



GENDER EQUALITY PLAN
ESCP Business School
2022 - 2024



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** & **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

+140

Academic alliances in Europe and the World in 47 countries

9,000

Students representing 120 nationalities

60,000

Active alumni in over 150 countries in the world

INTRODUCTION

At ESCP Business School, we strive to improve gender equality & equity by ensuring the diversity of faculty, staff, students and all stakeholders (including alumni and corporate partners) who contribute to the educational experience and career perspectives offered by the school. In order to achieve the desired transformative impact, we believe that diversity should be accompanied by equity in all processes, so that processes and resources across the school become accessible to everyone with the relevant talent and ambition.

With the support of the Management Board and Executive Committee, it has been determined to make gender equality & equity a priority in the school's strategic plan, in line with the European Commission guidelines by creating a **Gender Equality Plan**. The GEP is essential for promoting a culture of respect and inclusion while also meeting the new eligibility criterion introduced in 2022 for research teams responding to European calls for proposals under the Horizon Europe programme.

The present GEP will enter into force and will be published on institutional websites. This Plan is to be implemented and monitored on the federal level and will be valid for all campuses of ESCP Business School, that is to say:

- Paris Campus: ÉTABLISSEMENT D'ENSEIGNEMENT SUPÉRIEUR CONSULAIRE ESCP EUROPE (PIC: 07361960)
- Berlin Campus: ESCP Europe Wirtschaftshochschule Berlin e.V. (PIC: 949658228)
- Madrid Campus: ASOCIACION ESCP EUROPE, ESPANA (PIC: 921171753)
- London Campus: ESCP EUROPE BUSINESS SCHOOL (PIC: 912105551)
- Turin Campus: Fondazione "European School of Management Italia" (PIC: 951872641)

To meet the national regulatory requirements of each campus, this document is adapted locally according to the applicable obligations.

Diversity is something we celebrate and support, which allows us to realise our potential in the interests of the ESCP community and the quality of our teaching and research. We all have a part to play in diversity and while this document focuses on gender equality & equity, ESCP is working hard to tackle diversity issues more broadly.

The present ESCP Gender Equality Plan crystallises years of efforts to promote effective gender equality & equity, and combat gender discrimination through involving every person in the school's life and activities.

EXECUTIVE SUMMARY

After a meticulous phase of assessment and analysis, a series of specific objectives have been identified and a set of consistent actions have been detailed around gender equality & equity, and more broadly around diversity and inclusion. They comprise 13 objectives that fall into four major areas:

THE CONCEPTION OF A COMPREHENSIVE GENDER EQUALITY & EQUITY POLICY



This will allow for capacity building that will promote **better gender balance across all working environments** (teaching, learning, research and institutional administration) and **for every step of the career of ESCP staff** (from recruitment, remuneration, career development, work conditions and work-life balance).

ADDRESSING GENDER EQUALITY IN THE ACADEMIC ENVIRONMENT



Integrating gender dimensions in ESCP educational and training content will participate in building a society free of all sexist prejudices and to move towards gender equality & equity at large.

Concrete actions will be taken such as **creating a toolbox** with up to date resources on the topic, inviting a **diversity of participants speaking at major events at ESCP** or simply **maintaining a balanced gender repartition** in students, in all programmes and all campuses.

DEVELOPING AND PROMOTING GENDER EQUALITY IN RESEARCH



Research can strongly contribute to a better understanding on gender equality & equity issues, by **producing and disseminating new knowledge on the subject**. This is key in **promoting impacts on gender equality & equity beyond ESCP staff** and applies to all discipline taught at ESCP.

FIGHTING AND PREVENTING GENDER-BASED DISCRIMINATION AND VIOLENCE



Advancing towards gender equality & equity undoubtedly involves the **ongoing fight against sexist and sexual violence and its prevention**. Part of ESCP's plan is to maintain progresses made towards this goal and reinforce monitoring and prevention of such events.

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AREA 1 – A COMPREHENSIVE GENDER EQUALITY POLICY

The first step towards gender equality & equity as a school needs to be taken within ESCP's core, by ensuring professional equality & equity for all its employees.

Detailed in the following objectives and action plans, ESCP is committed to improving working conditions for all employees through equal pay and equal access to positions of high responsibilities and remunerations, regardless of gender.

These measures were discussed and approved by unions / work councils for the Paris campus and the main legal structure of the school (EESC). However, principles also apply to other campuses i.e. Berlin, London, Madrid and Turin.

