



ESSEC
BUSINESS SCHOOL

Enlighten. Lead. Change.



GENDER EQUALITY PLAN

2025-2028

ESSEC BUSINESS SCHOOL



Vincenzo Vinzi
Dean and President
of ESSEC Business School

CREATED IN 1907, ESSEC BUSINESS SCHOOL IS A WORLD-SCHOOL WITH FRENCH ROOTS. ITS PURPOSE IS TO INFUSE TOMORROW'S LEADERSHIP WITH MEANING.

ESSEC is a **business school** with programs ranging from Bachelor to PhD, a wide range of Masters programs including our flagship **Master in Management** and **Global MBA** programs. ESSEC also offers executive education and custom training designed and developed on-demand for our partners from the private sector. ESSEC holds the “**Triple crown**” of accreditations for global business education: **EQUIS, AACSB** and **AMBA**.

At the core of the ESSEC learning experience is a combination of **excellence and distinctiveness**. ESSEC's **unique educational model** is based on education by experiences, that foster the acquisition of **cutting-edge knowledge** with the development of **know-how** and **life skills**. At ESSEC, we aim to **empower** students and give them the keys to imagine, create, lead and have a **positive impact** in the business world of tomorrow that will be more complex and changing ever more rapidly.

ESSEC is a world-school. Our International campuses in **Asia-Pacific** and **Africa** are **dual gateways** that allow students to really immerse themselves into **different cultures** worldwide and develop **genuine expertise** about business in those regions. They allow our school to build deeper alliances with academic, private and public partners in those regions that are growing at an accelerated pace and will be leaders of economic growth in tomorrow's world. ESSEC has built a network of alliances with **academic partners worldwide** so that its students' learning journey is a true international one.

ESSEC is a school with **French Roots** that trains **responsible leaders**. Being a responsible leader means being able to see beyond *business as usual*. Responsible leaders are able to value **long-term benefits** over short-term profits; they are able to blend corporate performance with **employees' well-being**. To prepare its students for the world of tomorrow, ESSEC's pedagogy seeks to awaken and develop **creative and critical thinking**, together with **the learning-by-doing** method. Responsible leaders are those who can see the broader picture.

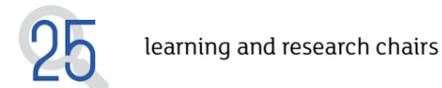
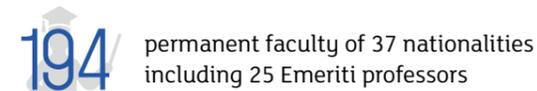
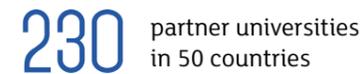
ESSEC is a **full ecosystem** at the crossroad of rigorous and relevant research, innovation, business and society. At ESSEC we believe in bringing research and companies into the classroom, we also believe that learning doesn't end with a degree: learning at ESSEC means becoming a **life-long learner** and joining a close-knit **community of alumni** with over **74,000 members** all across the globe. 🇫🇷

Key figures



4

campuses in
Paris-Cergy,
Paris-La Défense,
Singapore and Rabat



students in full-time undergraduate
and graduate programs



international
students

nationalities
represented

80

PhD
students

+100

student
organizations



managers in executive education



INTRODUCTION

This second Gender Equality Plan is part of a long-standing commitment driven by the humanist values of our school: ESSEC Business School.

This long-standing commitment has been reflected in concrete actions over time: opening the school to young women in 1970, followed by sustained efforts to gradually achieve gender parity within our student population; and, more recently, the establishment of an ambitious and pioneering policy on respect for others among the grandes écoles—one that has since become a benchmark for many institutions within the Conférence des Grandes Écoles.

Three years ago, in response to European Union requirements, we formalized this commitment by introducing our first three-year plan for gender equality. This plan provided an opportunity to better structure and strengthen our initiatives across multiple areas: professional equality, the integration of gender issues into teaching, the promotion of gender-related research, and the fight against sexual and gender-based violence (SGBV).

Over the past three years, although it is an ongoing process, we have made significant progress. For example, we have observed a steady improvement in the sense of work-life balance among our employees. Our professional equality index has reached 88/100, up from 86 in 2022, and our decision-making bodies are now broadly gender-balanced.

