



Sustainability Report

2025

**Reduce our footprint.
Increase our handprint.
Create a heartprint.**



ESMT BERLIN

Introduction: 2025 at a glance



In 2025, ESMT Berlin took important steps to further integrate sustainability across its operations, education, research, and engagement with business and society. The year was marked by the continued growth of the ESMT Institute for Sustainable Transformation, deeper integration of sustainability into teaching and campus operations, stronger collaboration with corporate partners, and new opportunities for students and employees to actively contribute to sustainable transformation.

A major milestone was the continued development of the ESMT Institute for Sustainable Transformation, which further established itself as the school's central platform for sustainability. During the year, the Institute expanded its portfolio of executive education, research, thought leadership, and corporate engagement while bringing together ESMT's sustainability, inclusion and community initiatives, and Social Impact Programs under one umbrella. This integrated approach reflects ESMT's understanding that sustainable transformation requires equal attention to environmental, social, and governance dimensions.

Sustainability also became more deeply embedded in institutional governance. The Sustainability Task Force expanded to include additional student and faculty representatives, strengthening collaboration across departments and

ensuring that sustainability initiatives are informed by diverse perspectives from across the ESMT community.

Throughout the year, the Task Force supported projects ranging from emissions reporting and campus operations to curriculum development, biodiversity, waste reduction, student engagement, and sustainability reporting.

Reducing the environmental impact of campus operations remained a key priority. During 2025, ESMT's photovoltaic installation generated more than **335,856 kWh** of renewable electricity, supplying **around one quarter of the campus's total electricity consumption**. The remaining electricity needs were met through the purchase of certified renewable electricity, while a small share of the electricity generated on campus was exported to the grid. Together, on-site renewable energy generation and renewable electricity procurement contribute to ESMT's ambition to achieve carbon neutrality for Scope 1 and Scope 2 emissions by 2030.

Building an inclusive community remained central to ESMT's sustainability agenda. During the year, the Inclusion & Community function became part of the Institute for Sustainable Transformation, strengthening the connection between diversity, equity, inclusion, and sustainability. ESMT evaluated its

2022-2025 Gender Equality Plan, continued to develop its Code of Conduct ecosystem, and launched the first Sustainability Action Grants, providing funding for staff and student-led initiatives that create positive environmental and social impact on campus.

Preparing responsible leaders remained at the heart of ESMT's mission. Sustainability continued to be integrated across degree and executive education programs, while experiential learning enabled students to work directly with companies, nongovernmental organizations (NGOs), and public organizations on real sustainability challenges. Through the Social Impact Projects and Responsible Leader Fellowships, **103 students completed 31 projects with 28 organizations across 19 countries**, contributing practical solutions to challenges ranging from education and inclusion to biodiversity, digital transformation, and sustainable development.

Research and thought leadership also continued to grow. Faculty members generated research and engaged with business leaders and policymakers on topics including corporate sustainability reporting, biodiversity, climate governance, sustainable finance, artificial intelligence, responsible leadership, and resilient supply chains. Through executive programs, publications, webinars, and public events, ESMT continued to connect academic excellence with practical business challenges.

Partnerships remained a defining feature of ESMT's approach to sustainable transformation. In 2025, the Sustainable Business Roundtable celebrated its **30th meeting**, reflecting its growth from six founding companies in 2011 to a network of **27 member organizations** representing a broad range of industries. Together with the Climate Governance Initiative Germany and numerous international partners, ESMT continued to provide trusted platforms where business leaders, academics, policymakers, and students exchange knowledge, discuss emerging challenges, and develop practical responses to an increasingly complex sustainability landscape.

The achievements presented in this report demonstrate that sustainability at ESMT extends far beyond environmental management. It shapes how the school educates future leaders, advances research, manages its campus, partners with organizations, and contributes to society. As sustainability challenges continue to evolve, ESMT remains committed to transparency, continuous improvement, and helping organizations and leaders navigate sustainable transformation.

2025 marked a further step toward embedding sustainability across the whole ESMT community

Sustainability at ESMT

Our approach

At ESMT, sustainability is central to our mission to educate responsible leaders and contribute to sustainable economic and societal transformation. As an international business school, we believe that management education, research, and collaboration with business have an important role to play in addressing today's environmental, social, and governance challenges.

Rather than treating sustainability as a standalone initiative, we integrate it across four interconnected areas of our work:

- operating our campus sustainably;
- educating responsible leaders through degree and executive education;
- advancing knowledge through research and thought leadership; and
- partnering with business, policymakers, and civil society to accelerate sustainable transformation.

This integrated approach enables us to connect academic excellence with practical impact while ensuring that sustainability informs institutional decision-making, daily operations, teaching, research, and external engagement.

Our activities support the United Nations Sustainable Development Goals (SDGs) and are guided by our commitments to the United Nations Global Compact (UNGC) and the Principles for Responsible Management Education (PRME), reinforcing our role in advancing responsible management education and sustainable transformation.



Our sustainability framework

MISSION

From the heart of Europe, we create and impart new knowledge to advance business and society. We develop entrepreneurial leaders who think globally and act responsibly.



PURPOSE

Our purpose is empowering people to create a better tomorrow.



