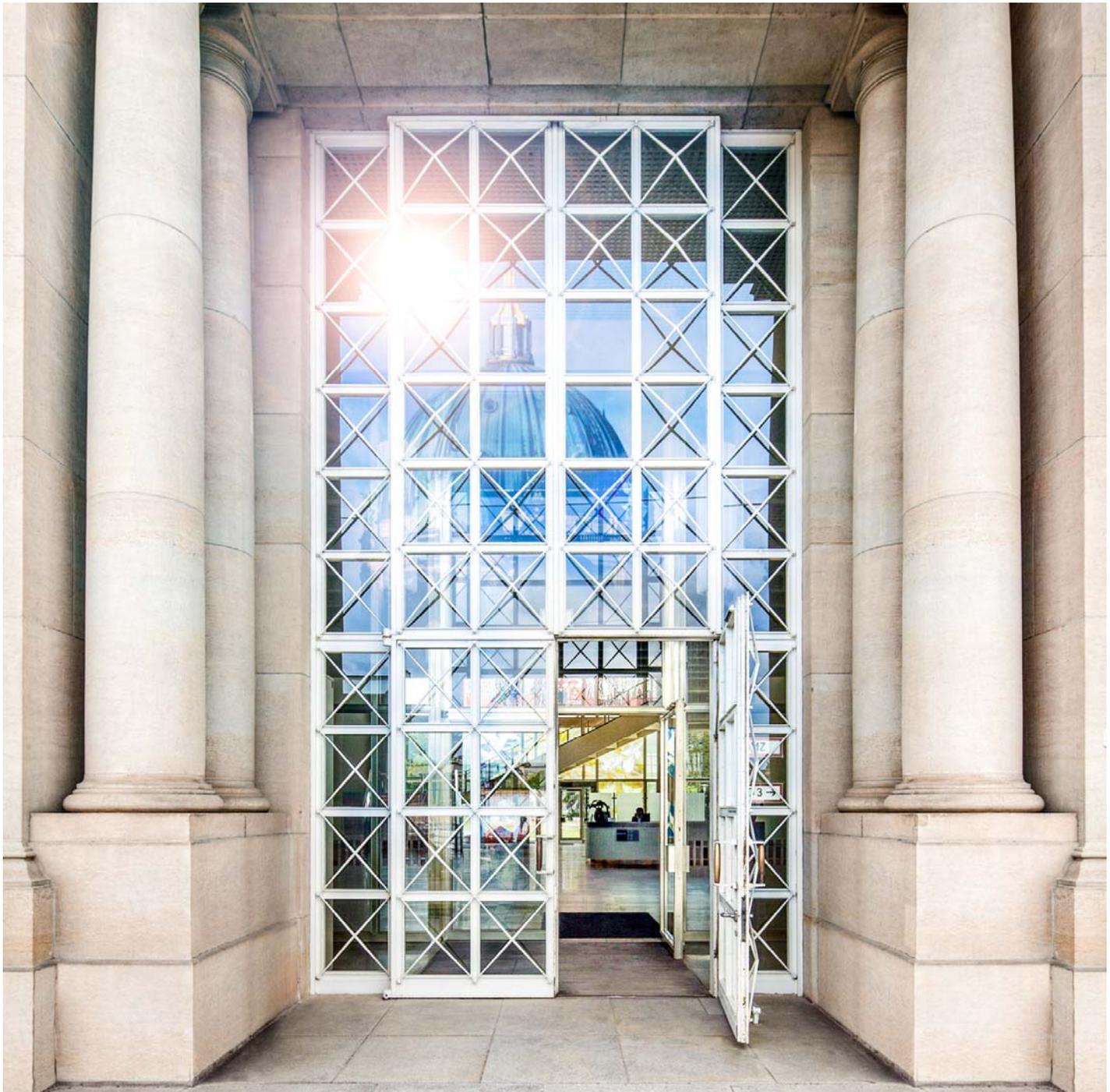


**PRME**

This is our **Sharing Information on Progress (SIP)**  
Report on the Implementation of the **Principles for  
Responsible Management Education**

# Sharing Information on Progress (SIP) Report 2016



# Contents

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1.	Renewal of commitment to PRME .....	1
2.	Progress report on principles .....	2
	Principle 1   Purpose .....	2
	Principle 2   Values .....	4
	Principle 3   Method .....	6
	Principle 4   Research .....	8
	Principle 5   Partnership .....	10
	Principle 6   Dialog .....	12
3.	Future perspectives .....	15
4.	Support from PRME community.....	16
5.	About ESMT .....	17

# 1. Renewal of commitment to PRME

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ESMT Berlin renews its sustained commitment to the six Principles for Responsible Management Education. We will continue to report on progress and share effective practices with other academic institutions, therefore contributing to a more responsible management education.

