ANNUAL REPORT

2014-2015

ESADE Foundation
This Report meets the guidelines of the Global Reporting Initiative. The inner margins of some pages contain references related to the GRI tables in the annexes.
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I am honoured once again to present ESADE’s Annual Report, which illustrates the enormous potential, dynamism and commitment of our academic community. I am pleased to confirm that, for yet another year, our institution has loyally maintained its ongoing commitment to quality, innovation in education and research, and contribution to social debate with a view to improving our society.

Therefore, on behalf of the Board of Trustees, which I chair, I would like to express sincere gratitude to all the people and teams that have enabled ESADE to keep “Inspiring Futures” – as our slogan implores – and to provide major opportunities for professional advancement to the students and participants in our programmes. However, although we are satisfied, we know that the future will continue to pose challenges and that we must persist in our characteristic commitment to innovating and adapting to change. The great challenge that our institution must face is to understand the huge impact of the digitalisation process and of a globalised society in constant flux, which entails major changes in how our students learn. The Board of Trustees, having debated this topic, would like to express our decisive support for the Student First strategy that ESADE has begun to implement. We firmly believe that the experience of studying at ESADE should be unique, innovative and transformational. With this goal in mind, we must innovate in our educational methodologies.

I would also like to thank the entire academic community for their effort and dedication, which have allowed us to confirm, as of the end of the academic year, that ESADE remains on the path of good results. Indeed, enrolment has exceeded expectations in each and every one of the programmes in our portfolio.

There is no better way to face the future than with the knowledge that our educational offering is widely appreciated and meets participants’ expectations.

I have been the chairman of the Board of Trustees since July 2013. I have had various ties to ESADE for many years, in particular through the education of my children and most recently through my work with the Board. One occasion on which I am reminded what a privilege it is to preside over this institution is the graduation of our students. On graduation day, ESADE truly confirms its commitment to training future leaders dedicated to improving our companies and organisations so that we can build a fairer society for everyone.

Manuel Raventós
Chairman of the ESADE Foundation
At the most recent ESADE Alumni Annual Conference, Unilever CEO Paul Polman made a comment that struck me as important. Before an audience of two thousand ESADE graduates, he said: “Some companies have forgotten the reason for their existence.”

I thought to myself: “That’s not the case at ESADE.” After all these years, the mission of ESADE’s founders remains entirely current. The relevance of the mission is confirmed by this Annual Report, which describes the intense activity of the past twelve months. During the 2014-2015 academic year, our campuses welcomed more than 11,000 students and participants from over 100 different countries.

I would like to highlight some of the past year’s most noteworthy initiatives. We expanded our educational offering with the new Bachelor in Law & Bachelor in Global Governance. We reached an agreement with the prestigious Guanghua School of Management in Beijing to launch the Dual MBA. And we reached yet another agreement with Finland’s Aalto University to strengthen our offering in the areas of innovation and entrepreneur support.

In fact, on the topic of entrepreneurship, I would like to note that the Financial Times ranked ESADE as one of the ten business schools that provide the most and best training in entrepreneurial competencies. I would also like to mention the modular redesign of the Executive Masters, which has been very popular with participants. Our commitment to innovation has continued to yield results. During the 2014-2015 academic year, we signed an agreement with CERN, in Geneva, which is considered Europe’s top research centre. Under this agreement, our students will have the chance to work on cutting-edge scientific advances and develop new applications that can be commercialised in order to improve people’s living conditions.

Our students’ experience has confirmed the success of the new hands-on methodologies that we have started to apply in our programmes. The results to date suggest that the Student First strategy, designed to update our educational model, has very good prospects for addressing the new challenges that arise in today’s constantly evolving society. We also celebrated the anniversary of the University Development Service (SUD) with the publication of Cuando el Norte encuentra el Sur, a book by Roser Solà, who was, together with Carles Comas, the driving force behind one of ESADE’s major transformational activities. Year after year, the number of students involved in the SUD increases, along with the number of action programmes it undertakes in developing countries.

I am reminded of something else Paul Polman said in his speech to our alumni: “Every company should have a social purpose at the heart of its business.” That’s definitely the case at ESADE. Our priority is to make sure that ESADE’s classrooms offer a unique, innovative and profoundly transformational experience. And the dedication and commitment of the entire ESADE community is what makes this possible.

Finally, I would like to reiterate our commitment to the United Nations Global Compact and the Principles for Responsible Management Education (PRME). This report has been drafted according to the G4 international standards of the Global Reporting Initiative (GRI).
1. New developments and key facts

11,037 students at ESADE Business School, ESADE Law School and Executive Education

79,994 m² of campus buildings

163 Law and Management faculty members

€95 million in income
ESADE is an institution with a global outlook, dedicated to education and research in the fields of management and law, with the aim of providing comprehensive training to professionally competent and socially responsible people, creating relevant knowledge that will improve organisations and society, and contributing to social debate in order to build a freer, fairer and more prosperous society.

ESADE is an academic institution whose purpose is to contribute to improving the future of society through talent, integrity, excellence and innovation.

ESADE is structured in three educational areas: ESADE Business School, ESADE Law School and Executive Education. In each of these areas, ESADE aims to serve as a model in the field of education and training, and to help improve the future of society through an ongoing commitment to talent, integrity, excellence and innovation.

This Annual Report describes ESADE’s efforts to achieve this goal during the 2014-2015 academic year.

The report offers a complete overview of the activity of ESADE and the people who make up the institution, as well as their results.
NEW DEVELOPMENTS AND KEY FACTS

Over the past academic year, ESADE’s global character became more apparent than ever, as reflected in the numbers and percentages of international students and in the design of our programmes. Our global outlook is also apparent in the major agreements we have reached with other world-renowned universities and institutions, including Guanghua Business School, Aalto University and the European Organisation for Nuclear Research (CERN).

While globalisation is a reality in which we are already immersed, giving back to society is another area that we feel very strongly about. This Annual Report reflects ESADE’s growing involvement in this area through solidarity and volunteering initiatives, our ESADE Challenge for Talent scholarship campaign, our Institutional Social Action Programme, and the creation of programmes like “Aprende y Emprende”, which targets entrepreneurs with disabilities.

NEW DEVELOPMENTS

Whereas the highlight of the previous year was the development of the new 2014-2018 Strategic Plan, during the 2014-2015 academic year this plan evolved into an approach that has come to be known as “Student First”, which aims to offer our students and participants a unique, innovative and transformational experience in our programmes.

Globalisation, the digital revolution, and economic and psychosocial changes are having an impact on many areas of our world – and higher education is no exception. New models must respond to this need. Specifically, Student First represents ESADE’s philosophy and approach to addressing these challenges. “Student First” is also the slogan that we have adopted to renew ESADE’s educational purpose. It is the core project that will characterise our institution over the next few years.
### BUSINESS SCHOOL

2,046 students
- 1,138 Bachelor in Business Administration-BBA
- 158 Double Degree in Business Administration and Law
- 378 MSc Programmes in Management
- 319 MBA
- 9 Master of Research
- 44 PhD programme

800 international students

### LAW SCHOOL

1,215 students
- 331 Bachelor in Law
- 61 Bachelor in Global Governance
- 158 Double Degree in Business Administration and Law
- 238 Master in Legal Practice (MUA)
- 406 master and postgraduate studies
- 21 PhD programme

201 international students

### EXECUTIVE EDUCATION

7,776 participants
- 1,508 Executive Education Degrees (EMBA, Executive Masters, Corporate)
- 2,743 open programmes
- 3,525 customized programmes

1,839 international participants

### Total number of students*

11,037

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### FACULTY

- 163 Business and Law School faculty
- 57 academic assistants
- 24 language teachers
- 37 international faculty
- 1,205 external academic assistants

### RESEARCH

- 18 knowledge-generation centres
- 91 articles in refereed journals
- 78 externally-funded research projects

### CAMPUS

Total surface: 77,287 m²
- 32,655 m² Barcelona-Pedralbes Campus
- 42,007 m² Barcelona-Sant Cugat Campus
- 2,625 m² Madrid Campus

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### INCOME 2014-2015

€95 M gross income

- €9 M scholarships, aid and discounts

€86 M net income
- €11 M Law School
- €36 M Business School
- €34 M Executive Education
- €5 M Research

Fundraising:

€3 M total donations

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*The 158 students in the Double Degree in Business Administration and Law mentioned in this Annual Report come from both ESADE Law School and ESADE Business School.*
RANKINGS

EXECUTIVE EDUCATION

#8 Global ranking
Financal Times
(May 2015)

University Programmes

#2 Global ranking
Master in Finance
Financial Times
(June 2015)

#6 Global ranking
América Economía
(December 2014)

LAW SCHOOL

#1 Master in International Business Law
El Mundo
(June 2015)

#2 Master in Tax Consultancy and Management
El Mundo
(June 2015)

ALUMNI

- 56,000 alumni
- 32 international chapters

NUMBER OF EVENTS AND PARTICIPANTS

ESADE
- 252 public events
- 29,465 participants

ESADE Alumni
- 909 public events
- 42,002 participants
2. Academic units

Agreements with Guanghua (China) and Aalto (Finland)

New Executive MBA in English in a multicampus format (Barcelona and Madrid)

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

ESADE BUSINESS SCHOOL

KEY FACTS FROM THE 2014-2015 ACADEMIC YEAR

Organisational redesign of programmes
A new organisational model has been implemented in the BBA, MSc and MBA. Each programme now has an Associate Dean and Director who report to the Dean of ESADE Business School.

Agreement with Guanghua School of Management
In October, ESADE and the Guanghua School of Management (Peking University) signed an agreement to become each other’s primary partners. The first initiative launched under the agreement is a new two-year Dual MBA programme, in which the first year is taught at ESADE’s Barcelona campus and the second year is taught at Guanghua’s campus in Beijing.

Alliance with Aalto University
Eugenia Bieto, Director General of ESADE, and Tuula Teeri, President of Aalto University in Finland, signed an alliance agreement under which the two institutions will expand their educational offerings and support entrepreneurs and executives who are committed to innovating through design and using technology to create new business opportunities.

Renewal of AQU accreditation
After a favourable evaluation from the Catalan University Quality Agency (AQU), the accreditations for ESADE’s BBA, MSc in Finance, and MIE were renewed by the Spanish Ministry of Education, Culture and Sports through the Council of Universities. The AQU evaluation highlighted the quality of ESADE’s internationalisation.

Consolidation of ESADE’s position in top rankings
During the 2014-2015 academic year, ESADE reinforced its position in the top international rankings. The Financial Times ranked ESADE as the #4 European business school, the MSc in Finance as #2 in the world, the Master in Management as #6 in the world in its segment, and the MBA as #7 in Europe and #10 worldwide in support for entrepreneurs.
RELEVANT DATA

2,046 students

102 nationalities

Business Administration

1,296 students
• 1,138 Bachelor in Business Administration-BBA
• 158 Double Degree in Business Administration and Law

34 nationalities

Participants in international exchange programmes:
• 252 outgoing students
• 235 incoming students

91% find work within three months of graduation.

MBA

319 participants in the Full-Time MBA

66 nationalities

Participants in international exchange programmes:
• 45 outgoing students
• 84 incoming students
• 31 nationalities

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

PhD Programme

53 students
• 9 Master of Research in Management Sciences
• 44 PhD in Management Sciences

19 nationalities

MBA Career Treks

Student visits to learn about the experiences and methodologies of leading companies and institutions

• Trip to Renewable UK Conference. Manchester, United Kingdom
• Dublin Tech Trek. Dublin, Ireland
• Healthcare Trek Werfen
• Switzerland Trek. Broc and Gruyère, Switzerland
• Family Business Kick off and Visit to La Farga Lacambra. Girona, Spain
• Marketing Trek to Amsterdam. Amsterdam and Rotterdam, The Netherlands
• Trek to Israel. Israel
• La Fageda Trip. Girona, Spain
• Family Business Visit to Natura Blissé. Barcelona, Spain
• D&I Trek. Berlin, Germany
• Family Business Trek. Düsseldorf, Germany
• Family Business Visit to Small Companies. Belgium
• Japan Trek 2014. Osaka, Kyoto, Nagoya/Toyota, Atami, Tokyo; Japan

MSc Programmes in Management

378 students

Participants in international exchange programmes:
• 76 outgoing students
• 92 CEMS incoming students

36 nationalities

92% find work within three months of graduation.
ESADE LAW SCHOOL

KEY FACTS

Bachelor in Law & Bachelor in Global Governance
In the 2014-2015 academic year, the first class of the Bachelor in Law & Bachelor in Global Governance graduated with a total of 67 students. This double-degree programme, which combines the Bachelor in Law with training in international relations and international economics, enjoys a collaborative relationship with the geopolitical research centre ESADEgeo.

International agreements
Over the past academic year, ESADE has signed new agreements with the Vienna University of Economics and Business (Austria), Jindal Global Law School (India), Melbourne Law School (Australia) and Queen’s University Faculty of Law (Canada). These agreements expand the range of study-abroad options available to our students.

Jessup Moot International Law Court Competition
ESADE Law School students won the Spanish round of the Jessup International Law Moot Court Competition, which is organised by the International Law Students Association. The ESADE team travelled to Washington, D.C. to participate in the world championship round alongside students from 90 schools in 80 different countries.

ESADE ranked among the most innovative law schools
In November 2014, ESADE Law School was named in the Financial Times annual ranking of top global law schools. Each year, the Innovative Law Schools special report lists the 107 best law schools in the world. ESADE is joined on this list by highly prestigious universities such as Georgetown and Harvard.

KEY FIGURES

1,215 students
40 nationalities

- 331 in the Bachelor in Law
- 61 in the Bachelor in Global Governance
- 158 in the Double Degree in Business Administration and Law*
- 238 in the Master in Legal Practice**
- 406 in the Masters and Postgraduate Programmes in Law
- 21 in the PhD Programme

International exchange participants:
- 70 ESADE undergraduate students
- 26 ESADE students from the Master in Legal Practice
- 80 undergraduate exchange students
- 21 THEMIS exchange students

Workshops and seminars:
- 31 workshops and seminars
- 2,663 participants

* The 158 students in the Double Degree in Business Administration and Law mentioned in this report come from both ESADE Law School and ESADE Business School.

