Annual Report
2016
Acts as a catalyst to enhance excellence in management education and development globally
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MESSAGE FROM THE PRESIDENT AND DIRECTOR GENERAL

Dear EFMD member,

Where to start; what to say? This has indeed been another successful and strong year for EFMD and our international network. And yet we watch the US election results, Brexit, continuing conflict in the Middle East, country-specific issues in Europe, Latin America, Africa and Asia, corporate scandals, so-called “post-truth”, a move back towards nationalism and a growing distrust of globalisation.

For those of us of a certain age, looking back at 2016, it is hard to think of a more turbulent year since the 1940s.

EFMD is a network of business schools, companies and educators. We should be aware that, as such, we stand in the front line. We must stand tall for the liberal values we bring to society and people, they are of vital importance. Education has, and always will have, the ability to change people’s lives; and companies all over the world have the ability to be successful and profitable but, most importantly, to be role models in society and a force for good. The stakeholders and communities we serve are varied and they must be at the forefront of our contribution to a wider mission of inclusion, kindness and prosperity.

EFMD was founded 45 years ago in, admittedly, perhaps a more optimistic era but one that was equally troubled in its own way. Since then, EFMD has striven to bring academia and business closer together and we shall continue with this endeavour long into the future. We are one of the most important networks in global management education and development with close to 900 members across 88 countries. The combined contribution of all of us to world GDP must be well over €100 billion and our reach through staff, alumni and students is well over 10 million people.

We are a powerful and influential network but, at our core, is a community that is open, generous, engaging, sharing and kind. We must continue to pursue our goals, mission and vision and make our voice stand out on the impact and value we bring to society across so many levels. Almost all of the problems facing the world can be linked back to poor governance, poor management and poor leadership. The role we play in educating future generations, developing people for a changing world, and leading research and knowledge creation into the grand challenges of the 21st century is of the utmost importance and EFMD will continue to provide the global platform that gives our community the opportunity to develop, grow and prosper.

We thank all of our members for your continued support and trust in the work of EFMD and hope that this Annual Report clearly reflects and showcases the vibrancy, spirit and friendships across our international network.

Alain Dominique Perrin
President, EFMD

Professor Eric Cornuel
Director General & CEO, EFMD
Expanded EFMD activity in Cuba
EFMD gained two new EU grants: a three-year project to support the internationalisation of universities in Cuba and Panama and a project to support entrepreneurship education.

EQUIS continued to widen its circle of top schools and added a new country to its portfolio: United Arab Emirates.

Four new CLIP Accreditations
CLIP accredited four new companies from Indonesia, Morocco, Portugal and Russia.

The first Annual Job Fair for PhD Candidates in business and management attracted 50 schools that sent recruiters and students to assess career opportunities in teaching and research.

The EFMD Annual Conference attracted a record number of 460 participants for a highly successful event at LUISS Business School in Rome, Italy.

Global Focus ‘Engaging Place to Work’ special supplement.
The first special supplement on an “Engaging Place to Work” provided analyses on how to boost sustainable employee engagement.
New Special Interest Groups on Digital Age Learning and Transparent Talent Markets attracted 20 companies.

EU Co-operation
Alongside a network of country experts, EFMD helped the European Commission to review national reforms at all levels of education in EU Member States.

The EFMD Case Writing Competition achieved a new record with over 362 submissions in 17 categories.

EPAS expanded internationally, awarding the first programmes in five new countries: Canada, Colombia, Estonia, Republic of Korea and Spain.

The Gender Gap in European Business School: a Leadership Perspective
A research project, initiated by EFMD and EQUAL, examined why men continue to overtake women on the academic career ladder. The results show the lack of faculty gender diversity is a problem for both the quality of education and the reputation of schools.

Africa: The Management Education Challenge by Howard Thomas
Publication of the first of two volumes, sponsored by EFMD and GMAC, aimed at understanding and examining the challenges involved in the important growth of management education across the African continent.
In 2016, EFMD Quality Services (QS) consolidated its portfolio activities, offering schools four different quality improvement processes – EQUIS, EPAS, EDAF and the newly launched EOCCS (Online Course Certification System) with the last two run under the EFMD Global Network umbrella.

The Quality Services Annual Meeting, held with the 2016 EFMD Conference for Deans and Directors General in Budapest on 25 January, updated members on the current status of EQUIS and EPAS. In 2016, the Advisory Service for the EQUIS and EPAS systems became fully operational, providing support to schools in their pursuit of EFMD accreditations. The Advisory Service is mandatory for initial accreditation cases and will be optional at a later stage for three-year accredited institutions pursuing re-accreditation. Advisors are drawn from the EFMD network and provide guidance to schools in managing the accreditation process more effectively, as well as, addressing development shortfalls prior to proceeding with an accreditation and helping to produce accreditation documents with increased clarity.

A wide range of events designed to offer business schools and other stakeholders complete information on EFMD accreditation systems brought together more than 250 participants in the course of 2016:

• One-day EQUIS and EPAS Introductory Accreditation Seminars targeted at institutions considering applying for accreditation and providing an overview of the key stages of the process - with the main focus on the application phase:
  • in Paris, 23 – 25 May 2016, hosted by Université Paris-Dauphine, France
  • in Hong Kong, 21 – 23 November 2016, hosted by the College of Business at City University Hong Kong, China

• Two-day EQUIS or EPAS Advanced Accreditation Seminars (familiar to EFMD members as XXL Accreditation Seminars) designed to provide in-depth guidance on how to complete the different stages of the accreditation processes - with the focus on self-assessment, peer review and post-accreditation phases. Three sessions were held in 2016 at EFMD offices:
  • on EQUIS, 14 – 15 April 2016
  • on EPAS, 18 – 19 April 2016
  • on EQUIS, 12 – 13 October 2016
• Quality Services Information Sessions and half-day seminars:
  • QS Introductory Seminar at the 2016 EFMD MENA Conference, hosted by the American University in Cairo, Egypt
  • Quality Improvement Workshop, 25 May 2016, hosted by the School of Management at Universidad de Los Andes in Bogotá, Colombia
  • Workshop on Market Trends, Quality and Accreditations, 18 October 2016, hosted by the Antai College of Economics and Management, Shanghai Jiao Tong University in Shanghai, China
  • Workshop on Market Trends, Quality and Accreditations, 24 – 25 October 2016, hosted by the Faculty of Economics, University of Rijeka in Rovinj, Croatia

• QS Introductory Seminar at the joint GBSN and EFMD Africa Conference, 2 November 2016, hosted by the Ghana Institute of Management and Public Administration (GIMPA) in Accra, Ghana
• QS Introductory Seminar at the EFMD Global Network Americas Conference, 4 November 2016, hosted by IAE Business School in Buenos Aires, Argentina
• Workshop on Mentoring and Accreditation for African Business Schools, 11 November 2016, hosted by Groupe ISM in Dakar, Senegal

In January 2016, David Asch and Ulrich Hommel were appointed QS Directors. During the year three new Associate Directors joined the QS Team: Susan Hart (EQUIS), Alfons Sauquet (EQUIS) and Jens Petter Tøndel (EPAS). At the end of September, Christian Delporte stepped down as Associate Director though he remains involved in some Quality Services projects.
EQUIS organised 48 Peer Review Visits during 2016. Three schools completed the Special Re-accreditation process and 14 aimed to receive initial EQUIS accreditation.

The EQUIS Committee, during its meetings in June and November 2016, declared five schools eligible to enter the EQUIS process. The new schools are from China, France, Hungary and Oman. With the implementation of the Advisory Service in 2016, schools are working extensively with advisors to submit more comprehensive and clear datasheets to the EQUIS Committee to increase the chances of a successful outcome at the eligibility stage.

The EQUIS Accreditation Boards of 12 April, 15 June and 13 December 2016, granted EQUIS accreditation to 9 new schools and renewed the accreditation of 30 schools. By the end of 2016, 167 business schools in 41 different countries were EQUIS accredited, of which 46% are located outside Europe in 23 different countries.

EQUIS NEWLY ACCREDITED SCHOOLS

- Université de Liège - HEC Management School, Belgium
- Business School, Beijing Normal University, China
- Economics and Management School, Wuhan University, China
- Burgundy School of Business, Groupe ESC Dijon Bourgogne, France
- Ecole de Management de Normandie, France
- ESSCA - Ecole de Management, France
- Indian Institute of Management Calcutta (IIMC), India
- Católica Porto Business School, Universidade Católica Portuguesa, Portugal
- College of Business Administration, Abu Dhabi University, United Arab Emirates

“We are delighted and honoured to receive the five-year accreditation... It is a recognition for the quality of our school and the dedication and achievements by our faculty, staff and students. We plan to continue using the EFMD platform and network to further enhance our international outreach and collaboration. As the leading business school in Taiwan, we take the responsibility of advancing innovation in business education to prepare future business leaders to succeed in the competitive global economy”

Kwei Tang, Dean College of Commerce, National Chengchi University, Chinese Taipei
The EPAS Team organised 24 Peer Review Visits in 2016 and a total of 30 programmes were reviewed, of which 11 were new programmes; the remaining programmes were re-accreditations.

The EPAS Committee considered new applications from 11 institutions and granted eligibility to 10 institutions representing 12 programmes.

The recent implementation of the new Advisory Service by EFMD Quality Services will provide institutions with guided support as they prepare their application and go through the accreditation process.

The EPAS Accreditation Board met three times in 2016 and examined 30 programmes from 23 institutions. The Board renewed EPAS accreditation for 13 programmes and granted initial accreditation to 11 new programmes from 9 institutions. Five new countries (Canada, Colombia, Estonia, Korea and Spain) were added to the EPAS portfolio in 2016 confirming its steady growth outside Europe.

By the end of 2016, there were 103 programmes from 75 institutions in 35 countries accredited by EPAS.

