

Alumni Association

Impact Report 2025



Author: Lori Coretchi

Executive summary

Reinvented
engagement formats

Alumni expertise
aligned with Bank
priorities

Stronger
digital presence

In 2025, the Alumni Association not only sustained the momentum and outstanding achievements established in 2024 but also continued to build on a strong foundation while expanding its work in more deliberate and strategic ways.

Each year has strengthened our community and deepened our relevance across the institution, and this year we focused on reinvention, testing new formats, refining our offer, and creating fresh ways for alumni and the Bank to engage with one another. This evolution reflects the steady growth of the Alumni Association's contribution to the Bank, with each year adding new layers of value, relevance and impact. Because of these efforts, the Bank benefited from stronger alumni to Bank connections, enhanced intelligence, new opportunities, and greater institutional visibility.

The reimagined format of **President's Annual Reunion**, the launch of **Pass It On** informal knowledge transfer in collaboration with the Young Professionals Network and the expanded scope of **Alumni Insights** all contributed to a more engaged and collaborative alumni community. Crucially, these initiatives were not only about reconnecting former colleagues, but they were also designed to bring Bank leaders and alumni into dialogue on themes important to the institution, fostering two-way exchange rather than one way communication. This strengthened understanding of key strategic topics and created opportunities for practical contribution.

Pass It On created a space for informal knowledge transfer from alumni to the Young Professionals Network, providing early career staff with access to experience, judgement and real-world insight that is difficult to obtain elsewhere. This supports the Bank's talent development goals while encouraging intergenerational exchange.

We **engaged alumni to help shape the Bank's Sub-Saharan Africa strategy**, launching a focused Alumni Insights issue that offered practical advice and fostered internal understanding. This sparked valuable outreach and potential partnership opportunities, highlighting the Alumni Association's strategic role.

Similarly, the **President's interactions with alumni in Brussels and Washington** served as high value, targeted engagements that reinforced the Bank's visibility in influential environments. By connecting with alumni working in institutions relevant to policy and shareholder discussions, we helped maintain important networks and created conditions for future collaboration, subtle but meaningful contributions to the Bank's institutional positioning.

Across Communications, we strengthened the Association's presence within the Bank. Through regular updates to leadership, more consistent internal storytelling, Intranet **Alumni Community page restructuring** and deliberate visibility efforts, we helped teams recognise where alumni expertise can add value.

Because of this, more colleagues tapped alumni for insights, connections and institutional memory, expanding the practical contribution alumni can make to ongoing work. At the same time, stronger social media performance, the redesigned newsletter, and growing video capabilities helped cultivate a community that feels informed, valued and connected to the Bank's mission.

Internally, we also consolidated the foundations that support this work. **Governance refinements, clearer processes**, and deeper collaboration across Communications improved efficiency and strengthened alignment with institutional priorities. These enhancements ensure that engagement is purposeful, consistent and integrated across the organisation.

Externally, our visibility on social media reached new heights, with the production of two engaging reels this year and the exploration of sharing content on Instagram, alongside trials of different visual formats. These efforts have fuelled the growth of our closed alumni LinkedIn group, demonstrating how our external presence actively promotes the Alumni Association and ultimately benefits the EBRD by attracting more followers to the Bank's main channels.

Our Association stands out amongst MDBs alumni associations as the most robust; uniquely, we are institution-led and use our alumni network as a business tool, in contrast to other associations that are typically retiree-focused, with more social engagement and only partial institutional connection. This distinction has not gone unnoticed, other MDBs are increasingly reaching out to us for advice on alumni coordination, seeking to take a leaf from our book. We should take great pride in the reputation and leadership our Association has established in the MDB community.

In addition, significant groundwork has been laid this year for the **migration of our dedicated alumni platform to ebrd.com**, marking a major step towards greater integration and accessibility. The process is well underway, with a **generic alumni page** and key *Alumni Insights* already beginning to feature on the new site. This initiative is expected to conclude by the end of 2026, promising a more streamlined and visible presence for alumni activities and resources within the Bank's main digital ecosystem. The transition will further strengthen our ability to connect, inform and engage the alumni community in alignment with the Bank's broader communications strategy.

Additionally, we anticipate that the **migration of our alumni platform to ebrd.com** will significantly enhance our analytics capabilities. Once the new site is fully integrated, we will benefit from improved data collection and analysis tools, enabling us to more effectively measure and demonstrate the impact of our initiatives. This will allow us to better track engagement outcomes and inform future strategy, ensuring our efforts deliver measurable value to both the Alumni Association and the Bank.