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

KEY FACTS

New Executive MBA in English
This year, ESADE launched the English-language Executive MBA, the school’s first postgraduate programme to have a multicampus modular format (Madrid and Barcelona). The new programme complements ESADE’s portfolio of similar programmes by occupying a position between the Executive MBA (with its weekly and biweekly formats) and the Global Executive MBA (which is taught jointly with Georgetown University).

Executive Masters portfolio expanded
During the 2014-2015 academic year, ESADE expanded its portfolio of Executive Masters taught in Madrid and Barcelona. ESADE has increased the number of participants by offering a variety of intake dates for these programmes. The Executive Masters programmes are structured in three modules: Strategy, Functional Specialisation and Leadership. This structure offers greater flexibility as well as the possibility of undertaking further training in the Executive MBA.

#5 in the world
The ranking published in May by the Financial Times placed ESADE among the world’s top 5 business schools for executive education. The prestigious British daily ranked ESADE #5 worldwide on a list that takes into account custom programmes for businesses as well as open programmes for executives.

KEY FIGURES

7,776 participants

71 nationalities

1,508 in the Executive Education Degrees
• 446 in the Executive Masters
• 288 in the EMBA
• 229 in Corporate Programmes
• 75 in the EMPA
• 470 in other programmes

Open courses: 2,743 participants

Custom courses: 3,525 participants

Degree of satisfaction (scale of 1 to 5):
• 4.46 for participants
• 4.54 for companies
3. Mission, values and social responsibility

ESADE Code of Conduct approved

SR Master Plan implemented for 2014-2018

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

**MISSION**

To advance education and research in the areas of management and law, by:
- Comprehensively educating professionally competent and socially responsible individuals.
- Creating knowledge that is relevant to improving organisations and society as a whole.
- Contributing to the social debate in order to build freer, fairer and more prosperous societies.

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

**VISION**

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

**VALUES***

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

**CODE OF CONDUCT**

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

* From the ESADE Community Declaration of Values, approved by the Board of Trustees of the ESADE Foundation on 24th January 2008.
ESADE, A SOCIALLY RESPONSIBLE ACADEMIC INSTITUTION

ESADE’s trajectory in terms of its social responsibility spans many years. The following timeline details some of the most significant events in this area over the last decade:

- Founding member (2002)
- Supervisory Board member (2002-2008)
- Constant participation and host of the 6th Annual Colloquium (2007)
- Member of the Board (since 2012)
- Declaration of our commitment to institutionalise the SEKN network at ESADE (2009)
- Participation since 2003
- Participation in the PRME Champions project coleading the curricular development area (since 2013)
- Progress reports: 2010, 2012 and 2014
- Participation in the BGP Global 100 ranking: 2003 (Distinction), 2005 (2nd), 2007 (14th), 2009 (32nd) and 2011 (12th)
- Associated member (2009-2013)
- Adhered in 2011
- Aspen Institute Spain representative (since 2011)
- Member of the Management Board (2007-2012)
- Preparation of ESADE’s Annual Report according to GRI standards, and integrating the Global Compact’s progress report (2011, 2012, 2013 and 2014)
SOCIAL RESPONSIBILITY MASTER PLAN

The fundamental purpose of the 2014-2018 SR-ESADE Master Plan, launched in September 2014, is to guide ESADE towards the institution’s vision for the year 2020. We aspire to make ESADE an increasingly socially responsible and sustainable academic institution in all of its fields and areas of activity. This Plan encompasses various projects and initiatives that involve the entire institution holistically and transversally in the following areas of activity:

AREAS OF ACTIVITY IN ESADE
MAIN INITIATIVES AND PROJECTS OF THE 2014-2015 ACADEMIC YEAR

Education
- Professional internship programme in Latin America, Africa and Asia offered by the University Development Service (SUD).
- “Educuento” social entrepreneurship project becomes Hult Prize finalist.
- Collaboration on leadership and Ignatian spirituality courses.

Outreach and social debate
- 8th Annual Conference of the Institute for Social Innovation, with the theme “Collaborative Social Innovation”.
- 1st Spirituality & Creativity in Management World Congress.
- 5th “Inspiring Future Entrepreneurs” Competition.
- Presentation of the ESADE–“la Caixa” Social Confidence Index.
- Presentation of the book La RSE ante el espejo, which takes stock of CSR progress in Spain over the past 15 years.
- Dialoga Prize organised through ESADE Law School’s conflict management research group.

ESADE community
- Information about social responsibility at ESADE provided to new students during welcome week.
- Two forums organised by the AliaRS-E network.
- AliaRS-E network grows and starts publishing a monthly newsletter.
- ESADE Law School’s “From Thought to Action” subject, which was featured in a documentary.

Institutional policies
- Student First project.
- Code of Conduct.
- Donation acceptance policy.

Environmental responsibility
- Celebration of World Recycling Day and World Environment Day.
- Poster campaign to improve habits and attitudes.
- Approval of the elimination of single-use plastic on ESADE’s campuses.

Institutional social action
- Compliance with the Institutional Social Action Programme.
- Development of 35 charity and cooperation initiatives.
- Two “Bridge of Solidarity” breakfast events for companies and social organisations.

Transparency and accountability

Alumni Giving Back
See page 91.
SOCIALISATION OF SOCIAL RESPONSIBILITY AT ESADE

During the 2014-2015 academic year, we held welcome sessions to introduce new students to ESADE’s social responsibility practices and present the occasional activities they will have the opportunity to participate in.

The past year saw the growth of the AliaRS-E network, which works internally to bring about a significant shift in awareness and behaviours in order to promote more responsible social and environmental habits. AliaRS-E is formed by members of the ESADE community who support and promote the institution’s social and environmental responsibility. This informal network is open to all members of the ESADE community. It currently counts 132 students, faculty and staff members among its allies.

During the past academic year, the AliaRS-E network held its third and fourth forums. The first forum, with the theme “Us, Our Community”, was held in December 2014 and drew 65 participants. The second forum, “The Educational Experience”, took place in May 2015 and drew 60 participants.
MISSION, VALUES AND SOCIAL RESPONSIBILITY

ENVIRONMENTAL RESPONSIBILITY

ESADE’S GREEN RULES

We continued the communication campaign on good environmental practices. We likewise continued to adopt habits and behaviour in keeping with a more sustainable view of the organisation:

- Use of computer screensavers to transmit information (World Recycling Day, Earth Day, etc.).
- Launch of the “Shared Successes” campaign to reduce consumption.
- Processing of announcements prior to holiday periods to avoid unnecessary consumption.
- Participation in the international “Earth Hour” initiative.
- Reduction of our environmental impact: use of the printer system via TUI smart cards, adaptation of printer materials, printing of institutional literature on environmentally-friendly paper, installation of new water fountains to reduce the use of plastic bottles.
- Recycling campaign: furniture, computers, mobile telephones, paper, etc.
- 15,881 kg of waste were collected and recycled, reclaimed or disposed of, as appropriate and in accordance with the applicable law.

<table>
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<th>CONSUMPTION</th>
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<th>Electricity</th>
<th>Water*</th>
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<td>27 t</td>
<td>105 kW/m²</td>
<td>0,81 m³/m²</td>
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</tbody>
</table>

* Two large leaks account for the disproportionate increase in consumption.

The organisation has not identified any breach of law or of current environmental regulations.
SOCIAL ACTION AND COOPERATION

SOCIAL ACTION PROGRAMME: A SHARED PROJECT

This programme is a shared project that offers the entire ESADE community the chance to collectively live a solidarity experience. In the programme’s third Edition (2015 and 2016), we partner with Càritas (Barcelona and Sant Cugat), Fundación Juan XXIII (Madrid) and Worldreader (international).

UNIVERSITY DEVELOPMENT SERVICE

The SUD coordinates a solidarity programme of professional internships in Latin America, Africa and Asia during 8 to 12 weeks, 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. This academic year, 73 undergraduate and MSc students participated in the programme, collaborating on social and legal consulting projects for various social organisations and cooperatives and development projects in 11 countries. <www.esade.edu/sud>

COOPERATION WITH CENTRAL AMERICAN UNIVERSITIES

Under a cooperation agreement established between ESADE and the Central American universities (UCA) during the 2014-2015 academic year, we offered the course “Social Entrepreneurship” for faculty from those universities (in Managua, San Salvador and Guatemala). Additionally, the faculty members in charge of the training conducted the workshop “Social Innovation at Companies through the Creation of Shared Value” and participated in the “El Salvador for Social Entrepreneurship” boost camp with Santa Clara University and Joven 360, a talent placement platform.

MOMENTUM PROJECT

The Momentum Project was jointly launched by ESADE and BBVA, with the collaboration of PwC, to promote and give visibility to the social entrepreneurship sector in Spain. The Momentum Project offers a comprehensive training programme including strategic support, visibility, access to financing and monitoring that allows entrepreneurs to grow and scale their social impact, while at the same time generating a stable, long-term ecosystem conducive to exchange and collaboration. <www.momentum-project.org>
OTHER SOLIDARITY INITIATIVES

Over the year, ESADE took part in more than 30 solidarity initiatives, including the following:

- *Gran Recapte d’Aliments* (November)
- *La Marató de TV3* (December)
- Christmas Campaign with the Mambré Foundation (December)
- Éxit Foundation’s Coach programme (2 editions)
- Barcelona Magic Line, organised by Obra Social Sant Joan de Déu (March)
- Blood and bone marrow donations (November and April)
- Campaign in support of Nepal (May)

ENTREPRENEURS’ CLASSROOM: “LEARNING AND DOING”

ESADE, together with the Prevent Foundation, launched in Barcelona (2nd edition) and Madrid (preparing the 1st edition) this training and mentoring programme for 24 disabled entrepreneurs. The programme aims to help participants start up a company or accelerate a recently created business initiative. This programme won the award for Best Initiative for People with Disabilities of Banco Popular’s Impulsa programme. Some 21 students participated in the first edition, and 19 business plans were submitted. Of these, seven have already become a reality, through the creation of operational start-ups.

COLLABORATION WITH THE GLOBAL COMPACT AND THE PRME INITIATIVE

In recent years, ESADE has maintained a constant presence in, and consistently collaborated on, two important UN initiatives: the United Nations Global Compact (UNGC) and the Principles for Responsible Management Education (PRME) initiative.

The UNGC was launched in 2000 as a strategic political initiative calling on companies around the world to voluntarily align their strategies and operations with ten universally accepted principles related to human rights, labour, the environment and anti-corruption. Ultimately, the goal is to create a more sustainable and inclusive global economy. Currently, more than 8,000 companies from 130 countries, more than 4,000 civil society organisations, and some 100 local networks participate.
Among our most recent activities, attention should be called to the 2014 Progress Report and ESADE’s participation in the 2015 Global Forum for Responsible Management Education. Additionally, ESADE is part of the team behind the newly created PRME Iberian Chapter (Spain and Portugal) and is participating in the working group tasked with defining social responsibility indicators in accordance with PRME.

**PRME Champions**

ESADE has been chosen from among the world’s top business schools and management-related academic institutions to participate in the group PRME Champions, whose mission is to contribute to thought and action leadership on responsible management education in the context of the UN’s sustainable development agenda (beginning in 2015).

In order to encourage progress on PRME implementation, in the initial stage of the PRME Champions initiative (2013-2015), the PRME Secretariat invited three schools to lead three new research groups on curricular development (ESADE), faculty development (Copenhagen) and research (Mendoza-Notre Dame).

The objective of the research project on curricular development, led by ESADE, was to identify and study different experiences and learning models carried out by PRME signatory schools in a social context in order to highlight the skills that students develop precisely when learning occurs in such a context.

The initial stage of the PRME Champions initiative ended with the 2015 Global Forum in New York, where the research findings were presented. The report led by ESADE, entitled *Learning in a Social Context*, was prepared by a group of ESADE faculty members and collaborators.
4. Research and knowledge

18 knowledge-creation centres  
78 externally funded research projects  
91 articles in refereed journals
ESADE carries out research that is important both for our partners and for the international academic community, with the aim of improving society through management and law.

Year after year, ESADE strengthens its commitment to addressing the most formidable research challenges in the management, legal and social sciences. Our dedication to research guarantees that ESADE faculty participate actively in the discussions, debates and scientific advances that define the outer limits of knowledge in our respective fields. This is important for several reasons:

Research guarantees that our faculty members are top-notch educators familiar with the best and latest ideas in their respective disciplines.

Research ensures that the numerous public, private and non-profit organisations that interact with ESADE can participate in informed, relevant dialogue.

Research sustains ESADE’s mission to play a significant role in society in order to promote and actively contribute to the most stimulating social and scientific debates currently underway.

This chapter describes some of ESADE’s most important research results.

KNOWLEDGE GENERATION CENTRES

Umbrella Centres, Research Groups and Think Tanks

| INSTITUTE FOR SOCIAL INNOVATION | BUSINESS NETWORK DYNAMICS | The Jean Monnet Chair at ESADE |
| IIS | BNDG | Patrimonial Law Group |
| Research Group on Corporate Social Responsibility | Research Group on Leadership and Innovation in Public Management | Future of Work Chair |
| GIRSE | GLEAD | |
| Chair of Leadership and Democratic Governance | Partners | |

| INSTITUTE FOR PUBLIC GOVERNANCE AND MANAGEMENT | CENTRE FOR GLOBAL ECONOMY AND GEOPOLITICS | |
| IGDP | ESADE Economics Lab | |
| Research Group for Leadership and Innovation in Public Management | ESADEgeo | |
| GLIGP | | |
| Partners | | |

| CENTRE FOR GLOBAL ECONOMY AND GEOPOLITICS | BUSINESS NETWORK DYNAMICS | |
| ESADEgeo | BNDG | |
| | | |

| INSTITUTE FOR INNOVATION AND KNOWLEDGE MANAGEMENT | OBSERVATORY OF SPANISH MULTINATIONAL COMPANIES | |
| IIM | OEME | |
| Centre for Innovation in Cities | Centre for Innovation in International Management | |
| CIC | GRUMIN | |
| Research Group in International Management | Legal Professions | |
| GRIE | LEGAL INNOVATION | |
| Research Group on International Management | | |

| INSTITUTE FOR INNOVATION AND KNOWLEDGE MANAGEMENT | OBSERVATORY OF SPANISH MULTINATIONAL COMPANIES | |
| IIM | OEME | |
| Centre for Innovation in Cities | Centre for Innovation in International Management | |
| CIC | GRUMIN | |
| Research Group in International Management | Legal Professions | |
| GRIE | LEGAL INNOVATION | |
| Research Group on International Management | | |
PUBLICATIONS

ESADE faculty members include research activity in their annual work plans. This activity materialises in articles published in scientific journals or presented at conferences in other formats. The 2014-2015 academic year saw a notable increase in high-impact publications.

