

ACTIVITY REPORT

for 2020 and 2021



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EDUCATION





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A crisis put to good use

On March 11, 2020, the World Health Organisation officially declared that the Covid-19 virus was a pandemic, as the world had already discovered the danger of this virus. It had not yet fully grasped the immense upheavals that it would bring about: deaths and hospitalisations, lockdowns, decline in economic activity, closing of borders, and cancellation of sports, cultural and school events...

ESCP, like all institutions and companies, had to face up to the shock, and thanks to the school's previous experience of remote monitoring of its students, practice of distance learning, and commitment of its faculty and staff, it was able to confront the "crisis", in its original Greek meaning of a decision and a turning point. We could have adopted a cautious and wait-and-see attitude: we made the choice to take advantage of this particular moment to extend our "brand & size" strategy and continue our development.

The months that followed proved the farsightedness of this decision. Upstream, student applications to our various programmes increased to unprecedented levels. Our switch to hybrid teaching (face-to-face/distance), which had already begun before 2020, was accelerated thanks to massive investments in software and hardware. Downstream, our young graduates were able to start their professional careers under favorable conditions.

The moral and financial support of our students was also a key preoccupation. With the help of its Foundation and its Alumni Association, the school put in place measures to enable students to make it through hardships that were unimaginable before.

This 2020-2021 activity report provides you with a summary description of these two exceptional years. It can only begin to highlight the dedication and extraordinary actions initiated by our students, our alumni, our professors, and our administrative staff.

Formidable opportunities await the school in the coming years: continuous growth in our enrollment numbers, worldwide attractivity, major real estate projects, the constant evolution of our programs... All while staying focused on our environmental, diversity and inclusion objectives, and of course our European identity. These strategic choices allow us to stay ahead in a fast-paced, changing world environment.

This document offers me the perfect occasion to express my sincerest thanks to all, and best of luck and determination in the future.



Philippe Houzé
President, ESCP Business School
Chairman of the Board, Galeries Lafayette Group

December 2021

2020/2021

The unexpected catalyst

For several years, ESCP has been witnessing constant disruptions. The adaptation to the health crisis, the impact of Brexit, the Sino-American economic tensions and, of course, the need for an environmental transition immediately come to mind. Here are some extremely contemporary examples, particularly for our two hundred year old school, which has overcome many ups and downs since its creation in 1819.

We strove to contain the effects of the pandemic and have benefited from the fruits of this experience. In our school, though it is familiar with the management of uncertainty, one of the many issues provoked by Covid-19 was the calling into question of models that were thought to be sustainable. As Edgar Morin, a century-old thinker and visionary, invites us to do in his latest book, the unexpected is a catalyst for a necessary evolution.

Our awareness became action. We went from understanding to undertaking. The continuity and quality of teaching on all our campuses was ensured, with a focus on artificial intelligence and digital transformation. Profound operational changes were made: distance learning, new relations between students and staff, and increased team coordination. *In itinere*, we have achieved the objective of our five-year Brand&Size plan a year ahead of schedule. On behalf of the school, I would like to thank all those who have contributed to this great success.

Our institution has adapted thanks to its actors, but its transformation is still ongoing. The greatest challenges are still ahead of us.

Fortunately, companies follow the tempo of reality and ESCP lives at the rhythm of their transformation. A change of tempo should not hinder the reading and execution of the score.

As part of our educational and social responsibility, it is up to us to continue our efforts to adapt, as amply demonstrated over the past two years.

Thank you to all our stakeholders, especially the faculty, staff, alumni, and students, for their reliability and resilience. It is thanks to them that this activity report can be a real source of pride for the school.

Best wishes,



Pr. Frank Bournois
Executive President & Dean

December 2021



1 | ACADEMIC AND INTERNATIONAL AFFAIRS

The health crisis that the world has been experiencing since 2020 has not spared the academic field. Nevertheless, ESCP has shown a great deal of adaptability and agility by offering suitable solutions to both its employees (remote working) and its students (online courses and hybrid system).

This crisis has not impacted the attractiveness of the school, which experienced continuous and significant growth in 2021 with more than 8,100 students, including more than 3,300 new recruits in its degree programmes.

In line with its policy of openness, ESCP welcomes this year a wide variety of students from 126 nationalities, including 44% French, 31% non-French European, and 25% non-European students, in all its degree programmes.

It is in this same spirit of diversity that the School is increasing its social openness. In 2020-21, the total of scholarships distributed to students in degree and executive education programmes amounted to €6.2 million.

In the Master in Management programme, the scholarships are based on social criteria, and grant a 10% to 80% reduction of tuition fees for all years of study (exclusively for students who joined through the French competitive exams and international competitive exams from the European Union).

**More
than 8,100
students
from 126
nationalities**

Since September 2021, ESCP offers free tuition to all students with Crous scholarships, levels 4 to 7, for the Master in Management programme. For the DEAMIE programmes of the two Specialised Masters, the scholarships may cover up to 50% of tuition fees. During the year 2020, with the support of the ESCP Foundation, the School set up a specific Covid-19 scholarship of €100,000 for students in financial difficulty and has allowed payment deferment measures to those who made the request.

ESCP has also developed a scholarship policy to promote international mobility. Since 2014, ESCP has been an Erasmus+ charter member. In 2020-21, the total amount of Erasmus+ funding was €97,000.

In 2021, ESCP and the ESCP Foundation launched the project “Chances Augmentées” (Improving Chances) for students in preparatory classes to support future preparatory classes students on a grant, through workshops on self-confidence and leadership, and to prepare them for the oral tests (interviews and languages).

In 2021, ESCP consolidated its strong brand and obtained the French Ministry's visa for its Bachelor's and its Master's degree, as well as the Master's degree visa for the MS/MSc programmes, for the 19 specialisations of the Diploma of Advanced Studies in International Business Management (DEAMIE, Diplôme d'études avancées en management international des entreprises), for a duration of 5 years. The school's academic excellence continues to be recognised internationally, as shown in the rankings of its various programmes: ESCP is ranked 2nd in the world for its Advanced Master in Finance (Financial Times), 4th in the world for its MSc in Big Data and Business Analytics, and 5th in the world for its MSc in Marketing and Creativity, by QS, which ranks the ESCP MBA in 49th position out of 258 MBA programmes. The Master in Management is ranked 7th in the world by the FT, and the Bachelor is ranked first in France by Le Parisien.

The Hcéres (the French High Council for Evaluation of Research and Higher Education) highlighted that ESCP Business School is "a top-ranking school with an excellent reputation in Europe and, increasingly, abroad", by recognizing many of the School's strong points such as its assertive positioning and its values of Excellence, Singularity, Creativity and Plurality, its ambitious, relevant and effective digital transition, its internationalisation policy, which is perfectly integrated into the multi-campus model, and the exemplary nature of its international signature.

ESCP has also concretised its partnership with Sorbonne Alliance.

In July 2021, the School obtained the Qualiopi certification attesting to the quality of its processes for its training and provision for the Validation of Acquired Experience (VAE) delivered to companies and beneficiaries.

In 2021 ESCP launched the ESCP Skills and Competences Passport for the BSc programme, a digital passport that summarises the unique technical skills and professional attitudes acquired by a graduate of the programme, thus enabling him

or her to enhance his or her profile with recruiters. It will be extended to other programmes in 2022.

ESCP is the first French institution to offer an official European Student Card, valid on all campuses and allowing students to benefit from an internal as well as external services offer.

The School has also teamed up with Lacoste to offer a multidimensional partnership, both academic, pedagogical and professional, to support students in their development.

In 2021 the ABCDE strategy (Art, Business, Culture, Diplomacy, Engineering) further developed with

the signing of new agreements with prestigious institutions in France and internationally, including the French Army, Purdue University (USA), Zhejiang University (ZIBS - China), for an exchange agreement with the BSc programme and a double degree agreement in the Master in Management in the near future, and Queen Mary University of London for a double degree agreement between the ESCP MBA and their Master of Law.

An excellent reputation in Europe and abroad

Student Figures for the Academic Year 2021-2022 (as per 8 Sept 2021)

Degree Programmes	Number of students		
	2021/22 (1)	2020/21	Evol %
Bachelor in Management	1 831	1 455	+26%
Pre-Master Year	478	494	-3%
Master In Management (M1/M2) *	3 980	3 479	+14%
MS/MSc	1 180	1 194	-1%
MBA In IM *	95	104	-9%
Ph.D	122	127	-4%
Full-time Programmes: Total	7 686	6 853	+12%
EMBA (2)	102	99	+3%
GMP (2)	60	47	+28%
EMS / EM / EMIB	245	277	-12%
Global EPhD	47	25	+88%
Part-Time Programmes: Total	454	448	+1%
Degree Programmes: Total	8 140	7 301	+11%

(1) number as per 8 September 2021
(2) Sept21 + Jan22 previsions

* MI Including double degrees January 2022

* MBA including Conversion. Path (32 in 20/21 and 20 in 21/22)

1.1

Programmes from Bachelor to Doctorate

BSc in Management

Key Figures

Grade de Licence in France in 2021

#1 in France – *Le Parisien Etudiant* Classement March 2021

The Bachelor in Management (BSc) programme is positioned as a premium programme delivered in “3 Years – 3 Countries”, accredited both in France by the Ministry for Higher Education, Research and Innovation and in Germany by the Berlin Senate. Since its first students graduated in 2018, it has become increasingly attractive – 723 first-year students in 2021 compared to 47 in 2015 – and today, there are 1803 students from all over the world.

Among the students recruited, in 2020, 66% were non-French representing 59 different nationalities, while in 2021, 65% were non-French representing 65 different nationalities.

Following the creation of the “Tsinghua Track” in 2018, it is possible for BSc students to complete one semester in China, thanks to agreements signed with Shanghai Tongji University and SJU-SOM.

There is also the possibility of a Double Degree with Carlos III in Spain.

Highlights of 2020-2021:

- After 2019, when excellent students have been granted the possibility to directly apply to the programme in the second year (B2), 23 students have been selected for integration in B2 in 2020.
- Since 2020, the programme grants online coverage for its classes, enriching the learning experience of its students and allowing for the highest access flexibility during the pandemic
- In 2021 a full programme review was conducted on students, faculty and administration, collecting over 600 full surveys. Respondents awarded the programme with a recommendation rate at 7.9/10 on average, 8.0/10 on the median, with 27% of respondents rating the programme at 10/10.



What becomes of our graduates?

After completing the Bachelor in 2020,

50% of the students continued their studies after admission at several prestigious institutions such as Bocconi, IE, London Business School, London School of Economics, St. Gallen, Trinity College, WHU and

45% started work in businesses like Nestlé, KPMG, Goldman Sachs, Amazon, and Accenture. The employment rate six months after graduation reaches

95%.

"The best thing is that now I know everything that forms a company, and this is a great part of the ESCP Bachelor in Management (BSc). I also feel much more international compared to other students."

Guillaume Danloy (Belgium) - Track: London – Madrid – Berlin

"My studies at ESCP helped me find in which direction I wanted to go for my professional career, something I did not know back when I finished High School. Through internships, my interest in Finance became apparent, so I decided to do an Apprenticeship at a Fund Management Company in Paris."

Patricia Madej (Germany/Ukraine) - Track: London - Madrid - Paris

"During my first year as a Bachelor in Management student I managed to land an internship with Airbus! I felt well-prepared for my interviews thanks to the Careers Service, and ultimately I was selected to do a three-month internship at Airbus Defence and Space in Lean Management and Process Optimisation. My internship was even better than I imagined it; I not only gained some new skills, but I also learned a lot about the industry."

Laurent Hoegl-Roy (Switzerland/France/Germany) - Track: London - Paris - Berlin

Master in Management (MiM)

The Master in Management has undergone a major reform of the curriculum during the last two years:

- Fundamentals of management courses are now condensed in the M1 first semester to allow students to take a Specialisation (120 hours on one specific topic) from the second semester of M1. Students can really design their own curriculum and take up to three specialisations in the MiM.
- A new induction seminar was created, Digital Spark, to address the digital issues in the business area, delivered across all campuses for the M1 Class.
- A new core course: Sustainability in the M1 second semester, to address sustainability issues in the business area.
- Online catch up courses and online track for M1 first semester and M2 elective courses allow more flexibility and mobility to students.

This programme, ranked 7th worldwide by the FT, attracts on its six campuses 3800 students from more than 70 nationalities. It allows students to have more than 60 specialisations in M1 and M2.



"I'm from Cameroon, and doing the Master in Management at ESCP was an incredible opportunity for me. First of all, because I evolved in an eclectic environment of healthy emulation alongside students coming from various backgrounds (71 nationalities) and sharing a sharp sense of creativity. Secondly, the quality of the teaching staff and the international dimension of the programme have further enriched my experience. During my course, I had the opportunity to do academic stays in France, China, and on the Madrid campus in Spain. Finally, I chose to alternate theory and practice by joining the ESCP apprenticeship programme. I worked for two years at Total Energies in customer credit risk management, which facilitated my professional integration at the end of my studies, leading me to the Finance Department of Orange. My exceptional experience at ESCP made me want to support as many African students as possible who want to enter the top business schools. And this is how the Stud'Hero structure came to be."

Michèle Tsague, Class of 2020, Financial Analyst (Orange, Paris) and Founder, Stud'Hero, Yaounde



What becomes of our graduates?

With an average annual starting salary of **€54,750** in 2021,

97%

of the students found a job within 3 months after graduation, with

53%

being employed before graduation.

47% work outside of their home country.



Specialised Masters and MSc

Created over 30 years ago, the ESCP MS and MSc programmes are a set of excellent specialised programmes, dedicated to a particular field or sector of activity, and widely recognised by the academic and professional world.

The portfolio of 25 programmes is constantly evolving, as illustrated by the launching of the MSc in Digital Transformation & Leadership in London, at the start of the 2019 academic year, and the MSc in Real Estate in Madrid in 2020.

Delivered over one to two academic years, the MS and MSc programmes consist of an initial intensive course phase followed by a professional assignment of at least 4 months and the writing and defence of a Professional Master thesis. Particular attention is given to soft skills which complement the academic programme. In addition, all students take part in a seminar or a study trip abroad, including the ESCP campuses.

Historically, the programmes have had several formats: Specialised Masters with the CGE (Conférence des Grandes Ecoles) label, Masters of Science with the CGE label, and Masters of Science awarding the German Master's degree. In order to ensure the coherence of this portfolio of specialised programmes, to further improve their quality, and

to increase their visibility and reputation, ESCP has decided to group most of its MS and MSc programmes into a single degree: the Diplôme d'Études Avancées en Management International des Entreprises (DEAMIE). This new programme includes 19 of the existing specialisations and is intended to accommodate new specialisations that may be launched by the School. The DEAMIE has been awarded the Visa Bac+5 and the Grade de Master by the Ministry of Higher Education, Research and Innovation (MESRI). It is accessible to students who have obtained a first higher education diploma validating at least 180 ECTS and will allow them to validate a further 120 ECTS.

At the start of the 2021 academic year, 1083 students of 76 nationalities joined one of the 25 specialised programmes. Enrollment has increased 14% (951 in 2018) compared to 2018-19, while selectivity was reinforced (3425 candidates in 2021 / 2552 in 2018).