In the field of research, half of the projects funded by external grants were led by women, and the annual Gender Research Workshop, in which our associate dean for research is increasingly involved, has gained a growing impact.

Regarding the fight against SGBV, we have also made significant progress: increased awareness of the reporting platform, launched in 2021, among students, strengthened awareness-raising efforts across all programs, and the implementation of mandatory training for members of student association boards to foster accountability.

Finally, in terms of advocacy and impact on the issue, we have strengthened our involvement in major French networks and, in January 2024, announced that we would be hosting a think and do tank, *Les Ateliers Entreprise et Mixité*, dedicated to accelerating gender diversity within both public and private organizations.

“ESSEC’s commitment to gender equality is grounded in the belief that it is essential to the development of our economies and societies. More equality and more inclusiveness mean more progress and better performance: gender equality benefits everyone.”

Vincenzo Vinzi, Dean

“Our commitment to gender equality is not an additional mission that comes on top of a primary one—it is embedded in everything we do. When we highlight it, it is to provide effective, actionable, and empirically validated tools.”

Angela Sutan, professor and co-referent for Gender Equality

However, challenges remain. In particular, it is essential to make our gender-related academic offerings more appealing to students, to ensure greater diversity within some of our programs and tracks, and to continue engaging all stakeholders in advancing gender equality.

“While this issue seemed to be settled, the serious warnings coming from the United States of America, but also from several Member States of the European Union, demonstrate just how much this matter remains a political battle that any ethical organization must take up.”

Viviane de Beaufort, professor and co-Referent for Gender Equality

Indeed, although the issue of gender equality is sometimes perceived as already achieved, it remains fragile, and this plan is an opportunity to reaffirm our values and commitments in this area. Moreover, ESSEC’s new strategy, Transcend, clearly reflects our unwavering determination to provide the entire ESSEC community with an inclusive environment.

For this updated plan, our new objectives include maintaining the commitment of all staff and faculty to professional equality. Additionally, we aim to develop a new narrative to re-engage all stakeholders around gender equality issues, particularly for female and male students, and promote gender studies courses.

The fight against SGBV also remains a priority, with the challenge of building a network of trained and supported contact points, both to shorten response times and to ensure wider dissemination of our “Respect for Others” policy throughout the ESSEC community.

We also seek to raise awareness among female students and equip them early on to face the inequalities they are statistically likely to encounter—ideally before they enter the professional world. Finally, we will work to identify and activate levers to reduce gender disparities within the specific programs or tracks where these imbalances persist.

ESSEC reaffirms its ongoing commitment to gender equality and embraces an ambitious vision for the future—one in which every member of its community can thrive fully, free from gender-based barriers.



WORKING GROUP

For the drafting of this new plan, ESSEC's Center for Equality, Diversity, and Inclusion—which was responsible for drafting it—worked closely with the departments and services most involved in implementing and monitoring the plan's indicators.

Stakeholders involved in producing this Plan:

■ **Dean Office:**

- Vicenzo Vinzi, Dean
- Aarti Ramaswami, Executive Vice-President & Dean of Pre-Experience Programs
- Julien Malaurent, Executive Vice-President & Dean for Post-Experience Programs & Relations

■ **Dean office for Global Strategy and Sustainability:**

- Anne-Claire Pache, Associate Dean

■ **Human Resources Department:**

- Nathalie Coëffet, Human Capital Director
- Julie Schrötter, Human Resources Development Manager
- Rihab Jedidi, Talent Development and Experience Project Manager

■ **Faculty:**

- Romeo Tédongap, Dean of Faculty
- Mong Ha Thi Hoang, Associate Dean & Director of Research
- Estefania Santacreu-Vasut, Associate Dean for Pedagogy

■ **Direction of the Master in Management Program:**

- Wilfried Sand, Academic Director of the Master in Management Program

■ **Gender Equality co-referents:**

- Viviane de Beaufort, Research Professor
- Angela Sutan, Research Professor
- Sandie Meusnier-Tomasso, Director of ESSEC Center for Equality, Diversity and Inclusion

■ **ESSEC's Center for Equality, Diversity, and Inclusion:**

- Anne Verschave, Respect for Others' Project Manager
- Nadia El Boukhiari, Diversity and Inclusion coordinator
- Célia Depommier, Diversity and Inclusion project officer

Within this Center, which consists of 14 people, 4 full-time equivalents work solely on ESSEC's transformation in Diversity and Inclusion matters.

