DEC 2023 - JAN 2025

ALUMNI ASSOCIATION IMPACT REPORT

European Bank for Reconstruction and Development

OVERVIEW

TOTAL MEMBERS

3,948

2024 was a transformative year for the Alumni Association, marked by significant strides in participation, communication and collaboration.

In the past year, we have observed a commendable expansion in alumni engagement with the Bank. We have built upon the excellent practices instilled in 2023, further enhancing our success in 2024. Our content is accessed more frequently and encouraging a more interactive dialogue.

We have continued to host in-person Alumni Association events that we revitalised in 2023, including an Annual Alumni Reunion with the President, a reception with the President in Brussels, a gathering in Washington and informal drinks on the fringe of the Annual Meeting in Yerevan, thus fostering deeper connections within our community.

We are pleased to witness growing collaboration between Bank staff and alumni, with increased involvement in projects and various Bank initiatives. This collaborative approach aligns with our strategy to strengthen the mutual benefits of our relationship. We are beginning to see meaningful results and positive impacts. We have also strengthened the governance of the Alumni Association.

> EBRD Alumni Association is one of the networks of change makers I am happy to belong to.
>
> *~ Nashwa Saleh, INED, Chair Board Risk & Compliance Committee United Bank for Africa | Former EBRD Manager, Treasury & Capital Markets Development*

ALUMNI NEWSLETTER

TOTAL OPENS JAN 2025

4,689

Open rate +8.9%

68.9%

Click rate +2%

15%

Total clicks +330

1,738

Produced **3 newsletters** for the year with an open rate of 68.9%, an **engagement growth of 8.9%** compared to last year; a click rate of 15% compared to 13% last year and read mainly across US, UK, Sweden, France, and the Netherlands. Thanks to our constant efforts to keep our content inclusive and innovate, we note a slight surge in the engagement of younger age range amongst our alumni: 18-24 age range went from 1% to 1.10% while the 25-34 age range went **from 5.9% up to 7%**; 34-45 went up to 31.4% and 45-54 went up to 31.7% - these age groups represent alumni that are currently accumulating experience externally and may be returning to the Bank in future.

Our female engagement went up from 44% to 44.3%. We **started 2025 with a brand-new design and new concept** for our newsletter focusing on subjects high on Bank's agenda and tips for success from our alumni that may be helpful to Bank leadership and peers. We have also renamed it to Alumni Insights. The new format has a more varied structure of interests. We have envisaged it as a business/lifestyle magazine with a bolder design and editorial look. It will be interesting to observe the trends and figures throughout 2025.

