEALTH FUND REPORT

Last year, ICEX-Invest in Spain, ESADEgeo and KPMG presented the *2013 Sovereign Wealth Fund Report*, which analysed the investment strategies of the world's biggest investors, as well as the complex relationships that some sovereign wealth funds have with Spanish companies.

> ECONOMIC REPORT

The annual *Economic Report* written by ESADE's Department of Economics has become a point of reference. Each year, it provides an overview of the global, European and Spanish economies through a detailed analysis of specific regions and countries. The results of the report were once again formally presented both in Barcelona and Madrid.

> ESADE TARGET (GDP AND EAPS)

The ESADE Target is an instrument designed especially for businesspeople and available to the general public. It indicates the accuracy of various institutions' predictions regarding Spain's GDP. Last year, for the second time, the ESADE Target incorporated an analysis of unemployment predictions using data from the Economically Active Population Survey (EAPS).

“Nuestra misión no sólo es formar, sino crear líderes”



Eugenia Bieto Caubet
Directora general de Esade, una escuela de negocios con más de 50 años de historia

¿Qué es ser un buen directivo en estos tiempos?
El buen directivo es alguien de alta capacidad, alguien que sabe escuchar y entender a su equipo. También alguien que sabe liderar y que sabe delegar. Y si en un momento de crisis, alguien que sabe tomar decisiones difíciles que son necesarias para el éxito de la organización.

¿Las escuelas de negocios están ayudando a la patria?
Sí, porque forman a los futuros líderes de las empresas y de las organizaciones. Es un trabajo importante de la escuela de negocios. Nuestros alumnos son líderes que son responsables de la creación de riqueza y de la generación de empleo.

¿Qué características son esenciales para un buen directivo?
El buen directivo es alguien que sabe escuchar y entender a su equipo. También alguien que sabe liderar y que sabe delegar. Y si en un momento de crisis, alguien que sabe tomar decisiones difíciles que son necesarias para el éxito de la organización.

¿Cómo se investiga predicciones en los próximos años?
Investigamos mucho. Es una tarea de 30 años de experiencia. Hemos creado un departamento de investigación y desarrollo que nos permite hacer un seguimiento constante de las tendencias y de las predicciones de los expertos en el sector.

¿Qué es el futuro de estas escuelas españolas?
El futuro de estas escuelas españolas depende de la innovación, de la internacionalización y de la formación de líderes emprendedores y de alta capacidad. Tenemos que seguir innovando y mejorando para seguir siendo relevantes en el mundo de los negocios.

> ICT AS A DRIVER OF TRANSFORMATION

Information technologies are fundamental for modernising and improving the services offered by the public administration, but they are also essential for democratic regeneration and the creation of wealth and jobs. This was the main conclusion of the study *Information and Communication Technologies as a Driver of Transformation in the Public Sphere: Challenges and Opportunities*, conducted by ESADE's Institute of Public Governance and Management. Mònica Reig, Associate Director of the PARTNERS Programme, presented the study at ESADE Madrid in April.

> CHINA IN EUROPE INVESTMENT REPORT

On 10th June 2014, the first edition of the *China in Europe Investment Report* was presented at ESADE Madrid. Drafted in collaboration with experts on business internationalisation, the report analyses the presence of Chinese companies in Europe. It is structured in two major thematic sections: industry (particularly the Chinese financial industry and its international presence) and geography (particularly China's business activity in Spain).

> ANALYSIS OF DISTRIBUTOR BRANDS

The ESADE Brand Institute presented the main conclusions of its report *Analysis of Distributor Brands* on 8th September 2013. Oriol Iglesias, Academic Director of the Brand Institute, participated in the presentation. The report analyses 5,930 distributor-brand products from 8 chains and 80 product categories, as well as 1,066 manufacturers of distributor-brand products and the 130 manufacturers of the leading or co-leading brands in each category. The 80 categories analysed correspond to the food, beverage, drugstore and perfumery sectors and represent 85% of the overall market.

Online communication

ESADE showed its commitment to online communication by launching platforms and new content formats oriented towards promoting expert-generated knowledge in the online community.

> ESADE BLOGS

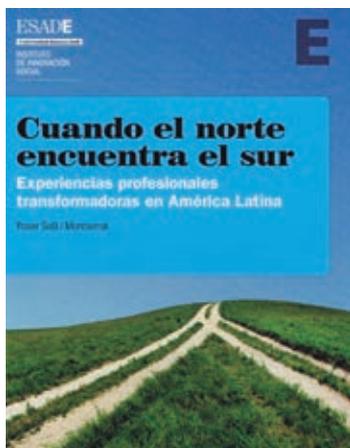
The ESADE Blogs project was created to give our experts a greater voice and let them express their opinions on current events as well as the latest developments in their respective areas of expertise. There are now eight thematic blogs run by ESADE faculty members. These blogs cover topics such as leadership, geopolitics, social marketing, finance, law, social innovation, entrepreneurship, innovation, knowledge management, and development cooperation.

> INSPIRING FUTURES NEWSLETTER

The *Inspiring Futures* newsletter is one of ESADE's most important communication platforms. This monthly digital publication aims to inform the general public about ESADE's most recent advances and activities.

> ESADE CREA OPINIÓN

Launched in April 2012, this site compiles all opinion pieces published by ESADE faculty members. Over the course of the 2013-2014 academic year, the platform made 1,063 opinion pieces available to the online community. The articles covered a variety of current-affairs topics, including economics, globalisation, law, politics, innovation, finance and public management.



Social media

ESADE maintains a transparent and dynamic presence on social media with the aim of raising awareness about its activities. The institution has positioned itself as a leader in the use of social media, as evidenced every day by the thousands of followers who access news about ESADE's activities as well as high-value content from our classrooms, campuses and events.

ESADE has a presence on:

> SOCIAL MEDIA

> BLOGS

 Facebook

 Twitter

 YouTube

 LinkedIn

 Google+

 Instagram

 SlideShare

 Flickr

 Weibo

 Eugènia Bieto's Blog

 Javier Solana's Blog

 Marketing & Society by Gerard Costa

 Institute for Social Innovation Blog

 ESADE Law School Blog

 Institute for Innovation and SlideShare Knowledge Blog

 University Development Service Blog

 Chair in Leadership Blog



6. INTERNATIONAL VOCATION

In 2014,
AMBA renewed
ESADE's
international
accreditation.

499 ESADE
students
participated
in an international
exchange
programme.

International
partners on
every continent.



ESADE IS A GLOBAL ACADEMIC INSTITUTION THAT PROMOTES THE INTERNATIONALISATION OF ITS ACTIVITIES, BOTH IN TEACHING AND IN RESEARCH

INTERNATIONAL COMMUNITY

International students:

1,688 international students enrolled in the programmes

103 countries of origin

INTERNATIONAL AGREEMENTS, NETWORKS AND ALLIANCES

150 exchange agreements with international universities

Main networks

CEMS – The Global Alliance in Management Education

PIM Network – Partnership in International Management

THEMIS Network – The Joint Certificate in International and Business Law

CTLS – Centre for Transnational Legal Studies

Main strategic alliances

Georgetown University (McDonough School of Business and Edmund A. Walsh School of Foreign Services) in the United States

HEC in France

Aalto University School of Business in Finland

INTERNATIONAL ACCREDITATIONS: TRIPLE CROWN

European Quality Improvement System (EQUIS) (1998, 2003, 2008, 2013)

In 1998, ESADE was the first business school in Spain and one of the first in Europe to obtain the European Quality Improvement System (EQUIS) accreditation, awarded by the European Foundation for Management Development (EFMD).



The Association to Advance Collegiate Schools of Business (AACSB International) (2001, 2011)

In 2001, ESADE was the first business school in Spain and the seventh in Europe to receive accreditation from the Association to Advance Collegiate Schools of Business (AACSB International) for the quality of its undergraduate, Master's and PhD programmes.



The Association of MBAs (AMBA) (1994, 1999, 2004, 2009, 2014)

ESADE's MBA programmes have been accredited by the Association of MBAs (AMBA) since 1994.



INTERNATIONAL PARTNERS



EUROPE

ESADE Campuses

- **Barcelona-Pedralbes**
- **Barcelona-Sant Cugat**
- **Madrid**

Business School

- **Austria** Wirtschaftsuniversität Wien (PIM / CEMS)
- **Belgium** Université Catholique de Louvain, Institut d'Administration et de Gestion (PIM / CEMS)
- **Czech Republic** Prague University of Economics (PIM / CEMS)
- **Denmark** Copenhagen Business School (PIM / CEMS)
- **Finland** Aalto University School of Business (PIM / CEMS)
- **France** HEC School of Management (PIM / CEMS)
- **Germany** Universität zu Köln, WisoFakultät (PIM / CEMS)
- WHU – Koblenz, Otto-Beisheim Graduate School
- **Hungary** Corvinus University of Budapest (PIM / CEMS)
- **Iceland** Reykjavik University
- **Ireland** University College Dublin, Michael Smurfit Graduate School of Business (CEMS)
- **Italy** Università Commerciale Luigi Bocconi, SDA Bocconi (PIM / CEMS)
- **Netherlands** Erasmus Universiteit, Rotterdam School of Management (PIM / CEMS)
- **Norway** Norwegian School of Economics and Business Administration – Bergen (PIM / CEMS)
- **Poland** Warsaw School of Economics, SGH (PIM / CEMS)
- **Portugal** Universidade Católica Portuguesa, FCEE
- Universidade Nova de Lisboa (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)
- **United Kingdom** London School of Economics and Political Science (PIM / CEMS)
- The University of Manchester, Manchester Business School (PIM)
- University of Edinburgh, Management School and Economics
- The University of Warwick, Warwick Business School (PIM)

Law School

- **Austria** Universität Graz
- **Denmark** University of Copenhagen, Faculty of Law
- **Finland** University of Helsinki, Faculty of Law
- **France** Université de Montpellier
- Université de Strasbourg
- Université Paris II – Panthéon-Assas
- Université Paris-Est Créteil (THEMIS)
- **Germany** Bucerius Law School
- Freie Universität Berlin (THEMIS)
- Universität Greifswald
- **Italy** Università Bocconi (THEMIS)
- Università degli Studi di Bologna
- Università degli Studi di Roma Tre
- **Netherlands** University of Amsterdam, Faculty of Law
- Maastricht University, Faculty of Law (THEMIS)
- **Norway** University of Oslo, Faculty of Law
- **Portugal** Universidade de Coimbra
- **Sweden** University of Gothenburg
- **Switzerland** Universität Bern
- Universität Fribourg
- University of St. Gallen – Faculty of Law
- **United Kingdom** Centre for Transnational Legal Studies – CTLS