FOUR PILLARS



Operate sustainably

Educate responsible leaders



Advance knowledge

Partner for transformation



IMPACT

Sustainability governance

Sustainability at ESMT is a shared institutional responsibility. The Director of Sustainability coordinates the school's sustainability agenda, working closely with academic and professional departments to ensure that sustainability is embedded across institutional decision-making and daily operations.

The ESMT Institute for Sustainable Transformation serves as the central platform for sustainability-related activities, connecting executive education, applied research, stakeholder engagement, social impact initiatives, and inclusion. This structure enables close collaboration across the school while strengthening links between academic expertise and business practice.

Delivering sustainability requires contributions from across the institution. Facilities Management, Human Resources, Finance, Communications, Degree Programs, Executive Education, and Faculty all play an active role in implementing sustainability initiatives, from campus operations and procurement to curriculum development, research, and external partnerships.

Sustainability Task Force

The Sustainability Task Force serves as ESMT's central coordination and advisory body for sustainability. Bringing together representatives from faculty, professional staff, campus management, degree programs, executive education, and students, it provides a forum to coordinate activities, identify priorities, monitor progress, and promote collaboration across the institution.

During 2025, the Task Force was further strengthened through the addition of new student and faculty representatives, ensuring that sustainability initiatives continue to benefit from diverse perspectives across the ESMT community.

Throughout the year, the Task Force supported initiatives covering emissions reporting, campus energy efficiency, biodiversity, mobility, waste reduction, sustainability communications, curriculum development, and reporting. It also played an important role in launching the Sustainability Action Grants, discussing future campus development, and identifying opportunities to strengthen student engagement and cross-institutional collaboration.



Stakeholder engagement

Collaboration with stakeholders is essential to ESMT's sustainability approach. Throughout 2025, students, employees, faculty, alumni, corporate partners, and external organizations contributed ideas, expertise, and feedback that helped shape the school's sustainability priorities.

Student engagement continued to grow through participation in the Sustainability Task Force and the Net Impact Club. Student proposals directly contributed to new initiatives, including the Sustainability Action Grants, while ongoing dialogue informed discussions on curriculum development, sustainable mobility, waste reduction, and campus initiatives.

Employee engagement also informed operational improvements. Building on the employee commuting survey, ESMT continued to use staff feedback to better understand commuting patterns and identify opportunities to encourage lower-carbon mobility.

Beyond campus, ESMT worked closely with companies, policymakers, NGOs, and academic partners through initiatives such as the Sustainable Business Roundtable, Climate Governance Initiative Germany, executive education, and experiential learning projects. These collaborations ensure that ESMT's teaching, research, and sustainability initiatives remain closely connected to evolving business and societal challenges.

Reporting approach

Transparency and continuous improvement remain fundamental principles of ESMT's sustainability approach. Although changes to European sustainability legislation mean that ESMT is no longer legally required to report under the Corporate Sustainability Reporting Directive (CSRD), the school has chosen to continue publishing an annual sustainability report as part of its commitment to accountability and responsible governance.

During 2025, ESMT further strengthened its sustainability reporting processes through improved data collection, greater collaboration across departments, and the continued use of CodeGaia to support environmental, social, and governance reporting. At the same time, the school continued to prepare for future reporting by aligning internal processes with emerging voluntary European sustainability reporting standards.

This report presents ESMT's sustainability performance for the 2025 reporting year and provides a comprehensive overview of our progress across campus operations, education, research, community initiatives, governance, and partnerships.

Operating sustainably

Climate and emissions

Reducing the environmental impact of campus operations remains a key priority for ESMT Berlin. Our long-term ambition is to achieve carbon neutrality for Scope 1 and Scope 2 emissions by 2030 through a combination of energy efficiency, renewable energy generation, and continuous monitoring of greenhouse gas emissions.

Throughout 2025, ESMT continued to strengthen its approach to emissions management and sustainability reporting. Total greenhouse gas emissions amounted to **177.1 tCO₂e**, representing a **3% reduction compared with 2024** and a **67% reduction compared with 2023**. The most significant progress has been achieved in market-based Scope 2 emissions, which have declined by **88%** over the past three years. This reflects the transition to renewable electricity procurement, improved energy management, and continued investments in renewable energy generation.

Building on the publication of updated emissions statements, the school further developed internal data collection processes and system integration to improve the quality and consistency of sustainability data. While changes to European sustainability legislation mean that ESMT is not legally required to report under the Corporate Sustainability Reporting Directive (CSRD), the school remains committed to transparent annual sustainability reporting and is exploring the use of the European Financial Reporting Advisory Group's (EFRAG) voluntary sustainability reporting standard as a future reporting framework.

The Sustainability Task Force continued to monitor environmental performance throughout the year, with particular attention given to energy use, emissions, campus infrastructure, and opportunities for further reductions. As the largest reductions associated with renewable electricity procurement have now been achieved, future efforts will increasingly focus on heating efficiency, smarter energy management, and reducing indirect emissions.



Renewable energy

Renewable energy remains one of the most important components of ESMT's climate strategy. **2025 marked the first full calendar year of operation of the campus photovoltaic system.** During the year, it generated **335,856 kWh** of renewable electricity, covering approximately one quarter of the campus's electricity demand.

