

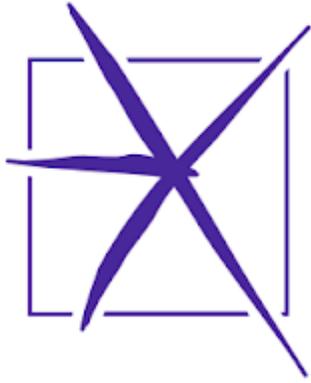


Gender Equality Plan 2025-2028

ESCP Business School,
Berlin Campus

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Founded in 1819, ESCP Business School teaches responsible leadership, open to the world and based on European multiculturalism, to leaders of tomorrow. Throughout integrated campuses located in Berlin, London, Madrid, Paris and Turin the school offers and promotes a European cross-cultural approach to management based on interdisciplinary principles to train the responsible choice makers of tomorrow.

There are key underlying themes integrated across all programmes and disciplines: Sustainability, in which ESCP has been a pioneer since 2005, Digital Revolution as well as Technology Transformation and Ethics.

ESCP Business School runs prestigious undergraduate and postgraduate programmes with Bachelors, Masters and MBA degrees that are consistently ranked among the best worldwide in both the Financial Times and QS Rankings.

6

European urban campuses

1819

The world's 1st Business School

5

European Higher education standards AACSB, EQUIS, EFMD, MBA, EFMD EMBA accredited

+150

Academic alliances in Europe and the World in 48 countries

10,000

Students representing 135 nationalities

80,000

Active alumni in over 190 countries in the world

INTRODUCTION

The community of ESCP Business School comprises students, faculty and staff from over 135 nationalities who bring their skills, unique experiences, individual perspectives, insights and visions of the world to the school. This diversity is one of our most valuable resources in educating tomorrow's responsible and accountable business leaders. This is the reason why we place diversity, gender equality and inclusion (DEI) at the heart of everything we do: teaching, executive education, research, school governance and student life.

At ESCP Business School in general and at ESCP Europe Wirtschaftshochschule Berlin e.V., we strive for diversity by improving gender equality & equity among all ESCP stakeholders who contribute to the educational experience and career development offered by the school. We strongly believe that diversity should be accompanied by gender equality in all areas, so that working and learning environments and resources are equally accessible and available to everyone across the school.

Through the implementation of the GEP, ESCP Europe Wirtschaftshochschule Berlin e.V. is committed to promoting gender equality and equity, diversity and inclusion. The school strives to address any structural inequalities and barriers to education and leadership and to support members of the ESCP community in reaching their full personal and professional potential.

With the support and formal approval of the Academic Senate and the Dean of ESCP Europe Wirtschaftshochschule Berlin e.V. It has been decided to develop a campus-specific implementation plan aligned with the federal Gender Equality Plan of ESCP Business School. This local implementation plan formalises previous efforts undertaken in promoting DEI, assesses the actions and measures already in place at campus level, identifies barriers to equality and sets out measures to be implemented in the upcoming years. This Berlin Campus-specific GEP will enter into force upon signing by the Dean of ESCP Europe Wirtschaftshochschule Berlin e.V. and publishing on the dedicated institutional website.

LEGAL BACKGROUND, RESOURCES & ACTIVITIES

In the 1970s, ESCP became the first French business school to welcome a female student at a time when higher education was still divided. With inclusion and diversity in the school's DNA, ESCP Europe Wirtschaftshochschule Berlin e.V. (further ESCP Berlin) as an integral part of ESCP Business School can look back at decades of dedicated measures and commitments to promote diversity, equity and inclusion (further DEI):

- In 2004, ESCP Berlin appointed its first Women's Affairs Officer and from 2012 onwards its first Equal Opportunities Officer (EOO) to spearhead initiatives to promote gender balance and safeguard equal opportunities in recruitment processes.
- In 2016, ESCP Business School approved the Inclusion & Diversity Policy, appointed an Associate Dean for Diversity & Inclusion and created its Inclusion & Diversity Committee.
- In 2019, ESCP Berlin founded the Work Council as a representative body for different groups of staff. The Work Council is involved in all recruitment decisions and addresses the issues related to transparency of remuneration, inclusion and gender equality.
- In 2022, ESCP Berlin appointed an Officer for Health and Wellbeing as the main contact person for students and staff providing counselling and support on topics revolving around DEI, mental health, and wellbeing.
- In 2023, ESCP Berlin appointed the Equity, Diversity & Inclusion Manager with the objective to teach and develop seminars and training on diversity, equity, and inclusion, and support in developing and executing internal interventions and training for staff and students in line with our diversity objectives.