AFRICA

Business School

- **South Africa** University of Cape Town, The Graduate School of Business

NEAR EAST

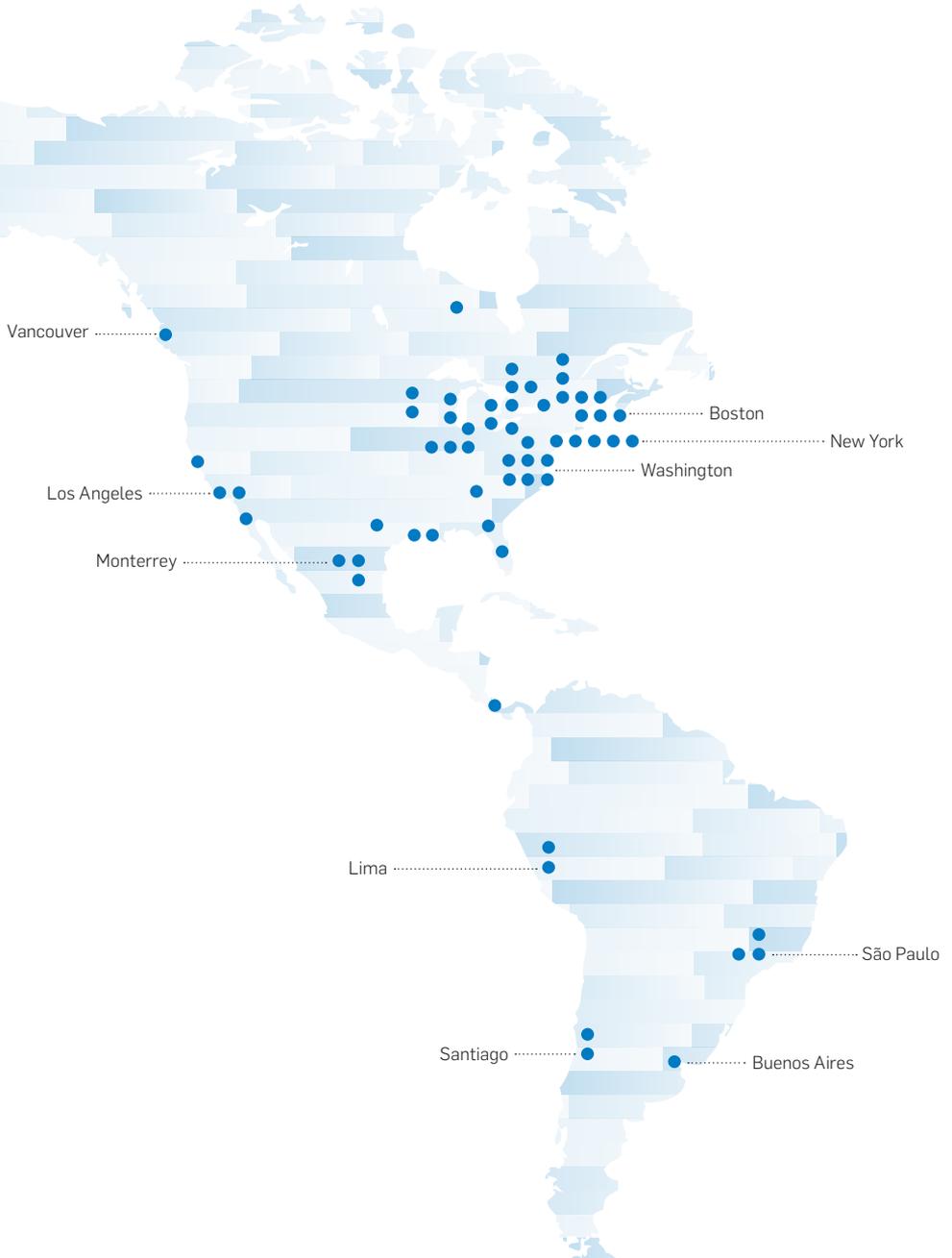
Business School

- **Israel** Tel Aviv University, Leon Recanati Graduate School of Business Administration (PIM)
- **Kuwait** Kuwait University, College of Business Administration

Law School

- **Israel** The Hebrew University of Jerusalem

INTERNATIONAL PARTNERS



NORTH AMERICA

Business School

- **Canada** École des Hautes Études Commerciales de Montréal
- McGill University, Desautels Faculty of Management (PIM)
- Queen's University, Queen's School of Business
- University of British Columbia, Sauder School of Business (PIM)
- University of Western Ontario, Richard Ivey School of Business (PIM / CEMS)
- York University, Schulich School of Business (PIM)
- **United States** Babson College, Babson Park
- Bentley University
- Boston College, Carroll School of Management
- Cornell University, Johnson Graduate School of Management (PIM)
- Duke University, The Fuqua School of Business (PIM)
- Emory University, Roberto C. Goizueta Business School (PIM)
- Fordham University, Graduate School of Business
- Georgetown University, The McDonough School of Business
- Indiana University, Kelley School of Business (PIM)
- Loyola University, Joseph A. Butt, S. J. College of Business Administration
- New York University, Leonard N. Stern School of Business (PIM)
- New York University, Robert F. Wagner Graduate School of Public Service
- Northwestern University, Kellogg School of Management
- Rensselaer Polytechnic Institute, Lally School of Management and Technology
- University of California at Berkeley, Haas School of Business
- University of California at Los Angeles, UCLA, The John E. Anderson Graduate School of Management (PIM)
- University of Chicago, Booth School of Business (PIM)

- University of Florida, Warrington College of Business Administration
- University of Illinois at Urbana-Champaign, College of Commerce and Business Administration
- University of Michigan, Ross School of Business (PIM)
- University of Minnesota, Carlson School of Management
- University of North Carolina at Chapel Hill, Kenan-Flagler Business School (PIM)
- University of Pennsylvania, The Wharton School
- University of Richmond, Robins School of Business
- University of San Diego
- University of Southern California, Marshall School of Business
- University of Texas at Austin, McCombs School of Business (PIM)
- University of Virginia, McIntire School of Commerce
- Washington University in St. Louis, John M. Olin School of Business

Law School

- **Canada** University of Western Ontario, Faculty of Law
- **United States** American University Washington, College of Law
- Benjamin N. Cardozo School of Law
- Boston College Law School
- Cornell Law School
- Duke University, School of Law
- Fordham University, Fordham School of Law
- Indiana University, Maurer 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 e de Empresas de São Paulo (PIM / CEMS)
- Fundação Getulio Vargas, Escola Brasileira de Administração Pública de Empresas
- Fundação Dom Cabral
- **Chile** Pontificia Universidad Católica de Chile, Escuela de Administración (PIM)
- Universidad Adolfo Ibáñez, Escuela de Negocios (CEMS)
- **Colombia** Universidad de los Andes
- **Costa Rica** INCAE
- **El Salvador** UCA El Salvador
- **Guatemala** Universidad Rafael Landívar
- **Mexico** ITAM-Instituto Tecnológico Autónomo de México (PIM)
- ITESM-Instituto Tecnológico de Estudios Superiores de Monterrey, EGADE-Graduate School of Business Administration and Leadership (PIM / CEMS)
- **Nicaragua** UCA de Managua
- **Peru** Universidad ESAN (PIM)
- Universidad del Pacífico
- **Uruguay** Universidad ORT

Law School

- **Brazil** Fundação Getulio Vargas, Escola de Direito de São Paulo
- **Mexico** ITESM, Campus Monterrey
- **Peru** Pontificia Universidad Católica del Perú

INTERNATIONAL PARTNERS



ASIA

Business School

- **China** CEIBS-China Europe International Business School (PIM)
- Chinese University of Hong Kong, Faculty of Business Administration (PIM)
- City University of Hong Kong
- Fudan University, Fudan School of Management (PIM)
- Guanghua School of Management, Peking University (PIM)
- Hong Kong University of Science and Technology, HKUST Business School (PIM / CEMS)
- Shanghai Jiao Tong University, Antai College of Economics and Management
- Tongji University
- Tsinghua University, School of Economics and Management (PIM / CEMS)
- **India** IIMA-Indian Institute of Management at Ahmedabad (PIM)
- IIMB-Indian Institute of Management at Bangalore (PIM)
- Indian Institute of Management of Calcutta (CEMS)
- Indian School of Business (PIM)
- XLRI School of Business and Human Resources
- **Japan** Hitotsubashi University, Graduate School of International

Corporate Strategy

- International University of Japan, Graduate School of International Management
- Keio University, Keio Business School (CEMS / PIM)
- **Singapore** Nanyang Technological University, Nanyang Business School (PIM)
- National University of Singapore, NUS Business School (PIM / CEMS)
- Singapore Management University – SMU
- **South Korea** KUBS-Korea University Business School
- Yonsei University, Graduate School of International Studies
- **Taiwan** National Chengchi University, College of Commerce
- Thammasat University, Thammasat Business School (PIM)

Law School

- **China** The Beijing Center for Chinese Studies
- **India** Jindal Global Law School
- **Korea** Yonsei Law School
- **Singapore** Singapore Management University, School of Law (THEMIS)

OCEANIA

Business School

- **Australia** University of Melbourne, Melbourne Business School (PIM)
- University of New South Wales, Australian School of Business (PIM)
- University of Sydney (CEMS)
- **New Zealand** University of Otago, School of Business, Dunedin (PIM)



PARTICIPANTS IN INTERNATIONAL EXCHANGES

Bachelor in Business Administration – BBA

242 outgoing students

190 incoming students

Nationalities of the incoming students:

77 from the United States and Canada

44 from the European Union

42 from Asia

12 from Oceania

11 from Latin America

2 from Africa

2 from the Near East

Bachelor in Law

83 outgoing students

65 incoming students

Nationalities of the incoming students:

40 from the European Union

16 from the United States and Canada

3 from Latin America

3 from the Near East

1 from Africa

1 from Asia

1 from Oceania

Master in Legal Practice

20 outgoing students

Master in Management (MSc)

110 outgoing students

50 CEMS incoming students

Nationalities of the incoming students:

39 from the European Union

7 from Asia

2 from Latin America

1 from Africa

1 from Oceania

MBA

64 outgoing students

62 incoming students

Nationalities of the incoming students:

33 from the United States and Canada

19 from Asia

5 from the European Union

3 from the Near East

1 from Africa

1 from Latin America

INTERNATIONAL WEEKS

27 international academic weeks abroad

By programme:

8 from the MSc Programmes

8 from the Executive Masters

6 from the EMBA

2 from the Part-Time MBA

2 from the PMD

1 from the AMP

By region visited:

12 United States

7 European Union

6 Asia

2 Latin America

22 INTERNATIONAL ASSOCIATIONS



AACSB International
The Association to Advance Collegiate Schools
of Business



ABIS
The Academy of Business in Society



AMBA
The Association of MBAs



BALAS
Business Association of Latin American Studies



CEMS
The Global Alliance in Management Education



CLADEA
Consejo Latinoamericano de Escuelas
de Administración



CTLTS
Centre for Transnational Legal Studies



EBEN
European Business Ethics Network



EDAMBA
European Doctoral Programmes Association
in Management and Business Administration



EFMD
European Foundation for Management
Development



ELFA
European Law Faculties Association



EMBAC
Executive MBA Council



EUDOKMA
European Doctoral School on Knowledge
and Management



GBSN
Global Business School Network



GMAC
Graduate Management Admission Council



IAJBS
International Association of Jesuit
Business Schools



IALS
International Association of Law Schools



IBA
International Bar Association



PIM
Partnership in International Management



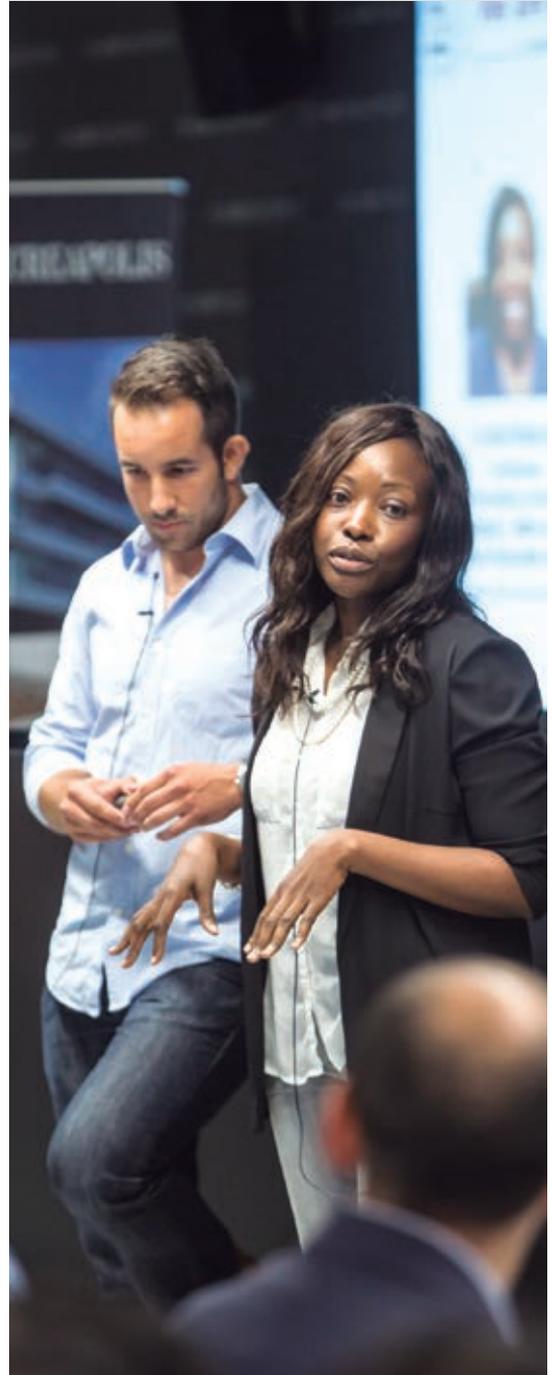
SEKN
Social Enterprise Knowledge Network



THEMIS
The Joint Certificate in International
and Business Law



UNICON
International University Consortium
for Executive Education



INTERNATIONAL ADVISORY BOARD

ESADE's International Advisory Board is the essential driving force behind the strategic dimension of the Business School. Through their contributions, the Board members offer ESADE support in three complementary and interrelated areas:

Innovation

To promote innovation in syllabuses and in research activities from an international perspective.