The solar installation demonstrates ESMT's long-term commitment to investing in low-carbon infrastructure while reducing operational emissions. Renewable electricity generation is complemented by continued improvements in energy efficiency across campus buildings and systems.

Campus development

Sustainability considerations continue to guide the long-term development of the ESMT campus. During 2025, work progressed on plans to improve the energy performance of existing buildings while ensuring that future developments integrate sustainability from the outset.

Campus long-term planning discussions focused on improving building efficiency through measures such as window upgrades, modern heating and cooling systems, expanded renewable energy generation, and the integration of green roofs and additional solar panels into future developments. As operational electricity emissions have already been substantially reduced, improving heating efficiency will become an increasingly important priority in future campus development.

The Sustainability Task Force also worked closely with Facility Management to identify opportunities for smarter building operation. During the year, discussions covered automated sun protection systems, adaptive climate control, energy monitoring, and improved metering to better understand campus energy consumption and identify further efficiency opportunities.

Heritage restoration

Operating responsibly at ESMT also means preserving the cultural heritage of our campus. The school's historic home, the former State Council building of the German Democratic Republic, continues to undergo careful restoration that respects both its architectural significance and modern sustainability principles.



ESMT reopens historic mosaic fountain

Preparatory work for the renovation of the west wing continued during 2025, supported by funding from the Federal Government Commissioner for Culture and the Media (BKM), the Deutsche Stiftung Denkmalschutz, and the Landesdenkmalamt Berlin. Construction is scheduled to begin in 2026, with the restored State Council chamber and former cinema hall expected to reopen as modern learning spaces in 2028.

The reopening of the restored mosaic fountain in the central courtyard during 2025 further demonstrated ESMT's commitment to combining sustainability with heritage conservation. The restoration focused on preserving its original materials and craftsmanship, illustrating that responsible stewardship also includes protecting cultural assets for future generations.

Biodiversity

ESMT maintains a certified biodiversity-friendly campus, reflecting its commitment to protecting urban biodiversity alongside reducing its environmental footprint. We maintain a tree register and conduct annual health checks on all campus trees. For the past three years, we have also established a large-scale wildflower meadow each spring, creating valuable habitat for bees, butterflies, and other pollinators.

Looking ahead, biodiversity considerations continue to be integrated into long-term



campus development planning. Planned measures include green roofs, additional tree planting, and the integration of renewable energy infrastructure, supporting the continued development of a campus that balances environmental performance with its historic setting.

Water

Responsible water management remains an important aspect of ESMT's environmental performance. During 2025, water consumption decreased to **5,250 m³**, representing a **13% reduction compared with 2024** and a **20% reduction since 2023**.

ESMT will continue to analyze water consumption together with Facility Management to better understand the drivers behind this positive trend and identify further opportunities to improve water efficiency across campus operations.

Mobility

Understanding commuting patterns is an important part of reducing ESMT's operational emissions. Employee commuting continues to represent the largest reported source of Scope 3 emissions, highlighting the importance of encouraging more sustainable travel options.

To support lower-carbon commuting, ESMT continued to offer the Deutschland Job Ticket and the JobRad bike leasing program. During the year, the school also expanded its cycling infrastructure by installing a free e-bike charging station with secure charging lockers for employees and students. Insights from the employee commuting survey continued to inform emissions calculations and support the development of future mobility measures.

Waste

Waste reduction remained an area of active discussion throughout 2025. Reported waste volumes remained the same, reflecting the current reporting methodology based on contracted waste collection volumes.

The Sustainability Task Force reviewed existing waste management practices and explored opportunities to improve waste separation, reduce single-use materials, and increase awareness across the ESMT community. Particular attention was given to improving waste separation within office spaces, reducing catering waste, and identifying opportunities to minimize unnecessary packaging. Discussions also considered how future catering contracts could place greater emphasis on waste prevention and sustainable resource management.

Waste reduction was also reflected in the launch of the ESMT Sustainability Action Grants. One of the first funded projects, **No More Cigarette Butts!**, focuses on reducing litter and raising awareness about cigarette waste on campus through community engagement and behavioral change.

The key environmental performance highlights for 2025 are presented below. A comprehensive overview of ESMT's environmental and sustainability metrics is provided in the Appendix.

Environmental highlights

Indicator	2025 performance	Progress
Total greenhouse gas emissions	177.1 tCO ₂ e	↓ 67% since 2023
Scope 2 emissions (market-based)	49.7 tCO ₂ e	↓ 88% since 2023
Solar electricity generated	335,856 kWh	First full calendar year of operation
Water consumption	5,250 m ³	↓ 20% since 2023



Building an inclusive community

Diversity, equity, inclusion and belonging

At ESMT, diversity, equity, inclusion, and belonging are fundamental to our understanding of sustainability. We believe that sustainable transformation requires diverse perspectives, equitable opportunities, and an inclusive environment where every member of our community can thrive.

In 2025, ESMT further strengthened the integration of social sustainability by bringing the Inclusion & Community function together with the Sustainability function. This reflects our commitment

to addressing environmental and social sustainability together and embedding inclusion across teaching, research, operations, and community engagement.