OBJECTIVE 1 – Equality in recruitment and access to employment

Professional activity at ESCP is open to men, women and non-binary individuals and ESCP welcomes talents across all genders. Well aware that this is a crucial element for diversity, ESCP pays close attention to the recruitment process for which selection criteria are free of any gender-based, illegal and / or discriminatory elements. Only competencies (education, work experience and qualifications) and candidates' potential are taken into account in the recruitment process.

Management undertakes not to practise any form of discrimination in drafting job offers, selecting CVs, conducting job interviews and throughout the rest of the recruitment process.

MEASURES AND ACTION PLAN

- ▶ Train the entirety of the recruiting staff to non-discrimination.
- ▶ Systemically design job advertisements in a gender-neutral manner appealing to all genders.
- ▶ Systematically present the same number of applications by gender in the pre-selection phase. The number of applications presented should be proportional to the number of applications received and should have equivalent competencies, experience and profiles.
- ▶ Raise Managers awareness on non-discrimination in the recruitment process.
- ▶ Take actions to attract the under-represented gender in positions with imbalance.

INDICATORS

- ▶ Percentage of recruiting staff trained on non-discrimination.
- ▶ Percentage by gender of applications received.
- ▶ Percentage by gender of pre-selected applications.
- ▶ Percentage by gender of recruited staff.
- ▶ The list of actions already taken, or to be taken to improve gender mix at ESCP.

OBJECTIVE 2 – Equality in remuneration

The French law of the fifth of September 2018 on freedom to choose one's professional future requires the establishment of a professional equality index between women and men. The indicators are the followings:

- Pay gap,
- Distribution of individual pay rises,
- Promotion gap,
- Percentage of employee getting a pay rise within the year of their return from maternity/parental leave,
- Number of people from the under-represented gender in the 10 highest earners.

This law requires a minimum total of 75 points. ESCP scored 85 points in 2022. ESCP is committed to continue implementing actions for professional gender equality & equity in order to maintain or improve this result.

While the above is based on the French law, ESCP is working towards extending to all its campuses by adapting to the law of each country.

MEASURES AND ACTION PLAN

- ▶ Identify potential gender gaps through regular pay analyses.
- ▶ Set annual targets to reduce gender pay gaps.
- ▶ Raise Senior Managers' awareness on the gender pay gap.
- ▶ Monitor individual pay rises.
- ▶ Extend these measures to all ESCP campuses.

INDICATORS

- ▶ Percentage of individuals by gender who are granted a pay rise from their Managers.
- ▶ Percentage of individuals by gender who are granted a pay rise following maternity/parental leave.
- ▶ Pay gap following a job replacement (replacement from men to women or women to men).

OBJECTIVE 3 – Equality in career progression and work conditions

Professional equality & equity between women and men must be promoted throughout employees' careers at ESCP.

Management undertakes not to discriminate its employees in the evolution of their career and / or in awarding promotions.

MEASURES AND ACTION PLAN

- ▶ Encourage employees to express wishes for promotion and career development.
- ▶ Take gender equality & equity objectives into account when assessing potentials for development.
- ▶ Make job offers public and accessible to all ESCP employees to apply.
- ▶ Offer jobs under the same conditions to women, men and non-binary individuals with the required skills.
- ▶ Set up frequent analysis of gender balance in Management positions (Excom, n-1 and n-2 level)

INDICATORS

- ▶ Percentage of requested mobility by gender.
- ▶ Percentage of achieved mobility by gender.
- ▶ Percentage of promotion by gender (change in scope of responsibility or function).
- ▶ Number of positions filled without examining several applications.

OBJECTIVE 4 – Equality in work-life balance

There is a strong desire to ensure the fairest work-life balance for all ESCP employees, which is facilitated by the following measures, all taking into account parenthood and family life:

MEASURES AND ACTION PLAN

- ▶ Support colleagues returning from maternity, adoption or full-time parental leave. Including:
 - ▶ Give the possibility to organise a meeting with the HR department a month before returning from leave, or upon return. During this meeting both parties can examine the conditions for a return into the initial job or equivalent, as well as possible training actions.
 - ▶ During the leave, employees continue receiving general information and notifications of any organisational changes related to the exercise of their activity. Access to the work inbox is also maintained in order to keep the relation with ESCP.
 - ▶ Adjust working time during pregnancy to attend medical appointments, for both pregnant employees and employees whose partner is pregnant.
 - ▶ Respect employees' rest periods as part of the 'right to disconnect'.