- The 'Master in Finance' (pre-experience) was ranked 2nd in its category by the Financial Times in 2020
- The MSc Marketing & Creativity was ranked 5th in the world in its category by QS World University Ranking in 2021.



What becomes of our graduates?

The careers of graduates of the ESCP MS and MSc programmes are particularly rewarding. Two examples:

- MS Finance (class of 2019):

100% of graduates were in professional activity less than 3 months after graduation. According to the Financial Times, their average salary is \$141,984 three years after graduation (59% increase compared to the average exit salary).

- MSc Big Data & Business Analytics (class of 2020):

88% of graduates were in professional activity 3 months after graduation, for an average salary of €60,445, and 45% of them are working in a country other than their country of citizenship (Italy, Netherlands, Denmark, Japan...).



"The Ms in Pharmaceutical and Biotechnology Management (MSM) is above all a professionalizing master's degree and an opening to an international network. With my very scientific background, it allowed me to become aware of the countless opportunities available to me and to have a general view of the large-scale health ecosystem. This was possible thanks to the great number of lecturers, often alumni, who came to present their professions and share concrete practical cases with us, on cross-cutting themes reflecting the current and future challenges of the health industry. Like many of my classmates, I was able to land my first job offer by meeting my future colleagues during a presentation in the Consulting and Big Data specialisation. It goes without saying that the specialised master, thanks to its network and its educational programme, represents a real competitive advantage during interviews and when starting a job. The educational content is constantly evolving and innovative, as we saw with the Mag'athon during which 70 students were in charge of writing and publishing a newspaper from A to Z in one day: a memorable experience! Today, I thrive in the world of e-health startups, at Curety, thanks to the multiple tools and the sense of critical thinking acquired and necessary for my professional life. In short, the MSM is a real professional springboard!"

Ali Tebourbi, PharmD, Class of 2020, MS Pharmaceutical and Biotechnology Marketing, Partnership Manager, Curety

MBA in International Management

The "MBA in International Management" is positioned as a premium programme. This ten-month intensive programme is aimed at young professionals and is delivered at any two of the six European campuses that the students choose. It is highly international with 90 Students from 32 nationalities. The programme consists of 17 foundation courses, four seminars, two consultancy projects in two countries dealing with live projects proposed by companies, and four optional courses to be chosen from a portfolio of 24, enabling the students, depending on their choice, to specialize in finance, marketing, etc.

It is doubly accredited: "Master Grade" renewed for five years in 2019 by the French Ministry of Higher Education, Research and Innovation, and "EFMD Accredited Programme" awarded in 2019 for five years.

In September 2020 & 2021, the students took part in the "I-Leap" seminar for two days, during which they were encouraged to apply a personal approach to thinking about their career objectives. Every Wednesday afternoon was dedicated to the Career Service activities (personal development workshops, individual coaching sessions, company presentations & visits, MBA career fairs, bootcamps, mentorships...). The objective was to make participants aware of the necessity to develop a "personal career plan" and the importance of networks in their search for employment.



What becomes of our graduates?

According to the employment survey conducted out on the 2020 intake, the average salary is 110,000 USD, with **76%**

of graduates who found a job within three months of graduating (40% of whom having found their job before graduation), with General Management (25%), Consulting (22%) and Business Development (18%) being the main functions.



The MBA in IM brought together the entire cohort in Paris for the three-day “Induction Seminar: Problem Solving and Decision Making”. A case study was used to introduce the students to a process that encouraged them to think methodically and to diagnose the main cause of a problem before devising an effective solution.

The graduation ceremony of the MBA Class of 2019 & 2020 finally took place in October 2021 (in Paris) gathering more than 600 people.



“The MBA in International Management at ESCP was a vital stepping stone in helping me to pivot my career. I was able to brush up on my business skills and learn how to work with multicultural and diverse teams. Additionally, I was able to build my network in Europe by living in London and Paris and by working on sustainability Company Consultancy Projects for EU-based firms. The programme also supported the varying interests of the cohort: in fact, I co-founded the ESCP Women in Leadership Society to promote diversity, inclusion and sustainability in all ESCP campuses and the business community.”

Erika Courteille, (Class of 2021), Philippines, Director Climate Change and Sustainability Services at EY

“I needed a challenge so, in 2019, I left my job to do an MBA at ESCP Business School in order to broaden my skill set. I chose a school of excellence in Management, Finance and Marketing with a powerful network to accelerate my career.”

Behrooz Sabaei, France/Iran (Class of 2020), Operations Manager at Amazon

Ph.D

ESCP Business School has been active in doctoral education for many years. The Paris and Berlin campuses have developed a range of programmes for their PhD students in their respective national languages. From 2021-2022 on, doctoral students on both campuses have the possibility to choose courses in English. The academic directors of both programmes have seized the opportunities created by Covid-19 to take this step together and when the pandemic broke out, the School created the technical environment for hybrid participation of PhD students. The first reactions and registrations of PhD students in Paris and Berlin show a great interest in the new offer. With this step, ESCP Business School once again showed its strength as an international management school in doctoral programmes.

In 2020-2021, ESCP welcomed 127 enrolled doctoral students, divided almost equally between Paris and Berlin. The programme now has 164 alumni (64 in Berlin and 112 in Paris), many of whom are active in the academic world but also, mainly in Germany, in business. The Paris doctoral programme attracted 16 nationalities, 61% of whom are women.

For the Paris doctoral programme, 2020-2021 was a year of major changes. The entire academic curriculum over the first two years was restructured and emphasis was placed onto improving doctoral students' methodological and theoretical skills. A monitoring committee to foster the tutoring of doctoral students was also created.

In 2021, ESCP signed a partnership with the École de Guerre (School of War) to prepare future Generals for the Professional Doctorate in Command Tactics & Management. This demanding programme includes membership of a joint Research Centre and leads to the ESCP Doctorate. The doctoral students are supervised by HDR professors and must choose a thesis topic in the field of Tactics and Decision Making. Ideally lasting 18 to 24 months, this doctorate involves a focus on field and action issues.

As for the Global Executive Ph.D., of the 51 applications received in 2020, 31 were accepted. The admitted candidates come mainly from the consulting sector, have an average salary of 200,000 euros per year, an average age of 43, and represent 20 nationalities.



"After defending my dissertation in June 2019, I joined CUNEF, a school located in Madrid, as a tenure-track assistant professor of finance. Being in a tenure-track position is challenging but rewarding. Schools such as CUNEF expect assistant professors to publish several papers in top finance and economics journals in a period of 6 years before deciding whether you become a tenured professor. Thanks to the skills gained during my PhD at the ESCP, I have been able to write (and publish) academic papers that will, hopefully, allow me to succeed in this journey"

José Martin Flores , (Ph.D. 2019) Assistant Professor in Finance, Colegio Universitario de Estudios Financieros, Madrid.



1.2

Marketing of degree courses

The marketing, admissions and recruitment teams have been facing big challenges in 2020 and 2021 due to the Covid-19 pandemic. Indeed, during lockdown we had to find solutions in order to meet our recruitment objectives without meeting our prospects and candidates face to face as we used to do. It required a lot of effort to do so, our recruitment objectives have been met thanks to the ability of all members of the team to find solutions in order to maintain very good contact with our leads and candidates.

Biggest achievements

- Switching all the admissions processes online (application files, grading systems and interviews)
- Organising many more events online
 - Open Days
 - Thematic webinars (Parcoursup, Accommodation, Application process, etc.)
 - High school presentations and fairs
 - Masterclasses eg. for the Paris campus bachelor team:
43 webinars and Info sessions worldwide (Online / on-site), 40 High school visits worldwide (Online / on-site)
- Development of new tools to present the school remotely: new app called "Inside ESCP" where our contacts can discover the school through virtual visits, videos and programme quizzes

What's new

• 3 new master programmes:

- MSc in Industry Transformation Management (in partnership with Centrale Supélec)
- MSc in International Business and Diplomacy
- Advanced Master Programme in Life Sciences and Health Management (APIL) (with Institut Pasteur)

• 1 new initiative:

Chances Augmentées (preparing future candidates with French national scholarship i.e. CROUS for the prépa concours).



"I have attended many Information sessions from almost all the top Business Schools in Europe, and this session was really very interactive and informative. To be honest, this is the only information session where the host has not ended the session after 30 or 60 mins of the session beginning. More motivated to apply to ESCP! Thanks for the amazing session."

Prospect testimonial MiM Prospect attending our webinar, Nov 2021



1.3

The student experience

The years 2020 and 2021 have been particularly marked by the Covid-19 health crisis: successive lockdowns, compulsory teleworking for all staff, followed by the re-opening of certain face-to-face services from November 2020.

The pandemic has disrupted many habits and forced us to review our own operations in order to ensure and reinvent student support.

A dedicated email address was created to answer any questions students may have: Covid19StudentsHelpdesk@escp.eu The school's staff answered every day, including weekends.

The Student Affairs desk organised individual meetings and webinars for information on campus life: accommodation, visas, banks, APL, social security, etc., and questions about financing studies.

Specific scholarships linked to Covid-19, Pébereau scholarships and exceptional scholarships from the Dean's Office were distributed to Master in Management, Bachelor, MS and MBA students. More than 300 students were supported during these two years to help them cope with the economic crisis linked to Covid-19, for an additional budget of €1 million.

Health Centre

Consultations with the general practitioner, the psychiatrist and the psychologist are conducted both face-to-face and remotely. The nurses follow the students affected by Covid-19 and the "contact cases". They offer interviews with students in difficulty.

The Nightline association is an anonymous place for students to listen to and chat with each other; it has been very much in demand during these two years.

At the Paris République and Montparnasse sites, an antigenic testing centre for students and staff operated from 2 February to 15 April 2021.



Alexandre Pébereau (87) is the initiator of the creation of the ESCP Foundation and its Honorary President and Grand Donor.

Through his company Tofane Global, Alexandre has committed to "match" all donations received for students affected by the Covid-19 crisis during the first semester - up to €100,000. He has now joined the Foundation's Scholarship Committee.

Students affected by the Covid-19 health crisis only need to provide proof of their decrease or loss of income. This waiver will be named "Pébereau Scholarship" in honour of the new member of the ESCP Foundation's Scholarship and Diversity Committee, and generous donor.

At the beginning of the 2nd lockdown, the Paris République library opened from 9am to 5pm with a 30% capacity and prior registration via the Affluence application. The Montparnasse library was accessible on Tuesday and Thursday from 1pm to 5pm. Students can thus come on the premises and break out of their isolation.

In May 2021, the library launched a new multi-campus documentary portal. It has a modern look and feel, and makes the search for information in all databases user friendly and straightforward.

ESCP Blue Factory ESCP Incubator

The mission of the ESCP Business School incubator, the ESCP Blue Factory, is to accompany students and alumni from the exploration of their idea to international expansion.

To do this, 3 programmes have been set up:

- **START:** to mature the idea, test it, and understand the challenges of future creation
- **SEED:** to find the first customers and develop a sustainable offer
- **SCALE:** to develop thanks to the international ESCP community

The period from 2020 to 2021 was particularly busy for the incubator, because of the health crisis, which has provided an opportunity to

- strengthen mutual support between the entrepreneurs of the SCALE community who are particularly committed to support and innovate;
- creating the new START ONLINE programme, 100% online and in English, to enable entrepreneurs from all campuses to be supported in their early stages
- work on a new joint study between BCG and the "Boussole des Entrepreneurs" (Entrepreneurial Compass) association - of which the ESCP Blue Factory is a co-founder - on the new criteria for entrepreneurial success.

In June 2021, at last, the reopening of public places allowed ESCP's entrepreneurial alumni to gather again during a convivial and artistic evening, the "Colors Festival".



Key figures

- In 2020 and 2021, a total of 26 companies (15% selectivity) were supported in the SEED programme, 7 of which were co-supported with partner Malakoff Humanis.
- The new Start Online programme allows us to support 3 times more project leaders than in 2019 (27 vs. 80), 80% of whom are students and 20% are alumni.



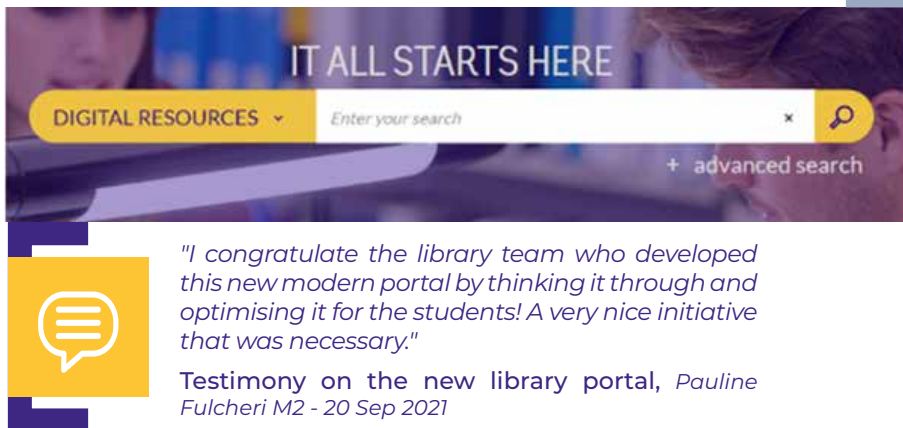
Promotion Blue Factory SEED Paris 2020



Libraries

2021 - Launch of the So'Libraries portal

ESCP libraries have aligned themselves with other business schools libraries and launched a library portal facilitating the search in May 2021. This project of resource enhancement led by the Paris library has allowed the integration of the catalogues of 4 campuses, the Ebsco discovery tool (EDS), databases and editorial pages (practical information and content enrichment) into a single and content enrichment) in a unified branded environment.



Other library actions

- Exceptional provision of **additional high quality online resources** during the health crisis in 2021 to compensate for the inability to access physical resources (Springer ebooks, IG Library, MIT Press, Etude Indexpresse, Pearson, ScholarVox, Bloomsbury Digital Resources, Cambridge Core...)
- Setting up **training courses on remote databases**
- **Intensification of communication with students** via instagram (proximity network) during the lockdown to maintain the link with students:
- Maintaining the **poetry competition** in 2020 and 2021
- Inviting **professors** to **present their latest book** in the library
- Organisation within the library of **thematic tables** in connection with the school's chairs or other events offered at the school

Sports

2020 and 2021 will have been the years that showcase the agility of the sports department, in the midst of a major IT development and an unprecedented health crisis.

Development of the SportON tool:

The development of this application fits perfectly with the overall strategy of the sports department. From September 2019, the database of the Association Sportive (Sports Society) members was integrated into Aurion, the school's information system, and then transferred on the external application: SportOn, offering new functions essential to the department's activity. Thus, membership in the ESCPAS sports society, course scheduling, student reservations, pre-master's grades and their attendance/absences are all grouped in a single tool. This application also allows to limit the number of participants in classes if a limit must be set. Eventually, SportOn will also manage the online payment of AS fees and departmental activities such as training courses.

Online sports courses:

Breaking isolation and ensuring pedagogical continuity were key for the implementation of our remote learning courses immediately offered to students, from 28 October 2020 to 18 December 2020. 12 sports with 24 teachers (6 individual sports and 6 team sports) were offered, i.e. 20 weekly class slots for students on all campuses.