**EPAS NEWLY ACCREDITED PROGRAMMES**

**Graduate School of Business and Law, College of Business, RMIT University, Australia**
- Executive MBA

**Faculty of Management, Laurentian University, Canada**
- Bachelor of Commerce in Sports Administration (Bcom-SPAD)
- Bachelor of Business Administration (BBA on-campus only)

**International School of Economic and Administrative Sciences, Universidad de la Sabana, Colombia**
- Bachelor of Business Administration (BBA) and Bachelor of International Business (BIB) Programme Set

**Estonian Business School, Estonia**
- International BBA Programme

**EDC Paris Business School, France**
- Master in Management (Grande Ecole Programme)

**Ajou University School of Business, Korea (Republic of)**
- Bachelor Degree Programme in Business Administration

**ESIC Business and Marketing School, Spain**
- International MBA (IMBA)
- Master in Marketing Management (MiM)

**Bristol Business School, Faculty of Business and Law, University of the West of England, United Kingdom**
- BA (Hons) International Business

**Faculty of Business, Oxford Brookes University, United Kingdom**
- MBA Programme

“We are proud of maintaining our EPAS accreditation, rewarding the increasing level of internationalisation of MIRM editions and strengthening our partnerships with the European insurance market leaders.”

Vladimir Nanut, Dean of MIB Trieste School of Management, Italy
EFMD enables members to connect with peers in a trusted environment. Members choose to become part of the wider Community of Corporate Learning professionals as a source and continuous flow of information on corporate learning and development.

Last year (2016) was a strong year for Corporate Services, with high levels of interest and engagement in CLIP and the Special Interest Groups. The topics aim to support corporate members in their search for mechanisms to successfully enhance organisational transformation in times of external disruption as well as to explore the opportunities that digitalisation offers to the way people work and learn.

Corporate Learning Improvement Process (CLIP) and Sharing Best Practice (SBP) Workshops

CLIP Steering Committee
23 March
Hosted by Mazars, Paris, France
A roundtable session was organised on “Driving new insights on human capital through big data analytics” with guest speakers from LinkedIn and Lynda.com.

Sharing Best Practice CLIP Workshop
24 March
Hosted by Mazars, Paris, France
Theme: “Future-proofing our organisations through innovative executive engagement”.
In addition to the Mazars team, speakers from IMD, UBS and BP contributed to a very successful workshop that concluded with a “design thinking” session on the future setup of L&D functions.

CLIP Steering Committee
29 September
Hosted by IMD, Lausanne, Switzerland
During the roundtable, Professor Arturo Bris, Director of the IMD World Competitiveness Centre, shared his insights on the latest research and findings from the World Talent Report.
“Eli Lilly and Company has been a long standing and very active member of the CLIP workshops, and its predecessor, over the past 20 years. CLIP and its related workshops are a constant source of inspiration, learning, and development for Lilly’s European L&D community. It also enables us to tap into a strong network of deep L&D experts and leaders, strongly collaborating to heighten the impact of our L&D functions on an ongoing basis. We make great use of these networking and learning opportunities.”

Stefan Bauer
Global Consultant, Global Leadership Development
Eli Lilly and Company, Germany

Sharing Best Practice CLIP Workshop
30 September
Hosted by IMD, Lausanne, Switzerland
Theme: “Get ready for disruption – Up-skilling organisations to successfully navigate a digital and interconnected world”.

The Excellence in Practice Awards winning case on Stora Enso’s transformation during a period of digital disruption was introduced to participants. They also embarked on a discovery journey, visiting the IMD Cisco Centre for Digital Business Transformation and the Nestlé training centre.

Eli Lilly and Company has been a long standing and very active member of the CLIP workshops, and its predecessor, over the past 20 years. CLIP and its related workshops are a constant source of inspiration, learning, and development for Lilly’s European L&D community. It also enables us to tap into a strong network of deep L&D experts and leaders, strongly collaborating to heighten the impact of our L&D functions on an ongoing basis. We make great use of these networking and learning opportunities.”

Stefan Bauer
Global Consultant, Global Leadership Development
Eli Lilly and Company, Germany

Accreditation
Four new companies were awarded CLIP accreditation in 2016:
- OCP, Morocco
- EDP, Portugal
- Sberbank, Russia
- Pertamina, Indonesia
Special Interest Groups (SIG)

‘An Engaging Place to Work’ SIG
This SIG, exploring strategies to build the ‘workplace of your dreams’, was concluded in 2015; its outcomes and results were disseminated across the EFMD network via a Global Focus special issue in January 2016.

‘Transparent and Adaptive Talent Market’ SIG
Sponsored by Cisco, this SIG explored new ways of organising work and managing talent in order to achieve better agility and avoid the shortcomings of rigid hierarchical structures. The proposed solution is a talent marketplace where supply and demand for work are matched. This requires a major structural and cultural transformation in most organisations. A transformation blueprint with eight enablers was developed. Participating companies included: Adidas Group, Capgemini, Cisco, WL Gore, Intel and Swiss Re.

Two face-to-face working sessions took place in Zurich and Brussels, surrounded by web-based sessions and significant homework.

The findings of the group were presented at the 8th Peter Drucker Forum in the parallel session ‘Adaptive Talent Market – Channelling the Entrepreneurial Talent’ on 17 October in Vienna.

The SIG’s closing meeting took place in London hosted by Capgemini on 19 October. A roundtable followed next day, allowing the SIG members to share their insights and findings with a larger group of senior HR and talent leaders from EFMD member companies and contacts, including: Daimler, KBC, EDF, Mazars, Repsol, Temenos, UBS, and UniCredit. The working report has been shared through major social networks such as LinkedIn and has attracted thousands of views.

‘Digital Age Learning’ SIG
Sponsored by Capgemini, and supported by IESE Business School in Spain, this group looks holistically at the new digital context. The purpose is to explore cross-functional strategies, capitalising on open sharing within the group, and drawing on leading thinkers and practitioners on specific questions of interest to the group. This SIG has been facilitated by Nigel Pain, author of The Learning Challenge: Dealing with Technology, Innovation and Change in Learning and Development. Participating companies included: Capgemini, GasNatural Fenosa, IESE, Nobelbiocare, Novartis, OCP, Pirelli, Repsol, Richemont, Santander, Sberbank, Siemens, Solvay, SwissRe, UBS and UniCredit.
Following a kick-off virtual session on 29 March, the SIG ran its first face-to-face workshop hosted by Grupo Santander in Madrid on 27-28 April. The group was divided into four work streams to focus on Learning Architecture, Social Learning, User Experience and DAL Point of View.

In November, the four work groups reported back with their key findings and practices through a web session. Leaders and key members of each stream ran a face-to-face session on 1-2 December to integrate the material into one coherent document.

“Solvay was proud to contribute to the EFMD’s Digital Age Learning Special Interest Group (DAL SIG). The DAL SIG’s final white paper includes conceptual guidance, practical experiences and lessons learned to help organisations currently expanding, or planning to expand, their usage of digital learning. EFMD created an open, collaborative and spirited environment for companies across Europe to gather, explore, reflect, learn and share together. We leveraged live face-to-face, virtual and digital exchanges, modelling the dynamics that we came to promote in the white paper.”

Bob Zimel, Global Director of Academies and Learning Environment, Solvay Corporate University, Solvay Group, Belgium

Corporate Services in Russia

EFMD was invited to co-host and contribute to the “Beyond Learning” conference organised in October by Sberbank, Russia. The event gathered some 370 participants from Russian business schools, public institutions and companies.

EFMD Executive Development Conference

The EFMD Executive Development Conference hosted by Católica Porto Business School, Portugal, in October attracted participants from 23 countries, representing both business schools, executive education providers and company L&D representatives. The EFMD Excellence in Practice (EiP) Awards winning cases were presented during the conference. Further details on the EiP Awards can be found on page 18.
The EFMD Business School Services organised a variety of highly successful conferences and leadership programmes in 2016.

Through these events the department continued to contribute to the global sharing of ideas and good practices across the EFMD membership. In addition, it supports strong communities and networks of professionals who together advance knowledge in their particular field and excellence in management education.

Bachelor programme directors, directors of executive education programmes and doctoral programmes directors are all attracted by the dynamic collaborative learning and co-creation that takes place at these events. Every conference Steering Committee pays great attention to delivering a programme on key issues in a highly interactive format offering dynamic interaction and stimulating discussion.

The conference on External Relations, PR, Marketing, Communication and Alumni Professionals in Edinburgh was probably the event in 2016 that experimented the most with new forms of interactions, drawing parallels and learning from the Edinburgh festivals.

The Annual Conference attracted a record number of 460 participants for a highly successful event at LUISS Business School in Rome, demonstrating once again the value of the EFMD network to our membership.

The collaboration between EFMD and GBSN for a regional Africa Conference was a great success with over 100 participants focusing on how business schools in the region can respond effectively to market demands.

The Career Services Conference at HEC Paris generated great enthusiasm from participants, who learned how to advance in their profession by sharing new trends to support talent development.

A recurrent theme is how business schools can respond effectively to their external environment, offering relevant education, adapting their programmes to new emerging fields and taking advantage of the many opportunities in the digital world.