Ultimately, 2025 demonstrated that the Alumni Association's impact is created through consistent, intentional actions, an introduction made, a theme highlighted, a story shared, an event delivered, a conversation facilitated. Each of these contributes to strengthened continuity across generations of EBRD talent. Collectively, they help the Bank maintain relationships, generate new insights, and create opportunities that support its strategic objectives.

Alumni engagement is not just a "nice to have", it is a lever for talent development, institutional memory and global influence.

As we look ahead, our priority will be to build on this momentum. We will continue to deepen engagement, foster collaboration between alumni and the Bank and refine the new formats introduced this year. With each step, the Alumni Association becomes **more connected, more engaged and more strategically aligned**, well placed to play an increasingly active and meaningful role in supporting the Bank's mission in 2026 and beyond.

Alumni Association

Impact Report 2025

Engagement
91.7% ↑ 23%

LinkedIn members
1,262 ↑ 18%

Members
5,438 alumni

LinkedIn membership
+196 new members

Alumni geographic outreach
100 + countries

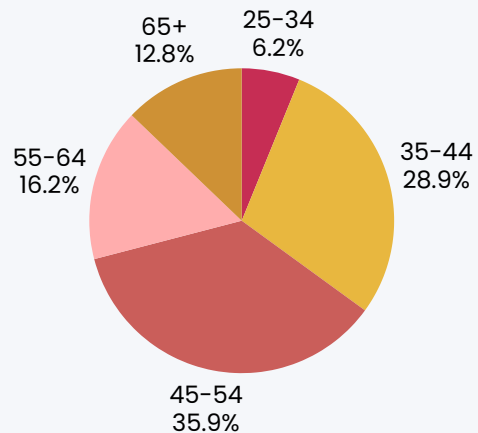
Demographic outreach

Male 54.9%

Female 44.6%

Unknown 0.5%

Engagement by age range



Strategic highlights



Two-way dialogue
at the core



Stronger internal
presence



Foundational
improvements



Strengthened alumni-
Bank collaboration

"Your drive and professionalism are a real credit to the
Alumni Association and the EBRD."

– Bryan Whitford, Head of Editorial and Creative

Advancing our strategic reach

Sustaining momentum and building on

In 2025, the Alumni Association not only sustained the momentum and outstanding achievements established in 2024 but continued to build on while expanding our work in more deliberate and strategic ways. Year after year, our efforts have strengthened our community and deepened our relevance across the institution. This past year was marked by reinvention, exploring new formats, refining our offer and designing fresh ways for alumni and the Bank to engage with one another.

What has emerged is a clear evolution: each year adds new layers of value, relevance and impact. Because of this steady trajectory, the Bank benefited in 2025 from stronger alumni–Bank connections, enhanced intelligence, new opportunities and greater institutional visibility.

Reinvention, exploring new formats and refining our offer

2025 was defined by intentional reinvention. Our aim was to modernise further our formats, strengthen the quality of interaction and create opportunities for meaningful participation.

The **Annual Reunion with the President** was transformed into a dynamic, multi-event format designed to foster deeper dialogue and collaboration. The day included a **Pass It On** fireside chat, an interactive **Colour Impact workshop** with alumna Evgenia Preimane, a Community Initiative afternoon tea to showcase staff-led initiatives, a panel discussion on geopolitics.

The events received **an overwhelmingly positive response, with 86.67% of attendees expressing a high level of satisfaction, while the remaining 13.33% considered their experience to be moderate.** This strong feedback highlights the quality and relevance of our engagement efforts.

Pass It On, informal knowledge transfer platform launch with the Young Professionals Network

As part of this refreshed format, we launched **Pass It On** in collaboration with the **Young Professionals Network**, an informal knowledge transfer initiative designed to connect alumni expertise with young professionals at the Bank. The first session featured a fireside chat and attracted strong participation. This initiative will continue as a recurring series, creating a platform for intergenerational exchange and practical insights that complement the Bank's talent development efforts.

Pass It On created a dedicated space for informal knowledge transfer between alumni and the Young Professionals Network, aligning directly with the Bank's talent development goals.

The inaugural session set a thoughtful tone, featuring three distinguished alumni: Aijan Sadyrova (former Associate Banker), Charlotte Salford (former Director of the BAS/TAM Programme), and Florin Visa (former Principal Banker). Each speaker shared invaluable perspectives, tracing their journeys from impactful roles at the Bank to thriving careers in investment banking, venture capital and advisory services.

