Annual Report

Year Ending 31st of December 2016
ebbf 2016 numbers at a glance

50 countries with active ebbf members

+300 events every year

+15 cities with local ebbf events

30 publications

1,000 old and new ebbf members every day creating positive impact inspired by an ebbf event, publication, article or member.

+100 ebbf meaningful hangout online learning events

+180,000 people impacted through ebbf members and ebbf events every year
This year’s highlights

Growth of local ebbf activities, globally

Growth of collective ebbf impact and way it is measured

Constant learning mode and evolution of ebbf’s operational teams and the way they serve the ebbf vision and community

New ebbf learning centre dedicated to ebbf’s core aim of accompaniment

Continued impact in new regions of ebbf’s two main international events
Letters from the ebbf board

This year the ebbf board decided to open a new channel of communication with the ebbf community starting a series of "letters from the board" which will continue into 2017. These are the outcomes of some of its own learning, developed during its rich consultative meetings, which offer both opportunities for action and thought-provoking ideas to deepen.

The series started with the 13th December 2016 compilation dedicated to service: *it is the time for selfless service*.

The invitation to act on the SDGs and he Paris Agreements sent on 16th November 2016 *an invitation to act on the SDGs*.

ebbf impact

stories of ebbf accompaniment

This year we wanted to complement the numbers, confirming the people actually impacted by ebbf, current counter is set to just over 180,000 each year, with stories from ebbf members who give a better sense of the diverse ways in which the ebbf global community is creating a meaningful impact. Below a compilation of some such stories.

**Valerie Davis - Canada**

I do consulting work, focusing on leadership and organization development. It is essential in this type of work to have a network of people with whom one can exchange ideas and consult on new directions. This is particularly true when a consultant wants to develop and introduce concepts and approaches that are not yet within the practitioner lexicon, and in some cases not yet explored by scholars. Through my association with ebbf members, I have been inspired to stay the course in developing and offering such perspectives to my clients. The people one meets through ebbf are frequently thinking and acting at the leading edge of business. They are often taking risks and exploring the road less travelled. Attending learning events, participating in webinars, consulting with colleagues, and volunteering in projects all provide opportunities to associate with people and find one’s own inspiration through association. In my own experience, I have found the courage and inspiration to explore new avenue and ideas with my clients. Without exception, these have been embraced. What also makes ebbf special is that it is an organization that truly strives to live up to its core values. This is evident in every interaction, which is refreshing and motivating.

**Bijan Azami - Netherlands**

We first pitched the TWOBILLIONEYES concept at an ebbf international learning event in Barcelona in October 2015. That event was a huge launch pad for us. We received instant support from various ebbf members who provided us with introductions and access to several crucial organisations. In addition to that, we have also received the ongoing hands-on support of several ebbf members to advance our work in the field and to build our communications and outreach network.

**Maelys de Rudder - Kossovo**

The first ebbf conference I attended was on Consultation. It was a very intensive experience because learning happened at so many different levels. And there were so many inspiring and experienced people to learn from.

I came to the event looking for ideas to help us lead our organization to another level of accomplishment.

I have a strong vision of what we can achieve and I knew that we had all been preparing for this next step for years. However, as a team we had allowed ourselves to get caught up in a very negative dynamic that was killing our enthusiasm and motivation and this was paralyzing the whole organization and preventing it from moving forward. The atmosphere had
become tense. Distrust was damaging communication and we had lost the outward looking mind-set that had enabled us to
create together, from scratch, in a post-war environment, a very unique educational institution ten years earlier.

A year after this first EBBF experience, the school is transformed and my team is thriving. We have never operated at such a
level of connectedness and trust. We owe this transformation largely to Marc Avanzo, whom we met during the conference
and who gifted the school with an incredibly life-transforming workshop on non-violent communication that served as a
catalyst for our team and helped us open our hearts to one another and see beyond our apparent differences.

Nadja Schnetzler, which we also met at EBBF, led her Brainstorm Innovation Champ Training at the school. The training
involved students, teachers and members of the school’s close community. It was a mind opening and uplifting experienced
which also contributed greatly to the growing sense of community within and around the school.

A few email exchanges with Vivek Nair, who is experienced in managing educational institutions has helped us broaden our
vision.