**ESADE’S PRESENCE IN JOURNALS OVER THE YEARS**

<table>
<thead>
<tr>
<th>Year</th>
<th>Articles in impact-factor journals</th>
<th>Articles in journals on the Financial Times list</th>
<th>Articles in peer-reviewed journals</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010-2011</td>
<td>7</td>
<td>31</td>
<td>7</td>
</tr>
<tr>
<td>2011-2012</td>
<td>6</td>
<td>45</td>
<td>20</td>
</tr>
<tr>
<td>2012-2013</td>
<td>20</td>
<td>67</td>
<td>100</td>
</tr>
<tr>
<td>2013-2014</td>
<td>18</td>
<td>63</td>
<td>96</td>
</tr>
<tr>
<td>2014-2015</td>
<td>13</td>
<td>68</td>
<td>91</td>
</tr>
</tbody>
</table>

**IMPACT-FACTOR PUBLICATIONS BY QUALITY QUARTILES**

<table>
<thead>
<tr>
<th>Year</th>
<th>Q4</th>
<th>Q3</th>
<th>Q2</th>
<th>Q1</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010-2011</td>
<td>2</td>
<td>5</td>
<td>9</td>
<td>19</td>
</tr>
<tr>
<td>2011-2012</td>
<td>7</td>
<td>10</td>
<td>13</td>
<td>15</td>
</tr>
<tr>
<td>2012-2013</td>
<td>2</td>
<td>10</td>
<td>25</td>
<td>30</td>
</tr>
<tr>
<td>2013-2014</td>
<td>6</td>
<td>7</td>
<td>15</td>
<td>35</td>
</tr>
<tr>
<td>2014-2015</td>
<td>9</td>
<td>10</td>
<td>20</td>
<td>29</td>
</tr>
</tbody>
</table>

*Quartiles are indicators that assess the relative importance of a journal compared to other journals in its field, from lowest (Q4) to highest (Q1) impact factors.
OTHER ACADEMIC OUTPUT DURING THE 2014-2015 ACADEMIC YEAR

- 12 books
  - 4 international publishers
  - 8 Spanish publishers
- 23 book chapters
  - 15 international publishers
  - 8 Spanish publishers
- 75 papers accepted to academic conferences
- 2 case studies
- 12 ESADE publications
- 17 doctoral theses

FACULTY WITH A RESEARCH PROFILE

At ESADE, we have three faculty profiles:
- Research
- Professional (teaching is combined with applied research)
- Teaching (the main activity is teaching)

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

ACCREDITATIONS AND MERITS IN RESEARCH EVALUATION

FACULTY ACCREDITATIONS (AGENCIES: ANECA AND AQU)

The accreditation agencies AQU (which operates in Catalonia) and ANECA (which operates throughout Spain) are responsible for issuing reports on the quality of the research and teaching of faculty at public and private universities. For academics pursuing a university career, these reports are necessary for promotion. At ESADE, the academic categories available to our faculty members are Lecturer, Assistant Professor, Associate Professor, and Professor.

<table>
<thead>
<tr>
<th>Accreditations</th>
<th>Until 2010-2011</th>
<th>Until 2014-2015</th>
<th>Decision pending</th>
</tr>
</thead>
<tbody>
<tr>
<td>Professor</td>
<td>1</td>
<td>7</td>
<td>1</td>
</tr>
<tr>
<td>Associate Professor</td>
<td>0</td>
<td>4</td>
<td>8</td>
</tr>
<tr>
<td>Lecturer</td>
<td>64</td>
<td>69</td>
<td>3</td>
</tr>
</tbody>
</table>

RESEARCH MERITS (AGENCY: AQU)

Since 2009, faculty at private universities in Catalonia can be evaluated on their merit as researchers. Research merit is evaluated by research periods of six years, which may or may not be consecutive.

<table>
<thead>
<tr>
<th>No. of six-year periods obtained</th>
<th>Until 2010-2011</th>
<th>Until 2014-2015</th>
<th>Decision pending</th>
</tr>
</thead>
<tbody>
<tr>
<td>Faculty with six-year periods</td>
<td>18</td>
<td>35</td>
<td>–</td>
</tr>
<tr>
<td>With 5 six-year periods</td>
<td>–</td>
<td>1</td>
<td>–</td>
</tr>
<tr>
<td>With 4 six-year periods</td>
<td>1</td>
<td>4</td>
<td>–</td>
</tr>
<tr>
<td>With 3 six-year periods</td>
<td>2</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>With 2 six-year periods</td>
<td>2</td>
<td>8</td>
<td>1</td>
</tr>
<tr>
<td>With 1 six-year period</td>
<td>13</td>
<td>20</td>
<td>4</td>
</tr>
</tbody>
</table>
CALLS FOR SMALL GROUP RESEARCH GRANTS OVER THE YEARS

The Catalan Agency for Management of University and Research Grants (AGAUR) evaluates research groups in Catalonia for two purposes:

1. To draw a map of Catalonia’s research groups that classifies each group as either emerging or consolidated. Research groups in either category can receive recognition.

2. To provide economic resources to the groups that receive the highest scores in the evaluation process.

To date, there have been three calls for small group research (SGR) grants, the most recent of which began on 1st January 2014 and will end on 31st December 2016. The number of ESADE research groups recognised in these calls has increased over the years:

<table>
<thead>
<tr>
<th></th>
<th>Emerging</th>
<th>Unique</th>
<th>Consolidated</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>2005</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td>6</td>
</tr>
<tr>
<td>2009</td>
<td>2</td>
<td>0</td>
<td>4</td>
<td>6</td>
</tr>
<tr>
<td>2014</td>
<td>6</td>
<td>0</td>
<td>7</td>
<td>13</td>
</tr>
</tbody>
</table>
RESEARCH PROGRAMMES: PHD AND MRES 2014-2015
INVERSIÓN EN INVESTIGACIÓN

The existence of a high-quality PhD programme and a Master in Research are essential prerequisites for fruitful research activity. The Master of Research in Management Sciences is now in its ninth edition. ESADE’s PhD in Management, created in 2002-2003, primarily attracts international students. The quality of a PhD programme is measured by the universities that hire the graduates.

<table>
<thead>
<tr>
<th>PROGRAMME</th>
<th>Students/candidates</th>
</tr>
</thead>
<tbody>
<tr>
<td>Master of Research in Management Sciences</td>
<td>9</td>
</tr>
<tr>
<td>PhD in Management Sciences (1st year)</td>
<td>4</td>
</tr>
<tr>
<td>PhD in Management Sciences (2nd year)</td>
<td>5</td>
</tr>
<tr>
<td>PhD in Management Sciences (3rd year)</td>
<td>3</td>
</tr>
<tr>
<td>PhD in Management Sciences (4th year or higher)</td>
<td>29</td>
</tr>
<tr>
<td>Master of Research in Legal Sciences</td>
<td>12</td>
</tr>
<tr>
<td>PhD in Economic Law and Business Law</td>
<td>8</td>
</tr>
<tr>
<td>PhD in Fundamental Points of Law, Economic Law and Business Law</td>
<td>1</td>
</tr>
</tbody>
</table>
JOB PLACEMENT OF 2014-2015 PHD CANDIDATES

- **Tuba Yesim Bakici.** Assistant Professor at ESC-Rennes School of Business (France)
- **Basak Canboy.** Professor of Human Resources and Researcher at Toulouse Business School (France)
- **Kubra S. Canhilal.** Postdoctoral Researcher at the University of Italian Switzerland (USI)
- **Gürsel Ilipinar.** Postdoctoral Researcher at Copenhagen Business School (Denmark) and Adjunct Professor at the European Institute of Design (iED)
- **Fathima Z. Saleem.** Assistant Professor of Marketing at Ryerson University (Canada)
- **Jennifer Goodman.** Postdoctoral Researcher at Aalto University (Finland)
- **Myrto Chliova.** Assistant Professor of Entrepreneurship at Aalto University (Finland)
- **Cristina Sancha.** Assistant Professor at the University of Groningen (Netherlands)
- **Núria Nadal.** General Manager of Centre Gestor Lleida S.A. (Spain)
- **Delia Mannen.** Postdoctoral Researcher at the Cleveland Clinic Foundation (United States)

INVESTMENT IN RESEARCH

ESADE invests in high-level research that is of interest to companies, organisations and public institutions, as demonstrated by the volume of research contracts implemented. Moreover, the projects awarded via competitive bidding processes demonstrate the institution's internationalism and academic rigor.

INVESTMENT IN RESEARCH

ESADE publishes an annual Research Yearbook that describes the institution’s research activity. This document is accessible on ESADE’s research website.
5. Outreach and social debate

CLADEA Annual Assembly held at ESADE

ESADE–“la Caixa” Social Confidence Index created

Carlos Lesmes inaugurated the academic year

400 deans attended the EFMD Conference
ESADE is a space for open, plural dialogue and a venue for debating the most important present and future challenges facing society.

ESADE is a leading centre for social debate. As usual, the 2014-2015 academic year was intense and fruitful in this area. Talks, lecture series, conferences and congresses held on our Barcelona and Madrid campuses provided an exceptional setting for sharing knowledge and promoting excellence in reasoning. And our more institutionally oriented events allowed us to illustrate our values and showcase the knowledge of illustrious speakers.

TALKS, FORUMS AND CONFERENCES

CLADEA

3rd-5th September 2014.
ESADEFORUM
The Latin American Council of Management Schools (CLADEA) held its Annual Assembly – with the theme “Leading in a Global World: Latin America and Europe, New Connections” – on our Barcelona campus. Nearly 500 deans and other representatives of Latin America’s most prestigious business schools were in attendance.

CITISENSE

16th November 2014.
ESADEFORUM
CitiSense 2014, a conference organised by the World Bank and the ESADE Center for Innovation in Cities as part of the Smart City Expo World Congress, brought together some of the world’s top experts in open innovation and smart cities, including a prominent Latin American contingent.

3RD FORUM OF THE ESADE CHINA EUROPE CLUB

29th-30th October 2014.
Palau de Pedralbes, Barcelona
Over the course of two days, more than 200 attendees had the chance to learn first-hand about economic relations between Europe and China. This annual academic forum has become a key event for the development of commercial relations between Chinese companies established in Europe and Western companies with interests in China.

2015 EFMD CONFERENCE FOR DEANS & DIRECTORS GENERAL

29th-30th January 2015.
ESADEFORUM
ESADE hosted the EFMD Conference for Deans & Directors General. More than 400 business school deans from 50 countries had the opportunity to share their opinions and address some of the biggest issues currently facing the world of management education. Among other topics, the conference focused on the development of a global vision, international collaboration on research, and improving the quality of business schools.
26th February 2015. ESADEFORUM
At this conference, participants analysed the ways in which models based on collaborative resources can, in some situations, lead to greater efficiency than conventional models based on traditional resources. During the event, ESADE and the Inter-American Development Bank’s Multilateral Investment Fund presented a joint study on social innovation in Latin America.

23rd-25th April 2015. ESADEFORUM
This first edition of the Spirituality & Creativity in Management World Congress, organised by ESADE, brought together people from all over the world, including high-profile international speakers such as Peter Senge of the Massachusetts Institute of Technology (MIT); Naomi Tutu, daughter of the African pacifist Desmond Tutu; and leadership experts Richard Boyatzis and Richard Barrett.

5th-12th May 2015. #DIGITALTHINK
The second edition of #digitalTHINK brought together professionals from various sectors to analyse the impact of the Internet on the transformation of business. Co-organised by ESADE and RocaSalvatella, the event approached the question through real-life cases of companies that have undertaken digitalisation processes.
INSTITUTIONAL EVENTS

INAUGURAL CEREMONY
OF THE ACADEMIC YEAR

8th October 2014.
ESADEFORUM
The academic year opened with
a lecture entitled “Transpar-
ency and Judicial Power” by
Carlos Lesmes, President of the
Spanish Supreme Court and of
the Spanish General Council
of the Judiciary. The inaugural
lecture focused on the topics of
institutional transparency, legal
certainty, and good governance
practices in the fight against
corruption. Mr. Lesmes advoc-
atated for a change in public admin-
istrations that would entail the
creation of spaces for gathering
and engaging in dialogue with cit-
izens. The event also featured the
participation of Eugenia Bieto,
Director General of ESADE; Josep
M. Garrell, Rector of Ramon Llull
University; and Manuel Raventós,
Chairman of the Board of Trust-
ees of the ESADE Foundation.

SCHOLARSHIP CEREMONIES

18th and 25th November 2014.
ESADEFORUM/
ESADECREAPOLIS
Thanks to the Scholarship
Programme, a total of 218 stu-
dents had the opportunity to
begin or continue their studies
in the Bachelor in Business
Administration (BBA), the Bach-
elor in Law, the BBA + Bachelor
in Law, the Bachelor in Law +
Bachelor in Global Governance,
the Master in Legal Practice,
the MSc Programmes in Man-
agement, and the MBA. These
scholarships were awarded to
talented students who other-
wise would not have been able
to afford an ESADE education.
The scholarships were awar-
ded at two ceremonies: one for
undergraduate programmes at
ESADEFORUM, and another for
the MBA and MSc programmes
at ESADECREAPOLIS.