RapidMOOCs:

In addition to online courses, the RapidMOOCs device allowed us to record short video clips for ESCP students, shared on Instagram. These videos can be viewed and reviewed at will, and are aimed at all levels of sports practice.



INSTAGRAM	2021											
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Instagram	119	128	208	220	365	197	124	318	128	182		
Facebook	2	3	0	4	2	1	8	2	1	0		
Twitter	76	620	6412	899	518	295	982	100	187			
LinkedIn	0	0	0	0	0	0	0	0	0			
YouTube	0	0	0	0	0	0	0	0	0			
Instagram	50	170	357	439	472	500	570	580	600	620	777	

The RapidMOOCs were a great success with over 2400 views on Instagram.

1.4

International relations

ESCP continues to position itself as the only pan-European business school with an international outlook thanks to its six campuses in Berlin, London, Madrid, Paris, Turin, and Warsaw, as well as the internationalisation of its students and the many partnerships the School has forged internationally.

ESCP's objectives remain focused on academic excellence and international openness. The school always succeeds in attracting the best international students.

In 2021, ESCP welcomed more than 8,000 students and 5,000 executives from more than 126 nationalities, offering them a full range of general and specialised management courses: from Bachelor's to Doctorate degrees, including Master's programmes for initial training, Executive Masters to the Executive Global PhD for time-

sharing executives. ESCP cooperates with nearly 140 academic partners on five continents. The school's alumni network has over 68,000 members in 150 countries. Its excellent relationships with national and international companies allow it to offer its community unique careers on a global scale.

ESCP continues the ABCDE strategy (Art, Business, Culture, Diplomacy, Engineering) and, in 2020 and 2021, concluded the following agreements

Partners	Nature of partnership	Programmes
Asia – Pacific		
Zhejiang University International Business School (China)	Exchange Programme (EP)	BSc + MiM
University of Melbourne FBE (Australia)	EP	MiM
BFSU Beijing Foreign Studies University (China)	EP /Dual Degree (DD)	BSc
Tongji University (China)	EP	BSc
Tsinghua University (China)	DD/ EP	BSc
Karachi University Business School KUBS (Pakistan)	DD	MiM
Europe		
Rotterdam School of Management (The Netherlands)	DD	MiM
HSE Moscow (Russia)	DD/EP	BSc
Carlos III (Spain)	DD	BSc
Imperial College (UK)	Post-bachelor Admissions	BSc
Americas		
TEC EGADE (Mexico)	DD	MiM
Universidad de San Andrés (Argentina)	DD	Open to other MSc programmes
Universidad Torcuato di Tella (Argentina)	EP	MiM
USC Darla Moore (USA)	EP	MiM+MBA+MSY
Michael G. Foster School of Business at the University of Washington (USA)	EP	MiM

In the 2020/2021 academic year, ESCP received 119 exchange students and 54 double degree students in the MiM programme. In the same year, 127 students went on exchange and 13 on double degree.



2 | EXECUTIVE EDUCATION

The “Executive Education” Division of the School is in charge of ESCP’s continuous and professional education activities. Since June 2021 it has been run by Professor Simon Mercado who, as Executive Vice-President for Executive Education & Corporate Relations, also holds responsibility for the school’s wider corporate links and engagement.

The 2020-21 period has been one of unparalleled challenges for executive education with providers hit by the winds of the global pandemic and pivoting towards enhanced digital delivery. Despite the impact of Covid-19 and the ensuing economic contraction, executive provision at ESCP has proved robust and has pivoted to meet increased demand for online education and for pandemic-responsive training. Continuing on its path of diversification and digitalisation, our provision has reached over 75 client companies and over 4,000 participants across our campuses and community.

The 2020/2021 portfolio was led by our Global Executive MBA at its highest ever international ranking of 6th position in the FT Global list (2021). Our Global Executive PhD (GEPHD) and suite of specialised Executive Masters Programmes completed our executive degree offer. Accompanying this portfolio is a comprehensive set of online and on-campus certificate courses and an innovative suite of customised programmes for leading international businesses. Our client list has continued to feature a selection of CAC40 and TopEuro100 companies as well as a selection of corporate university partners including the L&D academies of Credit Agricole, Carrefour, Indra, Atos and Comau.

2.1 Powering progress through digital delivery

Following the creation of the online Executive Master in International Business (EMIB) in 2016, the School's first 100% online degree programme has become a driver for digital delivery and learning. The 2020-21 period has seen rapid expansion in student numbers to over 280 with approaching 100 at Master thesis stage. This has featured the growth of a sizeable French language track with this programme now available in Spanish, English and French.

Keen to break new ground with its EMBA participants, ESCP Business School decided to offer a Blended track for its EMBA in 2020. Since this important innovation, all of the programme's core courses have been made available through a distance-learning format, mixing live sessions, exercises in groups, and asynchronous personal work. Participants can also choose their 10 elective courses online so as to allow them to combine an intensive professional life with their EMBA workload. This is also in keeping with our sustainable approach to reducing travel requirements.



Our online certificate programmes have increased in number and 2020-21 has seen a major pivot towards online and blended solutions for our business clients and partners. More than 100 managers of a major international player in logistics were trained in remote management through a fully digital programme including co-development sessions by distance. A digital marketing programme dedicated to the marketing teams of MSD Merck laboratory was successfully renewed online, and custom programmes for LVMH and Gunnebo (led by the London Campus) moved entirely online under the demands of the pandemic with its restrictions on physical learning and mobility. We have also used this period to launch new certifying programmes in a blended format, especially for the banking and the health sectors with approximately 500 managers trained in the 2020/21 period. Throughout the pandemic, we have continued to support our clients by offering new online and mixed learning formats to respond quickly to their new challenges. 2022 promises yet further investment in digital solutions and a new suite of digital micro-certificates.



2.2

From digital delivery to digital transformation



Across the portfolio, a focus on the challenges of digital acceleration has also become a defining part of the ESCP executive education story. In the field of open programmes, the “digital transformation facilitator” certificate launched in 2018 has continued to expand in conjunction with Netexplo, the high profile digital transformation observatory. Our range of online certificate programmes with SkillsFirst covering such cutting-edge subjects as Data Science and Digital Transformation has also grown significantly in the 2020-21 period. These certificate courses in Industry 4.0 and Digital Transformation have now been complemented with an online Executive Master in Digital Transformation (French language). The School’s Executive Master in Automation Management & Digital Transformation also progressed to its 3rd edition in 2020-21 continuing with its reach into Europe’s largest automotive companies.

Custom solutions have focused heavily on the challenges of digital transformation as well as moving either online or into a blended mode of online and in-person training.

2.3

Diversity and inclusion

Diversity and inclusion is also at the heart of the ESCP agenda and the school's Executive Education division continues to promote diversity and inclusion practice and learning wherever possible. Two innovative EXED programmes launched on the Berlin campus: "Women in Leadership", and "The LGBT+ Leadership Programme" have powered ahead in the last 24 months. The school's LGBT+ Leadership programme was the first leadership programme in Europe aimed at LGBT+ talents. Three editions and bespoke company-targeted versions of the "Women in Leadership" programme have underscored ESCP's expertise in this area cemented by a new collaboration with SAP focused on female leadership. The ESCP-SAP Certificate in Leadership for Women (launched in September 2021 via the Madrid Campus) is a 6-month online programme analysing the different aspects of female leadership. Elsewhere, the School's EMBA has retained its traditional DEI focus through workshops, electives, and its partnership with the Women's Professional Network.

International Women's Day in March 2021 was also marked by ESCP with a multi-campus event led by Veronique Tran the then Academic Dean of the Executive MBA. This focused on "Making the case for women in times of crisis" and featured expert contributions from Chiara Corazza, Managing Director of the Women's Forum for the Economy & Society, and Gérald Karsenti, Chairman SAP France & SVP.



2.4

Professional learning and research for a sustainable future

Another priority across our programmes is to increase the awareness of key sustainability issues and to promote a culture of responsible leadership for a cleaner world. In addition to the existing elective courses on CSR topics, the Executive MBA now includes core programming around the sustainability topic and features dedicated seminars such as “Leadership for a Sustainable World” and “People, profit, planet”. In 2022 this red thread will be intensified with the creation of a new core course: “Responsible and sustainable leadership”, mandatory for all participants. The School’s established Executive Master in Energy Management relaunches next year as a Master in Energy Futures with core focus on energy transitions and the energy security challenge.

Sustainability-focused research is a strong feature of the Global Executive Ph.D. which has continued to attract seasoned international executives motivated by research and its contribution to organizational and societal progress. The first two cohorts are senior and experienced executives



with an average of over 17 years of experience, holding a Masters’ degree from world-leading institutions such as Bocconi, Columbia, ESCP, HEC, IE, IMD, INSEAD, and John Hopkins University. Their background is diverse and includes C-Suite executives from a cross-section of industries.

The “Stand Up for a Sustainable World” conference/webinar cycle has provided a further series of events for our executive community devoted to the theme of Sustainability. Organized in partnership with ESCP Business School’s Circular Economy Chair, the series has reaffirmed the School’s commitment in the field.

2.5

Post-pandemic leadership and recovery

The core themes of sustainability, digital transformation, and diversity management sit at the very heart of the post-pandemic leadership challenge. Each has been a strong feature of our Webinar Series “Le Manager de demain” launched in 2020, which has also placed a focus on such topics as remote collaboration, agility, resilience, well-being, and green finance. This series has led to “White Books” co-created with ESCP professors.

Find all our white books @ <https://lp-paris.escp.eu/fr/livres-blancs/>.

All of our degree and open programmes are addressing these topics through their core curricula, workshops and electives. The Global EPHD for example features advanced specialization modules relevant to face post-pandemic challenges. These include topics in Circular Economy and Sustainability, Finance and Society. The School is now investing heavily in further content development in these key areas as it invests in the development of stackable micro-credentials. The focus is on short multimedia courses in the areas of greatest relevance to business and society in a pandemic and post-pandemic context.



This is mirrored in our custom solutions for business clients, where we have designed and implemented new formats to assist companies through the challenges of the pandemic and to support them in their post-pandemic recoveries. For example, our “Crisis Taskforce” format has offered clients a package of synchronous online sessions managed by a team of our professors and practitioners to help find a pragmatic solution to an urgent organizational or team issue. 170 sales managers and site directors of a major car manufacturer benefited from this format/intervention model to help them mobilize their teams during the crisis and adapt their sales strategy. Our “Masterclass” model allows an ESCP expert to share his/her experience with teams/executives in search of solutions to organizational-environmental challenges. As illustration, 40 CEOs of Medium-sized firms participated in a masterclass dedicated to “The impact of the Covid-19 crisis on financing for business”. Our customs solution team has also offered a full online track to prepare executives for the skills and models of the Post-Covid-19 world, helping them to manage differently, accelerate transformation, and to think and lead creatively.

At ESCP, we continue to think about the very function of executive education and its capacity to help executives and their organisations not only to upskill but to coach, lead-by-example, and succeed in a VUCA context. Our new Certificate in Executive Coaching (launched in 2020) also reflects this changing landscape and the changing demands upon leaders in the 21st century context.



2.6 Recognition

These evolutions in line with ESCP's core values have been praised by accreditors and ranking institutions. In 2019 ESCP was amongst the pioneer business schools to obtain the EFMD EMBA accreditation, in 2020 the EMBA gained 7 positions in the Financial Times ranking (from 14th to 7th), and again another position in 2021 becoming 6th worldwide. Over the 2 past years, we have

beaten our own record, with criteria that match our DNA: we are always among the best ranked schools for career progression, international course experience, aims achieved and CSR. Our Custom Solutions ranking of No. 14 worldwide (No.10 in Europe) also reflects the quality, relevance, and impact of our executive education work and offer.



3 | RESEARCH

3.1

Research highlights for 2020/2021:

A strong increase in papers published in top journals:

- **Alpha** between 2020 and 2021: **+175%** (**Alpha>B** between 2019 and 2020: **+34%**)

For the current year (2021), there is an acceleration of this strong increase in papers published in the best journals

ESCP Europe	2019	2020	2021 (on 03/09/2021)		% change 2019-2021
			Published and accepted papers	% change	
Alpha	4	11	14	+27%	+250%
A	16	15	22	+47%	+37%
B	38	52	65	+25%	+71%
C	34	33	23	-43%	-48%
D	15	9	7	-29%	-114%
Total	107	120	131	+9%	+22%

FT Ranking	2019	2020	2021 (on 03/09/2021)		% change 2019-2021
			Published and Accepted	% change	
FT50	11	16	20	+25%	+82%

- Launch of the **Global Executive Ph.D.** programme in 2020. This distinctly international programme combines the worlds of business and research, with the support of the renowned faculty. It is aimed at high-potential managers and senior executives. For this first class, currently 34 candidates have been admitted out of 47, of which 15 are registered. Two additional juries are still pending
- The first Impact Paper Series was launched, under the theme "Managing a Post Covid-19 Era" during the Spring 2020 lockdown. 80 Impact Papers were produced between the end of April and the end of May.
- In the Spring of 2021, a second white paper in the Impact Paper Series was published on the theme "Better Business: Creating Sustainable Value". This 2nd volume, consisting of 54 Impact Papers, follows the 2020 volume on the theme "Managing a Post Covid-19 Era".

The year 2021 is marked by the creation of the **Research Ethics Review Committee (RERC)**.

The role of this Committee is to ensure that the research activities submitted for their approval comply with the ethical principles of Social Sciences and Humanities Research involving people. In particular, it ensures that the rights, privacy, and well-being of these individuals are respected.

3.3

Chairs and Professorships

Covid-19 did not change the Chairs' plans and encouraged them to develop new ways of communicating

Events... going online

In 2020, face-to-face events became webinars. In 2021, they became hybrid events to offer those unable to join physically to attend live or to watch the replay.

The event activity of the Chairs has therefore not diminished in 2020 and 2021 compared to 2019, and has even been enriched.

Several events such as the second and third editions of the Innovation Factory by L'Oréal have been rethought with a new 100% digital format, allowing students from all campuses and all programmes to join. 500 registrations for the **2021 edition!**

Replays have boosted the dissemination of the events. The "Luxe 4.0 : spécificités du digital dans le luxe" **replay** of the Retailing 4.0 Chair collected about 1500 views while 800 people registered.

Hybrid format also encouraged the Chairs to organise more events in English, extending the number of participants no matter their locations. Over 410 participants registered for the "Urban logistics 4." conference of the Retailing 4.0 Chair. And 517 watched the **replay**. We wouldn't have had this reach had this conference just taken place on the London Campus. The same happened with the conference "**Future of mobility**" organised by the KPMG Professorship in New Generation Management.



Company projects... going online

Chairs and Professorships play a key role in pedagogy as shown by the numerous company projects and challenges that have been carried out in new and innovative formats, in the particular context of lockdown.

Since **2020**, it is now online that students take up the **Big Picture challenge**, a red-letter week in the calendar of the L'Oréal Professorship in Creativity Marketing, designed to crack a key strategic challenge for the L'Oréal Group. In **2020**, 55 students from 23 nationalities have been working remotely from more than 20 locations

all over the world. In 2021, they were 60 students (representing ca. 30 different nationalities). Big Picture enables students to develop new skills. How does a team work online? How do you collaborate when your team is in India, China, Canada and Europe?