Finally, initiating a series of ebbf Sarajevo local events which have been informal gatherings with a lot of group discussions on
how to bring meaning to business in Bosnia and create a community of like-minded business people has reinforced the local
support to our organisation from the business community here.

Marc Rivers - Switzerland

**ebbf** has proven to be a source of inspiration for to apply values based solutions in the workplace. I made contacts at ebbf
events who helped me with content for my last two global finance conferences which covered a range of topics from the
importance of finding the nobility of purpose in our profession to exploring implications of the dual nature of humanity and how
to design policies which appeal to our higher selves. Such ideas have served to elevate the conversation to new levels.
Inspired by the example of others some of us started up ebbf breakfast meetings which explore the application of spiritual
principles in the workplace with a different facilitator each month. The ebbf network has also proven to be a fertile source of
talent for recruiting! ebbf is an oasis in a business world which is aching for a return to values based leadership.

Giuseppina Cuccurullo - Italy

Thanks to ebbf, I have started to test accompaniment by applying it both in the organization and since 9 months in the
company I work in. I am now in a phase 2, I will design a more structure Accompaniment Program that will give the chance to
Head Office employee to freely apply for 15 min accompaniment talk. So far this talks gave to people, part of the phase 1 -
pilot, the chance to elevate their know how to a new level, face difficulties in the workspace, and helped me being closer to
them in their professional development in the company..

Iko Congo - UK

I was the lead-organiser for the TEDx event at my university and had a chance to invite Arash Aazami for the first conference I
invited which was the most watched video (+55k) and for this second conference I’m organising Marc Rivers and Maja Groff
have very kindly accepted to come speak. I am grateful to all 3 of them.

Anne van Bruggen - Netherlands

Putting the idea of capacity building as a central concept in my MSc. Thesis in Industrial Ecology on Transformative Modelling.
This thesis will be used to shape a real modelling project, putting capacity building at its heart. The learnings from the event
inspired me to also write a blog article about a Soul.com event about capacity building

Michele Spiezia - Italy

2016 for me was a sabbatical year where I often used ebbf events and meetings for reflection, refocusing, capacity building,
out of the matrix thinking, to restart; learning that to have a positive impact in the world you need to start first having a positive
impact on yourself,

Tim Melville - UK

After first exploring the best ways to launch an energy impacting enterprise at an ebbf event, I am now working for this social
enterprise with more ethical values using what I learnt at ebbf, for example adding profit sharing to customers and employees.
In the first month of 2017 orders of £40 million agreed which will save save 4m tons of CO2 and provide £100,000 of profit
share to the local community.
Growing numbers and global spread of ebbf local event

In 2016 ebbf witnessed an unprecedented growth in local ebbf activities. Participants at international events were inspired to replicate those meaningful conversations leading to transformative action in their own local regions resulting in a number of new areas enjoying new activities combined with the re-start of activities in recently dormant locations and with the continued sustained activities in existing locations.

Local ebbf activities took place during 2016 in:
Brasilia, Sarajevo, Hong Kong, Amsterdam, Quito, Bucharest, Stockholm, Montreal, London, Kuwait, Milan, Toronto, Geneva, Guam, Basel, New Delhi, Rotterdam, Utrecht, Zurich and New York.

Some examples of what happens in these events and the teams involved can be read in these articles:
From ebbf Guam: Courageous Followership what we learnt from the last ebbf breakfast
From ebbf New York: Training in implementation: the role of civic society in making the SDGs work and Using the arts for advancing equality, parallel CSW event

from ebbf Geneva with titles such as How to accelerate the development of social innovation within companies? or Building releasing revealing capacity in multicultural settings, or Beyond a culture of business lobbying Shaping public policy

or ebbf Sarajevo: the essence of what an ethical company actually looks like
ebbf invited to global events

ebbf's presence and impact through its membership remains in over 50 countries. This year also saw the spread of ebbf-branded events in a wider number of countries, continuing the expansion of ebbf activities from its original European focus toward a more global presence and impact.

ebbf at CSW

Wendi Momen continued to represent ebbf and together with a strong team including ebbf advisory council member Dorothy Marcic and Zarin Hainsworth this year co-created a number of ebbf-branded side events, in parallel with the UN's annual Commission on the Status of Women congress in New York. You can view below some of the events that were organized.