Relevance

To ensure that ESADE meets the current and future global needs of business and society.

Impact

To address the foundational goals and have an impact on the future global development of executive management training and research.

Members

Antonio Pérez
President of the International Advisory Board and Special Advisor of the Eastman Kodak Company Board (USA)

Hans-Paul Buerkner
Chairman of the Boston Consulting Group (Germany)

George Daly
Professor of the McDonough School of Business at Georgetown University (USA)

Joaquin Duato
Worldwide Chairman of the Johnson & Johnson Pharmaceutical Group (USA)

Javier Ferran
Partner at Lion Capital (United Kingdom) and former CEO of Bacardi (USA)

Antonio Garrigues Walker
President of Garrigues (Spain)

Enrique V. Iglesias
Secretary-General of the Ibero-American General Secretariat – SEGIB (Uruguay)

Christine Lagarde (on leave)
Managing Director of the International Monetary Fund (IMF) (France)

Marja Makarow
Vice-Chair of the Aalto University Board (Finland)

Rosemarie Mecca
Former Executive Vice-President and CFO of Laureate Education Inc. (United States)

Mark S. Pu
Chairman of IEA Holdings (China)

Bernard Ramanantsoa
Dean of HEC Paris (France)

David Risher

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

Javier Solana

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

Herman Uscategui

*Director of International Business Development at
Starbucks Coffee Company (USA)*

Representing ESADE

Eugenia Bieto

Director General

Alfons Sauquet

Dean of ESADE Business School

Carlo M. Gallucci

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





7. ESADE ALUMNI

17,680
members

869
events held

32
international
chapters

€2.2 million
in financing for
entrepreneurial
projects

337
Alumni Giving
Back volunteers

ESADE ALUMNI'S MISSION IS TO PROVIDE VALUE TO ITS MEMBERS, ESADE AND SOCIETY BY PROVIDING ACTIVITIES AND SERVICES TO HELP ALUMNI IN THEIR PROFESSIONAL AND PERSONAL DEVELOPMENT

ESADE ALUMNI

ESADE Alumni is part of the ESADE Board of Trustees, an honorary member of the Corporate Relations Programme and a key partner in the ESADE Challenge for Talent fundraising project through the campaigns targeting alumni.

Over the 2013-2014 academic year, ESADE Alumni continued to expand its offer of exclusive services for members, including both refresher and networking activities, with a series of new online services designed to make the services accessible to all members.

ESADE Alumni continues to strengthen its global network through:

- the presence of chapters in more than 30 countries,
- support for entrepreneurs,
- career development services, and
- the promotion of solidarity through debate and volunteering.

THE ESADE ALUMNI NETWORK

52,200 alumni

17,680 members

32 international chapters

9,389 alumni in chapter areas.

- Andorra
- Argentina
- Barcelona International
- Benelux
- Brazil
- California
- Canada
- Chicago
- Chile
- Colombia
- France
- Germany
- Greater China
- Gulf Region
- India
- International Students
- Israel
- Italy
- Japan
- Mexico
- Miami
- Netherlands
- New York
- Peru
- Portugal
- Singapore
- Sweden
- Switzerland
- Taiwan
- Turkey
- UK
- Washington

12 regional clubs

7,978 alumni in club regions.

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

20 function- and sector-specific clubs

- Automobile
- Business and Social Responsibility
- Cultural Industry
- Digital Business & ICT (formerly, BIT)
- Energy and Environment
- Espai Jaume Vicens Vives
- Family Business
- Finance
- Global Business
- Health and Pharma
- Innovation
- Insurance
- Law
- Marketing
- Operations
- People and Organisation Management
- Public Management
- Real Estate
- Sports Management
- Tourism Management

Some of the chapters and clubs have their own official groups on LinkedIn, where members can discuss the latest trends and developments in their sector or area of interest. This year, the official groups registered a total of 13,668 members.

ENTREPRENEURSHIP

Alumni Entrepreneurship aims to support both entrepreneurs, through a programme that combines activities and services for business development (business plans, finance, orientation, etc.), and private investors, through ESADEBAN, the ESADE business angels network, by putting them into contact with business projects seeking financing and offering training activities, networking opportunities and joint investment opportunities with other ESADEBAN members.

Services

- Professional orientation for entrepreneurs
- Legal consulting service
- Mentoring programme for entrepreneurs
- ESADEBAN business angels network

ESADEBAN in figures

€2.2 million in financing for business projects

17 investment forums held in Barcelona and Madrid

19 business projects received financing

158 business angels (ESADEBAN members)

335 projects assisted by the network

Activities

Sessions are held to facilitate the exchange of experiences and knowledge between entrepreneurs and investors, among other things, to help them stay abreast of the latest developments in the sector.

> ESADEBAN INVESTMENT FORUMS

Held in Barcelona and Madrid, these events feature training activities for investors led by ESADE faculty members, as well as presentations of business projects seeking financing. They also facilitate the exchange of ideas and professional networking.

> FLASH SESSIONS

Practical workshops designed to help entrepreneurs optimise their business ideas and put them into practice.

> LAST THURSDAYS

Monthly sessions consisting of an informal networking meeting at which guest entrepreneurs talk about their experiences with other entrepreneurs, investors and alumni in general.

> LEARNING WITH...

The primary mission of these lectures is to develop and promote entrepreneurial and investor spirit. The sessions are led by entrepreneurs and professionals with extensive career experience.

> HEALTHCARE INVESTMENT FORUM BARCELONA

A forum focusing on biotech projects, medical facilities, healthcare services and health-related information technology.

> CLEANTECH INVESTMENT FORUM

A forum specialising in projects in the areas of energy efficiency, energy savings, energy storage, wastewater treatment and smart cities.

> ICT BREAKFASTS

Industry breakfasts featuring presentations of ICT projects in the e-commerce/Internet, business software, security and mobility sectors.

> SOCIAL IMPACT INVESTMENT FORUM

This forum was launched in the last academic year. It focuses on innovative and sustainable projects that address challenges in various areas offering both a social and a financial return.

> ALUMNI ENTREPRENEURSHIP DAY

More than 300 people registered to attend the second edition of Alumni Entrepreneurship Day, which aims to promote the exchange of opinions, experiences and new business opportunities. The day is devoted to entrepreneurs, investors, students and the business ecosystem in general and features panel discussions, talks, debates and networking activities. Additionally, the ESADE Alumni & Banc Sabadell Prize for start-up of the year is awarded. The most recent edition of the prize went to Antonio Rami (Lic&MBA '09), co-founder and COO of Kantox.

CAREER SERVICES

ESADE Alumni supports alumni throughout all stages of their careers, offering a variety of activities and orientation services.

Services

> ESADE CAREER PORTAL

Launch of a new online platform intended to serve as a meeting point for professionals and companies:

Recruiters. Companies can post job offers directly and use our database, which is updated daily, to recruit highly qualified professionals.

Member alumni. Member alumni can manage their CVs and candidacies with a view to being spotted by recruiters or to find job offers that match their profiles, both in Spain and abroad.



> PROFESSIONAL ORIENTATION

Personal interviews with recruitment experts who have extensive knowledge of today's labour market.

629 national

75 international

> LEGAL-LABOUR COUNSELLING

Legal consulting for labour-related issues.

100 queries made during the year

> MENTORING PROGRAMME

Alumni have the opportunity to provide (mentor) or receive (mentee) information and knowledge that may be of use to them in their professional development. Through the new ESADE Career Portal, mentee alumni can choose a mentor with the desired profile.

83 mentor-mentee matches, in Spain and abroad

> CAREER TRANSITION PROGRAMME

Aimed at professionals in periods of career transition. The programme can be followed in person or online.

12 programmes

102 participants

Refresher activities

Conferences, seminars and practical workshops aimed at offering orientation and training for career development.

Coffee drop-in sessions. These sessions are intended as a venue for exchanging experiences related to best practices, sharing strategies and reflecting on possible approaches to job hunting.

Webinars. Online seminars and lectures for alumni who are unable to attend the activities held on the Barcelona and Madrid campuses in person.

Flash sessions and workshops. Seminars and workshops aimed at offering orientation and training for career development.

Activity figures

6,341 participants

125 sessions

1,268 subscriptions to receive information about past events (press releases, videos and photographs)

ALUMNI GIVING BACK

This project aims to raise awareness among alumni and the ESADE community at large regarding the social issues affecting the world we live in through a variety of initiatives.

337 volunteers

30 services provided to third-sector organisations

40 support services for *La Marató de TV3* organisations

10,000 consulting hours

8 film forum sessions

Services

- Management consulting
- Legal consulting
- Occasional guidance
- Coaching for unemployed alumni
- Alumni participation as business project mentors in the Momentum Project
- Collaboration with the La Marató de TV3 Foundation
- Third-sector resource centre (online)

Activities

FILM FORUM

Film series featuring socially oriented films as tools to promote reflection and social debate.

TRUSTS AND TRUSTEES FORUM

Forum to facilitate contact between organisations seeking to renew and/or expand their boards of trustees and alumni interested in becoming NGO trustees.

Summary of the first eight years of the project

1,264 alumni volunteers have worked on consulting projects (80% are first-time volunteers, while 20% are repeating the experience).

More than 4,000 people have participated in Alumni Giving Back activities.

More than 50,000 pro bono consulting hours have been donated, worth a total of €5 million.

More than 150 third-sector organisations have benefited from Alumni Giving Back services.

HIGHLIGHTS

> **MATINS ESADE** and **DESAYUNOS ESADE**
Sessions at which business owners, CEOs, chairs and general managers share and discuss their first-hand experiences with alumni over breakfast.

Desayunos ESADE (Madrid)

668 participants

9 sessions

Matins ESADE (Barcelona)

1,800 participants

13 sessions

> REFRESHER PROGRAMME

To keep abreast of the latest developments, alumni can attend master classes offered by ESADE faculty in various areas of expertise. In the 2013-2014 academic year, programmes specialised in law were offered by faculty from ESADE Law School.

3,512 participants

39 sessions

2,925 subscriptions to receive information about past events (press releases, videos and photographs)

Figures from the sessions held on the Barcelona and Madrid campuses

> CYCLES, FORUMS AND CONFERENCES

Prominent experts debate and share their experiences with a variety of current topics through different cycles, forums and conferences.

847 participants

12 sessions

150 subscriptions to receive information about past events (press releases, videos and photographs)



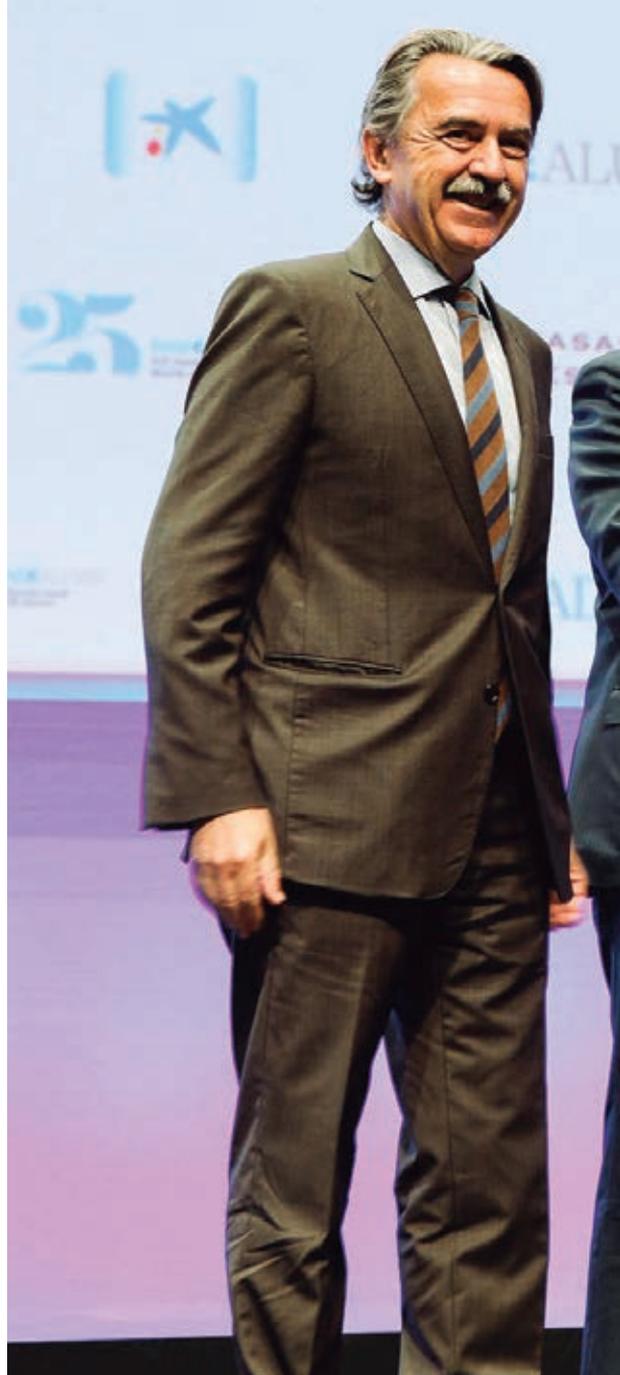
> 19th ESADE ALUMNI ANNUAL CONFERENCE IN BARCELONA

Under the title 'Europe's Industrial Challenge', more than 1,600 alumni commemorated ESADE Alumni's 25th anniversary. The event featured two exceptional keynote speakers: *José Manuel Soria*, Spanish Minister of Industry, Energy and Tourism, and *Martin Winterkorn*, Chairman of Volkswagen AG. The latter also received the ESADE Award for his exemplary leadership in support of innovation and new technologies, his truly global approach, and his outstanding achievements as CEO of Volkswagen AG. The conference ended with a ceremony recognising the work of ESADE Alumni's 22 founding members and their decisive role and influence in making ESADE Alumni what it is today.