Events

2016 EFMD Conference for Deans & Directors General
25 – 26 January. Hosted by Corvinus University of Budapest, Budapest, Hungary
Theme: Business Schools: Purpose in Context

GMAC & EFMD Admissions Institute for New Professionals Europe (AINP Europe)
08 – 11 February. Hosted by EFMD, Brussels, Belgium

2016 EFMD Entrepreneurship Education Conference
25 – 27 February. Hosted by Solvay Brussels School of Economics and Management, ULB - Université Libre de Bruxelles, Brussels, Belgium
Theme: Modelling Entrepreneurship Education

2016 EFMD – HUMANE Winter School
6 – 11 March. Hosted by UPF Universitat Pompeu Fabra Barcelona, Barcelona, Spain
2016 EFMD MBA Conference  
13 – 15 March. Hosted by ESADE, Sant Cugat (Barcelona), Spain  
Theme: Digitalising your MBA

2016 EFMD MENA Conference  
11 – 13 April. Hosted by The American University in Cairo, School of Business, Cairo, Egypt  
Theme: Business Education for Inclusive Economy

2016 EFMD Conference for International and External Relations, PR, Marketing, Communication and Alumni Professionals  
13 – 15 April. Hosted by University of Edinburgh Business School, Edinburgh, United Kingdom  
Theme: Surviving and Thriving in Business Schools

2016 EFMD Doctoral Programmes Conference  
11 – 13 May. Hosted by Erasmus Research Institute of Management, Erasmus University Rotterdam, Rotterdam, The Netherlands  
Theme: Innovation and Impact in Doctoral Education

2016 EFMD Annual Conference  
12 – 14 June. Hosted by LUISS Business School, Rome, Italy  
Theme: Collaboration, Creativity & Change

2016 EFMD Conference on Bachelor Programmes  
28 – 30 September. Hosted by EBS Business School, Oestrich-Winkel (Wiesbaden), Germany  
Theme: Students Journey: Ensuring a Successful Transition to Higher Education and Graduate Careers

EFMD Advisory Seminar  
3 October. Hosted by EFMD, Brussels, Belgium  
Theme: Programme Redesign

2016 EFMD Higher Education Research Conference  
10 – 11 October. Hosted by IESE Business School, University of Navarra, Barcelona, Spain  
Theme: Innovations in Higher Education

2016 EFMD Executive Development Conference  
12 – 14 October. Hosted by Católica Porto Business School, Porto, Portugal  
Theme: Learn to Transform in Unpredictable Times
2016 GBSN & EFMD Africa Conference
2 – 4 November. Hosted by the Ghana Institute of Management and Public Administration (GIMPA), Accra, Ghana
Theme: Markets Shaping Management Education

EFMD Research Leadership Programme cycle 6 – module 1/2
18 – 21 October. Hosted by EFMD & EURAM, Brussels, Belgium

2016 EFMD Career Services Conference
16 – 18 November. Hosted by HEC Paris, France
Theme: The Future of Work: New Challenges for Career Services

2016 EFMD Conference on Master Programmes
28 – 30 November. Hosted by BI Norwegian Business School, Oslo, Norway
Theme: Agility in Changing Times

EFMD Advisory Seminar
5 December. Hosted by EFMD, Brussels, Belgium
Theme: Alumni Communications

2016 EFMD Research Leadership Programme cycle 6 – module 2/2
7 – 9 December. Hosted by EFMD & EURAM, Brussels, Belgium

Leadership and Development Programmes
Building on significant GMAC expertise the new joint EFMD-GMAC AINP Europe programme (Admission Institute for New Professionals Europe) offers members a new opportunity to understand the critical success factors for successful admission in a highly competitive market.

The Research Leadership Programme is a very rich experience. It allows in-depth analysis of the international context in which business schools evolve (accreditation, European research policy and programmes) and the resulting challenges for Deans of Research.”
Pascale Bueno Merino, Directrice de la Recherche EM Normandie, France

The 2016 EFMD – HUMANE Winter School for University and Business Schools’ Senior Managers took place on 5 – 11 March at UPF Universitat Pompeu Fabra in Barcelona, Spain.
Forty-two senior managers of European universities and business schools were selected for this one-week intensive European-wide leadership and management development programme, a record attendance. An additional 10 applicants were deferred to the 2017 edition of the school.

The sixth edition of the EFMD-EURAM Research Leadership Programme took place on 18 – 21 October and 7 – 9 December. The programme was redesigned into two (instead of three) modules, integrating a perspective on EU policy developments in research and innovation and looking at the opportunities offered under the current Horizon 2020 programme. The programme introduces new and existing Research Directors in Management and business schools to best practice in this professional position. Participants get direct advice from experienced directors, access to research funding institutions and back-up from an international alumni network.
Two Advisory Seminars offered opportunities for intensive “hands-on” learning in small groups. The first, on 4 October, explored the challenges linked to programme redesign. The second, on 6 December, focused on alumni communication.

**2016 EFMD Higher Education Research Conference (HERC)**

The 5th EFMD HERC took place on 10 – 11 October 2016, hosted by IESE Business School, University of Navarra, in Barcelona, Spain.

More than 70 researchers from around the world working in higher education, management and related fields shared research findings on “Innovations in Higher Education”, the main theme of the 2016 HERC conference.

Sixty-one researchers submitted outline research paper under one of the three conference tracks. The authors of 27 research papers were selected to present at the conference.

The sessions looked at innovations in forms of governance, management and organisation of higher-education institutions; innovations in education and in research.

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**Job Fair and Conference for PhDs in Business and Management**

In collaboration with Solvay Brussels School of Economics and Management, on 28 – 30 October, EFMD organised the first European Job Fair for PhD candidates and new doctors in all areas of management: Accounting, Finance, Information Management, Management (Organisation), Managerial Economics, Marketing and Operations Management.

Eighteen recruiting schools sent their recruiters to meet the 50+ job-seeking PhDs registered.

It was an event received with great enthusiasm by both recruiters and candidates.

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“This PhD Job Fair was a great opportunity to discover and meet excellent PhD and DBA students from top European business schools. While we are mainly looking for experienced faculty members, we also want to give young faculty members the chance to integrate our school. Being able to discuss with so many good candidates in a short time during the fair, is a major advantage for me as academic dean for faculty and research. Furthermore, I encouraged some of our PhD students at Audencia to attend the fair, and their feedback was also very positive.”

André Sobczak, Associate dean for faculty and research, Holder of the CSR Chair, Audencia Business School, France
Outstanding Doctoral Research Awards

The Annual Outstanding Doctoral Research Awards were once again a success, attracting 193 submissions. The winners of the 11th issue were announced in April 2016. The Awards were given in seven management-related subject areas – each sponsored by a leading journal from the Emerald portfolio. The number of entries has increased and the quality has improved every year.

“I was both stunned and delighted to receive the wonderful news of my success in the Emerald-EFMD Doctoral Research Awards. It is a great privilege to be recognised for work I feel very passionate about – nurse safety, well-being and quality care. Working with the University of South Australia gave me excellent and inspiring supervision and support, so instrumental to research success. Many thanks to Emerald and EFMD for making the awards available and supporting early career researchers in such a tangible way. I am sure the Award will be immensely helpful to me for future career opportunities and success.”

Valerie O’Keeffe from the University of South Australia, one of the ODRA winners

Excellence in Practice Awards

The Excellence in Practice (EiP) Award 2016 attracted high-quality entries. A group of 29 jury members of EFMD representatives from companies, business schools and alternative providers assessed the cases. The winners were announced in June at the EFMD Annual Conference, while the awarding ceremony took place at the EFMD Executive Development Conference hosted by Católica Porto Business School, Portugal, in October.

Gold winners included BG Group with Cranfield School of Management, Swarovski with Ashridge Executive Education, Microsoft with INSEAD, NHS Leadership Academy with Alliance Manchester Business School, KPMG and others. As in previous years, Gold and Silver winners were featured in a Global Focus special issue in autumn and presented their L&D impactful initiatives throughout webinars organised from November 2016 to February 2017.
The 2016 set of submissions confirmed a number of trends we have seen in the past few years:

- organisations are becoming much more professional and experienced in impact measurements
- almost all cases pursue more than one objective based on an overall strategic corporate intent
- many of the cases document multi-partnerships
- there is a strong involvement of corporate L&D functions in the analysis and design phase of projects, not just in the execution
- experiential learning, action learning, coaching and mentoring are blended into development journeys with the use of all technological support available in the day-to-day working environment
- technology follows work practices and helps to bridge agenda and geographical challenges without being the major disruptor some fear.

“INSEAD is delighted to receive the 2016 EIP Gold award from EFMD. Since 2014, INSEAD has pioneered customised online programmes for companies and our clients have benefited greatly from the business impact generated by these new programmes. We are grateful that EFMD recognises how this innovative and impactful new format has helped Microsoft transform at speed and at global scale. We look forward to helping more clients take full advantage of new technologies and transform their businesses into the future.”

Chengyi Lin, Lecturer of Strategy at INSEAD, Director of Strategic Innovations & Online Programme, France

EFMD Case Competition

The 2016 Case Writing Competition achieved a new record with 362 submissions in 17 categories.

The winners of the 17 categories under the 2015 EFMD Case Competition were announced at the 2016 EFMD Annual Conference in Rome. The winners of the three newly introduced categories were:

Christopher Dula and Alfred Wu from Singapore Management University with the case “The Senior Citizen Home Safety Association: Enabling Active, Ageing-in-Place in Hong Kong” for the category Urban Transition Challenges, sponsored by Climate-Kic

Daina Mazutis and Daniel Day, IMD, Switzerland, with the case “Newlight Technologies: Plastics for a Carbon Negative Future”, for the category Sustainable Production Systems, sponsored by Climate-Kic

Christopher Corbishley and Charles Donovan, Imperial College London, UK, with the case “Crowdfunding Renewable Energy Solutions: Abundance Generation”, for the category Integrating the Innovation Pipelines, sponsored by Climate-Kic.
Multiannual Framework Service Contracts for the European Commission

EFMD is a core partner in several consortia providing services to the European Commission in multiannual framework contracts. Under these the EC made requests for services, studies and other assignments to assist mainly DG Education and Culture in all areas of education, training, culture and youth policies.

EFMD was involved in three assignments, the University-Business Forum, the Network of Education Experts and an assignment on adult education.

In the first assignment EFMD provided expertise for input papers on the Forum thematic areas, its Yammer online discussion platform and the conference thematic reports.

In the second assignment, Network of Education Experts, EFMD co-ordinated the work of six country experts from Luxembourg, Bulgaria, Romania, France, Germany and Portugal to assist the EC with country briefings, assessment of national reform policies reports (for all levels of education) and ad hoc requests for further analysis of specific education developments in a number of countries.

