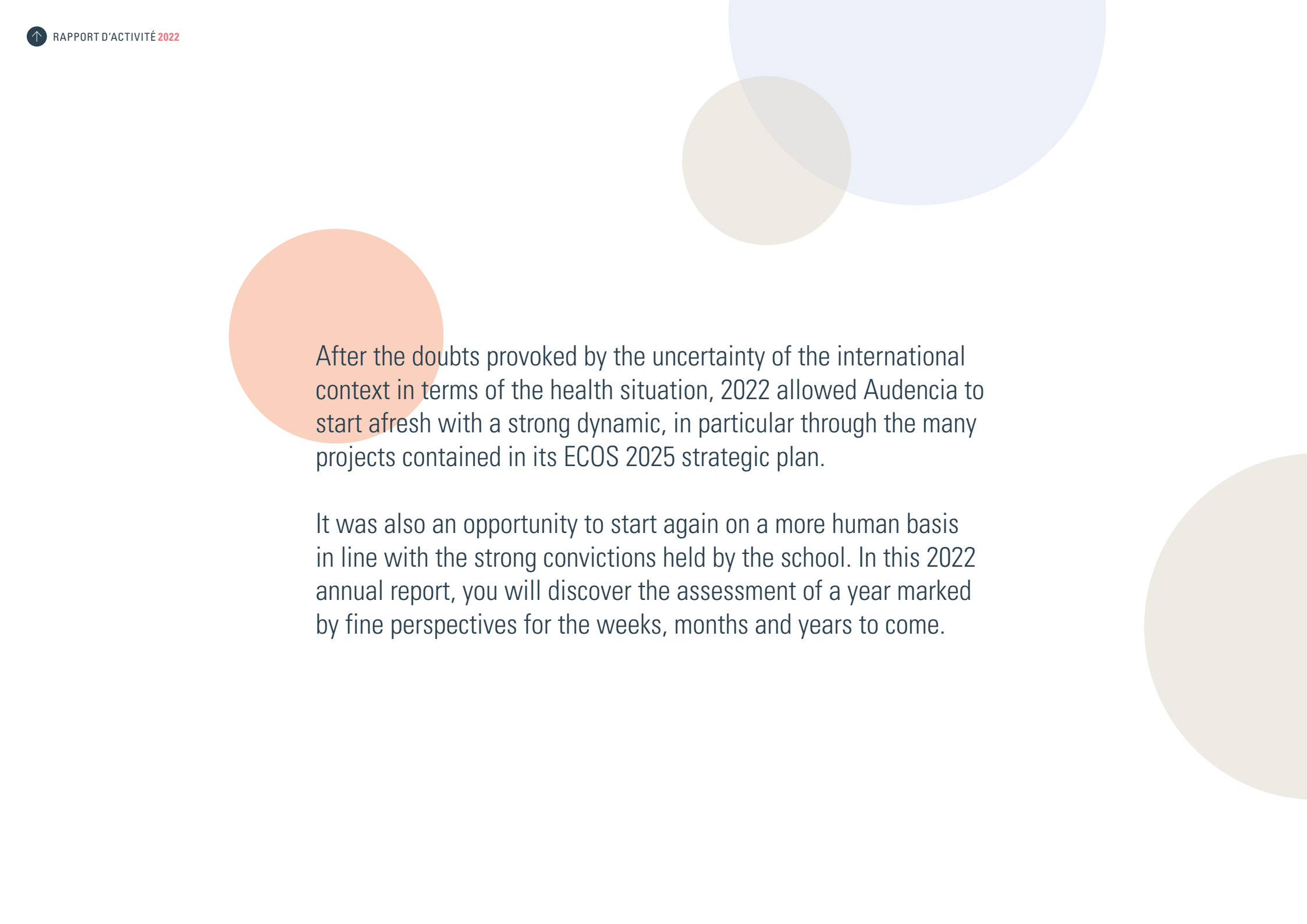




ANNUAL
REPORT
2022



After the doubts provoked by the uncertainty of the international context in terms of the health situation, 2022 allowed Audencia to start afresh with a strong dynamic, in particular through the many projects contained in its ECOS 2025 strategic plan.

It was also an opportunity to start again on a more human basis in line with the strong convictions held by the school. In this 2022 annual report, you will discover the assessment of a year marked by fine perspectives for the weeks, months and years to come.