In the framework of other Chairs, such as the IoT or Factory for the Future, students worked remotely to carry out **company projects**, which are part of the learning journey and a solid complement of what students learn in the classroom.

Keeping the link with students

During the first French lockdown, each week, podcasts from the Chairs and Professorships portfolio were shared with students, allowing them to either deepen their knowledge on certain topics, or to discover issues they might not have been familiar with. This **"Food for ears"** campaign with 12 podcasts promoted generated an increase of over 200% in the number of listeners.



Unprecedented kinds of collaborations

Signed in January 2021, the Turning Points Chair is an unprecedented collaboration of this scale between two of France's leading Business Schools and the prestigious Maison Cartier.

The ambition of this Chair co-directed by Professors Benjamin Voyer (ESCP) and Anne Laure Sellier (HEC Paris) is to share a research culture and help to tackle current and future turning points in our business practice and societal impact.

New ways of collaborating with companies have continued to develop alongside the Chair model, such as the collaboration with EY, **partner or the MSc Big Data & Business Analytics.**





4 | FACULTY

4.1

Presentation and evolution of the Faculty in 2020 and 2021

In 2021, the ESCP faculty was composed of 162 professors spread over 5 campuses. It has continued to develop, both quantitatively, in order to meet the school's strong growth, and qualitatively.

In 2020/21 the faculty increased by 2%, compared to the previous year, and by 4% compared to 2018/2019. In 2020 and 2021, 18 new professors were recruited while 10 left the school (for retirement or the pursuit of other opportunities).

The 2020 and 2021 recruitments have led to very significant growth on the Turin Campus, where the faculty has increased by 80%, on the Madrid Campus, where the faculty increased by 13%, and to a lesser extent on the Berlin and London Campuses, where it increased by 10%. At the same time, the number of professors in Paris has decreased by 5%. This contributes to further accentuating the international dimension of the school, especially since the new recruitments include nationalities different from that of the campus. The arrival of recently recruited professors will further reinforce the Faculty in Madrid, Paris and Berlin by the beginning of 2022. Additional recruitments are planned for all campuses in 2022.

The progression of the faculty across all campuses also shows increasing diversity in terms of nationalities (31 different nationalities in 2020/21 versus 29 in 2018/19).

The research dimension has also been strengthened by the evolution of the faculty. The proportion of professors with PhDs increased from 97% to 98% between 2018/19 and 2020/21. Moreover, recent recruitments have shown the growing quality of research production with a significant increase in publications at A level and above (see the section dedicated to research).



ESCP Faculty									
Campus	2017/18		2018/19		variation 2018/19 vs 2017/18	2019/20	2020/21	2021/22 (Sept. 2021)	Variation 2020/21 vs 2018/19
Paris	99	66%	97	62%	-2%	94	92	93	-5%
London	19	13%	19	12%	0%	21	22	21	+10%
Berlin	16	11%	20	13%	+25%	23	22	22	+10%
Madrid	11	7%	15	10%	+36%	17	17	17	+13%
Turin	4	3%	5	3%	+25%	6	8	9	+80%
Total	149	100%	156	100%	+5%	161	161	162	+4%
Number of nationalities	25		29		+16%	31	30	31	+7%
Number of Faculty with a PhD	140		152		+9%	158	158	159	+5%
% PhDs	94%		97%		+4%	98%	98%	98%	+1%
Number of Habilitations	54		61		+13%	61	60	61	-
% Habilitations	36%		39%		+8%	38%	37%	38%	-3%

In 2020 and 2021, many remarkable accomplishments were achieved by the faculty. On all the campuses, it showed its agility in adapting to the health situation by transferring all courses online, in a few days. The feedback from students is very satisfactory. The school's European model has demonstrated its effectiveness in inter-campus learning and skills transfer, as the Turin campus was the first to experience a lockdown that forced going over to online teaching. After the emergency management, the faculty mobilised to develop innovative online teaching formats. Many of these are still in use when face-to-face teaching resumes.

4.2

Office of the Dean of Faculty projects and main achievements in 2020 and 2021

Strengthening the European harmonisation and cooperation of the faculty

The European policies and governance bodies of the Faculty have further strengthened their European dimension in 2020 and 2021. Online meetings for faculty on all campuses are now organised every two to three months. All

academic departments are now truly European with 2 coordinators from campuses other than Paris. More formalised coordination between European department coordinators and campus directors has been initiated.

Formalisation of pedagogical innovation and development of digital formats

An Associate Dean for Learning Innovation was appointed in September 2020 to strengthen skills and the focus on pedagogy. This allowed for the Pedagogical Innovation Award to be professionalised and for significant advances in the field of digital teaching.

Formalising and improving the focus on sustainable development among the Faculty

A new academic department dedicated exclusively to sustainable development issues was created in March 2021 to bring together existing expertise on the subject and to reinforce the importance of these topics in all academic activities and in particular in all teaching and





Setting up of My ESCP

My ESCP allows for differentiated career paths according to the professor's expertise, wishes, and stage of career development. The system has been designed to allow for the development of a variety of profiles, the development of excellence in different types of contributions, the equal treatment of professors regardless of their type of activity, and the attractiveness and competitiveness of ESCP Business School for highly research-oriented profiles.

The model provides for 4 types of pathways that are highly scalable, can be combined, and represent the ESCP acronym:

- E (for Equilibrium): a key profile combining a significant and balanced investment in the 3 main types of activity: teaching, research, and organisational citizenship / participation in the life and management of the institution
- S (for Scientific): very research-oriented profile at a high level with ambitious publication targets and a smaller teaching load.
- C (for Corporate): profile with high external visibility, skills in executive education and high-impact publishing for a wide audience, corporate partnerships, fundraising, etc. This profile may also include professors with strong management responsibilities.
- P (for Pedagogy): profile of excellence in pedagogy and pedagogical innovation.

Teaching	150h	100h	180h	260h
Intellectual production	PRJ articles at least 1 every 2 years and regularly articles at B level	Alpha and A+	High-impact publishing for a business / wide audience	Case studies, manuals, MOOCs
Citizenship	Contribution to the recruitment and monitoring of students and responsibilities	Contribution to the recruitment and monitoring of students and responsibilities	Contribution to the recruitment and monitoring of students and responsibilities	Contribution to the recruitment and monitoring of students and responsibilities

These principles have been implemented on all campuses (except the Berlin Campus) from September 2020 on, as a test, in order to refine the conditions for the generalised application of the scheme. The evaluation and promotion systems have been adapted to the different profiles and are still managed by the European Advisory Committee or EFAC. The scheme has received very positive external feedback with publications in AACSB and EFMD media (article in EFMD Global Focus in October 2021). The scheme was presented at the EFMD annual conference for international Deans.



BERLIN



LONDON



MADRID



PARIS



TURIN



WARSAW



5 | **CAMPUSES**

5.1 Berlin

Main evolutions

The Berlin Campus has continued to strengthen its positioning in its key academic areas: Digitalisation, entrepreneurship, and sustainability. In addition, diversity and inclusion have become cross-sectional topics especially in the field of Executive Education.

Although Covid-19 has set the tone for the past two years, the Berlin Campus has continued on its steep growth path. We had record recruiting numbers in all master's programmes as well as for the Bachelor in Management, and an



increasing demand for the Sustainability Master programmes, evidenced by the high number of applicants. The Berlin Campus may now be considered as a full-fledged business school in Germany, with 22 permanent professors teaching more than 1,000 students per year, and extended executive education activities. This significant increase in size naturally gives the ESCP Business School brand visibility and awareness, and strengthens its positioning on the German market.

Research Excellence and New Ways of Learning

We had a constantly high number of publications in A++ Journals and peer-reviewed journals, as well as growing numbers of applications for external third-party funding and externally-funded research projects and fellowships. The Berlin Faculty publications account for one third of ESCP's total research output.

Marion Festing's new digital and innovative learning approach, the Serious Game „Moving Tomorrow - An Intercultural Journey“ was not only nominated for the German Computerspiel Award but also has been selected as one of the ten most innovative pedagogical approaches worldwide.

Excellent results were reached by the Bachelor in Management as well as for the MSc Programmes, which were best listed in the CHE Ranking, the most important ranking in Germany for universities and colleges.

Both the ERASMUS+ scholarships for internships abroad and the Exists Gründerstipendium, has become a constant offer to support students in their different career paths.



Sustainability: Partnering with UNEP

With its Green Office and Advisory board, new partnerships, and initiatives, the Berlin Campus has been promoting and practicing sustainability across Germany. In 2020, under the auspices of Florian Lüdeke-Freund, both the United Nations Environment Programme (UNEP) and Sustainable Natives became strategic partners of the M.Sc. in Sustainability Entrepreneurship & Innovation. The partnerships translate concepts like circularity as well as sustainable lifestyles into business models that provide innovative, values-based driven sustainable choices for entrepreneurs and businesses. Furthermore, the school supports the international Conference for New Business Models and Florian Lüdeke-Freund's involvement in the Circular Economy Initiative Deutschland, supported by the German government.



Entrepreneurship: German-wide funding measure for start-ups

Further development of the cross-campus Jean Baptiste Say Institute to better support international students and Alumni to start their own businesses. Under the leadership of Prof. Dr. René Mauer who has become the European coordinator of the JBS Institute, the joint activities of the different campuses are now accessible via a central platform. On the initiative of Prof. Dr. Matthias Mrozewski, the

EXIST-Potentiale, a Germany-wide funding measure by the BMWi, the German Federal Ministry for Economic Affairs and Energy, was established at the ESCP Berlin campus. The aim of EXIST-Potentiale is to implement a start-up culture in universities. Furthermore, its goal is to create the necessary framework to support innovative and high-growth science start-ups.

Digitalisation: The School's European Centre for Digital Competitiveness

With the help of Klaus Hommels, Europe's leading business angel and venture capitalist, the Berlin Campus established the European Centre for Digital Competitiveness in Berlin in October 2019. It aims at elevating the topic of digital competitiveness in political and public debate, where it must take a centre stage to

secure Europe's prosperity. This centre, led by Prof. Philip Meissner, perfectly illustrates the Berlin Campus's academic focus on digitalisation, and helps to position Europe as a future global leader regarding responsible application of technology for the benefit of society

Diversity & Inclusion

Diversity and Inclusion being one of the school's key values, the Berlin Campus is also committed to have them reflected closely in teaching, research, and outlook. The Centre for Intercultural Management, Diversity and Inclusion (Prof. Marion Festing), collaborations with several NGOs in Germany (Prout@Work, Charta der Vielfalt) connect and inform these

undertakings. More recently, D&I has become a staple in the school's calendar with new events that bring together businesses and educators to benefit from one another's insights and learnings, alongside our established educational formats such as Women in Leadership (Prof. Marion Festing) or the LGBT+ Leadership programme (Prof. Kerstin Alfes).

5.2 London

The School has enjoyed a presence in the U.K. since 1973. Its current premises in North West London are based in Hampstead, providing close to 4,000 square meters of office and study space. 23 full time faculty and 60 professional service staff are central to the delivery of 14 different ESCP Business School degree programmes and a range of commercial services. Operating under the regulatory control of the Office for Students (OfS), the School is fully recognized as a higher education provider in the U.K. UK degree awarding powers are being sought for 2023, which will be the 50th anniversary of ESCP presence in the U.K. Well over 1,000 ESCP Business School students complete a period of study on the London Campus each year. Since 2015 London has grown rapidly with a 50% increase in its student numbers and revenues, which now total £10mn per annum. In addition to ESCP Business School's key topics of International Management and Cross-Cultural Management, the London Campus adds specialisations in the areas of Creativity &

Innovation, Marketing, Finance, Social Impact Management, Entrepreneurship, and Digital Transformation. Complementing this is strong sectorial expertise in Automotive Industries, Creative Industries, and Energy Business. London is currently home to two ESCP Business School Centres/Institutes: the Centre for Marketing Creativity (CMC) and the Centre for Energy Management (CEM).



Campus Activity

• Degree Education

London delivered part of 14 different ESCP Business School degree awards to ~1,300 students. This included contribution to the School's four large multi-campus programmes: the BSc in Management, Master in Management, MBA & EMBA. Additionally, London delivered its three "home-grown" Masters: MMK (Marketing & Creativity), MEM (Energy Management) & MDT (Digital Transformation and Leadership), and a term or semester for seven other Specialist Masters, including the School's Master in Finance (MIF).

• Executive Education

Executive Education at the London Campus functioned as a second key area of activity with a full revenue contribution of £2mn. Large-scale non-degree executive education programmes were delivered for leading multinationals such as LVMH, Savencia, Sephora, Gunnebo and HPLC, as well as on behalf of international academic partners. In addition to hosting the School's EMBA and delivering many of its core and elective courses, the London Campus operates two successful EMS awards, reaching a total of 50 participants. The Executive Masters in Energy Management (EMEM) and Automation Management & Digital Transformation (EMMA) reflect the School's specialisation in these areas. The School also operates Centres and Institutes breaching the gap between business and academia.

• External Engagement

In the year of report, the Campus operated within several key fora in the U.K. It was an active member of the U.K.'s Chartered Association of Business Schools (CABS); the U.K. Parliament Industry Trust (IPT); and the French Chamber of Commerce in Great Britain (CCFGB). The School maintained its awarding partnership with City University providing for double degree qualification for MiM students spending a full year in London.

• Scholarship and Research

London based faculty are all engaged in research and scholarship. In 2019 London Faculty produced 20 ESCP Business School categorized journal articles including a total of 3 ALPHA/A+ publications. In 2020 the London Campus had 145 total pieces of media coverage which is more than double in comparison to 2019. London Faculty has also been widely published in professional and practice oriented publications such as: *INFO Magazine, Forbes, Bloomberg, Global Focus Magazine, The Conversation, The Independent, The Sunday Times, Financial Times, The Telegraph, ITV news, Harvard Business Review* among others. The ESCP London Campus also featured in many trade specific, educational outlets such as *Poets & Quants, Business Because, QS Top MBA* and others. The Campus has also contributed 16 different pieces of content for *The Choice* between October 2020 and July 2021.

Over 50 accepted national/international academic conference presentations took place within the year.

Esteem Factors and Milestones

The London Campus received the 2021 Silver Award from the Royal Society for the Prevention of Accidents ("RoSPA") after a truly challenging year due to the pandemic situation. This is an internationally-recognised award for demonstrating high health and safety standards that ensure its staff and students experience in a safe working environment. Organisations receiving a RoSPA Award are recognised as being world-leaders in health and safety practice. Every year, nearly 2,000 entrants vie to achieve the highest possible accolade in what is the UK's longest-running Health and Safety industry awards.



"Working with the ESCP London Campus on our leadership programme has been truly rewarding... they have developed a unique and impactful learning experience. They consistently challenge themselves to ensure the format, material and messages align with the LVMH culture and the many complexities of a global, 'multi-Maison' organisation. The result is a personalized and highly effective programme that we are proud to include in our senior leadership development portfolio."

Jane Palmer Williams, Senior Learning & Development Manager, LVMH House.