Continued ebbf presence at ABS North America

ebbf was invited to co-create a parallel track and additionally offered two main plenary keynote speakers at ABS North America’s annual event. This prestigious event took place last August in Ottawa attracting thousands of attendees. It is ebbf’s second such active presence at ABS, and we are grateful to Nousha Etemad and François Couillard who were instrumental in putting together the successful program which featured six ebbf presenters and sessions.

ebbf represented at B Corp Europe Summer Summit

A number of ebbf members including Maja Groff, Mala Burger and Daniel Truran also were invited to present at B Corp Europe’s Summit summit in Rome, strengthening an existing relationship between these two like-minded networks.
New Knowledge Centre

Nabil Elias used the opportunity of the ebbf international event that took place in October of 2016 dedicated to Accompaniment and Capacity Building as tools to build a new ethical business future to create a compelling new Knowledge Centre titled: “Capacity Building and Accompaniment”. It can be viewed here together with an existing other eight knowledge centres on topics ranging from consultation, to ethical finance, to social entrepreneurship or gender balance in business.

Continued ebbf courses at universities and business schools

The fast changing climate is compelling business schools to search for innovative new paradigms of work, and it is encouraging that ebbf is frequently called to provide repeat and new courses to a number of business schools in Europe including Ukraine, Canada, The Netherlands, Finland, Switzerland and Spain.

Individual ebbf members regularly teach in prestigious Business Schools and draw on the values-based content that they find in ebbf conversations and meetings. Some specifically ebbf branded courses included sustainable development at the University of Geneva, Adaptive and Responsible SMEs at the EOI Business School, Enterprises of the Future at the IE Business School and a new Strategy for Meaningful Enterprises at the Institute of Design in Madrid.

The now over a decade-long course “Economics for a New World Order” at the University of Bari continued to attract interest and enthusiastic responses from students during and after the course.
Measuring Impact

The ebbf capacity building team dedicated a good part of its work to find new ways of measuring the impact of ebbf and how well ebbf is living its vision to “… accompany mindful people to create ethical business … “.

We felt it was important not only to continue in the increased impact, as a direction of travel towards the ebbf board’s 2015 stated aim of ebbf impacting 1 million people by 2024.

The #ebbfimpact campaign was launched and a small cluster of members have been posting their recent impact. The green areas show the geographical spread of ebbf-related impact around the world.

Although only a few participants have shared their work online, we have recorded a positive impact of just over 180,000 individuals in this past year. This is a fantastic achievement, and we are confident that if all members posted their activity we would discover we are reaching an even wider impact. You can see in the image below the green areas where ebbf members have had a direct impact spreading around the world to new regions.

You can view here the updated figures and take part in the campaign and “show your own #ebbfimpact”
Analyzing the effectiveness of ebbf's tools for impact

The accompaniment of individuals and organizations has successfully progressed with new activities using these nine tools. Created by ebbf members they are founded in what we have learnt so far and in our experience of what works in certain conditions. Encouragingly ebbf members have used these as inspiration for creating personal solutions applicable to the needs of their environment, their capacity and their resources.

We list on the left the nine ebbf key activities, clustered into three broad areas. Click here to view in detail these nine tools.

The themes of this year's two international event, once again “best events so far”

In 2016 ebbf continued its commitment to organizing two main international events. Learning events that bring together a global audience of like-minded but very diverse individuals actively involved in deepening, learning and putting into action areas of interest relevant to ebbf's vision and core values.

This year ebbf took its international events to two new locations Milan and Bucharest, attracting the usual international group of participants together with a new wave of local registrants from the two regions. In both cases the international events were preceded by a local event for people interested in the theme of the main conference but not able to attend the full event.

Whilst the local event in Milan attracted a good group of some 60 local entrepreneurs, business people and activists.

In 2016 ebbf chose two themes that attracted a great deal of interest and participation:

Milan May 2016
consultation - beyond decision-making a tool for learning
 see here some highlights from the event and learning about Consultation: http://ebbf.org/event/ebbfmilan2016/#ebbfmilan
building capacity - understanding and developing the latent talent in people and organizations to enable adaptive and meaningful workplaces fit for the 21st century
see here what we learnt and highlights from the event: http://ebbf.org/event/ebbf-international-event-capacity-building/
#building-capacity

Engaging in the discourse, Gender Balance at the United Nations and partnership with the Global Ethics Forum

ebbf strives to make an impact in every one of it’s core values, and as previously mentioned Wendi Momen and Dorothy Marcic (board and advisory council members) continued our annual engagement with the United Nations’ Commission for the Status of Women in New York. Gender equality, and fostering equal opportunities for women and men in all fields and endeavour is one of the ways in which we specifically live and promote the ebbf core values.