Ad hoc requests focused on the impact of the refugee and immigrant crisis on the German national education system, early school leaving in Bulgaria, pedagogical innovations in French secondary school education, secondary school reforms in Luxembourg, the higher education system in Portugal and the labour market relevance of Romanian higher education.

EFMD also provided expertise for adult education in the context of another assignment for DG Employment.

Conferences and Seminars

EFMD was represented by its EU Affairs team at a number of high-level events related to higher education, organised by the EC and a number of other organisations:

- University-Business Forum, 25 – 26 February 2016, Vienna. The initiative brought together 520 representatives from business, public authorities and universities from all over Europe
- World University Presidents Network (WUN) Conference, 7 April 2016, Brussels, “Open Doors: European Opportunities in Research & Education”
- SwissCore (Swiss representation for research in Brussels), April 2016, Brussels, European Parliament on “Closing the scientific and innovation gap in Europe: Swiss and the Central and Eastern European countries research co-operation”
• Thematic University-Business Forum, June 2016, Helsinki. Around 200 participants from higher education, business, policy and administration and other sectors discussed issues related to the main theme of the conference “Breaking boundaries for future careers”. Speakers from universities, companies and regions/cities presented innovative forms of co-operation and promotion of entrepreneurship.

• The IGLO Higher Education Working Group meeting on the Erasmus+ mid-term evaluation, organised by SwissCore and Neth-ER, June 2016, Brussels. Participants shared their experiences from the perspective of the different countries/organisations.

• A seminar on ‘Reflections on the New Skills Agenda for Europe’ at the EU Parliament, June 2016. The seminar allowed stakeholders and policy makers to reflect on the content of the Agenda and to discuss next steps. Presentations were by Carla Pereira, Head of Unit Skills and Qualifications, Directorate-General for Employment, Social Affairs and Inclusion, European Commission, and Jeroen Laneers, MEP of EEP group, member of EMPL Committee of the European Parliament.

EQUAL

In 2016 EQUAL launched its new website and finalised its reports on two projects (Women in European Business Schools and Entrepreneurship Education). It also produced revised Guidelines on Collaborative Provision and on Doctoral Programmes in Business and Management.
The EFMD International Projects Department is currently managing a wide portfolio of projects in five areas: ICT for teaching and learning, entrepreneurship, innovation, modernisation of higher education and capacity building.

In 2016, the International Projects department strengthened its participation in EU-funded and international projects that promote high-quality standards for education or develop innovative products and services.

- The project FORGEC concluded with a conference in Havana, hosted by the University of Havana, Cuba. The project’s results and their benefits for the Cuban higher education as well as for the national and social model were commended. Forty senior Cuban university managers and faculty directors were trained on the EU dimensions of university leadership during a seminar organised by EFMD in the framework of the FORGEC project.
- EFMD was awarded a three-year Erasmus+ project on Internationalisation of Higher Education in Cuba and Panama. FORINT - Strengthening co-operation between European business schools and Latin American universities.
- EFMD capacity-building activities in Cuba were confirmed for the next four years through a multiannual frameworks contract awarded by the EU delegation in Cuba. The project, Programa Intercambio de Expertos Cuba – UE II, is targeted to entrepreneurship education. This confirms the involvement of EFMD in the island that started in 2010 to reinforce management education and support the design and implementation of quality assurance in Cuban universities. EFMD, coordinates a consortium of European management schools and universities to provide training and capacity building in the eight main Cuban universities.
- EFMD organised two dedicated sessions during the 2016 European Association for International Education Annual conference on Quality Assurance Schemes for Transnational Education in Armenia and Georgia (TNE_QA: Promoting quality and recognition of transnational education in Armenia and Georgia) and methodologies and best practices for e-leadership skills. (Le@d3.0: Open Educational Resources and practices for e-Leadership skills).
- EFMD and its partners published a Research Report on the current use of Design Thinking in education and its potential contribution to the development of new curricula and courses (D-Think: Design Thinking applied to education and training).
- The department continues its long-standing support to partner networks and supported the development of new activities providing resources and expertise for the submission of new projects in Angola, Mozambique, Israel, Vietnam and North Africa. EFMD is also promoting two initiatives for management education in Vietnam and Africa.
ICT for Learning and Teaching

Global Marketing Competition: 2016 edition
ESIC Business and Marketing School organised the 21st edition of the Global Marketing Competition. Nearly 5,000 students and young graduates took part in this advance online business simulation.

As a long-standing promoter of this initiative, EFMD has gained visibility over the years among the thousands of participating institutions, allowing EFMD members to have a privileged access to this innovative simulation.

Le@d3.0 Academy: Open Educational Resources and practices for e-Leadership skills
This project supports corporate and academic training to design and deliver training programmes that empower strategic e-leadership skills.

During the 2016 EAIE conference, EFMD presented the Synthesis Report it authored and published, together with recommendations and best practices for further implementation of e-leadership skills in management education programmes.

LEAD: Promoting the development of e-Leadership skills and qualifications for entrepreneurs, managers, SMEs, and start-ups
The project associates EFMD to the debate on the development of leadership skills and talent for the digital skills.

EFMD contributes to the overall communication of the project and regularly invites its members to EU events on the topic.

VISIR: Innovative use of ICT in education: from micro-innovation to large-scale adoption
Aiming at developing a shared vision on how ICT can help teaching and learning, the project identified more than 120 micro-innovation practices facilitating the access to lifelong resources EFMD has participated in. All these resources have been shared during Knowledge Exchange Seminars and promotional events.

Innovation

D-Think: Design Thinking applied to education and training
Design Thinking is a process using methodologies and techniques from the design industry to solve ill-defined and intricate problems through knowledge and needs analysis and experimentation.

Departing from the traditional methods used in education, Design Thinking promotes a human-centered and collaborative approach.

EFMD has participated in the publication of the Research Report on the current use of Design Thinking methodologies in education and their potential contribution to the development of new curricula and courses. This report is completed by a Toolkit, a practical guide that supports practitioners in applying Design Thinking in different educational contexts.
MIRRIS: Mobilising Institutional Reforms for better Research and Innovation in Europe

MIRRIS advises on institutional reforms in research and innovation in 13 selected new EU member states and involves relevant ministries and non-governmental players. It sets up a process of analysis and dialogue among key stakeholders to identify barriers and to find out how institutions can participate effectively in the European Research Area.

The project concluded its activities with a presentation of the key factors that make an impact on the participation of EU-13 countries in the Research and Innovation EU funded programmes. EFMD, in charge of the organisation and facilitation of policy dialogues in Bulgaria, has gained visibility in the public sector and credibility in the world of research and innovation.

OI-Net: Pan European Academic Network on Open Innovation

Open Innovation, with its origins in scientific and engineering institutions, is considered a promising concept in management education.

EFMD evaluated the implementation of the activities and their quality, assessing the project results, analysing the perception of Open Innovation by students, programme managers and companies, and presented recommendations for further dissemination of the concept.


Capacity Building

FORGEC: Strengthening managerial capabilities in Cuban entities

EFMD led the FORGEC project to establish long-term co-operation between Cuban and European universities in the field of management education. EFMD together with ESADE and other EU partners developed training activities ranging from consolidation and training programmes to study tours in higher education institutions in Europe, covering around 500 trainers responsible for all managers on the island.

Over the last four years, EFMD has organised or co-ordinated the implementation of:

- Eight training cycles for managers and management teachers
- Mentoring activities in six universities to assist them in the implementation of their quality assurance systems and to sustain the development of specialised centres in charge of management training in Cuban universities
- Five training workshops and seminars for university managers and senior staff on project management, quality assurance and university leadership
- Four special sessions during EFMD events to present the Cuban Higher Education system, its evolution and networking opportunities
- Three annual editions of training activities to share the latest developments in management subjects
- Two study tours for senior managers of Cuban Universities to strengthen their co-operation with European partners and to participate in workshops on the organisation of management education in Europe.
EFMD organised the final conference of the project in October 2016 on the transformation of higher education in Cuba. The co-operation with Cuban institutions will now continue under the project FORINT on the internationalisation of Latin American universities and the programme Intercambio de Expertos on entrepreneurship in Cuba.

IRIS: Internationalisation of Israeli colleges

EFMD took part in a consortium of 18 Israeli and European partners with the goal of developing strategic plans for the internationalisation of Israeli engineering and social sciences colleges and educational training universities. The IRIS project increased EFMD’s visibility in a country renowned for the quality and dynamism of its higher education. It also reinforced EFMD’s image as one of the most active international networks and strengthened the links with Israeli institutions outside the management field.

TNE_QA: Promoting quality and recognition of transnational education in Armenia and Georgia

Transnational education involves the delivery of higher education programmes in a country different from the one where the degree-awarding institution is based. TNE_QA proposes internal and external quality assurance mechanisms in line with OECD/UNESCO guidelines to enhance quality and promote regulation and recognition of the transnational education provided in both Armenia and Georgia. EFMD supports and accompanies the development of high-quality international specific quality assurance mechanisms for transnational education with the publication of criteria and procedures and methodological recommendations on their implementation. During the 2016 EAIE conference, EFMD organised a dedicated session on the topic to present the project activities and quality assurance schemes for transnational management education.

FORINT: Strengthening cooperation between European business schools and Latin American universities

EFMD leads a consortium of seven Cuban institutions, two Panamanian universities and five European business schools and higher education institutions gathered in the project FORINT to develop strategies for international programmes and research and to prepare the institutions for effective academic co-operation between Europe and Latin America. This three-year project will encompass a large spectrum of capacity-building activities in Europe, Cuba and Panama. EFMD is in charge of the overall co-ordination and management of the project and also provides experts on dedicated training related to quality assurance and international accreditation.