LAURENT METRAL

Audencia's President



CHRISTOPHE GERMAIN

Audencia's dean



GAÏA BY AUDENCIA

JOSÉ MAILLET



CSR GENERAL DELEGATION

BARBARA HADDOU



TOKEN 4 GOOD

LAURE BERNUAU-DIAKOV



THE ENTREPRENEURIAL CENTRE

SÉBASTIEN RONTEAU ET GILLES CERTHOUX



AUDENCIA ALUMNI

MATTHIEU BONNAMY



ACTIVITY REPORT **2022**



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ACADEMIC DEPARTMENT



THIBAUT BARDON

Academic Director

Whether through the new format for the academic departments, updating of the Faculty Handbook or new members of the faculty with international and hybrid profiles, 2022 allowed the Academic Department to gain in impact with the school's internal and external stakeholders.

200

The number of faculty members
at Audencia by 2025.



How would you assess 2022?

On 1st January 2022, the new generation of academic departments were created. This work, which is the result of a team effort, has been enhanced by creation of the department manager position, but also the arrival of new members of the faculty with international and hybrid profiles. In the last year, our operating methods were also renewed thanks to updating the Faculty Handbook.

The cross-disciplinary objective was to make the departments more effective and easier to understand for our stakeholders in order to increase their impact. 2022 also witnessed a new assessment system for our professors, in alignment with the ECOS 2025 strategic plan and based around 2 major pillars: academic excellence, which is evaluated according to its educational and scientific impact, on the one hand; and commitment with regard to the school and society as a whole, on the other hand! Additionally, all the members of the Academic Division have been a creative force within the scope of many projects designed to create or rework content proposed by the Programmes Division: the Gaïa programme, the forthcoming 20 new MSc, the digitisation of one semester of the Grande Ecole programme, the new hybrid bachelors, etc.

The professors have also enabled Audencia to renew certain strategic partnerships with businesses within the scope of the research chairs. In addition, there have also been major projects enabling the faculty to display its influence, especially from a teaching viewpoint, starting with the Gaïa Case Bootcamp that has reinforced the production of case studies, or also the first group from the Lighthouse programme, which involves strengthening the training of faculty members to attain the best international standards in the subject.



What is your vision for 2023?

The objective for the year is first of all to continue the positive dynamic that we began two years ago. Thereafter, and above all, the real challenge, which will have a strong impact on the faculty, will be to adopt the multi-campus approach with the opening of the new site in Paris and strengthening of activities deployed in the Ile de France region. This will come hand in hand with reinforcement of activities abroad, especially in China, via our new hybrid programmes launched in September 2022.

Our objective is also to continue supporting our faculty in strengthening its expertise in relation to ecological transition. A certain number of initiatives have been launched, notably as part of the project with The Shift in 2022. New schemes will be proposed next year, particularly in terms of training for faculty members.

Finally, we want to take advantage of 2023 to continue supporting internal needs via several services, including monitoring provided through the Knowledge Hub or also improved feedback on calls for proposals by the R&B unit.



What are your goals for the completion of the strategic plan, within the scope of the ECOS plan?

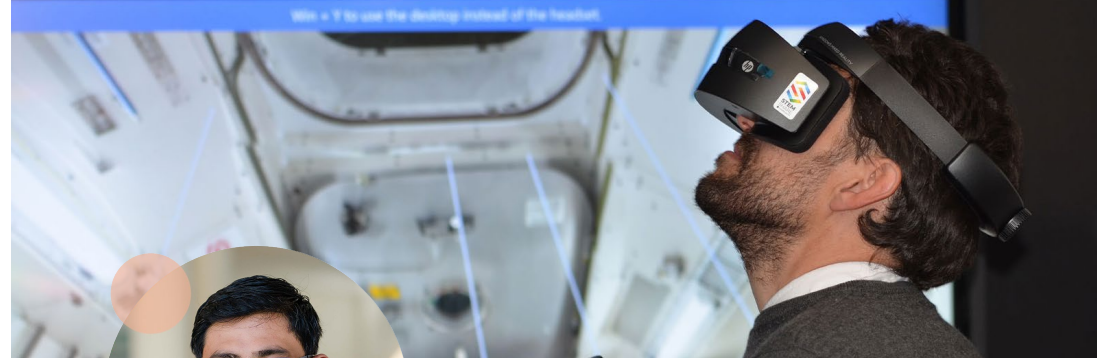
Naturally, our aim is to make progress on implementation of the projects envisaged in the ECOS 2025 plan. In this instance, we are rather ahead of schedule at Division level, with the most significant projects already completed.