UN Global Compact

One of the nine ebbf key activities is its partnership and active involvement in the UN Global Compact. Considering the close alignment between the UN Global Compact and ebbf’s own vision and drive of ebbf members to find ways to connect their work to ebbf’s vision “contributing to a prosperous, just and sustainable civilization” the fit has been a good one.

Jean-Pierre Méan collated and then published this impressive list of ebbf activities that supported one or more of the UN Global Compact’s Development Goals.

1. we prepared this intro page on ebbf’s main website to this key ebbf activity:
   http://ebbf.org/meaningful-work/unglobalcompact

2. Download report of ebbf activities supporting UN Global Compact MDGs

Continued increase in reach and impact using of interactive online platforms

The ebbf communications team has increased its focus and use of existing ebbf social media channels to both encourage thinking and discourse around the themes of the two international events and highlighting the ideas and impact of ebbf members in their respective areas of influence.

This has allowed ebbf to engage with a new level of interaction not only with ebbf members but with a growing global audience.

A dedicated team has been posting on a regular basis inspirational quotes, questions, ideas, profiles and stories of members allowing ebbf to reach unprecedented levels of interest. The #ebbfmilan and #BuildingCapacity hashtags were used to collate ideas, articles and actions around the two international events.

See: https://www.facebook.com/ebbf.mindfulpeople.meaningfulwork
See: https://twitter.com/ebbf
See: http://www.linkedin.com/groups?gid=35923
See here the members platform: http://ebbf.org/community/member-search (Access limited to ebbf members)
Helping members “create their dream enterprise”

The “creating your dream enterprise” track continued to be a frequently requested and used ebbf key activity. These quarterly online calls are complemented by two workshops offered during both of ebbf’s international events by ebbf member Monique Blokzyl. This service is provided to ebbf members who want to create their “dream enterprise”. There is a strong desire to build companies founded in ebbf’s vision “to contribute towards a prosperous, just and sustainable civilization”, that pay the bills and have a positive impact on society.

A number of virtual online webinars were organised to guide people through the first steps of creating their dream enterprise and we continue to offer a regular track to help potential value driven entrepreneurs at ebbf international events.

A two-page guide can be found on the dedicated website that accompanies individuals through a four M strategy for meaningful start-ups.

You can click here to find out more about the ebbf “creating your dream enterprise” project.

Featuring ebbf members ideas and impact on
“short news from ebbf members” column

A regular stream of articles have enriched the regular flow of stories of meaningful action taking place around the world, with ebbf members the protagonists.

See here this news column.

SHORT NEWS from EBBF MEMBERS
people passionate about contributing to a prosperous, just and sustainable civilization through their daily work.

The evolution and increase of ebbf’s online learning opportunities

Following the introduction of “ebbf meaningful hangouts”, we have seen a flourishing of video conferences centred on themes proposed by ebbf members.

This year we made a greater use of this tool with an increased number of online meaningful conversations taking place.

Two examples of this are:
- when a member asked ebbf to open a conversation about a certain topic or issue they were facing
- in the run up to the two international events using google hangouts video conferencing technology to engage with the themes and speakers of the event
New Alliances and requests to partner with ebbf.

One of the main signs of ebbf’s improved positioning and relevance in today’s meaningful business scene has been the marked increase in organizations coming to ebbf and asking for partnerships. It is encouraging to note that these are requests that come from those organizations who approached ebbf and requested a partnership to be created.

Amongst the new official partnerships we have signed and committed to support we list:
- The UN Global Compact
- The TBLI Triple Bottom Line series of events managed by Robert Rubinstein
- The SPES Forum’s Business for Peace conference that will take place in 2014: http://www.businessforpeace.be
- The European Institute of Industrial Leadership (EIIL)
- The JUMP Forum, promoting gender equality
- JADE, who invited ebbf to present and contribute at their national and international events
- The Wisdom Together forum
- B Corporation & B Lab Europe

Daniel Schaubacher, ebbf’s liaison with European Institutions has been instrumental in nurturing a number of these and other relationships in Brussels, in and around the European Union and its DGs. Daniel regularly attends many of the main events taking place in Brussels influencing European and Global policy, and represents and shares ebbf’s values and ideas at these top meetings. External affairs is another key priority for the upcoming year, and your proposals and engagement in this area are warmly welcomed.