Programa de Intercambio de Expertos Cuba – UE II

This four-year programme aims at consolidating the modernisations of the Cuban social and economic model with capacity-building activities and seminars organised on entrepreneurship, creativity and innovation. EFMD coordinates the execution of the activities, leads the consortium of European business schools and facilitates the inclusion of new partners in the project activities.
During 2016, the GRLI further refined this purpose in partnership with its Associates, Partners and Members, driven by the GRLI Support Centre. Key among these partners is EFMD, which is one of the founding partners of the initiative, and which continues to support the GRLI in its activities and initiatives.

The year started early when deans and directors general of business schools joined the GRLI for a Global Responsibility Breakfast. This breakfast set the scene for the EFMD Deans and Directors General Conference, which was held in Budapest, Hungary and laid the foundations for several of the initiatives that will be reported on.

During this breakfast, the future success of business schools and their relevance was discussed in the light of societal, economic and environmental challenges that the world faces, and the need for business schools to be, and to train, good custodians of both society and the planet.

This enquiry into responsible leadership was continued at the AACSB International Deans Conference in January, which was held in Miami, USA and where the GRLI represented its members in discussions on responsible leadership.

In May 2015, the GRLI participated in the global launch of one of its incubated programmes, the SuliTest. Sulitest.org is the world’s first online test platform of sustainability literature and was launched to the world at the United Nations’ Environment Assembly (UNEA) in Nairobi, Kenya. The test has subsequently drawn a great deal of interest from organisations, individuals and government institutions interested in exposing their management teams and staff to the prevailing thinking and literature in this field.

Collaboratories – virtual and global

The high-level discussions held at the various deans’ conferences were continued in a pioneering virtual collaboratory, which was held in April 2016 and which was attended by 25 global partners of the GRLI.

A collaboratory is a unique participative methodology in which all participating members contribute and work towards actionable prototypes of the proposals that follow from the conversation. In this instance, the process was tested in a digital format and it delivered 2.5 hours of valuable insights and several subsequent projects.

A second collaboratory was held on 17 June and again the collaboratory method was used. Themed: “Responsible Leadership – what makes a great learning experience?”, this participative enquiry led to the creation of online resources on alternative learning methods and processes to not only enrich learning experiences, but include important principles of responsible leadership.

In October, the GRLI facilitated the creation of a project incubator and collaborative laboratory with the Principles of Responsible Management Education (PRME) initiative that brought together the interests and energy of the EFMD, AACSB International and the United Nations Global Compact.
The new collaboratory on responsible management education is already facilitating deeper collaboration and improved efficiencies in the responsible management education ecosystem, while demonstrating the stewardship role that the GRLI’s strategic partners play as the leading global business and management education networks.

Advocacy

On 13 to 15 April, Claire Maxwell, the GRLI’s Chair of its Guardian’s Group, represented the GRLI at an international discussion on housing, held in Australia. The conference, titled “Housing Exchange, collaborating for a better housing future” exposed a new group of interested chief executives and executive staff in the building and housing sector to the principles of globally responsible leadership.

Common Good, Common Ground – AGM

Titled “Common Good, Common Ground” the GRLI’s All Gathering Momentum (AGM) meeting was successfully held at the Kemmy Business School in Limerick, Ireland, 16 – 21 October 2016.

The AGM brought together 66 partners, friends and associates of the GRLI for a week of in-depth discussion on responsible leadership, the conceptual and physical challenges faced by global leaders and the future development of the practice.

At the AGM, the GRLI also exposed the participants to the various initiatives which it is incubating or have helped incubate and grow into global initiatives. These include Sulitest.org, which was launched shortly before the AGM, and CARL.

CARL – the Competency Assessment for Responsible Leadership – was developed by BSL Lausanne and delivers a short, impactful assessment of participants’ understanding of sustainability and responsible leadership, complete with recommendations on possible areas of improvement.

Other initiatives that were showcased during the AGM include Aim2Flourish, Commit, the Eth Word, the 50+20 Initiative, which spawned much of the thinking on responsible leadership and the GAP Frame, an online directory of global challenges, ranked by every country in the world.
The Principles for Responsible Management Education (PRME) is the UN Global Compact's initiative to transform management education, research and thought leadership globally by providing the Principles for Responsible Management Education framework, developing learning communities, and promoting awareness about the UN Sustainable Development Goals (SDGs).

In early 2016, the PRME Secretariat — with the support of the PRME Steering and Advisory Committees — completed the 2016 PRME Strategic Review. This 4-month process included a wide-ranging consultation, receiving significant input from members of the PRME community and its governance bodies. Through this process and within the subsequent document, the PRME initiative has adapted its vision and mission statements, organisational structure, and long-term objectives in order to become an even more effective platform in which business responsibility and ethics education can be meaningfully integrated into the larger global objective of sustainable development.

The review identified three “Must-Win Battles”. The first relates to PRME's value proposition and purpose: updating the brand, mission, and vision of PRME. The initiative is now dedicated to achieving the Sustainable Development Goals through responsible management education, while providing resources and engagement opportunities to PRME signatories that empower them to create innovative solutions and programmes that support progress towards the Global Goals. The second Must-Win Battle is about scaling up PRME's sustainable growth, both qualitatively and quantitatively. Specific growth targets have been created that are to be achieved by the end of 2020, including reaching 1,000 signatories in 100 countries, ensuring 2 out of 3 signatories are considered “active”, and strengthening collaboration between PRME networks – PRME Chapters, Champions and Working Groups – with other stakeholders like business and students. The third Must-Win Battle strengthens PRME by ensuring a balanced budget, developing a new signatory model – Advanced and Basic signatories – and strengthening the PRME’s governance.

To date, PRME has become the largest organised relationship between the United Nations and business schools. Over 650 business and management-related higher education institutions are signatory to PRME with participation in 85 countries. During 2016, PRME's networks demonstrated significant leadership in their roles as instruments advancing the Six Principles of PRME and the Sustainable Development Goals. PRME Chapters hosted 14 regional meetings, all of which were organised with input by Global Compact Local Networks:

- 1 – 2 February: 3rd PRME Regional Meeting Iberian hosted by Porto Business School in Porto, Portugal.
- 4 – 6 February: 3rd PRME Regional Meeting North America hosted by Coles College of Business, Kennesaw State University in Atlanta, Georgia, United States.
- 25 February: 13th PRME Chapter Meeting Brazil hosted by ISAE/FGB in Curitiba, Brazil.
- 12 April: 14th PRME Chapter Meeting Brazil hosted by Insper in Sao Paulo, Brazil.
• 13 – 14 April: 6th PRME MENA Forum hosted by American University Cairo in Cairo, Egypt.
• 18 – 19 April: 1st PRME Chapter Meeting CEE hosted by Riga International School of Economics and Business Administration (RISEBA) in Riga, Latvia.
• 19 – 22 June: 4th PRME Chapter Conference UK & Ireland hosted by Nottingham Business School in Nottingham, United Kingdom.
• 6 – 7 July: 7th PRME Asia Forum hosted by Hong Kong Polytechnic and Hang Seng Management College in Hong Kong, China.
• 1 September: 15th PRME Chapter Meeting Brazil hosted by Fundação Instituto de Administração in Sao Paulo, Brazil.
• 4 September: 4th PRME Chapter Meeting Australia & New Zealand hosted by University of Wollongong in Melbourne, Australia.
• 24 – 26 September: 3rd PRME Chapter Meeting Nordic hosted by Stockholm School of Economics in Stockholm, Sweden.
• 28 – 30 September: 5th PRME Regional Meeting LAC hosted by Universidad Nacional de San Martin (UNSAM) in Buenos Aires, Argentina.
• 9 – 10 November: 4th PRME Chapter Meeting DACH and 3rd RME Research Conference hosted by University of Applied Sciences Krems in Krems, Austria.
• 22 November: 16th PRME Chapter Meeting Brazil hosted by Fundação Dom Cabral (FDC) in Rio de Janeiro, Brazil.

Additionally, PRME Champions hosted two major conferences and two webinars to discuss and execute the creation of new resources and tools that will be used to guide the rest of the PRME community toward transformational progress. This includes new collaboration with Global Compact LEAD companies that bridge the shared interests between business and academia.

PRME Working Groups continued cutting-edge research in specific issue areas while coordinating with their Global Compact counterparts. Meanwhile, the PRME Secretariat developed new resources and engagement opportunities for the PRME community, including the recently launched PRME SDG Student Engagement Platform.

After introducing the SDGs to the PRME community during the 2015 Global Forum for Responsible Management Education – 6th PRME Assembly, and making them a key focus of the initiative during the 2016 Strategic Review, there has been a strong and meaningful integration of the SDGs into the teaching, research, and curricula of many PRME signatory institutions throughout the past year. Furthermore, in 2016 the PRME Secretariat introduced these achievements to the United Nations vis-à-vis the UN Global Compact. For example, during the 2016 UN Private Sector Forum in September, business and business/management education institutions were identified and presented to UN leadership as key sources of innovation and creativity around the SDGs.

It was announced during the year that the UN Global Compact would set out to quantify the achievements of the business community towards achieving the Goals. PRME announced its deep involvement in this objective, specifically through the newly launched PRME SDG Student Engagement Platforms.
Global Focus published three editions in 2016 (in English & Chinese), two special supplements on “Engaging Place to Work” and “Excellence in Practice Awards”, one special issue in Spanish and one special issue in association with the Federation of Indian Chambers of Commerce and Industry (FICCI).

Issue one highlights included:

Growing the impact of management education and scholarship

Management is not only taught in business schools and university faculties. For more than 100 years, it has also been taught by a special type of university that is “much more than a business school”. An international group of university leaders trace the emergence, role and future contributions of such “universities for business and management”

Keeping the connection

“Get the student experience right and you will probably have engaged alumni. Fail to do so and they may be lost forever”

Andrew Crisp and Sarah Seedsman

What can business schools learn from business?