The next few months will therefore serve to consolidate what has already been put in place. More generally, the objective between now and 2025 is to continue to strengthen the impact of the faculty in relation to ecological and social transition. This will be achieved by increasing the number of faculty members and by reinforcing our impact on the various regions where we are present, in both France and abroad.

What are your CSR commitments?

Through supporting faculty members in strengthening their CSR expertise, the aim is to promote and reinforce the creation of impactful content for our internal target audiences (employees, students in initial education and learners in continuing education) as well as our external target audiences (the general public, partner businesses and alumni).

Our main contribution is content that will serve both teaching and research. However, we are aware of the impact of the travel involved in our work in France and abroad, so we are beginning to work on a policy of virtuous mobility, to ensure sustainable travel by our professors.



RONNIE DAS

Head of Audencia's Marketing department

All of the members of the Marketing Division committed to ECOS 2025!

After 1.5 years of journey and integration into Audencia's culture, I feel my professional career has received a positive boost towards the right direction. The school supports and promotes a healthy and supportive work environment. Nurtured by the school's research led environment, I have been able to flourish and improve my research objectives drastically since joining this school. Audencia is also very proactive in terms of supporting and developing talent. I feel privileged and accomplished by stepping into the head of department role within 8 months of starting my new role at Audencia. I also feel privileged to be an important part of management team in driving organisational changes. This is the first time I have been part of a directorial board with high gender diversity and female personnel occupying managerial roles. The marketing department I lead consists of 25 full time academics with diverse teaching and research expertise. Our academic colleagues are delivering some of the cutting-edge research in retail, local production, virtual reality, e-commerce, machine learning, human technology interaction, consumer behaviour, art marketing etc. Pedagogically we are also driving high level teaching innovation in conjunction with industry from France and abroad. Selected marketing department colleagues are also driving thought revolution in management practice by developing and transforming our - signature school of sustainable and ecological thinking – Gaïa. Colleagues in our department regularly engage in debates and discussions on how to incorporate more sustainable thoughts in teaching the future of marketing and management practice. Our department is playing a vital role in driving the school's ECOS 2025 strategy, both through innovative research and through responsible thought leadership in teaching the future of marketing and management practice.

RESEARCH DEPARTMENT



EMILIOS GALARIOTIS

Director of Research

In 2022, the Research Department witnessed an increase in the production of research and an improvement in its quality. This dynamic was possible thanks to many internal and external actions implemented to support professors in the performance of their works.

262

Research papers have been produced from which 157 were published in 2022 (from these 64% are 3* or above), and 26 case studies and 07 books.



How would you assess 2022?

In 2022 research output continued its momentum and it overpassed the one of the previous year. Quality further improved with 64% of articles in 2022 at 3* compared to 56% in 2021. These figures are the result of the efforts of colleagues and of the strategies and support put in place in the laboratory by the direction and the research committee over the last few years. For one of the latest examples, during the 2021-22 academic year, the research direction inaugurated the organisation of writing retreats aiming to deblock existing work and ideas with excellent results.

Regarding EU project support, we created internal support for EU funding applications and their management with an experienced officer (February 2022 – Avec Johanna Das). We also launched a new system of decote linked to such projects to allow professors time for their involvement in their project and safety nets to protect colleagues and the school. The new system applies for new projects from 2023. We also increased our international collaborations and presence, and sourced and supported numerous events including events linked to Gaïa that are fully in line with the school's strategic focus.

Moreover, we developed the concept of Research Centres to enable faculty to pursue academic excellence and impact by attracting external funds, and inaugurated the Energy Transition & Sustainability Center, and the RISE initiative (Research in Sustainable Energy) with the Athens University of Economics and Business, in full alignment with the ECOS 2025 strategy.



What is your vision for 2023?

For the next year our vision is, first, capitalising on the developments of 2022 and, second, developing more research centres and among them have at least one under each main axis of the strategic plan.

Given the support established for EU projects, the new decote system announced in 2022, and the training and sharing of opportunities with faculty, we aim to see a gradual growth in the number of projects submitted related with EU once the new gender quality plan is in place. We have plans to further support Gaïa events and, in addition we'll roll over our strategy to have 10% of our monthly research seminars linked to Gaïa.