The session was rich with practical guidance for Young Professionals Network: seek out mentorship, remain flexible on your career path, and embrace opportunities, even those that come disguised as setbacks with confidence and curiosity.

Feedback from the inaugural session was exceptionally strong, **73% rated it as excellent and 92% said they are extremely interested in the series continuing.**

This initiative has the capacity to build on its early success and expand into training/mentorship opportunities for current staff, complementing the Bank's formal talent development programmes, if the business sees so fit.

By leveraging alumni expertise, uniquely tailored to our institution, we can effectively transfer invaluable knowledge and skills to our workforce, ensuring that our staff benefit directly from the rich, institution-specific insights only our alumni can provide.

We also hosted an afternoon tea with **Community Initiative** and colleagues who showcased their current fundraising efforts to alumni, thus encouraging alumni to continue engage in staff-led fundraising efforts.

This shift reflects a maturing understanding across the Bank of how alumni insight, institutional memory and external networks can support ongoing work.

Beyond this, we created **opportunities for the President to meet key alumni in Brussels and Washington**. In Brussels, **26 alumni attended the annual Brussels reception**, helping maintain strong relationships with alumni working in key European institutions critical to the Bank's agenda.

In Washington, 48 alumni from influential government agencies, sister multilateral development banks, and the private sector engaged with the President, strengthening partnerships and reinforcing the Bank's presence in a region of strategic importance to our shareholder base.

Additionally, at the **Annual Meeting**, alumni actively participated as speakers on various panels, sharing expertise on topics such as digital innovation and regional development. Their contributions complemented the Bank's work by amplifying thought leadership, enhancing credibility, and fostering dialogue with stakeholders. Together, these efforts quietly but effectively strengthened connections and created opportunities that support the Bank's mission and long-term objectives. The **Annual Meeting in London drew 111 alumni, with eight of them as speakers across various panels**, reflecting the growing engagement and impact of our alumni community.

The Association **collaborated with the Equity Funds leadership** in organising **In conversation with Mike Calvey and Ron Freeman event**. By working together, we were able to deliver a highly engaging experience that resonated with our alumni community.

The event was exceptionally well received, **drawing 81 alumni participants and a full auditorium of staff**, a clear indication of its popularity and the value added through interdepartmental cooperation.

Importantly, the benefits of this event extended well beyond the alumni audience. Both Ron Freeman, the Bank's first Vice President, and Mike Calvey, widely regarded as one of the most successful and prominent bankers in the EBRD's history, brought a wealth of experience and unique insights. It reinforced how alumni engagement can deliver mutual value, enriching personal growth for participants while supporting the Bank's broader aims.

Such collaborative efforts not only enrich our offerings but also help strengthen connections between the Bank and its alumni, supporting our shared goals for professional development and engagement.

The **Reflections from the Novara fireside chat with alumnus Nigel Jollands** that the Association hosted **in collaboration with the Climate and Sustainability Delivery (CSD)** proved to be a standout moment in our alumni engagement calendar, attracting significant interest and participation. A total of **435 staff and alumni** tuned in online, while **38 attended in person**, demonstrating the strong appetite for connection and knowledge sharing within our community. Survey results reflected **overwhelmingly positive feedback, with 100% of respondents rating the conversation as highly engaging; 90% found the insights shared during the fireside conversation very valuable and 100% rated the overall quality of the event as excellent**. This enthusiastic response highlights both the relevance of the topics discussed and the value alumni place on opportunities for dialogue and networking.

We promoted alumni engagement through events such as **Rock for Ukraine (62 alumni attended)**, the Literature Prize (**19 alumni attended**) reinforcing our commitment to maintaining meaningful connections between alumni and the Bank.

We supported the **Women in Business event alongside Financial Institutions department, engaging 36 alumni** from Citi, UBS, Ukraine Railways, Barclays, Morgan Stanley, Fidelity International, Investec Asset Management, Cambridge University Judge Business School, and the UN World Food Programme, thereby strengthening strategic partnerships and advancing the Bank's objectives.

We collaborated closely with the Office of the Chief Economist to boost alumni participation at the **Transition Report** launch. This collaboration resulted in **61 out of 176 attendees being alumni**, highlighting the relevance of the Bank's agenda with our alumni.