Business schools and business itself are both facing a challenging future. But, suggests Dil Sidhu, there is much that business schools can learn from the business world in how to respond

Issue two highlights included:

Higher Pass

Della Bradshaw, a key player on the management education stage for 20 years, has retired. She talks to George Bickerstaffe

Building the new entrepreneurial society

From secular stagnation to prosperity, Richard Straub explains why “getting back to normal” is not longer an option

Mind the gap!

Research shows that the gender gap in faculty in European business schools is not closing. Lynn Roseberry suggests some reasons why and what can be done to improve it

Issue three highlights included:

Embrace Disruption

Why universities are under threat and what they need to do to if they are to survive. Mark Farrell and John Davis argue that universities outside the elite must embrace disruption or succumb to it

Designing digital learning strategies

Business education has been slow to respond to the disruption (and opportunities) caused by technological innovation. Tony Sheehan provides some guidance on how it should act

Gender: Ms—ed opportunities for business schools?

Gender neutrality has been an issue in business schools (and many other places) for a long time. But Dianne Lynne Bevelander and Michael Page wonder why it has taken so long to address it and what the way forward might be
Global Focus Special Supplements

The first special supplement on “Engaging Place to Work” provided analyses on how to sustainably boost employee engagement; considering nine recommendations from the EFMD’s Special Interest group under the same name.

The second special supplement showcased the “Excellence in Practice 2016” award-winning cases.

Finally, the special issue in association with Federation of Indian Chambers of Commerce and Industry “Mastering the Art of Quality: the need for a rising Asia” was published.

Africa: The Management Education Challenge, Volume 1, by Howard Thomas

This is the first of the two volumes, sponsored by EFMD and GMAC, aimed at understanding and examining the challenges involved in the important growth of management education across the African continent. The common perception of Africa is as a global growth region, and a continent on the move, with a parallel, huge demand for managerial skills to leverage the potential for economic growth.

Reimagining Business Education: Insights and Actions from the Business Education Jam

EFMD took part in Business Education Jam, conducted in 2015 by Boston University Questrom School of Business in the US in collaboration with other global partners. The results of the Jam, including many innovative answers to the challenging questions facing everyone with a stake in business education, were published in 2016 by Emerald Group Publishing, with a support from EFMD, AACSB & GMAC.

Responsible Innovation by Philippe de Woot

EFMD also supported the publication of Responsible Innovation by Philippe de Woot (Greenleaf Publishing), in which the author urged the need to transform our increasing creativity into real progress for mankind and creation of a proper climate and culture to develop strong entrepreneurial drive.

The Gender Gap in European Business School: a Leadership Perspective

EFMD, together with EQUAL and 11 European business schools, initiated and funded a research project which sought to identify answers to the following question: Why do men continue to overtake women on the academic career ladder?

The results, published in 2016, reveal that the majority of European business school leaders are fully committed to the principle of gender equality and regard the lack of faculty gender diversity as a problem for both the quality of education and the reputation of their schools.
The following members were ratified in Rome in June 2016 at the EFMD Annual General Assembly.

New Full Members
Academic

Boston University, Questrom School of Business, United States
De Montfort University, Faculty of Business and Law, United Kingdom
Ecole Hôtelière de Lausanne, Switzerland
Ecole Nationale de l'Aviation Civile (ENAC), France
Far Eastern Federal University, School of Economics and Management, Russia
Hunan University, Business School, China
IFIM Business School, India
Kaunas University of Technology, School of Economics and Business, Lithuania
Massey University, Massey Business School, New Zealand
Münster University of Applied Sciences, Faculty of Business Administration / Münster School of Business, Germany
Queen's University Belfast, Queen's Management School, Northern Ireland, United Kingdom
Saint-Petersburg State University of Economics, Russia
Siberian Federal University, Institute of Economics, Management and Environmental Studies, Russia
Sukkur Institute of Business Administration (Sukkur IBA), Faculty of Business Administration, Pakistan
Universitas Indonesia, Faculty of Administrative Science, Indonesia
University of Pécs, Faculty of Business and Economics, Hungary
University of Valencia, Faculty of Economics, Spain
Vistula University, Faculty of Business and International Relations, Poland
Windesheim University of Applied Sciences, Faculty of Business, Media and Law, The Netherlands
Xavier University Bhubaneshwar (XUB), Faculty of Management, India
Zuyd University of Applied Sciences, Faculty of International Business and Communication, The Netherlands

New Full Members
Corporate

Essilor International, France
Etihad Airways, United Arab Emirates
Financial Times | IE Business School Corporate Learning Alliance, United Kingdom
Pertamina Corporate University, Indonesia
StudyPortals B.V., The Netherlands

New Affiliated Members
Academic

Faculdade Meridional IMED, IMED Business School, Brazil
Guangdong University of Foreign Studies, School of Business, China
Institute of Management and Technology (IMT) Ghaziabad, India
Pepperdine University, George L. Graziadio School of Business and Management, United States
Pontificia Universidad Católica del Perú, School of Management, Peru
Pontificia Universidade Católica do Paraná (PUCPR), Escola de Negócios, Brazil
Pontificia Universidade Católica do Rio de Janeiro (PUC-Rio), Faculty of Business Administration, Brazil
South Mediterranean University, Mediterranean School of Business, Tunisia
Temple University, Fox School of Business, United States
Universidad de Montevideo, IEEM Business School, Uruguay
Universiti Utara Malaysia, Tunku Puteri Intan Safinaz School of Accountancy, Malaysia
University of Guelph, College of Business and Economics, Canada
University of Massachusetts Boston, College of Management, United States
Xi’an Jiaotong-Liverpool University, International Business School Suzhou (IBSS), China

New Associate Members
Academic

“Dunarea de Jos” University of Galati, Faculty of Economics and Business Administration, Romania
MANA Technology and Management Development Institute, School of Management and Business, Iran
Universidad Técnica Federico Santa María, Departamento de Ingeniería Comercial, Chile

Executive Development Centre

Shakhes Pajouh Research Institute, Iran

Association

Climate KIC, United Kingdom
Transition from Associate to Full Membership

Academic

ESLSCA Business School, Egypt
KIMEP University, Bang College of Business, Kazakhstan
University of Business and International Studies (UBIS), Switzerland

New Reciprocal Members

ACE - The Alliance of Chinese and European Business Schools, France
ASCOLFA - Asociación Colombiana de Facultades de Administración (Colombian Association of Faculties of Administration), Colombia
Greenleaf/GSE Research, United Kingdom
IAE France - University Schools of Management, France
MBA Roundtable, United States
UIIN - University Industry Innovation Network, The Netherlands

Honorary Members

Mrs. Della Bradshaw, Former Business Education Editor, Financial Times, United Kingdom
Prof. Sue Cox, Dean Emerita, Lancaster University Management School, United Kingdom
Prof. Charles Handy, Social Philosopher & Management Thinker, Former Professor at London Business School, United Kingdom

EFMD Membership Worldwide

Europe 522
Asia 138
North America 79
Central/South America 52
Australia-Oceania 36
Africa 35
Middle East 32

• 58 new EFMD memberships were ratified at the EFMD General Assembly in June 2016

894 members in 88 countries
The following new members are to be approved by the Board of Trustees and ratified in Berlin in June 2017 at the EFMD Annual General Assembly.

**New Full Members**

**Academic**
- IBMEC, Brazil
- Indian Institute of Management Indore, India
- MacEwan University, School of Business, Canada
- Nanjing Audit University, School of International Audit, China
- N. L. Dalmia Educational Society, N. L. Dalmia Institute of Management Studies and Research, India
- Queen Mary University of London, School of Business and Management, United Kingdom
- Thapar Institute of Engineering & Technology (TIET) University, L M Thapar School of Management, India
- Universidad Diego Portales, Facultad de Economía y Empresa, Chile
- University of Minho, School of Economics and Management, Portugal
- University of Navarra, School of Economics and Business Administration, Spain
- University of Split, Faculty of Economics, Croatia

**Corporate**
- Erste Group Bank AG, Austria
- FAURECIA Services Group, France
- LafargeHolcim, Switzerland
- The Commercial International Bank of Egypt (CIB), Egypt
**New Affiliated Members**

**Academic**

Agrarian University of Havana “Fructuoso Rodríguez Pérez”, Cuba

American University of Central Asia (AUCA), School of Economics and Business Administration, Kyrgyz Republic

Chitkara University, Chitkara Business School, India

Fundación Universitaria CEIPA, School of Management, Colombia

O.P. Jindal Global University, Jindal Global Business School, India

The George Washington University, School of Business, United States

Universidad Central “Marta Abreu” de Las Villas, Center of Management Studies, Cuba

Universidad de Camagüey Ignacio Agramonte Loynaz, Faculty of Economic Sciences & Studies Center for Entrepreneurial and Territorial Management, Cuba

Universidad de Holguín, Center of Organizational Management Studies & Faculty of Industrial Engineering and Tourism, Cuba

Universidad Panamericana, Campus Mexico, School of Economics and Business Administration, Mexico

**New Associate Members**

**Academic**

ABMS Open University of Switzerland®, ABMS Academy of Business Management Switzerland, Switzerland

Institute of Management Technology - Hyderabad, India

International Management School Geneva (IMSG), Switzerland

**New Reciprocal Members**

Emerald Publishing, United Kingdom

Peter Drucker Society of Austria, Austria

THA-Triple Helix Association, Italy
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AS OF DECEMBER 2016

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12 Wafa El Garah, Vice President of Academic Affairs, School of Business Administration, Al Akhawayn University in Ifrane, Morocco

13 Agnes Hofmeister, Dean Emerita, Faculty of Business Administration, Corvinus University of Budapest, Hungary

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2017

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10 Eline Loux, Coordinator
11 Robin Hartley, Manager
12 Laura Ballesteros, Coordinator
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15 Richard Straub, Associate Director
16 Gordon Shenton, Senior Advisor
17 Shanshan Ge, Senior Manager
18 Florence Grégoire, Membership Manager
19 Caroline Malvaux, Coordinator