GRADUATIONS

A total of 1037 students gradu-
ated during the 2014-2015
academic year. We consider our
graduation ceremonies to be
symbolically important. There-
fore, we hold some of them at
emblematic venues around
Barcelona, including Casa
Llotja, Palau de Congressos
and Mercat de les Flors. Maite
Barrera (Lic&MBA ‘88) and
Miguel Trías (PT MBA ‘89)
were the patrons of this year’s
graduation ceremonies.

ASSEMBLY OF TRUSTEES

18th May 2015.
The annual meeting of the
Assembly of Members of the
ESADE Foundation (ESADE As-
sembly of Trustees) featured a
talk by Eugenio Bregolat, former
Ambassador of Spain to China.
The meeting was attended by
more than 60 executives rep-
resenting patron companies
and members of the Board of
Trustees of the ESADE Found-
ation, in addition to prominent
businesspeople who attended
as guests.

Manuel Raventós, Chair of the
ESADE Foundation, and Eugenia
Bieto, Director General of
ESADE, both spoke at the
meeting. Dr. Bieto shared with
the Assembly of Members the
results of the previous aca-
demic year, the most relevant
milestones of the new year,
the private donations made
to ESADE (in particular to the
Scholarship Programme and to
research projects), and the prior-
ities of the 2014-2018 Institu-
tional Strategic Plan. During the
meeting, the participants voted
on new representatives and
approved the incorporation and
appointment of new members
of the Assembly.
OTHER INITIATIVES

DIALOGA PRIZE

9th October 2014.
ESADEFORUM
ESADE Law School and the Catalan Association of Notaries created the Dialoga Prize to recognise the projects by students from Catalonia’s primary and secondary schools that best reflect the significance of mediation as a conflict-resolution method. The award ceremony featured the participation of Germà Gordó, Catalan Minister of Justice.

TEDxESADE

6th May 2015. EGarage
The theme of the fifth edition of TEDxESADE was “Skipping Stones”. The presentations focused on the continuous movement of inspiring thoughts and ideas throughout the world. The purpose of the event, which featured several high-profile speakers, was to highlight the work of people who are thinking about the future and having an impact with every step they take.

COMMUNICATION AT ESADE

Some of ESADE’s faculty members and experts spend a portion of their time conducting research. This translates into a large amount of valuable content in areas that are important to the business community, the public sector, the legal world and civil society. This content is disseminated through the media, books, websites, social networks and blogs, which contribute to publicising the result of our faculty’s research efforts and knowledge. Similarly, ESADE’s own activity is also spread through these various channels.
REPORTS AND STUDIES

SOVEREIGN WEALTH FUND REPORT

This Annual Report describes the global investment trends of sovereign wealth funds (SWFs). The report is structured in two main thematic blocks: geography (with emphasis on the still very strong activity of SWFs in Spain and Latin America) and sector (with emphasis on infrastructure, finance and real estate).

ESADE TARGET (GDP AND EMPLOYMENT)

The ESADE Target is an instrument that assesses the accuracy achieved by various institutions in their predictions regarding changes in the gross domestic product (GDP). Last year’s ESADE Target was the third consecutive edition of the instrument to also include assessments of unemployment forecasts. The ESADE Target was presented on ESADE’s Madrid campus on 25th February 2015.

CHINESE INVESTMENT IN EUROPE 2014

The first Chinese Investment in Europe report, by ESADEgeo, was presented in Beijing on 26th September 2014. The report analyses the presence of Chinese companies in Europe. It is structured in two blocks: sector (with emphasis on the Chinese financial industry and its international presence) and geography (with emphasis on Chinese business activity in Spain).

ESADE ECONOMIC REPORT

The 2014 ESADE Economic Report, sponsored by Banc Sabadell, was presented on 16th March 2015. This report presents the economic prospects of Spain, the eurozone, and major world economies such as the United States, Japan and Latin America. The authors of the report are Associate Professor Josep Comajuncosa and Honorary Professor Eugenio Recio.

SOCIAL CONFIDENCE INDEX

The ESADE–“la Caixa” Social Confidence Index was created as a joint initiative of the two institutions in collaboration with the Agbar Foundation and the Aquae Foundation. The index, whose first edition was presented on 25th March, is a new social analysis tool for measuring, on a subjective basis, citizens’ social confidence in the present and future of the country. The index is published semi-annually.

THE HEALTH OF BRANDING IN SPAIN

The Health of Branding in Spain 2015, a report promoted by AEBRAND and developed by the ESADE Brand Institute, is a barometer for gauging the importance of the role played by brands – corporate as well as those tied to products/services – in business management and for understanding current management practices and policies in Spain. The second edition of the study was presented on 11th November 2014 on ESADE’s Madrid campus and on the Barcelona campus the following day.
BOOKS

This academic year, ESADE faculty members have once again published a number of interesting contributions in book form.

**Agell, Núria**  
*Artificial Intelligence Research and Development*

**Albareda, Adrià / Longo, Francisco**  
*Administració pública i valors*

**Ansotegui, María Carmen**  
*Ética de las finanzas*

**Ballabriga, Fernando**  
*The World Economy of the Early 21st Century. Globalization and the Great Recession*

**Casabayó, Mónica**  
*La mare té molts desitjos. Conviure amb el càncer quan tens fills petits*

**Casabayó, Mónica / Costa, Gerard**  
*Soul Marketing*

**Dolan, Simon**  
*Cross-Cultural Competence — The Magic Carpet and the Island of Values*

**Dolan, Simon / Valle, Ramón**  
*La gestión de las personas y del talento*

**Murillo, David**  
*From Walmart to Al Qaeda*

**Planellas, Marcel**  
*Las decisiones estratégicas*

PRESS

ESADE’s presence in leading international media continues to grow year after year. It is the result of the institution’s global dimension and of its faculty members’ status as leaders in their fields. Over the 2014-2015 academic year, ESADE was mentioned in more than 2,400 articles in international media.

In Spain, ESADE has a very well-established presence as an active participant in social debate and the dissemination of knowledge. This role is clearly reflected in the media, in which the institution has a constant presence as a source of information and knowledge. A good example can be found in the 813 opinion pieces published by ESADE faculty members in the country’s most influential newspapers.
ONLINE COMMUNICATION

ESADE’s commitment to digital communication takes the form of several very active online channels that serve as platforms for the dissemination of knowledge and the activity generated by the institution as a whole.

SOCIAL MEDIA

ESADE maintains a 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 a means of social outreach, as witnessed by the thousands of followers who every day have the chance to experience ESADE directly from different devices, as well as to access valuable content and news and to follow the activities held on campus.

Map of ESADE’s social media presence:

**Corporate accounts**

<table>
<thead>
<tr>
<th>Platform</th>
<th>Link</th>
</tr>
</thead>
<tbody>
<tr>
<td>Facebook</td>
<td><a href="#">Facebook</a></td>
</tr>
<tr>
<td>Twitter</td>
<td><a href="#">Twitter</a></td>
</tr>
<tr>
<td>Linkedin</td>
<td><a href="#">Linkedin</a></td>
</tr>
<tr>
<td>YouTube</td>
<td><a href="#">YouTube</a></td>
</tr>
<tr>
<td>Instagram</td>
<td><a href="#">Instagram</a></td>
</tr>
<tr>
<td>Flickr</td>
<td><a href="#">Flickr</a></td>
</tr>
<tr>
<td>Slideshare</td>
<td><a href="#">Slideshare</a></td>
</tr>
<tr>
<td>Google+</td>
<td><a href="#">Google+</a></td>
</tr>
<tr>
<td>Weibo</td>
<td><a href="#">Weibo</a></td>
</tr>
<tr>
<td>Periscope</td>
<td><a href="#">Periscope</a></td>
</tr>
</tbody>
</table>

**Programmes**

<table>
<thead>
<tr>
<th>Programme</th>
<th>@Username</th>
<th>Link</th>
</tr>
</thead>
<tbody>
<tr>
<td>Executive Education</td>
<td>@ESADEexed</td>
<td>Corporate page</td>
</tr>
<tr>
<td>MBA</td>
<td>@theESADEmba</td>
<td>University page</td>
</tr>
<tr>
<td>MSc</td>
<td>@ESADE_msc</td>
<td>Executive Education Group¹</td>
</tr>
<tr>
<td>Grados</td>
<td>@ESADElawschool</td>
<td>MBA Group²</td>
</tr>
<tr>
<td>BBA</td>
<td>@ESADE_Grados</td>
<td>MSc Group²</td>
</tr>
</tbody>
</table>

¹ Open group / ² Private group for students and alumni
Other

@ESADEAlumni
@ESADEgeo
@ESADESocial
@ESADEigdp
@ESADEGarage
@ESADECreapolis
@ESADEnews

ESADE Alumni
Institut d’Innovació Social

ESADE World:
ESADE Africa Network
ESADE Asia Pacific Network
• Subgroup Alumni Greater China
• Subgroup Alumni India
• Subgroup Alumni Singapore

ESADE Europe Network
• Subgroup Alumni Germany
• Subgroup Alumni Belux
• Subgroup Alumni France
• Subgroup Alumni Italy
• Subgroup Alumni Portugal
• Subgroup Alumni Switzerland
• Subgroup Alumni Netherlands
• Subgroup Alumni UK

ESADE Latin America Network
• Subgroup Brazil
• Subgroup Alumni Argentina
• Subgroup Alumni Brasil
• Subgroup Alumni Colombia
• Subgroup Alumni Mexico
• Subgroup Alumni Peru

ESADE Middle East Network
• Subgroup Alumni GCC

ESADE North America Network
• Subgroup Alumni California
• Subgroup Alumni Chicago
• Subgroup Alumni Miami
• Subgroup Alumni NY
• Subgroup Alumni Washington
BLOGS

The various blogs hosted by ESADE offer a platform for our experts to share their views on current issues and the latest advances in their respective fields. ESADE Blogs is an active knowledge forum for issues related to leadership, geopolitics, social marketing, finance, law, social innovation, entrepreneurship, knowledge management and development cooperation.

- Eugènia Bieto’s Blog
- Javier Solana’s Blog
- La Galaxia Pública by Francisco Longo
- Marketing & Society by Gerard Costa
- Institute for Social Innovation Blog
- ESADE Law School Blog
- Institute for Innovation and Knowledge Blog
- University Development Service Blog
- Chair in Leadership Blog
- Blog de Liderazgo de Personas y Gestión de Equipos

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.

CREA OPINIÓN

This part of the ESADE website brings together, in digital format, all the opinion pieces published by ESADE faculty in the media.
6. Global outlook

2,068 international students

148 exchange agreements

Triple international accreditation (EQUIS, AACSB and AMBA)
ESADE is a global academic institution that strives to internationalise its teaching and research activities.

During the 2014-2015 academic year, ESADE has maintained an intense level of international activity through collaborative arrangements with other world-renowned institutions as well as through other means. Examples include:

- The launch of a Dual MBA in collaboration with the Guanghua School of Management (China). This programme will be taught in Barcelona and Beijing.
- A strategic alliance with Aalto University (Finland) to promote innovation and entrepreneurship through various cooperation initiatives.
- The creation of a Global Advanced Management Programme (GAMP) with Georgetown and SDA Bocconi.
- Collaboration with the European Organisation for Nuclear Research (CERN) to promote joint innovation and ensure that scientific advances improve people’s lives.
INTERNATIONAL COMMUNITY

INTERNATIONAL STUDENTS

• 2,068 international students enrolled in all programmes
• 102 countries of origin

AGREEMENTS, NETWORKS AND INTERNATIONAL ALLIANCES

148 exchange agreements with international universities

MAIN NETWORKS

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

MAIN STRATEGIC ALLIANCES

• Georgetown University (McDonough School of Business and Edmund A. Walsh School of Foreign Service) in the United States
• HEC in France
• Aalto University School of Business in Finland
INTERNATIONAL ACREDITATIONS: TRIPLE CROWN

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

Association to Advance Collegiate Schools of Business (AACSB International)
- Awarded in 2001 and renewed in 2011.
- This accreditation guarantees the quality of all of the school's programmes, as well as its research and strategy.
- ESADE was the first business school in Spain and the seventh in Europe to obtain this accreditation.

Association of MBAs (AMBA)
- This accreditation applies to ESADE's MBA programmes.

International accreditations recognise ESADE's excellence and confirm that the school meets the necessary standards to be considered a global academic institution.
INTERNATIONAL ACADEMIC PARTNERS OF ESADE

The Business and Law Schools’ international academic partners are shown below.
EUROPA

Business School

Austria
- Wirtschaftsuniversität Wien (PIM/CEMS)
- Universität Graz

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)
- Universitée de Montpellier
- Université de Strasbourg
- Université Paris II (Panthéon-Assas)
- Université Paris-Est Créteil (THEMIS)

Germany
- Universität zu Köln, WisoFakultät (PIM/CEMS)
- WHU-Koblenz, Otto-Beisheim Graduate School
- Bucerius Law School
- Freie Universität Berlin (THEMIS)
- Universität Greifswald

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

Norway
- University of Oslo, Faculty of Law

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

Russia
- Saint Petersbour 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)
- Universität Bern
- Universität Fribourg
- University of St. Gallen, Faculty of Law

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

United Kingdom
- Center for Transnational Legal Studies (CTLS)

AFRICA

Business School

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

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

**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 of Miami School of Law
- University at Buffalo, The State University of New York
- University of Minnesota Law School
- University of Pennsylvania Law School
- University of San Diego School of Law

**LATIN AMERICA**

**Business School**

**Brazil**
- Fundação Getúlio Vargas, Escola de Administração de Empresas de São Paulo (PIM/CEMS)
- Fundação Getúlio 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**
- Instituto Tecnológico de Estudios Superiores de Monterrey (ITESM), Graduate School of Business Administration and Leadership (EGADE) (PIM/CEMS)
- Instituto Tecnológico Autónomo de México (ITAM) (PIM)

**Nicaragua**
- UCA de Managua

**Peru**
- Universidades ESAN (PIM)
- Universidad del Pacífico

**Uruguay**
- Universidad ORT

**Law School**

**Brazil**
- Fundação Getúlio Vargas, Escola de Direito de São Paulo

**Mexico**
- ITESM, Campus Monterrey

**Peru**
- Pontificia Universidad Católica del Perú
ASIA

Business School

China
• Antai College of Economics & Management, Shanghai Jiao Tong University
• 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)
• Tongji University
• Tsinghua University, School of Economics & Management (PIM/CEMS)

India
• Indian Institute of Management at Ahmedabad (PIM)
• Indian Institute of Management at Bangalore (PIM)
• Indian School of Business (PIM)
• Indian Institute of Management of Calcutta (CEMS)
• XLRI - School of Business & 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 (PIM/CEMS)

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

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

Taiwan
• National Chengchi University, College of Commerce

Law School

China
• The Beijing Center for Chinese Studies

India
• Jindal Global Law School

Korea
• Yonsei Law School

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)

The list indicates whether each university belongs to any of the following associations:
• PIM (Partnership in International Management)
• CEMS (The Global Alliance in Management Education)
• THEMIS (The Joint Certificate International and Business Law)
ESADE programmes offer students the chance to study abroad.