Member demographics

Female	44.3%
Male	55.3%
Other	0.5%

Click rate

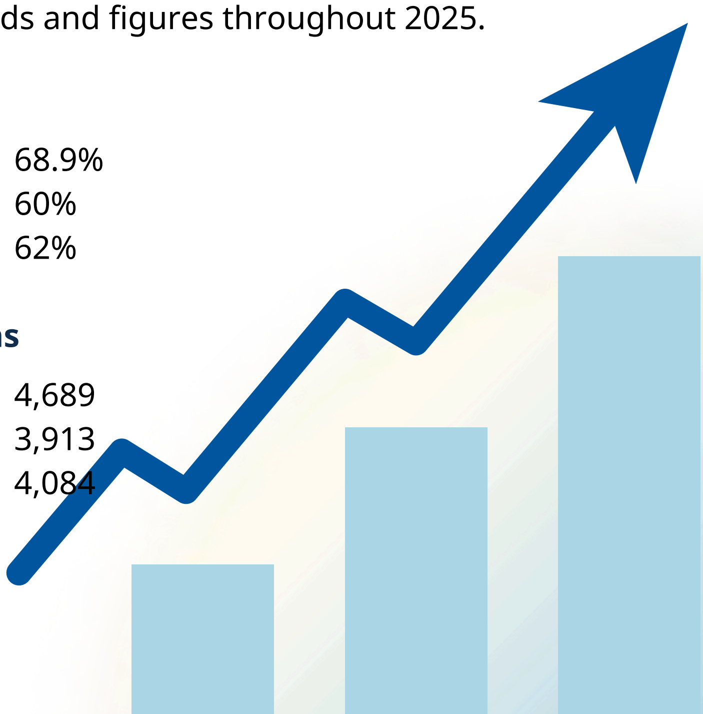
21.8%

Open rate

Jan 2025	68.9%
Aug 2024	60%
Mar2024	62%

Total opens

Jan 2025	4,689
Aug 2024	3,913
Mar 2024	4,084



ALUMNI LINKEDIN GROUP

TOTAL MEMBERS

1,066

2025 +184	2024 +218	2023 +208
1,066	882	664

Our exclusive platform for alumni on LinkedIn that was launched in 2022 continues to grow in membership. The growth is driven by the quality of our content. At this point, we are pleased to have **mobilised almost 50 per cent of our alumni**, this number represents the portion of professionally active alumni. Creating the LinkedIn closed platform for the alumni enhanced our networking capabilities, allows for targeted engagement of professionally active former colleagues and collaboration opportunities.

Additionally, we have partnered with Talent Management to advertise hard-to-fill roles for the Bank, further strengthening professional relationships and providing valuable resources for our members. The platform had **101 posts** in 2024 and scored **52,110 post views**, proving that it was a good decision to launch.

Member demographics

Board member	4.1%	Owner	1.4%
Founder	2.3%	Member of the Board of Advisors	1.1%
Chief Executive Officer	1.9%	Economist	1%
Financial Advisor	1.6%	Managing Partner	1%
Managing Director	1.6%	Other	84%

Post views

53,106

ALUMNI INSIGHTS LINKEDIN OFFICIAL

TOTAL IMPRESSIONS
307,550

Jan 2025	Aug 2024	Mar 2024
42,634	230,604	34,312

In March 2024, the Association successfully launched Alumni Insights, a curated compilation of alumni content from our newsletter designed to enhance external visibility and engagement. While this initiative differs from a traditional newsletter format, lacking a subscription option and presenting as an article series, it has achieved commendable engagement metrics: **1,714 article views**, a **click-through rate of 2.10%**, and a **total of 307,550 impressions across three issues**, effectively **reaching 43,318 members**.

This innovative approach sets us apart from other MDBs and presents a unique opportunity. We should continue to monitor engagement levels and consider the potential for a newsletter format in the future. It also represents a notable success for our department, adding value by enhancing our capacity to connect with external audience and promote alumni engagement for the Bank. Furthermore, it demonstrates externally that we leverage the Association as a strategic business tool. We strategically theme the insights to align with the Bank's agenda, such as highlighting topics like sub-Saharan Africa, thereby providing and additional tool to effectively communicate our priorities and initiative. It also serves as a valuable resource for our peers, allowing them to draw on the experience and tips for success.

Engagement

Article views	1,714
Click-through rate	2.10%

Members reached

43,318

ALUMNI INSIGHTS ON INTRANET

TOTAL VIEWS

4,289

Jan 2025	Aug 2024	Mar 2024
562	550	713

We enhanced content to keep the Bank up to date to alumni news and raised visibility of the alumni resource for the Bank to tap onto based on its agenda and invited the Bank to access our database and continued this exercise throughout the year. Starting 2024, we have tried **a different approach** by opting for a digest of alumni news, rather than personal stories aligned with our newsletter issues.

The introduction of the new format has **proven to be a significant success**, as evidenced by a remarkable increase in engagement metrics. We have observed **a tenfold increase in page views** compared to individual stories published in the past. This surge in readership indicates a strong and positive response from our audience, highlighting the effectiveness of the new approach in capturing interest and driving traffic. Moreover, this initiative has enhanced internal visibility for the Alumni Association, showcasing our commitment to fostering connections within our community. The impressive results reflect **a joint success for the department as a whole**, demonstrating the collaborative efforts that drive our mission forward. We have also noticed the Bank are learning to tap into the alumni resource more and more as a strategic business tool.