This commitment is reflected not only in our policies but also in the experience of our employees. In 2025, *Handelsblatt* recognized ESMT as one of **Germany's Best Employers**, highlighting the school's working environment, career development opportunities, family friendliness, and leadership culture. The



ESMT employees in 2025

recognition reflects ESMT's continued investment in employee wellbeing through flexible working arrangements, professional development, mental health support, family-friendly policies, and a comprehensive package of employee benefits.

ESMT's international community remains one of its greatest strengths. In 2025, the school brought together **1,191 students representing 98 nationalities** and **318 employees representing 55 nationalities**, creating an environment that fosters intercultural learning, collaboration, and innovation.

The DEIBridge Action Council continued to play an important advisory role throughout the year. Bringing together employees, students, and alumni, the Council supports ESMT's management by promoting diversity, equity, inclusion, and belonging across institutional policies, programs, and operations. In April, the Council hosted the Diversity Dialogues event, which explored how organizations can move beyond compliance towards creating cultures based on fairness, belonging, psychological safety, and accountability.

ESMT also continued to strengthen its institutional framework for inclusion. The Code of Conduct remained the foundation for preventing discrimination and promoting respectful behavior across the community. During 2025, the Code of Conduct ecosystem included 14 trained Conflict Counselors, an independent external Ombudsperson, and an in-house Complaints Office established under Germany's General Equal Treatment Act (AGG).

Gender Equality Plan

The year 2025 marked the evaluation of ESMT's **2022-2025 Gender Equality Plan (GEP)**. The evaluation highlighted important progress while identifying opportunities to further strengthen governance, monitoring, and accountability in the next planning cycle.

During the implementation period, the representation of women among faculty increased by **12.7 percentage points**, while the share of female applicants for academic positions rose by **4.7 percentage points**. In 2025, women represented **50% of shortlisted candidates** for academic positions, reflecting continued progress towards more balanced recruitment processes.

The evaluation also identified several areas for improvement. More robust monitoring systems, clearer indicators, and stronger governance arrangements will help ensure that future gender equality objectives can be measured more consistently. The review also highlighted the continued underrepresentation of women in some leadership positions, demonstrating that further progress remains necessary.

Several institutional developments during the implementation of the Gender Equality Plan strengthened ESMT's long-term inclusion efforts. These included the creation of the Inclusion & Community Manager position, expansion of the Code of Conduct

ecosystem, and new initiatives addressing harassment prevention, mental health, and community wellbeing.

Access to education

Creating equitable access to high quality management education remains an important part of ESMT's approach to diversity, equity, inclusion, and belonging. Through its scholarship portfolio, the school seeks to reduce financial barriers, increase representation, and support talented individuals from diverse backgrounds.

In 2025, the **BMW Group Change Maker Fellowship** entered its fourth year and was expanded beyond the Global Online MBA to include students in the Full-time MBA and master's programs. The fellowship supports future leaders with strong technology and mathematics backgrounds in developing the leadership skills needed to drive responsible digital transformation.

ESMT also strengthened its commitment to gender equality in leadership by introducing scholarships for women participating in executive leadership programs. These scholarships aim to increase female representation in senior leadership and broaden access to executive education for women with leadership potential.

Sustainability Action Grants

One of the new community initiatives launched during 2025 was the **ESMT Sustainability Action Grants** program.

Developed through close collaboration between students and the Sustainability Task Force, the program provides funding for staff, faculty, and student-led projects that create positive environmental or social impact within the ESMT community. The initiative reflects ESMT's belief that sustainability is strengthened when members of the community are empowered to develop and implement their own ideas.

Following an open call for proposals, ten project ideas were submitted during the first funding round. After evaluation by the Sustainability Task Force, two pilot projects were selected for support:

- **Code Green**, a sustainability innovation hackathon that brings together members of the ESMT community to develop digital solutions to sustainability challenges.
- **No More Cigarette Butts!**, a community initiative aimed at reducing cigarette waste on campus through awareness raising and behavioral change.

Beyond funding individual projects, the Sustainability Action Grants program demonstrates ESMT's commitment to enabling grassroots innovation and encouraging members of the community



ESMT Pride Impact Club at Berlin Pride

to contribute actively to sustainable transformation. It also reflects the increasingly collaborative approach of the Sustainability Task Force, with students playing a central role in designing and shaping the initiative from its earliest stages.

This collaborative spirit is also reflected in the many student-led initiatives that contribute to an inclusive and engaged campus community. The Pride Impact

Club promoted LGBTQIA+ inclusion through community events and participation in Berlin's Christopher Street Day, while the Women in Leadership Club organized networking and wellbeing activities that support gender equality and inclusive leadership.

ESMT also continued to strengthen its connection with the local community through initiatives that encourage dialogue and engagement beyond the campus. In 2025, the school participated in the **Neighborhood Festival (Nachbarschaftsfest)**, welcoming neighbors, local organizations, and visitors to campus. The event provided an opportunity to share ESMT's activities, strengthen relationships with the surrounding community, and reinforce the school's role as an active member of Berlin's historic city center.