**BACHELOR IN BUSINESS ADMINISTRATION-BBA**
- 252 outgoing students
- 235 incoming students

Nationalities of the incoming students:
- 109 from the United States and Canada
- 50 from Asia
- 45 from Europe
- 15 from Latin America
- 7 from Oceania
- 7 from the Middle East
- 2 from Africa

**MASTER OF SCIENCE PROGRAMMES IN MANAGEMENT (MSC)**
- 76 outgoing students
- 92 incoming students

Nationalities of the incoming students:
- 78 from the European Union
- 11 from Asia
- 2 from North America
- 1 from Africa

**MBA**
- 45 outgoing participants
- 84 incoming participants

Nationalities of the incoming participants:
- 46 from the United States
- 29 from Asia
- 3 from Latin America
- 2 from the Middle East
- 2 from Oceania
- 1 from the European Union
- 1 from Africa

**EMBA**
- 6 outgoing participants

**MSc and Executive Education students spend 30 weeks abroad to supplement their training.**

**BY PROGRAMME**
- 8 from the MSc Programmes
- 11 from the EMBA
- 8 from the Executive Masters
- 1 from the AMP
- 2 from the PMD

**BY REGION VISITED**

**United States**
- Santa Clara University, Santa Clara (Executive Masters)
- Georgetown University, Washington DC (MSc & EMBA)
- Babson College, Boston (MSc)
- Columbia University, New York (Executive Masters)
- University of Pennsylvania, The Wharton School, Philadelphia (AMP)

**Latin America**
- Universidad de los Andes, Bogota (MSc)
- Fundação Getúlio Vargas, São Paulo (EMBA)

**European Union**
- Koç University, Istanbul (MSc)
- HEC School of Management, Paris (EMBA)
- INSEAD, Fontainebleau (PMD)

**Asia**
- City University, Hong Kong (MSc)
- Antai College of Economics & Management, Shanghai (MSc, Executive Masters, EMBA)
- MISB-Bocconi, India (MSc)
- Guanghua School of Management, Beijing (EMBA)
- ISB School of Business, Hyderabad (EMBA)
INTERNATIONAL ASSOCIATIONS

ESADE belongs to the most important international associations, thereby offering major opportunities to establish student and faculty exchange programmes and undertake joint research projects.

AACSBAACSB
The Association to Advance Collegiate Schools of Business

AMBA
The Association of MBAs

BALAS
Business Association of Latin American Studies

CEMS
The Global Alliance in Management Education

CLADEA
Consejo Latinoamericano de Escuelas de Administración

CTLS
Center for Transnational Legal Studies

EABISEuropean Academy of Business in Society

EBEN
European Business Ethics Network

EDAMBA
European Doctoral Programmes Association in Management and Business Administration

EFMD
European Foundation for Management Development

IALSIAJBS
International Association of Jesuit Business Schools

IALS
International Association of Law School

IBAIABA
International Bar Association

PIMPIM
Partnership in International Management

SCIENCE|BUSINESS
Innovation Intelligence and Networking

SEKNSKKN
Social Enterprise Knowledge Network

THEMISTHEMIS
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.
MEMBERS 2014-2015

Antonio Pérez
President of the International
Advisory Board
Special Advisor of the Eastman
Kodak Co. Board (USA)

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

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

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

Javier Ferrán
Partner at Lion Capital
(United Kingdom)
Former CEO of Bacardi (USA)

Antonio Garrigues Walker
Honorary President of Garrigues
and Garrigues Foundation
(Spain)

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

Ibrahim Khashoggi
CEO of Maan Aljasser & Co.
(Saudi Arabia)

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

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

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

Bernard Ramanantsoa
Dean of HEC School
of Management (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 Center
for Global Economy & Geopolit-
ics (ESADEgeo) (Spain)
Former High Representative
for Common Foreign and Se-
curity Policy, former Secretary
General of the Council of the
European Union and former
Secretary General of NATO

Herman Uscategui
Director of International Busi-
ness Development at Starbucks
Coffee Co. (USA)

REPRESENTING ESADE

Eugenia Bieto
Director General of ESADE

Jordi Brunat
Director of ESADE Executive
Education

Josep Franch
Dean of ESADE Business
School

Carlo M. Gallucci
Vice-Rector of International
Relations and Students,
Ramon Llull University
Professor of ESADE

Alfons Sauquet
Global Dean of ESADE

Jonathan Wareham
Dean of Faculty and Research
of ESADE
7. People, infrastructure and resources

635 ESADE employees

5,025 hours of staff training

77,287 m² of built space on three campuses
ESADE’s cultures is geared towards learning, knowledge and innovation, and is based on responsibility, commitment and mutual recognition.

PEOPLE*

Over the 2014-2015 academic year, the ESADE staff consisted of 635 people

- 187 faculty members
- 163 Management & Law lecturers
- 24 language teachers
- 334 administrative and services staff members
- 57 research assistants
- 57 academic assistants

Additionally, ESADE benefited from the contributions of 1,205 external academic assistants

STAFF BY CONTRACT TYPE

<table>
<thead>
<tr>
<th>Category</th>
<th>Number</th>
</tr>
</thead>
<tbody>
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<td>with indefinite contracts</td>
<td>546</td>
</tr>
<tr>
<td>with temporary contracts</td>
<td>87</td>
</tr>
<tr>
<td>emeriti</td>
<td>2</td>
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STAFF BY AGE

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<th>Age Range</th>
<th>Number</th>
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<tbody>
<tr>
<td>between ages of 21 and 30</td>
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</tr>
<tr>
<td>between ages of 31 and 40</td>
<td>194</td>
</tr>
<tr>
<td>between ages of 41 and 50</td>
<td>204</td>
</tr>
<tr>
<td>between ages of 51 and 60</td>
<td>140</td>
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<tr>
<td>between ages of 61 and 70</td>
<td>50</td>
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<tr>
<td>over the age of 70</td>
<td>8</td>
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STAFF BY GENDER

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</thead>
<tbody>
<tr>
<td>men</td>
<td>253</td>
</tr>
<tr>
<td>women</td>
<td>382</td>
</tr>
</tbody>
</table>

INTERNATIONAL STAFF

<table>
<thead>
<tr>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>114</td>
</tr>
</tbody>
</table>

18% of the total staff

44 nationalities

* ESADE staff as of 31 August 2015.
NEW FACULTY MEMBERS

Over the 2014-2015 academic year, ESADE hired six new faculty members.

- Pedro Aznar, Economics, Finance and Accounting
- Anna Bayona, Economics, Finance and Accounting
- Marco Bertini, Marketing Management
- Marc Correa, People Management and Organisation
- Gemma Molar, Economics, Finance and Accounting
- Patricia Saiz, Private Law

Visiting professors

- Aguilera Vaqués, Ruth
- Bonache Pérez, Jaime Alfonso
- Boonstra, Jaap
- Calvet Mulleras, Agustín L.
- Emmerling, Robert
- Franco Santos, Mónica
- Ind, Nicholas Jonathan
- Kasanen, Eero
- Majchrzak, Ann
- McGonigle, James J.
- Morse, Kenneth Paul
- Quintano, Michele
- Raich, Mario
- Schmid, Katharina
- Vanhaverbeke, Wim

ACADEMIC DEPARTMENT DIRECTORS

Management Departments

- Social Sciences, Daniel Arenas
- Economics, Finance and Accounting, F. Xavier Mena
- Marketing Management, Marco Bertini
- Operations Management and Innovation, Miguel Ángel Heras
- People Management and Organisation, Joan Manel Batista
- Information Systems Management, Núria Agell
- Strategy and General Management, Xavier Gimbert

Law Departments

- Private Law, Teresa Duplá
- Public Law, Marc García
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 2014-2015 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. The second edition was held this academic year.

**Dialogues and meetings.** Participatory meetings with employees, the director general, members of the management team and faculty or with any other staff member, in order to learn about the featured speaker’s job in greater detail. Over the 2014-2015 academic year, “Dialogues with Academia” were held with: Dr Andrés Cuneo, an associate professor in the Department of Marketing Management; Dr Cristina Giménez, Vice-Dean of Faculty and a professor in the Department of Operations Management and, Innovation; and Dr Joan Rodon, director of ESADE’s BBA programme and a professor in the Department of Operations Management and, Innovation.

Additionally, two “Meetings with the Administrative and Service Staff” were held over the academic year, with Cristina Olabarri, director of the Admissions Unit, and Edgar Jordà, director of ESADECREAPOLIS.

**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 and the agreements that ESADE signs, as well as all manner of information affecting their daily work. A total of 159 such releases were sent out over the academic year.

**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 installed on the campuses feature news about the institution and videos about its day-to-day activities.

**MyESADE.** This is the corporate intranet and a useful source of information for administrative and service staff members.
ESADE TRAINING

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

- 5,025 total training hours for administrative and service staff
- 20 hours per course and person (on average)
- 250 participants

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

All ESADE employees are covered by the collective bargaining agreement covering universities and research centres and represented by the Staff Committee, which holds regular meetings with the Human Resources Director 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

- 1.96% in Barcelona
- 1.13% in Madrid
- 0.50% among men
- 3.48% among women

Total staff: 2.81%

There were no fatalities due to work-related accidents during the 2014-2015 academic year.

ORIENTATION PLAN

New employees at ESADE participate in an orientation plan that offers them the chance to meet various institutional executives, teams and services and to take a closer look at ESADE, its history, its mission and its values. The interview schedule is prepared based on the new hire’s responsibilities and helps to expedite and facilitate the adaptation process.
INFRASTRUCTURE

CAMPUS

ESADE has two campuses in Barcelona and one in Madrid, spanning a total of 77,287 m² including 100 classrooms.

Barcelona-Pedralbes Campus
- 9,859 m², Building 1
- 7,560 m², Building 2
- 15,236 m², Building 3

Barcelona-Sant Cugat Campus
- 15,461 m², academic building
- 2,908 m², MBA building
- 232 m², EGarage
- 5,886 m², “Roberto de Nóbili” Hall of Residence
- 17,520 m², ESADECREAPOLIS

Madrid Campus
- 2,625 m²

RESOURCES

TECHNOLOGY

All ESADE classrooms, offices and function rooms are equipped with the most suitable technology for each activity. The technology is constantly updated. Over the academic year, we completely replaced the technological equipment in 10 classrooms, as well as 350 computers and servers. Additionally, 2,147 Moodle sites enabled the best possible relationship between faculty and students. The ICT team was also responsible for handling the more than 15,000 technical problems that were resolved over the academic year.

Main new services
- New academic planning and room reservation system.
- Enhanced digital mobility:
  - New mobile app offering a notification service for students regarding marks and class changes
  - New system for printing from laptops and other mobile devices
  - Distribution of 10 free Microsoft Office licences to each student, faculty member and member of the administrative and service staff
  - New version of the Moodle e-learning platform offering major improvements in mobile access
LIBRARY

The Library, which specialises in management and law, supports learning, teaching and research in the ESADE community. It consists of two facilities, on the Barcelona-Pedralbes and Barcelona-Sant Cugat campuses, and has 380 reading places and a collection of more than 100,000 books, printed journals, theses, academic papers and DVDs.

The Digital Library <www.esade.edu/library> offers the ESADE community off-campus access to more than 40 databases on companies, markets and legal information, 13,700 e-journals, and 17,124 e-books and working papers.

Additionally, it manages the Borja Library, specialised in humanities, theology, philosophy, spirituality, the Bible, art and literature, with an important collection of unique works and editions, manuscripts, incunabula, scrolls and documents from the 16th to 18th centuries. More information at: <www.bibliotecaborja.org>.

Key figures from the 2014-2015 academic year
- 278,066 accesses to databases, e-journals, e-books and working papers
- 13,734 book loans at the Pedralbes and Sant Cugat libraries
- 1,687 new books added to the Library’s collection

Main new services
- New metasearch engine on the Library’s website (EBSCO Discovery Service)
- New e-book platform (EBL)
- New library consortium loan service (PUC)

ACADEMIC MANAGEMENT

The Registrar’s Office experienced a period of intense activity over the 2014-2015 academic year, with the following results:
- 79 programmes managed
- 1,534 subjects offered
- 6,098 matriculations
- 1,375 exams held
- 2,500 degrees and diplomas issued
- 8,900 certificates
8. Private contributions

€4.2 M in private contributions

26 companies supporting the Scholarship Programme

600 individual donors in the ESADE Challenge for Talent
Private contributions play a fundamental role in helping ESADE to achieve its strategic objectives.

PRIVATE SUPPORT FOR THE ESADE FOUNDATION

ESADE is growing year after year, thanks to the support of numerous individuals and organisations. These contributions are very important because they allow us to continue to invest in key strategic areas of interest to us as an institution as well as to our donors. During the 2014-2015 academic year, ESADE obtained €4.2 million as a result of these close relationships.