Alumni Insights as a strategic communications asset

December 2025

91.7% ↑ 23%

May 2025

87.2% ↑ 18%

January 2025

69.2% ↑ 3%

Alumni Insights, expanded scope and strategic role

The new design of the newsletter launched in January has established a strong brand identity, achieving an open rate of **69.2% and a click rate of 15.5%** for the first issue, the second issue reached **87.2% open rate and 15.4% click rate and the last issue of the year reached 91.7% open rate and a 13.2% click rate.**

The expanded scope of *Alumni Insights* was central to strengthening alumni-Bank dialogue in 2025. The publication evolved into a more comprehensive editorial platform designed to foster two-way exchange on themes important to the institution, pairing institutional achievements with alumni perspectives and lived experience.

Each issue paired key institutional achievements with alumni perspectives to foster dialogue, highlight progress on priority themes, and capture lessons learned.

Our first issue focused on **sub-Saharan Africa**, drawing on alumni expertise to identify opportunities, pitfalls to avoid and support staff understanding as the Bank scales up engagement in the region.

Second issue was themed around **EBRD strategy delivery** featuring President Odile Renaud-Basso with reflections on the EBRD's performance on the eve of signing the new Strategic and Capital Framework (SCF); Gianpiero Nacci on how the EBRD is delivering on the green agenda by promoting industrial energy efficiency and Dina Matta on how the EBRD is delivering its transformation agenda.

In the last issue of 2025 we traced **threads of transition**. EBRD Chief Economist Beata Javorcik explored sweeping demographic shifts in the latest Transition Report; Ralph de Haas reflected on alum Philippe Aghion's trajectory from transition thinking to a Nobel Prize; and alumni Hans Peter Lankes and Sergei Guriev revisited the mid 1990s transition concept that shaped the EBRD's 2016 framework for sustainable market economies.

This renewed approach is elevating the Bank's work and its leadership profile among our audience, driving greater recognition of our institutional priorities and fostering deeper connections that benefit the Bank's strategic objectives.

Alongside the core thematic section, we expanded the publication with new features, including *Country Chronicles*. This series captures stories of collaboration with alumni across our countries of operations, illustrating how our private sector investments have evolved and highlighting the progress made since the Bank first entered each market.

To diversify the content, we added new regular features: *Travel Diaries*, spotlighting alumni stories from across our regions; *Affinity Corner*, focused on hobbies and shared interests; *Bridging Connections*, highlighting alumni book launches and perspectives; and an FAQ section offering practical medical and retirement guidance developed with the Bank. These additions support our vision of Alumni Insights evolving into a business/lifestyle publication for both alumni and staff.

Supporting the business in shaping SSA response through Alumni Insights

We engaged with alumni to support the business in shaping SSA response by launching the first issue of the reimagined *Alumni Insights*, focusing on alumni experiences in Sub-Saharan Africa (SSA) and providing practical advice, pitfalls to avoid and strategic guidance for the Bank and its stakeholders, a roadmap for success in the region. The SSA issue proved highly valuable internally as we navigated and educated ourselves about the complexities of operating in SSA. This initiative also sparked meaningful engagement, leading to outreach from alumnus Sunil Sabharwal, a fintech mogul and former IMF Board Member, who expressed interest in co-investment opportunities with EBRD in Africa. We facilitated an introduction between Sunil and Heike Harmgart, opening the door to potential partnerships and reinforcing the Alumni Association's role as a strategic asset for creating business opportunities and strengthening the Bank's SSA strategy.

Strengthening the Association's presence within the Bank

Across Communications, we strengthened the Association's visibility inside the Bank through regular leadership updates, more consistent internal storytelling and [a refreshed Intranet Alumni Community page](#).

Maintaining and regularly updating the alumni database remained an important priority, as it serves as a strategic resource for the Bank to leverage alumni connections for business opportunities.

These deliberate efforts helped teams better recognise where alumni expertise could add value to their work.

As a result, more colleagues tapped alumni for insights, connections and institutional memory. Requests came from areas such as: Shareholder Relations, Evaluation / IEvD-Corp.

Social media engagement

43,030
post views

106,151
Alumni Insights
impressions

6,080
Alumni highlights
video views

Membership and engagement on LinkedIn alumni dedicated group

Our dedicated LinkedIn group for alumni, launched in 2022, saw continued growth in 2025, with **196 new members** joining and **bringing the total to 1,262 members**. This now **accounts for 60 per cent** of our professionally active former staff.

The platform continued to generate engagement through tailored content and by highlighting posts that were significant for the EBRD overall. In 2025, we published **69 posts**, which attracted **43,030 post views**, compared with 101 posts and 52,110 views in 2024.