Quality Services

20 Ulrich Hommel, Director
21 David Asch, Director
22 Susan Hart, Associate Director
23 Michael Osbaldeston, Associate Director
24 Alfons Sauquet, Associate Director
25 Martin Schader, Associate Director
16 Gordon Shenton, Senior Advisor
26 Jens Petter Tøndel, Associate Director
27 Veronique Roumans, Manager
28 Isabel Ramos, Manager
Quality Services (continued)

29 Aurélie Harmand, Coordinator
30 Marielle Van Renterghem, Coordinator
31 Joyce del Rosario, Coordinator
19 Caroline Malvaux, Coordinator
32 Pavlina Blazkova, Coordinator

European Co-operation

5 Nadine Burquel, Director
11 Cecilia Heidelberger, Coordinator

Membership Services

33 Liliane Gaspari, Manager
34 Elysse Vincze, Project Manager, Membership & Governance
35 Catarina Botelho, Coordinator Membership Relations

Projects

36 Christophe Terrasse, Director
37 Jean-Baptiste Maillard, Manager
38 Athanasia Panoutsou, Coordinator

Marketing, Communications & IT

3 Matthew Wood, Director Operations
39 Magdalena Wanot, Manager Communications
40 Nick Pergoot, Manager IT
41 Patsy Van Autreve, Manager
42 Claire de Spéville, Coordinator
43 Muriel Ebrahime, Designer
44 Jean-Alexis Spitz, Coordinator
Finance
45 André Fizaine, Director
46 Benoît de Grand Ry, Senior Manager, Finance & HR
47 Angela Rojas, Manager
48 Isabelle De Greef, Assistant

Support Services
49 Claude Loux, Coordinator, Office & Reception

Special Advisors
50 Christian Delporte, Senior Advisor
51 Julio Urgel, Senior Advisor & Director of Development Projects in Cuba
52 Griet Houbrechts, Senior Advisor, Business School Services
53 Jan Ginneberge, Senior Advisor
54 Chris Greensted, Senior Advisor, Quality Services
55 Liliana Petrella, Special Advisor, Responsible Management Education
## FINANCIAL STATEMENTS 2016

### Balance Sheet

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>NON-CURRENT ASSETS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Intangible assets</td>
<td>2.1</td>
<td>55 071,34</td>
</tr>
<tr>
<td>Property, plant and equipment</td>
<td>2.1</td>
<td>2 054 252,67</td>
</tr>
<tr>
<td>Financial assets</td>
<td>2.2</td>
<td>131 871,41</td>
</tr>
<tr>
<td><strong>TOTAL ASSETS</strong></td>
<td></td>
<td>2 241 195,42</td>
</tr>
<tr>
<td><strong>CURRENT ASSETS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Trade debtors</td>
<td>2.3</td>
<td>1 955 682,56</td>
</tr>
<tr>
<td>Other debtors</td>
<td></td>
<td>276 440,19</td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td></td>
<td>3 410 978,13</td>
</tr>
<tr>
<td>Deferred charges and accrued income</td>
<td></td>
<td>136 662,76</td>
</tr>
<tr>
<td><strong>TOTAL ASSETS</strong></td>
<td></td>
<td>5 779 763,64</td>
</tr>
<tr>
<td><strong>FULL ASSETS</strong></td>
<td></td>
<td>8 020 959,06</td>
</tr>
<tr>
<td><strong>NON-CURRENT LIABILITIES</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Long term debts</td>
<td>2.4</td>
<td>(359 571,97)</td>
</tr>
<tr>
<td><strong>TOTAL LIABILITIES</strong></td>
<td></td>
<td>(3 484 587,76)</td>
</tr>
<tr>
<td><strong>CURRENT LIABILITIES</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Financial liabilities</td>
<td>2.4</td>
<td>(38 525,68)</td>
</tr>
<tr>
<td>Suppliers</td>
<td>2.4</td>
<td>(579 476,89)</td>
</tr>
<tr>
<td>Tax, VAT</td>
<td>2.5</td>
<td>(175 505,28)</td>
</tr>
<tr>
<td>Salaries</td>
<td>2.5</td>
<td>(227 867,87)</td>
</tr>
<tr>
<td>Other</td>
<td>2.6</td>
<td>(1 297 224,57)</td>
</tr>
<tr>
<td>Accrued charges and deferred income</td>
<td>2.6</td>
<td>(806 415,50)</td>
</tr>
<tr>
<td><strong>TOTAL LIABILITIES</strong></td>
<td></td>
<td>(3 125 015,79)</td>
</tr>
</tbody>
</table>

### NET ASSETS

<table>
<thead>
<tr>
<th></th>
<th>4 536 371,30</th>
<th>4 351 192,16</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accumulated profit carried forward</td>
<td></td>
<td>4 536 371,30</td>
</tr>
<tr>
<td><strong>NET ASSETS</strong></td>
<td></td>
<td>4 536 371,30</td>
</tr>
</tbody>
</table>
# FINANCIAL STATEMENTS 2016

## Statement of Financial Performance

<table>
<thead>
<tr>
<th></th>
<th>Note</th>
<th>2016</th>
<th>2015</th>
<th>Var 15/16</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Operating revenue</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Turnover</td>
<td>3.1.</td>
<td>4 641 125,62</td>
<td>4 356 307,12</td>
<td>6.54%</td>
</tr>
<tr>
<td>Membership</td>
<td>3.1.</td>
<td>2 933 337,50</td>
<td>2 774 518,36</td>
<td>5.72%</td>
</tr>
<tr>
<td>Other income</td>
<td>3.2</td>
<td>725 952,73</td>
<td>563 110,88</td>
<td>28.92%</td>
</tr>
<tr>
<td><strong>Total Operating Revenue</strong></td>
<td></td>
<td>8 300 415,85</td>
<td>7 693 936,36</td>
<td>7.88%</td>
</tr>
<tr>
<td><strong>Operating expenses</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Services and other goods</td>
<td></td>
<td>5 240 557,69</td>
<td>4 754 565,61</td>
<td>10.22%</td>
</tr>
<tr>
<td>Remuneration</td>
<td></td>
<td>2 415 319,89</td>
<td>2 402 514,69</td>
<td>0.53%</td>
</tr>
<tr>
<td>Depreciation</td>
<td></td>
<td>213 518,84</td>
<td>205 708,20</td>
<td>3.80%</td>
</tr>
<tr>
<td>Amounts written off trade debtors</td>
<td></td>
<td>75 032,04</td>
<td>27 628,23</td>
<td>171.58%</td>
</tr>
<tr>
<td>Other operating expenses</td>
<td></td>
<td>130 617,49</td>
<td>115 573,14</td>
<td>13.02%</td>
</tr>
<tr>
<td><strong>Total Operating Expenses</strong></td>
<td></td>
<td>8 075 045,95</td>
<td>7 505 989,87</td>
<td>7.58%</td>
</tr>
<tr>
<td><strong>Operating result - EBIT</strong></td>
<td></td>
<td>225 369,90</td>
<td>187 946,49</td>
<td>19.91%</td>
</tr>
<tr>
<td>Financial revenue</td>
<td></td>
<td>6 931,86</td>
<td>15 717,22</td>
<td>(55.90%)</td>
</tr>
<tr>
<td>Financial expenses</td>
<td></td>
<td>47 122,62</td>
<td>50 215,90</td>
<td>(6.16%)</td>
</tr>
<tr>
<td><strong>Financial result</strong></td>
<td></td>
<td>(40 190,76)</td>
<td>(34 496,68)</td>
<td>16.50%</td>
</tr>
<tr>
<td>Non-recurrent income</td>
<td></td>
<td>12 476,90</td>
<td>(100.0%)</td>
<td></td>
</tr>
<tr>
<td>Non-recurrent result</td>
<td></td>
<td>12 476,90</td>
<td>(100.0%)</td>
<td></td>
</tr>
<tr>
<td><strong>ECONOMIC RESULT OF THE YEAR</strong></td>
<td></td>
<td>185 179,14</td>
<td>165 924,71</td>
<td>11.60%</td>
</tr>
</tbody>
</table>

## Statement of Change in Net Assets

<table>
<thead>
<tr>
<th></th>
<th>Accumulated profit carried forward</th>
</tr>
</thead>
<tbody>
<tr>
<td>Balance as at 31.12.2014</td>
<td>4 185 267,45</td>
</tr>
<tr>
<td>Economic result of the year 2015</td>
<td>165 924,71</td>
</tr>
<tr>
<td>Balance as at 31.12.2015</td>
<td>4 351 192,16</td>
</tr>
<tr>
<td>Economic result of the year 2016</td>
<td>185 179,14</td>
</tr>
<tr>
<td>Balance as at 31.12.2016</td>
<td>4 536 371,30</td>
</tr>
</tbody>
</table>
Forecast year 2017 / 2016 – Actual 2016