INDICATORS

- ▶ Percentage of HR meetings offered to employees before they return from maternity, adoption or full-time parental leave.
- ▶ Number of HR meetings organised before the employee's return from maternity, adoption or parental leave out of the number of employees qualifying for it.
- ▶ Number of HR meetings organised upon the employee's return from maternity, adoption or parental leave out of the number of employees qualifying for it.
- ▶ Number of employees who requested leave to accompany their spouses to compulsory medical examinations out of the number of employees qualifying for it.
- ▶ Number of employees who benefited from back-to-school hours out of the number of employees qualifying for it (if the information is complete in the employee's file).
- ▶ Overview of elements concerning pregnancy in the collective agreements.
- ▶ Number of actions implemented to raise awareness on the right to disconnect.
- ▶ Number of employees impacted by these actions.

AREA 2 – ADDRESSING GENDER EQUALITY IN THE ACADEMIC ENVIRONMENT

ESCP is built upon the core values of equal rights and opportunities. As a leading institution, we have the duty to promote diversity, equity and inclusion in all learning environments and nurture diverse talents and ambitions that can contribute to positive transformational impact on businesses and society today, and tomorrow.

OBJECTIVE 5 – Integrate gender equality dimension to the curriculum

Higher education and research are key instruments for empowerment and social changes. Teaching staff have a powerful role to play in promoting gender equality & equity, diversity and inclusion, not only in the higher education context, but also in society.

MEASURES AND ACTION PLAN

- ▶ Organise induction days for new professors.
- ▶ Organise an annual meeting with all external speakers to discuss the gender equality & equity topic.
- ▶ Address gender dimension at full faculty meetings.
- ▶ Set up a space for resources that can be used by professors and external speakers.

INDICATORS

- ▶ Creation of a toolbox with resources on gender equality & equity.
- ▶ Actions to raise awareness on the topic to the teaching community.
- ▶ Number of professors involved in these actions.

OBJECTIVE 6 – Integrate gender equality into the pedagogical offer

Building a sexist prejudice-free society and moving towards gender equality & equity involves training the current and future generations to take into account the gender dimension into their academic, professional and personal journey.

As a leading institution training the leaders of tomorrow, ESCP is fully committed to integrating gender equality & equity into the curriculum for the benefit of all its students. It is also crucial to promote gender diversity and parity amongst professors and external speakers to give the example.

MEASURES AND ACTION PLAN

- ▶ Expand the list of seminars on gender equality & equity offered to students each semester.
- ▶ Include examples of real-life scenarios promoting gender diversity in the curriculum, no matter the discipline.
- ▶ Systematically mobilise a crowd of diverse external speakers at major seminars and conferences.

INDICATORS

- ▶ Percentage of programmes including gender diversity dimension to their curriculum.
- ▶ Number of presentations on the topic offered to students.
- ▶ Proof of diversity in the speakers invited to major events at ESCP.

OBJECTIVE 7 – Improve gender mix in programmes

Ensuring inclusion and gender diversity in the student population is crucial to move towards gender equality & equity in the business world, and in society as a whole.

At ESCP, we are firmly committed to fostering diverse learning environments. We strongly believe that it opens up our school to a larger talent pool of both faculty and students. Ultimately, it allows diverse talents to thrive within and outside ESCP, and increases the school's transformative abilities.

MEASURES AND ACTION PLAN

- ▶ Improve the overall gender mix in students, in all programmes and all campuses.
- ▶ Frequently monitor gender mix within programmes and campuses.
- ▶ Implement actions to correct any imbalance.
- ▶ Improve data collection for each programme, including the collection of data on students who identify as “diverse”.

INDICATORS

- ▶ Overall student's gender mix, all programmes.
- ▶ Student's gender mix per programme.
- ▶ Student's gender mix per campus.
- ▶ Gender mix in applicants.

AREA 3 – DEVELOP AND PROMOTE GENDER EQUALITY IN RESEARCH

Developing and promoting research related to gender equality & equity is vital to ensure alignment between the production of knowledge and the larger society needs. Research will play an important role in generating new knowledge that allows the ESCP community to better address gender equality & equity challenges. In addition, disseminating new knowledge will help inform other stakeholders beyond academia to promote research impacts.

OBJECTIVE 8 – Raise awareness on gender-related aspects in research.

The production of knowledge via research within ESCP fields of research is essential to foster diversity in themes, perspectives and solutions. Research including gender-related aspects can be conducted not only by ESCP faculty but also by students across programs. Research contributions provide relevant understanding on a collection of subjects addressing important societal challenges.

