As an academic institution, ESADE bases its wide variety of activities on the three pillars of its mission: education, research and social debate. Throughout last year, our level of activities and new initiatives continued to grow despite the difficulties of the current socio-economic context. This report offers faithful testament to this. For this reason, I would like to extend my sincere thanks to all the members of the ESADE community for their extraordinary contribution and efforts during the 2011-2012 academic year.

In presenting this ANNUAL REPORT, I would like to highlight some of its most important elements. Over and above the three pillars of our mission as previously mentioned, ESADE also has two other strategic focuses, namely, innovation and globalisation, both of which represent a constant challenge. In this respect, we took decisive steps forward during the 2011-2012 academic year in terms of institutional participation, governance and the strategy to integrate ESADECREAPOLIS within the scope of our activity as a whole. In doing so, we also consolidated our global backing for the ESADE Sant Cugat Campus, designed as a true international hub for management education. It is the ideal setting for entrepreneurial initiatives and innovation and for the development of a vibrant international learning community. Along similar lines, another of last year’s noteworthy milestones was the inauguration of EGarage.

Another initiative worth highlighting is our scholarship programme. We aim to continue attracting the best talent to ESADE, especially in view of the current crisis, so that a lack of resources is not an obstacle to receiving the best education. For this, we launched a fundraising campaign to obtain more economic resources for scholarships. Numerous alumni, companies and institutions already collaborate with us, and we have the unwavering support of many ESADE alumni. The ESADE Board of Trustees is also highly committed to this initiative, and one of the Board’s members presides the Fundraising Committee. Increasingly, our efforts in this endeavour will open doors to talented individuals who aspire to an excellent education based on values.

Lastly, I would not want to conclude this brief presentation without offering, on behalf of the Board of Trustees, our sincerest condolences, affection and remembrance for the members of our community who passed away during the academic year. We will always remember Josep M. Rubiralta, a wonderful person, an outstanding businessman and Member of our Foundation who died in May. We will also remember the four BBA students who died in a tragic accident in June: Alejandra, Paula, Claudia and Julia.

I encourage you to read this ANNUAL REPORT to find out more about ESADE’s contribution towards inspiring the futures of both individuals and companies and to creating freer, more prosperous and just societies.
EUGENIA BIETO, director general

With a view to the year 2020, commitment to our foundational mission and vision implies striving to make ESADE a global benchmark institution over the next few years; an institution that inspires and educates people and organisations to develop innovative and socially responsible leadership, and build a better future for everybody.

During the 2011-2012 academic year, we taught nearly twelve thousand students and executive participants at our campuses in Madrid, Barcelona, Sant Cugat and Buenos Aires, in addition to other cities around the world. There was also a rise in our research output, with increased presence in various scientific publications as detailed in our Research Yearbook. In terms of our projection and encouragement of social debate, we also made numerous contributions in the media and organised a whole host of public events, many of these in close collaboration with ESADE Alumni.

ESADE’s strategic plan serves to guide us towards becoming a global, innovative and socially responsible academic institution. In this respect, I would like to highlight some of the initiatives launched during the past academic year: expanding our academic portfolio, with the first edition of the Global Advanced Management Programme and the Master in Innovation & Entrepreneurship; the launch of the Double Degree in Business Administration and Law; the University Master in Law; and the BBA section taught entirely in English. Also noteworthy is the inauguration of EGarage, an original and multifaceted venue for entrepreneurship. This new endeavour is housed in the new Full-Time MBA facilities and ESADECREAPOLIS, which serve to strengthen internationalisation and the innovative character of the educational programmes available at the Sant Cugat Campus.

We also aspire to becoming an ever more socially responsible academic institution. Consequently, we have drafted a Social Responsibility Master Plan that is closely linked to our institution’s strategic plan and which includes goals and actions based on our mission, education, research and social debate, as well as our organisational culture and institutional policies. Our priority now is to share and transfer this plan to the entire community and to implement related projects and initiatives progressively. We can also underscore our commitment to the Global Compact and the Principles for Responsible Management Education (PRME), as well as the Declaration on Sustainable Development to which we recently subscribed within the framework of the United Nations (Rio+20) accords, incorporating eight sustainability projects.

Lastly, we should point out that this year’s annual report has been prepared taking the Global Reporting Initiative’s (GRI) international standards into account for the first time ever. This represents yet another step forward in our commitment to improving our institutional praxis as an academic community, creating a more sustainable campus, supporting numerous social and co-operative initiatives and, without a doubt, strengthening our governance, transparency and accountability practices.

I would sincerely like to thank the entire ESADE community once again for their work and dedication to our collective project of ‘inspiring futures’ and building freer, more prosperous and just societies.

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### BUSINESS SCHOOL

<table>
<thead>
<tr>
<th>Total number of participants</th>
<th>7,674</th>
</tr>
</thead>
<tbody>
<tr>
<td>University Programmes Unit</td>
<td>1,643</td>
</tr>
<tr>
<td>MBA</td>
<td>746</td>
</tr>
<tr>
<td>Executive Masters</td>
<td>494</td>
</tr>
<tr>
<td>Executive Education</td>
<td>4,791</td>
</tr>
<tr>
<td>• Open Programmes</td>
<td>1,545</td>
</tr>
<tr>
<td>• Custom Programmes</td>
<td>3,246</td>
</tr>
</tbody>
</table>

**International students** | **1,442**

**Nationalities** | **89**

### LAW SCHOOL

**Total number of students** | **778**

| Bachelor in Law and Combined Undergraduate & Master in Law Programmes | 561 |
| Master and postgraduate studies                                     | 217 |

### EXECUTIVE LANGUAGE CENTER

**Total number of students** | **3,431**

---

**TOTAL NUMBER OF STUDENTS** | **11,883**

| 7,674 Business School (1,442 international students 89 nationalities) |
| 778 Law School |
| 3,431 Executive Language Center |

---

**URL TURISME SANT IGNASI**

Center supported by Fundació ESADE. Its annual report is published at www.tsi.url.edu
### FACULTY

<table>
<thead>
<tr>
<th>Faculty Type</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business and Law School faculty</td>
<td>159</td>
</tr>
<tr>
<td>Executive Language Center faculty</td>
<td>69</td>
</tr>
<tr>
<td>Visiting faculty</td>
<td>44</td>
</tr>
<tr>
<td>Emeritus professors</td>
<td>3</td>
</tr>
<tr>
<td>Honorary professors</td>
<td>7</td>
</tr>
<tr>
<td>PhDs</td>
<td>111</td>
</tr>
<tr>
<td>Academic assistants</td>
<td>803</td>
</tr>
<tr>
<td>Guest executives/professors</td>
<td>418</td>
</tr>
<tr>
<td>Countries of origin</td>
<td>25</td>
</tr>
</tbody>
</table>

### ADMINISTRATIVE AND SERVICE STAFF (PAS)

<table>
<thead>
<tr>
<th>Staff Type</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>PAS employees</td>
<td>377</td>
</tr>
<tr>
<td>Countries of origin</td>
<td>25</td>
</tr>
</tbody>
</table>

### RESEARCH

<table>
<thead>
<tr>
<th>Research Type</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Research units</td>
<td>19</td>
</tr>
<tr>
<td>People involved in research</td>
<td>222</td>
</tr>
<tr>
<td>Externally-funded projects</td>
<td>66</td>
</tr>
</tbody>
</table>

### INCOME 2011-2012

<table>
<thead>
<tr>
<th>Source</th>
<th>Income (€)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total income from ESADE units</td>
<td>€83M</td>
</tr>
<tr>
<td>Law School</td>
<td>€10M</td>
</tr>
<tr>
<td>Business School University Programmes</td>
<td>€22M</td>
</tr>
<tr>
<td>FT MBA Programme</td>
<td>€11M</td>
</tr>
<tr>
<td>Executive Education</td>
<td>€33M</td>
</tr>
<tr>
<td>Executive Language Center</td>
<td>€3M</td>
</tr>
<tr>
<td>Vice-Deanship for Research and Knowledge</td>
<td>€4M</td>
</tr>
</tbody>
</table>

### CAMPUS SURFACE AREA (IN M²)

<table>
<thead>
<tr>
<th>Campus</th>
<th>Area (M²)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Barcelona-Pedralbes Campus</td>
<td>29,475</td>
</tr>
<tr>
<td>Building 1</td>
<td>9,300</td>
</tr>
<tr>
<td>Building 2</td>
<td>7,475</td>
</tr>
<tr>
<td>Building 3</td>
<td>12,700</td>
</tr>
<tr>
<td>Barcelona-Sant Cugat Campus</td>
<td>42,576</td>
</tr>
<tr>
<td>Academic building</td>
<td>16,260</td>
</tr>
<tr>
<td>“Roberto de Nobili” Halls of Residence</td>
<td>5,886</td>
</tr>
<tr>
<td>ESADECREAPOLIS</td>
<td>20,430</td>
</tr>
<tr>
<td>Madrid Campus</td>
<td>2,500</td>
</tr>
<tr>
<td>Buenos Aires Campus</td>
<td>1,487</td>
</tr>
</tbody>
</table>
NUMBER OF EVENTS AND PARTICIPANTS

ESADE
Public events organised by ESADE 288
Participants 33,829

ESADE Alumni
Public events organised by ESADE Alumni 825
Participants 40,224

PRESS SUMMARY

National
Mentions in the media 7,222
Op-ed articles 891

International
Mentions in publications which are key for ESADE 153

RANKINGS

MBA
European ranking - MBA 4th
Forbes (September 2011)
European ranking - MBA 5th
The Economist (October 2011)
European ranking - MBA 12th
The Financial Times (January 2012)

Executive Education
Global ranking 4th
Executive Education Custom Programmes
Financial Times (May 2012)
Global ranking 5th
Executive Education Open Programmes
Business Week (November 2011)

University Programmes
Global ranking 2nd
CEMS Master, delivered by ESADE
Financial Times (September 2011)

Law School
Master in International Business Law 1st
El Mundo (June 2012)
Master in Tax Consultancy and Management 2nd
El Mundo (June 2012)
MISSION, VALUES, STRATEGY AND CSR
ESADE IS AN ACADEMIC INSTITUTION FOUNDED IN BARCELONA IN 1958 BY A GROUP OF BUSINESSMEN AND THE SOCIETY OF JESUS. IT HAS BEEN AN INTEGRAL PART OF UNIVERSITAT RAMON LLULL SINCE 1995.

MISSION AND VISION

In November 2010, the Fundació ESADE Board of Trustees approved the revised version of ESADE’s mission and vision.

Mission

To educate and carry out research in the fields of Management and Law for:

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

ESADE strives to fulfil its mission, inspired by humanist and Christian traditions and within a framework of intercultural dialogue.

Vision

To be a globally recognised academic institution, which inspires and prepares individuals and organisations to develop innovative, socially responsible leadership in order to build a better future.

Motto

Inspiring futures

VALUES*

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

1 Acting with integrity in academic and professional endeavours.

2 Respecting individuals, colleagues and oneself, whilst being sensitive to the specific circumstances of others.

3 Valuing diversity positively and learning from differences between individuals, ideas and situations.

4 Pursuing, sharing and contributing to the common good of the ESADE community.

5 Assuming responsibilities and undertaking commitments to create a more just society.

In line with these values, the members of the ESADE community endeavour to act with personal integrity, professional excellence and social responsibility.

(*) Taken from the ESADE Community Statement of Values, approved by the Board of Trustees of Fundació ESADE on 24 January 2008.
ESADE, A SOCIALLY RESPONSIBLE ACADEMIC INSTITUTION

ESADE’s trajectory in terms of its social responsibility as well as the commitments it has assumed within the framework of different international organisations spans many years. Below is a timeline detailing some of the most significant events in this area over the last decade:

2002
- Founding member in 2002
- Management Board member since 2009
- Member of the Board since 2012
- Constant participation and host of the 6th Annual Colloquium (2007)

2003
- Adhered in 2003
- Member of the Executive Committee for the Spanish Network
- Progress Reports (CoP) 2008, 2009 and 2010 (GC Advanced)
- Participation in PGP Global ranking: 2003 (Distinction), 2005 (2nd), 2007 (14th), 2009 (32nd) and 2011 (12th)
- Participation since 2003
- Declaration of our commitment to institutionalise the SEKN network at ESADE in 2009

2007
- Participation on the taskforce responsible for preparing the Principles (2006)
- Adhered in 2007
- Progress Reports (SiP) 2010 and 2012

2009
- Associated member since 2009
- Creation of the Net Impact Club in 2009
- Gold Chapter Status obtained in 2011

2010
- Adhered in 2010

2011
- Adhered in 2011
- Aspen Institute Spain representative (2011)
- Participant in academic projects: “Economics and Peace Faculty Network” (2011) and “Undergraduate Business Education Consortium” (2012)
2012

• Adhered to the Rio+20 Declaration (2012), including a commitment to 8 sustainability projects

2013

• Member of the Management Board (2007-2012)
• Preparation of ESADE’s Institutional Annual Report according to GRI (G3:1) standards, and audited by an external consultant

2015

• Implementation of the ESADE Environmental Management System
• Certification obtained for Socially Responsible and Sustainable Events

EQUAL OPPORTUNITIES AND DIVERSITY

ESADE is expressly committed to defining and implementing measures which ensure fair treatment and equal opportunities for all the members of its community in accordance with its Declaration of Values.

Specifically, ESADE commits to: “Value diversity positively and learn from the differences between people, ideas and situations. This implies understanding that differences in terms of gender, socio-economic status, ethnicity, culture, language, religion, sexual orientation, physical traits and enriching opportunities to learn from other people, the world and oneself.”

ESADE also applies the principle of equal opportunities to every area of action, beginning with recruitment and hiring processes and including its remuneration policy, education, health at work, and the balance between personal life and work for its faculty and service and administrative staff. ESADE also applies this same principle to its admissions processes for academic programmes.

Lastly, the school is additionally committed to promoting a non-discriminatory attitude in its internal and external communications as well as all activities in the classroom.
MISSION, VALUES, STRATEGY AND CSR

The taskforce carried out an analysis and diagnostic of four areas: training, research, social debate and institutional policies. It then drafted the 2011-2014 ESADE CSR (E-CSR) Master Plan, approved by the Executive Committee in December, 2011.

This Master Plan includes the following areas of activity:

1. Training
2. Research
3. Social Debate
4. Institutional Policies
5. Sustainable Campus
6. Institutional Social Action
7. Transparency and Accountability
8. ESADE Community

With a view to integrating Corporate Social Responsibility in ESADE’s strategic plan, the Director General created a task force in 2010 consisting of ESADE executives and professors to reflect on and analyse the School’s current situation, applying a model created internally for this (Losada, Martell and Lozano, 2010).

The following figure illustrates the process adopted by the taskforce:
By way of example, the following includes a goal for each policy area:

**Training:** To incorporate a learning objective directly related to social responsibility, and its implications for the practice of the profession, into all of the School’s official degree programmes.

**Research:** To make substantial progress towards fully adopting the recommendations of Principles for Responsible Management Education (PRME) on research.

**Social debate:** To promote dialogue and debate on critical issues and cases related to global social responsibility and sustainability with the various stakeholders and engage members of faculty.

**Organisational culture:** To promote the adoption of behaviours and habits within the ESADE community that are consistent with a more sustainable organisation and which strengthen the development of a culture of social responsibility.

**Institutional policies:** To review internal policies geared towards ESADE becoming more socially responsible as an institution.

**Sustainable campus:** To implement a new environmental management system in 2015 in order to prevent, reduce and minimise the institution’s impact.

**Social action:** To strengthen the institutional social action programme in order to connect and involve various groups within the community, raising awareness and offering various collaboration and volunteerism possibilities.

**Transparency and accountability:** To draft, as of the 2012-2013 academic year, the annual institutional report in accordance with the standards of the Global Reporting Initiative (GRI G3:1).
Environmental campaign – ESADE Green Rules

We continued with our campaign to encourage good environmental practices amongst our students, faculty and PAS staff in order to raise awareness and help them to adopt behaviours and habits in line with a more sustainable view of our organisation.

World Community Grid Project

Through this initiative promoted by IBM, ESADE allows its computers to be used remotely when not in use locally. The aim is to collaborate on humanitarian research projects (the fight against cancer, infant mortality rate reduction, etc.). Calculations are that the total time taken advantage of via this method represents nearly 12 years, with approximately 11,000 calculated results. www.worldcommunitygrid.org
Initiatives to reduce paper consumption and improve energy savings and efficiency

The most important initiative implemented to reduce paper consumption has been publishing all academic programme notes and documents on our online Moodle platform and promoting the latter’s use amongst faculty and students.