The continuing ebbf - AIESEC partnership - over 10 years of collaboration

Connected to the above is the excellent range of activities that ebbf and AIESEC have jointly organized in many countries in Europe and elsewhere.

ebbff was invited to keynote at the global AIESEC presidents conference, and ebbf continues to encourage representatives of AIESEC International and the Management Council teams from relevant nations to take part ebbf’s two International events as keynote speakers and participants.

Nationally, ebbf members were highly engaged in 2015’s Youth Speak events, and during the year over 20 events were organized where ebbf members presented in University events organized by AIESEC. This happened in countries as varied as Finland, Belgium, France, Spain, Portugal, Italy, Austria, and Canada.
The EBBF Organization

The 2016 ebbf Annual General Meeting was convened and all ebbf members duly informed, by an invitation to attend they received on the 7th of April 2016. The 2016 ebbf annual general meeting started at 14:30 (CET) on Saturday 14th of May 2016 and ended at 19:00 at the Hotel Da Vinci in Milan.

There was a quorum and each of the following decisions was adopted by unanimity. The following decisions were taken during the 2016 Annual General Meeting:
- the previous, 2015 annual report was approved
- the accounts from 2015 financial year were also approved
- the following ebbf members were elected to serve in 2016 as members of the ebbf governing board:
This year the ebbf board did not feel the need to nominate any further members to the board considering the good balance of the elected board.

Wendi Momen was elected as Chair, Mahmud Samandari as Secretary General and Françoise Le Goff was confirmed as ebbf treasurer
Daniel Truran continues in his position as Director General, serving ebbf on a daily basis.

The Governing Board met three times during the year: 20 - 22nd January in Geneva, 12 - 12th of May in Milan and 31st September - 1st October in Bucharest and a number of online consultation meetings took place during the course of the year. The consolidated use of the board's online interactive decision making process allowed for a number of board decision to be taken outside the usual face to face board meetings.

The board is supported by an Advisory Council formed by George Starcher, Ezzat Zahrai, Faramarz Ettehadieh, Douglas Henck, Dorothy Marcic, Jyoti Munsiff, Beppe Robiati, Wilfried Claus and François Couillard. This year the board invited Nousha Etemad to join this ebbf Advisory Council and it was delighted to receive the confirmation of her acceptance of this role.

The operational team of ebbf is coordinated by the Director General and has been supported by the Energy Team.
In 2016 ebbf enjoyed the service of over 25 talented individuals who served ebbf's hundreds of members in over 50 nations, supporting the over 300 events that took place last year, and reaching an external audience of thousands through its online social platforms, the new services been offered.

Some changes took place in the operational team in 2016 with special emphasis on the new board liaisons: board members who are now directly accompanying the board-nominated team coordinator and available to both provide board guidance where required by the teams and to share the latest board strategy in a timely manner to all teams. Specifically the following board members have been nominated to be board liaisons for the following teams:
- Maja Groff - capacity building team
- Mahmud Samandari - partnerships team
- Daniel Truran - comms team
- Ralph Blundell - international events team
- Arthur Dahl - learning team

The ebbf governing board wishes to extend its deep appreciation for the relentless and dedicated work of ebbf's network of operational teams' members who provided the backbone of ebbf activities at local, national and international level. Also introducing ebbf to new audiences and partnerships. For all their work we are deeply grateful.
Victor Forghani continues to be responsible for Members Services, managing the entire membership process from application, to welcoming into the ebbf community to membership fee renewals and serving members burning issues and requests.

Ebbf's UN Global Compact project was led by Jean-Pierre Méan.

The Energy Team is responsible to accompany and support operational teams and this year Giuseppina Cucurullo made a great impact in organizing and moving forward the work of these teams together with Alessandro Amelotti and Daniel Truran.

The ebbf international events team, responsible for the two international ebbf events has been further strengthened and now enjoys the following members. We thank Martina Crepaz who was appointed as team coordinator and after two successful international events created a smooth handover to the newly nominated Laura Grassi. Members of this team are Laura Grassi (coordinator), Madalina Neagu, Rares Prundus, Carl Emerson, Fifi Studer, Stefania Centofanti, Daniel Truran and Nauman Hussain.