We also want to further reduce our footprint by proposing ways to add to our existing actions to enhance responsible behaviours.



What are your goals for the completion of the strategic plan, within the scope of the ECOS plan?

We made very good progress in the two years of 2021 and 2022 in link with the number of publications of the 2025 target. (Up to now, we managed to publish 274 publications from the 560 publications PRJ targeted).

Therefore, our focus until the end of the strategic plan is to further improve quality and not focus so much on quantity. In addition, in 2022 we published 21 articles that are hybrid i.e. 18% (objective set to arrive at 30% by 2025). We also had 71 articles focused fully on the strategy i.e. 45% and another 16 less focused but aligned to the strategy of the school (objective 40%).

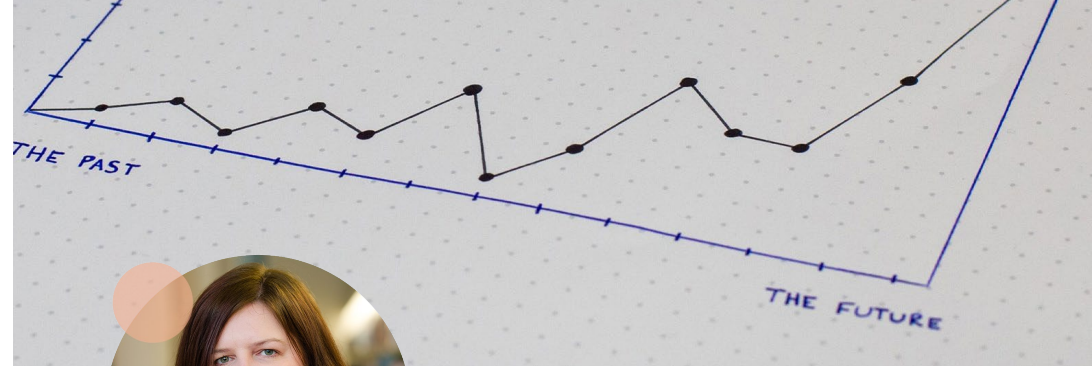
Eventually, regarding the support of Gaïa, we want to organize more and more-responsible events that are fully hybrid.

What are your CSR commitments?

There are 2 axes of our CSR engagement: first of all, the way we do things; second of all, the research focus we have. I have covered the second axis earlier so I focus on the first axis here, we reduced our footprint by creating new processes so that in 2022 research processes are all paperless.

We also decided to apply a policy, according to which, a minimum of 20% of research seminars are held online with the remaining being offered to the largest possible extent in a hybrid format (as done so far with the Finance department and seminars that are joined online for Southampton and LEMNA colleagues and hybrid for our faculty). The similar thing has been applied for affiliate Faculty (FIA) visits; where a minimum of 20% visits must be online; and similar for PhD examinations that are fully hybrid events.

In terms of output, we have published, in 2022, 74 of our papers with a focus on society and the environment. On that part, we identified that we can improve on self-declaration of our papers to have a more accurate figure in order to better serve our objectives.



JOANNA DAS

European projects coordinator

Invaluable aid for development of research at Audencia

After 5 years of research project management in higher education in the UK, I joined the Audencia Research Division as European funding coordinator in January 2022 to provide in-house expertise and support the teaching staff at all stages of research funding requests. The first year's initiatives and the work carried out, based on the objectives set by the Research Division, included the support of 10 active projects totalling 1.65 million euros and 12 proposal submissions. I also participated in a number of European Commission information days and twinning events, disseminating information on funding opportunities and identifying barriers to funding through a survey on the advantages and expertise of the faculty and the eligibility/financing rate conditions for financing flows. In addition, I mapped the available research guidance processes and published them on-line, in line with our ecological responsibility policy. I received a warm welcome from the Audencia community and the professors seem to appreciate the assistance available in-house. The support and the freedom for taking initiatives that I have received from Emiliós Galariotis, as well as the assistance from the incredible and patient Benjamin Coquany, the DAF, regarding budget preparation and management, have both been of immense help. I look forward to developing my role and support in the coming months.

PROGRAMMES DEPARTMENT



NICOLAS ARNAUD

Director of Programmes

In 2022, the range of programmes has been redesigned and expanded in order to give a better response to market expectations and developments. Through this portfolio of programmes, Audencia now offers access to the school's educational excellence at all levels of initial education (from school leavers to students with 5 years in H. Ed.).