> 7th ESADE ALUMNI ANNUAL CONFERENCE IN MADRID

'New Challenges for New Growth' was the main theme of the conference, which featured various renowned speakers, including: Rosa García, President of Siemens Spain; Daniel Calleja, Director General of Enterprise and Industry at the European Commission; Iván Martén, Senior Partner, Managing Director and Global Leader of Energy Practice at the Boston Consulting Group; and José María de Areilza, Professor in the Department of Public Law and Jean Monnet Chair at ESADE.

The following regional clubs also held their own annual conferences: Community of Valencia, Aragon, Asturias, Lleida, Andalusia and Balearic Islands.





8. PEOPLE, INFRASTRUCTURE AND RESOURCES

**The ESADE
staff consists
of 538 people**

**Our 3 campuses
span a total area
of 53,884.88 m²**



ESADE'S CULTURE IS GEARED TOWARDS LEARNING, KNOWLEDGE AND INNOVATION AND IS BASED ON RESPONSIBILITY, COMMITMENT AND MUTUAL RECOGNITION

PEOPLE (ESADE STAFF AS OF 31/08/2014)

538 staff members:

349 administrative and service
staff members

189 faculty members

Staff by contract type

491 members with indefinite
contracts

47 members with temporary
contracts

Staff by gender

194 men

344 women

Staff by age



28 between the ages of 20 and 30

175 between the ages of 31 and 40

162 between the ages of 41 and 50

121 between the ages of 51 and 60

45 between the ages of 61 and 70

7 over the age of 70

Staff by campus

92.75% in Barcelona-Sant Cugat

7.25% in Madrid

International staff

106 people

19.70% of the total staff

35 nationalities

Staff participating in training programmes

143 in professional development
programmes

107 in language programmes

Academic department directors

MANAGEMENT DEPARTMENTS

- Daniel Arenas, *Social Sciences*
- Carmen Ansótegui, *Financial Management and Control*
- Josep Franch, *Marketing Management*
- Miguel Ángel Heras, *Operations Management and Innovation*
- Conxita Folguera, *People Management and Organisation*
- Joan Rodón, *Information Systems Management*
- Fernando Ballabriga, *Economics*
- Xavier Gimbert, *Strategy and General Management*

LAW DEPARTMENTS

- Teresa Duplá, *Private Law*
- Marc García, *Public Law*



New faculty members

- Andrés Cuneo, *Department of Marketing Management*
- Annachiara Longoni, *Department of Strategy and General Management*
- Roberto Ragozzino, *Department of Operations Management and Innovation*

VISITING PROFESSORS

- Ruth Aguilera Vaqués, *Department of Strategy and General Management*
- Jaime Bonache Pérez, *Department of People Management and Organisation*
- Richard Boyatzis, *Department of People Management and Organisation*
- Agustín Calvet Mulleras, *Department of Financial Management and Control*
- John Dencker, *Department of People Management and Organisation*
- Robert Emmerling, *Department of People Management and Organisation*
- Mónica Franco Santos, *Department of Operations Management and Innovation*
- Francisco Guzmán Garza, *Department of Marketing Management*
- Eero Kasanen, *Department of Financial Management and Control*
- James J. McGonigle, *Department of Strategy and General Management*
- Kenneth Paul Morse, *Department of Operations Management and Innovation*
- Michele Quintano, *Department of Marketing Management*
- Mario Raich, *Department of People Management and Organisation*
- Mike Sweeney, *Department of Operations Management and Innovation*
- Wim Vanhaverbeke, *Department of Information Systems Management*

Internal communications

ESADE aims to optimise transparency and two-way communication in order to ensure that its staff are well-acquainted with the institution, contribute to its excellence and feel a sense of ownership. The main communication channels used over the academic year were as follows:

> ANNUAL MEETING: Meeting of all ESADE staff (faculty, administrative and service staff, and ESADE Alumni) to discuss the results for the year, new developments and future strategy, while at the same time reinforcing the relationship between the campuses and fostering overall cohesion around the institution's core values.

> DIALOGUES AND MEETINGS: Participatory meetings with employees, the director general, members of the management team and faculty.

> SOCIAL NETWORKS: Social networks were used to share news and information of interest and to report on the institution's day-to-day activities (events, agreements, opinions).

> INTERNAL RELEASES: Administrative and service staff and faculty members regularly receive corporate information on new hires, key activities, agreements, partnerships, rankings, etc.

> BI-WEEKLY AGENDA: All staff members receive this agenda of activities that ESADE will be holding on campus or elsewhere in the world.

> CAMPUS SCREENS: Screens have been installed on the campuses featuring news about the institution and videos about its day-to-day activities.

> MyESADE: This resource continues to be a useful source of information for administrative and service staff members.

ESADE Training

This training plan, launched by the Talent Management Area of the Human Resources Service, is aimed at all ESADE professional groups. The plan aims to enhance employees' technical knowledge, competencies and skills.

3,372 total training hours for administrative and service staff

.....
12 hours per course and person (on average)

.....
250 total participants in training activities

.....
2,335 training hours for women

.....
1,037 training hours for men

.....
20 training hours per year and person (on average)

Dialogues and Meetings

Once again, the various forums for exchange offered through the Dialogues and Meetings were very well received. The events featured people from a variety of institutional services, departments and academic areas in order to promote understanding and exploration of the different realities, while at the same time offering additional information on current topics of interest (the academic sector, business, strategic lines, projects, etc.) in an informal, participatory format.

Thus, Àngel Castiñeira (director and associate professor in the Department of Social Sciences and director of the Chair in Leaderships and Democratic Governance), Xavier Gimbert (associate professor in the Department of Strategy and General Management and director for Latin America) and Ignasi Carreras (director of the Social Innovation Institute and lecturer in the Department of Strategy and General Management) participated in the 'Dialogues with Academia'; Manuel Peiró (Vice-Dean of Faculty) participated in the 'Dialogues with Management'; and Elena Viader (Corporate Relations and Fundraising Director), Julio Villalobos (Marketing Director) and Oriol Llop (Communications and Brand Director) participated in the 'Meetings with the Administrative and Service Staff'.

90 participants

70% of all administrative and service staff members

Orientation plan

New employees at ESADE participate in an orientation plan that offers them the chance to meet various institutional executives, teams and services with a view to speeding and facilitating their adaptation and socialisation.

Employee benefits

ESADE offers its employees a variety of benefits, including, among others: reduced registration fees for family members, a pension plan, training, group life insurance, the E-Flex programme, a shuttle service between campuses, medical check-ups, sports facilities, a shopping club, etc. Administrative and service staff members also receive restaurant vouchers. ESADE contributes 2.5% of employees' gross annual salary to the pension plan and, depending on the institution's profits, up to an additional 1.5%.

Collective bargaining agreement and Staff Committee

100% of our employees are covered by the collective bargaining agreement and represented by the Staff Committee, which holds weekly meetings with the Human Resources Department to discuss issues affecting staff. There is also a Work Health and Safety Committee, consisting of six members and an external prevention delegate. The six members are appointed, in equal measure, by Management and the Staff Committee.

Work-life balance

ESADE responds to different situations requiring work-life balance measures with a view to accommodating individual needs while at the same time ensuring it continues to provide adequate services in all our units and departments. The rate of return for employees following maternity or paternity leave is 100%.

Absenteeism rates

01,05% in Barcelona

01,00% in Madrid

03,07% among men

09,22% among women

There were no fatalities due to work-related accidents during the 2013-2014 academic year.

INFRASTRUCTURE

CAMPUS SURFACE AREA

> BARCELONA-PEDRALBES CAMPUS

9,859.98 m², building 1

7,560.93 m², building 2

15,236.15 m², building 3

> BARCELONA-SANT CUGAT CAMPUS

15,461.95 m², academic building

2,908.10 m², MBA building

232.55 m², EGarage

5,886 m², Roberto de Nobili Halls of Residence

17,520.05 m², ESADECREAPOLIS

> MADRID CAMPUS

2,625.22 m², academic building

100 classrooms



RESOURCES

Technology and innovation

1,928 faculty websites

1,400 computers

65,959 system users

8,338 incidents resolved

> MAIN NEW SERVICES

- New repository system for information on faculty and research staff activity (FacultyBio)
- New websites adapted for mobile devices (responsive design)
- New system for sending newsletters (MailChimp)
- Enhanced energy savings through the implementation of automatic shut-off policies for equipment and the replacement of old projectors with new ones using low-consumption lightbulbs (LED)
- Implementation of a new webinar system (Adobe Connect)
- Implementation of a new online communication tool for students, faculty and administrative and service staff (Microsoft Lync)
- Increase to 1 Tb of disk space per student in the cloud (Microsoft OneDrive)
- New CMS platform (Drupal)
- New system for drawing up budgets (Core Budget)
- New financial, human resources and faculty hours reports

Online library

215,522 electronic documents viewed

12,604 books viewed or loaned

944 new books

23,709 publications in electronic format

Journal subscriptions and access:

281 print publications

13,700 electronic publications

Academic management

4,946 matriculations

2,700 degrees and diplomas issued

7,300 certificates

73 programmes managed by the Registrar's Office

1,326 subjects offered

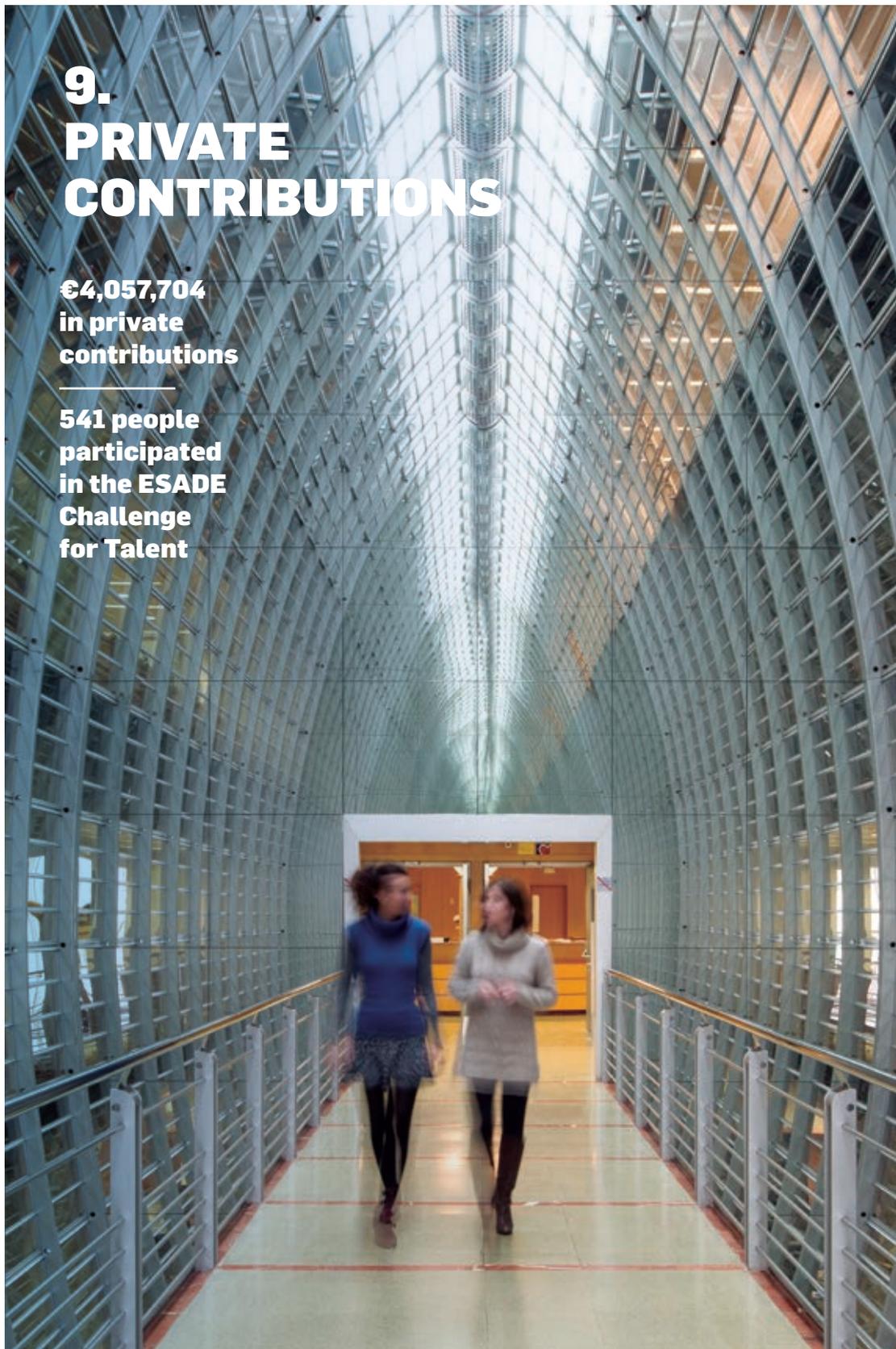
1,265 exams held



9. PRIVATE CONTRIBUTIONS

€4,057,704
in private
contributions

541 people
participated
in the **ESADE**
Challenge
for Talent



PRIVATE DONATIONS PLAY A FUNDAMENTAL ROLE IN HELPING ESADE MEET ITS STRATEGIC CHALLENGES

PRIVATE SUPPORT FOR THE ESADE FOUNDATION

The support given by people and companies to the ESADE Foundation is the clearest expression of their desire to maintain their ties with the institution and to reinforce their commitment to its future. Over the 2013-2014 academic year, ESADE received €4.1 million in private donations. The main sources of private funding were, on the one hand, the companies and organisations with which ESADE has institutional agreements and, on the other hand, the alumni, students, faculty members and friends of ESADE who made individual donations.

STRATEGIC CHALLENGES

Private donations are primarily allocated to attracting talent through the Scholarship Programme, the creation of knowledge at ESADE centres and institutes, and the recruitment of internationally prestigious faculty members.

Knowledge creation through centres and institutes

One of the main uses of private donations is for research in the fields of law and management. Driving the creation of knowledge means contributing to intellectual debate, one of the hallmarks of an academic institution of international excellence. At ESADE, creating knowledge means promoting a humanist conception of business and law, with a view to positively impacting organisations and society at large.

Talent recruitment: The Scholarship Programme

The ESADE Scholarship Programme is one of the institution's most important strategic commitments. Offering an extensive and varied portfolio of talent scholarships is vital for any leading international business school if it is to attract the finest talent. For ESADE, it is moreover integral to the fulfilment of its mission and to its social commitment to positively impact both its local community and society at large by generating opportunities for talented young people of limited financial means.

The consolidation of the Scholarship Programme has been possible thanks to two main sources of funding: first, the ESADE Foundation's own resources, originating from the institution's academic activity (4% of the tuition fees paid for undergraduate programmes is allocated to the Scholarship Programme); and second, the private donations made by individuals and companies through the ESADE Challenge for Talent campaign, which have steadily grown, increasing by 30% the last academic year. The challenge set by the campaign is to raise an additional €1 million each year for scholarships, with a view to attracting talented students of limited financial means and thus making ESADE the best school for promoting the comprehensive training of people.

Endowment

ESADE invests in an endowment fund, the interest from which is allocated each year to the institution's strategic projects or re-invested in the fund itself. The endowment grew by €422,783 to a total of €6.6 million.

THE ESADE CHALLENGE FOR TALENT

To successfully attract the finest students on an international scale, it is necessary to offer a wide-ranging and competitive portfolio of scholarships. With this goal in mind, in April 2012, the ESADE Challenge for Talent fundraising campaign was launched, primarily targeting alumni, students, faculty members and companies committed to talent. Over the 2013-2014 academic year, 555 people showed their support for the institution by participating in the campaign.



The ESADE Challenge for Talent consists of various initiatives:

> 1,000 x 1,000 ESADE

The 1,000 x 1,000 ESADE initiative was the launch pad for the ESADE Challenge for Talent campaign. It seeks the involvement and support of a broad group of alumni who stand out for their ties to ESADE or ESADE Alumni or on account of their professional profile and prestige. Over the 2013-2014 academic year, 122 people showed their support for the initiative by making a significant donation. The 1,000 x 1,000 ESADE donors have played a key role in boosting the fundraising effort as founding donors of the Scholarship Programme.

> GENERAL CAMPAIGN

Joint initiatives. The sum of many donations can have a major impact. In order to show donors the impact of their donations to the Scholarship Programme, and to give them greater insight into the reality of the programme, ESADE and ESADE Alumni have promoted various joint initiatives led by classes of students and alumni and by ESADE Alumni clubs and chapters.

By pooling the donations of all members of a given class, club or chapter, a joint scholarship can be established.

Thus, working together, ESADE alumni can give talented young people opportunities for the future, removing the financial barriers for them to study at ESADE by means of what is known as a class, club or chapter scholarship.

- Alumni (classes, chapters, clubs). Former classmates who, years after leaving the ESADE classrooms, wish to continue sharing challenges and dreams.
- Students (graduating classes). Graduating students are already joining the initiative and becoming Scholarship Programme donors.

> CORPORATE SCHOLARSHIP PROGRAMME

Some 22 companies and organisations give their support to the finest talent through the Corporate Scholarship Programme, 8 by sponsoring scholarships that bear their name and the remaining 14 by actively collaborating with the Scholarship Programme.

To align this donation with their strategy and values, each company can choose the specific programme for which it wishes to award its scholarships or specify the student profile it would like the recipient to have.

COMPANIES AND FOUNDATIONS THAT HAVE CONTRIBUTED TO SPECIFIC PROJECTS AND TO THE FOUNDATION'S GOALS

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- Agrolimen
- BBVA
- ESADE Alumni
- Fundación de PwC
- Fundación Repsol
- Obra Social "la Caixa"
- Santander

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- Invest in Spain
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CEMS Corporate Partner

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COMPANIES AND FOUNDATIONS THAT HAVE CONTRIBUTED TO THE SCHOLARSHIP PROGRAMME

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- Budget
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- Fundación Banco Sabadell
- Fundación Caja de Ingenieros
- Fundación Jesús Serra / Grupo Catalana Occidente
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- Toyota Material Handling

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The ESADE Foundation Assembly of Members (Assembly of Trustees) is a key body for ESADE, tasked with informing and advising the Board of Trustees – the Foundation's governing body – with regard to the needs and developments of civil society. The Assembly of Trustees consists of a series of Spanish and international organisations that collaborate with the ESADE Foundation by means of economic donations to promote ESADE's strategic projects. In addition to its advisory role, the Assembly of Trustees is a high-level business forum in which companies, represented by their presidents, CEOs and general managers, are provided with a platform to discuss current social and economic realities. Several individuals also belong to the body, due to their special relationship with ESADE, as former presidents of the ESADE Foundation or ESADE Alumni, or their historical involvement with the institution.

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Thank you to all the alumni, students, faculty members and friends of ESADE who donated to the ESADE Scholarship Programme in the 2013-2014 academic year.

1,000 x 1,000

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- Guivernau Escuer, Josep M. (Lic&MBA 95)
- Gupta, Nishit Sharvan (MBA 14)
- Gutiérrez Rodríguez, Laura (BBA 12)
- Hernández Duran, Carlos (GED 14)
- Hernández Orpinell, Maximiliano (BBA 14)
- Hodertein Cabistany, Mónica (Lic&MBA 90)
- Huang, Sally Peichi (MBA 14)
- Huerga Urizar, Jaime (BBA 14)
- Izquierdo Pardo, M. Esther (BBA 14)
- Joana Calaf, José M. (SEP 09)
- José Georges, Daniel (BBA 12)
- Jover Ricart, Carles (Lic&MBA 74)
- Juher Adroer, Albert (BBA 14)
- Kanegaonkar, Kshiteesh (MBA 14)
- Kewale, Rahul (MBA 14)
- Kirkegaard Biosca, Sílvia (BBA 14)
- Labairu Trenchs, M. Itziar (BBA 14)
- Labori Jover, Alejandro (BBA 14)
- Lamas Colombas, Malu (BBA 14)
- Langa Arnau, Ricardo (Lic&MBA 97)
- Lankinen, Pasi Tapani (Lic&MBA 97)
- Lara Díaz, Alejandro de (BBA 14)
- Lasierra Herrerros, Natalia (Lic&MBA 91)
- Lee, Joanna Shin-Yi (MBA 14)
- Levy Ratynski, Yannis (BBA 14)
- Lin, Zi (BBA 12)
- Llach Solé, Lara (BBA 14)
- Llenas Rossell, Xavier (Lic&MBA 93), administrative and service staff
- Llobet Aznar, Santi (BBA 14)
- Llopis Martínez, Eduardo (BBA 14)
- Llorens Anglès, Marcel (BBA 13)
- Lloveras Soler, Josep M. (Lic&MBA 70)
- Lombarte Lladó, Esteve (BBA 14)
- López Fernández de Castillejo, Alberto (BBA 14)
- López Guitart, Meritxell (BBA 13)
- López Noriega, Dolores (BBA 14)
- López Trucharte, Albert (BBA 14)
- López Viguria, Enrique (PT MBA 90), administrative and service staff
- López-Dóriga de Dalmau, Sonia (BBA 14)
- López-Dóriga Portabella, Gabriel (Lic&MBA 78)
- Lorente Martínez, Montserrat (BBA 14)
- Losada Cavestany, Diego (BBA 12)
- Malet Niu, Dánae (BBA 14)
- Mallolas Castro, Marc (BBA 14)
- Manent Relats, Josep (Lic&MBA 74)
- Manent Silvar, Silvia (BBA 13)
- Manubens Mercadé, Carlos (BBA 14)
- Manzanares Giribet, Ignacio (BBA 12)
- Maragall Garriga, Joan Anton (Lic&MBA 73)
- Maranges Bayó, Jaume (Lic&MBA 05), PAS
- Marcet Domingo, Alberto (BBA 14)
- Marcos Cremades, Carlos (GED 14)
- Marcos Guàrdia, Carles (BBA 14)
- Marcos Sansón, Elena (BBA 13)
- Marfull Vilanova, Georgina (BBA 12)
- Marín Llobet, Ferran (BBA 14)
- Martí Pellisé, Cristina (BBA 14)
- Martín Pastor, Laura (BBA 14)
- Martínez Alventosa, Gerard (BBA 12)
- Martínez Balañá, Anna (BBA 14)
- Martínez Farrero, Santi (Management Control 99)
- Martínez Rodríguez, Marta (BBA 14)
- Martos Bartolí, Alfons Josep (BBA 14)
- Mas Navarro, Joan Ramon (PMD 06)
- Masana Preciado, Victor (BBA 14)
- Massó Martín, Francisco Javier (BBA 14)
- Massons Rabassa, Joan (Lic&MBA 66), professor
- Mejias Vernet, Asier (BBA 14)
- Milà Gispert, Marc (BBA 14)
- Minguell Casals, Julia (BBA 14)
- Mínguez Ojeda, Javier-Akira (BBA 12)
- Miquel Burriel, Núria M. (BBA 13)
- Miret Cuesta, Laura (BBA 14)
- Módol Sole, Ángel (Lic&MBA 74)
- Molins Ustáriz, Claudi (BBA 14)
- Monfort Bonet, Marc (BBA 14)
- Monrabà Bagan, Josep (GED 13)
- Montes Güell, Miquel (GEMBA 2009)
- Mora Mediavilla, M. del Mar (BBA 12)
- Morales Sánchez, M. José (EDIEF 01)
- Morales Sánchez, Marta (BBA 14)
- Morales Vernet, Natalia (BBA 14)
- Morales Viñas, Claudi (GED 13-MUA)
- Morata Roig, Andrés (Lic&MBA 91)
- Moreno Vivó, Gerard (GED 13)
- Morgadinho Lopes, Nuno José (MBA 09)
- Mur Gómez, Carmen (PMD 1989)
- Nadal Alemany, Isabel (GED 14)
- Nasarre Martínez-Torres, Ana (BBA 14)
- Navarro Codina, Josep M. (Lic&MBA 78)
- Nieves Sánchez, Sergio (BBA 14)
- Nogueira Canle, Martiño (Máster Dir. Operaciones 09)
- Notari Torán, Pascual (BBA 14)
- Núñez Cotovad, Paula (BBA 12)
- Océni Gili, Amy (BBA 14)
- Ochoa Lázaro, Sandra (BBA 13)
- Oliva Fontecha, Laura (BBA 14)
- Oliver García, Andrea (BBA 14)
- Oliver Portavella, Pol (BBA 14)
- Oliveras Pey, Jordi (BBA 14)
- Ollé, Montse (Lic&MBA 74)- *In memoriam* †
- Olmedillo Diaz, Marc (BBA 14)
- Orri Badía, Cristina (GED 13)
- Ortiz Ribas, Marc (BBA 14)
- Otzet López, Albert (BBA 12)
- Pagès Valls, Marc (BBA 14)
- Palou Vidal, Martí (BBA 14)
- Parada Jou, Josep (Lic&MBA 87)
- Paradedda Roca, Ivet (BBA 14)
- Parcerisas Kuhnlein, Pol (BBA 14)
- Pardo López, Carlos (BBA 14)
- Pedragosa Badia, Laura (BBA 14)
- Pedro-Botet, Oriol Carles (BBA 14)
- Penalba Gutiérrez, Marta (BBA 14)
- Perera Barceló, Alejandro (BBA 13)
- Pereta Farré, Marc (GED 13)
- Pérez Dávila, Esteban (Lic&MBA 79)
- Pérez Miranda, Carlos (Lic&MBA 09)
- Pérez Moral, Acisclo (Lic&MBA 78)
- Pericas Parera, Albert (BBA 14)
- Pijoan Toraiwa, Pau (BBA 14)
- Pinós Blanch, Josep M. (Lic&MBA 73)