Organisations and individuals collaborate with ESADE in two different ways. Organisations that share one or more of ESADE’s major strategic objectives – such as the creation of knowledge adapted to market needs – sign institutional agreements with the school. Alumni, students, staff and faculty of ESADE contribute to the Scholarship Programme through individual donations. Enabling talented students with limited economic resources to study at ESADE is a commitment to upholding the values that guide our mission and to improving society as a whole.
**Research and faculty**

It is essential to share knowledge and debate issues that affect the present and future of management and law with organisations that collaborate with ESADE in order to promote synergies between academia and the professional sphere. In order to do this, it is essential to have internationally renowned faculty.

**Scholarship Programme**

Contributions from organisations and individuals have helped ESADE to increase the range and number of scholarships awarded. Thanks to these donations, it is possible to make dreams come true for many talented young people who want to study at a renowned academic institution but cannot afford to do so. The school is making a major push to attract contributions through the ESADE Challenge for Talent. More than 600 people have already made donations through this campaign.

**Endowment**

The endowment is a fund whose income is invested in ESADE’s strategic priorities or reinvested in the fund itself. The ESADE endowment is currently worth €7.01 million.
THE ESADE CHALLENGE FOR TALENT

The Scholarship Programme is our basic tool for ensuring that the best students are able to study at ESADE even if they have limited economic resources. The ESADE Challenge for Talent was launched in April 2014. The aim of this campaign is to raise an additional €1 million for scholarships each year with the help of ESADE’s alumni, students, faculty and staff, as well as organisations that share our commitment to talent. The ESADE Challenge for Talent continues to gain support through various initiatives:

• Future Scholarships. This is a new form of donation for individuals who are strongly committed to the Scholarship Programme. Under this formula, the donor covers 90% of tuition for a scholarship recipient for all four years of an undergraduate degree. The donor also has the option of acting as a mentor to the student during this period.

• 1,000 x 1,000 ESADE. This initiative targets alumni and friends of ESADE. Donors are asked to commit to making regular donations for four years. The continuity of the contributions guarantees that scholarship recipients have the opportunity to complete an entire undergraduate programme at ESADE.

• General campaign. This category includes individual contributions of less than €1,000. The general campaign encompasses various initiatives, including the creation of collective scholarships by alumni and students. The most notable scholarships created during the 2014-2015 academic year were those of the MBA class of ‘15 and the BBA class of ‘15:
  - The MBA class of ‘15 was the first MBA graduating class to create a collective scholarship. Through various creative activities and with a special collaborative spirit, the class raised enough funds to help a future student earn an MBA.
  - The BBA class of ‘15 has followed in the footsteps of the BBA class of ‘12 by creating the Keep Going – BBA ‘15 Scholarship.

• Corporate Scholarship Programme. A total of 26 organisations collaborate with the ESADE Scholarship Programme.

The support of corporations, foundations and institutions is fundamental because it allows ESADE to continue to generate knowledge, attract top talent and enhance its international prestige.
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Mora Mediavilla, M. del Mar (BBA 15)
Moragas Itarte, Elisabet (BBA 15)
Morales Viñas, Montserrat (MUA 14)
Morata Roig, Andrés (Lic&MBA 91)
Morgadinho Lopes, Nuno José (BBA 09)
Morozov, Konstantin (BBA 15)
Mitchelldez Gindia, Nina (BBA 15)
Munnikhujs Pujolar, Cindy (BBA 15)
Muñoz Fresquet, Clàudia (BBA 15)
Muñoz Payán, Victor (BBA 15)
Mur Chumillas, Francesc Xavier (BBA 15)
Muralidharan, Sneha (MBA 15)
Navarro Codina, Josep Maria (Lic&MBA 78)
Navarro Lafuente, Ana (BBA 15)
Nogueira Canle, Martífio (MDO 09)
Nogueira Torres, Xavier (BBA 15)
Notari Torán, Pascual (BBA 15)
Ochoa Lázaro, Sandra (BBA 13)
Oliva Geronés, Laura (BBA 15)
Ollé Valls, Montse (BBA 15)
Oroig Bors, Marc (MUA 14)
Orenses Romaozinho, Francisco de Maria (BBA 15)
Orozco Prieto, Fabián Esteban (MBA 15)
Orri Badía, Cristina (GED 13)
Orriols Monleon, Cristina (BBA 15)
Palacios Moliner, Miquel Ángel (BBA 15)
Pallarés Mas, Carles (Lic&MBA 81)
Pallàs Nomen, Artur (BBA 15)
Panosa Jou, Josep (Lic&MBA 87)
Paré Mitjavila, Patricia (BBA 15)
Pascual Escribano, Marta (BBA 15)
Pascual San, Bernat (BBA 15)
Pasquín Mariegues, Alicia (BBA 15)
Pellerin Pérez, Laetitia (BBA 15)
Peñaloza Aponte, Carlos (BBA 15)
Perera Barceló, Alejandro (BBA 13)
Perera Farré, Marc (GED 13)
Pérez Dávila, Esteban (Lic&MBA 79)
Pérez Torres, José Luis (FT MBA 75)
Petit, Emile (MSc 15)
Pinós Blanch, Josep Maria (Lic&MBA 73)
Pladevall Fernando, Xavier (Lic&MBA 86)
Poal Domínguez, Guillermo (BBA 15)
Polanco Carné, Marta (BBA 15)
Ponsico Martín, Alba (BBA 14)
Poveda Pérez, Ernesto (Lic&MBA 74)
Prat Balasch, Jorge (BBA 15)
Prat Hernando, Álvar-Ferran (BBA 15)
Prats Pueyo, David (BBA 15)
Prim Bernat, Juan (BBA 12)
Puerta Galván, Alberto (EMBA 11)
Puig Gual, Anna (BBA 15)
Puig Melendrés, Ángel (Lic&MBA 92)
Puigbó Correro, Núria (BBA 15)
Quetglás Canàda, Alba (MUA 14)
Quintana Díaz, Raquel (BBA 12)
Quintana Soms, Adrià (BBA 13)
Ráfols Fernández, Pol (BBA 14)
Ramos de La Rosa, Ismael Vicienc (BBA 14)
Ratera Gispets, Jordi (BBA 15)
Real Garrido, Juan Manuel (BBA 15)
Real Mattar, Christian (BBA 15)
Reol Olano, Rocio (Lic&MBA 91)
Riba Clascà, Mónica (BBA 15)
Ricart Roig, Elisabet (BBA 14)
Riera Lupresti, Adrià (BBA 15)
Rifà Forte, Esther (BBA 15)
Rifà Forte, Jordi (BBA 12)
Rihné Casajuana, Aleix (BBA 12)
Rivera Molins, Carles (Lic&MBA 97)
Rizo Fernández, Jordi (BBA 15)
Roberts, John Adam (MBA 15)
Rodríguez Garrido, Luisa María (MUA 14)
Rodríguez Lloret, Alex (BBA 15)
Rodríguez Matensanz, Fernando (BBA 15)
Rodríguez Olmos, Antonio (BBA 15)
Rodríguez Pérez, Carlos (BBA 15)
Rodríguez Sánchez, Miirim (BBA 14)
Roger Ull, Borja (GED 14)
Rollmann, Anna (MBA 15)
Romero Hernández, Gisela (BBA 13)
Romy Beillos, Jean Louis (Lic&MBA 74)
Roselló García, José (BBA 15)
Rotger Fortezza, Vicente (BBA 15)
Rovira Caballero, José María
Rshaw Barionio, Juan (BBA 15)
Ruiz Martínez, Carlos (BBA 15)
Rull Cautbet, Carmen (BBA 15)
Sabaté Abad, Marc (BBA 15)
Sabaté Cerdà, Alexandra (BBA 12)
Sagreva Villagrasa, Joan (Lic&MBA 74)
Sala Rovira, Josep Maria (Lic&MBA 73)
Salaet Mauri, Xavier (BBA 14)
Salas Fumás, Vicente (Lic&MBA 74)
ANNUAL REPORT

• Salazar Bergua, Mireia (BBA 15)
• Sallent Tonjoan, Xavier (BBA 15)
• San Román Cobeño, Elena (MUA 14)
• Sánchez Barberán, Patricia (BBA 15)
• Sánchez Carrete, Joan Anton (Lic&MBA 73)
• Sánchez Sala, Adriana (BBA 15)
• Sangenis Deu, Alex (BBA 15)
• Santa Isabel Landecho, Rocio (BBA 15)
• Sautantorentina Durán, M. Mercè (Lic&MBA 90)
• Sarjanovic Roses, Ivo (BBA 15)
• Saura Montiel, Mercè (MDM 08), administrative and service staff
• Saurina Pradas, Josep Xavier (BBA 15)
• Sayol Serra, Meritxell (MUA 14)
• Schara Batlle, Michael (BBA 15)
• Scherk Masnou, Gunter (BBA 15)
• Sebastià Miguel, Adrià (BBA 15)
• Segarra Algueró, Carolina (BBA 12)
• Segarra Raventós, Mireia (BBA 12)
• Seoane Miguel, Albert (BBA 15)
• Seoane Miguel, Mireia (BBA 15)
• Sepúlveda Heerooms, Andrés Jan (BBA 15)
• Serna García-Conde, Cristina (BBA 15)
• Serra Álvarez, Mireia (BBA 13)
• Serra Busquet, Júlia (BBA 15)
• Serra Plassa, Carla (BBA 12)
• Shirokova, Olga (BBA 15)
• Sitjar Valverde, Pedro (Lic&MBA 95)
• Solà Sabont, Ignasi (BBA 15)
• Solans Casas, Borja (MUA 14)
• Solé Moix, Jordi (BBA 14)
• Soler Batet, Lleonard (BBA 13)
• Soler Tiana, Mariona (BBA 15)
• Stefanova Fikova, Lubomira (BBA 12)
• Steimler, Christina Doreen (MBA 15)
• Stepan, Clemens Maximilian (MSc 15)
• Stohr Jackson, Christopher Raymon (MBA 15)
• Suárez Castro, Fernando (BBA 15)
• Suárez Fisteus, Xilda (BBA 12)
• Sun Yin, Haohua (BBA 15)
• Tabata, Ryo (MBA 15)
• Tamisier, Thibault Nicolas (BBA 15)
• Tang Xu, Yin (BBA 15)
• Tariq, Zainab (MBA 15)
• Terada, Tomohiko (MBA 15)
• Terglafera, Maria (MBA 15)
• Terraza Badia, Mónica (BBA 14)
• Thind, Amrit Ryan Singh (MSc 15)
• Tleshov, Alem (BBA 15)
• Torra Anguera, Mireia (MUA 14)
• Torra Casas, Carla (BBA 15)
• Torra Cubells, Albert (BBA 15)
• Torra-Balari Cera, Mauricio (Lic&MBA 74)
• Torras Consolación, Alicia (BBA 13)
• Torres Barceló, Gabriela (BBA 15)
• Torres Torra, Clara (BBA 15)
• Torres Valls, Maria Deià (BBA 15)
• Trapote Barreira, César (EMBA 14)
• Treier, Michael Matthias (MBA 15)
• Tseng, Wen-Shih (MBA 15)
• Tudela Berenguer, Ignacio de (BBA 15)
• Urbina Islas, Yazmin (MBA 15)
• Valentí Batlle, Cristina (BBA 15)
• Valeri Iribarne, Pablo (BBA 15)
• Valero Carrasco, Carlos (MUA 14)
• Valiente, Rodrigo Armando (MBA 15)
• Vall Serra, Marta (BBA 15)
• Vallès Pérez, Carlos (GED 13)
• Vallmajor Majó, Teresa (BBA 15)
• Vallverdú Caldentey, Marc (BBA 12)
• Varón Caralps, Olivia (BBA 15)
• Ventosa Mayor, Patricia (BBA 15)
• Ventura Forns, Oriol (BBA 15)
• Verdaguer Solà, Bruna (BBA 15)
• Verhaak, Maud (MSc 15)
• Viader Pagès, Elena (Lic&MBA 90), administrative and service staff
• Vicinanza Sala, Patricia (BBA 15)
• Vidal Cardona, Elena (BBA 12)
• Vila Oriols, Pol (BBA 15)
• Vila Porté, Miquel (BBA 15)
• Vià Riera, Jorge (BBA 15)
• Vilanova Martínez, Carla (BBA 15)
• Vilà Cardellach, Marc (BBA 15)
• Vilardell González, Ferran, administrative and service staff
• Vilardell Marimón, Núria (BBA 15)
• Vilarrasa Canudas, Eduard (BBA 15)
• Vilarrasa Esparza, Borja (BBA 15)
• Villamayor Abelló, Joan (BBA 15)
• Viñas Torrelló, Alberto (BBA 15)
• Viu Alegre, Alberto (Lic&MBA 12)
• Vives Martín, Carlos (BBA 15)
• Vives Miño, Eduard (BBA 15)
• Vives Serdà, Josep (BBA 15)
• Von Plato, Marvin (MBA 15)
• Wang, Yunpeng (MBA 15)
• Warias, Roman Christian Karl (MBA 15)
• Wohler, Kathryln Anne (BBA 15)
• Wright, Brandon Edward (MBA 15)
• Yamaguchi, Seiji (MBA 15)
• Yildiz, Axel (EMBA 14)
• Zanardi, Ferdinando (BBA 15)
• Zaragoza Riumallo, Laura (MUA 14)
• Zozaya Ariztia, Juan (Lic&MBA 74)
• Anonymous donation (6)
9. Governing bodies

New deans
Josep Franch
and Jonathan Wareham

21 people
on the Professional Advisory Board

Executive committee
overhauled at the start of the year
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 or cultural spheres, after they have taken into consideration the non-binding opinion of the ESADE Foundation Assembly of Members.