The Capacity Building Team was coordinated in 2016 by Giuseppina Cucurullo, who with team members Madalina Neagu, Iko, Congo, Mirela Stanila and Victor Forghani continued to provide useful strategies and implemented evolved
ebbf interviewing and on boarding processes, talent development and capacity building of each ebbf team member and of the wider membership.

The Communications Team worked to evolve the reach and impact of ebbf’s online tools and media stories with the mid-year handover to the team from Rene Lemus, Daniel Truran, Denisa Puica, Ioana Papuc, Diana Severati, Steve Caswell to a new team coordinated by board-nominated Laura Zambelli and Arlette George, Diana Severati, Jean Parker and Daniel Truran, supported by Kathleen Holmlund.

The Finance team, coordinated by ebbf’s treasurer Françoise Le Goff, worked with Daniel Truran and Mahmud Samandari to improve the financial sustainability of ebbf.

ebbf’s creating your dream enterprise service - Monique Blokzyl

A new local activities accompaniment team was created to accompany the growth in interest and ebbf’s strategic focus to spread ebbf events and impact locally around the world. These four people were nominated by the board: Vahid Masrour, Mahmud Samandari, Daniel Truran and Marika Korhonen.

As a direct result of the last AGM’s consultation a new team was formed, the partnerships team, with board-nominated coordinator Guilmette Baghdadi, and team members Alessandro Amelotti, Matthias Schuster and Alessia Balducci. This team has been working on a new concept of “ebbf connector” with the aim of enabling a larger number of ebbf members to become connectors of relationships between ebbf and other like-minded organizations.

Whilst an official ebbf learning team has not been formed, an informal team of members have been contributing to a new crowdsourced learning experience around the themes of the international ebbf events: Valerie Davis, Ralph Blundell, Nabil Elias and Nadja Schnetzler. A new knowledge centre dedicated to accompaniment and capacity building have been one of the results of their work.
Membership

The ebbf members platform on the ebbf site that allows members to view the profiles of all current and past members reached a total of 1077 members as of the end of the ebbf financial year on the 31st of December 2016.

The trend this year has been negative after continued growth over the years.

The number of currently active memberships has decreased from 369 to 343 as per the table below:

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EBBF’s Financial Sustainability

The financial balance of 2016 ended with a deficit of just over 7,000 €

Costs were kept to a minimum and actually decreased slightly. At the same time ebbf has increased its activities, impact and reach and has made a significant investment in new resources to improve member services and communication and the effectiveness of response and management of the membership area.

This was made possible by the generous pro-bono donation of time and resources of many talented individuals, selflessly offering their skills, serving the goals and activities of this global movement of like-minded individuals.

There are two issues ebbf must address in 2017 to ensure financial sustainability: the decrease in special contributions which calls for new forms of revenue streams and re-establishing membership fee revenue streams back to pre 2014 levels.

Creating a better awareness of the true value of international ebbf events has allowed the organization to charge slightly higher ticket prices allowing for a slightly increased revenue stream in that area.

A few lifetime and five-year membership payments have allowed total revenues in this area to increase, despite a slight decrease in actual numbers of paid members.

In 2016 donors have not been as forthcoming as in previous years, we want to both focus on this area and build new revenue streams to ensure that 2017 figures will not only show a positive financial balance but also compensate these last two year’s losses.

Actual 12 Months Financial Results
Comparison figures for past five years

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<td><strong>Total Income</strong></td>
<td>53,461</td>
<td>55,850</td>
<td>80,341</td>
<td>47,384</td>
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</table>

| **Expenses**          |        |        |        |        |        |
| Secretariat & Year of Service | 54,152 | 54,471 | 53,658 | 52,205 | 51,905 |
| Governing Board expenses | 3,324  | 2,515  | 3,652  | 5,121  | 4,769  |
| Tel, Internet Postage & Stationery, Publications | 2,133  | 2,559  | 2,482  | 697    | 1,078  |
| Other costs (banking charges, Web design, etc.) | 934    | 2,680  | 618    | 3,589  | 3,888  |
| **Total Expenditures** | 60,543 | 62,225 | 60,410 | 61,612 | 61,640 |

**Result of the year**

|        | 7,082  | 6,375  | 19,931 | 14,228 | 4,151  |
(all figures in Euros)