We have also encouraged sending documents in PDF format to reduce the number of photocopies as much as possible. However, in those cases where photocopying is absolutely necessary, we encourage faculty to only make copies for the exact number of students.

Our environmental awareness campaign also encourages ESADE staff reduce paper consumption in their daily tasks (not print any unnecessary documents, create online archives, revise and correct documents on screen, print on both sides of the page, etc.).

The initiatives launched to save energy include, amongst others, optimising building operating hours depending on real occupation figures and substituting some lighting with some low-consumption options. When making changes to facilities or replacing machinery, we have chosen high-efficiency and low-consumption alternatives. Furthermore, we built a 250-cubic-meter-capacity reservoir on the Sant Cugat Campus to collect rain water which is then used to water the gardens.
NOTEWORTHY PROJECTS AND INITIATIVES FROM THE 2011-2012 ACADEMIC YEAR

DisCert Certificate

DisCert recognises companies and organisations that meet and go beyond legal requirements regarding the incorporation of people with disabilities. It evaluates these companies’ and organisations’ commitment through an external verification and certification system. ESADE is one of the first educational institutions to have obtained this type of certification.

[Website link]

Institutional social action

This academic year was the second and last year of our collaboration with three organisations: Amics de la Gent Gran and Acció Solidària contra l’Atur (both in Barcelona) and Fundación Balia (in Madrid). The aim of this social action programme is to create bonds and involve ESADE community groups and people in the different initiatives carried out by the selected organisations.

The primary lines of action include:

- Participation in training programmes
- Joint celebration of academic conferences and events
- Consulting services and specific volunteer actions
- Participation in commemorative events and campaigns
- Awareness, donation and member recruitment campaigns

Other solidarity projects

- **FUNDACIÓ ÊXIT**
  
  In this coaching programme aimed at developing young people’s professional skills, ESADE and numerous companies work with youth at risk of social exclusion to provide them an initial contact with the business community.
  
  [Website link]

- **CÁRITAS – FUNDACIÓN ENTRECULTURAS**
  
  The campaign, “Donatumovil.org”, aims to collect and recycle mobile phones no longer in use. The campaign was carried out in ICT Service offices in every ESADE building.
  
  [Website link]

- **RED DE ATENCIÓN A PERSONAS SIN HOGAR**
  
  This group had the support and participation of ESADE volunteers in its campaign to tally the number of homeless people living on the streets of Barcelona.

- **FUNDACIÓ MAMBRÉ**
  
  ESADE participated in this foundation’s 2011 Christmas Campaign, eliminating the paper version of the School’s official Christmas card and donating the corresponding amount saved to this foundation.

- **INTERMÓN OXFAM**
  
  ESADE supported Intermon’s Trailwalker 2012 initiative, a sports-oriented event to fight against poverty. Specifically, seven teams of ESADE faculty and students took part.
  
  [Website link]
University Development Service (SUD)

SUD coordinates solidarity-oriented professional internships carried out by ESADE students. These internships consist of a minimum of eight weeks working with social organisations in Latin America. During the 2011-2012 academic year, 28 students from the Law, BBA and MSc programmes took part in business consulting projects in areas as diverse as finance, entrepreneurship, marketing, strategy, operations, human resources, and legal consulting for numerous companies, institutions and NGOs in Bolivia, Guatemala, Nicaragua, El Salvador, Honduras and Costa Rica. www.esade.edu/sud

Momentum Project

This joint ESADE and BBVA initiative is aimed at promoting a social entrepreneurial spirit. The Momentum Project includes two lines of action: developing an educational programme to consolidate and increase the impact of entrepreneurial initiatives and creating a support network and ecosystem for social entrepreneurs. www.momentum-project.org

2012 ENTREPRENEURIAL PROJECTS

- AMPROS – Catering Depersonas (Santander)
- Batec Mobility (Sant Cugat del Vallès)
- Apunts – Associació JOIA (Barcelona)
- ATENTIS CEE (Madrid)
- Montaraz (Lozoyuela, Madrid)
- Parallel 40 – Planeta Med (Barcelona)
- Rede Galega de Kioskos (A Coruña)
- Rus in Urbe – La Huerta de Montecarmelo (Madrid)
- Bolet Ben Fet – TEB Verd (Barcelona)
- Txita Txirrindak (San Sebastián)

“We are really fortunate but also very poor in another sense! A person’s professional career isn’t everything; we have to take into account other things in our personal development. [...] While in Santa María de Chiquimula, I learnt to value the things that really matter.”

Nacho Alonso (Lic&MD, SUD 2011)
ESADE’S EDUCATIONAL PROGRAMMES
FOCUS ON THE COMPREHENSIVE TRAINING
OF PROFESSIONALLY SKILLED
AND SOCIALLY RESPONSIBLE PEOPLE.

SIGNIFICANT EVENTS FROM THE 2011-2012 ACADEMIC YEAR

Law School
- Graduation ceremony for the last graduating class in the Combined Undergraduate & Master in Law programme and the first graduating class in the Bachelor in Law programme.
- Launch of the Double Undergraduate Degree in Law and Business Administration and the new University Master in Law programmes. The latter combines with other specialised Master’s programmes.

Business School
EGARAGE INAUGURATED
On 1st March, 2012, the EGarage on our Barcelona-Sant Cugat Campus opened within the framework of ESADECREAPOLIS. It is a space where entrepreneurs, faculty members and students can meet to create new start-ups and share new projects and ideas. It is an innovative and multi-use space designed for meetings, dialogue, brainstorming and creativity. It is a Palo Alto style garage for ESADE entrepreneurs, designed by Master in Innovation & Entrepreneurship students and managed and promoted by the ESADE Entrepreneurship Institute team.

BACHELOR IN BUSINESS ADMINISTRATION (BBA) AND COMBINED UNDERGRADUATE & MASTER IN BUSINESS ADMINISTRATION
- Graduation ceremony for the last graduating class in the Combined Undergraduate & Master in Business Administration programme and the first graduating class in the Bachelor in Business Administration (BBA) programme.
- Launch of the English language edition of the Bachelor in Business Administration (BBA).

MSc PROGRAMMES IN MANAGEMENT
- 1st edition of the Master in Innovation and Entrepreneurship (4th programme in the portfolio of MSc in Management programmes).
SIGNIFICANT EVENTS FROM THE 2011-2012 ACADEMIC YEAR

Executive Education

• Executive Masters. First edition of the Executive Master in Digital Business (Barcelona).
• Degrees. The fifth edition of the joint programme offered with Georgetown University incorporates classes in Shanghai and Beijing where the “Innovation and Advancing Economies” module will be taught.
• Launch of the Corporate International Master in collaboration with Fundação Getulio Vargas (Rio de Janeiro) and Georgetown University.
• Custom Programmes. Worth noting are the 12 editions of the Business Area Directors Programmes with “la Caixa”; the new programmes offered in Gas Natural Fenosa’s Leadership Centre; and the programmes for the Corporate Excellence Foundation (taught at Georgetown, Washington, D.C., and the ESADE Campus in Madrid).
• Joint Programmes. Worth highlighting are executive education programmes launched with two other Spanish universities: Deusto Business School (Basque Country) and Loyola Leadership School (Andalusia).

MBA

• Within the framework of ESADECREAPOLIS, we built new, modern and innovative facilities for the FT MBA (the programme with the greatest geographical diversity in the world according to The Financial Times). These new facilities help make ESADE’s Barcelona-Sant Cugat Campus a truly international hub for management programmes.

Executive Language Center

• Implementation of the Aprendizaje Integrado de Contenidos y Lenguas Extranjeras (Content & Language Integrated Learning, CLIL) project to train teaching staff in education centres and colleges.
### LAW SCHOOL

**Total number of students** 778

**Bachelor in Law and Combined Undergraduate & Master in Law Programme**

**TOTAL NUMBER OF STUDENTS** 561

**PARTICIPANTS IN INTERNATIONAL EXCHANGE PROGRAMMES**

- **Outgoing students**
  - Combined Undergraduate & Master 53
  - BBA 52
  - International Business Master 8
- **Incoming students** 59

**TIME TAKEN TO FIND WORK**

- **Percentage of students who find work before finishing their studies** (60% job offers + 24% internships) 84 %

**Masters and Postgraduate Studies in Law**

**TOTAL NUMBER OF STUDENTS** 217

**Countries of origin** 22

### EXECUTIVE LANGUAGE CENTER

**Total number of participants** 3,431

- **External English students** 2,080
- **External Spanish students** 295
- **English, French, German and Spanish in-company students** 830
- **Exchange students who have taken Spanish classes** 226
- **Internal students (MBA, Law, MSc)** 2,709

**TOTAL NUMBER OF CLASSES**

- **English, French, German, Chinese, Arabic and Spanish** 48,895

**DEGREE OF SATISFACTION (OUT OF 10)**

- **With classes** 8.44
- **With faculty** 9.16

**Conferences and refresher seminars**

**CONFERENCES AND REFRESHER SEMINARS** 29

**Number of participants** 1,536
## BUSINESS SCHOOL

### Bachelor in Business Administration-BBA and combined Undergraduate & Master in Management Programme

<table>
<thead>
<tr>
<th>Program</th>
<th>Total Number of Students</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bachelor in Business Administration-BBA</td>
<td>1,010</td>
</tr>
<tr>
<td>Combined Undergraduate &amp; Master in Management Programme</td>
<td>346</td>
</tr>
</tbody>
</table>

### PARTICIPANTS IN INTERNATIONAL EXCHANGE PROGRAMMES

<table>
<thead>
<tr>
<th>Program</th>
<th>Outgoing Students</th>
<th>Countries of Origin</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bachelor in Business Administration-BBA</td>
<td>223</td>
<td>9</td>
</tr>
<tr>
<td>Combined Undergraduate &amp; Master</td>
<td>254</td>
<td>9</td>
</tr>
</tbody>
</table>

### TIME TAKEN TO FIND WORK

<table>
<thead>
<tr>
<th>Program</th>
<th>Percentage of students who find work within three months after graduation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bachelor in Business Administration-BBA</td>
<td>95%</td>
</tr>
<tr>
<td>Combined Undergraduate &amp; Master</td>
<td>95%</td>
</tr>
</tbody>
</table>

### Master of Research in Management Sciences

<table>
<thead>
<tr>
<th>Program</th>
<th>Total Number of Students</th>
</tr>
</thead>
<tbody>
<tr>
<td>Master of Research in Management Sciences</td>
<td>14</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Program</th>
<th>Outgoing Students</th>
<th>Countries of Origin</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bachelor in Business Administration-BBA</td>
<td>29</td>
<td>41</td>
</tr>
<tr>
<td>Combined Undergraduate &amp; Master</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### MSc in Management

<table>
<thead>
<tr>
<th>Program</th>
<th>Total Number of Students</th>
</tr>
</thead>
<tbody>
<tr>
<td>MSc in Management</td>
<td>226</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Program</th>
<th>Outgoing Students</th>
<th>Countries of Origin</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bachelor in Business Administration-BBA</td>
<td>29</td>
<td>41</td>
</tr>
<tr>
<td>Combined Undergraduate &amp; Master</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### TIME TAKEN TO FIND WORK

<table>
<thead>
<tr>
<th>Program</th>
<th>Percentage of students who find work within three months after graduation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bachelor in Business Administration-BBA</td>
<td>90%</td>
</tr>
<tr>
<td>Combined Undergraduate &amp; Master</td>
<td>90%</td>
</tr>
</tbody>
</table>

### CEMS MIM

<table>
<thead>
<tr>
<th>Program</th>
<th>Percentage of students who find work within three months after graduation</th>
</tr>
</thead>
<tbody>
<tr>
<td>CEMS MIM</td>
<td>97%</td>
</tr>
</tbody>
</table>

### PhD in Management Sciences

<table>
<thead>
<tr>
<th>Program</th>
<th>Total Number of Students</th>
</tr>
</thead>
<tbody>
<tr>
<td>PhD in Management Sciences</td>
<td>47</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Program</th>
<th>Countries of Origin</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bachelor in Business Administration-BBA</td>
<td>24</td>
</tr>
<tr>
<td>Combined Undergraduate &amp; Master</td>
<td></td>
</tr>
</tbody>
</table>
MBA

TOTAL NUMBER OF STUDENTS 746

Full-Time MBA 349
Part-Time MBA 166
Global Executive MBA 81
Executive MBA 150

PARTICIPANTS IN INTERNATIONAL EXCHANGE PROGRAMMES

Outgoing students 27
Incoming students 44
Countries of origin 27

TIME TAKEN TO FIND WORK

Full-Time MBA participants who find work within three months after graduation 92%

MBA CAREER TREKS

• London Banking Trek (Morgan Stanley, Credit Suisse, FSA, Bradesco and Barclays Capital)
• London Consulting Trek
• Ireland Tech Trek (Symantec, Oracle, Yahoo!, Microsoft and Google)
• Trek to United Arab Emirates (with visits included to Masdar City) with Mubadala, Abu Dhabi Investment Authority, National Gas Shipping Company, Etisalat, Emirates Airlines, ADCO and General Electric.

Executive Education

TOTAL NUMBER OF STUDENTS 4,791

Participants on open programmes 1,545
Participants on custom programmes 3,246

DEGREE OF SATISFACTION (OUT OF 5)

Participant satisfaction 4,3
Company satisfaction 4,3

Executive Masters

TOTAL NUMBER OF PARTICIPANTS 494

Master in Marketing Management and Sales 48
Master in Economic-Financial Management 48
Master in Operations and Services Management 20

Executive Master in Marketing & Sales (Bocconi and ESADE) 61
Master in Public Administration 128
Corporate MBA 40
Corporate Master of Business Administration 123

Executive Master in Digital Business 26
RESEARCH AND KNOWLEDGE
ESADE ENGAGES IN IMPORTANT RESEARCH IN THE MANAGEMENT AND LAW FIELDS FOR THE INTERNATIONAL ACADEMIC COMMUNITY AND OUR PARTNERS.

### ACADEMIC OUTPUT

<table>
<thead>
<tr>
<th>Journals</th>
<th>2007-08</th>
<th>2011-12</th>
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<tbody>
<tr>
<td>Articles in Refereed Journals</td>
<td>14</td>
<td>82</td>
</tr>
<tr>
<td>Articles in other Relevant Journals</td>
<td>19</td>
<td>43</td>
</tr>
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</table>

<table>
<thead>
<tr>
<th>Books</th>
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</thead>
<tbody>
<tr>
<td>Books</td>
<td>27</td>
<td>31</td>
</tr>
<tr>
<td>Book Chapters</td>
<td>56</td>
<td>46</td>
</tr>
<tr>
<td>Congress Contributions and</td>
<td>68</td>
<td>83</td>
</tr>
<tr>
<td>Conference Proceedings</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Conferences and Invited</td>
<td>134</td>
<td>82</td>
</tr>
<tr>
<td>Lectures</td>
<td></td>
<td></td>
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<tr>
<td>Working Papers</td>
<td>2</td>
<td>33</td>
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<tr>
<td>Cases and Technical Notes</td>
<td>8</td>
<td>18</td>
</tr>
<tr>
<td>Book Reviews</td>
<td>5</td>
<td>6</td>
</tr>
<tr>
<td>Monographs</td>
<td>4</td>
<td>12</td>
</tr>
<tr>
<td>PhD Theses</td>
<td>9</td>
<td>15</td>
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### HUMAN RESOURCES

<table>
<thead>
<tr>
<th>People involved in research</th>
<th>222</th>
</tr>
</thead>
<tbody>
<tr>
<td>Professors participate in research units</td>
<td>121</td>
</tr>
<tr>
<td>Researchers</td>
<td>16</td>
</tr>
<tr>
<td>Research assistants</td>
<td>61</td>
</tr>
<tr>
<td>Research technicians and supervisors</td>
<td>24</td>
</tr>
</tbody>
</table>

### RESEARCH UNITS

7 of which have been officially recognised by the Government of Catalonia in its 2009 map of research groups in Catalonia. 19

### PHD PROGRAMME

<table>
<thead>
<tr>
<th>PHD PROGRAMME PARTICIPANTS</th>
<th>75</th>
</tr>
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<tbody>
<tr>
<td>ESADE</td>
<td>55</td>
</tr>
<tr>
<td>ESADE-ESAN-PERU</td>
<td>20</td>
</tr>
<tr>
<td>MRES PROGRAMME PARTICIPANTS</td>
<td>15</td>
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</table>
RESEARCH PROJECTS

Total number of projects 71

<table>
<thead>
<tr>
<th>TYPE OF FUNDING</th>
<th></th>
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</thead>
<tbody>
<tr>
<td>Competitive</td>
<td>43</td>
<td>Non-competitive</td>
</tr>
</tbody>
</table>

| SOURCE OF FUNDING |  |  |
|-------------------|-------------------|
| Public            | 45                |
| Private           | 18                |
| Public/Private    | 3                 |
| Internal          | 5                 |

| SCOPE             |  |  |
|-------------------|-------------------|
| National          | 44                |
| International     | 16                |
| European          | 15                |

Evolution in number of projects

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Projects</td>
<td>60</td>
<td>78</td>
<td>70</td>
<td>92</td>
<td>71</td>
</tr>
</tbody>
</table>

External funding for research

<table>
<thead>
<tr>
<th></th>
<th></th>
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<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td>Amount</td>
<td>2,790,000</td>
<td>2,732,000</td>
<td>4,875,000</td>
<td>4,664,000</td>
<td>4,528,000</td>
</tr>
</tbody>
</table>

ESADE PUBLICATIONS

- Research Yearbook
  1 edition annually (last edition: 2011-2012)
- Research Bulletin
  3 editions annually (last edition: number 29)
- ESADE KnowledgeBriefings
- ESADE Oportunidades de financiación para la investigación (ESADE Research Funding Opportunities)
- ESADE Informe económico (ESADE Economic Report)
RESEARCH STRUCTURE

ESADE has different research units dedicated to creating and transmitting knowledge in areas relevant for the business community, the public and legal sectors and for society in general. These units organise their work around the thematic blocks or areas of interest established by ESADE. As such, each of the different institutes, centres, chairs and research groups coordinates and structures individual contributions on specific topics and promotes collective research projects.