21

The number of new programmes that will be open by the beginning of the 2023 school year, thanks to work carried out over the last few months.



How would you assess 2022?

2022 has been an important step in the Audencia programme portfolio with a considerably reworked and expanded offer, first and foremost focused on a richer and more visible offer for high-school leavers to prepare Audencia for the future: whereas we only had one in 2019, we are marketing five in 2022-23.

From an international point of view, we are now proposing a renewed and broadened offer (with growth from 6 to 22 masters + ABM English track programmes and the BBA BDM). In tandem, we have also repositioned our SM portfolio to focus increasingly on apprenticeships, in order to meet the market's needs.

Finally, thanks to collective and cross-disciplinary work our programme portfolio now offers a gateway to all levels into initial education (high school leavers, students with 1, 2, 3, 4 and 5 years in higher education), which is an interesting option both for our prospects and for our in-house students. I would therefore like to take this opportunity to thank the teams for their investment during these complex times, at the very heart of national and international challenges.



What is your vision for 2023?

A strong dynamic in the coming year will be the new hybrid programmes which we have started marketing in 2023, namely our 3 new hybrid bachelor courses as well as our new specialised master in Circular Economy and Resources, launched in partnership with renowned schools in Nantes, the Loire Valley and the Ile de France region.

The initial feedback from trade fairs seems encouraging, both in Paris and in Nantes, with interesting development prospects that will serve Audencia's ambitions over the coming years. All these new programmes will have an even stronger impact given that they will be spearheaded by the new Paris campus that will open its doors in Saint Ouen in September.

This new campus is an ambitious initiative, thanks to its ecosystem and proximity with many prestigious businesses, as well as its capacity and modernity. In support of the increase in our student numbers, we are also working on the development, over the next few years, of student services (in particular concerning our accommodation capacity in Nantes and Paris), as well as on the quality of welcome we provide to foreign students, of whom we hope to have a large number in the years to come. All in all, 2023 promises to be a new and important step for Audencia and its development.



What are your goals for the completion of the strategic plan, within the scope of the ECOS plan?

The work on designing and transforming the offering has been completed. We now have to collectively appropriate and implement this new offering in line with the ambitions of the strategic plan.

We have a lot of work ahead of us, but I know that the teams are motivated and mobilised to meet the challenge. Our goal is to constantly attract an increasing number of students! This dynamic will also be supported by the development of many programmes on our Paris campus.

Though this list is not exhaustive, among the most important openings are the Sirius programme and the 17 new MSc in 2024, not forgetting the constantly increasing intake of graduate college students in apprenticeships. In 2024, we hope to welcome more than 1,200 Audencia students on the Paris campus who will be able to take advantage of its momentum!

What are your CSR commitments?

We have many commitments. First and foremost, we contribute to sharing educational content in line with current climate and societal issues. Naturally, we have to mention the Gaïa school, but, but we are going many steps further by including these modules in each of our programmes as proof of our strong commitment to such issues.

In tandem, we also contribute to awareness-raising operations on various key themes, with our responsibility for training the managers and leaders of tomorrow in mind. The school has also taken the decision to put a stop to distributing goodies within the scope of competitive entrance exams, in line with the issues of austerity and exemplarity shared by our government. Finally, we always offer students the opportunity to get involved in responsible community programmes to contribute to a better world.



LUCIE ACKERMANN

Student Service Manager

Solutions to students' financial concerns

The financial health of our students has a major impact on their success. On a daily basis, we look into ways to provide greater financial security for our students, whether in preparation of their study plans or in accessibility to Audencia for students from less privileged families, as well as in assistance with specific needs. In tandem with the long-standing existence of internal scholarships to assist with the payment of tuition fees, the development of the action carried out by the student life department (DVE) with the Audencia Foundation allows assistance with other financial concerns held by our students, such as help with funding internships abroad or attribution of solidarity grants (in 2022, € 50,160 raised by the foundation for the solidarity fund were attributed to students who were experiencing financial difficulties).

EXECUTIVE EDUCATION DEPARTMENT



MICKAEL NAULLEAU

Director of Executive Education

Between the development of new certifications, strengthening of international activities and good results in rankings, 2022 was synonymous with the development of the Executive Education Department, focused on the quality of the training provided and the satisfaction of businesses and their managers.



The presence of Executive Education on the international scene: Europe – Asia - Africa.



How would you assess 2022?