By end of 2024, we polished this idea further and **kicked off 2025 with a themed Alumni Insights featuring tips for success from our alumni with experience in sub-Saharan Africa** with helping the Bank in its efforts in new investee economies in mind and as part of our objectives in Comms set out at the annual retreat.
We will continue to analyse these trends and leverage this momentum to further enhance our content strategy and audience engagement.

Average page views

Single article	60
Alumni Insights	550

EVENTS

TOTAL ALUMNI ATTENDED

379

We have also counted on alumni **partnership in 12 EBRD events**:

President's Annual Reunion with the alumni

Last year's reunion scored a **higher attendance** (190) compared to 2023 (129). Alumni rated the overall experience of the event as Excellent - 65% and Very Good - 24%.

Overall experience

Excellent	65%
Very good	24%

Brussels President reception

The event was a resounding success and the first alumni event in Brussels attended by **35 alumni**, many of them in influential positions in organisations like the European Commission, the Benelux Parliament, the Dutch Senate, Belgian Presidency of the Council of European Union, International Energy Charter, Bruegel, EIB, IFC, etc.

Ukrainian Food Day

In February 2024 we facilitated collaboration of our Bank chefs with Svitlana Coppola, our former press office coordinator and Ukrainian national, to craft a Ukrainian menu as authentic as possible for Vista on Ukrainian Food Day, the collaboration between alumni and our catering staff made the experience more authentic.

Literature Prize	19 alumni
New Uzbekistan Forum	8 alumni
Annual Meeting 2024	27 alumni
Bite of Benin screening	12 alumni
Transition Report 2024	60 alumni
Tilka Film screening	18 alumni

> I find the Association to really have changed direction in the last 2 years or so - the information we receive, the events, the opportunities, newsletter improved and LinkedIn group. I feel valued and cared for as an alumnus. Lori and Jonathan have changed that.

BUSINESS OUTCOMES

AM PANEL SPEAKERS

4

University of Westminster Students session with Adonai Herrera-Martinez and Wojtek Boniaszczuk | An introduction to EBRD and its practice of project finance and sustainable development.

24 students headed by their professor, Deltcho Vitchev, EBRD alumnus attended, the student are postgraduate students from SSA studying the law aspects of international project finance and represent hiring potential for the Bank to recruit for the SSA expansion. We have also promoted the Swiss Professionals Event held at HQ amongst our Swiss alumni.

Talent Management

We offered our alumni platform to Talent Management to advertise roles they find hard to fulfil through usual channels.

Alumni reemployed by the Bank

86 alumni currently reemployed by the Bank.

Alumni on Bank consultancy appointments

27 alumni consultancy appointments, including informal advisory roles, e.g., Phil Bennett advised the Bank on Chornobyl Panel at the Spring Meetings in DC.

Annual Meeting 2024

We had **4 panel speakers and 1 award recipient at the Annual Meeting** in Samarkand. **27 alumni attended**, mainly from IFIs and private business sector, equating to a **£5.4K in participation fee**.

Alumni participation fee | AM

£5.4K

ALUMNI AND THE BANK

ALUMNI NED APPOINTMENTS

8

Photo Competition Awards

Two alumni on judges panel:

"Thank you for inviting me to help judge last year's EBRD Staff Photo Competition. And what a challenging task you set me! It was fascinating to see how staff interpreted and responded to the key themes with such creativity, imagination and technical skill. It was truly difficult to select the winners – so many of the images were inspired and inspiring. Congratulations to Ale and colleagues for producing the competition and prize-giving event, and for curating such a beautiful exhibition of all the submissions at Five Bank Street."
~Jane Ross, former EBRD Head of Editorial, Creative and Alumni Relations

"It was an honour to judge two of the categories for last year's Staff Photo Competition. Having organised the competition in previous years, it was wonderful to be back as an alumna. The quality of the photography has only got more impressive!"
~Abi Riem, former EBRD Media Producer

Nominee Directors Programme

We established collaboration with Justin Robertson, who runs to Nominee Director Board Practice, to highlight the wonderful Board talent among our alumni database and placed a call for applications for NED, as a result **8 alumni received NED offers**. 18 alumni are NEDs at present.