- Pociello Mur, Jair (GED 14)
- Poirson De Sandrans, Thibault (BBA 14)
- Ponce León, Alejandro Carlos (BBA 14)
- Pons Garcia, Alba (BBA 14)
- Ponsico Martín, Alba (BBA 14)
- Poveda Pérez, Ernesto (Lic&MBA 74)
- Prim Bernal, Juan (BBA 12)
- Profitós Gardenyes, Josep M. (BBA 14)
- Puig Melendres, Àngel (Lic&MBA 92)
- Puig Verdejo, Josep (Lic&MBA 73)
- Quintana Díaz, Raquel (BBA 12)
- Ràfols Fernández, Pol (BBA 14)
- Ràfols Romero, Silvia (GED 14)
- Rajabi, Nadim (MBA 14)
- Ramírez Peguero, Andrea Beberly (BBA 14)
- Ramos De La Rosa, Ismael Vicenç (BBA 14)
- Reol Olano, Rocío (Lic&MBA 91)
- Rey López, Olimpia (BBA 14)
- Ribas Ariño, Joan (EDIEF 72 / Doctorado 03)
- Ribé Nuñez, Oriol (BBA 14)
- Ricart Roig, Elisabet (BBA 14)
- Riera De Pascual, Anna Marta (BBA 14)
- Rifà Forte, Jordi (BBA 12)
- Riñé Casajuana, Aleix (BBA 12)
- Rivera Jornet, Jordi (BBA 14)
- Rivera Molins, Carles (Lic&MBA 97)
- Roca Brunet, Ivan (EMBA 14)
- Roca Cobo, Mireia (BBA 14)
- Roca Massana, Laura (BBA 14)
- Roca Ritoók, Xavier (BBA 14)
- Roca Torres, Òscar (BBA 14)
- Roda Noguera, Oriol (FT MBA 13)
- Rodríguez Hidalgo, Daniel (BBA 14)
- Rodríguez Matesanz, Patricia (BBA 14)
- Rodríguez Sánchez, Miriam (BBA 14)
- Roger Ull, Borja (GED 14)
- Romeu Rosell, Adrià (BBA 14)
- Romy Belilos, Jean Louis (Lic&MBA 74)
- Rovira Caballero, Jesús M.
- Rovira Caballero, Salvador (Lic&MBA 73)
- Rovira Carrera, Salvador (Lic&MDE 10)
- Rubiella Muñoz, Ramon (BBA 14)
- Ruiz Domínguez, Óscar (BBA 14)
- Rull Caubet, Víctor (BBA 14)
- Rusiñol Batlle, Joan (BBA 14)
- Sábado Novau, Adrià (BBA 14)
- Sabaté Cerdà, Alexandra (BBA 12)
- Sáenz Santa-María, M. Isabel (BBA 12)
- Sagrera Villagrasa, Joan (Lic&MBA 74)
- Sahuquillo Minguet, Alicia (BBA 13)
- Saiz Erausquin, Enrique (BBA 14)
- Sala Rovira, Josep M. (Lic&MBA 73)
- Salaet Mauri, Xavier (BBA 14)
- Salanova Muñoz, Marina (BBA 14)
- Salas Fumás, Vicente (Lic&MBA 74)
- Saló Gomis, Oriol (BBA 14)
- Sanmartí Tous, Berta (BBA 14)
- Sanrama Pujadas, Laura (BBA 14)
- Santaflorentina Durán, M. Mercè (Lic&MBA 90)
- Saura Montiel, Mercè (Master in Marketing Management, 08), administrative and service staff
- Segarra Algueró, Carolina (BBA 12)
- Segarra Garcia, Josep (BBA 14)
- Segarra Raventós, Mireia (BBA 12)
- Sellarès Boada, Gerard (BBA 14)
- Serra Álvarez, Mireia (BBA 13)
- Serra Bosch, Marta (BBA 14)
- Serra Plassa, Carla (BBA 12)
- Serra Vallejo, Inés (BBA 14)
- Sesé Mínguez, Eneko (BBA 14)
- Shroff, Rishi (MBA 14)
- Silva Alberola, Brenda (BBA 14)
- Sitjar Valverde, Pedro (Lic&MBA 95)
- Solanas Xabé, Marta (BBA 14)
- Solé Moix, Jordi (BBA 14)
- Soler Batet, Lleonard (BBA 13)
- Soler Fraile, Pablo (Lic&MBA 85)
- Soler Obradors, Marc (BBA 14)
- Soler Perlacia, Anna (BBA 14)
- Stefanova Fikova, Lubomira (BBA 12)
- Steinbauer Melchor, Eric (BBA 14)
- Sumarroca Boix, Elisenda (BBA 14)
- Tagarro Puig, M. del Mar (BBA 14)
- Tallada López, M. Cinta (GED 14)
- Tarridas Sanchez, Estefania, administrative and service staff
- Terraza Badía, Mónica (BBA 14)
- Thepjesdathornsak, Karunya (MBA 14)
- Torra-Balari Cera, Mauricio (Lic&MBA 74)
- Torras Consolación, Alicia (BBA 13)
- Torras Gómez, Marc-Albert (BBA 13)
- Torras Guerrero, Carla (BBA 13)
- Torres Ponce, Edgar (MBA 14)
- Tossal Juncà, Gemma (BBA 14)
- Trapote Barreira, César (EMBA 14)
- Trias de Bes Ustáriz, Belén (Lic&MD 00), lecturer
- Trillo Estruch, Alejandro (BBA 13)
- Tur Marí, Enrique (BBA 14)
- Valenzuela Cardenas, Max Peter (MBA 14)
- Valeri Iribarren, Pablo (BBA 14)
- Vallés Pérez, Carlos (GED 13)
- Valls Blázquez, Lucía (BBA 14)
- Vallverdú Caldentey, Marc (BBA 12)
- Varela Armengol, Anna (GED 14)
- Vereia Vilariño, Marta (BBA 14)
- Vergés Canadell, Eulàlia (BBA 14)
- Viader Pagés, Elena (Lic&MBA 90), administrative and service staff
- Vich Serra, Paula (BBA 14)
- Vidal Cardona, Elena (BBA 12)
- Vilella Ribas, Ricard (BBA 14)
- Wareham, Jonathan Douglas, professor
- Wildiz, Axel (EMBA 14)
- Zamarro Junquera, Alfonso (BBA 14)
- Zegri De Olivar, Ignacio (BBA 14)
- Zelman Brenner, Gal (BBA 14)
- Zhou, Sara (BBA 14)
- Anonymous donations (3)

The Corporate Relations & Fundraising team has compiled the lists that appear in this ANNUAL REPORT with utmost care in order to ensure their accuracy. Should you observe any errors despite these efforts, please accept our most sincere apologies and do not hesitate to inform us. Some names have not been listed by express wish of the donor to remain anonymous.

10. GOVERNING BODIES

**The 2013-2014
academic year
was the first with
Manuel Raventós
as President
of the Board
of Trustees**

**Eduardo Berché,
new Dean of the
Law School**



ESADE'S GOVERNING BODIES ARE CONCEIVED OF TO RESPOND TO THE CHALLENGES OF AN INSTITUTION THAT ASPIRES TO BE A DRIVER OF SOCIAL PROGRESS

MANAGEMENT

Board of Trustees

The Board of Trustees is the ESADE Foundation's main governing and representative body and the legal titleholder of ESADE's educational centres. Its statutes consolidate and strengthen the legal structure of an institution conceived of as, and founded on the basis of, an equal partnership between the Society of Jesus and civil society. Thus, the members of the Board of Trustees are also split equally. Half are appointed by the Provincial of the Society of Jesus, while the other half consist of civil society representatives. The latter are co-opted by board members from among individuals with distinguished reputations in the business, legal, academic and/or cultural spheres, after they have taken into consideration the non-binding opinion of the ESADE Foundation Assembly of Members.

President

Manuel Raventós Negra

Vice-president

Josep Oriol Tuñí Vancells

Secretary

Josep E. Milà Mallafre

Members

Juan Arena de la Mora, Artur Carulla Font, Germán Castejón Fernández, Sol Daurella Comadrán, Raúl Díaz-Varela, Patricia Estany Puig, Francisco J. Gismondi, Jaume Guardiola Romojaro, Juan José López Burniol, Pedro Navarro Martínez, Juan M. Nin Génova, Xavier Pérez Farguell, Llorenç Puig Puig, Mario Rotllant Solà

Executive Board

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

The Executive Board is the body that assists the General Management in managing and coordinating the various ESADE areas.