ESMT follows two fundamental principles. First, Wilhelm von Humboldt, in his call for the unity of research and teaching, advocated that teaching should be driven by the most recent evidence in research. Second, Gottfried Wilhelm Leibniz, in his call for *theoria cum praxi*, urged theory to be combined with practical application. Guided by these two principles, ESMT strives for the unity of research, teaching, and practice to reach the highest standards in academic rigor as well as practical relevance.

The distinctiveness of ESMT in comparison to other international business schools lies in its access to the founding companies and its strong corporate connections. As a school created by major global corporations and employer associations, the corporate dimension is integrated very closely into the governance, strategy, and culture of the school. The formal representation of executives from the founding companies - on the Board of Trustees of the ESMT Foundation, the Supervisory Board (SB), the International Advisory Council, and the Corporate Clients Council - strengthens this integration. Consequently, ESMT has excellent national corporate links with major global companies.

ESMT is committed to ongoing engagement with its network of corporate partners to promote the PRME and will continue to play a significant role as a center for exchange and dialog among different stakeholders on issues of global and corporate social responsibility.

This report details the ESMT progress in implementing the PRME. I hope you enjoy reading it!



Jörg Rocholl



Jörg Rocholl, President, Professor of Finance and EY Chair in Governance and Compliance

## 2. Progress report on principles

### Principle 1 | Purpose

We will develop the capabilities of students to be future generators of sustainable value for business and society at large and to work for an inclusive and sustainable global economy.

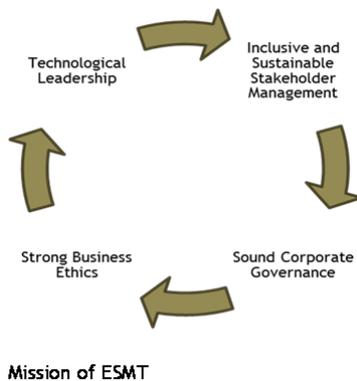
ESMT defines itself as a research-based international business school with close connections to business. At the center of all ESMT endeavors lies its mission:

*ESMT develops entrepreneurial leaders who think globally, act responsibly, and respect the individual. With a heritage rooted in European values and the potential of technology, ESMT develops and imparts new knowledge to foster sustainable economic growth.*

The mission of the school reflects its belief that there is a need to educate current and future leaders: who are capable of mastering the demands of an increasingly diverse and volatile world; who understand the value of an integrated Europe in addressing these demands, in Europe and beyond; who can navigate the growing complexities of the interplay between business, policymakers, society, and other stakeholders on a global scale; and who can create responsible, entrepreneurial, and impactful solutions to the most pressing challenges of today. By linking appropriate governance structures with responsible leadership, the mission accentuates that markets continue to support sustainable economic growth that benefits all stakeholders.

The emphasis on the development and imparting of new knowledge has led to a recruitment policy for faculty members that is focused on candidates with a willingness and ability to contribute to research in areas relevant to the mission. The mission emphasizes the specific European tradition – and thus the specific interplay between labor and capital in the form of the social market economy – and considers technology to be a key element for teaching and research at ESMT, which is to be further reinforced by the delivery methodologies applied in ESMT programs.

Over the last several years, ESMT has extended its intellectual footprint and practical outreach in its three focus areas: leadership and social responsibility, European competitiveness, and management of technology. With funds from new partners, ESMT founded three new centers and one institute in areas ranging from entrepreneurship to cybersecurity: the German Tech Entrepreneurship Center (GTEC), the Center for Financial Reporting



and Auditing (CFRA), the Center for Sustainable Business (CSB), and the Digital Society Institute (DSI). To strengthen the European competitiveness area, ESMT started a collaboration with the Pühringer Foundations, which are supporting four projects in the areas of Endowment Management and Entrepreneurial Finance.

ESMT has launched a new degree program for pre-experience participants, the Master's in Management. Instead of adopting a supply-driven approach, the program framework was designed first with the market in mind, in collaboration with experts from Daimler, Siemens, and McKinsey. The new program includes integrated internships of up to six months.