Alumni Insights on LinkedIn

The redesigned Alumni Insights further fuelled external engagement and helped position alumni stories and Bank priorities in front of broader audiences. The first issue of *Alumni Insights* with new branding on LinkedIn received **42,691 impressions**, the second issue reached **14,431 impressions** and the last issue for the year **generated 106,151 impressions**, demonstrating the effectiveness of our communication strategies.

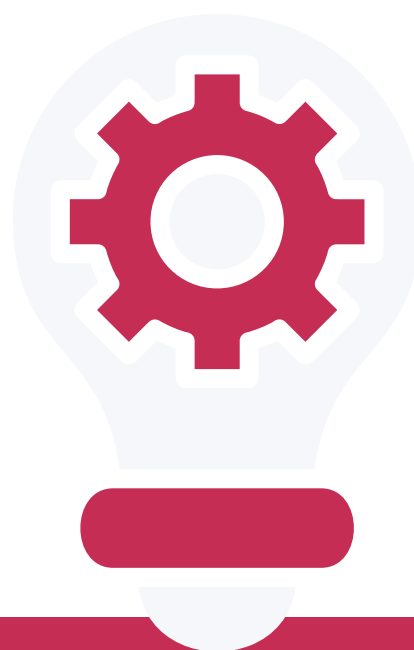
Reels and video performance

This year's first attempt at producing reels has yielded strong and encouraging results across our Facebook and Instagram channels.

Overall performance indicators are solid, with **particularly high engagement rates**. Facebook's engagement rate is especially strong, demonstrating effective reach and audience interaction.

On LinkedIn, the [Alumni highlights 2025](#) video performed exceptionally well. It generated **6,080 views**, significantly exceeding our usual benchmark of **3-5K**. In addition, the video **achieved 956 clicks**, reflecting substantial audience interest and meaningful engagement.

These results indicate strong visibility and continued interest in our alumni content across platforms. The performance highlights the relevance and quality of the material and its resonance with our target audiences.



Governance refinements

Comparative review of governance models

We strengthened our governance framework by comparing our model with those of other MDBs and private-sector organisations. EBRD's approach, uniquely institution-led and mission-driven, distinguishes our Association from the retiree-focused models typical in the MDB ecosystem. Increasingly, other MDBs reached out to us for advice and inspiration.

The EBRD Alumni Association adopts a hybrid, institution-embedded model that is closely aligned with the Bank's priorities and overseen by the EBRD Communications function, enabling a high degree of integration within the Bank and offering a distinctive approach among MDB peers.

Our approach is underpinned by a mutually beneficial relationship between the Association and the Bank, where alumni contribute valuable expertise, institutional memory and connections, while also receiving support and engagement opportunities in return. This symbiotic dynamic ensures that both current staff and alumni remain connected and invested in the Bank's ongoing success.

By contrast, the World Bank Group Alumni Association (1818 Society) exemplifies a highly formalised and independent structure, featuring its own legal identity, by-laws, and Board of Directors, and is specifically mandated to represent the interests of alumni and retirees in relation to the institution.

The EIB Retiree Association (AABEI) offers a different model, with a more understated and streamlined presence.

Collaboration with internal stakeholders

We worked closely with HR, Staff Counsel and the Office of the General Counsel to review and enhance our approach to alumni matters, including retirement, taxation and medical support.

Both HR and Office of the General Counsel have demonstrated responsiveness to matters raised by the Association, ensuring that alumni concerns and suggestions are addressed more promptly and constructively.

Informal Advisory Committee

Continuing the transparent self-nomination process introduced in 2024, the Committee maintained this open approach throughout 2025. The first cohort of self-nominated members completed their one-year terms, with three extending their service at the Chair's request to support upcoming 2026 priorities in medical and retirement matters.

A new round of self-nominations opened in January 2026, reinforcing our commitment to developing and refining this model. With two long-serving members stepping down after more than a decade of contribution, their roles will be filled by new alumni selected through the Chair's review, recognising both the value of outgoing members and the need for renewal.

The introduction of new alumni through self-nomination underscores our shift toward a modern, transparent and inclusive governance model, one that balances continuity with fresh perspectives and supports a diverse, representative Committee where all voices are valued.

Advocacy and representation through Staff Counsel

By joining forces with Staff Counsel, we have unified the voices of both staff and alumni, presenting issues of shared concern to the Bank as a united front and ensuring they are communicated clearly and constructively.