- **Brand Institute.** JOSEP M. OROVAL
- **GRECOMAR - Research Group in Brand and Consumption.** ORIOL IGLESIAS
- **BuNeD - Business Network Dynamics.** CRISTINA GIMÉNEZ
- **Chair in Leadership and Democratic Governance.** ÀNGEL CASTIÑEIRA
- **EEI - ESADE Entrepreneurship Institute.** LUISA ALEMANY
- **GRIE - Research Group in Entrepreneurship.** MARCEL PLANELLAS
- **ESADEgeo - ESADE Center for Global Economy and Geopolitics.** JAVIER SOLANA
- **Future of Work Chair.** SIMON DOLAN
- **GLEAD - Leadership Development Research Centre.** JOAN M. BATISTA
- **Catalan Centre for Survey Research and Applied Statistics.** JOAN M. BATISTA
- **GREC - Research Group for Knowledge Engineering.** NÚRIA AGELL
- **GREF - Research Group in Economics and Finance.** ARIADNA DUMITRESCU
- **GRUGET - Research Group in Tourism Management.** MAR VILA
- **Research Group on Mediation, Law and Family.** M. TERESA DUPLÁ
- **Legal Guidelines and Social Change Research Group.** SERGIO LLEBARIA
- **IEL - Institute for Labour Studies.** CARLOS OBESO
- **IGDP - Institute for Public Governance and Management.** FRANCISCO LONGO
- **GLIGP - Research Group in Leadership and Innovation in Public Management.** TAMYKO YSA
- **IIEK - Institute for Innovation and Knowledge Management.** JONATHAN WAREHAM
- **GRACO - Research Group for Organisational Learning and Knowledge.** ELENA BOU
- **IIS - Institute for Social Innovation.** IGNASI CARRERAS
- **GRRSE - Research Group in Corporate Social Responsibility.** DANIEL ARENAS
- **IPDP - Institute of Forensic Evidence and Probative Law.** XAVIER ABEL
- **Research Group on Evidence.** XAVIER ABEL
- **OEME - Observatory on Spanish Multinational Companies.** XAVIER MENDOZA
- **Groups recognised by the Government of Catalonia (GRC 2009)**
During the 2011-2012 academic year, ESADE has consolidated its participation in European research projects. ESADE’s increasing participation, management and coordination of these large, international competitive projects has been very positive over the last few years. ESADE currently participates in ten European projects, coordinating four of these. Some of these projects include:

**Alice RAP**

*Addictions and Lifestyles In Contemporary Europe - Reframing Addictions Project.*

This is the first major pan-European study on addictions, their influence on health, well-being and constraint. The aim of this project is to improve existing scientific evidence, shape public and political dialogue and stimulate a wide-reaching, productive debate on current, alternative approaches to addiction.

**ICT 4 SMEs**

*Innovation, Creativity and Talent e-Training Program for ICT SMEs.*

The goal of this project is to develop, deploy and assess personalized training programmes aimed at enhancing creativity, innovation and talent development as well as transferable coaching skills based on blended learning and Serious Games methodologies. The project will develop an integrated multidisciplinary talent programme fostering innovation and creativity and combining development of human capital transversal skills with specific knowledge and challenges that EU IT SMEs have to face.

**COMPOSITE**

*Comparative Police Studies in the European Union.*

This research project analyses change processes in police forces all around Europe. The project compares different forces in Europe and analyses their strengths, weaknesses, opportunities and threats, as well as the good practices they have implemented. The main research objectives of the COMPOSITE Project are to optimise the technological and organisational changes being implemented by European police forces in response to the new challenges posed by the complexity of today’s society and to determine what factors contribute to the success or failure of these change processes based on the analysis of organisational structures, identity and organisational culture, leadership styles, and the processes themselves.

**Collage**

This project will aim to have: an economic impact by enabling SMEs and large organisations to capitalise on the creative capabilities of their employees through new value creation; a technological impact by developing leading-edge technologies (context-sensitive computing, web analytics and social computational systems) to encourage creativity; an impact on TEL by providing an open-source service-set for social creativity to be able to combine with existing learning processes and solutions; and a scientific impact on important areas of research such as creativity models for learning, game-based learning and social recommender systems.
Commons4EU

*Commons for Europe.* Cities face similar problems in terms of diminishing resources, increasing demands from citizens and a need to transform into Smart Cities. Commons4EU will allow cities, civic innovators, volunteers and SMEs to collaborate, transforming cities through the use of solution providers, ecosystem managers and government 2.0 policies, amongst others.

Open cities

*Mechanism for Open Innovation.* The Open Cities project aims to validate how to apply open and end-user-driven innovation methodologies to the public sector, all within the future scenario of Internet services for Smart Cities. Research will be carried out in five innovative and representative European cities: Helsinki, Berlin, Amsterdam, Paris and Barcelona. Open Cities aims to advance our understanding of open innovation management in the public sector by conducting experimental research on future Internet services for Smart Cities, all based on real life settings.

LAW SCHOOL

**Noteworthy publications**

- Especial: *Cuadernos de Probática y Derecho Probatorio*, numbers 7, 8 and 9.
OVER THE YEARS, ESADE HAS BECOME A SPACE OF OPEN AND PLURALISTIC DIALOGUE WHERE PEOPLE CAN ENGAGE IN DISCUSSION AND MAKE PROPOSALS ON THE MOST IMPORTANT CHALLENGES OF TODAY AND TOMORROW.

SOCIAL REPRESENTATION AND DEBATE

International events, seminars, courses, conferences or forums are some of the formats of the numerous events organised during the academic year, which have brought together over 70,000 participants, including those attending ESADE Alumni events.

INSTITUTIONAL EVENTS

2011-2012 Academic Year Opening Ceremony
(7th November 2011)
This year’s opening ceremony was held for the first time on the Barcelona-Sant Cugat Campus. Juan M. Nin, Deputy Chairman and CEO of CaixaBank, delivered the inaugural lecture ‘Challenges to Good Leadership’.

2011-2012 Graduations
During the 2011-2012 academic year, several graduation ceremonies were held for the Business and Law Schools’ various programmes. Following the introduction of the new Bologna framework, the latest graduating classes of the Undergraduate and Master in Management programme graduated (49th graduating class) and the Undergraduate and Master of Laws (14th promotion) along with the first graduating classes of the Bachelor of Business Administration and Master of Laws degrees.

3rd Talent Event
(9th May 2012)
The Talent Event brought together in the same venue Scholarship Fund donors and students who have received a Talent Scholarship. The goal was for donors to see the result of their contributions and to let students meet the people and organisations that, through their support to the Scholarship Fund, have given them the opportunity to fulfil their dream of studying at ESADE.
MAIN CONFERENCES

6th Conference of the Chair in Leadership and Democratic Governance in Sant Benet de Bages: A new political cycle in Europe, Spain and Catalonia
(26th and 27th September 2011)
One hundred recognised Spanish businessmen and politicians gathered at the Monastery of Sant Benet de Bages to discuss the institutional challenges facing the new European, Spanish and Catalan political cycle. This conference, organised by the ESADE Chair in Leadership and Democratic Governance, in collaboration with Fundació Caixa Manresa, responds to a programme that makes it possible to further explore the questions raised by the concept of leadership in our society.

(24th and 25th November 2011)
This conference brought together a panel of experts from the business, academic and institutional sectors, with the goal of “looking at energy across the board from three perspectives: technology; geopolitics; regulatory and policy framework”. This is ESADEgeo’s first conference on energy and global governance, organised in collaboration with the Aspen Institute, The Boston Consulting Group and KIC InnoEnergy.

ESADE Brand Institute Annual Conference
(15th December 2011)
Presidents and CEOs of major brands in the country gathered to discuss the present and future of brands and find answers to the challenges facing brands in the coming years.

Institute for Social Innovation 5th Annual Conference
(16th February 2012)
Under the slogan ‘Connecting Innovation and Sustainability’, the conference brought together businesses, NGOs and innovation experts of international standing to discuss best practices in corporate social responsibility to improve competitiveness in the European framework.

7th ESADE Research Conference
(28th June 2012)
This annual conference actively contributes to promoting scientific debate on issues relevant to society and in which ESADE is investigating. It aims to consolidate ESADE as an academic institution that produces advanced research.
INTERNATIONAL MEETINGS AND SESSIONS

Inspiring Futures Sessions
These sessions provide an excellent venue for reflection and debate on current issues and future trends, with top international guests.

GLOBAL HEALTH CHALLENGES & GOVERNANCE
(14th December 2011)
Pedro L. Alonso, Director of the Centre for International Health Research (CRESIB), analysed the health challenges and the role to be played by the major global players to respond to these challenges.

THE MIDDLE EAST IN GEOPOLITICAL PERSPECTIVE
(29th February 2012)
The Arabist Jean-Pierre Filiu explored some of the current conflicts, geopolitical challenges and future opportunities facing the Middle East.

GLOBAL ECONOMY AND EMERGING COUNTRIES
(2nd May 2012)
David Vegara, Deputy Director of the IMF’s Western Hemisphere Department, reflected on the challenges of the global economy and the increasing role of emerging countries.

HOW TO FACE CHANGE WITHOUT FEAR FROM THE SECRET LETTERS OF THE MONK WHO SOLD HIS FERRARI
(14th May 2012)
Robin Sharma, leadership expert and senior executive advisor questioned the Western world’s pre-established concepts to achieve an impact on the personal and professional ambiits.

Global Ideas Challenge Competition, elBulli Foundation
(5th October 2011)
elBulli’s Chef introduced the Global Ideas Challenge Competition at ESADE, a pioneering initiative with Telefónica, with the aim of coming up with innovative ideas in areas such as management, marketing, business models, globalisation, leadership and creativity to create the elBulli Foundation.

China Day
(9th December 2011)
Conference organised by the ESADE community on Chinese culture, arts and economy, attended by H.E. Mr Zhu Bangzao, Ambassador of the People’s Republic of China to Spain.

TEDxESADE: Rethink, reshape, renew
(13th April 2012)
The second edition of TEDxESADE, an initiative of the students of the association E3 Initiative and the ESADE Entrepreneurship Club, brought together leading international experts in the field of innovation and entrepreneurship.

ESADE & Georgetown Session
(3rd May 2012)
Alfons Sauquet, Dean of ESADE Business School, and David Thomas, Dean of Georgetown University’s McDonough School of Business, discussed the future of education in this session, entitled ‘Biz Education, Past the Crossroads. New Avenues for Business Education’.
**CYCLES, CONFERENCES AND FORUMS**

**Fundación SERES-ESADE lecture series**
(October 2011 - May 2012)
This lecture series was held at ESADE Madrid and attended by various experts to discuss the importance of volunteerism in human resource management (October 2011), social action through pro bono services (March 2012) and the added value of corporate volunteering (May 2012).

**Start Up Spain**
(Novembre 2011 - April 2012)
The lecture series promoted by ESADE and Fundación Rafael del Pino, aims to put entrepreneurs at the forefront of the economic change that our country needs. The discussion sessions focused on leading Spain to an innovation economy (30th November, 2011) and investment in venture capital and business angels (23rd April 2012).

**GeoCEO**
(January - May 2012)
Directed by Javier Solana, President of ESADE-geo, GeoCEO is a discussion forum that provides senior-level executives a venue for analysis and discussion of geopolitical and geo-economic trends. Among the topics, the they highlighted the talks ‘Globalisation and Future Drivers of Conflict’, by the British Economist Mary Kaldor, and ‘Crisis y perspectivas de financiación multilateral’, by Koldo Echebarría, Manager and Representative of the Office of Strategic Planning and Development Effectiveness at the Inter-American Development Bank.

**ESADE-Deloitte lecture series**
(February - June 2012)
This lecture series, organised in ESADE Madrid, aimed to promote business and economic debate to exchange ideas and opinions on issues related to corporate governance. The speakers included Javier Ormazabal, President of Grupo Ormazabal (February 2012); José M. Serra, President of Grupo Catalana Occidente (March 2012); Plácido Arango, President of Grupo VIPS (May 2012); Francisco Riberas, President of Gestamp Automoción (June 2012); Salvador Tous, President and founder of TOUS (July 2012).

**Talent Summit 2012**
(7th June 2012)
The first edition of ESADE Talent Summit brought together HR managers to discuss how best to attract, retain and develop talent.

**5th Corporate Universities Forum**
(22nd May 2012)
Known national and international personalities gathered at ESADE Madrid to reflect on the role of corporate universities in the world economic situation.

**IP&IT Forum**
During the academic year, ESADE Law School has prompted a series of sessions to discuss and propose solutions to current questions about intellectual property rights in the information society. The sessions were attended by experts and civil society representatives.
OTHER MAJOR INITIATIVES

Book launch *Libro Blanco de la Iniciativa Emprendedora en España*  
(21st November 2011)  
The white paper on entrepreneurship in Spain, *Libro Blanco de la Iniciativa Emprendedora en España*, drafted by a team from ESADE Entrepreneurship Institute and sponsored by Fundación Príncipe de Girona, analysed the current state of entrepreneurship in Spain and suggested courses of action to encourage entrepreneurship.

**ESADE Globalisation Lab**  
(12th January and 7th February 2012)  
Organised by ESADEgeo, which included expert insights from Roland Nash, Senior Partner at Veron Capital, to further explore the economic situation in Russia, and Christopher Balding, Associate Professor of the HSBC Business School of Peking University, to address the challenges of SWFs.

**EGarage launch**  
(14th June 2012)  
ESADE launched EGarage, a new initiative led by the ESADE Entrepreneurship Institute to develop entrepreneurial skills of students and boost the creation of new businesses and entrepreneurial projects.

**Presentation of the OEME Third Report**  
(9th July 2012)  
The Third Report from the Observatory on Spanish Multinational Companies (OEME), was presented at ESADE Madrid, outlining the future challenges facing Spanish multinationals.

**Signing of the ESADE China Europe Club Creation Agreement**  
(1st March 2012)  
ESADE and a group of large Chinese companies set up the ESADE China Europe Club to share experience and knowledge and facilitate relationships and co-operation with Chinese companies, in addition to promoting co-operation with Spanish and European institutions.
INTERNATIONAL COMMUNITY

International students
International students registered in programmes 1,442
Countries of origin 89

INTERNATIONAL AGREEMENTS, NETWORKS AND ALLIANCES

Exchange programmes with international universities 139

Primary networks
• CEMS network *The Global Alliance in Management Education*
• PIM network *Partnership in International Management*
• Themis network *The Joint Certificate in International and Business Law*
• CTLS – Center for Transnational Legal Studies

Primary strategic alliances
• Georgetown University (McDonough School of Business and Walsh School of Foreign Services) in the United States and HEC in France

INTERNATIONAL ACCREDITATION: TRIPLE CROWN

ESADE was the first business school in Spain and amongst the first in Europe to receive the European Quality Improvement System (EQUIS) institutional accreditation granted by the European Foundation for Management Development (EFMD) in 1998.