The school has created opportunities for all students to engage in activities with positive social impact, from the compulsory MIM Social Impact Project to consulting projects in the MBA and EMBA programs, and has launched new, innovative scholarship programs for participants from developing countries. The MIM Social Impact Project is an analytical consulting project with a social purpose.

Through its membership in the Global Network for Advanced Management (GNAM), ESMT has introduced new elements into the curricula of the MBA and EMBA programs in the form of "Global Weeks" and strengthened the international opportunities for its participants. Each participant has the opportunity to take a course at one of 28 network partners. ESMT was the launch lead for the EMBA collaboration, along with the Yale School of Management. More than 80 percent of ESMT EMBA students took a course with a network partner. ESMT has offered a Global Week focusing on technology and innovation, entrepreneurship, Industry 4.0, and "hidden champions."

The school has created an integrated career management service across programs to allow for better sharing of business contacts. There are two new positions in corporate outreach, and the number of companies participating in campus visits and presentations has tripled since the last accreditation visit to about 40 per year.

As the number of self-sponsored EMBA participants continues to grow, a new EMBA career coaching program has been introduced in addition to the leadership coaching, which has been an integral part of the program since the beginning. Participants can now engage in six extra one-on-one career coaching sessions throughout their program at no extra charge.

Following feedback, opportunity through the creation of the German Tech Entrepreneurship Center GTEC, and the assessment of learning outcomes, the entrepreneurship teaching at the school has been transformed completely. The curriculum is now more practical, with students engaging in hands-on project-based



ESMT Auditorium I

entrepreneurship activities. A design-thinking workshop has been launched for all MBA and EMBA students and will be introduced for the MIM in 2017.

## Principle 2 | Values

We will incorporate into our academic activities and curricula the values of global social responsibility as portrayed in international initiatives such as the United Nations Global Compact.

Business ethics and sustainable business are part of the core curriculum of all degree programs. A course on ethics is now part of every MBA curriculum. At ESMT, the introduction of a set of courses on “managing business integrity (MBI)” takes a step beyond simply discussing issues of business ethics in rather general terms. Specifically, the “MBI track,” co-designed and co-delivered with senior partners of EY, comprises six courses: (1) “Business Ethics,” (2) “Fraud and Corruption,” (3) “Fraud Detection and Investigation,” (4) “Anti-fraud Management and Compliance,” (5) “Compliance with Consumer and Competition Policies,” and (6) “Corporate Governance.”



Courses 1, 2, 5, and 6 are more “general” (“what every manager needs to know”); courses 3 and 4 also include some technical details (e.g., forensics). “Business Ethics” and “Fraud and Corruption” are now core, obligatory courses in the EMBA curriculum, wherein the latter addresses such general management issues as: What is fraud? What is corruption? Why do fraud and corruption matter? What drives fraud and corruption? How do employees become perpetrators? What can general managers do about fraud and corruption? Further courses introduce students to such questions as: What triggers investigations? What happens in the first 24 hours? What’s in a Forensic Toolbox? How to demystify “Investigating Alchemy”? In “Compliance with Competition and Consumer Policies,” students tackle real-life cases drawn from the experience of a faculty member who, through consulting, is also personally involved in policy cases concerning merger assessment, anticompetitive agreements (cartels, selective distributions systems), abuse of dominance in online digital markets, and state aid. The concluding course on “Corporate Governance” invites students to consider leadership roles in “Performing by Integrity” and to make a personal statement on Managing Business Integrity and Responsible Leadership in the 21st Century.

How this approach to developing responsible leaders makes an impact sometimes becomes apparent in unexpected ways - such as a voluntary presentation of a student at the end of a week-long

business simulation exercise on their observations concerning other students' behavior during the simulation that, in real life, may give rise to concerns from a compliance perspective.

The full-time MBA students have an opportunity to embark on a journey upon completion of their formal studies as "Responsible Leadership Fellows" for up to six months. The RLF program was introduced a few years ago and has by now become very popular: Students now compete to gain a seat in the program, and even prospective students often ask questions about the opportunities during the course of the application and admissions process. ("RLF was one of the major reasons why I chose ESMT," wrote an MBA 2015 student in their blog after returning from service in Cape Town). "Fellows" do pro bono work in a developing country with only a modest stipend to live on, using their newly acquired knowledge and skills to help the poor or those otherwise in need. This can take the form of mentoring students in South Africa or supporting an NGO in Zimbabwe, to name but a few examples.