<table>
<thead>
<tr>
<th></th>
<th>Forecast 2017</th>
<th>Actual 2016</th>
<th>Forecast 2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>OPERATING REVENUE</td>
<td>8 755</td>
<td>8 300</td>
<td>8 532</td>
</tr>
<tr>
<td>DIRECT EXPENSES</td>
<td>(2 089)</td>
<td>(1 883)</td>
<td>(2 054)</td>
</tr>
<tr>
<td>OVERHEADS</td>
<td>(6 469)</td>
<td>(6 232)</td>
<td>(6 285)</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Personnel (incl. regular consultants &amp; interim personal)</td>
<td>(4 465)</td>
<td>(4 486)</td>
<td>(4 500)</td>
</tr>
<tr>
<td>Rent &amp; maintenance</td>
<td>(180)</td>
<td>(174)</td>
<td>(185)</td>
</tr>
<tr>
<td>Office equipment</td>
<td>(100)</td>
<td>(92)</td>
<td>(105)</td>
</tr>
<tr>
<td>Administrative expenses</td>
<td>(155)</td>
<td>(114)</td>
<td>(140)</td>
</tr>
<tr>
<td>Marketing &amp; communication</td>
<td>(220)</td>
<td>(152)</td>
<td>(200)</td>
</tr>
<tr>
<td>Travelling &amp; accommodation</td>
<td>(300)</td>
<td>(299)</td>
<td>(310)</td>
</tr>
<tr>
<td>Fees (occasional consultants &amp; sundry services)</td>
<td>(440)</td>
<td>(457)</td>
<td>(440)</td>
</tr>
<tr>
<td>Financial support to other associations</td>
<td>(169)</td>
<td>(45)</td>
<td>(45)</td>
</tr>
<tr>
<td>Other overhead expenses</td>
<td>(80)</td>
<td>(84)</td>
<td>(65)</td>
</tr>
<tr>
<td>Depreciation (1)</td>
<td>(240)</td>
<td>(214)</td>
<td>(220)</td>
</tr>
<tr>
<td>Provision for bad debts (2)</td>
<td>(75)</td>
<td>(75)</td>
<td>(30)</td>
</tr>
<tr>
<td>Financial result</td>
<td>(45)</td>
<td>(40)</td>
<td>(45)</td>
</tr>
<tr>
<td>NET RESULT (3)</td>
<td>197</td>
<td>185</td>
<td>193</td>
</tr>
<tr>
<td>CASHFLOW (3)+(2)+(1)</td>
<td>512</td>
<td>474</td>
<td>443</td>
</tr>
</tbody>
</table>

1. Notes to the Financial Statements

SIGNIFICANT ACCOUNTING POLICIES

1.1. Legal basis and accounting rules
The accounts of the EFMD are kept in accordance with the Belgian GAAP. They are prepared on the basis of accrual based accounting rules. The accounts are kept in Euro on the basis of the calendar year.

1.2. Accounting principles
The objective of the financial statements is to provide information about the financial position, performance and cashflows of an entity that is useful to a wide range of users. For the EFMD as an international association, the objectives are more specifically to provide information useful for our members, our partners and institutional funders, and to demonstrate the accountability of the entity for the resources entrusted to it. It is with these goals in mind that the present document has been drawn up.
2. Notes to the Balance Sheet

2.1. Intangible and tangible assets
All intangible and tangible assets are stated at historical cost less accumulated amortisation or depreciation. Cost includes expenditure that is directly attributable to the acquisition, construction or transfer of the asset. The assets are amortised or depreciated on a straight-line basis over their estimated useful lives.

<table>
<thead>
<tr>
<th>Type of assets</th>
<th>Straight line depreciation – amortisation rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Intangible assets</td>
<td>33%</td>
</tr>
<tr>
<td>Buildings</td>
<td>2%</td>
</tr>
<tr>
<td>Buildings’ modifications</td>
<td>10%</td>
</tr>
<tr>
<td>Office equipment and IT</td>
<td>33%</td>
</tr>
<tr>
<td>Furniture and other equipment</td>
<td>20%</td>
</tr>
</tbody>
</table>

Gains or losses on disposals are determined by comparing proceeds less selling expenses with carrying amount of the disposed asset and are included in the statement of financial performance.

2.2. Financial assets
Included in financial assets are mainly deposits. The increase in 2016 is due to an non-recurring hotel deposit.

2.3. Trade debtors
The increase of the unpaid invoices (customers) at the end of year 2016 is due to a change of the Professional Conference Organiser (PCO) as well as to new invoicing procedures for conference fees. The revenue to be billed is mainly related to the FORGEC project.

2.4. Long term debts and financial liabilities
The long term loans amounts 359 571.97 EUR and the annuities for 2017 totalize 38 525.68 EUR.
FINANCIAL STATEMENTS 2016

2.5. Tax & VAT

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Tax &amp; VAT</td>
<td>(175 505,28)</td>
<td>(55 890,47)</td>
</tr>
<tr>
<td>VAT</td>
<td>(160 012,18)</td>
<td>(40 397,37)</td>
</tr>
<tr>
<td>Regional tax</td>
<td>(15 493,10)</td>
<td>(15 493,10)</td>
</tr>
</tbody>
</table>

The increase of the VAT is due to changes in PCO as well as new invoicing procedures for conference fees.

2.6. Other

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Other</td>
<td>(1 297 224,57)</td>
<td>(838 858,83)</td>
</tr>
<tr>
<td>Advances received on European contracts</td>
<td>(1 261 386,51)</td>
<td>(823 813,89)</td>
</tr>
<tr>
<td>Other</td>
<td>(35 838,06)</td>
<td>(15 044,94)</td>
</tr>
</tbody>
</table>

The advances received on European contracts are mainly composed by advances on FORGEC (685K EUR) and FORINT (464K EUR).

3. Statement of Financial Performance

3.1 Turnover and membership

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2015</th>
<th>Var15/16</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating revenue</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Turnover</td>
<td>4 641 125,62</td>
<td>4 356 307,12</td>
<td>6,54%</td>
</tr>
<tr>
<td>Membership</td>
<td>2 933 337,50</td>
<td>2 774 518,36</td>
<td>5,72%</td>
</tr>
<tr>
<td></td>
<td>7 574 463,12</td>
<td>7 130 825,48</td>
<td>6,22%</td>
</tr>
<tr>
<td>Conferences</td>
<td>1 698 419,54</td>
<td>1 486 284,59</td>
<td>14,27%</td>
</tr>
<tr>
<td>Projects</td>
<td>451 606,08</td>
<td>547 815,03</td>
<td>(17,56%)</td>
</tr>
<tr>
<td>CLIP</td>
<td>100 000,00</td>
<td>80 000,00</td>
<td>25%</td>
</tr>
<tr>
<td>EPAS</td>
<td>649 618,00</td>
<td>607 545,00</td>
<td>6,93%</td>
</tr>
<tr>
<td>EQUIS</td>
<td>1 779 015,00</td>
<td>1 659 362,50</td>
<td>7,21%</td>
</tr>
<tr>
<td>Membership</td>
<td>2 845 722,05</td>
<td>2 711 639,50</td>
<td>4,94%</td>
</tr>
<tr>
<td>Other</td>
<td>50 082,45</td>
<td>38 178,86</td>
<td>31,18%</td>
</tr>
<tr>
<td>Turnover and membership</td>
<td>7 574 463,12</td>
<td>7 130 825,48</td>
<td>6,22%</td>
</tr>
</tbody>
</table>
4. Comments on the Forecast 2017

The Forecast 2017 assumption is the continuation of the expansion of EFMD. With an expected surplus of 193,000 EUR and a cash flow of 443,000 EUR, the institution should be able to continue to self-finance investments in new activities, in particular to retain corporate members and to attract new ones, as well as to ensure the further development of its on-line services and of its internationalisation.

3.2 Other operating income

The increase in the other operating income is mainly due to the increase of the sponsorship.
Auditor's report to the general meeting of the members of the
International non-profit organisation EFMD on the financial statements
for the year ended 31st December 2016

In accordance with the legal and statutory requirements, we report to you on the performance of the
mandate of statutory auditor, which has been entrusted to us. This report includes our opinion on the
annual accounts, as well as the required additional statements. The annual accounts include the balance
sheet at December 31st 2016, the income statement for the year then ended, and the disclosures.

Report on the annuals accounts – Unqualified opinion

We have audited the annual accounts of the internal non-profit organisation EFMD for the year ended
December 31st 2016, which show a balance sheet total of € 8.020.959,06 and a profit for the year of €
185.179,14.

Responsibility of the board of Directors for the preparation of the annual accounts

The board of Directors is responsible for the preparation of annual accounts that give a true and fair view
in accordance with the financial-reporting framework applicable in Belgium, and for such internal control
as the board of Directors determines is necessary to enable the preparation of annual accounts that are free
from material misstatement, whether due to fraud or error.

Responsibility of the statutory auditor

Our responsibility is to express an opinion on these annual accounts based on our audit. We conducted
our audit in accordance with International Standards on Auditing (ISAs). Those standards require that we
carry out the ethical requirements and plan and perform the control to obtain reasonable assurance whether
the annual accounts are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in
the annual accounts. The procedures selected depend on the statutory auditor's judgment, including the
assessment of the risk of material misstatement of the annual accounts, whether due to fraud or error. In
macing those risk assessment, the statutory auditor considers the foundation's internal control relevant to
the preparation of annual accounts that give a true and fair view, in order to design control procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity’s internal control. An audit also includes evaluating the appropriateness of valuation rules used and the reasonableness of accounting estimates made by board of Directors, as well as evaluating the overall presentation of the annual accounts.

We have obtained from board of Directors and association officials the explanations and information necessary for our audit.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

**Unqualified opinion**

In our opinion, the annual accounts of the international non-profit organisation EFMD give a true and fair view of the association’s equity and financial position as at December 31st 2016, and of the results of its operations for the year then ended, in accordance with the financial reporting framework applicable in Belgium.

**Report on other legal and regulatory requirements**

The board of Directors is responsible for the compliance with the Law of 27 June 1921 on non-profit organisations, international non-profit organisations and foundations, with the by-laws and with legal and regulatory requirement regarding bookkeeping.

In the context of our mandate and in accordance with the Belgian standard which is complementary to the International Standards on Auditing (ISAs) as applicable in Belgium, our responsibility is to verify, in all material respects, compliance with certain legal and regulatory requirements. On this basis, we make following additional statements, which to not modify our opinion on the annual accounts:

- Without prejudice to formal aspects of minor importance, the accounting records were maintained in accordance with the legal and regulatory requirements applicable in Belgium.

- There are no transactions undertaken or decisions taken in breach of the by-laws or of the Law of 27 June 1921 on non-profit organisations, international non-profit organisations and foundations that we have to report to you.

Brussels, March 31st 2017

[Signature]

SCCRL PVMD Revisseur d’entreprises
Statutory auditor
Represented by Alain CHAERELS
Legal auditor