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FOCUS 1

SUPPORT A GLOBAL POLICY ON PROFESSIONAL GENDER EQUALITY

Committing to gender equality issues as a school also means acting as an organization to ensure true professional equality. At ESSEC, this commitment translates into concrete actions: sustainably improving working conditions for all, striving for equal pay in line with the objectives set by the European directive, and ensuring equal access to positions of responsibility, regardless of gender.



Objective 1: Improve the work/life balance of employees

Actions	<ul style="list-style-type: none"> Maintain a standard question “Is my work-life balance satisfactory?” in ESSEC’s internal survey tool in order to propose actions that meet the real needs of employees on this subject.
Responsible	Human Resources Department.
Indicators	<ul style="list-style-type: none"> Measure employees’ sense of balance via ESSEC’s internal survey tool.
Targets	<ul style="list-style-type: none"> Staff (all campuses).
Resources	<ul style="list-style-type: none"> Specific time for administering and analyzing surveys.



Objective 2: Improve gender pay equality

Actions	<ul style="list-style-type: none"> Maintaining the budget dedicated to reducing any pay gaps between male and female employees.
Responsible	Human Resources Department.
Indicators	<ul style="list-style-type: none"> ESSEC Professional Equality Index.
Targets	<ul style="list-style-type: none"> Staff (in France only).
Resources	<ul style="list-style-type: none"> Specific coordination time.



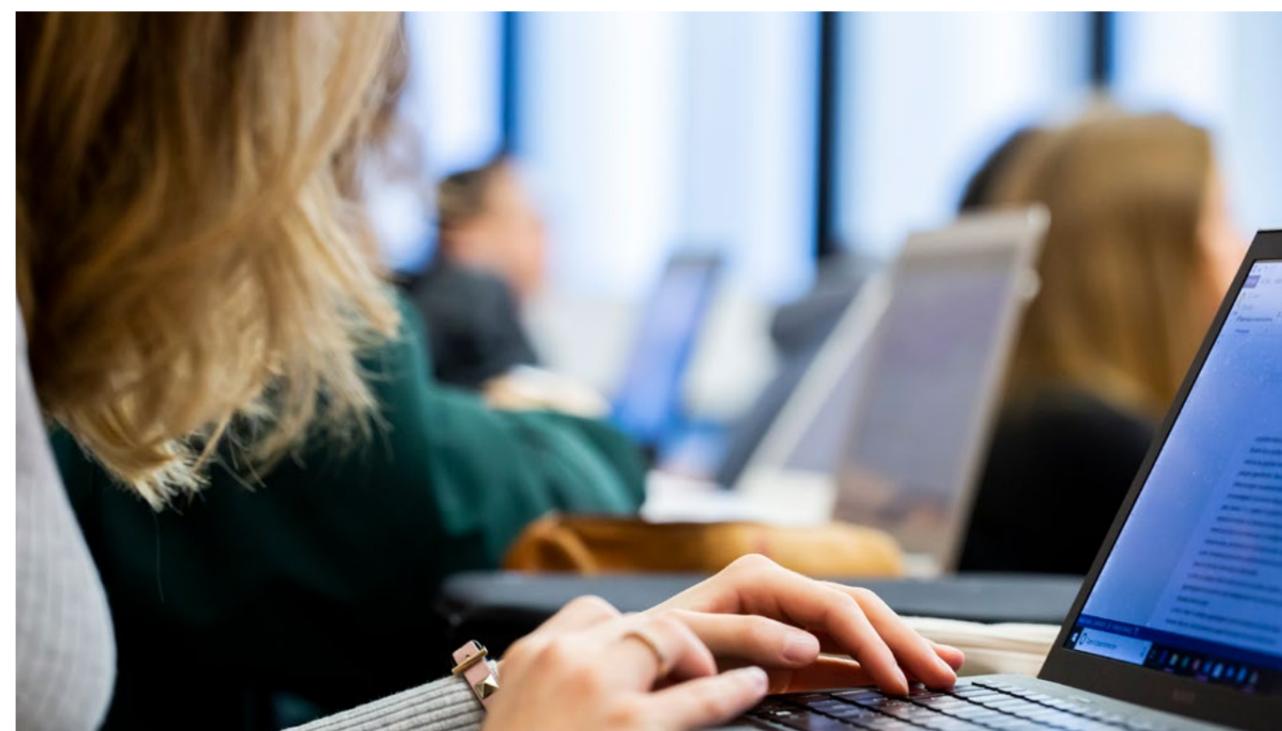
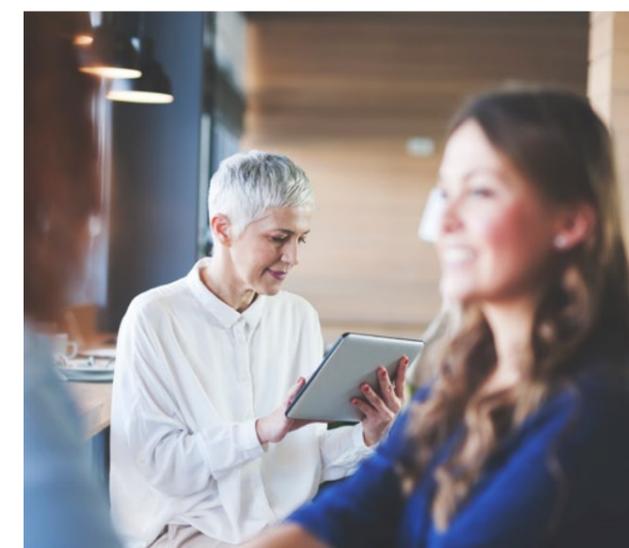
Objective 3: Improve parity in decision-making bodies and management functions