ESCP will continuously promote different types of initiatives to ensure long-term impacts on gender equality & equity.

MEASURES AND ACTION PLAN

- ▶ Call for internal projects addressing gender issues topics.
- ▶ Promote research topics directly or indirectly dealing with gender issues across programs such as Bachelor and Master's theses as well as topics for Ph.D. dissertation.
- ▶ Increase research funding support for new research projects including gender dimensions.

INDICATORS

- ▶ Share of publications (of all types) on the subject.
- ▶ Evolution of new research projects related to gender equality & equity.
- ▶ Number of research theses related to gender issues across programs (i.e., Bachelor, Masters, Ph.D.)

OBJECTIVE 9 – Disseminating gender research publications

Research dissemination to inform stakeholders beyond academia is a key to promote research impact. ESCP identifies four key stakeholders under the B.E.S.T. research impact framework, namely Business, Europe, Society, and Teaching. Gender equality & equity research outputs will be transformed in various forms to inform relevant stakeholders to foster research impact.

MEASURES AND ACTION PLAN

- ▶ Transform academic research output into easy-reading communicative articles. (i.e., research highlights published on ESCP website, The Choice, ESCP Impact Papers, Press release)
- ▶ Organise events (conferences, round tables, workshops, etc.) on gender issues in collaboration with corporate partners (i.e., Chair Events).
- ▶ Organise a Gender research day involving a broad mobilisation of the research community.

INDICATORS

- ▶ Number of communicative articles and/or press releases related to gender topics
- ▶ Articles on gender published by ESCP researchers (number, disciplines)
- ▶ Number and types of events promoting gender work

OBJECTIVE 10 – Maintain equitable valuation of faculty producing research

Designing a sustainable research ecosystem is a key long-term goal of research at ESCP. Gender equality & equity plays a vital role in this mission. ESCP will keep monitoring and promoting gender equality & equity throughout research funding supports and research initiatives:

MEASURES AND ACTION PLAN

- ▶ Highlight publications dealing with gender issues and works by women researchers in all disciplines.
- ▶ Regularly publish “Gender Research Barometer” on research on gender.
- ▶ Promote the involvement of researchers from underrepresented genders in research funding programs.

INDICATORS

- ▶ Number of grants awarded for the promotion of research projects related to gender issues.
- ▶ Gender repartition of faculty receiving grants.
- ▶ Number of publications or researchers working on gender issues.

AREA 4 – FIGHT & PREVENT GENDER-BASED DISCRIMINATION AND VIOLENCE

We would like to emphasise the importance of being fully aware of the concepts of moral and sexual harassment, gender-based violence, as well as the essential elements to prevent for them to happen in the workplace.

Firstly, it is to be recalled that moral harassment is prohibited by the French Labour Code and by the French Penal Code. Article L. 1152-1 of the French Labour Code provides that "no employee shall be subjected to repeated acts of moral harassment which have as their object or effect a deterioration the employee's working conditions likely to infringe their rights and dignity, to alter their physical or mental health or to compromise their professional future".

Sexual harassment is also prohibited by the French Labour Code and Penal Code. It is recalled that "no employee should be subjected to:

- Acts of sexual harassment, consisting of repeated comments or behaviour with a sexual connotation which either undermine an employee's dignity because of their degrading or humiliating nature, or create an intimidating, hostile or offensive situation against an employee;
- Acts assimilated to sexual harassment; consisting of any form of serious pressure, even if not repeated, exercised with the real or apparent aim of obtaining an act of a sexual nature, whether this is sought for the benefit of the perpetrator or a third party."

Gender-based harassment is defined as "any harassment related to a person's gender that has the purpose or effect of violating their dignity or creating an intimidating, hostile, degrading, humiliating or offensive environment."

Through this document, ESCP intends to firmly reiterate the prohibition of any hostile behaviour within its establishments including campuses other than Paris : derogatory, slanderous or racist remarks, sarcasm, side lining, insults, tendentious or degrading insinuations, particularly of a sexual nature, unjustified criticism, etc.

In the event of such behaviour, Senior Management may take the disciplinary measures provided for in the Internal Regulations.

These elements are a reminder of the law and do not lead to the monitoring of specific indicators.

Please note that this Gender Equality Plan brings together distinct policies and processes pertaining to staff and careers, which are continually reviewed and revised, so goals and implementation may also change as the overall context changes.