The MIM curriculum has been designed with a project performed for an external client by teams of students who have taken all core and specialization courses already. Such a project is common in graduate-level education, particularly in MBA programs. What is less common is that the MIM projects all serve a social objective. The MIM Social Impact Project offers the opportunity for students to serve as an economic or management consultant for an organization with specific social objectives, such as a non-profit organization, a department for corporate social responsibility, a development agency, a social entrepreneurship venture, or a social-impact project of a for-profit organization. Working in this consulting project serves a number of ends. It develops skills in initiative-taking, problem-solving, and project management, which are difficult to acquire without guided practice. Unique to ESMT, students are required to use these skills to benefit society as a whole, which is a cornerstone of the mission. The Social Impact Project is therefore applied fieldwork with the goal of developing well-rounded, socially conscious graduates.

In order to master the multiple societal and entrepreneurial challenges of the future and to secure our welfare in a sustainable manner, it is necessary to develop and launch new technologies and drive innovation forward. The management of technology area focuses on how the development and market introduction of new technologies can be successfully designed from an individual, corporate, industrial, and societal perspective. This area also draws on traditional economic theories of business and macroeconomics in combination with theories from other areas such as sociology.



Matthew Bothner, Professor of Strategy and Deutsche Telekom Chair in Leadership and HR Development

Since its founding, ESMT has strived to develop entrepreneurial leaders in an international environment. In light of this, ESMT Berlin, together with founding partners Henkel, RWE, Globumbus Foundation, Sigmund Kiener Foundation, and the law firm Noerr, has founded GTEC on the ESMT Berlin Campus. GTEC brings technology-based startups, international corporations, academic institutions, accelerators, venture capital funds, and business angels together under one roof to support innovative entrepreneurs during the early phases of their ventures. The center integrates teaching, research, and support of company creation in one institution that is open to German and international entrepreneurs. GTEC complements the mission of the school very well and benefits entrepreneurs, established companies, and academics alike. Moreover, the school managed to attract a senior faculty member in the area of information systems and technology and another senior faculty member in the area of management science. A tenured associate professor in entrepreneurship will also join the school in May 2017. In addition, two mid-career hires in the area of entrepreneurship have been progressing rapidly, publishing several A+ research articles.

Another step to enhance the area of management of technology was the founding of the DSI. The DSI conducts research on digitalization and provides a platform for discussion within the business and political arenas. The DSI is led by a technology and cybersecurity expert who explores the nexus of digital technology, economies, and policy, and advises governmental institutions and large enterprises on cyber strategy.

### Principle 3 | Method

We will create educational frameworks, materials, processes and environments that enable effective learning experiences for responsible leadership.

In accordance with Principle 3, ESMT is deeply cognizant of the necessity of creating a learning environment conducive to effectively instituting the curricular changes deriving from the Principles of Responsible Management Education. Perhaps most importantly, the work of fostering that environment begins with the creation of a community, including recruitment and support of students, faculty, and staff. ESMT has worked hard to build an “intentionally diverse community,” that is, a diverse, inclusive community that transcends the homogeneity of its organic geographic location by strong efforts to recruit and support diverse students, staff, and faculty.

From the beginning, ESMT has had a major focus on experiential learning. It is often surprising to us that initiatives which are touted as new and groundbreaking in US schools should be seen as innovative, as this has been standard practice at ESMT since 2006. Although it is not appropriate to list all activities in this regard, the following points summarize some of the main initiatives:



- All full-time participants are required to complete consulting projects, which, together with an analytical report, are worth 25 percent of the credits for the MBA. MBA projects are team-based, and participants spend seven weeks working with the client. MBAs are welcome to bring their own project ideas, but the majority of projects are sourced through the network of the school. Companies pay a fee of €10,000 for a project team, although this is discounted heavily for startups and offered for free to social impact organizations.
- MBA participants are also required to participate in a Start-Up challenge, in which they develop a prototype for a new product or service and present this to the ESMT community at an Innovation Fair open to all participants on campus that day, including executive education clients and staff.
- All MIM participants are required to complete a team-based Social Impact Project with external clients. Many of these projects take place outside Germany, and top projects get funding support through the ESMT Circle of Friends (e.g., for 2017 projects, the Friends will support one team each undertaking projects in South Sudan, Ecuador, and Peru, respectively).
- An internship is a compulsory part of the MIM program. The internship period is a minimum of three and a maximum of six months, and credits are awarded for the internship.
- EMBA participants also complete projects in companies, amounting to 25 percent of the program credits. Generally, participants complete projects in their own company and use the project knowledge to position themselves for their next career move.
- ESMT subsidizes student participation in relevant conferences where possible. In 2016, for example, five MIM students were invited to participate in a workshop with top German CEOs on the Future of Leadership in Munich. ESMT funded the travel expenses for this.
- ESMT holds a MasterClass speaker series, which, while primarily targeting the full-time MBA group, is open to participants in other programs. Speakers in this series are exclusively C-level

executives from top German and international companies. The MasterClass series is complemented by a MIM Careers Speaker Series, and by a series of Kaminabende.