Participants at the 2025 Neighborhood Festival

Educating responsible leaders



Sustainability across programs

Preparing responsible leaders is central to ESMT's mission. Sustainability is integrated across degree programs through dedicated courses, interdisciplinary learning, and the incorporation of environmental, social, and governance (ESG) topics into core management disciplines. This approach helps students understand sustainability as a strategic business issue that cuts across finance, operations, technology, leadership, and innovation.

In 2025, ESMT continued to strengthen sustainability content across its portfolio. Students engaged with topics including corporate sustainability reporting, sustainable finance, responsible leadership, climate strategy, circular economy, sustainable supply chains, geopolitics, and the application of artificial intelligence to sustainability challenges. Rather than concentrating sustainability in a small number of specialized courses, ESMT continued to embed these perspectives across programs and disciplines.

Throughout the year, the Sustainability Task Force also discussed opportunities to further strengthen sustainability across degree programs and ensure that graduates are equipped with the knowledge and skills needed to lead sustainable transformation.

Experiential learning opportunities

Experiential learning is a defining feature of sustainability education at ESMT. By working directly with companies, public institutions, and nonprofit organizations, students apply classroom knowledge to real sustainability challenges while developing leadership, analytical, and problem-solving skills.

The **MBA Sustainability in Practice** projects enable students to work with leading organizations on consulting projects addressing current sustainability challenges. In 2025, students collaborated with organizations including Greenpeace, Nespresso, and SQUAKE, tackling topics such as sustainability communication, biodiversity measurement, and the costs and benefits of emissions reduction. These projects allow students to translate research and classroom learning into practical

recommendations for business while providing organizations with fresh perspectives on complex sustainability issues.

MBA Sustainability in Practice

Measuring biodiversity across the coffee value chain

Partner: Nespresso

As part of the MBA Sustainability in Practice program, **Gabriela Goelzer Bacelar, Gloria Gabriela Mopotu, Olga Melekhina, and Edon Babameto** partnered with Nespresso to address one of the company's most pressing sustainability challenges: developing a holistic approach to measuring biodiversity impacts across the coffee value chain.

Over six weeks, the team explored the rapidly evolving biodiversity measurement landscape, evaluating existing approaches and working closely with Nespresso and biodiversity experts to develop recommendations for a more robust and transparent biodiversity measurement framework. Their work helps strengthen biodiversity considerations in business decision-making while supporting one of the key sustainability priorities facing global agricultural value chains.



MBA student team in collaboration with partner Nespresso

The **Sustainability Bootcamp**, offered as part of the Master in Innovation and Entrepreneurship (MIE) program, provides students with an intensive opportunity to develop sustainable business models and entrepreneurial solutions. Working in multidisciplinary teams, students address sustainability challenges proposed by industry partners, develop innovative concepts, and refine and pitch their ideas with support from experienced entrepreneurs and coaches.

Sustainability Bootcamp

Developing sustainable ventures through entrepreneurship

Partner: Vali Berlin

In 2025, the Sustainability Bootcamp winning team, Squadra Verde (**Anita Garbin, Enrico Tritto, Faustin Renouf, Marcell Dengi, and Jani Alberman**), developed an innovative solution to help reduce carbon footprints. Their success earned them the opportunity to represent ESMT at the INNOVA Europe Grand Finale, hosted by ESMT.



Winning team at the INNOVA Europe Grand Finale 2025

The INNOVA Europe competition brought together student entrepreneurs from eleven leading European business schools to showcase innovative ventures addressing the United Nations Sustainable Development Goals. By hosting the 2025 Grand Finale, ESMT strengthened its role in advancing responsible entrepreneurship and sustainable innovation across Europe. The event also launched the first **INNOVA Barometer**, providing new insights into responsible business practices among European start-ups and highlighting the growing importance of sustainability in entrepreneurial ecosystems.

The **Social Impact Project** provides Master's and Full-time MBA students with a five-week opportunity to work as management consultants for nonprofit organizations, social enterprises, corporate social responsibility (CSR) departments, and other mission-driven organizations. In 2025, 96 students completed 29 projects with partner organizations across 19 countries, addressing challenges related to education, inclusion, biodiversity, gender equality, community development, and sustainable livelihoods. Through these projects, students strengthened the long-term capacity and impact of organizations working toward positive environmental and social outcomes.

Social Impact Project

Strengthening impact measurement to prevent gender-based violence

Partner: INSPIRE Indonesia

The INSPIRED team, comprising **Tanya Samanta, Amith Tony Joseph, Yash Khadilkar, Advait Hemant Sardey, and Patricio Hempelmann Perez**, partnered with



Social Impact Award winning team in collaboration with partner INSPIRE Indonesia

INSPIRE Indonesia, a nonprofit organization that uses football as a platform to prevent gender-based violence and empower young people across Indonesia.

Working closely with the organization, the team developed a comprehensive monitoring and evaluation framework to strengthen how program outcomes are measured, analyzed, and communicated. They introduced standardized baseline and endline surveys using KoboToolbox, including offline data collection for remote communities, and created practical training materials and workshops to enable staff to independently design surveys, collect data, and manage reporting.