In the 2013-2014 academic year, the Executive Board had the following members:

- Eugènia Bieto, *Director General*
- Alfons Sauquet, *Dean, Business School*
- Eduardo Berché, *Dean, Law School*
- Francisco Longo, *Secretary General*
- Enrique López Viguria, *Institutional Secretary*
- Ramon Aspa, *Corporate Deputy Director General*
- Manel Peiró, *Academic Vice-Dean*
- Enrique Verdeguer, *Director, ESADE Madrid*
- Xari Rovira, *Vice-Dean of Programmes and Educational Innovation, Business School*
- Sergio Llebaría, *Vice-Dean of Programmes and Educational Innovation, Law School*
- Alfred Vernis, *Executive Director, University Programmes, Business School*
- Jaume Hugas, *Executive Director, Executive Education*
- Glòria Batllori, *Executive Director, MBA Programme*
- Jonathan Wareham, *Vice-Dean for Research*
- Josep Bisbe, *President, ESADE Faculty*



ESADE PROFESSIONAL ADVISORY BOARD

Juan Arena

Chairman of the SERES Foundation and of the ESADE Professional Advisory Board

Maitte Arango

Vice-Chairwoman of the Board of Directors, Vips Group

Anna M. Birulés

President, Alta Business Services

Luis Conde

President, Seeliger & Conde

Fernando Conte

President, Parkia

Mónica de Oriol

President, Seguriber-Umano

Juan Ignacio Entrecanales

Vice Chairman, Acciona

Pedro Fontana

President, Áreas

María Garaña

President, Microsoft Spain

Cristina Garmendia

Partner, Ysios Capital Partners

Juan Lladó

Vice-Chairman and CEO, Técnicas Reunidas

Iván Martén

Senior Partner & Managing Director, The Boston Consulting Group

Vicente Moreno

President and CEO, Accenture Spain

Ignacio Polanco

Honorary Chairman, Prisa Group

Francisco Román

President, Vodafone Spain

Fernando Ruiz

President, Deloitte

Carina Szpilka

Vice-President, Spanish Committee for UNICEF

Juan Antonio Zufiria

General Manager, IBM Global Technology Services, Europe

On behalf of ESADE

Eugenia Bieto

Director General

Pedro Navarro

Executive Vice-President of the ESADE Foundation Board of Trustees

José M. de la Villa

Director of Institutional Relations and Secretary of ESADE's Professional Advisory Board

LAW SCHOOL PROFESSIONAL ADVISORY BOARD

- Abertis Infraestructuras
- Advocacia General de l'Estat a Barcelona
- Agència Tributària, Delegació a Barcelona
- AGM Abogados
- Arasa & De Miquel - Euroforo
- Baker & McKenzie Abogados
- BDO Abogados
- Clifford Chance Abogados
- Col·legi Notarial de Catalunya
- Crowe Horwath Legal y Tributario
- Cuatrecasas, Gonçalves Pereira, SLP
- D.E Master Blenders 1753
- Danone, SA
- Deganat dels Registradors de la Propietat, Mercantils i de Béns Mobles de Catalunya
- Deloitte Abogados y Asesores Tributarios
- Ernst & Young Abogados (EY)
- Escola Judicial
- Font Abogados y Economistas
- Freshfields Bruckhaus Deringer, LLP
- Garrigues, Abogados y Asesores Tributarios
- Gas Natural Fenosa
- Gómez-Acebo & Pombo Abogados, SLP
- Iberdrola, SA
- Inspecció de Treball i Seguretat Social a Catalunya
- Jausas
- KPMG Abogados
- "la Caixa"
- MANGO Punto Fa, SL
- Manubens & Asociados Abogados
- Osborne Clarke, SL
- Pedrosa Lagos
- PepsiCo Europa
- Pérez-Llorca
- Puig, SL
- PwC Tax & Legal
- Roca Junyent, SLP
- Rousaud Costas Duran, SLP
- Tribunal Arbitral de Barcelona
- Uría Menéndez, SLP
- Vialegis Asesores Legales y Tributarios



11. ECONOMIC INFORMATION



ESADE AIMS TO HAVE A SUSTAINABLE ECONOMIC MODEL THAT ENSURES IT HAS THE NECESSARY CAPACITY TO COMPETE IN A DEMANDING GLOBAL ENVIRONMENT

2013-2014 ECONOMIC INFORMATION

ESADE finished the 2013-2014 academic year with a substantial improvement in its operating income, having registered a final total income of €80 million, representing an increase of 6% on the previous year. Moreover, all business units outperformed the initial projections.

These figures confirm the institution's upward trend and afford it solid prospects for the coming years.

Additionally, following the announcement of the good figures, an agreement was reached regarding a €7 million write-down of the financial asset ESADECREAPOLIS. This decision improves ESADE's balance sheet and will not affect its cash or its ability to invest in the institution's strategy for the future.

Evolution of income



€80 million	2013-14 academic year
€74 million	2012-13 academic year
€83 million	2011-12 academic year
€80 million	2010-11 academic year
€75 million	2009-10 academic year

2013-2014 INCOME

€80 million income from all units

€70 million from the Business School

€10 million from the Law School

Income statement

Total income: €80 million

Personnel expenses: -€43 million

Overhead: -€30 million

EBITDA: €7 million

Depreciation and amortisation: -€6 million

Operating profit: €1 million

Financial result: -€9 million

Final result: -€7 million

Balance sheet

> ASSETS

Non-current assets: €80 million

Fixed assets: €70 million

Investments in group and associated companies:
€10 million

Current assets: €36 million

Receivables: €6 million

Short-term financial investments: €12 million

Cash: €18 million

TOTAL ASSETS: €116 million

> LIABILITIES

Net worth €40 million

Foundational fund + reserves: €39 million

Fiscal year results: -€7 million

Grants and donations: €8 million

Non-current liabilities: €26 million

Long-term creditors: €26 million

Current liabilities: €50 million

Prepayments and deferred income: €41 million

Other debts: €9 million

TOTAL LIABILITIES: €116 million

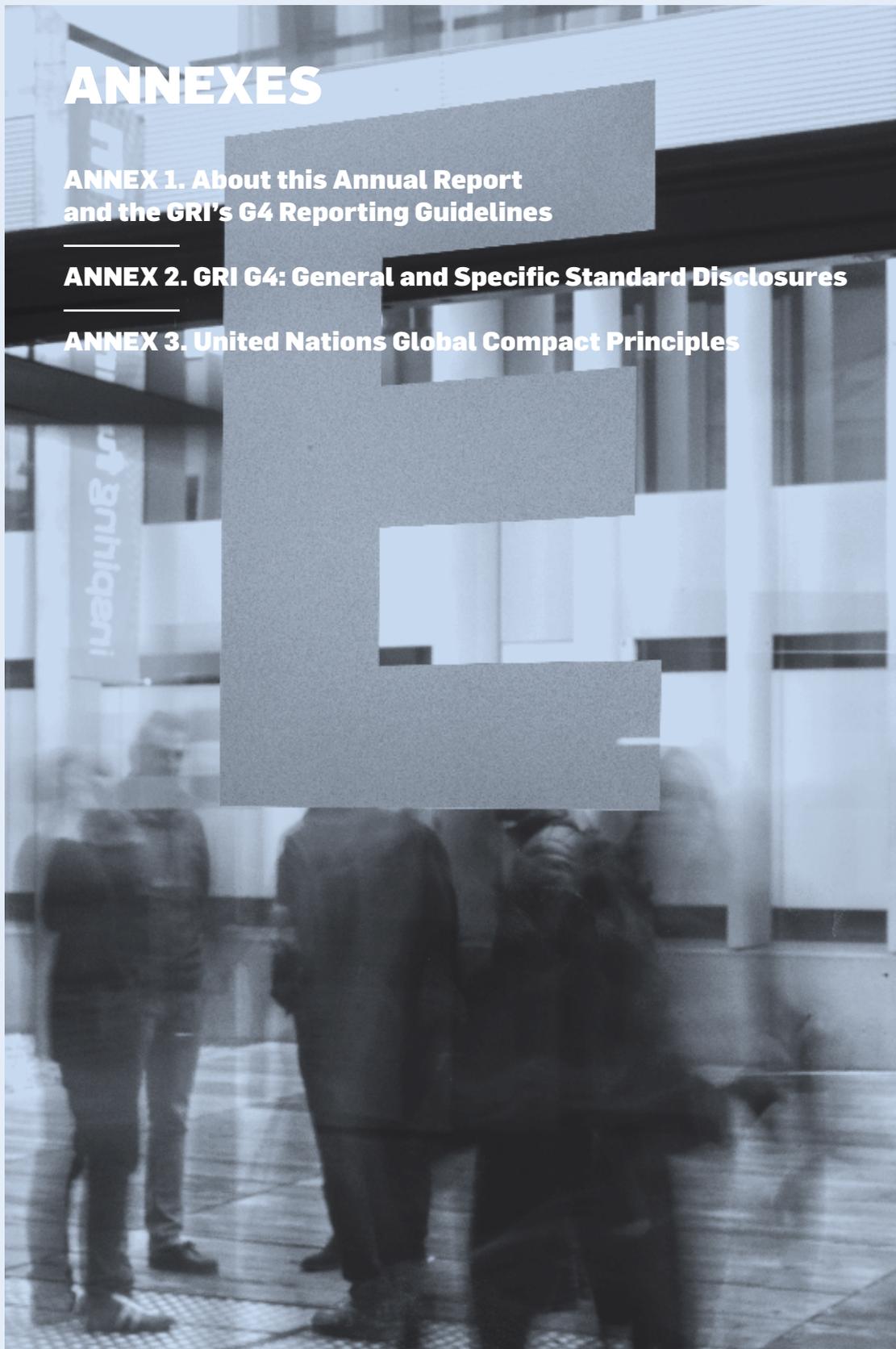


ANNEXES

**ANNEX 1. About this Annual Report
and the GRI's G4 Reporting Guidelines**

ANNEX 2. GRI G4: General and Specific Standard Disclosures

ANNEX 3. United Nations Global Compact Principles



ANNEX 1. ABOUT THIS ANNUAL REPORT AND THE GRI'S G4 REPORTING GUIDELINES

This ANNUAL REPORT was prepared within the framework of the Global Reporting Initiative (GRI) with a view to contributing to a sustainable global economy in which organisations manage their economic, social and environmental performance, as well as their impact, responsibly and with transparent reporting. For the 2013-2014 academic year, we decided to go one step further and to prepare the ANNUAL REPORT in accordance with the GRI's G4 Guidelines, which stress the importance of focusing on those aspects that are material both to the organisation's activities and to its main stakeholders.

This new approach based on materiality means that annual reports should focus on those issues that are truly critical to achieving the organisation's goals and to managing its social impact. The GRI's G4 Guidelines are a globally relevant framework intended to promote a standardised approach to reporting that encourages the degree of transparency and consistency required to ensure that the information that markets and society receive is both credible and useful.

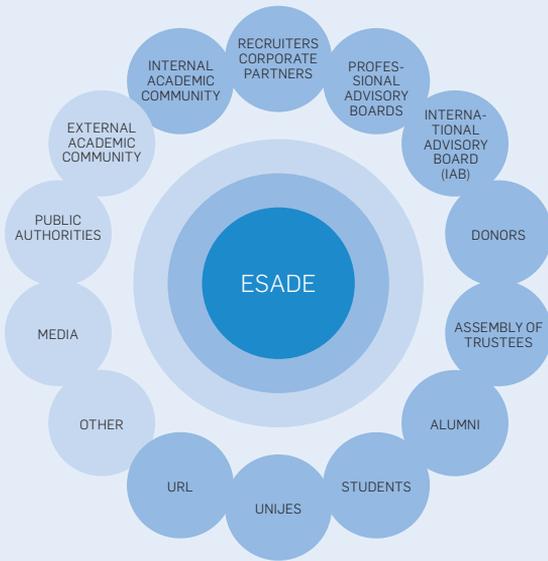
This GRI G4 ANNUAL REPORT was prepared in accordance with the same process used to prepare the institution's Strategic Plan, which included the participation of the main stakeholders and defined the institution's main priorities and lines of actions for the next four years. The results of the survey of our main stakeholders (1st ESADE Stakeholders Forum, held in November 2013) were also a key reference.

Stakeholder engagement

As part of the strategic planning process, a plan was put together to determine the views of ESADE's main stakeholders with the aim of better understanding the needs, expectations and challenges the institution must address to achieve its goals.

Some 117 people from the organisation participated in the internal process, which was divided into three stages: analysis, strategy and action plan. The external stakeholders who took part in the process are shown in the following figure, which also indicates which stakeholders were prioritised in the definition of the Strategic Plan.

STAKEHOLDER MAP



- Not prioritised in the preparation process
- Engagement prioritised

Note: Companies' and managers' views are included under Professional Advisory Boards, IAB, Recruiters, Donors and Alumni

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

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

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

PARTICIPATING STAKEHOLDERS

SESSIONS	COMPANIES	PARTICIPANTS
Board of Trustees		18
Donors from Barcelona	9	15
Alumni Board and donors from Madrid	10	10
Alumni Board of Directors in Barcelona	5	5
Corporate Partners	13	13
International Alumni	6	6
International Advisory Board	6	7
Professional Advisory Board	10	10
Recruiters from Barcelona	15	17
Recruiters from Madrid	10	11
Total	84	112

In general, stakeholder engagement throughout the process was very positive and highly valued by the institution.