OBJECTIVE 11 – Maintain compliance with non-discrimination principles

In accordance with the law, senior managers will ensure that no employee is subjected to remarks, pressure, distinctions or discrimination on the grounds of their gender. Articles L. 1152-1 et seq. of the French Labour Code declare that no employee should be subjected to repeated acts of harassment.

In the event of such behaviour, senior management may take the disciplinary measures provided for in the Internal Regulations.

MEASURES AND ACTION PLAN

- ▶ Application of the law of the different campuses.

INDICATORS

- ▶ Mention of the law in the Internal Regulations.

OBJECTIVE 12 – Countering sexism

Countering sexism is a mandatory step towards gender equality & equity and necessitates all stakeholders input. The following measures are based on ESCP [Inclusion & Diversity Policy](#) in the Paris campus with the objective to expand it to all campuses.

MEASURES AND ACTION PLAN

- ▶ Institutionalise the [Inclusion & Diversity Policy](#) by:
 - ▶ Including an I&D Appendix to Internal Regulations signed by all students;
 - ▶ Having the I&D Charter signed by all students;
 - ▶ Having the Charter for I&D of the "CGE" signed by the school.
- ▶ Train all stakeholders on the matter, including:
 - ▶ Organise training and seminars on sexism and sexual violence to all BiM, PMY students;
 - ▶ Organise seminars to present and raise awareness on the existing I&D procedure to all PMY, BiM students;
 - ▶ Expand training and seminars to more stakeholders (students in other programs, staff, faculty);
 - ▶ Implement a detailed "information sheet" for survivors and witnesses of sexual and gender-based violence.
- ▶ Evaluate the impact of the Gender Equality Policy with the implementation of:
 - ▶ A reporting procedure on I&D cases, including cases related to sexism and sexual violence;
 - ▶ An indicator gauging the extent of breaches to the I&D policy, including the Gender Equality Policy.

INDICATORS

- ▶ Implementation of a written appendix to Internal Regulations.
- ▶ Number and types of seminars offered to students.
- ▶ Number of trained stakeholders.
- ▶ Number of stakeholders receiving the information sheet.
- ▶ Diversity & Inclusion cases reported and handled.

OBJECTIVE 13 – Maintain communication to prevent gender-based violence

In terms of sexual harassment and sexist conduct, the French law of the fifth of September 2018, has strengthened the legal framework against sexual harassment and sexist conduct by providing for the obligation to set up referents in the company.

As a reminder, two referents have been appointed at ESCP: one in the Human Resources office and one member of the Economic and Social Committee (CSE), both benefiting from dedicated training.

If harassment or acts of violence are proven, disciplinary measures, up to and including dismissal, may be taken against the perpetrator, in accordance with the internal regulations.

MEASURES AND ACTION PLAN

- ▶ Inform and raise employees' awareness on the subject of violence against women and non-binary individuals.
- ▶ Implement specific measures to guide and support employees who are suffering from such violence.
- ▶ Communicate about such measures.
- ▶ Rely on partners when employees are suffering from violence, in order to support and guide them.
E.g. primarily occupational medicine, but also psychologists, experts, etc.
- ▶ Propose specific support (e.g. psychologist) to employees who have been absent due to a situation involving gender-based or sexual violence upon their return to work.

INDICATORS

- ▶ Annual report on information and awareness-raising activities on the theme of violence.
- ▶ Annual report on communication actions on specific and adapted mechanisms to guide and support employees who are suffering from violence.
- ▶ Number of reported incidents related to gender discrimination / equality & equity.

REFERENCES

1. [Loi du 5 Septembre 2018 - Loi pour la liberté de choisir son avenir professionnel](#)
2. [Article L.1225-26 du Code du Travail Français](#)
3. [Article L.1152-1 à L1152-6 du Code du Travail Français](#)
4. [Articles L3221-1 à L3221-7 du Code du Travail Français sur l'égalité professionnelle et salariale entre hommes et femmes](#)
5. [Articles 225-1 à 225-4 du Code Pénal Français pour la lutte contre la discrimination à l'embauche](#)
6. [Article 222-33-2 du Code Pénal Français sur le harcèlement moral](#)
7. [Article 222-33 du Code Pénal Français sur le harcèlement sexuel](#)
8. [ESCP Paris - Accord relatif à l'égalité professionnelle entre les femmes et les hommes au sein de EESC ESCP](#)
9. [ESCP London - Equal Opportunities Policy](#)
10. [ESCP London - Student Harassment and Bullying Policy](#)
11. [ESCP Madrid - Política y protocolo para la prevención, detección y actuación de casos de acoso laboral](#)