Civil Society Engagement

Following the visit we organised with LSE IDEAS, we facilitated the visit of a group of a delegation of Ukrainian government officials and business leaders to the EBRD last June during the Ukraine Recovery Week with the Civil Society Engagement team.

GOVERNANCE

AA Chair and SC interactions on Cigna Medical Care

The Chair of the Alumni Association has met the new Chair of the Staff Council already to discuss ongoing concerns about the post leaving medical cover provided, currently, by Cigna. They have agreed to swap notes on how Alumni and staff are affected and will continue discussing the issue in the run up to the Cigna re-negotiation next year. We are also collaborating on whether alumni should have a say on the retirement plan committee which oversees the operation of the MPP.

AA Chair and HR

The Chair of the Alumni Association met the Managing Director, HR in order to discuss concerns of AA members about the rising cost of CIGNA medical cover. The MD HR acknowledged that it may be unaffordable for many members, undermining the concept of what the Bank has put into place only fairly recently. They agreed that they would keep discussing it and AA input would be considered during next year's Cigna renegotiation. We have continued to discuss this with HR, and at a meeting with Odile. We all recognise that solutions are not easy to find.

Advisory Committee

We revised Advisory Committee membership by making the process more transparent and introduced self-nomination of alumni, thus encouraging inclusiveness and diversity in its representation (previously members were nominated by the Chair).

We introduced regular meetings with the Advisory Committee to have a continuous dialogue and hear their voice, also identify strategic members that can dedicate time to informally advise the Chair and align with Bank's needs, use the alumni as ambassadors.

We delivered on our promise of giving alumni more say in how the EBRD Alumni Association is run.

INITIATIVES IN MOTION

Young Professionals Network

We connected with YPN and are currently looking into drafting an informal Pass It On initiative for alumni to transfer knowledge to young professionals at the Bank in addition to the formal mentorship programme. We are hoping to kick off the first session this year once YPN establish the themes of interest.

Business Development

We spoke to Business Development in May about using the alumni network for their business needs and these are the areas identified how alumni can help:

- Alumni could help raising awareness of the EBRD in the countries above, so that private sector companies would be more aware of the EBRD, it's products & services;
- Alumni could let the BD team know about private sector companies' investment plans into our Countries of Operations, so that we could establish contact and discuss potential co-operation.
- Equally, if alumni have good contacts with private sector companies present in our countries of operations, and if they could share – that would be very helpful as well.
- Chambers of Commerce & Business Associations – if any of our Alumni work for Chambers of Commerce/Business Associations in any of the above countries – would be useful for us to get in touch and discuss potential co-operation too.

BDU went through structural changes over the summer and autumn, we shall follow up on this initiative in 2025.

Collaborative efforts

The Association has also worked across the department in 2024 lending its soft skills resources to a successful planning and run out of Season of Sharing Campaign; Staff Photo Competition and helping Donor Visibility with translation of videos.

CONCLUSIONS

- The concerted efforts to enhance alumni engagement have led to a thriving community that not only reconnects former colleagues but also actively contributes to the Bank's strategic goals.
- Increased attendance at events, improved communication metrics, and the successful launch of innovative initiatives like Alumni Insights have created a robust platform for alumni to share their experiences and insights.
- The growing collaboration between alumni and Bank staff underscores the mutual benefits of this relationship, fostering a network that enhances knowledge sharing and professional development.
- The emphasis on inclusivity and transparent governance has empowered alumni to play a more active role in shaping the Association's direction, ensuring that their needs and contributions are recognised.
- As the Alumni Association continues to build on this positive momentum, it is well-positioned to further integrate alumni into the Bank's strategic framework, leveraging their expertise and connections to drive impactful initiatives.
- Overall, the future looks promising for the Alumni Association, with an engaged network ready to support the Bank's mission and objectives.