Colleagues working in these positions provide counselling to school management and different staff groups and engage ESCP students, faculty and staff in dialog to raise awareness about DEI issues. This important work is actively supported by the student groups and societies ("AWARE", "ESCAPE-LGBT+", "Girl Up ESCP", "ESCP Women in Leadership" and "MAYA ESCP"). They reach out to their fellow students and organise presentations, workshops and training on DEI topics.

With support of the ESCP Foundation and corporate partners, ESCP Business School also offers several DEI-dedicated scholarships e.g. Women in Leadership Scholarship, Equal Opportunity Scholarship, HSBC Italy | LGBT+ Leadership Scholarship. These scholarships target the improvement of gender balance and inclusion in specific programmes offered at ESCP Business School.

As a state-recognised higher education institution, ESCP Berlin is embedded in the context of the German legislation that regulates gender equality on federal and local levels. These regulations include amongst others:

- Guarantee of equal rights (German constitution, Article 3, paragraph 2);

- Obligation to appoint an Equal Opportunities Officer (2015);
- Maternity Protection Act (Mutterschutzgesetz 2017);
- Federal Parental Allowance and Parental Leave Act (Bundeselterngeld- und Elternzeitgesetz 2007);
- Part-time and Limitation Act (Teilzeit- und Befristungsgesetz 2007);
- General Equal Treatment Act (Allgemeines Gleichbehandlungsgesetz 2006);
- Salary Transparency Act (Entgelttransparenzgesetz 2017);
- State Equality Laws (Landesgleichstellungsgesetz – LGG, 2010);
- General Law on Equal Treatment (Allgemeines Gleichbehandlungsgesetz – AGG, 2006).

The significance of diversity and equality as a core principle for ESCP Berlin cannot be overestimated. This much is reflected in its organisational culture and reflected in a wide array of activities, the rules by which we thrive and the community events that regularly take place at our campus. Our sports events and runs, the Health Programme, ESCP's Values Day and European Summer Night, to name just a few, not only foster work-life balance of faculty and staff, but also help us to reconnect and grow together as a diverse and inclusive community. They allow us to define and live our shared values while raising awareness going far beyond academic circles.

OBJECTIVES & PRIORITIES

With important steps already taken and some key measures implemented, the collection and assessment of data specifically for the school's Berlin campus reveals room for improvement. With a relatively well-balanced student population across ESCP's Berlin Bachelor and Master Programme portfolio and with good gender balance achieved in non-academic senior staff positions, the data reveals notable gender imbalances among faculty, early career stage researchers, and in several decision making & leadership bodies of the school.

ESCP Berlin stands for core values of equal rights and opportunities across individual and organisational levels and activities. Structural disadvantages or imbalances are incommensurate with the school's values and strategic aims and need to be addressed when encountered. The present GEP is part of ESCP Berlin's strategy to address inequities & imbalances in its gender diversity and to ensure continuing review and improvement across its academic, functional & managerial areas. It sets out priorities for the upcoming three years and outlines the measures and activities necessary to overcome identified existing barriers. These measures are designed for informing the following aspirational objectives:

- *To improve gender balance among ESCP faculty, students, and in decision-making and advisory bodies;*
- *To ingrain gender equality in the organisational strategy and culture;*
- *To ensure equity in remuneration and career progression;*
- *To integrate gender dimension in research, teaching, and knowledge transfer;*
- *To increase awareness around sexual harassment and other forms of gender-based violence as well as prevent and counter sexism.*

ESCP Berlin has the ambition to offer equitable and inclusive working and learning environments that nurture talent, creativity and ambitions of students, staff and faculty and allows them to contribute for positive impact at business and society at large. To reach these ambitious objectives, ESCP Berlin has defined four major areas and a set of priorities:

Area I: Equitable Staff & Career Policy



to provide a coherent institutional framework for staff development that ensures equity and equal opportunities across all working environments and for every step of the career path.