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
- Jaime Oraá (SJ)
- Xavier Pérez Farguell
- Llorenç Puig Puig (SJ)
- Mario Rotlllant Solà

PRESIDENT
Manuel Raventós Negra

VICE-PRESIDENT
Josep Oriol Tuñí Vancells (SJ)

SECRETARY
Josep E. Milà Mallafré (SJ)
In order to adapt ESADE’s organisation to the new 2014-2018 Institutional Strategic Plan, a series of changes were made to the management structure at the start of the 2014-2015 academic year. The following appointments were made:

- **Francisco Longo,** Associate Director General
- **Enrique López-Viguria,** Secretary General
- **Josep Franch,** Dean of the Business School
- **Jordi Brunat,** Director of the Executive Education Unit
- **Jonathan Wareham,** Dean of Faculty and Research
- **Cristina Giménez,** Vice-Dean of Faculty
- **Tamyko Ysa,** Vice-Dean of Research

Therefore, the Executive Board now has the following members:

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

Created in 2004, the Professional Advisory Board is a consultative body at ESADE tasked with advising the institution on business, economic and social matters that it considers should be discussed. Its role is related to ESADE’s mission, the core pillars of which are to educate and undertake research, as well as to influence opinion.

Juan Arena  
Founder and member of the Executive Board of the Seres Foundation  
Chairman of the ESADE Professional Advisory Board

Maite Arango  
Vice-President of the Board of Directors of Grupo Vips

Anna M. Birulés  
President of Alta Business Services

Luis Conde  
President of Seeliger & Conde

Fernando Conte  
President of Parkia

Juan Ignacio Entrecanales  
Vice-President of Acciona

Pedro Fontana  
President of Áreas

María Garaña  
Vice-President of the Business Solutions Division for EMEA at Microsoft Corporation

Cristina Garmendia  
Partner of Ysios Capital Partners

Juan Lladó  
Vice-Chairman and CEO of Técnicas Reunidas

Iván Martén  
Senior Partner, Managing Director and Global Leader of the Energy Practice at The Boston Consulting Group

Vicente Moreno  
President of the Accenture Foundation

Mónica de Oriol  
President of Seguriber

Ignacio Polanco  
Honorary Chairman of Grupo Prisa

Francisco Román  
President of Vodafone Spain

Fernando Ruiz  
President of Deloitte

Carina Szpilka  
Vice-President of the Spanish Committee for UNICEF

Juan Antonio Zufiria  
General Manager of IBM Global Technology Services in Europe

Representing ESADE:

Eugenia Bieto  
Director General

Pedro Navarro  
Executive Vice-President of the ESADE Foundation Board of Trustees

José M. de la Villa  
Director of Institutional Relations  
Secretary of ESADE’s Professional Advisory Board
LAW SCHOOL PROFESSIONAL ADVISORY BOARD

The Law School Professional Advisory Board was created in 1994 and is tasked with providing professional advice on the design of curricula. It also supports the organisation of student internships and helps to promote research.

- Abertis Infraestructuras
- Abogacía General del Estado en Barcelona
- Agencia Tributaria, Delegación en Barcelona
- Arasa & De Miquel - Euroforo
- Baker & McKenzie Abogados
- BDO Abogados
- Clifford Chance Abogados
- CMS Albiñana & Suárez de Lezo
- Colegio Notarial de Cataluña
- Crowe Horwath Legal y Tributario
- Cuatrecasas, Gonçalves Pereira
- Danone
- Deganat dels Registradors de la Propietat, Mercantils i de Béns Mobles de Catalunya
- Deloitte Abogados y Asesores Tributarios
- Escola Judicial
- EY (Ernst & Young Abogados)
- Fiscalia Superior de Justicia de Catalunya
- Font Abogados y Economistas
- Garrigues, Abogados y Asesores Tributarios
- Gas Natural Fenosa
- Gómez-Acebo & Pombo Abogados
- Iberdrola
- Inspecció de Treball de Catalunya
- Inspección Provincial de Trabajo y Seguridad Social en Cataluña
- Jacobs Douwe Egberts ES
- Jausas
- KPMG Abogados
- "la Caixa"
- Mango Punto Fa
- Manubens & Asociados Abogados
- Osborne Clarke
- Pedrosa Lagos
- PepsiCo Europa
- Pérez-Llorca
- Puig, SL
- PwC Tax & Legal
- Roca Junyent
- Rousaud Costas Duran
- SEAT - Volkswagen
- Tribunal Arbitral de Barcelona
- Uría Menéndez
- Vialegis Abogados
10. ESADE Alumni

56,000 alumni

909 events organised

32 international chapters

257 Alumni Giving Back volunteers

€4.7M allocated to finance entrepreneurial projects
The mission of ESADE Alumni is to provide value to its members, to ESADE, and to society through activities and services aimed at boosting the professional and personal development of our graduates.

A FRUITFUL YEAR

During the 2014-2015 academic year, ESADE Alumni has continued to expand the range of exclusive services offered to its members. These services enable members to update their knowledge, develop as professionals and network with colleagues. In order to reach all members wherever they may be, ESADE Alumni has also started offering new online services.

The global network of clubs and chapters in over 30 countries provides a solid platform for supporting entrepreneurs and providing career development services for professionals, while also fostering solidarity among members through debate and volunteer initiatives.

This year, ESADE Alumni has continued to work on the ESADE Challenge for Talent fundraising project through campaigns targeting alumni.
A GLOBAL NETWORK

- 56,000 alumni
  (15,000 international alumni)
- 17,705 members

32 INTERNATIONAL CHAPTERS

- Andorra
- Argentina
- Barcelona International
- Belux
- 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

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

20 FUNCTIONAL AND SECTOR-SPECIFIC CLUBS

- Automobile
- Business and Social Responsibility
- Cultural Industry
- Digital Business & ICT
- Energy and Environment
- Espai Jaume Vicens Vives
- Family Business
- Finance
- Global Business
- Health and Pharma
- Innovation
- Insurance
- Law
- Marketing
- Operations
- People Management and Organisation
- Public Management
- Real Estate
- Sport and 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 of interest. This year, the official groups registered a total of 16,637 members.
ENTREPRENEURSHIP

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

SERVICES

- Guidance for entrepreneurs
- Legal advice
- Mentoring programme for entrepreneurs
- ESADE BAN private investors network

ESADE BAN FIGURES 2014-2015

- €4.7 million to fund business projects
- 11 investment forums in Barcelona and Madrid
- 33 business projects that have received funding
- 201 business angels in the ESADE BAN network
- 425 projects considered by the network

ACTIVITIES

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

Flash sessions
Practical workshops that help entrepreneurs to improve and promote their business ideas.

Last Thursdays
Monthly meetings consisting of informal networking sessions where invited entrepreneurs share their experiences with other entrepreneurs, investors and alumni in general.

Investment forums (ESADE BAN, healthcare, cleantech and social impact)
These activities – all held in Barcelona and some also held in Madrid – include training sessions for investors led by ESADE faculty and presentations of business projects that are seeking funding. These activities also facilitate the sharing of ideas and networking among professionals.

Alumni Entrepreneurship Day
This annual event is open to entrepreneurs, investors, students and the entire entrepreneurial ecosystem in general. Various panel discussions, talks and networking activities for entrepreneurs are held over the course of a morning. The aim of these activities is to encourage the sharing of views, experiences and new business opportunities. The ESADE Alumni–Banc Sabadell Award for Best Start-Up was presented during Alumni Entrepreneurship Day. This year’s winner was Agustín Gómez, CEO and founder of Wallapop.
CAREER SERVICES

ESADE Alumni accompanies its members throughout all stages of their careers, providing guidance and fostering professional advancement through various activities and services.

SERVICES

ESADE Career Portal
This online platform serves as a meeting point for professionals and companies:
- Recruiters. Companies can post job offers and find the profiles of highly qualified professionals in our database, which is updated on a daily basis.
- Alumni members. Alumni can manage their CVs and applications in the hopes of being noticed by recruiters or finding a job—in Spain or abroad—that matches their profile.

Career guidance
During the 2014-2015 academic year, a total of 636 personal interviews were carried out by hiring specialists; 71 of these interviews were international.

Work-related legal advice
A total of 70 consultations were held. Members received legal advice to address occupational or professional situations or conflicts.

Mentoring programme
Alumni have the opportunity to become mentors or mentees in order to share or receive information and knowledge that can be useful for career development. Mentees can use the new ESADE Career Portal to choose a mentor with an appropriate profile.
- 43 mentor-mentee matchings in Spain and abroad.

Career transition programme
This programme is designed for professionals who are transitioning to a new career. Members can participate either in person or online. During the 2014-2015 academic year, 12 programmes were offered and a total of 117 members participated.

KNOWLEDGE UPDATE ACTIVITIES

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

Activity figures
- 5,760 attendees
- 125 sessions
- 1,796 subscriptions to receive post-event information (press releases, videos and photos)
ALUMNI GIVING BACK

Through various initiatives, this project raises awareness among alumni and the wider ESADE community about specific social problems.

• 257 volunteers.
• 27 services provided to third-sector organisations.
• 10,000 consulting hours provided.
• 8 Film Forum sessions.

SERVICES

• Management consulting.
• Legal consulting.
• One-off consultations.
• Coaching for unemployed alumni.
• Participation of alumni as entrepreneurial mentors in the Momentum Project.
• Participation of alumni as senior consultants and tutors in projects organised by ESADE’s University Development Service (inclusive market projects).
• Third-sector resource centre (online).

ACTIVITIES

Film Forum
Series of socially engaged films intended as an instrument for reflection and social debate.

Forum of Trustees and Boards
A venue where entities that wish to renew and/or expand their boards of trustees can meet alumni interested in becoming NGO trustees.

COLLABORATION WITH FACULTY

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

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

STATUS REPORT AFTER EIGHT YEARS

• 1,500 alumni volunteers have worked on consulting projects (80% are first-time volunteers and 20% are veterans).
• More than 5,000 people have attended Alumni Giving Back activities.
• More than 60,000 pro bono consulting hours have been donated (valued at €5.5 million).
• More than 170 third-sector organisations have benefited from the services of Alumni Giving Back.

* 16 faculty members serve as academic sponsors of 20 function- and sector-specific clubs.
MAJOR EVENTS

**MATINS ESADE AND DESAYUNOS ESADE**

Educational breakfast sessions where alumni hear first-hand about the experiences of prominent entrepreneurs, CEOs, presidents and general managers.

*Desayunos ESADE* (Madrid)
- 522 attendees
- 7 sessions

*Matins ESADE* (Barcelona)
- 1,693 attendees
- 13 sessions

**LECTURE SERIES, FORUMS AND TALKS**

At our lecture series, forums and talks, a wide range of experts engage in debate and share experiences related to current-affairs topics.

- 3,144 attendees
- 12 sessions
- 274 subscriptions to receive post-event information (press releases, videos and photos)

**20TH ESADE ALUMNI ANNUAL CONFERENCE IN BARCELONA: “LIVE THE EDAY!”**

The Annual Conference, the association’s flagship event, brought together nearly 2,000 alumni this year.

Alumni had the opportunity to network at various booths set up in the EMarket, a new space for tasting products made by various collaborating companies. They also had the chance to participate in the first raffle to support the ESADE Scholarship Programme.

ESADE Award for Best Leadership: This year’s award went to Paul Polman, CEO of Unilever, in recognition of his support for socially responsible business growth. Mr. Polman gave an interesting talk entitled “The Changing Role of Businesses: Leadership in the 21st Century”.

**8TH ESADE ALUMNI ANNUAL CONFERENCE IN MADRID: “BUILDING A SUSTAINABLE RECOVERY”**

This year, we had a high-profile keynote speaker: the businessman and scholar Juan Miguel Villar Mir, President of the Villar Mir Group. His talk was entitled “Innovation and Globalisation as Levers: The Case of the Villar Mir Group”. In addition, F. Xavier Mena, Professor in the Department of Economics, Finance and Accounting at ESADE, and Ángel Laborda, Outlook Director at the Foundation of Spanish Savings Banks (FUNCAS), analysed the situation of the Spanish economy after two consecutive recessions.


Graduates of various international programmes living in the Americas gathered in New York for the first annual alumni meeting in the United States. The event was attended by executives from 15 countries, including the United States, Canada, Mexico, Peru, Colombia, Brazil, Chile and Argentina. Annual meetings were also organised by the regional clubs of Andalusia, Aragon, Asturias, Balearic Islands, Valencia, Girona and Lleida.

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* Figures on sessions held at the Barcelona and Madrid campuses.
11. Economic information
ESADE aims to achieve a sustainable economic model that will provide us with the necessary capacity to compete in a demanding global environment.

This past academic year was very good for ESADE in economic terms. Our turnover was €95 million and our operating income and bottom line both improved with respect to the previous year. Sales were strong in all lines of business and growth was good, for example in ESADE Business School’s Masters of Science. We also generated a larger cash flow than the previous year, which allowed us to make the necessary investments to remain competitive in the international market. For the first time, we generated surpluses that will allow us to launch two of ESADE’s most ambitious projects: Student First, which over the coming years will overhaul ESADE’s teaching methods, and Core, which will revamp our entire technological infrastructure for academic management over the next three years.

**EVOLUTION OF INCOME**

€95 M  
2014-2015 academic year

€87 M  
2013-2014 academic year

€82 M  
2012-2013 academic year
2014-2015 INCOME

€95 M
Gross income

-€9 M
Scholarships, aid and discounts

€86 M
Net income

- €11 M Law School
- €36 M Business School
- €34 M Executive Education
- €5 M Research

Fundraising 2014-2015
€3 M total donations

INCOME STATEMENT

€95 M
Gross income

-€9 M
Scholarships, aid and discounts

€86 M
Net income

-€47 M
Personnel expenses

-€31 M
Overhead

€8 M
EBITDA

-€6 M
Depreciation and amortisation

€2 M
Operating profit

-€2 M
Financial result

and provisions

€0.1 M
Final result

BALANCE SHEET

Assets

€76 M
Non-current assets

- €68 M Fixed assets
- €8 M Investments in group
    and associated companies

-€48 M
Current assets

- €10 M Receivables
- €19 M Short-term financial investments
- €19 M Cash

-€124 M
Total Assets

Liabilities

€41 M
Net worth

- €31.9 M
Foundational fund + reserves

- €0.1 M
Fiscal year result

- €9 M
Grants and donations

- €24 M
Non-current liabilities

- €24 M
Long-term creditors

- €59 M
Current liabilities

- €46 M Anticipated payments and income
- €13 M Other debts

- €124 M
Total Liabilities
Annexes

Annex 1
About this Annual Report
And the GRI’s GRI G4 Reporting Guidelines

Annex 2
GRI G4: General and Specific Standard Disclosures

Annex 3
United Nations Global Compact Principles
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.