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

ESADE’s MBAs have been accredited by the Association of MBAs (AMBA) since 1994.
INTERNATIONAL PARTNERS

- Reykjavik
- Oslo
- Paris
- Bern
- Lisbon
- Tel-Aviv
- Johannesburg
- Cape Town
- Lisbon
- Tel-Aviv
- Johannesburg
- Cape Town
EUROPE

● ESADE Campuses
  • Barcelona-Pedralbes
  • Barcelona-Sant Cugat
  • Madrid
  • Buenos Aires

● Global Centers
  • Munich

BUSINESS SCHOOL
● Alliances PIM/CEMS
  • Wirtschaftsuniversität Wien
  • Université Catholique de Louvain, Institut d’Administration et de Gestion
  • Prague University of Economics
  • Copenhagen Business School
  • Helsinki School of Economics
  • HEC School of Management
  • Universität zu Köln, WISo-Fakultät
  • Corvinus University of Budapest
  • Università Commerciale Luigi Bocconi, SDA Bocconi
  • Norwegian School of Economics and Business Administration
  • Warsaw School of Economics (SGH)
  • Saint Petersburg State University, Graduate School of Management
  • Stockholm School of Economics
  • Universität St. Gallen, Graduate School of Business Administration, Economics, Law and Social Sciences
  • Erasmus Universiteit, Rotterdam School of Management
  • London School of Economics and Political Science

● Alliances PIM
  • The University of Manchester, Manchester Business School
  • The University of Warwick, Warwick Business School

● Alliances CEMS
  • University College Dublin, Michael Smurfit Graduate Business School
  • Universidade Nova de Lisboa
  • Koç University

● Bilateral agreements
  • WHU–Koblenz, Otto Beisheim Graduate School
  • Reykjavik University
  • Universidade Católica Portuguesa, Faculdade de Ciências Económicas e Empresariais
  • University of Edinburgh, Business School

LAW SCHOOL
● Bilateral agreements
  • Universität Graz
  • University of Copenhagen, Faculty of Law
  • University of Helsinki, Faculty of Law
  • Université de Montpellier
  • Université de Strasbourg
  • Université Panthéon-Assas (Paris II)
  • Bucerius Law School
  • Universität Greifswald
  • Università Cattolica del Sacro Cuore
  • Università degli Studi di Bologna
  • Università degli Studi di Roma Tre
  • University of Amsterdam, Faculty of Law
  • University of Oslo, Faculty of Law
  • Universidade de Coimbra
  • University of Gothenburg
  • Universität Bern
  • Universität Freiburg
  • Universität St. Gallen, Law School
  • Center for Transnational Legal Studies (CTLS)

● Academic members of the THEMIS
  • Université Paris-Est Créteil
  • Freie Universität Berlin
  • Maastricht University Faculty of Law
  • Università Commerciale Luigi Bocconi

AFRICA

BUSINESS SCHOOL
● Bilateral agreement
  • University of Cape Town, Graduate School of Business

● Alliance PIM
  • University of the Witwatersrand, Wits Business School

MIDDLE EAST

BUSINESS SCHOOL
● Bilateral agreement
  • Kuwait University, College of Business Administration

● Alliance PIM
  • Tel-Aviv University, The Leon Recanati Graduate School of Business Administration

LAW SCHOOL
● Bilateral agreement
  • The Hebrew University of Jerusalem
INTERNATIONAL PARTNERS

- New York
- Washington
- Boston
- São Paulo
- Buenos Aires
- Vancouver
- Los Angeles
- Monterrey
- Lima
- Santiago
NORTH AMERICA

BUSINESS SCHOOL

- **Alliances PIM/CEMS**
  - University of Western Ontario, Richard Ivey School of Business
  - McGill University, Desautels Faculty of Management
  - University of British Columbia, Sauder School of Business
  - York University, Schulich School of Business
  - Cornell University, Johnson Graduate School of Management
  - Duke University, Fuqua School of Business
  - Emory University, Goizueta Business School
  - Indiana University, Kelley School of Business
  - New York University, Stern School of Business
  - University of California Los Angeles (UCLA), Anderson School of Management
  - University of Chicago, Booth School of Business
  - University of Michigan, Ross School of Business
  - University of North Carolina at Chapel Hill, Kenan-Flagler Business School
  - University of Texas at Austin, McCombs School of Business

- **Alliances PIM**
  - Queen’s University, Queen’s School of Business
  - Babson College
  - Bentley University
  - Brandeis University, Graduate School of International Economics and Finance
  - Boston College, Carroll School of Management
  - Case Western Reserve University, Weatherhead School of Public Management
  - Fordham University, Fordham Graduate School of Business
  - Georgetown University, McDonough School of Business
  - Loyola University, Joseph A. Butt, S. J. College of Business Administration
  - New York University, Robert F. Wagner Graduate School of Public Service
  - Northwestern University, Kellogg Graduate School of Management
  - Rensselaer Polytechnic Institute, Lally School of Management and Technology
  - University of California at Berkeley, Haas School of Business (Evening & Weekend MBA Program)
  - University of Florida, Warrington College of Business Administration
  - University of Illinois at Urbana-Champaign, College of Commerce and Business Administration

- **Bilateral agreements**
  - École des Hautes Études Commerciales de Montréal
  - Queen’s University, Queen’s School of Business
  - Babson College
  - Bentley University
  - Brandeis University, Graduate School of International Economics and Finance
  - Boston College, Carroll School of Management
  - Case Western Reserve University, Weatherhead School of Public Management
  - Fordham University, Fordham Graduate School of Business
  - Georgetown University, McDonough School of Business
  - Loyola University, Joseph A. Butt, S. J. College of Business Administration
  - New York University, Robert F. Wagner Graduate School of Public Service
  - Northwestern University, Kellogg Graduate School of Management
  - Rensselaer Polytechnic Institute, Lally School of Management and Technology
  - University of California at Berkeley, Haas School of Business (Evening & Weekend MBA Program)
  - University of Florida, Warrington College of Business Administration
  - University of Illinois at Urbana-Champaign, College of Commerce and Business Administration

LATIN AMERICA

BUSINESS SCHOOL

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

- **Alliances PIM**
  - Pontificia Universidad Católica de Chile, Escuela de Administración
  - Instituto Tecnológico Autónomo de México (ITAM)
  - Universidad ESAN

- **Bilateral agreements**
  - Universidad Adolfo Ibáñez, Escuela de Negocios
  - INCAE

LAW SCHOOL

- **Alliances PIM**
  - Pontificia Universidad Católica de Chile, Escuela de Administración
  - Instituto Tecnológico Autónomo de México (ITAM)
  - Universidad ESAN

- **Bilateral agreements**
  - Fundação Getúlio Vargas, Escola de Direito de São Paulo
  - ITESM Campus Monterrey
  - Pontificia Universidad Católica del Perú
INTERNATIONAL PARTNERS

- Sydney
- Dunedin
- Tokyo
- Beijing
- Hong Kong
- Bangkok
- Singapore
- Hyderabad
- Sydney
- Dunedin
Asia

Business School

- Alliances PIM/CEMS
  - Tsinghua University, School of Economics and Management
  - National University of Singapore, NUS Business School

- Alliances PIM
  - China Europe International Business School (CEIBS)
  - The Chinese University of Hong Kong, Faculty of Business Administration
  - Fudan University, School of Management
  - Guanghua School of Management, Peking University
  - Hong Kong University of Science and Technology, HKUST Business School
  - Indian Institute of Management at Ahmedabad (IIMA)
  - Indian Institute of Management at Bangalore (IIMB)
  - Indian School of Business (ISB)
  - Nanyang Technological University, Nanyang Business School
  - Thammasat University, Thammasat Business School

- Alliance CEMS
  - Keio University, Keio Business School

- Bilateral agreements
  - The Beijing Center for Chinese Studies (TBC)
  - Indian Institute of Management at Lucknow (IIML)
  - XLRI - School of Business and Human Resources
  - Hitotsubashi University, Graduate School of International Corporate Strategy
  - International University of Japan, Graduate School of International Management
  - Yonsei University, Graduate School of International Studies
  - Korea University Business School (KUBS)
  - Singapore Management University (SMU)
  - National Chengchi University, College of Commerce

Law School

- Alliances CEMS
  - The Beijing Center
  - Yonsei Law School

Oceania

Business School

- Alliances PIM
  - University of Melbourne, Melbourne Business School
  - University of Otago, School of Business, Dunedin
  - University of New South Wales, Australian School of Business

- Alliance CEMS
  - The University of Sydney
## INTERNATIONAL EXCHANGE PROGRAMME PARTICIPANTS

### Combined Undergraduate & Master in Business Administration

<table>
<thead>
<tr>
<th></th>
<th>Outgoing students</th>
<th>Incoming students</th>
</tr>
</thead>
<tbody>
<tr>
<td>Outgoing students</td>
<td>254</td>
<td>117</td>
</tr>
<tr>
<td>Incoming students</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Bachelor in Business Administration (BBA)

<table>
<thead>
<tr>
<th></th>
<th>Outgoing students</th>
<th>Incoming students</th>
</tr>
</thead>
<tbody>
<tr>
<td>Outgoing students</td>
<td>223</td>
<td>195</td>
</tr>
</tbody>
</table>

### Combined Undergraduate & Master in Law

<table>
<thead>
<tr>
<th></th>
<th>Outgoing students</th>
<th>Incoming students</th>
</tr>
</thead>
<tbody>
<tr>
<td>Outgoing students</td>
<td>53</td>
<td>59</td>
</tr>
</tbody>
</table>

### Bachelor in Law

<table>
<thead>
<tr>
<th></th>
<th>Outgoing students</th>
<th>Incoming students</th>
</tr>
</thead>
<tbody>
<tr>
<td>Outgoing students</td>
<td>52</td>
<td></td>
</tr>
</tbody>
</table>

### Master in International Business Law

<table>
<thead>
<tr>
<th></th>
<th>Outgoing students</th>
<th>Incoming students</th>
</tr>
</thead>
<tbody>
<tr>
<td>Outgoing students</td>
<td>8</td>
<td></td>
</tr>
</tbody>
</table>

### Master in Management (MSc) - CEMS

<table>
<thead>
<tr>
<th></th>
<th>Outgoing students</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Outgoing students</td>
<td>29</td>
<td></td>
</tr>
</tbody>
</table>

### MBA

<table>
<thead>
<tr>
<th></th>
<th>Outgoing students</th>
<th>Incoming students</th>
</tr>
</thead>
<tbody>
<tr>
<td>Outgoing students</td>
<td>27</td>
<td>44</td>
</tr>
</tbody>
</table>

## INTERNATIONAL WEEKS

International academic weeks abroad: 23 in different programmes

![Chart showing distribution of international academic weeks]

---

### INTERNATIONAL ACADEMIC WEEKS ABROAD IN 2011-2012

#### Regions visited

- **European Union**: 4
- **United States**: 11
- **Latin America**: 1
- **Asia**: 5
- **Middle East**: 2
### INTERNATIONAL ASSOCIATIONS

<table>
<thead>
<tr>
<th>Association</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>AACSBI</td>
<td>The Association to Advance Collegiate Schools of Business</td>
</tr>
<tr>
<td>AMBA</td>
<td>The Association of MBAs</td>
</tr>
<tr>
<td>BALAS</td>
<td>Business Association of Latin American Studies</td>
</tr>
<tr>
<td>CEMS</td>
<td>The Global Alliance in Management Education</td>
</tr>
<tr>
<td>CLADEA</td>
<td>Consejo Latinoamericano de Escuelas de Administración</td>
</tr>
<tr>
<td>EABIS</td>
<td>European Academy of Business in Society</td>
</tr>
<tr>
<td>EBEN</td>
<td>European Business Ethics Network</td>
</tr>
<tr>
<td>EDAMBA</td>
<td>European Doctoral Programmes Association in Management and Business Administration</td>
</tr>
<tr>
<td>EFMD</td>
<td>European Foundation for Management Development</td>
</tr>
<tr>
<td>ELFA</td>
<td>European Law Faculties Association</td>
</tr>
<tr>
<td>EMBAC</td>
<td>Executive MBA Council</td>
</tr>
<tr>
<td>EUDOKMA</td>
<td>European Doctoral School on Knowledge and Management</td>
</tr>
<tr>
<td>GBSN</td>
<td>Global Business School Network</td>
</tr>
<tr>
<td>GMAC</td>
<td>Graduate Management Admission Council</td>
</tr>
<tr>
<td>IAJBS</td>
<td>International Association of Jesuit Business Schools</td>
</tr>
<tr>
<td>IALS</td>
<td>International Association of Law School</td>
</tr>
<tr>
<td>IBA</td>
<td>International Bar Association</td>
</tr>
<tr>
<td>PIM</td>
<td>Partnership in International Management</td>
</tr>
<tr>
<td>SEKN</td>
<td>Social Enterprise Knowledge Network</td>
</tr>
<tr>
<td>THEMIS</td>
<td>The Joint Certificate in International and Business Law</td>
</tr>
<tr>
<td>UNICON</td>
<td>International University Consortium for Executive Education</td>
</tr>
</tbody>
</table>
The ESADE International Advisory Board is an essential driver encouraging the internationalisation of our institution. With their contributions, the members of this board support ESADE in three complementary and interrelated areas:

**Innovation**

Promoting innovation in programme study plans and research activities from an international perspective.

**Relevance**

Ensuring that ESADE responds to the current and future global needs of companies and society.

**Impact**

Responding to our foundational goal and having an impact on the future global development of business administration educational programmes.

**Members**

- Antonio Garrigues Walker  
  *President, International Advisory Board and President, Garrigues (Spain)*

- Sue Cox  
  *Dean, Lancaster University Management School (United Kingdom)*

- George Daly  
  *Dean, McDonough School of Business, Georgetown University (United States)*

- Xavier Ferran  
  *Partner, Lion Capital (United Kingdom) and former CEO, Bacardi (United States)*

- Enrique V. Iglesias  
  *General Secretary, Iberoamericana – SEGIB*

- Michael C. Jensen  
  *Emeritus Professor in Business Administration, Harvard Business School (United States)*
Representing ESADE

Eugenia Bieto
Director General

Alfons Sauquet
Dean, ESADE Business School

Carlo M. Gallucci
International Deputy Director General

Christine Lagarde (on leave)
Director General,
International Monetary Fund (IMF)

Marja Makarow
CEO, European Science Foundation (France)

H. M. Nerurkar
CEO and Executive Director, Tata Steel (India)

Antonio Pérez
President and CEO, Eastman Kodak Company
(United States)

Mark S. Pu
President, IEA Holdings (China)

Bernard Ramanantsoa
Dean, HEC School of Management (France)

Maria Reig
President, Reig Capital Group (Andorra)

David Risher
Former Senior Vice-President, Amazon.com
(United States)

Alfredo Sáenz
Deputy Vice-President and Chief Executive,
Grupo Santander (Spain)

Javier Solana
President, ESADEgeo - Center for Global
Economy & Geopolitics
ESADE ALUMNI’S MISSION IS TO PROVIDE VALUE TO ITS MEMBERS, ESADE AND SOCIETY AS A WHOLE THROUGH THE VARIOUS ACTIVITIES AND SERVICES IT PROVIDES TO HELP ALUMNI IN THEIR PROFESSIONAL AND PERSONAL DEVELOPMENT.

ESADE ALUMNI

The lines of action guiding ESADE Alumni’s activities this academic year include:

- Networking, the association’s true reason for being and through which members can find numerous opportunities to develop both professionally and personally. Worth noting is the intense activity carried out by the functional and sector-specific clubs along with the association’s international and territorial chapters.
- Entrepreneurial initiatives, fomented by the association, these initiatives have already achieved notable critical mass with 75 entrepreneurial projects proposed, 20 of which have received funding.
- Solidarity, including actions carried out voluntarily by a network of consultants, contributing to the professionalisation of the third sector (Alumni Giving Back).
- International projection, through activities carried out in international programmes (MBA and MSc) and intensifying the activities organised by our international network of chapters.
- More activities in Madrid, with a notable increase both quantitatively and qualitatively, including the recently organised Annual Conference with over a thousand participants.

None of these activities would have been possible without the enthusiasm and dedication of the executive board members, the club and chapter boards, the graduating class representatives and the entire ESADE Alumni staff.