- Goal 1: Equity in remuneration and career progression
- Goal 2: Recruitment and retention of female faculty

Area II: Leadership capacity and gender representation in decision-making bodies



to build a more inclusive leadership framework accessible to everyone based on skills, merit and capabilities, irrespective of their gender.

- Goal 1: Career advancement of women
- Goal 2: Gender balance in decision-making and advisory bodies

Area III: Integration of gender dimension in teaching and research



- Goal 1: Gender parity among students
- Goal 2: Integration of gender dimension in teaching
- Goal 3: Gender sensitive research

Area IV: Fight and prevention of gender-based violence



to decrease the risk of sexual harassment and other forms of gender-based violence and raise awareness.

- Goal 1: Prevention and awareness raising (trainings and presentations)
- Goal 2: Transparent response procedure and monitoring

1. Equitable Staff & Career Policies

1.1 Equitable remuneration and career progression

The feedback of stakeholders suggests that more transparency is needed regarding the existing salary structures as well as career progression and promotion practices, particularly for non-academic staff. An accurate standardised structure with a definition of a remuneration range for a particular position or a group of comparable positions based on objective criteria and prerequisites for career progression will ensure transparency and equity in recruitment and promotion processes.

With the EU Pay Transparency Directive having entered into force in June 2023 and its expected translation into national law by member states by 2026, ESCP Berlin must adopt a proactive approach in ensuring pay transparency and develop an action plan to comply with the Directive regulations in analysing and reporting the pay gaps and providing information on pay ranges.

Aspirational goal	Measures & actions	Indicators
Equity in remuneration and career progression	<ul style="list-style-type: none"> • Establish a task force involving all relevant internal stakeholders (HR Department, Work Council, Management Board etc.), and, if necessary, an external expert/consultant to accompany the process. • Analyse current state of the art and collect evidence for possible gender pay gap for faculty and staff and possible promotion gap. • Address learning needs in administrative staff and management for personal development. • Address identified deficits and develop an internal policy/structure with corresponding salary ranges for particular positions indicating possible paths for career growth at ESCP Berlin including requirements for career progression. • If necessary, develop corrective actions and countermeasures for pay gaps exceeding 5% that cannot be justified by legitimate factors (unexplained pay gap). 	<ul style="list-style-type: none"> • Codified, transparent internal policies or structure with corresponding salary ranges for positions for non-academic staff • Absence of evidence for unexplained gender pay gap exceeding 5% for faculty and administrative staff • Number of staff participants in personal development interventions

1.2 Recruitment and retention of female faculty & staff

The underrepresentation of women in academia, especially in high academic ranks, unfortunately, holds true for ESCP Berlin as well. The collected data and the analysis of the composition of the faculty body made it clear that female faculty members are underrepresented and constitute 20% of all faculty members of ESCP Berlin. Assertive and systematic actions are needed in the upcoming years to recruit and retain female talent and make ESCP Berlin a more attractive workplace for female faculty members allowing them to combine family and academic career. Gender distribution across senior managerial & administrative staff is near equal while junior positions are imbalanced in favour of women.

Aspirational goal	Measures & actions	Indicators
<p>To improve gender parity among ESCP faculty & Staff</p>	<ul style="list-style-type: none"> • Enlarge the pool of female applicants by designing job opening advertisements in an inclusive gender-sensitive manner highlighting the possibilities for work-life balance, part-time options, guidance and career development opportunities, parental leave, etc. • Assess the gender distribution at the application stage in view of applications in the pre-selection and interview phase. • Assess gender-specific scientific merit in faculty evaluation, (teaching and research output) • Assess existing and design a new state-of-the-art retention strategy for female academics by analysing the retention rate, nature of retention problems, the advancement of female academics as compared to male colleagues and by identifying potential measures and interventions to address identified problems. • Assess gender impact of existing HR policies (e.g. parental leave childcare, part-time options, prospective motherhood penalty) and processes and review scouting, promotion, hiring and retention procedures to identify and counter possible gender 	<ul style="list-style-type: none"> • Scouting, hiring and promotion procedures are reviewed to counter possible biased practices & processes • Share of female applicants to academic job openings • Share of female candidates invited for an interview • Share of female faculty (30% by 2027) • communication of measures to support faculty and staff • formalised processes on equitable recruiting.