Clearer processes and collaboration

Internally, clearer processes and deeper collaboration across Communications improved efficiency and alignment with institutional priorities. These enhancements helped ensure that alumni engagement was not ad-hoc, but purposeful, consistent and integrated.

Initiatives in motion

Complementing the Knowledge Hub efforts

We also embarked on a meaningful partnership with the Knowledge Hub, actively supporting its inaugural phase by inviting alumni to contribute books authored by former staff members to enrich its library. Our initial outreach yielded an impressive response, resulting in the collection of **19 physical books collected and numerous digital working papers authored by alumni.**

The Hub also enlisted alumni help to prepare the launch of Foundations of Transition exhibition that will take place in Q2 of 2026, further strengthening the collaborative spirit and celebrating contributions across generations.

Institutional memory is a vital asset that ensures the continuity of values, knowledge, and best practices across generations. By actively engaging alumni and encouraging them to share their experiences and insights, the Bank not only preserves its history but also strengthens its capacity to innovate and adapt. This ongoing exchange of perspectives allows current staff to benefit from the lessons learned in the past, creating a richer and more resilient organisational culture.

We remain committed to supporting the development of the library and are currently engaged in discussions regarding collaborative events planned for 2026 in collaboration with the Knowledge Hub.

Migration to EBRD.com

A major milestone in 2025 was the groundwork completed for the migration of the alumni platform to ebrd.com in 2026. Although the full transition depends on the broader website rollout, the Association has already launched a [static alumni page](#) to maintain visibility. Once completed the new platform will deliver better analytics, members experience, stronger discoverability and deeper integration with the Bank's digital ecosystem.

Launching a secondments initiative with alumni and HR

We launched a call to build a cross-departmental secondment programme with EBRD alumni who are in positions to host and sponsor EBRD staff in their organisations in agreement with HR and Bank's MDs.



Conclusions

The cumulative impact of intentional actions

Ultimately, 2025 demonstrated that the Alumni Association's impact is created through consistent, intentional actions. An introduction made. A theme highlighted. A story shared. An event delivered. A conversation facilitated. Each of these micro-moments strengthens continuity across generations of EBRD talent.

Collectively, these efforts help the Bank maintain relationships, generate new insights, and create opportunities that support its strategic objectives. Alumni engagement is not a “nice to have”; it is a lever for talent development, institutional memory and global influence.

By modernising our engagement, deepening collaboration across the Bank, and elevating alumni expertise in strategic areas, we reinforced the Association's role as a meaningful contributor to institutional priorities.

In parallel, our work increasingly positions the Alumni Association as a practical asset for the Bank's business needs. Through carefully curated connections, strategic introductions and targeted outreach, we are creating pathways that can support commercial priorities, inform policy discussions and amplify the Bank's global footprint. This is multilateralism in action: a community of former colleagues who continue to champion the EBRD's mission long after they leave the institution.

Looking ahead, we will continue to brief senior leadership on areas of strategic significance and highlight where alumni experience can meaningfully complement the Bank's agenda. Whether on climate, sustainable infrastructure, crisis response, regional transitions or new business opportunities, our goal is to offer timely intelligence, strengthen institutional memory and help connect the right expertise at the right moment. Through this disciplined, value-driven approach, alumni engagement will remain a growing strategic asset for the Bank.

Testimonials

“

Thank you so much Jonathan and Lori for organising yet another successful alumni evening.

~ Bruno Balvanera

”

“

I must say I am very impressed with the content and layout of the alumni newsletters etc you bring out these days.

~ Patrick Walsh

”

“

It was great meeting everyone in Washington, DC. Here's to the possibility of one in NYC!

~ Liudmyla Voinalovych

”

“

Thank you for organising. It was great to see everyone and listen to a very thought-provoking panel discussion.

~ Ildiko Almasi Simsic

”

“

Alumni Reunion always feels like a family gathering, very warm vibe and thank you for making us feel seen and valued Lori Corețchi.

~ Evgenia Preimane

”

“

Our EBRD Alumni unequivocally grow, develop, prosper, develop universal skills, and contribute throughout an expanding financial ecosystem with a unique world view through cross-functional collaboration, cofinancing, and by "being the change we are committed to seeing in the world."

~ Gregory Marposon

”

“

It was a pleasure to reconnect with former colleagues and to see such engagement from the young professionals at the EBRD. A truly great event, as always!

~ Florin Visa

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