By strengthening impact measurement and building internal capacity, the project enables INSPIRE Indonesia to better understand the effectiveness of its programs, improve evidence-based decision-making, and communicate results more effectively to donors and partners. The project demonstrates how ESMT students can apply management expertise to help mission-driven organizations increase their long-term impact while strengthening organizational resilience and sustainability.

The **Responsible Leaders Fellowship** extends this learning experience beyond graduation by enabling ESMT alumni to apply their business and management expertise to organizations addressing pressing global challenges. In 2025, seven fellows partnered with organizations across diverse international contexts, contributing strategic, financial, and operational expertise that supported organizational resilience, investment readiness, impact measurement, and sustainable development.

Responsible Leaders Fellowship

Mobilizing capital for purpose-driven ventures

Partner: Relevant Ventures

Through the Responsible Leaders Fellowship, **Elise Most** (Master in Global Management 2025) partnered with Relevant Ventures, an impact investment organization based in Kampala, Uganda, that supports purpose-driven entrepreneurs across East Africa.

During her fellowship, Elise developed the organization's 2025 Impact Report, created a financial model to assess investments in Water, Sanitation, and Hygiene (WASH) startups, supported the evaluation of early-stage enterprises, and strengthened investment processes. She also launched Field Notes by Relevant, a podcast showcasing the organization's work and the entrepreneurs driving positive change across the region.



MSc student in collaboration with partner Relevant Ventures in Uganda

By combining analytical, financial, and communication expertise, the fellowship strengthened Relevant Ventures' ability to mobilize capital, improve impact reporting, and support innovative businesses contributing to SDG 6 (Clean Water and Sanitation), SDG 8 (Decent Work and Economic Growth), and SDG 9 (Industry, Innovation and Infrastructure). The project demonstrates how ESMT graduates apply their management skills to help mission-driven organizations increase their long-term impact while strengthening organizational resilience and investment readiness.

These experiential learning opportunities enable students and graduates to apply management knowledge in diverse contexts while developing the skills, perspectives, and leadership capabilities needed to drive sustainable transformation.

Executive education

Executive education is an important part of ESMT's contribution to sustainable transformation. In 2025, the ESMT Institute for Sustainable Transformation continued to expand learning opportunities for executives, board members, and business leaders seeking to integrate sustainability into strategy, governance, and decision-making.

Programs, webinars, and executive events addressed topics including corporate sustainability reporting, sustainable finance, biodiversity, climate governance, responsible leadership, artificial intelligence, and resilient supply chains. These activities brought together academic expertise and business practice to support organizations navigating an evolving sustainability landscape.



Participants in the fourth cohort of the Siemens Energy Sustainable Business Training at the ESMT Berlin campus, 2025

Student initiatives

Students continued to play an active role in advancing sustainability across the ESMT community. Beyond the classroom, they contributed to governance, organized events, and developed initiatives that support environmental and social sustainability.

The **Net Impact Club** remained an important platform for student engagement throughout 2025. The club organized discussions, community initiatives, and career events that encouraged students to explore the role of business in sustainable transformation. Highlights included a fireside conversation with Professor C.B. Bhattacharya on stakeholder value creation and the evolving purpose of business, the launch of the "**How to Build a Career in Sustainability**" event series with a session on careers in impact venture capital, and a campus clothing donation drive supporting Berliner Stadtmission.

The club also participated in the global **Net Impact Community Innovation Challenge**, where two ESMT teams were selected among the top 25 submissions. Throughout the year, Net Impact worked closely with the Sustainability Task Force and the ESMT Institute for Sustainable Transformation to support sustainability initiatives across campus.



Students from ESMT Berlin's student clubs

Advancing knowledge



ESMT Institute for Sustainable Transformation

The ESMT Institute for Sustainable Transformation (IST) brings together ESMT's sustainability-related activities in research, business engagement, public dialogue, and knowledge dissemination. By connecting academic expertise with practical challenges, the Institute contributes to the development of responsible business practices and supports organizations navigating sustainable transformation.

During 2025, the Institute continued to expand its role within ESMT by integrating sustainability, social impact, and inclusion under one organizational umbrella. This strengthened collaboration across the school and reinforced ESMT's commitment to addressing environmental, social, and governance challenges through an interdisciplinary approach.

Research highlights

ESMT faculty continued to produce internationally recognized research across management, economics, finance, innovation, and organizational behavior. In 2025, faculty published articles in leading academic journals, including the **Academy of Management Journal, Management Science, Journal of Financial Economics, Journal of Accounting and Economics, Research Policy, Organization Science, and Personnel Psychology.**

Research related to sustainable business addressed topics including environmental, social, and governance (ESG) performance, corporate governance, sustainable finance, responsible innovation, and sustainable communities. Highlights included research on **board risk oversight and environmental and social performance**, published in the Journal of Accounting and Economics, and a study examining the relationship between **ESG and financial performance in the Gulf region**, published in Sustainable Communities. Faculty also published research relevant to sustainable supply chains through work on information design in supply chain management.

In 2025, ESMT also welcomed **Hami Amiraslani** as Assistant Professor of Accounting. His research focuses on the intersection of sustainability and finance,

including sustainability disclosure, corporate governance, environmental and social performance, and climate-related financial reporting, further strengthening ESMT's expertise in sustainable business.