	<p>biased practices, i.e. in required work commitments for both academics and management.</p> <ul style="list-style-type: none">• Investigate the possibility of introducing a two-options model of “Stop the Tenure Clock” in “Promotion Policy (Assistant to Full Professor)”<ul style="list-style-type: none">○ extending the tenure clock for children under the age of 8○ the option of going part-time with a respective extension of the tenure clock for children under the age of 8• Review recruitment process across junior staff & admin positions for standardisation & equitable hiring processes.	
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2. Leadership capacity and gender representation in decision-making bodies

2.1 Leadership capacity

ESCP Berlin is committed to equitable practices for opportunities in leadership development. This is aided by, but not exclusively limited to awareness raising of individual and organisational barriers that prevent recruiting talent, building leadership talent and developing leadership skills and capacity to improve gender parity in decision making bodies. This attends to all stages of the academic career by offering its community awareness training to help disrupt unconscious bias. Awareness of the effects of unconscious bias among ESCP staff responsible for making human resource decisions can help disrupt bias in recruitment and retention of top talent. To ensure equity, however, practices and processes need to be developed that limit biased decisions. Currently, some practices and measures are not taking in consideration resume gaps attributed to parenthood, ensuring that taking family leave does not count against candidates, or creating a more family-friendly climate through flexible working hours and not scheduling chair/departments meetings after 5pm might help to increase hiring rates and retention for new women faculty and staff. It is therefore essential that ESCP members involved in human resource decisions are aware of these aspects. Providing training on DEI principles will help mitigate unconscious bias, contribute to fairer and more inclusive evaluations, but need to be formalised in practices and policies that reduce biased decision making.

Aspirational goal	Measures & actions	Indicators
<p>To ingrain gender equality in the organisational strategy</p>	<ul style="list-style-type: none"> • Further develop and strengthen the position of Equal Opportunities Officer • Integrate gender equality as a principle and goal in the current and future strategies and policies of the school • Training leaders and decision-makers to recognise and prevent gender bias and stereotypes (e.g. develop processes and practices that reduce bias in the hiring process.) • Offer voluntary diversity management and leadership training for heads of academic chairs/departments or other administrative units, programme and centre directors, to educate them to work strategically and tactically with diversity, equity and inclusion 	<ul style="list-style-type: none"> • At least 3 internal organisational documents (policies, strategies, guidelines etc.) per year are evaluated and assessed for detection of potential bias and integration of DEI-related aspects • Number of conducted trainings • Number of staff trainings that include DEI elements

	<ul style="list-style-type: none"> • Provide training and career development opportunities related to leadership, communication, negotiations, networking and self-promotions skills for female faculty and staff members 	
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2.2 Gender balance in decision-making and advisory bodies

An inclusive leadership framework with well-balanced representation of different stakeholders and their perspectives is essential for each institution. A balanced representation of men and women in decision-making bodies can effectively reduce gender bias, dismantle stereotypes and improve their work.

The data collected for ESCP Berlin offers mixed results. On the one hand, the Berlin Campus has achieved good gender balance in senior non-academic positions (middle management such as directors, heads of non-academic departments) with the women rate of 54%. The Work Council as the central employee representation body can also be characterised by a notably good gender balance of female and male members (57%/43%). On the other hand, with the exclusion of the Board of the Association, women remain underrepresented in upper management bodies such as the Management Board and Academic Senate of the school. The Board of the Association (“Vorstand des Trägervereins”) is excluded and is currently composed of two female and two male persons and is chaired by a woman.