ESADE ALUMNI IN FIGURES

<table>
<thead>
<tr>
<th></th>
<th>Number of members</th>
<th>Number of events</th>
<th>Number of participants</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010-2011</td>
<td>16,380</td>
<td>749</td>
<td>40,055</td>
</tr>
<tr>
<td>2011-2012</td>
<td>17,180</td>
<td>825</td>
<td>40,224</td>
</tr>
</tbody>
</table>
### ESADE ALUMNI NETWORK

<table>
<thead>
<tr>
<th>Members</th>
<th>17,180</th>
</tr>
</thead>
<tbody>
<tr>
<td>Class representatives</td>
<td>705</td>
</tr>
<tr>
<td>Alumni members participating in the association’s activities</td>
<td>900</td>
</tr>
<tr>
<td>Professional team members</td>
<td>41</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>International chapters</th>
<th>33</th>
</tr>
</thead>
<tbody>
<tr>
<td>Andorra</td>
<td>Israel</td>
</tr>
<tr>
<td>Argentina</td>
<td>Italy</td>
</tr>
<tr>
<td>Benelux</td>
<td>Japan</td>
</tr>
<tr>
<td>Brazil</td>
<td>Mexico</td>
</tr>
<tr>
<td>California</td>
<td>Miami</td>
</tr>
<tr>
<td>Canada</td>
<td>New York</td>
</tr>
<tr>
<td>Chicago</td>
<td>Peru</td>
</tr>
<tr>
<td>Chile</td>
<td>Portugal</td>
</tr>
<tr>
<td>Colombia</td>
<td>Singapore</td>
</tr>
<tr>
<td>Costa Rica</td>
<td>Sweden</td>
</tr>
<tr>
<td>Dubai</td>
<td>Switzerland</td>
</tr>
<tr>
<td>Ecuador</td>
<td>Taiwan</td>
</tr>
<tr>
<td>France</td>
<td>Turkey</td>
</tr>
<tr>
<td>Germany</td>
<td>UK</td>
</tr>
<tr>
<td>Greater China</td>
<td>Venezuela</td>
</tr>
<tr>
<td>India</td>
<td>Washington</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Territorial clubs</th>
<th>12</th>
</tr>
</thead>
<tbody>
<tr>
<td>Andalusia (Eastern, Granada)</td>
<td>Basque Country</td>
</tr>
<tr>
<td>Andalusia (Western, Seville)</td>
<td>Canary Islands</td>
</tr>
<tr>
<td>Aragon</td>
<td>Community of Valencia</td>
</tr>
<tr>
<td>Asturias</td>
<td>Galicia</td>
</tr>
<tr>
<td>Balearic Islands</td>
<td>Girona</td>
</tr>
<tr>
<td></td>
<td>Lleida</td>
</tr>
<tr>
<td></td>
<td>Tarragona</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Functional and sector-specific clubs</th>
<th>20</th>
</tr>
</thead>
<tbody>
<tr>
<td>Automobile</td>
<td>Innovation</td>
</tr>
<tr>
<td>BIT</td>
<td>Insurance</td>
</tr>
<tr>
<td>Business and Social Responsibility</td>
<td>Law</td>
</tr>
<tr>
<td>Cultural Industry</td>
<td>Marketing</td>
</tr>
<tr>
<td>Energy &amp; Environment</td>
<td>Operations</td>
</tr>
<tr>
<td>Espai Jaume Vicens</td>
<td>People and Organisation Management</td>
</tr>
<tr>
<td>Family Business</td>
<td>Public Management</td>
</tr>
<tr>
<td>Finance</td>
<td>Real Estate</td>
</tr>
<tr>
<td>Global Business</td>
<td>Sports Management</td>
</tr>
<tr>
<td>Health &amp; Pharma</td>
<td>Tourism Management</td>
</tr>
</tbody>
</table>

NEW:
International Student Chapter: aimed at students currently enrolled in international programmes.
**COMMUNICATIONS**

**2012 Service company directory**
- Frequency: annual
- Language: Spanish
- Sent online and offline to all alumni and students’ parents

**ESADE alumni magazine**
- Frequency: quarterly
- Language: Spanish, Catalan and English
- Sent online and offline to all alumni and students’ parents

**ESADE alumni newsletters**
- **ESADE ALUMNI ON**
  This newsletter includes links to videos of the most noteworthy events, as well as to the ESADE Alumni magazine, ESADEgeo book reviews and online services.
  Frequency: monthly
- **ESADE ALUMNI TODAY**
  Calendar of future events and those scheduled during the current month
  Frequency: every two weeks

**Website**
- **40,000 visits/month**
  www.esadealumni.net
  Top 3 most visited pages (after the homepage):
  - Directory
  - Career Services
  - Online services / bulletin board

**e-Conferences**
- **88**
  Recorded sessions available on ESADE Alumni TV, ESADE TV and the ESADE channel on YouTube.

**Subscriptions**
- Events with subscription required: 104
- Alumni subscribed: 4,677
  By subscribing to events, alumni receive information via e-mail after the event: press releases, photos, videos, etc.

**Social networks**
- ESADE Alumni is also active on social networks, organising numerous activities through its official groups and pages.
  - Twitter followers: 4,100
  - LinkedIn members: 7,150
  - Corporate Facebook page fans: 963
  - International ESADE Alumni Facebook page fans: 1,600
  - Alumni Giving Back Facebook page fans: 150
ENTREPRENEURSHIP

Alumni Entrepreneurship's aim is to channel the supply and demand between entrepreneurs and investors, facilitating their contact and matching them according to their respective needs.

ESADEBAN

This is a network of private investors promoted by ESADE Alumni. It operates in Barcelona, Madrid and Valencia and serves as a meeting point between investors searching for new opportunities and entrepreneurs with innovative projects which need external financing during their initial stages.

ESADEBAN IN FIGURES

<table>
<thead>
<tr>
<th>Category</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Financing for entrepreneurial projects</td>
<td>3,7M €</td>
</tr>
<tr>
<td>Business angels</td>
<td>104</td>
</tr>
<tr>
<td>Entrepreneurial projects receiving financing</td>
<td>20</td>
</tr>
<tr>
<td>Projects proposed to the network</td>
<td>280</td>
</tr>
<tr>
<td>Investment forums organised (8 in Barcelona, 3 in Madrid and 1 in Valencia)</td>
<td>12</td>
</tr>
<tr>
<td>Projects presented in investment forums</td>
<td>75</td>
</tr>
</tbody>
</table>

Alumni Entrepreneurship creates opportunities for entrepreneurs through:

- Investment forums
- “Last Thursdays”:
  - NEW: Workshops for entrepreneurs
  - NEW: Mentoring programme for entrepreneurs
- Conferences dedicated to investors and entrepreneurs
CAREER SERVICES

ESADE Alumni members can take advantage of our Career Services to manage their professional careers.

Recruiters
Companies can select from highly qualified professional profiles in the ESADE Alumni database to fill any vacancies they might have. They can also publish their own job offers by registering at www.esade.edu/jobs

Job offers +2,900
International and national job offers are posted in our job bank. See www.esade.edu/jobs for further details.

Geographic distribution of jobs
2011-2012 ACADEMIC YEAR

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Catalonia</td>
<td>1,266</td>
</tr>
<tr>
<td>Rest of Spain</td>
<td>816</td>
</tr>
<tr>
<td>Abroad</td>
<td>818</td>
</tr>
<tr>
<td>Total</td>
<td>2,900</td>
</tr>
</tbody>
</table>

Exclusive services for members
- PROFESSIONAL ORIENTATION
  Personalised professional orientation interviews (750 interviews in Spain / 66 abroad).
- LEGAL-LABOUR COUNSELLING
  Legal consulting for labour-related issues (98 consultations).
- MENTORING PROGRAMME
  To provide (mentor) or receive (mentee) information and knowledge which can be of use to develop the mentee’s professional career (71 mentor-mentee matches).
- COACHING PROGRAMME
  Aimed at professionals currently undergoing a professional transition (8 programmes with 61 participants in Barcelona / 4 programmes with 31 participants in Madrid).

Refresher programmes

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Participants</td>
<td>4,394</td>
</tr>
<tr>
<td>Sessions</td>
<td>116</td>
</tr>
</tbody>
</table>

Conferences, seminars and practical workshops aimed at orienting and developing members’ careers.

NEW: Coffee drop-in sessions to share personal experiences and good practices regarding how to carry out job hunts.
ALUMNI GIVING BACK

The aim of the Alumni Giving Back project is to organise various initiatives to raise the alumni’s and the ESADE community’s awareness in general about the different social issues affecting the world today.

2011-2012 academic year

<table>
<thead>
<tr>
<th>Volunteers</th>
<th>206</th>
</tr>
</thead>
<tbody>
<tr>
<td>Services for third-sector organisations</td>
<td>40</td>
</tr>
<tr>
<td>Consulting hours</td>
<td>10,000</td>
</tr>
<tr>
<td>Film forum sessions</td>
<td>7</td>
</tr>
</tbody>
</table>

Impact and satisfaction amongst volunteers

A recent study on volunteers’ involvement in third-sector organisations after having worked with Alumni Giving Back revealed the following:

• Volunteers rated their experience with a 7.4 out of 10.
• 98.3% would recommend the experience to other alumni.
• 42% had no previous volunteer experience and did not know about NGOs.

Through Alumni Giving Back:

• We succeeded in increasing volunteers’ willingness to interact with third-sector organisations.
• Currently, 6 out of 10 volunteers who have worked with Alumni Giving Back continue working with one or more NGO.
• 62% declare that they are members of a third-sector organisation.

In terms of volunteers’ future vision:

• Half of all volunteers might consider working full-time for an NGO.
• In some cases, volunteers have considered the possibility of launching entrepreneurial activities in the third sector.

Film forum

A cycle of films as a tool for reflection and social debate.

Solidarity consultants (6th edition)

ESADE faculty and alumni have offered pro bono consulting work to NGOs in Barcelona, Castellón, Girona, Madrid, Nicaragua, Tarragona and Valencia.

Alumni Giving Back in numbers

(Total Project Balance 2006-2012)

• 623 alumni volunteers have worked on consulting projects.
• 102 third-sector organisations have benefited from the services of Alumni Giving Back.
• Over 2,000 attendees at Alumni Giving Back activities.
• We have dedicated over 27,000 consulting hours to philanthropic activities, valued at over 2.7 million euros.
ESADE ALUMNI ANNUAL CONFERENCE IN BARCELONA

Matins ESADE and Desayunos ESADE
Sessions in which political, business and academic professionals describe their professional and personal experience.

MATINS ESADE
Number of participants 2,314
Number of sessions 14

DESAYUNOS ESADE
Number of participants 453
Number of sessions 8

Refresher Programme
For alumni to stay constantly up to date, ESADE faculty share their expertise in different areas through special classes offered both nationally and internationally.
Number of participants 2,275
Number of sessions 26

Cycles, forums and conferences
Renowned experts debate and share their experiences on different topics through these cycles, forums and conferences. Worth highlighting is the recently created cycle, “Corporate Internationalisation”.
Number of participants 2,420
Number of sessions 46

Women and Leadership Forum
Distinguished female executives share their experiences regarding their professional and personal trajectories.
Number of participants 534
Number of sessions 9

ESADE Alumni Evenings
Faculty members, business professionals and leaders with significant international exposure share their experiences and offer master classes (in English).
Number of participants 476
Number of sessions 7

ESADE ALUMNI ANNUAL CONFERENCE IN BARCELONA

“New Challenges in a Global Environment”
Nearly 3,000 people filled the Fórum auditorium in Barcelona for ESADE Alumni’s most important annual event. Speakers included Pablo Isla (Inditex), Mikael Ohlsson (IKEA) and Javier Santiso (ESADEgeo).

• ESADE 2012 Awards
  Granted to Inditex and IKEA for their brilliant international trajectory and for backing innovation.
• 2012 ESADEBAN Award to the Best Start-Up
  Awarded to Wuaki.tv for its entrepreneurial initiative. Jacinto Roca (Lic&MBA 99), co-founder of Wuaki.tv received this award.
ESADE'S CULTURE IS GEARED TOWARDS LEARNING, KNOWLEDGE AND INNOVATION, AND IS BASED ON RESPONSIBILITY, COMMITMENT AND MUTUAL RECOGNITION.

ESADE STAFF AS OF 31 AUGUST 2012

<table>
<thead>
<tr>
<th>Total personnel</th>
<th>659</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administrative and service staff</td>
<td>377</td>
</tr>
<tr>
<td>Faculty</td>
<td>282</td>
</tr>
</tbody>
</table>

**Staff on permanent and temporary contracts**

- **University faculty** 213
  - Indefinite contract 93%
  - Temporary contract 7%
- **ELC faculty** 69
  - Indefinite contract 1%
  - Temporary contract 9%
- **PAS staff** 349
  - Indefinite contract 94%
  - Temporary contract 6%
- **Researchers** 28
  - Indefinite contract 46%
  - Temporary contract 54%

**Employees by gender**

- **University faculty** 213
  - Male 72%
  - Female 28%
- **ELC faculty** 69
  - Male 36%
  - Female 64%
- **PAS** 349
  - Male 25%
  - Female 75%
- **Investigadors** 28
  - Male 43%
  - Female 57%

**Staff by age group**

- 20 to 30 7.9%
- 31 to 40 33.7%
- 41 to 50 28.4%
- 51 to 60 21.2%
- Over 60 8.8%

**Staff by campus**

- Barcelona 94.2%
- Madrid 5.6%
- International 0.2%
## FACULTY

### MANAGEMENT AND LAW FACULTY

<table>
<thead>
<tr>
<th>Nationalities</th>
<th>25</th>
</tr>
</thead>
<tbody>
<tr>
<td>PhDs</td>
<td>70 %</td>
</tr>
<tr>
<td>AQU / ANECA accredited faculty</td>
<td>65 %</td>
</tr>
<tr>
<td>Visiting professors</td>
<td>44</td>
</tr>
<tr>
<td>Emeritus professors</td>
<td>3</td>
</tr>
<tr>
<td>Honorary professors</td>
<td>7</td>
</tr>
<tr>
<td>Part-time professors</td>
<td>30</td>
</tr>
<tr>
<td>Academic assistants</td>
<td>803</td>
</tr>
<tr>
<td>Guest executives/professors</td>
<td>418</td>
</tr>
</tbody>
</table>

### EXECUTIVE LANGUAGE CENTER FACULTY

| Professors | 69 |
| Academic assistants | 83 |
| Nationalities | 12 |

## AVERAGE EMPLOYEE TURNOVER

<table>
<thead>
<tr>
<th>AGE</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>20 to 30 years old</td>
<td>1,37 %</td>
</tr>
<tr>
<td>31 to 40 years old</td>
<td>4,86 %</td>
</tr>
<tr>
<td>41 to 50 years old</td>
<td>4,25 %</td>
</tr>
<tr>
<td>51 to 60 years old</td>
<td>1,67 %</td>
</tr>
<tr>
<td>Over 61</td>
<td>0 %</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>SEX</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>13,77 %</td>
</tr>
<tr>
<td>Female</td>
<td>9,84 %</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>CAMPUS</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Madrid</td>
<td>13,51 %</td>
</tr>
<tr>
<td>Barcelona</td>
<td>12,24 %</td>
</tr>
</tbody>
</table>

## INTERNATIONAL STAFF

| Number of employees (15.34% of total staff) | 58 |
| Nationalities | 27 |

## STAFF PARTICIPATING IN TRAINING PROGRAMMES

| Professional development | 224 |
| Languages | 72 |
### Academic Department Directors

#### Management
- Ángel Castiñeira, **Social Sciences**
- Carmen Ansotegui, **Financial Control and Management**
- Manuel Alfaro, **Marketing Management**
- Miguel Ángel Heras, **Operations Management and Innovation**
- Conxita Folguera, **People Management and Organisation**
- Joan Rodón, **Information Systems Management**
- Fernando Ballabriga, **Economics**
- Rosa Varela, **Quantitative Methods**
- Xavier Gimbert, **General Management and Strategy**

#### Law
- Sergio Llebaría, **Private Law**
- Marc García, **Public Law**

### New Faculty Members
- Antoni Abat Ninet, **Public Law**
- Paola M. Madini, **Financial Management and Control**
- Alex Makarevich, **People Management and Organisation**
- Daniela Noethen, **People Management and Organisation**
- Carolina Villegas Sánchez, **Economics**
- Ivanka Visnjic, **Operations Management and Innovation**

### Visiting Faculty
- Ruth Aguilera Vaqués, **General Management and Strategy**
- Paul Almeida, **General Management and Strategy**
- Jaime Bonache Pérez, **People Management and Organisation**
- Jaap Boonstra, **People Management and Organisation**
- Richard Boyatzis, **People Management and Organisation**
- Agustín L. Calvet Mulleras, **Financial Management and Control**
- John Dencker, **People Management and Organisation**
- Robert Emmerling, **People Management and Organisation**
- Mónica Franco Santos, **Operations Management and Innovation**
- Francisco Guzmán Garza, **Marketing Management**
- Alan Harrison, **Operations Management and Innovation**
- Hans S. Jensen, **Quantitative Methods**
- Eero Kasanen, **Financial Management and Control**
- Constance Lütolf-Carroll, **General Management and Strategy**
- James J. McGonigle, **General Management and Strategy**
- Kenneth P. Morse, **Operations Management and Innovation**
- Davide Nicolini, **Operations Management and Innovation**
- Michele Quintano, **Marketing Management**
- Mario Raich, **People Management and Organisation**
- Harry Scarbrough, **Operations Management and Innovation**
- John-Christopher Spender, **People Management and Organisation**
- Mike Sweeney, **Operations Management and Innovation**
- Wim Vanhaverbeke, **Information Systems Management**
### Board of trustees

The Board of Trustees is ESADE’s main governing and representational body and the legal titleholder of ESADE’s educational centres. Its statutes consolidate and reinforce the institution’s legal structure, an institution based since its foundation on equal collaboration between the Society of Jesus and civil society. For this reason, Members of the Board of Trustees are equally divided. The Society of Jesus names half of these members, while the other half consists of civil society representatives. Members designate the latter through cooption, choosing from amongst distinguished individuals for their reputation in the business, legal, academic and/or cultural fields, after hearing the non-binding opinion in the Board of Trustee’s Assembly of Members.