First of all, from an organisational point of view, we took advantage of 2022 to reorganise and optimise our activities around our 4 major programme families: the MBA, DBA, Open and Custom programmes. In tandem, collective work was also carried out to realign certain training courses with RNCP titles, develop new certificates from these changes and constantly aim for greater excellence in response to the needs of businesses and their managers.

Also, 2022 was a year of consolidation for what we defined in 2021, particularly with continuation of our international development. As regards the MBA, this resulted in the launch of a new Executive MBA in Morocco and Senegal in September. Concerning Open, we launched an Executive programme in Energy Business in partnership with Alba but also an IM SM with SAFTI. As for Custom, we completed a huge project with the Wuchan Zhongda Group through which we trained almost 150 managers in 2022.

Finally, this last year also saw the influence of Executive Education improve thanks to many positive classifications, including, of course, the mention of our Executive MBA in the top 100 of the Financial Times.



What is your vision for 2023?

After a diagnostic phase when I took on my duties, for me 2023 will be the start of a plan leading up to 2025 for Executive Education. This plan will be developed around three main intentions. The first will be to continue improving our quality processes as well as the satisfaction of our internal and external customers. The second vector will be to pursue globalising and diversifying our offer, especially in connection with certifications.

In this respect, 2023 will witness the launch of new DBAs in Europe and Africa. At Open level, the on-line IM SM should come into being in other regions of the world, such as the Middle East, but also in Africa, in particular through a certificate for Guinean directors. Finally, as far as Custom is concerned, development will take place both internationally and with regard to the global offering, in order to diversify activity. The objective is to straightforwardly mobilise all the expertise that Audencia possesses and place it at the service of all businesses. In terms of market diversification, the Paris campus will be at the heart of our strategy in 2023 with many projects also underway abroad.

Finally, the 3rd vector of our strategy will see us switch to a new mode of engagement in order to capitalise even further on the school's internal and external resources. This will include greater integration of the Associated International Faculty into our training programmes.



What are your goals for the completion of the strategic plan, within the scope of the ECOS plan?

For 2025, beyond the three vectors previously mentioned, we all share the vision that Executive Education will be people focused. Our conviction is that all the questions raised, all the orientations envisaged in the framework of our ECOS 2025 strategic plan concerning positive impact, are and will be raised at the level of individuals and decision-makers in the field.

This is why we must be able to determine, as soon as possible, the contours of the Executive Education decision-maker's model, because it is this model that will strengthen our positioning in relation to our Ecosystem. All this work will of course have to be performed on a sound and wide-ranging basis, supported by values that are shared at all levels.

What are your CSR commitments?

Firstly, all aspects of CSR are reflected in our continuing education activities. We assist more and more companies that require support with these issues. The ecological and social transition certificate that we launched this year is one of the most striking examples. Beyond the CSR teaching offering that we promote, we also have many schemes that support the societal dimension of Executive Education, starting with women leader grants, whose aim is to strengthen diversity in our programmes.

Finally, in addition to proposing these dimensions externally, we make every effort to integrate them automatically into our organisation's thinking. As a result, this naturally penetrates into our activities in order to enrich our practices and our training content. It is now a key issue for individuals, organisations and society as a whole.



LAURA GODET

Head of operations & quality

“The team has shown exceptional adaptability”

In a highly competitive sector and in response to the need for innovation and performance of national and international companies, training for employees, managers or executives must be agile and effective; this is why the Executive Education programme management must maintain an optimal level of knowledge of developments such as the new reforms in professional training, Quality & Accreditation certifications, or the requirements of France Compétences, etc. The challenge is also to offer the 2150 Executive Education participants and 50 companies a quality experience and support, from their first days at Audencia, until their graduation. This year, the Operations & Quality team demonstrated exceptional adaptability by deploying a customised training programme for a company in Cholet, France, in record time, for some 100 employees, divided into 9 classes. It was also able to offer Gaïa modules accessible in a 100% digital format for several corporate partners. The team also worked on the implementation of a tool adapted to our international partners in order to facilitate exchanges and better structure the collection of information required for accreditations.

INTERNATIONAL AFFAIRS DEPARTMENT



DESI SCHMITT

Director of International Affairs

2022 enabled the International Affairs Department to reinforce the influence of Audencia beyond France's borders, through signing agreements with renowned institutions, strengthening its presence in China, opening its São Paulo campus in Brazil and many other actions.