The London Campus has created the Social Impact and Sustainability Committee which establishes the governance principles and strategy to run a successful sustainability programme at the London Campus. It covers four key dimensions: Community – Environment – Workplace - Marketplace. This committee follows a School wide initiative that focuses on the Integration of ERS into ESCP's mission, governance, strategy and current operations.



- Establishment: **1973**
- Facilities: **4,000** sq.m.
- Faculty: **23**
- Staff: **46**
- Students: **1,300**
- Campus Revenue: **£11.4m (2020 audited accounts).**
- Revenue forecast 2022 (v2.0) in excess of £11.2m//€13m.

5.3 Madrid

Main Evolutions

Despite the pandemic, the Madrid Campus has continued to grow in 2021 with a record number of students (+187% in 2 years; Max. peak in 900 students, January 2021). This growth in students has led us to hire 4 Full Faculty Members in 2021, to which 6 more will be added in 2022. This upward trend of the Madrid Campus, whose turnover has grown by 157% in the last 5 years, contrasts sharply with the evolution of business schools in Spain during the same period, whose growth has been only 5%.



Digitalisation: Leadership of Madrid Campus

Since 2014, the Madrid Campus has been at the forefront of ESCP's digitalisation based on 4 pillars:

- Leadership in the sale of digital programmes: The Madrid Campus not only manages the School's most successful and profitable EMS, the Executive Master in International Business (EMIB) with 200 new students recruited this year and more than 500 currently in the online campus with 70 different nationalities, but in its offer of digital or online programmes to companies this year it has managed more than 400 participants from leading companies in their sector with a total of 1360 hours taught.
- Leadership in the introduction of digital teaching methodologies (AMBL) in our day to day activity: A few months after Covid-19 was discovered, Madrid started working on a methodology of its own creation, AMBL (Adaptative Model Blended Learning), which allowed us to manage the toughest phases of the pandemic without having to close the campus to students for a single day. This has been possible thanks to the incredible effort shown by both the staff and the Faculty of the School, who have had to work many more hours, so that the student experience was as good as possible in such adverse circumstances. Some figures: 900 videos produced, 80 faculty members, 110 courses digitalised in all programmes (BSc, MiM, MSc, MBA & Exed).
- Leadership in the production of contents for the federal flagship programmes: The Madrid campus has been chosen by the EMBA Federal Management to produce entirely from scratch all the GMP and EMBA courses in their new online versions. This has been possible thanks to the expertise of the Madrid Campus in the production of digital content, taking great care of the storyline so that students are motivated and interested at all times to follow the programme with interest thanks to the pedagogical design of the courses and the introduction of the latest technologies on the market.
- Agreement with third parties to promote Digitalisation and AI: The Madrid Campus has signed an agreement with Accenture, the City of Madrid, the Regional Government of Madrid, the Technical University of Madrid (UPM) and the Spanish National Research Council (CSIC), among others to collaborate on the development of digitalisation and artificial intelligence for the companies of the Region of Madrid. As a consequence the Digital Innovation Hub (DIH) on Artificial Intelligence and Robotics for Sustainable Development Goals (AIR4S) was created. It has obtained recognition both from the EU and from the Government of Spain as a DIH. Several specialisations, courses and executive training sessions have been developed.

Expansion of current facilities: strong demand

Due to the high growth in the number of students at the Madrid campus, the space of its 2 current facilities (main campus in Arroyofresno street + Campus 2 of Executive Education in Navalmanzano street) has become insufficient due to the enormous demand from students of federal programmes such as the Bachelor or the MIM, making it the 2nd most requested campus only behind Paris.

European Projects: Erasmus Charter

For the first time the Madrid Campus holds the Erasmus Charter for Higher Education that permits, for the period 2021-2027, the Madrid Campus to participate in Erasmus+ projects and funding.

Latam Projects: BID Projects

BID (Banco Interamericano de desarrollo) Project. Invited as experts to design and present a project proposal (short list) for sustainable development in Bocas del Toro (Panama). The project was pre-selected, but the execution was postponed due to the Covid-19 situation. The project formulation led to an article for The Choice.

New Trends & Topics: Family Business Specialisation

In the effort to develop a family business management practice at the Madrid Campus several electives have been included in the EMBA and MBA portfolio and a new specialisation in the MIM has been offered. For the first time at ESCP, students founded a ESCP Family Business and Entrepreneurship Society (NextGen ESCP) on the Madrid Campus that organized several activities with top international speakers. An internationally funded - by the Carolan Research Forum - research project on family business was developed and the general assembly of one of the two most relevant Spanish family business associations was held on campus.

ENTREPRENEURSHIP:

Madrid Entrepreneurship Team produced Option E between September and November servicing 45 students, with 7 projects in Social Business.

Due to Covid-19 restrictions, the trip to San Francisco was not possible. The Madrid Team invented a new hybrid format that was called Ecosystem Week.

During a full week, students were moving in the design of their projects tuning the value proposition with the help of professionals that were coaching them.

They also had keynote speakers (10 mainly entrepreneurs) who shared their experience and gave them tips and hints to face a product development process.

- For the first year, the Prototyping Festival and the Seed Jury were executed jointly with Paris and Berlin Campus in a hybrid multicampus format.
- Each campus organized a local contest to select 3 projects that attended the international phase.
- At the international phase, a professional jury was composed of 3 investors from each country.
- The jury selected the best project that was awarded to a Madrid Team.
- Through the Option E tenure, Madrid Team was able to set up a consistent partnership with key players at the ecosystem in Spain such as Telefonica Open Innovation, Sanas Social Impact, Keiretsu Forum, or Fellow Funders.

SUSTAINABILITY: The Green House ESCP Madrid

6 projects developed in 2021:

- A consulting project in collaboration with Lighthouse
- Inform and educate our students and staff on good practices on the topics of: recycling on campus, mobility, printing, mental health, at-home best practices water/energy, digital practices, "green" shopping locally.
- Art competition: audio-visual online festival.
- Indexation of sustainability thesis and projects.
- Reforesta collaboration (plant a tree Campaign) collaboration
- Develop a student proposed project.



- Establishment: **1988**
- Faculty: **20**
- Staff: **45**
- Students: **879**
- Nationalities on Campus: **83**

5.4 Paris

During the 2020/21 period, Paris Campus life naturally was strongly impacted by the Covid-19 pandemic and sanitary crisis. Thanks to the vast efforts done by the entire Paris campus community, i.e., professors, collaborators, students, alumni, and partners, it was possible to maneuver through these exceptional times and to continue our academic and non-academic activities. In addition to mastering the sanitary crisis, the Paris Campus and its larger community accomplished three additional particular achievements:



Firstly, the **ESCP Paris Campus became a founding member of the Sorbonne Alliance**, together with the University Paris 1 Panthéon-Sorbonne and Sorbonne Nouvelle University.

This association and partnership are based on four pillars: teaching, research, international development, and student and cultural life. **Sorbonne Alliance** aims to become one of the most critical training and research entities in human, social and managerial sciences. The purpose of the newly established **Sorbonne Alliance** is to combine the resources of each institution by developing synergies in teaching, training, research, and student life. Building scientific communities, strengthening the international mobility of students, and

disseminating knowledge are among the association's main objectives. Professor Christophe Moussu is the ESCP Paris Campus representative in this strategic partnership.

A special mention must be given to the **innovative course "The CEOs Studio,"** an elective of the Master in Management programme, co-led by Professor Fabien de Geuser and Affiliate Professor Alexandre Lederman. This highly appreciated course is designed to co-construct knowledge between professors, students, and alumni. During the semester, students are taken through the process of becoming Chief Executive, preparing them for a high level of purposeful and effective leadership and responsibility. In each session, a CEO, some of them leading CAC40 companies, gives a masterclass/guest lecture on what s/he thinks is essential as a CEO, rounded up by some research/scientific insights on what we know about CEOs from a theoretical point of view. Students choose a subject related to the role and impact of a CEO for their group work assignment and develop their expertise, which consequently becomes the corpus of knowledge of this highly innovative course. This is obviously only to be seen as one example of several highly innovative and high-quality courses on the ESCP Paris Campus.



The Paris Campus also has continued its investments in the further digitalisation of the higher education sector and has opened its "**Phygital Factory**." Made up of three adjacent spaces, this highly innovative Phygital Factory is a place of exchange and co-creation that allows professors, students and staff to learn about new digital tools and experiment with new pedagogical approaches. Its first room is a DESIGN space that allows the experiencing of innovative devices such as a digital flipchart or a smart projector transforming any surface (table, desk, wall, etc.) into a touch screen. The second room, i.e., the SHARE space, allows students to attend immersive teaching modules using state-of-the-art virtual reality technology. One of these immersive virtual reality tools helps students to improve their speech delivery in front of a large public, as it simulates an impressive (virtual) amphitheater. Finally, the third room, the so-called MAKE space, equipped with a green wall and a video booth, is made available to those who wish to create digital educational content in an easy and userfriendly way.



5.5 Turin

In the last two years, the Turin Campus has strengthened its role within ESCP Business school by further developing its unique key positioning in the areas of Food and Beverage Management and Impact Entrepreneurship. ESCP Turin Campus has gained extensive expertise in research and teaching, with a wide network of companies and organisations, and developing a particular interest in these two sectors of Italian excellence over the years.

The campus offers its students a wide range of lectures and events, allowing them to connect with companies and top managers. Among them, the annual Career Fair. In February 2020, the 2-day Career Fair in Turin brought together 105 companies: 250 HR managers came to meet around 600 ESCP students from all our campuses. In 2021, due to the pandemic, the event was converted into a Virtual Career Fair, involving 44 companies in 3 days. The online format allowed the attendance of a much higher number of young talents, leading to a total of 823 participants (+33% attendance compared to 2020).

Among the ESCP countries, Italy was the first to be impacted by the spread of Covid-19. In late February 2020, the Turin campus suspended on-site teaching and working activities following dispositions by the authorities. Professors and admin staff demonstrated commitment and flexibility in facing this unexpected and unpredictable challenge and quickly reorganised the workflow and teaching material. From March 2nd, the Turin campus resumed classes online till the end of the Academic Year. With the start of the 2020-2021 academic year Turin Campus implemented a hybrid teaching model thanks to new technological tools. It offered a blended learning experience, mixing face-to-face classes with online ones and switching to a fully online approach when needed.

The Executive education Custom programmes were suspended due to the pandemic in 2020. Turin campus decided to optimise internal resources by temporarily moving part of the staff dedicated to B2B to manage the MIM online track (107 students in 2021-2022, 122 students in 2020-2021).



The growth of the Turin Campus, in terms of the number of students and employees, has been exponential in the last few years. In the 2021-22 Academic Year, the campus welcomed 664 full-time students (557 on-site and 107 online) of 45 different nationalities: +2% compared to A.Y. 2020-2021, +55,5% compared to A.Y. 2019-2020. 60% of the students are international, coming from every part of the world.

The Turin Campus aims to reach a size of around 800 students within the next 3-4 years to reach the necessary critical mass needed to be a key player in the Italian market. This increase in size will give the campus greater visibility, enhancing its brand awareness and positioning.

To cope with this growth, the Turin Campus has appointed four new faculty members and will hire more professors and administrative staff while continuing to operate at no subsidy, as it has been doing since 2016.





Illustrations

• Real estate investment:

ESCP Business School has signed a lease with an option to purchase the new 5,500 square meter campus in a historical building that will be wholly renovated, highly energy-efficient and fitted with photovoltaic panels, located in the Turin city centre. The new campus will welcome ESCP students starting in the 2023-2024 Academic Year.

• Positioning: 1st worldwide in Eduniversal Ranking of the Best Masters in F&B Management.

The ESCP Master in International Food and Beverage Management programme was ranked 1st in the World in 2021. This result is a testament to the quality of the work that was carried out by the ESCP team and which Eduniversal measured by taking into account three main criteria: the renown of the programmes, first employment salary after graduation, and student satisfaction. The Eduniversal Ranking rewarded Turin Campus's flagship specialised programme's unicity for the excellent international career prospects offered to its students.

• New Specialisations:

Since the redesign of the Master in Management in 2020, Turin Campus has begun offering specialisations in different sectors to promote multidisciplinary expertise and thus guarantee great open-mindedness and versatility. In the A.Y. 2020-2021, the Turin campus launched four MIM specialisations: Impact Entrepreneurship, Food & Beverage Management, Go-to-market and Investment Banking. In the A.Y. 2021-2022 a new specialisation in Strategic Foresight and Digital Transformation was launched.



- Establishment: **2004**
- Faculty: **9**
- Staff: **56**
- Students: **664**
- **60%** international students
- New Campus of roughly 5,500 sq. m to come



"The structure and content of ESCP's curriculum ensures its graduates are ready to enter the workforce immediately following graduation and aligns closely with AlixPartners' core values. Access to the school's multiple campuses throughout Europe equips students with a cross-cultural understanding and experience which serves them well throughout their careers. This ability to work and communicate effectively across countries and cultures is a skill that is in high demand, especially in global consulting firms. And finally, the school's heavy focus on teamwork and networking gives its students a solid grounding in teamwork, communication, and personal respect".

Simon Freakley, CEO, AlixPartners



"We approached ESCP because we know that it can supply the talents we need and offers its partners a wide range of initiatives to create profitable synergies between companies and universities".

Federico Leproux, CEO, TeamSystem

5.6 Warsaw

In 2015, ESCP Business School established its sixth campus, this time in Eastern Europe, thanks to its strategic alliance with Kozminski University, the top university in Central and Eastern Europe and the only one in Poland with triple accreditation (AACSB, EQUIS, and AMBA). ESCP students have access to all the university's resources.

The local activities of the campus are overseen by the Deputy Director General responsible for Academic and International Affairs.



The main entrance to Kozminski University, location of the Warsaw campus

In the framework of its “Brand & Size” strategy, ESCP is seeking to raise its profile in this region and strengthen its inter-campus model by developing more activities on the Warsaw campus, particularly by hosting Executive Education programmes such as those for Canal Plus, the EMBA and degree courses, such as the doctoral and Bachelor programmes. ESCP also wishes to offer more options for the MBA in IM programme on this campus, in collaboration with the Berlin campus, and to offer more specializations for the MiM.

The MBA in International Management has two optional courses on this campus:

- Entrepreneurial Marketing (28 students registered in 2018-2019)
- Strategic Digital Marketing (22 students registered in 2018-2019).

Two specializations are available on the Warsaw campus for students in M2 of the Master in Management: Finance & Accounting and Strategic Management. The possibility of offering foundation courses in semester 1 of M1 is also under consideration.

In addition, students on the Master in Management can obtain a Polish Master's degree, in addition to their French, Spanish or Italian degree, if they do both semesters of their M2 on the Warsaw campus.

ESCP professors are working on research projects with certain professors from Kozminski University, particularly in the fields of Marketing and Big Data.



6 | ACCREDITATIONS AND RANKINGS

6.1

Accreditations

The Bachelor in Management was awarded the French grade de licence



Since September 1, 2021, the Bachelor in Management, which had already obtained the state visa in 2017, is allowed to confer the grade de licence to the graduates of its diploma in business and entrepreneurship. During its evaluation, the CEFDG highlighted the salient points of the programme:

- the effective awareness-raising of students to research
- the programme's international policy
- the policy in favour of the success of all students
- the professionalisation of the training thanks to the links with the economic world.