Together, these contributions reinforce ESMT's commitment to producing rigorous research that informs both academic debate and management practice.

Thought leadership and public engagement

Throughout 2025, ESMT continued to share research-based insights with business leaders, policymakers, and the wider public through articles, opinion pieces, webinars, conferences, and public events.

Faculty members and Institute leadership contributed to discussions on topics including resilient supply chains, biodiversity, climate governance, sustainable finance, artificial intelligence, and the geopolitical dimensions of climate change. These contributions translated academic knowledge into practical insights for organizations facing an evolving sustainability landscape.

The Institute also hosted and contributed to numerous public events that fostered dialogue between academia and practice. These included webinars organized with the Climate Governance Initiative Germany, leadership discussions with senior business executives, and events exploring topics such as AI and sustainability, biodiversity, responsible leadership, and the future of sustainable business.

By combining research, public engagement, and dialogue with business and society, ESMT continues to strengthen its role as a platform for evidence-based discussion and responsible leadership.



Partnering for sustainable transformation



International collaboration remained an important part of ESMT's sustainability activities in 2025.

Through the Social Impact Project and the Responsible Leaders Fellowship, students and graduates partnered with 28 organizations across 19 countries, applying their management expertise to environmental and social challenges in diverse international contexts.

ESMT also continued to collaborate with companies, nonprofit organizations, academic institutions, and international networks across research, education, and business engagement. These partnerships supported the exchange of knowledge, strengthened experiential learning opportunities, and helped ensure that ESMT's sustainability activities remain closely connected to the evolving needs of business and society.

Sustainable Business Roundtable

The Sustainable Business Roundtable (SBRT) remains ESMT Berlin's flagship platform for peer learning and collaboration on sustainable business. Since its launch in 2011, the network has grown from six founding companies to **27 member organizations**, bringing together sustainability leaders from a wide range of industries to exchange practical experience and discuss emerging sustainability challenges.

In 2025, the Roundtable celebrated its **30th meeting**, marking an important milestone in its development. During the years, discussions focused on topics including resilient supply chains, artificial intelligence and sustainability, biodiversity, responsible business transformation, and corporate sustainability reporting. In 2025, the Roundtable also welcomed several new members, including RWE, osapiens, Marcatus QED, Mercedes-Benz, and Dr. Oetker, further expanding the diversity of perspectives within the network.

Beyond knowledge exchange, the Sustainable Business Roundtable continued to strengthen connections between business practice, academic expertise, and student



SBRT members and participants at ESMT Berlin

learning. Selected students participated in Roundtable discussions, creating opportunities to engage directly with sustainability leaders and gain insights into current business challenges.

Climate Governance Initiative Germany

ESMT remained a founding partner of **Climate Governance Initiative Germany (CGI Germany)**, supporting supervisory board members in addressing climate- and sustainability-related governance challenges.

Throughout 2025, ESMT and CGI Germany organized webinars and events covering topics including the role of supervisory boards in sustainable transformation, climate governance, and the geopolitical implications of climate change. These activities brought together board members, business leaders, researchers, and policymakers to exchange practical experience and discuss the evolving responsibilities of corporate governance.

The partnership also continued to strengthen ESMT's engagement with the supervisory board community by translating academic knowledge into practical guidance for board-level decision-making.

Expert Forum Climate Finance

The Expert Forum Climate Finance, organized by **ESMT's Societal Impact Financing Initiative (SciFi)**, continued to strengthen ESMT's role as a platform for dialogue on sustainable finance. Bringing together leaders from international financial institutions, governments, academia, investment firms, and development organizations, the forum explored how financial systems can accelerate both climate mitigation and adaptation.

The third annual forum focused on mobilizing capital for the transition to a low carbon and climate resilient economy. Discussions addressed topics including adaptation finance, green guarantees, private capital mobilization, climate resilience, green industrial policy, and the geopolitical dimensions of climate investment. Participants included representatives from organizations such as the European Investment Bank, the World Bank Group, Deutsche Bundesbank, KfW, AXA Climate, and the University of Oxford.

Expert Forum Climate Finance



By connecting policymakers, investors, researchers, and business leaders, the forum contributed to advancing practical solutions for sustainable finance while reinforcing ESMT's commitment to supporting the transition toward a more sustainable global economy.

Berlin Global Dialogue

Sustainable transformation requires collaboration across business, government, academia, and civil society. Throughout 2025, ESMT contributed to international dialogue by convening leaders, supporting cross-sector exchange, and creating platforms to address the economic, geopolitical, and sustainability challenges shaping the global economy.

A key contribution was **Berlin Global Dialogue (BGD)**, hosted at ESMT. Under the 2025 theme "**Shifting Power, Shaping Prosperity**," the summit brought together around **1,000 leaders from business, government, and academia representing more than 85 countries** to discuss how geopolitical shifts, technological change, and sustainability are reshaping the global economy. The dialogue explored topics including economic resilience, international cooperation, climate action, technological transformation, and the future of global prosperity.