Actions	<ul style="list-style-type: none"> Implementation of succession plans (N-1 COMEX) in which at least 50% will be women. Support for talent and the taking of management positions (leadership program, coaching, mentoring). Particular attention to the career development of female professors (access to program management positions or internal responsibilities).
Responsible	Human Capital Department in conjunction with the Dean’s office and the Dean of Faculty.
Indicators	<ul style="list-style-type: none"> Gender breakdown within: <ul style="list-style-type: none"> the Executive Committee the various management committees (N-1 of Associate Deans). Percentage of women in management positions. Gender distribution of tenured faculty members (CPP) occupying positions of responsibility within the institution’s governance.
Targets	<ul style="list-style-type: none"> Staff and Tenured faculty members.
Resources	<ul style="list-style-type: none"> Specific time for coordination.



Objective 4: Ensure fair recognition of professors conducting research at ESSEC.

Actions	<ul style="list-style-type: none"> Identification of a scale for measuring CPP citizenship days by gender.
Responsible	Co-referents for Gender Equality and Dean's Office.
Indicators	<ul style="list-style-type: none"> Average amount of grants awarded by gender.
Targets	<ul style="list-style-type: none"> Tenured faculty members. Researcher community.
Resources	<ul style="list-style-type: none"> Specific time for coordination.





FOCUS 2

ADDRESS GENDER EQUALITY IN ACADEMIC CAREERS

Including the gender aspect in our teaching and programs is essential to build a society free from gender prejudices and with greater gender equality. The training of current and future generations is a significant transformation driver. As an institution that produces and passes on knowledge, ESSEC will ensure that it not only includes gender issues in the academic programs it offers, but also guarantees that diversity and gender equality are integrated into its courses and choice of speakers.

Objective 1: Include the gender equality aspect in our academic programs

Actions	<ul style="list-style-type: none"> Offer a course dedicated to gender issues in the catalog of courses open to students. Offer continuing education programs dedicated to women to support them in their professional development at various stages of their careers.
Responsible	Program management, academic and executive management.
Indicators	<ul style="list-style-type: none"> Number of beneficiaries involved. Number of sessions organized. Level of satisfaction among beneficiaries.
Targets	Student and participant community.
Resources	Professors involved in the course, academic management of the programs concerned, program managers.

Objective 2: Improve the diversity of the courses we offer to correct the gender imbalance (over- or under-representation of women)

Actions	<ul style="list-style-type: none"> Creation of a dashboard with figures on gender diversity in training programs (chairs, courses, programs, etc.). Identification of "internal relays" to support gender diversity issues with the management teams of the various training programs.
Responsible	Program, chair, and course management teams.
Indicators	<ul style="list-style-type: none"> Dashboard created. Corrective actions identified.
Targets	Academic departments.
Resources	Specific time for coordination with multiple stakeholders.