Since most of the members of the Academic Senate are ESCP faculty members, the high inequality favouring men is to some extent symptomatic and representative for the gender composition of the academic faculty. **While** improvement of female ratio and gender balance in academic faculty can have a positive effect on gender distribution in the Academic Senate, selection and nomination of women needs to be encouraged towards more equitable results through self-nomination and expressive support by leadership; a review of the voting process and, indeed, composition and broadening of leadership funnel to include senior non-academic leaders in select decision-making and advisory bodies can aid the situation and increase accountability.

A good representation of women is especially important and should be aimed at committees for (re)-designing curricula; review boards for research proposals and allocation of resources such as e.g. ESCP Research Committee (ERC) and any other review, hiring and programme committees.

Aspirational goal	Measures & actions	Indicators
<p>To improve gender parity in decision-making and advisory bodies</p>	<ul style="list-style-type: none"> • Advocate and encourage participation of female members of ESCP in institutional structures, management and decision-making bodies by making nomination and election to committees and boards more transparent (review and gender audit of existing nomination and election practices) • Compose diverse and equitable committees, panels and boards to make hiring decisions and review performance data with balanced representation of women and men ratio to decrease the chance of unconscious bias in recruitment and selection process. 	<ul style="list-style-type: none"> • Equitable Tenure & Promotion Committee with female/male ratio corresponding to current senior non-academic and faculty gender ratio. • Key Equitable Recruitment & Selection Committees with at least 30/70 female/male ratio

3. Integration of gender dimension in teaching and research

3.1 Integration of gender dimension in teaching

The overall analysis of gender distribution across all programmes included in the portfolio of ESCP Business School demonstrates a well-balanced and diverse student body in the last five years with a gender ratio ranging around 47% female and 53% male students across all programmes. Starting from September 2023 ESCP Business School has also introduced non-binary reporting and has started collecting data on the number of students who identify themselves as “diverse”.

While the overall picture across all programmes offered by ESCP is positive, two programmes require a closer look and special attention in term of gender distribution of student body. The female/male ratio in MBA in International Management is 26%/74% and is significantly different from other programmes. This fact has already been recognised by the program director and school management. As one of the measures the school has initiated a scholarship scheme for women specifically designed for this programme and called “Women in Leadership” to attract more female talents to this programme. These measures must be intensified and further developed in the future.

With 74%/26% female/male ratio, the Master in International Sustainability Management demonstrates a high inequality favouring women. More efforts are necessary at the recruitment stage with a special attention to male candidates, to ensure a better-balanced student body in the framework of this programme.

Another programme demonstrating significant gender imbalance is the Berlin Doctoral Programme. It is important to analyse gender imbalances at the application stage and understand why female candidates are not applying to ESCP, in order to improve the programme fit for female candidates.

The evidence demonstrates that at the institutional level there are first successful efforts to integrate gender and diversity topics in teaching and executive education in form of elective courses, seminars, professional development and mentoring programmes, e.g.:

- Elective course “The Value of Differences: Getting Serious about Diversity & Inclusion” for 3rd year Bachelor in Management (BIM) students
- “Women in Leadership” – professional development program for female leaders
- LGBT+ Leadership Seminar

Aspirational goals	Measures & actions	Indicators
<p>To improve gender balance among students</p> <p>To integrate gender dimension in teaching and knowledge transfer</p>	<ul style="list-style-type: none"> • Explore and integrate the needs and interests of women during recruitment process (questions during interview) • Increase the number of available scholarships and intensify the efforts to attract female students to MBA in International Management programme • Implement measures and interventions that help disrupt gendered perceptions of subject such as sustainability or MBA programmes to promote and intensify the efforts to recruit male & diverse students (scholarships, ESG & cross-industry related internships, male, female & diverse role models etc.) • Examine/monitor trends in the share of applications for Doctoral Programme from female candidates and attempt to identify barriers and reasons • Perform an audit to check gender sensitivity of the courses and teaching materials (bias-reduced content, inclusive and gender-sensitive language, positive framing, participative and inclusive teaching methods) • Offer elective courses on DEI issues in other programmes offered in ESCP program portfolio • Training or workshop about gender dimension in teaching at the annual Full Faculty Reunion to improve gender competence 	<ul style="list-style-type: none"> • Share of female students in MBA programme and Berlin Doctoral programme • Share of male students in Master in International Sustainability Management programme • Evaluation of the integration of the gender dimension in teaching (syllabus, teaching materials, cases used in class) • Resources (checklist, guidelines, recommendations) developed to support the integration of the gender dimension into teaching • Number of conducted trainings