Institutional evaluation of ESCP by Hcéres (the French High Council for Evaluation of Research and Higher Education)

The ESCP Business School evaluation report was published in July 2021 on the Hcéres website; it presents the audit conducted in November 2020 at the school's request. ESCP is considered "a top-ranking school with an excellent reputation in Europe and, increasingly, abroad", by the evaluation committee. It also pointed out that the institution "underwent a major transformation that had a very significant impact on its financing and governance in 2018" by becoming an EESC, and that it "has adapted remarkably well, with finesse and agility, to this new environment".

Among the strengths highlighted by the committee:

- ESCP's mission is clearly expressed with an asserted positioning and defined values consistent with its mission: "Excellence, Singularity, Creativity, Pluralism".
- The systematic internationalisation policy fits perfectly with the ESCP model and its values and the international signature is exemplary.
- The international accreditations and rankings of ESCP are evidence of a long-standing recognition that the school maintains continuously and successfully.
- The overall policy of promoting research and disseminating scientific culture in line with its environment is likely to enable ESCP to become one of the leading European business schools in research.
- ESCP's commitment to "promote the transition to sustainability on all campuses", embodied in a real strategy, headed by an Associate Dean for Sustainability Transition.



The ESCP MS et MSc programmes are awarded the French grade de master

The French Ministry of Higher Education, Research and Innovation has authorised ESCP Business School to award the French Master degree for its portfolio of Specialised Masters and Masters of Science under the official title "Diplôme d'études avancées en management international des entreprises" (DEAMIE).

Since September 2021, 19 ESCP specialisations on the Paris, London and Madrid campuses are grouped in the new programme of excellence DEAMIE. The French Commission for the Evaluation of Management Education and Degrees (CEFDG, "Commission d'évaluation des formations et diplômes de gestion") has praised "the pedagogical approach of bringing together under a single degree a portfolio of 19 existing programmes to ensure better visibility, the programme's academic and professional character, the sustained and encouraging research policy, and the strong international openness".

ESCP obtains “Qualité Qualiopi” quality certification

In July 2021, ESCP obtained the French Qualiopi certification which attests to the quality of the process implemented by the institution for its training and VAE - Validation of Acquired Experience (“Validation des Acquis de l’Expérience”) actions delivered to companies and beneficiaries. The awarding of Qualiopi certification is based on the National Quality Reference System (“Référentiel National Qualité”). As such, ESCP was evaluated on 22, 23, and 24 June, 2021 on 32 indicators that make up the 7 quality criteria as defined:

- Criterion 1: Conditions governing the public provision of information on the services offered, the timescale for accessing them, and the results obtained;
- Criterion 2: The precise identification of the objectives of the services offered and the adaptation of these services to the beneficiaries when designing the services;
- Criterion 3: Tailoring of services and reception, support, monitoring and evaluation methods to the beneficiaries;
- Criterion 4: The adequacy of the teaching, technical and supervisory resources for the services provided;
- Criterion 5: The qualification and development of the knowledge and skills of the staff in charge of implementing the services;
- Criterion 6: The provider's involvement and investment in his professional environment;
- Criterion 7: Collecting and taking into account the assessments and complaints made by the parties involved in the services provided.

On 1 January 2022, Qualiopi certification will become a legal obligation for all training organisations wishing to benefit from mutualised or institutional funds dedicated to professional training (OPCO, French State or Regions, etc.). In accordance with this regulation, ESCP is certified for a period of 3 years and is due for an audit oversight between November 2022 and February 2023.

6.2 2020-21 Rankings

The school's "top-notch" ranking in national and international rankings shows the external recognition of its teaching and degree programmes such as the Bachelor degree, the Master in Management, the MS Finance and the Executive MBA. In France, ESCP historically ranks among the top three business schools alongside HEC and ESSEC.

In France, the Master in Management (MiM) moved up to 2nd position in the 2020 *Le Parisien* ranking and maintained its 3rd position in all other French rankings (*L'Étudiant*, *Le Point*, *Le Figaro*, *Challenges*). The Bachelor in Management, for its part, moved to the top of the *Le Parisien* ranking in 2020 (where it ranked 2nd in 2019) and to 2nd position in *Challenges* magazine.



At the international level, the *Financial Times* (FT) rankings remain the major reference for the world of business schools. ESCP ranks very high in the FT rankings and continues to improve, as shown in the table below.

FT Global Rankings ESCP Programmes	2016	2017	2018	2019	2020	2021
Master in Finance	2	4	2	2	2	2
Master in Management	4	6	5	5	6	7
Executive MBA	12	10	11	14	7	6
Executive Education	24	21	22	29	22	-

In the FT 2020 European Business Schools Ranking (EBS^[1]), ESCP ranked 8th out of 90 European schools, moving up 6 places from 2019, even though the ESCP full-time MBA is not yet ranked.

FT Global Rankings ESCP	2016	2017	2018	2019	2020	2021
ESCP	12	13	11	14	8	14

In 2020, the school also participated in the QS questionnaires and two new programmes entered this international ranking:

QS rankings	Executive MBA	Global MBA (new)	Master in Marketing	MiM	Master in Finance	MSc Big Data (new)
2020	14	47	5	7	15	4

Projects/achievements

- Within the CGE working group, continuation of benchmarking, monitoring and meetings with journalists + implementation of a common database for French schools volunteering for the French rankings (effective in 2021)
- First participation in the Times Higher Education Impact Ranking on 2 Sustainable Development Goals: Gender Equality & Clean Energy

Key figures

Financial Times
EMBA ranking: in 2019: **14th**, and in 2020: **7th** (**1st** worldwide in career progression)
MiM: ranked **7th** in 2020 (**4th** in international course experience)

QS
MSc Big data ranked **4th** place in 2020 (new entrant)

^[1] EBS is the synthesis of the following FT rankings: MiM, Executive Education, EMBA and MBA. ESCP's final score in EBS is penalized by the absence of the full-time MBA in the ranking.



7 | DIGITAL LEARNING AND DIGITAL TRANSFORMATION

7.1

Learning Innovation and Digital Learning

In 2020-2021, ESCP has been enhancing the excellence of its academic programmes to develop a competitive advantage in business education by creating a digital student-centric approach, to address the distinct learning needs, interests, aspirations, backgrounds of individual learners and groups of learners.

ESCP has been implementing instructional practices that effectively uses technology to strengthen ESCP students' learning experience and encompasses a wide spectrum of EdTech tools and techniques, including:

- interactive learning resources, digital learning content, simulations, that engage students in academic content;
- access to online databases and other primary source documents;
- the use of data and information to personalise learning and provide targeted supplementary learning;
- online and computer-based assessments;
- and learning environments that allow for rich collaboration and communication, which include student collaboration with content experts and peers.

The image shows a screenshot of the ESCP Dashboard. On the left is a vertical navigation menu with icons for Account, Admin, Dashboard, Courses, Calendar, Inbox, History, Studio, Comments, and Help. The main area displays a grid of course cards. Each card features a representative image, the course title, the instructor's name, and the term/semester. The courses shown include:

- Welcome to the EMIB Programme (EMIB)
- Cross-Cultural Management (D. Clarke - CCM, EMIB 1st term - Sep 2020)
- Internationalisation d'Entreprises (B. Collin - IDE, EMIB 1st term - Sep 2020)
- Human Resource Management in L... (Almudena Cañizano - HRM, EMIB 2nd term - Jan 2021)
- Big Data and Business Analytics (Yannick Meiller - Big Data and..., EMIB 2nd term - Apr 2021)
- Managerial Economics (A. Evans - ME, EMIB 1st term - Sep 2021)
- Finances d'Entreprise (Fahmi Ben Abdelkader - Finan..., EMIB 2nd term - Apr 2021)
- Stratégie (B. Collin - STR - 2021, EMIB 1st term - Sep 2021)
- Management Interculturel (D. Clarke - MIC, EMIB 1st term - Sep 2021)
- Leadership et Intelligence Emotion... (Veronique Tran - Leadership et..., EMIB 2nd term - Jan 2022)
- Operations Management (Fabienne Fel - OPM, EMIB 2nd term - Apr 2022)



The global pandemic has affected pedagogical approaches across the higher education ecosystems, redefining and adapting the role of teachers, considering blended/hybrid learning as a key asset for higher education institutions, and managing the complexity of learning technologies. We addressed this situation by reimagining student life and community engagement and creating a new campus experience through hybrid classrooms and setting up several educational technologies. Connecting the campus community with next-gen student life platforms that include self-service portals, appointment setting, event planning, and campus discovery features help provide a comprehensive view of campus activities and services.

The pedagogy was also adapted to this context by implementing a student-centric approach with the latest trends of active learning, experiential learning, fiction design, and on the job training methodologies to have a skilled team of teachers and experts affording a unique face to face, blended, or hybrid learning experience, facilitating a more interactive and practice-oriented training. We now have a much more shared understanding that digital tools are complements to face-to-face learning. Valuable classroom time is being used more productively for discussion, debate, and guided practice. Many professors realised that by personalizing our teaching and learning pathways by connecting different pieces of knowledge and expertise, we can obtain a unique learning experience that will more accurately meet specific market or recruiting needs.



Many agile initiatives were implemented during this period to ensure the continuity of ESCP programmes combining synchronous and asynchronous learning. More than 60 classrooms were equipped in a hybrid configuration, allowing us to deliver a high-quality learning experience.

ESCP also secured the management of courses on the Blackboard Ultra Learn platform by setting up additional technologies to ensure the scalability of digital resources. Several innovative digital tools were implemented at ESCP to meet our learners' expectations and provide them with choices.

- EdTech tools to facilitate the teaching and learning experience: Adobe Stock, Adobe Suite, Articulate Storyline, Wooclap, Kahoot, Mentimeter, and Miro, among others.
- Communication tools for dynamic synchronous sessions: Zoom Education, Blackboard Ultra Collaborate.
- Broadcasting and streaming tools: Kaltura, Screen-o-Matic
- Remote exams: Respondus, Proctorio.
- Hosting services for the digital library: Vimeo and OVH.
- Recording studios facilities: high resolution cameras, system dynamic microphones, prompters, chroma keys, adequate lightning with continuous variation.



ESCP set up a protocol to design and develop rich digital content (SCORM) to ensure the quality of the learning experience in order to match each course learning objectives, providing support to faculty members in terms of course conception, coaching for instructional design/storytelling, recording, post production, integration, packaging and publishing in our Learning Management System.

In 2020-2021, ESCP designed, developed and/or deployed important innovative digital solutions, such as:

- Executive MBA: design and delivery of the 9 core courses.
- Executive Master in International Business: redesign and update (content and technology) of 36 digital courses (English and French).
- Executive Master in Future Energy, design and digitalization of 50% of the programme.
- Executive Education certificates: conception, redesign and update (content and technology) of 10 digital certificates.
- Advanced Master Programme in Life Science and Health Management, co-creating digital courses and capsules with the Institut Pasteur.
- New digital programmes (through ESCP certificates) with strategic partners in Europe, Asia and Latin America.

The feedback from ESCP learners on the quality perception of these new digital learning experiences has been highly valued. Our learners are very satisfied with access to a flexible, adaptable, and stimulating learning experience combining synchronous sessions and asynchronous contents that allow them to reinforce their knowledge in each subject as well as its implementation through activities, challenges and projects.

Some key figures in 2020-2021:

- 40% of the ESCP programmes have been digitalised.
- More than 80 ESCP professors are now involved in creating digital content.
- More than 900 videos have been recorded for all the ESCP degree programmes: Bachelor, MIM, Specialised Masters/EMS, MBA/EMBA, PhD/Professional Doctorate.

ESCP is ready to deliver a learner's augmented experience with ESCP's unique signature.

7.2

Digital transformation

In order to achieve its development goals and have an integrated information system allowing the tracking of academic operations and management data across all our campuses, ESCP embarked on a global digital transformation plan in 2019 that aimed to radically change the learning experience for students outside the traditional classroom.

While Covid-19 largely impacted the portfolio of planned projects in 2019, it also largely drove the acceleration of digitalization.

In 2020, **for the benefit of students and teachers**, in record time the Digital Transformation Division has :

- deployed **hybrid classrooms** to allow simultaneous online and face-to-face teaching. 50 rooms were equipped on both sites of the Paris Campus, including 32 with ceiling microphones and cameras at the back of the room. 18 of these rooms were equipped with OWL all-in-one 360° cameras for better comfort of all participants;
- implemented **video conferencing tools** in 2020 and 2021 to facilitate users' freedom and autonomy;
- equipped all ESCP campuses with an **autonomous video production system** with the RapidMooc solution to enable teachers and students to create educational videos.

For the **benefit of employees**, to allow for remote working in times of lockdown, the DTD:

- **equipped all employees with laptops** that integrate the virtual connection to the ESCP network (more than 300 laptops were configured and made available, in addition to the existing computer inventory);
- created dedicated training experiences with video capsules (Corporate Open Online Courses format)
- **set up remote assistance** for all teleworking staff and purchased remote control software to support them.



Services for the students:

- organisation of emergency **online exams** on all campuses, within 2 weeks;
- coordination of services and tools for exam sessions organised for over 600 students and 25 invigilators, in Paris and on the campuses. Today, most exams take place remotely;
- purchase and deployment of Zoom campus licences, for more than 2000 active users today;
- deployment of **new generation display screens** (Dynamic Display set up in 2020 to improve user experience on both Paris Campus sites République and Montparnasse, allowing for more varied communication (tweets, videos...) and simplified management (via a centralised web application).

In addition, several classrooms and two lecture theatres were renovated (replacement of traditional audiovisual systems with digital systems, upgrading of connections, equipment of desks).

Following the initial strategic digital plan, other projects were implemented:

- Implementation of a **Phygital Factory** in January 2021 on the Paris République Campus: creation and equipment of a space dedicated to promoting and facilitating innovation. The space offers innovative solutions (ie. like Adok smart projectors, 3D Headsets, a 360 Camera, a RapidMooc, a tactile Flipboard, etc.) at the service of students, professors as well as the ESCP management;
- **Creation of a dedicated smartphone application** for the 2020 and 2021 Virtual Open Days.
- **Renovation of the Web Studio on the Paris Montparnasse Campus** to meet the demand for professional quality video production

In addition, in 2020, ESCP continued its investments in the following projects:

- the So'VeGo Digital Workplace combining collaborative intranet and digital services for students and faculty;
- the So'USE catalogue of online services for faculty and staff;
- the European financial reporting system So'FinE;
- a catalogue of centralised services (IS, HR, General Services, Events...);
- the So'COOC micro-learning platform available to staff for self-training.

The blockchain certification (transmission of secure diplomas over the internet) that is already available for MS programmes, will soon be deployed for the other ESCP programmes.

Last but not least, a **European student card**, recognised in all universities and higher education institutions in Europe, was introduced in 2021. It allows all students from all campuses to access not only their ESCP academic records remotely, but also the services provided by their host university when on an exchange (services to be defined), and easy online registration for the "Erasmus Without Paper" programmes at the participating institutions.