## Principle 4 | Research

We will engage in conceptual and empirical research that advances our understanding about the role, dynamics, and impact of corporations in the creation of sustainable social, environmental and economic value.

ESMT faculty have received awards and recognition for their intellectual output. For example, most recently, Prof. Linus Dahlander received the Jürgen Hauschildt Award from the Technology, Innovation and Entrepreneurship section of the German Academic Association for Business Research for the best research publication in innovation management. Prof. CB Bhattacharya was selected as a Web of Science Highly Cited Researcher by Thomson Reuters.

The Handelsblatt rankings evaluated the research output of business administrative faculties (BWL-Ranking) and individual business administration professors. Based upon publications in A+ journals, ESMT is ranked fifth for all German-speaking countries.

Faculty members serve on academic and professional associations and societies, and are often asked to be on advisory boards. For example, Prof. Jörg Rocholl is a member of the economic advisory board of the German Federal Ministry of Finance and the vice chairman of the economic advisory board of Deutsche Welle. The former president of ESMT, Prof. Lars-Hendrik Röller, currently on leave from the school, serves as the chief economic policy advisor to the German chancellor.

The managing director of the DSI is the computer scientist Sandro Gaycken, who was for a long time active in the German hackers' association, Chaos Computer Club. He now advises companies and institutions such as NATO on cybersecurity issues. The DSI also managed to attract Martin Schallbruch, formerly director general for Information Technology, Digital Society, and Cyber Security at the German Federal Ministry of the Interior, as its deputy director. At the DSI he is managing the research group Cyber Innovation and Cyber Regulation and has been involved with the publication of The EU Directive on Network and Information Security: Requirements for Digital Services.

E.CA Economics GmbH (a spinoff of ESMT, formerly ESMT Competition Analysis GmbH) performs contract research and provides assessments and consultations. The consulting department

was founded in 2007. E.CA Economics GmbH offers consulting in the areas of takeovers, monopolies, and subsidies. Its success is mirrored in its ranking among the 20 top consultancy firms in the area of competition analysis worldwide within the last two years (Global Competition Review's Economics 20). They cooperate with ESMT professors for their assessments, especially in the context of market competition, economics, and econometrics.

The mission of the school is also reflected in the numerous research events organized at ESMT. In 2015 the school had 31 research visitors and hosted 53 research seminars and 17 academic conferences, workshops, and open lectures with opinion leaders from both academia and industry. In 2015, ESMT faculty attended 60 research conferences, 31 seminar presentations, and 8 workshops.

As an impact measure, reference should also be made to the fact that the ESMT EMBA program has been annually ranked first globally for the career progression of graduates for five years in a row since 2012. ESMT graduates impact the corporate world through their leadership. Outstanding alumni include not only high-level executives (such as the head of a €17 billion business of a major multinational corporation or the CEO of one the best-known startup accelerators) but also graduates who serve through their leadership at nongovernmental organizations (NGOs) (such as the CEO of an educational institution with 10,000 pupils in rural India or a regional executive of Doctors without Borders).

ESMT has increased the positive tonality of articles written about the school, with the critical Frankfurter Allgemeine Zeitung calling ESMT one of the most renowned business schools in the country and a positive example of financing in September 2016. ESMT continues to successfully place faculty research and expertise in national and international media, thus increasing the impact of the thought leadership of the school and raising awareness of the institution.