3.2 Gender sensitive research

With the Corporate Chair “Women in Finance” (est. 2023) and the Excellence Centre for Intercultural Management, Diversity and Inclusion (CIMDI), Berlin Campus of ESCP Business School has an institutional framework for research on DEI and wellbeing-related topics. The evidence shows that some faculty members of ESCP Berlin directly address DEI topics in their research activities, e.g.:

- Research project and study „Evaluation of the law on the equal participation of women and men in management positions in the private sector and public service” (FüPoG) Funded by the Federal Ministry for Family Affairs, Senior Citizens, Women and Youth (BMFSFJ), led at ESCP by Prof. Marion Festing;
- Research Project: "Are Women Less Convincing or Listeners Biased? Understanding Differential Reactions towards Self-Promotional Speeches by Men and Women" funded by Diligentia Foundation (Diligentia. Stiftung für empirische Forschung) and led at ESCP by Prof. Gwendolin Sajons;
- ERASMUS+ Project “European Chips Diversity Alliance” funded by ERASMUS+ Programme of the European Union in the Key Action “Partnerships for Innovation – Alliances” and led at ESCP by Prof. Kerstin Alfes and Dr. Stephan Schmuck.

In the upcoming years it will be of paramount importance to foster research focusing on gender and diversity as subject matters and to further support the work of the “Women in Finance” Chair and Excellence Centre for Intercultural Management, Diversity and Inclusion to ensure and further develop DEI-relevant string of research, teaching and mentoring at ESCP Berlin.

However not all research projects at ESCP Berlin focus on gender and intercultural dynamics as a subject matter. But gender is only one dimension of diversity; as such it is a proxy variable and correlates with many other characteristics. It is therefore important to raise awareness about diversity’s intersectional nature across topics such as age, ethnicity, sexuality, gender, neurodiversity, social background and their potential relevance for research in other fields (e.g. sustainability, gender-balanced research teams, sex/gender implications for research design, etc.). This can be achieved by developing the guidelines or a checklist for gender-sensitive research. The reflection about gender dimension in research can be prompted by administrative staff of the Research Department in their counselling and support practice.

No evidence of gender bias was found in the internal allocation of resources for research. The research budget annually allocated to each ESCP Berlin chair is based on a transparent allocation scheme taking in considerations solely the number of full-time equivalent positions (FTE) associated with the specific chair. The allocation of resources in the framework of the internal research finding programme called ESCP Research Funding (ERF) is competitive and merit-based. The applications are assessed solely based on their academic excellence and BEST-evaluation criteria (Business, European, Societal and Teaching impact).

However, to raise awareness about the relevance of gender in research among the faculty members, ESCP Business School should incorporate the reflection about gender aspects in its internal ESCP Research Funding Programme (ERF) by:

- a. calling on applicants' attention to the composition of the proposed research team and gender balance and
- b. explicitly asking the applicant to address, where applicable, the question of relevance of sex, gender and/or diversity for the proposed research

Aspirational goals	Measures & actions	Indicators
<p>To integrate gender dimension in research</p>	<ul style="list-style-type: none"> • Develop a checklist or guidelines for gender-sensitive research to prompt and support reflections on how to incorporate the gender dimension in research projects for ESCP faculty (developed by Research Department in Berlin) • Incorporate the sex, gender and/or diversity dimension in the call for proposals for ESCP Research Funding (ERF): gender balance in research teams and relevance of gender dimension for proposed research (methodology, study participants, etc.), if applicable • Training or workshop about gender dimension in research at the annual Full Faculty Meeting (FFM) • Analyse gender distribution among visiting professors, researchers and invited speakers • Actively encourage and create opportunities for ESCP faculty members to invite more female academics as speakers to events and research seminars (integrate the encouragement in corresponding calls and regulations) • Increase visibility of research projects addressing DEI through communication 	<ul style="list-style-type: none"> • Resources (checklist, guidelines, recommendations) developed to support the integration of the gender dimension into research • Gender aspects are made visible in the documentation of the internal call for proposals for ESCP Research Funding (ERF) • Number of conducted trainings • Gender distribution among visiting professors, researchers and invited speakers • Number of communications