The criteria in the most recent version of the GRI (G4) stress the importance of focusing on those aspects that are material both to the organisation’s activities and to its main stakeholders. This approach on materiality means that annual reports should focus on those issues that are truly critical to achieving the organisation’s goals and to managing its social impact. Organisations are therefore urged to only provide information on those topics that are essential for achieving their sustainability goals and managing their impact on the environment and society. In this way, reports are strategic and focused.

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.

Another important reference are the results of a survey issued to members of our Stakeholders Forum, as well as the results of specific meeting with stakeholders.

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

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

Additionally, a variety of 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.

Note:
Companies’ and managers’ views are included under Professional Advisory Boards, IAB, Recruiters, Donors and Alumni.
PARTICIPATING STAKEHOLDERS

<table>
<thead>
<tr>
<th>Sessions</th>
<th>Companies</th>
<th>Participants</th>
</tr>
</thead>
<tbody>
<tr>
<td>Board of Trustees</td>
<td>—</td>
<td>18</td>
</tr>
<tr>
<td>Donors from Barcelona</td>
<td>9</td>
<td>15</td>
</tr>
<tr>
<td>Alumni Board and donors from Madrid</td>
<td>10</td>
<td>10</td>
</tr>
<tr>
<td>Alumni Board of Directors in Barcelona</td>
<td>5</td>
<td>5</td>
</tr>
<tr>
<td>Corporate Partners</td>
<td>13</td>
<td>13</td>
</tr>
<tr>
<td>International Alumni</td>
<td>6</td>
<td>6</td>
</tr>
<tr>
<td>International Advisory Board</td>
<td>6</td>
<td>7</td>
</tr>
<tr>
<td>Professional Advisory Board</td>
<td>10</td>
<td>10</td>
</tr>
<tr>
<td>Recruiters from Barcelona</td>
<td>15</td>
<td>17</td>
</tr>
<tr>
<td>Recruiters from Madrid</td>
<td>10</td>
<td>11</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>84</strong></td>
<td><strong>112</strong></td>
</tr>
</tbody>
</table>

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. In addition, in this report we have added two new indicators in order to further extend transparency. 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 are 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

#### 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. | 13-16 | – |
| 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. | 65 | – |
| G4 - 7 | Nature of ownership and legal form. | 81 | – |
| G4 - 8 | Report the markets served (including geographic breakdown, sectors served and types of customers and beneficiaries). | 14-16 | – |
| G4 - 9 | Report the scale of the organisation, indicating: number of employees, number of operations, net sales (for private sector organisations) or net revenues (for public sector organisations), capitalisation in terms of debt and equity (for private sector organisations), and the volume of products or services offered. | 9, 14-16 | — |
| G4 - 10 | a) Number of employees by employment contract and gender. | 61 | — |
| | b) Number of permanent employees by employment type and gender. | 61 | — |
| | c) Total workforce by employees and supervised workers and by gender. | 61 | — |
| | d) Total workforce by region and gender. | 61 | — |
| | e) Report whether a substantial portion of the organisation’s work is performed by workers who are legally recognised as self-employed, or by individuals other than employees or supervised workers, such as employees, and employees sub-contracted by contractors. | 61 | — |
| | f) Report any significant variations in employment numbers (for example, seasonal contracts made during tourist season). | No changes made | — |
| G4 - 11 | Percentage of total employees covered by collective bargaining agreements. | 64 | — |
| G4 - 12 | Describe the organisation’s supply chain. | The usual chain found in an academic institution | — |
| G4 - 13 | Report any significant changes during the reporting period regarding the organisation’s size, structure, ownership or supply chain. | There were no significant changes | — |
| G4 - 14 | Report whether and how the precautionary approach or principle is addressed by the organisation. | Not applicable in an academic institution | — |
| G4 - 15 | List externally developed economic, environmental and social charters, principles or other initiatives to which the organisation subscribes or which it endorses. | 19-20 | — |
| G4 - 16 | List memberships of associations and national or international advocacy organisations in which the organisation holds a position on the governance body, participates in projects or committees, provides substantive funding beyond routine membership dues, and views membership as strategic. This list refers primarily to memberships maintained at the organisational level. | 20, 57 | — |
IDENTIFIED MATERIAL ASPECTS AND BOUNDARIES

G4 - 17  a) List all entities included in the organisation’s consolidated financial statements or equivalent documents.

95-96

b) Report whether any entity included in the organisation’s consolidated financial statements or equivalent documents is not covered by the report.

All information included in report

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

G4 - 19  List all the material aspects identified in the process for defining report content.

Annex 1

G4 - 20  Indicate coverage within the organisation for each material aspect. Indicate if the aspect is material within the organisation. If the aspect is not material for all entities in the organisation (as described in section G4-17) select one of the following approaches: list the entities or groups of entities included in section G4-17 for which the aspect in question is not considered material; or list the entities or groups of entities included in section G4-17 for which the aspect in question is considered material. Indicate any specific limitation of coverage for each aspect within the organisation.

Annex 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.

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.

REPORT PROFILE

G4 - 28 Reporting period.

G4 - 29 Date of most recent previous report. 2013-2014 academic year

G4 - 30 Reporting cycle. Annual

G4 - 31 Provide the contact point for questions regarding the report or its content. 112

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 Describe the organisation’s policy and current practice with regard to seeking external assurance for the report. If not included in the assurance report accompanying the sustainability report, report the scope and basis of any external assurance provided. Describe the relationship between the organisation and the assurance providers. Report whether the highest governance body or senior executives are involved in seeking assurance for the organisation’s sustainability report. 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.

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.
## SPECIFIC STANDARD DISCLOSURES - INDICATORS

<table>
<thead>
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<th>Material Aspects</th>
<th>Disclosures on Management Approach (G4-DMA) and Indicators</th>
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<th>Omissions</th>
<th>External assurance</th>
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</tr>
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<td>Economic Performance</td>
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</tr>
<tr>
<td></td>
<td>G4 - EC1 Direct economic value generated and distributed.</td>
<td>95-96</td>
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<tr>
<td></td>
<td>G4 - EC3 Coverage of the organisation's defined benefit plan obligations.</td>
<td>64</td>
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<tr>
<td><strong>CATEGORY: ENVIRONMENTAL</strong></td>
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<tr>
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<td>—</td>
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</tr>
<tr>
<td></td>
<td>G4 - EN1 Materials used by weight or volume.</td>
<td>24</td>
<td>—</td>
<td>—</td>
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<td>Energy</td>
<td>G4 - DMA Disclosures on Management Approach.</td>
<td>24</td>
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<tr>
<td></td>
<td>G4 - EN3 Energy consumption within the organisation.</td>
<td>24</td>
<td>—</td>
<td>—</td>
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<tr>
<td></td>
<td>G4 - EN6 Reduction of energy consumption.</td>
<td>24</td>
<td>—</td>
<td>—</td>
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<tr>
<td>Water</td>
<td>G4 - DMA Disclosures on Management Approach.</td>
<td>24</td>
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<tr>
<td></td>
<td>G4 - EN8 Total water withdrawal by source.</td>
<td>24</td>
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<td>—</td>
</tr>
<tr>
<td>Effluents and waste</td>
<td>G4 - DMA Disclosures on Management Approach.</td>
<td>24</td>
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</tr>
<tr>
<td></td>
<td>G4 - EN23 Weight of total waste according to type and treatment method.</td>
<td>24</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Regulation</td>
<td>G4 - DMA Disclosures on Management Approach.</td>
<td>24</td>
<td>—</td>
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</tr>
<tr>
<td></td>
<td>G4 - EN29 Financial value of significant fines and number of non-financial sanctions for non-compliance with legislation and environmental regulations.</td>
<td>24</td>
<td>—</td>
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</tr>
<tr>
<td><strong>CATEGORY: SOCIAL ACCOMPLISHMENT</strong></td>
<td></td>
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<tr>
<td><strong>SUBCATEGORY: LABOUR PRACTICES AND WORK ETHIC</strong></td>
<td></td>
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<tr>
<td>Employment</td>
<td>G4 - DMA Disclosures on Management Approach.</td>
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<tr>
<td>Material Aspects</td>
<td>Disclosures on Management Approach (G4-DMA) and Indicators</td>
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<td>External assurance</td>
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<tr>
<td><strong>Employment</strong></td>
<td>G4 - LA1 Total number and rates of new employee hires and employee turnover by age group, gender and region.</td>
<td>61</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td></td>
<td>G4 - LA2 Benefits provided to full-time employees that are not provided to temporary or part-time employees, by significant locations of operation.</td>
<td>64</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td></td>
<td>G4 - LA3 Return to work and retention rates after parental leave, by gender.</td>
<td>64</td>
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<tr>
<td><strong>Occupational Health and Safety</strong></td>
<td>G4 - DMA Disclosures on Management Approach.</td>
<td>64</td>
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</tr>
<tr>
<td></td>
<td>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.</td>
<td>64</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td></td>
<td>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.</td>
<td>64</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td></td>
<td>G4 - LA8 Health and safety topics covered in formal agreements with trade unions.</td>
<td>64</td>
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</tr>
<tr>
<td><strong>Training and Education</strong></td>
<td>G4 - DMA Disclosures on Management Approach.</td>
<td>64</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td></td>
<td>G4 - LA9 Average hours of training per year per employee by gender and by employee category.</td>
<td>64</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td></td>
<td>G4 - LA10 Programmes for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings.</td>
<td>64</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td><strong>Diversity and Equal Opportunities</strong></td>
<td>G4 - DMA Disclosures on Management Approach.</td>
<td>81-84</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td></td>
<td>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.</td>
<td>61, 81-84</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Material Aspects</td>
<td>Disclosures on Management Approach (G4-DMA) and Indicators</td>
<td>Page</td>
<td>Omissions</td>
<td>External assurance</td>
</tr>
<tr>
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<td>----------------------------------------------------------</td>
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</tr>
<tr>
<td><strong>SUBCATEGORY: SOCIETY</strong></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Local Communities</td>
<td>G4 - DMA</td>
<td>Disclosures on Management Approach.</td>
<td>25-26</td>
<td>—</td>
</tr>
<tr>
<td></td>
<td>G4 - S01</td>
<td>Percentage of centres with implemented development programmes, impact assessments and local community engagement.</td>
<td>25-26</td>
<td>—</td>
</tr>
<tr>
<td><strong>SUBCATEGORY: RESPONSIBILITY ON PRODUCTS</strong></td>
<td></td>
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</tr>
<tr>
<td>Product and Service Labelling</td>
<td>G4 - DMA</td>
<td>Disclosures on Management Approach.</td>
<td>16</td>
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</tr>
<tr>
<td></td>
<td>G4 - PR5</td>
<td>Results of surveys measuring customer satisfaction.</td>
<td>16</td>
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</tr>
</tbody>
</table>
## ANNEX 3. UNITED NATIONS GLOBAL COMPACT PRINCIPLES

<table>
<thead>
<tr>
<th>Principles</th>
<th>Related points in the Annual Report</th>
<th>Page</th>
</tr>
</thead>
</table>
| 1 Businesses should support and respect the protection of internationally proclaimed human rights within their sphere of influence.                                                                           | • Employee access to training – ESADE Training  
• Orientation plan  
• Mission and vision  
• Statement of values  
• Social action and co-operation  
• The ESADE Challenge for Talent  
• Collaboration with Global Compact and PRME                                                                                                             | 64   |
| 2 Business should make sure that their initiatives are not complicit in human rights abuses.                                                                                                                | • Projects under the SR-E Master Plan  
• Social Confidence Index                                                                                                                                            | 21   |
| 3 Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.                                                                                  | • Collective bargaining agreement and Staff Committee  
• “Dialogues” and “Meetings”  
• Communications in ESADE                                                                                                                                           | 64   |
| 4 Businesses should uphold the elimination of all forms of forced and compulsory labour.                                                                                                               | • Work-life balance  
• Employee benefits                                                                                                                                                                                                   | 64   |
| 5 Businesses should uphold the elimination abolition of child labour.                                                                                                                                       | Given the type of activity carried out by the institution, there is no risk of child labour.  
By endorsing the Global Compact’s ten principles, ESADE clearly expresses its commitment to the eradication of child labour. | 21   |
| 6 Businesses should uphold the elimination of discrimination in respect of employment and occupation.                                                                                                       | • SR-E Master Plan  
• Mission, values and vision  
• Work-life balance                                                                                                                                                    | 19, 64 |
| 7 Businesses should support a precautionary approach to environmental challenges.                                                                                                                           | • Actions to reduce energy consumption  
• Improved waste measurement  
• Initiatives to reduce the environmental impact  
• Recycling campaign                                                                                                                                             | 24, 65 |
| 8 Businesses should take action to prevent it or address its adverse human rights impacts.                                                                                                                  |                                                                                                                                                                                                                              |      |
### Principles

<table>
<thead>
<tr>
<th>Principles</th>
<th>Related points in the Annual Report</th>
<th>Page</th>
</tr>
</thead>
</table>
| 8 Businesses should undertake initiatives to promote greater environmental responsibility. | • ESADE Green Rules campaign  
  • Measurements on the evolution of energy consumption  
  • Improvements in various initiatives aimed at eliminating the use of paper | 24   |
| 9 Businesses should encourage the development and diffusion of environmentally friendly technologies. | • Improvements in the technology platforms (mobile app, new version of the e-learning Moodle-based platform, with important access improvements)  
  • Institute for Social Innovation Annual Day | 65   |
| 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. | 38   |
ACKNOWLEDGEMENT

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

comunicacioninterna@esade.edu

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