Definition of the ANNUAL REPORT's content

To determine the content to be included in the ANNUAL REPORT, we considered: first, the interests expressed by our various stakeholders in the different meetings held throughout the process of preparing the institution's 2014-2018 Strategic Plan; second, our mission, vision and declaration of values; third, the main lines defined in our mission (training, research and social outreach); and, fourth, the basic requirements expected of a higher-education institution at the international level.

The aspects and indicators of the report were determined as a result of the work carried out for the annual reports of the last years, enriched by the results of a survey conducted among the participants in the 1st Stakeholders Forum, which was held at ESADE in November 2013. As a result of this survey, the following material aspects were identified:

ECONOMIC ASPECTS

- The institution's economic information

ENVIRONMENTAL ASPECTS

- Environmental policy

LABOUR PRACTICES AND WORK ETHIC

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

HUMAN RIGHTS

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

SOCIETY

- Outreach and social debate
- Social action and cooperation

TRAINING, RESEARCH AND JOB PLACEMENT

- Scholarship policy
- Research and knowledge

In general, the material aspects identified in the process of preparing the ANNUAL REPORT, both at the Stakeholders Forum and in the process of drafting the Strategic Plan, were fairly similar, both for the internal teams and for the organisation's external stakeholders. Because we are an academic institution, our stakeholders evolve over time, with students becoming alumni, as well as executives at contracting and donor companies. This may in part explain why the material aspects are fairly homogeneous among our different internal and external stakeholders.

In the preparation of the ANNUAL REPORT, we also took into account the ten principles of the Global Compact and the Principles for Responsible Management Education (PRME).



ANNEX 2. GRI G4: GENERAL AND SPECIFIC STANDARD DISCLOSURES

GENERAL STANDARD DISCLOSURES

	Page	External assurance
STRATEGY AND ANALYSIS		
G4 -1 Statement from the most senior decision-maker of the organisation (such as the CEO, chair, or equivalent senior position) about the relevance of sustainability to the organisation and the organisation's strategy for addressing sustainability.	4-5	-
ORGANISATIONAL PROFILE		
G4 - 3 Name of the organisation	Cover	-
G4 - 4 Primary brands, products and services	19-23	-
G4 - 5 Location of the organisation's headquarters	Back cover	-
G4 - 6 Report the number of countries where the organisation operates and names of countries where either the organisation has significant operations or that are specifically relevant to the sustainability topics covered in the report.	8	-
G4 - 7 Nature of ownership and legal form	83	-
G4 - 8 Report the markets served (including geographic breakdown, sectors served and types of customers and beneficiaries)	21-22	-
G4 - 9 Report the scale of the organisation (No. of employees, No. of operations, net sales or net revenues, capitalisation and quantity of products or services provided)	8-9, 89	-

	Page	External assurance	
G4 - 10	Number of employees by employment contract and gender. Number of permanent employees by employment type and gender. Total workforce by employees and supervised workers and by gender. Total workforce by region and gender. Report whether a substantial portion of the organisation's work is performed by workers who are legally recognised as self-employed, or by individuals other than employees or supervised workers. Report any significant variations in employment numbers.	65	-
G4 - 11	Percentage of total employees covered by collective bargaining agreements.	68	-
G4 - 12	Describe the organisation's supply chain.	Not applicable	-
G4 - 13	Report any significant changes during the reporting period regarding the organisation's size, structure, ownership or supply chain.	There were no significant changes	-
G4 - 14	Report whether and how the precautionary approach or principle is addressed by the organisation.	Not applicable	-
G4 - 15	List externally developed economic, environmental and social charters, principles or other initiatives to which the organisation subscribes or which it endorses	11-12	-
G4 - 16	List memberships of associations and national or international advocacy organisations in which the organisation holds a position on the governance body, participates in projects or committees, provides substantive funding beyond routine membership dues, and views membership as strategic. This list refers primarily to memberships maintained at the organisational level.	11-12 50-51	-
IDENTIFIED MATERIAL ASPECTS AND BOUNDARIES			
G4 - 17	a. List all entities included in the organisation's consolidated financial statements or equivalent documents.	89	-
	b. Report whether any entity included in the organisation's consolidated financial statements or equivalent documents is not covered by the report.	Not applicable	-
G4 - 18	a. Explain the process for defining the content and the Aspect Boundaries.	Annex 1	-
	b. Explain how the organisation has implemented the Reporting Principles for Defining Report Content.	Annex 1	-

		Page	External assurance
G4 - 19	List all the material Aspects identified in the process for defining report content.	Annex 1	-
G4 - 20	For each material Aspect, report the Aspect Boundary within the organisation. Report whether the Aspect is material within the organisation and any specific limitation regarding the Aspect Boundary within the organisation.	Annex 1	-
G4 - 21	For each material Aspect, report the Aspect Boundary outside the organisation. Report whether the Aspect is material outside of the organisation. If the Aspect is material outside of the organisation, identify the entities, groups of entities or elements for which the Aspect is material. In addition, describe the geographical location where the Aspect is material for the entities identified. Report any specific limitation regarding the Aspect Boundary outside the organisation.	Annex 1	-
G4 - 22	Report the effect of any restatements of information provided in previous reports, and the reasons for such restatements	Not applicable	-
G4 - 23	Report significant changes from previous reporting periods in the Scope and Aspect Boundaries.	Not applicable	-
STAKEHOLDER ENGAGEMENT			
G4-24	Provide a list of stakeholder groups engaged by the organisation.	Annex 1	-
G4-25	Report the basis for identification and selection of stakeholders with whom to engage.	Annex 1	-
G4-26	Report the organisation's approach to stakeholder engagement, including frequency of engagement by type and by stakeholder group, and an indication of whether any of the engagement was undertaken specifically as part of the report preparation process.	Annex 1	-
G4-27	Report key topics and concerns that have been raised through stakeholder engagement, and how the organisation has responded to those key topics and concerns, including through this report. Report the stakeholder groups that raised each of the key topics and concerns.	Annex 1	-
REPORT PROFILE			
G4-28	Reporting period	Cover	-
G4-29	Date of most recent previous report	2012-2013 academic year	-
G4-30	Reporting cycle	Annual	-
G4-31	Provide the contact point for questions regarding the report or its content	104	-

	Page	External assurance
G4-32 a) Record the 'in accordance' option the organisation has chosen . 'In Accordance' – Core		-
b) Report the GRI Content Index for the chosen option.	G4	-
c) Report the reference to the External Assurance Report, if the report has been externally assured.	Not applicable	-
G4-33 Report the organisation's policy and current practice with regard to seeking external assurance for the report. If not included in the assurance report accompanying the sustainability report, report the scope and basis of any external assurance provided. Report the relationship between the organisation and the assurance providers. Report whether the highest governance body or senior executives are involved in seeking assurance for the organisation's sustainability report.	Not applicable	-

GOVERNANCE

G4-34 Report the governance structure of the organisation, including committees of the highest governance body. Identify any committees responsible for decision-making on economic, environmental and social impacts.	83	-
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ETHICS AND INTEGRITY

G4 -56 Describe the organisation's values, principles, standards and norms of behaviour, such as codes of conduct and codes of ethics.	11	-
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SPECIFIC STANDARD DISCLOSURES - INDICATORS

Material Aspects	Disclosures on Management Approach and Indicators	Page	Omissions	External assurance
CATEGORY: ECONOMIC				
ECONOMIC PERFORMANCE	Disclosures on Management Approach (G4- DMA)	68, 89	-	-
	G4 - EC1 Direct economic value generated and distributed	89	-	-
	G4 - EC3 Coverage of the organisation's defined benefit plan obligations	68	-	-
CATEGORY: ENVIRONMENTAL				
MATERIALS	Disclosures on Management Approach (G4- DMA)	15	-	-
	G4 - EN1 Materials used by weight or volume	15	-	-

Material Aspects	Disclosures on Management Approach and Indicators	Page	Omissions	External assurance
ENERGY	Disclosures on Management Approach (G4-DMA)	15	-	-
	G4 - EN3 Energy consumption within the organisation	15	-	-
	G4 - EN6 Reduction of energy consumption	15	-	-
WATER	Disclosures on Management Approach (G4-DMA)	15	-	-
	G4 - EN8 Total water withdrawal by source	15	-	-

CATEGORY: SOCIAL

EMPLOYMENT	Disclosures on Management Approach (G4-DMA)	65	-	-
	G4 - LA1 Total number and rates of new employee hires and employee turnover by age group, gender and region	65	-	-
	G4 - LA2 Benefits provided to full-time employees that are not provided to temporary or part-time employees, by significant locations of operation	68	-	-
	G4 - LA3 Return to work and retention rates after parental leave, by gender	68	-	-
OCCUPATIONAL HEALTH AND SAFETY	Disclosures on Management Approach (G4-DMA)	68	-	-
	G4 - LA5 Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor and advise on occupational health and safety programmes	68	-	-
	G4 - LA6 Type of injury and rates of injury, occupational diseases, lost days and absenteeism and total number of work-related fatalities, by region and gender	69	-	-
	G4 - LA8 Health and safety topics covered in formal agreements with trade unions	68	-	-
TRAINING AND EDUCATION	Disclosures on Management Approach (G4-DMA)	67	-	-
	G4 - LA9 Average hours of training per year per employee by gender and by employee category	67	-	-
	G4 - LA10 Programmes for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings	67	-	-

Material Aspects	Disclosures on Management Approach and Indicators	Page	Omissions	External assurance
DIVERSITY AND EQUAL OPPORTUNITY	Disclosures on Management Approach (G4- DMA)	83-86	-	-
	G4 - LA12 Composition of the governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity	83-86	-	-
LOCAL COMMUNITIES	Disclosures on Management Approach (G4- DMA)	16-17	-	-
	G4 - SO1 Percentage of operations with implemented local community engagement, impact assessments and development programmes	16-17	-	-
PRODUCT AND SERVICE LABELLING	Disclosures on Management Approach (G4- DMA)	22-23	-	-
	G4 - PR5 Results of surveys measuring customer satisfaction	22-23	-	-

ANNEX 3. UNITED NATIONS GLOBAL COMPACT PRINCIPLES

Principle	Related points in the annual report	Page
1	Businesses should support and respect the protection of internationally proclaimed human rights within their sphere of influence.	<ul style="list-style-type: none"> • Employee access to training – ESADE Training 67 • Orientation plan 68 • Mission and vision 11 • Statement of values 11 • Social action programmes (Social Action Programme, Momentum Project, Alumni Giving Back, SUD) 16-17 • Scholarship programme 75-76
2	Businesses should make sure that they are not complicit in human rights abuses.	<ul style="list-style-type: none"> • Projects under the ESADE Social Responsibility Master Plan 13
3	Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.	<ul style="list-style-type: none"> • Collective bargaining agreement and Staff Committee 68 • "Dialogues" and "Meetings" 67 • Internal communications (different channels) 67
4	Businesses should uphold the elimination of all forms of forced and compulsory labour.	<ul style="list-style-type: none"> • Work-life balance 68 • Employee benefits 68

principle	Related points in the annual report	Page
5	Businesses should uphold the effective abolition of child labour.	Given the type of activity carried out by the institution, there is no risk of child labour. By endorsing the Global Compact's ten principles, ESADE clearly expresses its commitment to the eradication of child labour.
6	Businesses should uphold the elimination of discrimination in respect of employment and occupation.	<ul style="list-style-type: none"> • ESADE Social Responsibility Master Plan 13 • Mission, values and vision 11
7	Businesses should support a precautionary approach to environmental challenges.	<ul style="list-style-type: none"> • Actions to reduce energy consumption 15 • Initiatives to reduce the environmental impact 15, 70 • Recycling campaign 15
8	Businesses should undertake initiatives to promote greater environmental responsibility.	<ul style="list-style-type: none"> • ESADE Green Rules campaign 15 • Measurements on the evolution of energy consumption 15 • Environmental responsibility survey 15 • Improvements in various initiatives aimed at eliminating the use of paper 70
9	Businesses should encourage the development and diffusion of environmentally friendly technologies.	<ul style="list-style-type: none"> • Development of technology platforms to encourage online and network-based work (new repository system for information on research activity [FacultyBio], webinars, adaptation to mobile devices) 70 • Research, training and knowledge-sharing by the Institute for Social Innovation 31
10	Businesses should work against corruption in all its forms, including extortion and bribery.	By endorsing the Global Compact's ten principles, ESADE shows its express and public rejection of corruption and extortion.

ACKNOWLEDGEMENTS

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

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