4. Fight and prevention of gender-based discrimination and violence

4.1 Prevention and awareness raising

ESCP Business School has set up an awareness-raising programme for its students, through thematic conferences on sexism, homophobia, consent and harassment, a poster campaign on campus screens and via leaflets, and the integration of courses and prevention into the students' educational programmes.

In 2021 ESCP Business School has developed an internal Diversity & Inclusion Policy thus creating a dedicated procedure to handle cases of sexism and/or sexual violence among students during their studies, an internship or apprenticeship. The students commit to the rules stipulated in the Diversity and Inclusion policy by signing "ESCP Internal Regulations" and by signing the Inclusion & Diversity Charter.

An awareness day is organised for students arriving on the Paris Campus of the school during their back-to-school seminar. The students of the Pre-Master Year and Bachelor programme participate in compulsory first-year seminars to increase awareness on gender-based and sexual violence and learn about the Inclusion & Diversity policy of ESCP Business School. Among other initiatives, ESCP organises an annual training session for leaders of student associations so they can run so-called 'safe' festive events or be informed of their legal obligations and responsibilities in this field. With these awareness-raising measures already in place, it is still necessary to roll out these trainings and presentations to be offered to students in other Master programmes as well. This type of training is also necessary for ESCP faculty and staff.

Aspirational goals	Measures & actions	Indicators
To increase awareness around sexual harassment and other forms of gender-based violence	<ul style="list-style-type: none">• Develop communication and training materials sensitive to gender diversity including information on forms of gender-based violence• Expand training and seminars on learning about what constitutes sexual harassment, microaggressions and ethnic and racial discrimination and how to meet those challenges preventively to student in other programmes of ESCP• Develop and expand training and interventions to ESCP staff and faculty.	<ul style="list-style-type: none">• At least two prevention and awareness raising measures and trainings conducted per year• Training and seminars are expanded staff, faculty and students in all programmes offered at ESCP

4.2 Response procedure and monitoring

ESCP Business School has developed an internal reporting and response procedure for the cases of harassment and gender-based violence, to fight sexism and any form of intolerance in working and learning environments, so that those environments are equally inclusive and attractive to women, men and non-binary members of the ESCP community.

Members of ESCP community can report an incident (discrimination, harassment, sexual or sexist violence, etc.) through the confidential dedicated online alert portal (escp.signalement.net); dedicated address created at ESCP (stopharcelement@escp.eu) or by contacting the Associate Dean for Inclusion & Diversity or the Equal Opportunities Officer. The response procedure in place foresees: a listening, investigation and disciplinary phases. The possible sanctions imposed by the Disciplinary Board range from a warning and a reminder of the Internal Rules and Regulation to the permanent expulsion from the School.

Aspirational goals	Measures & actions	Indicators
<p>to increase the support offered to people who have experienced gender-based violence</p>	<ul style="list-style-type: none"> • Annual review seminar with stakeholders involved in the internal ESCP reporting and response procedure to reflect on reported numbers, to reassess the process and to ascertain progress • Proactively increase the support offered to people who experience victimisation through the development and updating of policies and procedures, as well as accessing support services 	<ul style="list-style-type: none"> • Report on anonymised complaints and responses • Review and adjust policy, process and support services to both needs and preventive actions

Signature Frank Jacob

Prof. Dr. Frank Jacob
Dean, ESCP Europe Wirtschaftshochschule Berlin

Heubnerweg 8-10
14059 Berlin
Germany
<https://escp.eu/de/berlin>

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