For example, Prof. C.B. Bhattacharya, former E.ON Chair in Social Responsibility, and a current Pietro Ferrero Chair in Social Responsibility, concentrates in his research on the area of responsible corporate leadership. His expertise is in the area of business strategy innovation aimed at increasing both business and social value, specifically how companies can use underleveraged "intangible assets" such as corporate identity and reputation, membership and brand communities, and corporate social responsibility to strengthen stakeholder relationships. Prof. Bhattacharya has published over 100 articles in leading journals and has over 17,000 citations per Google Scholar. He is co-author of the book *Leveraging corporate responsibility: The stakeholder route to maximizing business and social value* and co-editor of the book *Global challenges in responsible business*, both published by



C.B. Bhattacharya, Professor of Marketing and Pietro Ferrero Chair in Sustainability



Konstantin Korotov, Associate Professor of Organizational Behavior and Director of the Center for Leadership Development Research (CLDR)

Cambridge University Press. Prof. Bhattacharya places 10th in the category Top 100 current researchers and 14th in the category Top 250 researchers - lifetime work in the Handelsblatt Business Administration Ranking (based on publications in A+ journals).

The Center for Leadership Development Research continued the exploration of modern leadership challenges, consequences for leadership development efforts, and methods supporting managers in harnessing their leadership identities and competencies. Deep involvement of the people associated with the CLDR in the ESMT executive education and degree program allowed to test our ideas with both seasoned and aspiring leaders. ESMT faculty members involved with the Center enjoyed an increasing number of requests for supervision of Master Theses by full-time and EMBA students, which speaks to the growing interests of our students in a deeper understanding of the phenomena related to leadership. The Center's own academic work and thought leadership pieces were distributed through academic and practitioner articles, a new edition of the time-tested leadership coaching classic book, scholarly and managerial conference presentations (Academy of Management, International Leadership Association, American Psychological Association, etc.), and multiple events involving the CLDR collaborators.

## Principle 5 | Partnership

We will interact with managers of business corporations to extend our knowledge of their challenges in meeting social and environmental responsibilities and to explore jointly effective approaches to meeting these challenges.

ESMT has always been close to practice, which has intensified through the establishment of four centers and an institute. For example, with the CFRA, ESMT established a communication channel between the academic world and practice about research issues in financial reporting and auditing.

The Sustainable Business Roundtable, founded in 2011 and integrated into the Center Center for Sustainable Business, now has 25 international members including – among others – Accenture, Allianz, AXA, BASF, Coca-Cola European Partners, Deutsche Bank, Deutsche Telekom, E.ON, Lufthansa, McDonald's, Nestlé, PricewaterhouseCoopers, Siemens, The Walt Disney Company, Unilever, and UniCredit.

In the field of co-educating talent, ESMT and EY have co-designed a new track in the EMBA program that offers a set of core and

elective courses in the field of “managing business integrity.” The cooperation with EY is an exemplary approach to co-education and innovation.

All MBA and EMBA students are required to conduct industry projects, which form 25 percent of their overall course grades. MBA consulting projects have been a key channel for engaging with business since the start of the program in 2006. With the launch of the MIM program, this has been strengthened by the MIM Social Impact Projects and internships of the MIM students for a period of up to six months.

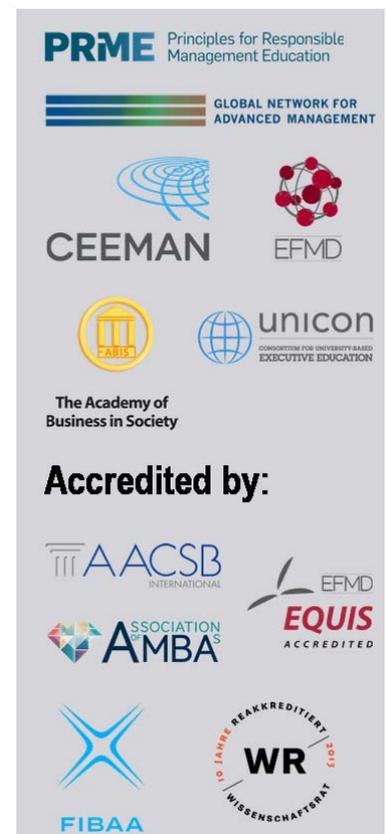
As Berlin has become a startup hub in recent years, new opportunities have opened up for the school to engage in entrepreneurship: through creating the GTEC incubator on campus, hosting the Berlin-arm of the global accelerator “Techstars,” as well as creating opportunities for ESMT students to engage with local startups as part of their educational experience. Through student and alumni clubs and speaker platforms such as the MBA MasterClass series and the EMBA Kaminabend format, the school engages a broad range of practitioners.

ESMT has received generous funding from Allianz to support scholarships for young leaders who might otherwise be unable to attend a top management program. These scholarships will be awarded to ESMT applicants for the MIM, full-time MBA, and EMBA programs.