FOCUS 3

DEVELOP AND PROMOTE GENDER-RELATED RESEARCH

Including the gender aspect in research and innovation ensures that the knowledge we produce is consistent with the needs of society. It contributes to the fight against gender inequality by offering innovative solutions on the subject. That is why ESSEC will ensure that it promotes research on gender issues and expands this aspect in its research projects.

Objective 1: Encourage research projects addressing Environmental, Social and Governance criteria and specifically gender issues, regardless of the discipline

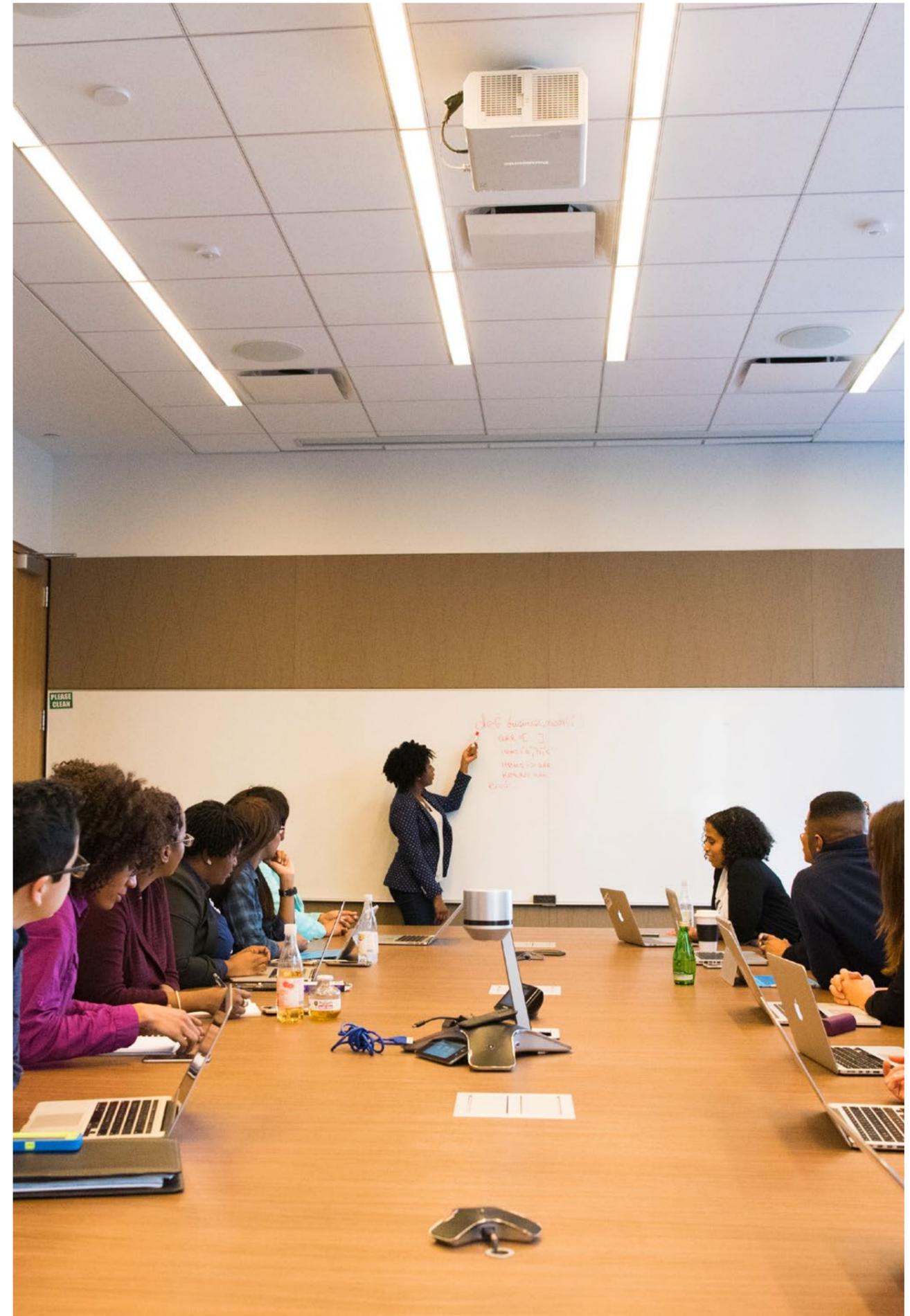


Actions	<ul style="list-style-type: none"> Support in obtaining grants.
Responsible	Dean of research.
Indicators	<ul style="list-style-type: none"> Amount of internal grants awarded to projects related to gender issues. Number of publications (of all types) on the subject.
Targets	<ul style="list-style-type: none"> Tenured faculty members. Researcher community.
Resources	<ul style="list-style-type: none"> Specific time for coordination and awareness-raising.