**PRESIDENT**  
Pedro Fontana García

**VICE-PRESIDENT**  
Josep Oriol Tuñí Vancells

**SECRETARY**  
Josep E. Milà Mallafré

**MEMBERS**  
Artur Carulla Font, Castejón Fernández, Sol Daurella Comadrán, Jesús M. Eguiluz Ortúzar, Jaume Guardiola Romojaro, Juan José López Burniol, Pedro Navarro Martínez, Juan M. Nin Gènova, Xavier Pérez Farguell, Llorenç Puig Puig, Manuel Raventós Negra, Mario Rotllant Solá, † Josep M. Rubiralta Vilaseca

### Executive committee

Direction General serves to guarantee the unity of ESADE as a university institution, assuming senior management responsibilities in all areas and related to its educational centres, for academic, economic-administrative and personnel-related questions, as well as communications between ESADE and the Board of Trustees. The Executive Committee is the administrative body assisting Direction General in managing and coordinating all ESADE areas.

- Eugenia Bieto, *Director General*
- Alfons Sauquet, *Dean, ESADE Business School*
- Enric Bartlett, *Dean, ESADE Law School*
- Francisco Longo (since May 2012), Marcel Planellas (until March 2012) *Secretary General*
- Enrique López Viguria, *Institutional Secretary*
- Ramon Aspa, *Corporate Deputy Director General*
- Carlo M. Gallucci, *International Deputy Director*
- Manel Peiró, *Academic Vice-Dean*
- Ricard Serlavós, *Pedagogical Innovation Vice-Dean*
- Teresa Duplá, *Vice-Dean, Law School*
- Alfred Vernis, *Executive Director, University Programmes*
- Glòria Batllori, *Executive Director, MBA Programmes*
- Ignacio Serrano, *Executive Director, Executive Masters*
- Jaume Hugas, *Executive Director, Executive Education*
- Jonathan Wareham, *Vice-Dean for Research, ESADE Business School*
- Conny Hübner, *Executive Director, Executive Language Center*
- Josep Bisbe (since May 2012), Francisco Longo (until April 2012) *President, ESADE Faculty*
ESADE Madrid Campus

• José María de la Villa  
  *Director, Institutional Relations*

• Camelia Ilie  
  *Director, Executive Education*

ESADE Buenos Aires Campus

• Alejandro Bernhardt  
  *Director*

IN MEMORIAM. With the ESADE community’s fond remembrance

Max Boisot  
*Visiting Professor, Department of People Management and Organisation*  
7th September, 2011

Gean Cases  
*Retired Teacher, English Section, Executive Language Center*  
19th November, 2011

Montse Ollé  
*Professor and Director, Department of Business Policy*  
10th December, 2011

Jim Herbolich  
*Professor, Department of People Management and Organisation*  
8th April, 2012

Josep M. Rubiralta  
*Member, ESADE Board of Trustees*  
18th May, 2012

Alejandra Jané, Paula Jover, Claudia Peces and Julia Velasco (in a tragic accident)  
*Students in the first year of the BBA programme*  
1st June, 2012
## ECONOMIC INFORMATION

### Evolution in income

<table>
<thead>
<tr>
<th>Year</th>
<th>Income (€M)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2007-2008</td>
<td>€70</td>
</tr>
<tr>
<td>2008-2009</td>
<td>€73</td>
</tr>
<tr>
<td>2009-2010</td>
<td>€75</td>
</tr>
<tr>
<td>2010-2011</td>
<td>€80</td>
</tr>
<tr>
<td>2011-2012</td>
<td>€83</td>
</tr>
</tbody>
</table>

### Income statement

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount (€M)</th>
</tr>
</thead>
<tbody>
<tr>
<td>TOTAL INCOME</td>
<td>€83</td>
</tr>
<tr>
<td>Personnel expenses</td>
<td>-€48</td>
</tr>
<tr>
<td>General expenses</td>
<td>-€26</td>
</tr>
<tr>
<td>Amortisation</td>
<td>-€6</td>
</tr>
<tr>
<td>OPERATING PROFIT</td>
<td>€3</td>
</tr>
<tr>
<td>FINANCIAL RESULTS</td>
<td>-€1</td>
</tr>
<tr>
<td>FINAL RESULTS</td>
<td>€2</td>
</tr>
</tbody>
</table>

### 2011-2012 income

<table>
<thead>
<tr>
<th>Unit</th>
<th>Income (€M)</th>
</tr>
</thead>
<tbody>
<tr>
<td>TOTAL INCOME FROM ALL UNITS</td>
<td>€83</td>
</tr>
<tr>
<td>Law School</td>
<td>€10</td>
</tr>
<tr>
<td>Business School</td>
<td>€70</td>
</tr>
<tr>
<td>Executive Language Center</td>
<td>€3</td>
</tr>
</tbody>
</table>
### Balane assets

<table>
<thead>
<tr>
<th>Category</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>NON-CURRENT ASSETS</td>
<td>€94 M</td>
</tr>
<tr>
<td>Fixed assets</td>
<td>€78 M</td>
</tr>
<tr>
<td>Investments in group and associated companies</td>
<td>€10 M</td>
</tr>
<tr>
<td>Financial fixed assets</td>
<td>€6 M</td>
</tr>
<tr>
<td>CURRENT ASSETS</td>
<td>€32 M</td>
</tr>
<tr>
<td>Receivables</td>
<td>€9 M</td>
</tr>
<tr>
<td>Short-term financial investments</td>
<td>€14 M</td>
</tr>
<tr>
<td>Cash</td>
<td>€9 M</td>
</tr>
<tr>
<td>TOTAL ASSETS</td>
<td>€126 M</td>
</tr>
</tbody>
</table>

### Liabilities

<table>
<thead>
<tr>
<th>Category</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>NET WORTH</td>
<td>€54 M</td>
</tr>
<tr>
<td>Foundational fund + resources</td>
<td>€45 M</td>
</tr>
<tr>
<td>Fiscal year results</td>
<td>€2 M</td>
</tr>
<tr>
<td>Subsidies and donations</td>
<td>€7 M</td>
</tr>
<tr>
<td>NON-CURRENT LIABILITIES</td>
<td>€26 M</td>
</tr>
<tr>
<td>Long-term creditors</td>
<td>€26 M</td>
</tr>
<tr>
<td>CURRENT LIABILITIES</td>
<td>€46 M</td>
</tr>
<tr>
<td>Anticipated payments and income</td>
<td>€32 M</td>
</tr>
<tr>
<td>Other debts</td>
<td>€14 M</td>
</tr>
<tr>
<td>TOTAL LIABILITIES</td>
<td>€126 M</td>
</tr>
</tbody>
</table>

### CAMPUS SURFACE AREA (IN M²)

<table>
<thead>
<tr>
<th>Campus</th>
<th>Surface Area</th>
</tr>
</thead>
<tbody>
<tr>
<td>BARCELONA-PEDRALBES CAMPUS</td>
<td>29.475</td>
</tr>
<tr>
<td>Building 1</td>
<td>9.300</td>
</tr>
<tr>
<td>Building 2</td>
<td>7.475</td>
</tr>
<tr>
<td>Building 3</td>
<td>12.700</td>
</tr>
<tr>
<td>BARCELONA-SANT CUGAT CAMPUS</td>
<td>42.576</td>
</tr>
<tr>
<td>Academic building</td>
<td>16.260</td>
</tr>
<tr>
<td>Roberto de Nobili Hall of Residence</td>
<td>5.886</td>
</tr>
<tr>
<td>ESADECREPOLIS</td>
<td>20.430</td>
</tr>
<tr>
<td>MADRID CAMPUS</td>
<td>2.500</td>
</tr>
<tr>
<td>BUENOS AIRES CAMPUS</td>
<td>1.487</td>
</tr>
</tbody>
</table>
### RESOURCES

#### Technology and innovation

<table>
<thead>
<tr>
<th>FACULTY WEBSITES</th>
<th>1,800</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of computers</td>
<td>1,400</td>
</tr>
<tr>
<td>Number of system users</td>
<td>39,400</td>
</tr>
<tr>
<td>Incidents resolved</td>
<td>6,671</td>
</tr>
</tbody>
</table>

#### Online library

<table>
<thead>
<tr>
<th>DIGITALLY-FORMATTED DOCUMENTS CONSULTED</th>
<th>148,080</th>
</tr>
</thead>
<tbody>
<tr>
<td>Books consulted or borrowed</td>
<td>14,224</td>
</tr>
<tr>
<td>New books</td>
<td>2,312</td>
</tr>
<tr>
<td>Training sessions</td>
<td>24</td>
</tr>
<tr>
<td>Publications in digital format</td>
<td>20,870</td>
</tr>
</tbody>
</table>

#### JOURNAL SUBSCRIPTIONS AND ACCESS

| Printed publications | 470 |
| Digital format | 14,500 |

#### PRIMARY NEWLY IMPLEMENTED SERVICES

- New economic-financial management system (SAP)
- New version of the e-learning platform (Moodle)
- New corporate website for mobile devices
- New intranet for faculty and PAS
- Improved system for planning and allocating teaching hours
- New system to create teaching guides

#### Academic management

<table>
<thead>
<tr>
<th>MATRICULATIONS</th>
<th>4,548</th>
</tr>
</thead>
<tbody>
<tr>
<td>Degrees and diplomas issued</td>
<td>2,720</td>
</tr>
<tr>
<td>Certificates</td>
<td>7,942</td>
</tr>
<tr>
<td>Programmes managed by the Registrar’s Office</td>
<td>61</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>SUBJECTS</th>
<th>1,401</th>
</tr>
</thead>
<tbody>
<tr>
<td>Exams</td>
<td>1,742</td>
</tr>
<tr>
<td>Classrooms (including those in Building 2)</td>
<td>88</td>
</tr>
</tbody>
</table>
ESADE training

This is the training plan launched by the Talent Management Area within the Human Resource Office and aimed at all ESADE professional groups. The goal of the plan is to improve employees’ technical knowledge, competencies and skills.

TOTAL TRAINING HOURS FOR PAS ADMINISTRATIVE AND SERVICE STAFF 10.183,50

Average number of hours per course and person 35,00
Total participants in training activities 296,00
Degrees 28,92

TRAINING HOURS BY GENDER

Women 27,13
Men 37,26

Internal communications

We have adopted an on-going improvement policy which encourages and recognises suggestions from employees to better internal processes and how work is structured. In addition, employees can access documentation on institutional policies and initiatives through various sections in our intranet. Similarly, other channels include our newsletter, communiqués, meetings, bulletin boards and screens.

Average number of training hours

<table>
<thead>
<tr>
<th>Position</th>
<th>Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>Analyst</td>
<td>19,13</td>
</tr>
<tr>
<td>Administrative assistant</td>
<td>23,66</td>
</tr>
<tr>
<td>Library assistant</td>
<td>41,17</td>
</tr>
<tr>
<td>Bookstore and copy assistant</td>
<td>5,00</td>
</tr>
<tr>
<td>Library assistant with degree</td>
<td>96,00</td>
</tr>
<tr>
<td>Research assistant</td>
<td>6,30</td>
</tr>
<tr>
<td>Researcher</td>
<td>22,67</td>
</tr>
<tr>
<td>Department head</td>
<td>5,50</td>
</tr>
<tr>
<td>1st administrative officer</td>
<td>20,72</td>
</tr>
<tr>
<td>1st auxiliary service officer</td>
<td>4,25</td>
</tr>
<tr>
<td>2nd auxiliary service officer</td>
<td>10,79</td>
</tr>
<tr>
<td>Full-time assistant professor</td>
<td>19,56</td>
</tr>
<tr>
<td>Partial 2C assistant professor</td>
<td>16,50</td>
</tr>
<tr>
<td>Full assistant professor</td>
<td>46,50</td>
</tr>
<tr>
<td>Exclusive lecturer</td>
<td>19,31</td>
</tr>
<tr>
<td>Full lecturer</td>
<td>30,94</td>
</tr>
<tr>
<td>Exclusive associate professor</td>
<td>31,50</td>
</tr>
<tr>
<td>Programmer</td>
<td>19,38</td>
</tr>
<tr>
<td>Specialist trade technician</td>
<td>6,50</td>
</tr>
<tr>
<td>Mid-level employee with degree</td>
<td>46,14</td>
</tr>
<tr>
<td>Senior-level employee with degree</td>
<td>28,92</td>
</tr>
</tbody>
</table>
Employee benefits

ESADE offers various benefits to its employees. The following are worth noting, amongst others: reduced registration fees for family members, pension plans, training, group life insurance, the E-Flex programme, shuttle service between campuses, medical check-ups, sports facilities, etc. Members of staff also receive restaurant ticket vouchers. Employees with temporary contracts or reduced work schedules can also take advantage of these benefits, excepting the pension plan which requires a minimum of two years’ employment. ESADE contributes 2.5% of employees’ gross salary to the pension plan and, depending on the institution’s profits, up to an additional 1.5%.

Collective bargaining agreement and the Staff Committee

100% of our employees are covered by the collective bargaining agreement and represented by the Staff Committee which holds weekly meetings with the Human Resources Department to discuss topics affecting staff. It also holds a quarterly meeting with Direction General. In addition, there is a Work Health and Safety Committee consisting of six members and an external delegate. The six members are chosen equally by Management and the Staff Committee.
Job and personal reconciliation

At ESADE, we respond appropriately to different situations in which reconciliation measures are needed to be able to satisfy the personal needs of individuals while still being able to provide adequate services in our units and departments. The rate of return for employees after maternity and paternity leave is 100%.

Absenteism rates

<table>
<thead>
<tr>
<th>Location</th>
<th>Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Barcelona</td>
<td>1.48%</td>
</tr>
<tr>
<td>Madrid</td>
<td>0.93%</td>
</tr>
<tr>
<td>Males</td>
<td>0.78%</td>
</tr>
<tr>
<td>Females</td>
<td>1.93%</td>
</tr>
</tbody>
</table>

There were no fatalities in work-related accidents during the 2011-2012 academic year.

Language Advisory Service

TRANSLATIONS AND CORRECTIONS

<table>
<thead>
<tr>
<th>Category</th>
<th>Quantity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total number of words revised</td>
<td>3,188,928</td>
</tr>
<tr>
<td>Total number of words translated</td>
<td>3,312,471</td>
</tr>
</tbody>
</table>

TRAINING AND CONSULTING

- Catalan courses for MBA students and PhD candidates
- Course to accredit the proficiency level for teaching and research staff (two courses)
- Translation and advisory work in relation to numerous projects, studies and reports

Policy regarding suppliers: standardisation and development

During the 2011-2012 academic year, we implemented a supplier standardisation process to improve supply chain management. The aim is to minimize costs, identify competitive advantages and control risks regarding our corporate reputation. A good relationship between our institution and the supply chain implies an improved corporate image, reduced costs, better internal management and a response to our stakeholders’ demands, increasingly committed to social and environmental concerns. In this respect, our contracts with suppliers have increasingly included specific clauses related to Corporate Social Responsibility (CSR) and the Global Compact. We feel it is extremely important to continue improving our suppliers’ relationship with and knowledge of ESADE, promoting their alignment with our institutional mission and values to guarantee a stable and beneficial relationship for all parties.
RELATIONSHIP WITH ORGANISATIONS AND COMPANIES
PRIVATE SUPPORT FOR FUNDACIÓ ESADE

During the 2011-2012 academic year, contributions from companies and ESADE alumni exceeded 4.4 million euros. This figure, more than just its economic significance, is also a clear indicator of society’s support for ESADE’s educational project. The funds donated have been targeted to strengthen two priority investment areas: on the one hand, research and teaching excellence and, on the other, talent recruitment.