Beyond Berlin Global Dialogue, ESMT contributed to public discussions through conferences, webinars, and publications on topics including biodiversity, sustainable supply chains, climate governance, artificial intelligence, and responsible leadership. These activities connected research with practice and created opportunities for dialogue between business leaders, policymakers, researchers, and students.



**Berlin Global
Dialogue**

Presented by ESMT Berlin

**Shifting Power,
Shaping Prosperity**
BGD 2025



Ursula von der Leyen, President of the European Commission, speaking at the Berlin Global Dialogue 2025

Looking ahead



Priorities for 2026

As ESMT continues to strengthen sustainability across its operations, education, research, and partnerships, 2026 will focus on building on the progress made during the past year while embedding sustainability more systematically across the institution.

The Sustainability Task Force will continue to support implementation across the school, with particular attention to reducing environmental impacts, improving waste management, advancing sustainable campus development, and strengthening data collection and sustainability reporting. Discussions in 2025 also identified sustainable catering, campus infrastructure, and the integration of sustainability into teaching as key areas for continued collaboration.

A major milestone for 2026 will be the start of the renovation of ESMT's west wing. The project will return the historic State Council chamber and former cinema hall to use as modern learning spaces while preserving one of Berlin's most significant architectural landmarks. The renovation forms part of ESMT's long-term commitment to combining heritage conservation with a sustainable campus for future generations.

Building on the successful launch of the Sustainability Action Grants, ESMT will continue to encourage staff, faculty, and students to develop initiatives that contribute to environmental and social sustainability on campus. The school also aims to further strengthen sustainability across degree programs, expand opportunities for experiential learning, and deepen collaboration with companies, public institutions, and civil society.

ESMT will continue to foster a sense of belonging within its community through the development of a new Gender Equality Plan, as well as initiatives that promote the well-being of its members.

Through the ESMT Institute for Sustainable Transformation, the Sustainable Business Roundtable, the Climate Governance Initiative Germany, and its wider network of partners, ESMT will continue to connect research, education, and practice to support organizations and leaders navigating sustainable transformation.

As sustainability challenges continue to evolve, ESMT remains committed to educating responsible leaders, advancing knowledge, operating sustainably, and working collaboratively to create lasting impact for business and society.

Appendix

Environmental and sustainability metrics 2025

Category	Key metrics reported	Unit of measurement	2023	2024	2025
Employees	Number of employees	Full-time equivalent	224.20	237.69	240.60
Facility	Facility size	Square meter (m ²)	30326.58	30326.58	30000.00
Greenhouse Gas Emissions (GHG)	Total GHG emissions (Scope 1, 2, and 3)	Metric tons of CO ₂ equivalent (tCO ₂ e)	541.39	182.24	177.11
GHG Emissions - Scope 1	Total Scope 1 emissions (direct emissions)	Metric tons CO ₂ e	0.00	0.00	0.00
GHG Emissions - Scope 2 (market-based)	Total Scope 2 emissions (indirect emissions from purchased energy, market-based)	Metric tons CO ₂ e	404.69	51.39	49.67
	Main campus: electricity market-based emissions	Metric tons CO ₂ e	324.09	0.00	0.00

	Main campus: heating market-based emissions	Metric tons CO ₂ e	79.28	49.96	49.67
	Akaziencampus: electricity market-based emissions	Metric tons CO ₂ e	1.32	1.43	not applicable
GHG Emissions - Scope 3	Total Scope 3 emissions (indirect emissions)	Metric tons CO ₂ e	136.70	130.85	127.44
GHG Emissions - Scope 3.1	Scope 3.1 (purchased goods and services)	Metric tons CO ₂ e	no data	no data	no data
GHG Emissions - Scope 3.5	Scope 3.5 (waste)	Metric tons CO ₂ e	6.14	6.14	6.14
GHG Emissions - Scope 3.7	Scope 3.7 (employee commuting and remote work)	Metric tons CO ₂ e	123.30	116.51	121.30
GHG Emissions - Scope 3.8	Emissions from upstream leased assets (Akaziencampus heating)	Metric tons CO ₂ e	7.26	no data	not applicable
Energy Consumption and Production	Total energy consumption	Kilowatt-hours (kWh)	2,874,819	2,939,066	2,738,670
	Main campus: purchased electricity energy consumption	Kilowatt-hours (kWh)	1,402,992	1,211,329	962,461

	Main campus: purchased heating energy consumption	Kilowatt- hours (kWh)	1,425,820	1,473,390	1,465,220
	Akaziencamp us: electricity energy consumption	Kilowatt- hours (kWh)	6,129	7,043	not applicable
	Akaziencamp us: heating energy consumption	Kilowatt- hours (kWh)	39,878	45,304	not applicable
	Total solar energy produced	Kilowatt- hours (kWh)	-	202,000	335,856
Water Management	Total water withdrawal	Cubic meters (m ³)	6568.51	6018.00	5250.00
Waste Management	Total waste generated	Liters (l)	1368400.00	1368400.00	1368400.00



ESMT
BERLIN



ESMT Berlin

European School of Management and
Technology GmbH

Schlossplatz 1, 10178 Berlin, Germany

Phone: +49 30 212 31 0

info@esmt.org · www.esmt.berlin