Objective 2: Promote and communicate on gender-related publications



Actions	<ul style="list-style-type: none"> Maintain the momentum around the Gender Research Day; Maintain the momentum of the D&I interest group within the Sustainability Guild.
Responsible	Dean of Research, Doctoral School, gender equality co-referents, Communications Department.
Indicators	<ul style="list-style-type: none"> Number of participants in events promoting work on ESG criteria (SDGs) and gender in particular. Number of popular articles published on ESG topics, particularly gender.
Targets	<ul style="list-style-type: none"> ESSEC community. General public.
Resources	<ul style="list-style-type: none"> Specific time for coordination and awareness-raising. Mobilization of gender equality co-referents for specific actions and events.





FOCUS 4

COMBAT SEXISM AND SEXUAL & GENDER BASED VIOLENCE

Moving towards gender equality undoubtedly involves combating Sexual & Gender Based Violence. ESSEC has been engaged in this fight since 2018 when it wrote its 'Respect of Others' Charter. It will ensure that it strengthens its Respect for Others policy by using levers such as raising awareness and training its community, but it will also encourage students to use the whistleblower platform and apply a zero tolerance policy against sexism, Sexual & Gender Based Violence and, more broadly, against all forms of discrimination.

Objective 1: Roll out and improve the Respect for Others policy through internal relays

Actions	<ul style="list-style-type: none"> Creation, training, and coordination of a network of Respect for Others representatives.
Responsible	<ul style="list-style-type: none"> Program Management, Human Capital Management, Strategic Management.
Indicators	<ul style="list-style-type: none"> Number of people involved.
Targets	<ul style="list-style-type: none"> Staff. Students.
Resources	Specific time for coordination, training, and support for the Respect for Others team.

Objective 2: Train the different stakeholders in the Respect for Others policy on Sexual & Gender-Based Violence

Actions	<ul style="list-style-type: none"> Initial and ongoing training for stakeholders directly involved in combating SGBV.
Responsible	<ul style="list-style-type: none"> Head of the Respect for Others Division in conjunction with the relevant deputy general management teams (programs, strategy, human capital, etc.).
Indicators	<ul style="list-style-type: none"> Number of training hours. Number of people trained.
Targets	<ul style="list-style-type: none"> Executive Committee; Respect for Others Unit; Student associations; Disciplinary jurors; Members of the Disciplinary Steering Committee.
Resources	Specific time for training and coordination of the Respect for Others team.

Objective 3: Raise awareness among the entire ESSEC community about the fight against all forms of discrimination, including sexism

Actions	<ul style="list-style-type: none"> Raise awareness around SGBV issues among the whole ESSEC community.
Responsible	<ul style="list-style-type: none"> Responsible for the Respect for Others Team in conjunction with the relevant deputy directors (programs, strategy, human capital, etc.).
Indicators	<ul style="list-style-type: none"> Number of people made aware. Level of satisfaction among participants.
Targets	<ul style="list-style-type: none"> Student community. Staff. Dean's office.
Resources	Specific time for training and coordination of the Respect for Others Team.

Objective 4: Increase the visibility and awareness of the reporting platform

Actions	<ul style="list-style-type: none"> Strengthening collaboration with ESSEC student associations.
Responsible	<ul style="list-style-type: none"> Respect for Others Team in conjunction with the Student and Residential Life Department.
Indicators	<ul style="list-style-type: none"> Percentage of students aware of the reporting platform.
Targets	<ul style="list-style-type: none"> Students.
Resources	Specific time allocated to coordinating the Respect for Others Team.





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ESSEC | CPE Registration number 200511927D
Period of registration: 30 June 2023 - 29 June 2029
Committee of Private Education (CPE) is part of SkillsFuture Singapore (SSG)

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