“The Scholarship Programme was fundamental for me to fulfil my goal: study at ESADE.”
Madalina Botoroaga. MBA scholarship recipient

<table>
<thead>
<tr>
<th>Research and teaching excellence (74 %)</th>
<th>€3,282,004</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contributions targeted to research have enabled us to create and transfer relevant knowledge in the business and legal fields. These donations have facilitated the work of 21 research units that have been able to carry out strategic projects in key areas such as social responsibility, entrepreneurship and innovation.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Scholarship programme (14 %)</th>
<th>€608,347</th>
</tr>
</thead>
<tbody>
<tr>
<td>ESADE’s Scholarship Programme is the School’s main instrument to ensure that the most talented candidates study at ESADE, wherever they are from and regardless of their financial resources. Contributions from private companies and individuals have been used mainly to fund talent scholarships for undergraduate programmes and the Master in Legal Practice, as well as scholarships for the MSc, MBA and PhD programmes.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Endowment (12 %)</th>
<th>€544,983</th>
</tr>
</thead>
<tbody>
<tr>
<td>ESADE’s endowment fund, whose profits are solely used for strategic projects, now totals €5.81 M.</td>
<td></td>
</tr>
</tbody>
</table>

SUPPORTING ESADE’S EDUCATIONAL PROJECT MEANS HELPING TO CREATE A BETTER FUTURE.
TOTAL CONTRIBUTIONS

<table>
<thead>
<tr>
<th>Sector</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Research and teaching excellence</td>
<td>€3,282,004</td>
</tr>
<tr>
<td>Scholarship programme</td>
<td>€608,347</td>
</tr>
<tr>
<td>Endowment</td>
<td>€544,983</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>€4,4 M</strong></td>
</tr>
</tbody>
</table>

COLLABORATING COMPANIES AND FOUNDATIONS

**Contributors to ESADE’s research projects and scholarship programme**

**SENIOR PARTNERS**

Agrolimen, BBVA, ESADE Alumni, Obra Social "la Caixa", Fundación PwC, Fundación Ramón Areces, Fundación Repsol, Santander, Werfen Group

**PARTNERS**

Abertis, Banco Sabadell, Fundación Banco Sabadell, Fundación Cultural Banesto, Everis, Fundació Lluís Carulla, Gas Natural Fenosa, ICEX/Invest in Spain

**INVESTORS**

CaixaBank, Deloitte, Elecnor, Ernst&Young, Fundación Jesús Serra/Grupo Catalana Occidente, Fundación Alimentum, Fundación Caja de Ingenieros, KPMG, Nestlé España, Fundació Puig, Reig Patrimonia, Zurich España

**OTHER CONTRIBUTORS**

3M España, Apax, Banca Cívica, Barcelona Activa, Anudal, Bonduelle, Cámara de Comercio de EE.UU. en España, Capsa, Coca-Cola, Codorniu, Danone, DKV Seguros, Ficosa Internacional, Freixenet, Fundación Barcelona Comerç, Fundació Creafutur, Fundación Navegación Oceánica Barcelona, Fundación ONCE, Fundación Príncipe de Girona, Fundación Rafael del Pino, Gallina Blanca, Heineken, IBM, Kellogg’s, Manpower, Mercer, Microbank “la Caixa”, Novartis Farmacéutica, Panrico, Pascual, PepsiCo, Pescanova, RESA, Science|Business, Siemens, Telefónica, Unilever
The Assembly of Fundació ESADE Members (Assembly of Trustees) consists of individuals and organisations. The Assembly’s role is to inform and advise the Board of Trustees, the Foundation’s governing body, about the needs, demands, orientation and evolution of civil society to thus be able to better fulfil its responsibilities.

In addition to this advisory role, the Assembly of Trustees represents the most important business forum linked to the Foundation, with representatives from numerous national and international organisations. They collaborate at the institutional level with Fundació ESADE through economic contributions to promote ESADE’s strategic projects, primarily in the areas of research and talent recruitment. Currently, the Assembly includes the following members:

**INDIVIDUALS**

- Bruguera Clavero, Juan José
- Castejón Fernández, Germán
- Espiau Espiau, Manuel
- Fábregas Vidal, Pere-A.
- Gallardo Ballart, Jorge
- Guarner Muñoz, Francisco
- Iglesias Sitjes, Jaume
- Khalo Glykidis, Esteban
- Magriñà Veciana, Lluís
- Pérez Farguell, Xavier
- Soler Pujol, Joan Manuel
- Trías Sagnier, Miguel
- Vidal Arderiu, Ignasi M.

**LEGAL ENTITIES**

- Abertis
- Accenture
- Agrolimen
- Aramark
- Banco Sabadell
- BBVA
- CaixaBank
- Cámara Oficial de Comercio, Industria y Navegación de Barcelona
- Cementos Molins
- Cobega
- COMSA EMTE
- Desigual
- Danone
- Deloitte
- Endesa
- ESADE Alumni
- Esteve
- Everis
- Fluidra
- Freixenet
- Fundació CatalunyaCaixa
- Fundació Puig
- Fundación Banco Sabadell
- Fundación Damm
- Fundación Caja de Ingenieros
- Fundación Jesús Serra/Grupo Catalana Occidente
- Fundación PwC
- Fundación Repsol
- Fundación Ramón Areces
- Gas Natural Fenosa
- Grupo Mahou San Miguel
- Iberpotash
- IBM
- INCE
- ISS Facility Services
- KPMG
- "la Caixa"
- Metalogenia
- Miguel Torres
- Nestlé España
- Penteo ICT Analyst
- Reig Patrimonía
- Roca
- Santander
- Seat
- Tous
- Werfen Group

To all those who support ESADE, thank you.
ESADE PROFESSIONAL COUNCIL

- Juan Arena  
  President of Fundación SERES  
  and Chair of the ESADE Professional Council
- Maite Arango  
  Vice-President of the Board of Grupo Vip
- Anna M. Birulés  
  President of Alta Business Services
- Luis Conde  
  President of Seeliger y Conde
- Fernando Conte  
  Chairman of Orizonia Corporación
- Juan Ignacio Entrecanales  
  Vice-President of Acciona
- María Garaña  
  President of Microsoft Spain
- Ana García Fau  
  CEO of Yell Publicidad
- Cristina Garmendia  
  Partner of Ysios Capital
- Juan Lladó  
  Vice-President and CEO  
  of Grupo Técnicas Reunidas
- Iván Martén  
  Senior Partner and Managing Director of Energy Practice at Boston Consulting Group

- Vicente Moreno  
  President and CEO of Accenture Spain
- Mónica de Oriol  
  President of Seguriber-Umano
- Ignacio Polanco  
  Honorary President of the Prisa Group
- Francisco Román  
  President of Vodafone Spain
- John M. Scott  
  President of KPMG Spain
- Juan Manuel Soler  
  President of Quadis
- Juan Antonio Zufiria  
  President of IBM Spain, Portugal, Greece and Israel

Representing ESADE

- Eugenia Bieto  
  Director General
- Pedro Navarro  
  Deputy Executive Chairman ESADE Foundation Board of Trustees
- José M. de la Villa  
  Director of Institutional Relations and Secretary of the Professional Board
PROFESSIONAL BOARD OF THE LAW SCHOOL

- Abertis Infraestructuras
- Abogacía General del Estado en Barcelona
- Agencia Tributaria, Delegación en Barcelona
- AGM Abogados
- Arasa & De Miquel - Euroforo
- Baker & McKenzie Abogados
- BDO Abogados
- Clifford Chance Abogados
- Colegio de Notarios de Cataluña
- Crowe Horwath Legal y Tributario
- Cuatrecasas, Gonçalves Pereira
- DANONE, SA
- Decanato de los Registradores de la Propiedad, Mercantiles y de Bienes Muebles de Cataluña
- Deloitte Abogados y Asesores Tributarios
- Ernst & Young Abogados
- Escuela Judicial
- Font Abogados y Economistas
- Freshfields Bruckhaus Deringer LLP
- Garrigues, Abogados y Asesores Tributarios
- Gas Natural Fenosa
- Gómez-Acebo & Pombo Abogados, SLP
- Iberdrola, SA
- Inspección de Trabajo y Seguridad Social
- Jausas
- KPMG Abogados
- "la Caixa"
- Mango
- Manubens & Asociados Abogados
- Pedrosa Lagos
- PepsiCo Europa
- Pérez-Llorca
- PricewaterhouseCoopers Tax & Legal Services
- Puig, SL
- Punto Fa, SL
- RCD Tax and Legal Consultants
- Roca Junyent
- Sara Lee
- Barcelona Arbitration Tribunal
- Uría Menéndez
- Vialegis Dutilh
COMMUNICATION AND PUBLICATIONS

100% Scholarships
100% of the profits from ESADE SHOP are devoted to increasing the funds of the ESADE Scholarships Programme. THANK YOU!
ESADE IS AN ACADEMIC INSTITUTION, WHICH FOCUSES ON THREE MAIN AREAS OF ACTIVITY: TEACHING, RESEARCH AND DEBATE. THE RESULT OF EACH OF THESE AREAS OF ACTIVITY HAS A SIGNIFICANT SOCIAL IMPACT.

**ESADE COMMUNICATION**

ESADE’s prestigious professors and experts that carry out part of their activity in the numerous research units dedicated to the development and dissemination of knowledge in areas relevant to the business world, the public sector, the field of law and civil society. This work results in a considerable presence in the national and international media, as well as publications, magazines, studies, books and a broad range of webs and online resources that provide information on the diversity of the research activity undertaken by ESADE faculty.

**PRESENCE IN THE MEDIA 2011-2012**

As a result of its commitment to the dissemination of knowledge, ESADE has always maintained a solid relationship with the media and in recent years has increased its presence in national and international information platforms.

**NATIONAL PRESS**

<table>
<thead>
<tr>
<th>Media Type</th>
<th>2011-2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>National press</td>
<td>7,222</td>
</tr>
<tr>
<td>Op-ed articles</td>
<td>891</td>
</tr>
<tr>
<td>TV</td>
<td>560</td>
</tr>
<tr>
<td>Radio</td>
<td>750</td>
</tr>
</tbody>
</table>

**Evolution of ESADE’s presence in national media**

<table>
<thead>
<tr>
<th>Year</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>2008-2009</td>
<td>4,126</td>
</tr>
<tr>
<td>2009-2010</td>
<td>4,782</td>
</tr>
<tr>
<td>2010-2011</td>
<td>5,345</td>
</tr>
<tr>
<td>2011-2012</td>
<td>7,222</td>
</tr>
</tbody>
</table>

**Evolution of op-ed pieces appearing in national media**

<table>
<thead>
<tr>
<th>Year</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>2008-2009</td>
<td>419</td>
</tr>
<tr>
<td>2009-2010</td>
<td>416</td>
</tr>
<tr>
<td>2010-2011</td>
<td>613</td>
</tr>
<tr>
<td>2011-2012</td>
<td>891</td>
</tr>
</tbody>
</table>
INTERNATIONAL MEDIA

ESADE’s presence in the international media has grown notably this past academic year, growing by over 400% in reference publications compared to the previous year. ESADE has increased its presence in leading media such as *The Financial Times*, *International Herald Tribune*, *The Wall Street Journal* and *América Economía*, amongst others.

ACADEMIC BOOKS AND PUBLICATIONS

Academic publications have undergone a considerable increase over the last year, with a notable growth in the number of books and book chapters, research articles, contributions to academic conference proceedings, working papers, etc.
The aim of the reports and studies undertaken by ESADE researchers and faculty members is to spread the knowledge created at the institution.

Informe económico

Developed by members of the Department of Economics, it presents biannually analyses and perspectives on economics.

Informe OHEME

OHEME Informe, a report prepared in collaboration with Fundación BBVA and PWC, analysing the future challenges faced by Spanish multinationals.

Libro Blanco de la Iniciativa Emprendedora en España

This white paper analyses the current state of entrepreneurial initiative in Spain and identifies the key factors to encourage and stimulate this spirit.

Observatorio de Marcas Valiosas de Gran Consumo

Prepared by the ESADE Brand Institute, this report analyses the strategies adopted by leading brands and recent consumer trends.

Diana ESADE

A study that measures the mean deviation of the main institutions that undertake Gross Domestic Product (GDP) predictions for the Spanish economy.
ESADE sustains its growing activity in online communication media and is committed to communicating through new online platforms to transmit the knowledge created by our institution.

**ESADE Blogs**

The ESADE Blogs project was created to give our experts a greater voice, letting them express their opinions on current events as well as the latest developments in their respective areas of expertise. The groups blog on different themes, including leadership, the global economy and geopolitics, law, social innovation, entrepreneurship, innovation, knowledge management, and development cooperation, amongst others.

**New mobile web**

This new interface is based on HTML5 and allows users to quickly and efficiently access information on ESADE programmes through search engines as well as accessing the Admissions Office directly for any online consultations.

**ESADE Creates Opinion**

This new online space lets users stay up to date with the opinions of ESADE’s experts. The platform provides online access to op-ed articles published by ESADE faculty members and incorporates an advanced search engine by area of expertise. It also enables users to connect directly to their favourite social networks.

**ESADEShop**

ESADEShop was created as a means to further build the ESADE brand through merchandising. It also aims to let all members of the ESADE community share in our institution’s intrinsic values and encourage a sense of belonging. In addition, the project has a social dimension, namely, helping talented young students to be able to study at our institution. 100% of all benefits from ESADEShop sales are used exclusively to increase our scholarship fund and, in turn, inspiring futures.
ESADE maintains a transparent, dynamic and engaged presence in social networks, with an ample following in the leading platforms such as Facebook, LinkedIn and Twitter. ESADE was recently ranked 2nd in Spain for social media actions by the analytics group, Alianzo.

**ESADE is present on**

<table>
<thead>
<tr>
<th>FACEBOOK</th>
<th>YOUTUBE</th>
</tr>
</thead>
<tbody>
<tr>
<td>• ESADE</td>
<td>JT</td>
</tr>
<tr>
<td>• The ESADE MBA</td>
<td></td>
</tr>
<tr>
<td>• Executive Education</td>
<td></td>
</tr>
<tr>
<td>• Degrees</td>
<td></td>
</tr>
<tr>
<td>• MSc Programmes in Management</td>
<td></td>
</tr>
<tr>
<td>• Masters in Law</td>
<td></td>
</tr>
<tr>
<td>• Executive Masters</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>TWITTER</th>
<th>GOOGLE PLUS</th>
</tr>
</thead>
<tbody>
<tr>
<td>• ESADE</td>
<td></td>
</tr>
<tr>
<td>• The ESADE MBA</td>
<td></td>
</tr>
<tr>
<td>• Executive Education</td>
<td></td>
</tr>
<tr>
<td>• MSc Programmes in Management</td>
<td></td>
</tr>
<tr>
<td>• Masters in Law</td>
<td></td>
</tr>
<tr>
<td>• Degrees</td>
<td></td>
</tr>
<tr>
<td>• EESADE News</td>
<td></td>
</tr>
<tr>
<td>• Prensa ESADE</td>
<td></td>
</tr>
<tr>
<td>• ESADEgeo</td>
<td></td>
</tr>
<tr>
<td>• ESADECREAPOLIS</td>
<td></td>
</tr>
<tr>
<td>• ESADE Institute for Social Innovation</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>LINKEDIN</th>
<th>PINTEREST</th>
</tr>
</thead>
<tbody>
<tr>
<td>• ESADE</td>
<td></td>
</tr>
<tr>
<td>• Executive Education</td>
<td></td>
</tr>
<tr>
<td>• ESADE Alumni</td>
<td></td>
</tr>
<tr>
<td>• ESADE MBA</td>
<td></td>
</tr>
<tr>
<td>• NEW: ESADE MSc</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>TUENTI</th>
<th>FOUR SQUARE</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>BLOCS</th>
<th>FLICKR</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Eugenia’s Bieto blog</td>
<td></td>
</tr>
<tr>
<td>• The Law School blog</td>
<td></td>
</tr>
<tr>
<td>• Javier Solana’s blog</td>
<td></td>
</tr>
<tr>
<td>• Pablo Triana’s finance blog</td>
<td></td>
</tr>
<tr>
<td>• The Institute for Social Innovation blog</td>
<td></td>
</tr>
<tr>
<td>• The University Development Service blog</td>
<td></td>
</tr>
<tr>
<td>• The Institute for Innovation and Knowledge blog</td>
<td></td>
</tr>
<tr>
<td>• The Executive Language Center blog</td>
<td></td>
</tr>
<tr>
<td>• ESADE MBA blog</td>
<td></td>
</tr>
</tbody>
</table>
We have prepared this annual report within the framework of the Global Reporting Initiative (GRI) and its guidelines, representing a further step in ESADE’s transparency and accountability. GRI aims to contribute to a global and sustainable economy in which organisations manage their economic, environmental, social and governance performance as well as their impact responsibly and with a clear reporting structure. Applying this reporting standard internationally allows us to improve our management systems and establish goals and objectives, as well as define performance indicators and improve how we measure their impact on our institution and on society.