In 2016 ESMT established the initiative of Executives in Residence, which offers a valuable link between corporate partners and the school. Executives and entrepreneurs in residence volunteer to share a wide range of experiences and expertise with students and other members of the ESMT Berlin community

The ESMT Responsible Leadership Award honors extraordinary leadership in promoting responsible business practices. Since 2010 ESMT has awarded it annually to an outstanding business figure who has demonstrated a deep commitment to the principles of sustainability and whose actions have inspired others. The past recipients are

- Sebastian Stricker, Founder and Head of ShareTheMeal (2016)
- Wendy Kopp, Founder of Teach For America and CEO and Co-Founder of Teach For All (2015)
- Herman Van Rompuy, then President of the European Council (2014)
- Mario Draghi, President of the European Central Bank (2013)
- Mario Monti , then Prime Minister of Italy (2012)



- Güler Sabanci, Chairman and Managing Director of Sabanci Holding (2011)
- N. R. Narayana Murthy, Infosys founder and chief mentor (2010).

The team of the school is well networked in organizations such as EFMD, AACSB, AMBA, GMAC, the MBA Roundtable as well as faculty networks and conferences in each subject area. Faculty and program staff have the ability to take part in such events whenever they are relevant. ESMT has hosted almost all of the above organizations for conferences in Berlin and the team has assumed many advisory positions on various advisory groups and accreditation committees.

## Principle 6 | Dialog

We will facilitate and support dialog and debate among educators, students, business, government, consumers, media, civil society organizations and other interested groups and stakeholders on critical issues related to global social responsibility and sustainability.



Long Night of Science: public tour of the campus building

ESMT is establishing itself within the academic and civil communities of Berlin and Germany. To this end, ESMT holds a series of bimonthly public lectures called ESMT Open Lectures, which focus on questions of current intellectual concern and cover a wide spectrum of fields, ranging from business, economics, politics, and philosophy to the arts. Additionally, ESMT has initiated a number of cooperations to support its endeavor to become more embedded within Berlin and Germany. These include, but are not limited to, joint events with other academic institutions, such as the German Institute for Economic Research (DIW Berlin), the Hertie School of Governance, the American Academy in Berlin, as well as German media outlets, including Deutsche Welle (TV), Inforadio rbb (radio), and Handelsblatt (print).

ESMT is actively participating in various joint research endeavors within the academic environment of Berlin. The school hosts the Berlin Behavioral Economics Seminar Series, which is a joint effort between ESMT, Humboldt-Universität zu Berlin, Technische Universität Berlin, and Wissenschaftszentrum Berlin (WZB), with the aim of fostering the exchange between researchers in the areas of behavioral and experimental economics. ESMT is involved in the Finance Seminar Series, which is a joint initiative between the school and Humboldt-Universität zu Berlin with the aim of fostering the exchange between finance researchers. Initiated by the finance groups of ESMT, Humboldt-Universität zu Berlin, and DIW Berlin, the Brown Bag Seminar Series in finance has become a forum where

finance researchers have the opportunity to present work in progress.

ESMT is an active member of the Berlin Partner for Business and Technology network. ESMT not only takes advantage of exchanges within the Berlin business and scientific communities, but also contributes to the Berlin business scene with its international students, faculty, and staff. Furthermore, ESMT opens its doors to the public, offering tours each month and taking part in the city's annual Long Night of Sciences, an event during which Berlin universities and scientific institutions hold lectures and demonstrations for the general public.

As a part of the support of ESMT Berlin by the Pühringer Foundations, which was announced in September 2016, the foundations are fostering startups in general and ESMT projects in particular with new co-working offices in Berlin-Schöneberg. Both ESMT and GTEC, the first private-sector, open campus for entrepreneurship in Europe and co-founded and hosted by ESMT, will have access to the co-working space. Cofounders and management team of the new company Space Shack are alumni of ESMT

As an institution ESMT is engaged with diverse communities of Berlin in several ways:

- In addition to creating its own internship program for refugees, ESMT students and staff are participating in a mentoring scheme for refugee students enrolled with Berlin-based Kiron University. There are currently 10 students participating in this initiative. Kiron offers refugees certified entry points to traditional university systems across Europe through flexible online learning and mentorship.
- The school plays a leading role in the Kofi Annan Business Schools Foundation and ensures that up to 10 percent of all spots on degree programs are made available through full scholarships (MBA and MIM) to candidates from developing countries or to candidates who work in positions that have a demonstrable positive social impact. Since the last accreditation visit, ESMT has raised more than €3 million for this scholarship program from a corporate donor (Allianz), and each year, the program receives additional donations from the ESMT *Freunde und Förderer e.V.* (ESMT Circle of Friends). Currently, four MBA students, seven MIM students, and six EMBA students are enrolled under the Kofi Annan Fellowship scheme.
- ESMT places a strong focus on entrepreneurship and fostering an environment for graduates to build their own companies. With this in mind, ESMT supports a diverse pool of talented and





experienced managers on their way to leadership positions. The German newspaper *Tagesspiegel* and ESMT are offering a partial scholarship for applicants who have founded their own startup or have a solid business plan in place for a future startup.

- The 30 percent club/ESMT EMBA Scholarship has been established to encourage and support outstanding women who are aspiring toward more senior leadership roles. ESMT and the 30 percent club are committed to addressing gender imbalance and to helping more women reach influential positions.
- In addition to scholarships, ESMT has created the opportunity for graduates from its MBA and MIM programs to undertake Responsible Leaders Fellowships (RLFs). Through the RLF program, graduates volunteer in organizations in developing countries, where their MBA skills can be put to good use for positive social impact. Eight graduates, or about 15 percent of the 2015 MBA class, participated in the program. The first MIM graduate began her RLF in October 2016. Travel costs and stipends are financed through private donations via the ESMT Circle of Friends. Fellows have so far been active in Zimbabwe, Mozambique, Sierra Leone, Kenya, Senegal, South Africa, India, Albania, and Nigeria, with further partnerships being launched in 2017 in Myanmar.
- The executive education group has been running a special program with a local high school, supporting the students in their professional planning and helping them with their application processes for apprenticeships.

### 3. Future perspectives

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The strategy of ESMT until 2020 focuses on further enhancement of its reputation for academic excellence and maintaining its financial stability. The main strategic goals of the school are to be

- a premier school: excellent in everything, as judged by all stakeholders; a national leader within the scope of business education, as deemed by foreign peers;
- culturally rooted, globally minded: the most German international business school and the most international German business school, capitalizing on its location and roots, deriving value from — and providing value through — being truly entrepreneurial and international;
- unique: a school that is known for leading in select areas of ideas and action, making an impact on people, organizations, and society.

Within the mission of ESMT, there are three key concepts that underpin the guiding principles of the school, from research through to curriculum development. These key concepts relate to European Competitiveness, Management of Technology, and Leadership and Social Responsibility.

The strategic direction of the school centers on the following core themes:

- continuous growth of faculty, and research, degree, and executive education areas;
- internationalization and diversity of markets and partnerships;
- increase of income through fundraising, grants, and commercial income streams.

Overall, the mission of ESMT is entirely congruent with the UN PRME principles. The school strongly supports the aims of the PRME. ESMT continues its commitment to long-term adherence to and support for the Principles. However, ESMT would prefer to prove itself by its actions rather than its promises.



ESMT campus

## 4. Support from PRME community

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We do not envisage specific actions for which specific support of PRME signatories will be required at this stage, but will not hesitate to call on members of our academic, corporate and institutional network for assistance and contacts whenever necessary.

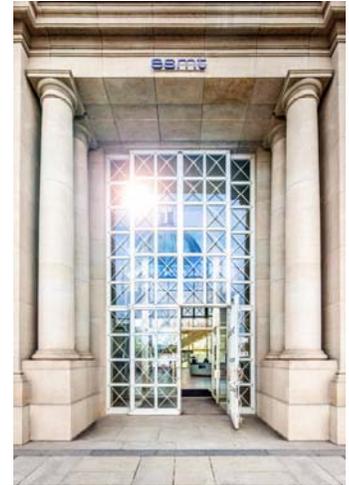
## 5. About ESMT

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ESMT Berlin was founded by 25 leading global companies and institutions. The international business school offers a full-time MBA, an executive MBA, a master's in management, as well as open enrollment and customized executive education programs.

ESMT focuses on three main topics: leadership and social responsibility, European competitiveness, and managing technology. ESMT faculty publishes in top academic journals. Additionally, the business school provides an interdisciplinary platform for discourse between politics, business, and academia. The business school is based in Berlin, Germany, with Schloss Gracht as an additional location near Cologne. ESMT is a private business school with the right to grant PhDs and is accredited by the German state, AACSB, AMBA, EQUIS, and FIBAA.

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