8 | ECOLOGICAL TRANSITION AND SUSTAINABLE DEVELOPMENT

8.1

Presentation of the approach

Sustainability and ethics

Ecological emergencies directly question the responsibility of ESCP Business School, as educational institutions play a central role in shaping the minds of new generations. This is reflected in the school's mission statement, which includes the integration of the issues of sustainability and ethics at the heart of our educational activities, research, internal processes and relationship with our stakeholders.

One of our many goals is to actively raise awareness amongst our community on the subject. As such we have identified several key focuses: One of them is training 100% of our students on issues related to ecological transition, ethics, and sustainability, which - thanks to several reforms and joint efforts detailed below - we should accomplish by 2022-2023. We also have put a strong emphasis on research with the creation of a new academic department in sustainability in 2021, and the Circular Economy chair created in 2018.

You will find below some highlights illustrating this strategy.

8.2

Four examples of innovations

Designing tomorrow : An introduction to planetary limits

Since 2019, ESCP Business School has created a 3-day/3-month seminar: "Designing Tomorrow - Business and Sustainability", during which the 400 Pre-Master students deepdive into climate issues, challenges and potential solutions. The first 3 days are focused on better understanding the current and future challenges faced by society and businesses. In order to do so, the students have lectures from experts, either as a masterclass or in smaller groups. The latter instance allows the students to ask questions to professionals (some of which are alumni) in an informal setting before they reflect on a topic suggested by the speaker. Students also get to act out a simulation of a fast fashion company's executive committee after an accident in one

of its factories. Each student has a specific role: CEO, Head of Finances, Sustainability manager, Communications etc. After those 3 days, students – in groups of 6 - work on a "controversy analysis" of their choosing. The idea behind this exercise is to deepen their knowledge and make recommendations on a sustainability topic linked to sustainability (nuclear energy, meat consumption etc). This research takes place over 3 months and the best reports are awarded a special prize by the Circular Economy Chair.

Co-created by Ann-Charlotte Teglborg and Aurélien Acquier, this seminar is also unique as it involves the whole ESCP community: Professors, students, alumni, societies and professionals.

A new sustainability academic department

With the objective to reach 100% of our students on the subject, ESCP business school has experienced a steady increase of sustainability research and educational activities over the last years. To consolidate the ongoing efforts, ESCP established its Sustainability academic department in April 2021. It aims to “*Reinvent business for an inclusive society in a sustainable world*”. It tackles sustainable challenges through education and research, in order to: develop and

share knowledge, practices and imaginaries for sustainable business; create a learning ecosystem empowering change and engage with its community and multiple stakeholders. It also works hand in hand with the Sustainability transition team, led by the aforementioned Associate Dean for Sustainability on its mission to integrate sustainability even more within the school.



Pedagogical innovation: new core courses, specializations, and electives

This ambition also resulted in the creation of new courses. The school has 7 specialisations on sustainability (*Energy Transitions and Sustainability ; Option E ; Sustainable Finance, Financial and sustainability reporting for the CFO; Sustainability Management; Social Impact Management ; Sustainability : Rethinking business models and the corporation for social innovation*). We have also implemented a 16-hour mandatory course on sustainability for our 800 Master in Management students which covers the most relevant challenges on the topic of climate change and planet boundaries. Furthermore, there are over a 100 electives touching on the subject including the new “Energy: Geopolitics, Climate and

Business” course built with Carbone 4; “Design Fiction for Sustainable Futures” which explores how “perspective design” and science fiction can be enablers of sustainable solutions and “Marketing Transition to Sustainability” aimed at deepening the understanding of customers behaviours in relation to sustainability.



The 'Circular Economy and sustainable business models' Chair

In the face of today's challenges, the circular economy is one of the best solutions for a more conscious and respectful usage of resources. Nonetheless, the transition towards a circular business model can be arduous, requiring agreements among, and joint efforts by, all the different stakeholders in the value chain. The Chair acts as an accelerator for innovation that enhances the transition to the circular economy. It acts thanks to transdisciplinary research, training and dissemination of good practices within the management world. The interdisciplinary approach allows the circular economy to be a player in all the different fields from social and political sciences to engineering and economics. It works to understand, study and identify the issues that prevent companies to exploit a model which is 100% circular, both within and outside the organization (public sector, environmental organization, markets and consumers), in order to formulate the right strategy that uses the right levers to exploit the circular economy to its full potential.



Key Figures

- Number of students sensibilized: over **6 thousand**
- Number of professors with papers on these themes (58 articles in scientific papers during the last three years): over **40 professors**
- Number of MiM courses on sustainability: **212**
- Number of people in the department: **16**
- Number of societies linked to sustainability: **18**

In November 2021, ChangeNow & Les Echos Start ranked ESCP 1st in their ranking of schools changing the world.



Programme Chances Augmentées

Jeudi 26 août 2021

Pr. Léon Laulusa - Directeur général adjoint
Chargé des affaires académiques et internationales



ITALY

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9 | SOCIAL INCLUSION POLICY

Scholarship Policy

In 2020-2021, ESCP continued to extend its social policy, with scholarships for a total amount of €6.2M distributed to all students in all degree and executive education programmes. In addition to the scholarships offered by the School and its partners to students in the various programmes, with the support of the ESCP Foundation, during the year 2020, given the health situation, a specific COVID scholarship of €100,000 for students in financial difficulty was set up. At the beginning of the school year, in September 2020, more than 560 students – of whom more than 50 were impacted by COVID - received a scholarship. ESCP has also established payment deferral measures for those who have requested them.

The scholarship policy goes beyond the health crisis and as of September 2021, tuition has been made free for all Crous scholarship students (grades 4 to 7) of the school's Master in Management programme, to encourage excellence, meritocracy and access to all.

By 2025-2026, ESCP aims to have 20% of scholarship holders in the Master in Management. The school thus shows that it is a key player acting for meaningful change in favour of its student community, with the support of ESCP Foundation funding.

The ESCP scholarship policy promoting international mobility embodies its international openness. Since 2014, ESCP has been an Erasmus+ charter holder,

and in 2020-2021 ESCP students have benefited from Erasmus+ funding amounting to a total of €97,000.

In 2021, ESCP and the ESCP Foundation launched the project "Chances Augmentées" (Improving Chances) for students in preparatory classes. This project aims to support preparatory students with scholarships, through workshops on self-confidence and leadership, and to prepare them for oral exams (interviews and languages).

In addition, high-potential students facing financial personal hardship continue to benefit from the Talent Spring programme, which allows them a specific admission route to the first year of the Master in Management.

Scholarships in 2020-2021 per programme:

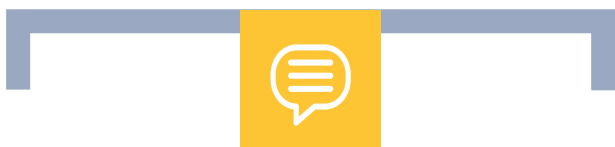
Programs	Number of beneficiaries	Total amount in €
BSc	402	1 911 289
MiM	318	2 465 974
MS/MSc	165	437 545
MBA	56	592 000
Executive Education	44	205 125
PhD	34	531 000
Executive PhD	7	54 400
TOTAL	1 026	6 197 333

Commitment to professional equality between women and men

In France, as part of the law of September 2018 pertaining to the freedom of choosing one's professional future, companies were asked to demonstrate their results in terms of professional equality with a "Professional Gender Equality Index" to be published each year. In order to do so, the calculation methods for the index were provided by the French Ministry of Labour.

For the year 2020, ESCP obtained a score of 78 out of 100. This balanced result made ESCP commit to reinforce its policy in terms of professional equality between women and men and to ensure a safe and healthy working environment for its employees, in the framework of a collective agreement.

Through this agreement, ESCP also wishes to fight against discrimination at every stage of employees' professional lives and to implement measures to better promote work-life balance.



"Your support has enabled me, in the short term, to overcome major cash flow difficulties following the lockdown, as well as the lack of income (I only found an internship at the end of August 2020). Thanks to your support, I will be able, in the longer term, to finance my studies and thus enter the professional market with a level of debt that does not hinder the achievement of my projects. Thank you for your help! More than allowing me to meet the most basic needs, this gesture carries a strong message: that of hope. Thanks to you, we, the students, will always find a way to make this word that I take to heart come true: resilience."

Marcia, a MiM student affected by COVID who benefited from the solidarity grant.

Inclusion and Diversity Policy

ESCP Business School offers a multicultural environment based on trust and respect.

Therefore, ESCP's Inclusion and Diversity policy aims to promote equality and diversity within the School and to fight against all forms of discrimination. It revolves around listening, awareness, community, and plurality.

Since 2016, ESCP has set up a monitoring unit to fight against all types of discrimination.

The Inclusion and Diversity policy is based on three pillars:

- prevention;
- support for victims;
- the system of disciplinary sanctions following an investigation.



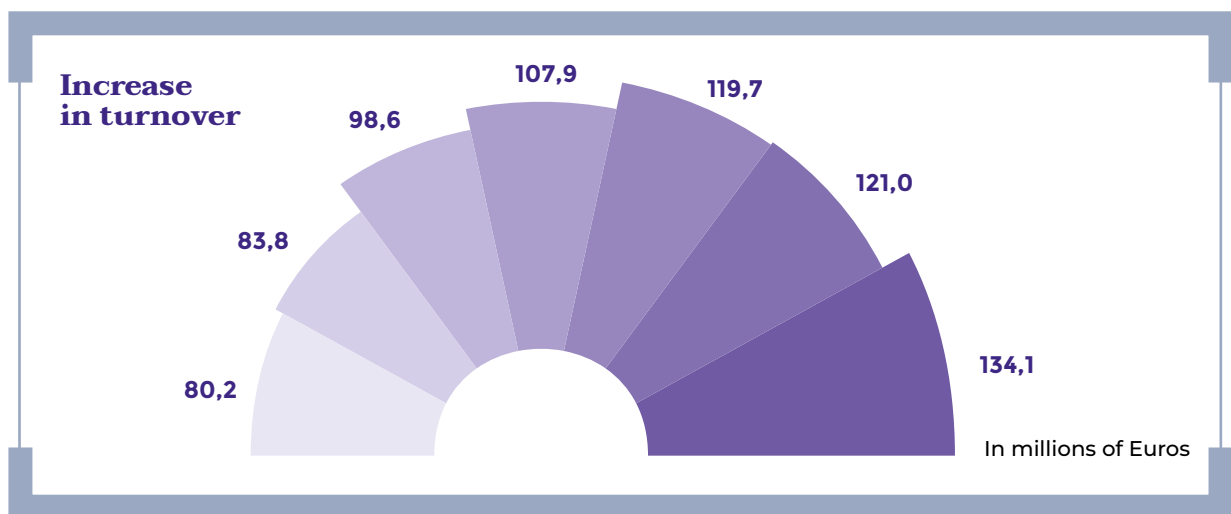
10 | FINANCE AND HUMAN RESOURCES

10.1 Finance

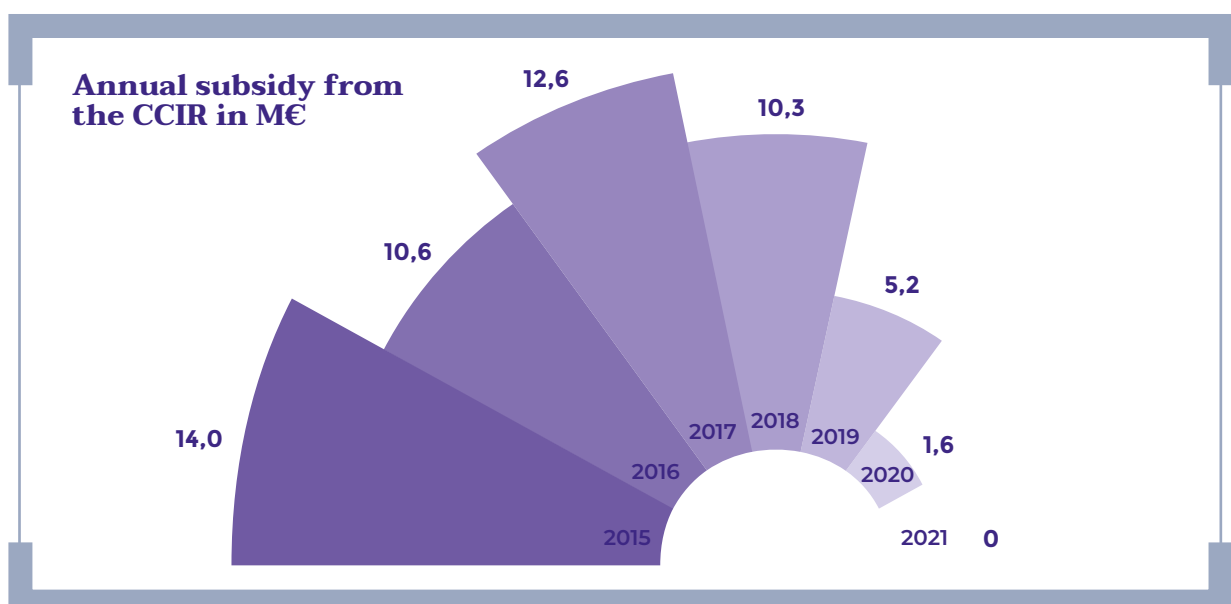
Over the last five years, in line with its "Brand & Size" strategy, ESCP Business School has strongly developed its size and activities in student degree programmes and executive education, as well as in research.

The School's overall budget has grown from €80m in 2015 to €134m in 2021. The relative slowdown in growth in 2021 is due to the combination of a €7M drop in subsidies from all contributors combined and the impact of the Covid-19 crisis on ExEd.

Turnover has grown by more than 2/3 between 2015 and 2021 (budget forecast)



ESCP is now financially autonomous, as shown by the evolution of the subsidy from the Paris Ile de France Regional Chamber of Commerce (CCI):



In 2020, the overall breakdown of operating income is as follows:

Tuition, admissions	76%
Executive Education	15%
“Taxe d'apprentissage”	3%
Foundation	1%
CCI Subsidy	1%
Other income (catering, research, forums, various subsidies, etc.)	4%

10.2 Human Resources

The years 2020 and 2021 were marked by the global Covid-19 pandemic. The transformation of the HR function, which began in 2018, took a new turn and agility became the primary strength of human resources, enabling to guarantee both stability at the human level and support for the development of the function.

Following the creation of the Etablissement d'Enseignement Supérieur Consulaire (EESC) in 2018, the school's workforce has continued to grow and evolve internally. The end of 2020 was a turning point in terms of human resources, as the number of employees under private law contracts (EESC), became larger than that of those made available by the Paris Chamber of Commerce and Industry (CCI). Since January 2018, the contracts offered to newly recruited ESCP employees are only those under private law, so the recruitments and transitions of former CCI staff to EESC contracts have overhauled the human distribution in the school.

Staff numbers

Date	Staff numbers ESCP	CCI status	EESC status
01/01/2020	398	57%	43%
31/12/2021	432	47%	53%

At the end of 2019, nearly half of the staff had private contracts (EESC).