**Stakeholders**

Including stakeholders is one of the GRI principles we used to define the content of this report. During the 2011-2012 academic year we held numerous meetings with our primary stakeholders, creating opportunities for dialogue to inform them about the ESADE Master Plan for Social Responsibility (E-CSR) and to hear their proposals. In the first stage, we presented this plan to:

- Fundació ESADE Board of Trustees
- Executive Committee
- Advisory Board
- Academic and Corporate Unit executives

Our objective for the 2012-2013 academic year is to continue with these meetings and open a dialogue with different members of our community (faculty, staff, students from the different programmes, ESADE alumni, etc.). Our aim is to listen to their needs and expectations, as well as their ideas, suggestions and contributions to move forward on our aim to become an increasingly sustainable and socially responsible academic institution. We also foresee creating internal and external E-CSR committees to work and advise on how to fulfil this aspiration.
Decision-making process

After presenting the E-CSR Master Plan, we decided to go one step further in improving our transparency and accountability, adopting the GRI international standard. For this, we held meetings with different representatives from the academic and corporate units directly affected by this, presenting them with our proposal and ensuring their unanimous commitment moving forward with this transversal initiative. In light of this, the management team decided to apply the “C” level of GRI reporting. We then chose priority aspects for the institution, defined indicators along with those responsible for them.

Definition of the annual report’s content

To determine which content we would include in our annual report, we considered our mission, vision and Declaration of Values, along with the specific areas related to our mission (training, research and social debate), our strategy (globalisation, innovation, economic sustainability and organisational culture), the specific interests of our stakeholders, and the basic requirements or factors demanded of an academic institution at the international level.

Defining the areas and indicators included in this annual report is the result of work carried out for past annual reports though enhanced with input from the E-CSR Master Plan and contributions from the different stakeholders. In addition, we have also taken into account the Global Compact’s 10 principles. To date, ESADE has completed the Global Compact’s annual progress reports, and was awarded the GC Advanced level by Global Compact in the last edition. In preparing this annual report according to GRI standards, we directly include the content of these progress reports. Despite the volume of data our institution generates, we applied the principle of materiality, including all relevant issues in terms of their social, environmental and economic impact.

We also applied the principle of completeness, ensuring that all the information contained in our annual report details every significant action and initiative carried out during the academic year in question while including all relevant information. As regards content quality, we have applied the principles of balance, comparability, accuracy, timeliness, clarity and reliability as described in GRI protocols.
## ANNEX 2 - GRI: BASIC CONTENT AND INDICATORS

### Basic content

<table>
<thead>
<tr>
<th>PROFILE</th>
<th>COVERAGE</th>
<th>PAGE / RESPONSE</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. STRATEGY AND ANALYSIS</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.1 Statement from the organisation’s senior decision-maker</td>
<td>Total</td>
<td>5</td>
</tr>
<tr>
<td>2. ORGANISATIONAL PROFILE</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.1 Organisation’s name</td>
<td>Total</td>
<td>Front cover</td>
</tr>
<tr>
<td>2.2 Primary brands, products and/or services</td>
<td>Total</td>
<td>21</td>
</tr>
<tr>
<td>2.3 Organisation’s operational structure</td>
<td>Total</td>
<td>62</td>
</tr>
<tr>
<td>2.4 Location of organisation’s headquarters</td>
<td>Total</td>
<td>8</td>
</tr>
<tr>
<td>2.5 Number of countries in which the organisation operates and carries out significant activity</td>
<td>Total</td>
<td>8</td>
</tr>
<tr>
<td>2.6 Nature of ownership and legal form</td>
<td>Total</td>
<td>62</td>
</tr>
<tr>
<td>2.7 Markets served (including geographic breakdown, sectors served and types of customers/beneficiaries)</td>
<td>Total</td>
<td>23-25</td>
</tr>
<tr>
<td>2.8 Reporting organisation’s scale (number of employees, net income, etc.)</td>
<td>Total</td>
<td>8, 59, 64-65</td>
</tr>
<tr>
<td>2.9 Significant changes during the reporting period (location, share capital, etc.)</td>
<td>Total</td>
<td>No significant changes</td>
</tr>
<tr>
<td>2.10 Awards and distinctions received during the reporting period</td>
<td>Total</td>
<td>9</td>
</tr>
</tbody>
</table>
### 3. ANNUAL REPORT PARAMETERS

<table>
<thead>
<tr>
<th>Profile</th>
<th>Coverage</th>
<th>Page / Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.1 Reporting period for the content detailed in the annual report</td>
<td>Total</td>
<td>Front cover</td>
</tr>
<tr>
<td>3.2 Date of the most recent previous report</td>
<td>Total</td>
<td>2010-2011</td>
</tr>
<tr>
<td>3.3 Reporting cycle</td>
<td>Total</td>
<td>Annual</td>
</tr>
<tr>
<td>3.4 Contact point for questions regarding the report or its content</td>
<td>Total</td>
<td>Back cover</td>
</tr>
<tr>
<td>3.5 Process to define annual report content</td>
<td>Total</td>
<td>Annex 1</td>
</tr>
<tr>
<td>3.6 Boundary of the annual report</td>
<td>Total</td>
<td>Annex 1</td>
</tr>
<tr>
<td>3.7 Specific limitations on report scope or boundary</td>
<td>Total</td>
<td>Annex 1</td>
</tr>
<tr>
<td>3.8 Basis for reporting on any joint ventures, subsidiaries, etc.,</td>
<td>Total</td>
<td>Not applicable</td>
</tr>
<tr>
<td>which may have a significant effect on the comparability between</td>
<td></td>
<td></td>
</tr>
<tr>
<td>periods and/or organisations</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3.10 Description of any re-statements of information presented in</td>
<td>Not</td>
<td>Not applicable</td>
</tr>
<tr>
<td>previous reports</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3.11 Significant changes from previous reporting periods in terms of</td>
<td>Not</td>
<td>Not applicable</td>
</tr>
<tr>
<td>annual report scope, boundary or measurement methods</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3.12 Table identifying the location of the annual report’s basic</td>
<td>Total</td>
<td>Annex 2</td>
</tr>
<tr>
<td>content</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### GRI CONTENT INDEX

- Table identifying the location of the annual report’s basic content
## 4. GOVERNANCE, COMMITMENT AND STAKEHOLDER ENGAGEMENT

<table>
<thead>
<tr>
<th>PROFILE</th>
<th>COVERAGE</th>
<th>PAGE / RESPONSE</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.1 Organisation’s governance structure</td>
<td>Total</td>
<td>62, 73</td>
</tr>
<tr>
<td>4.2 Indicate if the Chair of the highest governance body is also an executive officer and, if so, their function within the organisation’s management</td>
<td>Total</td>
<td>62</td>
</tr>
<tr>
<td>4.3 Number of members in the highest governing body</td>
<td>Total</td>
<td>62</td>
</tr>
<tr>
<td>4.4 Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body</td>
<td>Total</td>
<td>62, 67</td>
</tr>
<tr>
<td>4.8 Internally developed statements of mission or values, codes of conduct and principles regarding economic, environmental and social performance and the status of their implementation</td>
<td>Total</td>
<td>11-15</td>
</tr>
</tbody>
</table>

### COMMITMENTS TO EXTERNAL INITIATIVE

<table>
<thead>
<tr>
<th>PROFILE</th>
<th>COVERAGE</th>
<th>PAGE / RESPONSE</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.12 Externally developed economic, environmental or social principles or programmes as well as any other initiative to which the organisation subscribes or endorses</td>
<td>Total</td>
<td>16-19, 56</td>
</tr>
<tr>
<td>4.13 Primary associations to which the organisation belongs and/or national and international bodies which the organisation supports</td>
<td>Total</td>
<td>39, 47</td>
</tr>
</tbody>
</table>

### STAKEHOLDER ENGAGEMENT

<table>
<thead>
<tr>
<th>PROFILE</th>
<th>COVERAGE</th>
<th>PAGE / RESPONSE</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.14 List of the organisation’s key stakeholders</td>
<td>Total</td>
<td>Annex 1</td>
</tr>
<tr>
<td>4.15 Procedure to identify and select the organisation’s stakeholders</td>
<td>Total</td>
<td>Annex 1</td>
</tr>
</tbody>
</table>
### Indicators

<table>
<thead>
<tr>
<th>PROFILE</th>
<th>COVERAGE</th>
<th>PAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ECONOMIC PERFORMANCE INDICATORS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>EC 1</td>
<td>Direct economic value generated and distributed, including revenue, operating costs, employee salaries, donations and other investments in the community, retained earnings and payments to capital providers and governments</td>
<td>Total</td>
</tr>
<tr>
<td>EC 3</td>
<td>Coverage of the organisation’s defined benefit plan obligations</td>
<td>Partial</td>
</tr>
<tr>
<td><strong>ENVIRONMENTAL PERFORMANCE INDICATORS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>EN 1</td>
<td>Materials used by weight or volume</td>
<td>Total</td>
</tr>
<tr>
<td>EN 4</td>
<td>Indirect energy consumption by primary energy sources</td>
<td>Partial</td>
</tr>
<tr>
<td>EN 5</td>
<td>Energy saved due to conservation and efficiency improvements</td>
<td>Partial</td>
</tr>
<tr>
<td>EN 8</td>
<td>Total water consumption by source</td>
<td>Total</td>
</tr>
<tr>
<td>EN10</td>
<td>Percentage and total volume of water recycled and reused</td>
<td>Partial</td>
</tr>
</tbody>
</table>
### SOCIAL PERFORMANCE INDICATORS

<table>
<thead>
<tr>
<th>PROFILE</th>
<th>COVERAGE</th>
<th>PAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>LA 1</td>
<td>Total workforce by employment type, employment contract, region and gender</td>
<td>Total</td>
</tr>
<tr>
<td>LA 3</td>
<td>Benefits provided to full-time employees that are not provided to temporary or part-time employees, detailed by significant locations of operation</td>
<td>Total</td>
</tr>
<tr>
<td>LA 15</td>
<td>Return to work and retention rates after maternity or paternity leave, detailed by gender</td>
<td>Total</td>
</tr>
<tr>
<td>LA 4</td>
<td>Percentage of employees covered by collective bargaining agreements</td>
<td>Total</td>
</tr>
<tr>
<td>LA 6</td>
<td>Percentage of total workforce represented in formal joint management-worker health and safety committees created to help monitor and advise on occupational health and safety programmes</td>
<td>Total</td>
</tr>
<tr>
<td>LA 7</td>
<td>Rates of absenteeism, occupational illnesses, days lost and number of work-related fatalities, by region and gender</td>
<td>Total</td>
</tr>
<tr>
<td>LA 10</td>
<td>Average hours of training per year, per employee and per employee category</td>
<td>Total</td>
</tr>
<tr>
<td>LA13</td>
<td>Governing bodies and workforce, detailed by gender, age group, minority group membership and other diversity indicators</td>
<td>Total</td>
</tr>
<tr>
<td>SO1</td>
<td>Percentage of operations with implemented development programmes, impact assessments and local community participation</td>
<td>Total</td>
</tr>
<tr>
<td>PR5</td>
<td>Practices related to customer satisfaction, including client satisfaction survey results</td>
<td>Partial</td>
</tr>
</tbody>
</table>
ANNEX 3 - GRI: CERTIFICATE

Statement
GRI Application Level Check

GRI hereby states that ESADE Foundation has presented its report “Annual Report 2011-2012” to GRI’s Report Services which have concluded that the report fulfills the requirement of Application Level C.

GRI Application Levels communicate the extent to which the content of the G3.1 Guidelines has been used in the submitted sustainability reporting. The Check confirms that the required set and number of disclosures for that Application Level have been included in the reporting and that the GRI Content Index demonstrates a valid representation of the required disclosures, as described in the GRI G3.1 Guidelines.

Application Levels do not provide an opinion on the sustainability performance of the reporter nor the quality of the information in the report.

Amsterdam, 19 December 2012

Nelma Arbez
Deputy Chief Executive
Global Reporting Initiative

The Global Reporting Initiative (GRI) is a network-based organisation that has pioneered the development of the world’s most widely used sustainability reporting framework and is committed to its continuous improvement and application worldwide. The GRI Guidelines set out the principles and indicators that organisations can use to measure and report their economic, environmental, and social performance. www.globalreporting.org

Disclaimer: Where the relevant sustainability reporting includes external links, including to audio-visual material, this statement only concerns material submitted to GRI at the time of the Check on 14 December 2012. GRI explicitly excludes the statement being applied to any later changes to such material.
# ANNEX 4 - UNITED NATIONS GLOBAL COMPACT PRINCIPLES

<table>
<thead>
<tr>
<th>PRINCIPLES</th>
<th>RELATED POINTS IN THE ANNUAL REPORT</th>
<th>PAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Companies should support and respect the protection of internationally proclaimed human rights within their sphere of influence.</td>
<td>Employee access to training - ESADE Training</td>
<td>67</td>
</tr>
<tr>
<td></td>
<td>Orientation plan</td>
<td>68</td>
</tr>
<tr>
<td></td>
<td>Mission and vision</td>
<td>11</td>
</tr>
<tr>
<td></td>
<td>Values</td>
<td>11</td>
</tr>
<tr>
<td></td>
<td>ESADE’s SR Plan</td>
<td>14-15</td>
</tr>
<tr>
<td></td>
<td>Student solidarity programmes (Momentum, Alumni Giving Back, SUD, etc.)</td>
<td>18-19, 56</td>
</tr>
<tr>
<td>2. Businesses should make sure that they are not complicit in human rights abuses.</td>
<td>Supplier certification and supplier policy developed</td>
<td>69</td>
</tr>
<tr>
<td>3. Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.</td>
<td>Staff Committee</td>
<td>68</td>
</tr>
<tr>
<td></td>
<td>Dialogues with Management Programme</td>
<td>68</td>
</tr>
<tr>
<td></td>
<td>Internal communications (different channels)</td>
<td>67</td>
</tr>
<tr>
<td>4. Businesses should support the elimination of all forms of forced and compulsory labour.</td>
<td>Reconciliation/balance</td>
<td>69</td>
</tr>
<tr>
<td></td>
<td>Social benefits</td>
<td>68</td>
</tr>
<tr>
<td>5. Businesses should support the effective abolition of child labour.</td>
<td>Given the institution’s type of activity, child labour is not a risk. By subscribing to the Global Compact’s 10 Principles, ESADE is clearly committed to the eradication of child labour.</td>
<td></td>
</tr>
<tr>
<td>6. Businesses should support the elimination of discrimination with respect to employment and occupation.</td>
<td>Equal opportunities</td>
<td>13</td>
</tr>
<tr>
<td></td>
<td>Statement on diversity</td>
<td>13</td>
</tr>
<tr>
<td></td>
<td>DisCert certificate awarded</td>
<td>18</td>
</tr>
<tr>
<td>7. Businesses should support a precautionary approach to environmental challenges.</td>
<td>World Community Grid project</td>
<td>16</td>
</tr>
<tr>
<td></td>
<td>Energy saving and improved efficiency initiatives</td>
<td>17</td>
</tr>
<tr>
<td>PRINCIPLES</td>
<td>RELATED POINTS IN THE ANNUAL REPORT</td>
<td>PAGE</td>
</tr>
<tr>
<td>---------------------------------------------------------------------------</td>
<td>------------------------------------------------------------------------------------------------------</td>
<td>------</td>
</tr>
</tbody>
</table>
| 8. Businesses should undertake initiatives to promote greater environmental responsibility. | - ESADE Green Rules campaign  
- Measurements on changes in energy consumption                                                   | 16   |
| 9. Businesses should encourage the development and diffusion of environmentally-friendly technologies. | - Technological platforms developed to encourage online and network-based work  
- Reduced paper consumption for academic activities  
- Research, training and knowledge-sharing by the Institute for Social Innovation | 66   |
| 10. Businesses should work against corruption in all its forms, including extortion and bribery.   | By adhering to the Global Compact's 10 principles, ESADE demonstrates its express and public rejection of corruption and extortion. | 29   |
ACKNOWLEDGMENTS

The team responsible for co-ordinating and publishing this Annual Report expresses its gratitude and appreciation to all those who have lent their support and collaboration towards making this project a reality. This Annual Report has been drafted with the greatest care and rigour. Please send comments or suggestions for improvement to enrique.lopez@esade.edu

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inspiring futures

Through education, research and social debate, ESADE aims to continue inspiring futures and training individuals in order for them to go on to become competent professionals in Management and Law, as well as socially responsible citizens.

Inspiring futures through values: acting with personal integrity, high professional standards and social responsibility.

At ESADE, we don’t intend being the best school in the world; we want to be one of the best schools for the world.