When the pandemic broke out in early 2020, the Human Resources Department deployed a teleworking agreement open to all during the pandemic, which continued when students returned to face-to-face classes in September 2021. Thanks to the support of the Digital Transformation Department, and the deployment of work equipment and assistance in setting up a workplace in each home, continuity was ensured. One point especially worthy of note is that 80% of employees who can telework, and who have requested it, will benefit from a telework agreement by 1 September 2021. Particular attention was also paid to the acknowledgement and evaluation of psycho-social risks with the deployment of dedicated training for all employees.

Firmly rooted in social dialogue since its beginning, in 2021, the EESC made employees benefit for the first time from profit-sharing for the year 2020.

The agreement was renewed for 2021, and was enriched, covering the cost of purchasing an electric bicycle, for example. The signing of agreements after the obligatory annual negotiations.



with the union representative led to a general increase for all employees in the EESC in 2021. The human resources division's willingness to support the development of its employees means that it is now able to listen carefully to every need and provide dedicated support for every request for mobility, development, or move from a CCI to a private contract. A genuine follow-up is defined through annual online software, and HR campaigns for upgrading. A quarterly recruitment committee meeting also enables us to monitor the job positions and the evolution of needs. The close collaboration between all the departments allows for the overall management of resources and needs. This first phase of transformation of the human resources function and processes will intensify from 2022 onwards, with the expansion of this department that was initiated in 2021 to enable ESCP to define and deploy a federal human resources policy. The ambition of ESCP's human resources department, which has evolved from a support function to a strategic function, is to develop its human capital in order to anticipate tomorrow's needs and respond to societal challenges.



11 | BRAND & COMMUNICATIONS POLICY

Brand & Communications: missions, strategy, and activity

The years 2020-2021 were devoted to the deployment and consolidation of the new communication axis, following the repositioning of the ESCP brand for its bicentenary in 2019. They were also marked by the Covid crisis and the acceleration of certain topics such as digital transformation and sustainable development.

Launch of the The Choice advertising campaign

The advertising campaign mainly focused on print media with high institutional value (FT rankings, French rankings...), with a budget allocation of 200K€ in 2020 and 100K€ in 2021.

In addition, the The Choice concept was rolled out to all the school's programmes' advertising and marketing communications.

Brand content

• A new media "The Choice"

In November 2020, ESCP launched the media The Choice to showcase the commitment and expertise of the ESCP community (professors, Alumni, student entrepreneurs) and give the school an edge as an opinion leader with decision makers and influencers.

The Choice covers topics related to business, management, entrepreneurship, and career choices, but also society, geopolitics, the environment, and technology. The media strives to develop a wide variety of formats, both classic and innovative: stories, data viz, podcasts (launch of the school's first podcast: Her Voice).



The Choice

In one year:

- over **200+** articles
- **150+** ESCP community members mobilised
- **25+** nationalities represented...

All content production must be promoted. In 2021, 200 K€ were invested on websites and social networks, mainly targeting opinion leaders in our countries of operation. The campaigns generated maximum visibility with nearly 5 million programmatic impressions and over 800,000 impressions on LinkedIn.

• partner content

To support the launching of The Choice, we chose the Financial Times (FT) to reach high-worth readership worldwide. Five articles by ESCP experts, designed and written by the FT's in-house content team were published to ensure an engaging narrative and strong authenticity.



Her Voice

As a business school involved in equality issues, ESCP considers that women's expertise should be given the visibility it deserves on the topics they are passionate about.

The "Her Voice" medium features interviews with women leaders (ESCP alumnae or not) who have succeeded not only in making their mark in the world of science and business, but also in creating a lasting impact.



The articles covered key European topics such as sustainability, digital transformation, and multiculturalism, and were all supported by campaigns on the ft.com website. The click-through rate on all articles far exceeded the benchmarks with an average of 3.2%. The article on sustainable economy organically garnered the highest number of page views over the entire campaign. The average attention time was 50 seconds for all articles for a total of 526,868 impressions on ft.com.

ESCP continued its partnership with the Financial Times in 2021 for a new campaign with three original podcast productions on European leadership (and a debate between the London and Paris Campus Deans), sustainability, and the future of work.

Influence

1 • Press relations

In terms of press relations, the Covid-19 crisis fuelled a large number of topics: the school's adaptation to successive lockdowns (accelerated digital transformation, student support, etc.) as well as the dissemination of the 1st Impact Paper - "Managing a post-Covid19 era", an unprecedented academic research initiative for which two-thirds of the articles found an echo in the press, followed by the 2nd Impact paper.

This Covid-19 focus did not overshadow major announcements such as the creation of the Sorbonne Alliance partnership, the launch of the Global Executive PhD programme, and the reform of the Master in Management...

2021, the year of the new normal, allowed us to focus on two subjects: the digital transformation of the school and the acceleration of sustainable development, with numerous press operations (inauguration of the Phygital Factory, presence of several journalists at the Designing Tomorrow seminar) generating many articles.)

Press trips were also organised (Regatta 2021, start of the Bachelor year in Madrid, a.o.)

Between January 2020 and December 2021, the school generated a total of 17,000 clippings (source: Kantar media) and published more than 132 press releases in the newsroom. The number of best clippings (qualitative articles focusing on ESCP) increased by 10%, representing an equivalent gross advertising value (GVA) of around 90 million euros. Over this period, ESCP reached more than 1,417 million people.

The French press increased its share, representing nearly 80% of media coverage. However, 90% of the international press comes from countries with an ESCP campus: Germany, UK, Italy, and Spain, with Germany representing 41% of the coverage outside France.

The relative share of media coverage of ESCP programmes has slightly decreased this year, while Faculty expertise publications -often linked to the coronavirus health crisis-, combined with Alumni career development announcements, represent more than 55% of the media coverage.



2 • Social Media and Digital

Nowadays, on social networks, brand-related messages have less and less organic reach due to the ever-increasing limits imposed by the platforms' algorithms (especially Facebook).

In addition, the global health situation has led us to adapt quickly to the various changes imposed by the pandemic.

We have therefore created new communication formats on social networks by involving our students in a series of videos where they present their ESCP, their experience on campus, and their vision of the future. This type of format (called User Generated Content) worked extremely well. It allowed the brand to gain visibility despite the situation.

2 • User Generated content

In addition to the corporate brand communication implemented by ESCP over the last several years, User Generated Content projects were launched to connect the ESCP brand and its values with those who live it every day: students, professors and staff.

ESCP at home

This project was launched at the beginning of the first lockdown. It generated 23 videos made directly by students, faculty or staff members and contributed to maintain positive corporate communication, interaction, and a sense of community during this period of social distancing. We wanted to share with our audience a series of short behind-the-scenes videos showing how ESCP faculty, staff and students coped and continued their lives, work and studies from home.

"ESCP at Home" was a great success not only with our students but with our entire community. With more than 410,000 views on Instagram, Twitter, Facebook and LinkedIn, and more than 6,570 engagements (excluding Instagram stories), our students, alumni, Faculty, and staff were able to share their experience with the people who follow ESCP news on social networks and thus help us federate our community even more.

Back to ESCP

As a follow-up to the ESCP at Home series, we asked the ESCP community how they were preparing for a new school year that would be particularly special for everyone.

We wanted to hear from students, prospective students, professors and ESCP staff how they were preparing for the upcoming new school year, their expectations, doubts, etc.

To this end, we asked them to film themselves answering one of the following questions:

- How are you preparing for the start of the academic year in September?
- What are you most looking forward to in the new academic year?
- Why will this academic year be different for you?
- What have you learned from the semester spent in confinement?
- What will you do differently this academic year?

This series of videos was published during the summer of 2020, between July and August, to boost a period that is rather quiet in terms of activity on social networks.

We were able to reach over 73,000 people during the summer of 2020 and generate almost 1,400 interactions with our audience.



20 questions to the world

"20 questions to the world" partnered with ESCP Business School to create a collaborative video about what it is like to be a student in these troubled times.

We collected video testimonials directly from ESCP students and created a short, dynamic video mixing all the answers.

The partnership also allowed us to showcase the content they had developed for us for The Choice and the link to the article was always associated with the video.

The sponsored campaign was broadcast on Instagram and Facebook (on our partner's account) and on the ESCP page thanks to the cross-post technique (one and the same video on two accounts at the same time to maximise visibility).

A paid campaign ran from 4 to 12 June 2021 and reached nearly 144,000 people on Facebook and Instagram.



2020/2021 ESCP's activity on social media

As the organic (non-paying) reach of social media is structurally decreasing, it is essential to do real editorial work (selecting and formatting content) to maintain visibility: we must publish less content, but invest in its intrinsic quality, just like the traditional reference media. The communication teams is not only required to do this journalistic work but also to permanently educate internal teams on these new terms.

The indicators in the following paragraphs concern only organically produced content for the period 2020/2021. These data are taken from our social network monitoring tool Sprout Social for LinkedIn, Facebook, Instagram, and Twitter. For Youtube, we use the Youtube analytics tool.

LinkedIn

The LinkedIn community is ESCP's most important social networks community, both in terms of volume and as a means of communication with our alumni, who represent nearly 60% of our followers. Over the period 2020/2021, the ESCP brand account on LinkedIn has shown its vitality with a +34% increase in its follower base.

In order to generate engagement, we choose to prioritise success stories featuring personalities, achievements or major events in the life of the school and by associating the ESCP brand with prestigious partners.

Despite strong internal demand, we have reduced the number of publications in order to focus on high added value content. As a result, in comparison with the previous year we are making progress both in terms of visibility and engagement.

2020/2021 Key Figures

- Total number of followers: **143,000**
- Net growth in followers over the period: **+31**
- Total number of messages published: **680**
 - Reactions: **70,000**
 - Comments: **2000**
 - Shares: **4,500**
 - Clicks: **431,000**
- Average organic engagement rate: **7%**.



Twitter

Twitter is mainly aimed at institutional partners, the media and influencers.

This platform is considered one of our most valuable communication channels for both content and influence.

It is also a very good tool (if not the best) to follow the activity of the ESCP name and monitor what is said about the brand.

ESCP is present on Twitter with two separate accounts: the brand account (@ESCP_bs) and the account dedicated to the promotion of research content (@ESCPknowledge).



Launch of the ESCP Knowledge account on Twitter

The growing promotion of the school's research content on social networks required us to adapt our communication.

This content, with high added value, targets a very specific audience and its distribution on general public channels such as our brand accounts, quickly proved to be counterproductive as the target was too large and the research publications lacked visibility.

We therefore decided to create a dedicated channel for this content: the ESCP Knowledge Twitter account (@ESCPknowledge).

The account was launched in January 2020 and gathers followers who are specifically interested in the research produced by ESCP Faculty and PhD students.

2020/2021 Key Figures (for both accounts)

- Total number of followers: **37,500**
- Net growth in followers over the period: **+13%**
- Total number of tweets published: **2 195**
- Average potential reach per tweet: **35,100**
- Organic engagement: **66,280**
 - Reactions: **10,400**
 - Replies: **280**
 - Retweets: **4,100**
 - Clicks: **51,500**
- Average engagement rate: **1.8**.

Instagram

In two years, our Instagram account has gone from "challenger" to a major account for ESCP's digital communication.

Over the 2020/2021 period the ESCP account set for its biggest growth in terms of followers was its Instagram account.

On Instagram, we visually showcase ESCP, its Faculty, students, and associations, in order to engage with our community and attract leads. However, it is important to stress that, like any social media platform, Instagram requires regular high-quality content to be successful.

We worked on our Instagram posts feed to make it different from our competitors. For two years we have been testing different formats and ESCP's visibility has increased significantly during 2020/2021.

This overhaul of the look of our account has also allowed our content to be easily recognisable when seen in a context outside the account (in the Instagram search engine, in content suggestions...).

Two years ago, the majority of our audience was between 18 and 25 years old. Today, this is still the case (this age group represents 40.7% of our audience), but the 25-34 age group is now also very present (38.8%).

2020/2021 Key Figures

- Total number of followers: **22,100**
- Net growth in followers over the period: **+82%**
- Total number of posts published: **230**
- Total number of stories published: **1 630**
 - Likes: **37,400**
 - Comments: **580**
 - Saves: **1 890**

Facebook

Facebook is a tool for communities, and it is organised as follows: a federal corporate page, for our institutional visibility to prospects, and a page for each of our campuses, presenting local life, events and projects.

Due to changes in its algorithm, our organic reach is down sharply from the previous period, but Facebook remains one of the major players in the social media world.

As a result, ESCP invests more budget in sponsored content (for marketing campaigns). In terms of organic content, the campuses work mainly on local information and the brand account is dedicated to federal content.

During the Summer of 2020, a big change occurred for our organic communication: many pages had been created by different programmes of the school, so in order to promote better visibility of the posts, and ensure we focus on the right audiences for each programme, each Facebook page was transformed into a group.

A Facebook group is a much more effective entity for uniting communities around a common



theme (the programme) and allowing more interaction between community members and answering questions from prospects.

2020/2021 Key Figures (for all campus pages and the corporate brand page)

- Total number of followers: **122,200**
- Net growth in followers over the period: **+12%**
- Total number of posts: **1947**
 - Reactions: **34,500**
 - Reactions: **1910**
 - Clicks: **118,200**
- Average engagement rate: **4.4**

Youtube

ESCP's Youtube channel hosts a wide variety of videos: news, conferences, feedback on events... It is also a complementary tool for our SEO referencing. The videos allow us to increase the visibility of the brand thanks to the optimisation of titles and descriptions (elements that are indexed by search engines such as Google).

The channel also played an important role during the various lockdowns of the 2020/2021 period. The channel allowed us to publish a wide range of informative content for our subscribers and to compensate for the absence of many face-to-face events that could not take place.

- Health status on the various campuses and Deans' speeches.
- Academic and executive training webinars
- Programme and admissions information sessions
- Hybrid or 100% online conferences/events
- Online and live open days

The Youtube channel is also an important promotional tool via sponsored videos that are broadcast to a targeted audience.

2020/2021 Key Figures

- Total number of subscribers: **24,000**
- Subscriber growth for the period: **+36**
- Total organic views: **752,000**
- Number of videos downloaded during the period: **350**
- Number of viewing hours (organic): **32,000**

Events

The pandemic obviously had a strong impact on events involving the public, but the school was able to adapt by offering entirely remote events, such as the traditional American election debate between representatives of the Democratic and Republican parties in Paris.

At the start of the 2021 school year, when the health measures were easing, face-to-face events were able to resume, including a visit by Ysaora Thibus (MiM 2017), silver medallist at the Tokyo Olympics, that allowed for a meeting with five Alumni who are Olympic champions, and a conference by Mr Edouard Philippe, former French Prime Minister, who spoke on the theme "Is a Prime Minister a CEO?"







The Executive Committee |

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*President of ESCP,
Chairman of Galeries Lafayette
Group*

Prof. Frank BOURNOIS
Executive President and Dean

Prof. Valérie MOATTI
Faculty Dean

Delphine OLIVIER
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PARIS MONTPARNASSE

3, rue Armand Moisant
75015 Paris, France

TURIN

Corso Unione Sovietica, 218 bis
10134 Torino, Italia

WARSAW

c/o Kozminski University
International Relations Office
57/59 Jagiellońska St.
03-301 Warsaw, Poland