Audencia's objective is to double the number of international students on one of our French campuses by the end of the strategic plan.



How would you assess 2022?

In view of the ECOS 2025 strategic plan, we delivered on all our commitments in 2022. This was reflected in the signing of several major agreements with prestigious institutions such as the Harvard Business School, Copenhagen Business School, UC Santa Barbara and Fundação Dom Cabral, among others. 2022 also enabled us to support Audencia's strategy of skills hybridisation through the launch of three new Bachelors of Science proposed in Shenzhen, in addition to our already deployed MSc in Financial Technology.

This strategy further strengthens our presence in China via the existence of a Sino-French centre which has obtained Chinese Education Ministry recognition: the Shenzhen Audencia Financial Technology Institute (SAFTI). Finally, this year has also witnessed the opening of our Campus in São Paulo, meaning the various partnerships underway will allow Audencia to enjoy a continually increasing influence in this part of the world.



What is your vision for 2023?

2023 will allow us to accelerate, strengthen and even bring to fruition the projects and initiatives launched in 2022, with several of our academic partners in France and abroad, starting with the relaunch of the programme jointly run with the Monterey Institute of International Studies. On the menu are 3 modules, at the end of which the students enrolled will obtain a certificate. Our clear objective is to strengthen this type of partnership, which is really beneficial and rewarding for our students. This year will also see our first 4 Audencia students attend the Harvard Business School as part of a hybrid programme that will be half on-line / half off-site, with, on completion, a certificate delivered by Harvard Continuing Education, focused on 3 major themes: corporate sustainability & innovation; international relations; Environmental policy & international development.

Currently, 2023 is set to be marked by a turbulent and uncertain geopolitical context: the opening of China's borders, the consequences of Brexit with increased competition in the Indian and/or Chinese markets, the closure of Russian and Ukrainian borders and their impact on many countries around them (Poland, Romania, Armenia, Azerbaijan, etc.). For three years now and since the beginning of the COVID 19 crisis, our daily life has been marked by such hazards. It is therefore our mission to think about the right balance between domestic and international applicants in order to achieve our objectives as part of the strong ambitions promoted by our school.



What are your goals for the completion of the strategic plan, within the scope of the ECOS plan?

By the end of the strategic plan, our ambition for Audencia is to strengthen our collaborative positions to be more present and visible in Europe. This development is also in line with our CSR strategy, both from a carbon footprint viewpoint and a social responsibility perspective.

Indeed, it is a reality: not everyone is able to go to the other side of the world, so it is up to us to work on providing the best international experience for everyone. Our vision for 2025 is to be as strong in Europe as we currently are in China or Brazil. Our second objective for 2025 is to offer a genuinely immersive international cultural experience to all our students. We want our students to experience life abroad as if they were locals and not as simple ex-patriates on a trip.

What are your CSR commitments?

The CSR approach is at the heart of all our activities and a key element in our eyes in our development. This year, this was reflected in the geographical study opportunities and success encountered regarding the involvement of many stakeholders, particularly in South Africa, with a strong social component for ever greater inclusion. This was also reflected in the launch of our new campus in São Paulo. With this site in Brazil, students are given the opportunity to have a high-impact academic exchange, in particular through participation in societal projects, such as helping children in the country's favela shantytowns or collaborating on certain initiatives with local NGOs.

However, the main aspect in this CSR approach that is important to us is to finally succeed in promoting internationalisation at home, which we have been offering for many years at Audencia. Via exchanges but also videoconferences with professors or international students from the four corners of the earth, students are already having an incredible immersive international cultural and societal experience. This part, which many tend to underestimate, is totally inclusive. Above all, it allows a rapid rise in skills and value and it has an impact within and outside the school. Our wish in this case is clearly not to turn our backs on all our travel but to enhance the total and transversal international experience that we offer to our students so that they can experience multi-culturalism in all its dimensions and in all our regions.



AURÉLIE LEVEQUE

International Affairs Manager

Focus on the partnership with TSIBA

Among the highlights of this year, I would like to focus on the partnership signed between Audencia and TSIBA, which has benefitted the geographical study opportunities of students on the Grande Ecole programme. As a member of the United Nations (UN) and a signatory of the Principles for Responsible Management Education (PRME), TSIBA, a business school in Cape Town in South Africa, operates thanks to private funds exclusively and provides full tuition, books and breakfast to their students from the townships. With the shared values of inclusion and the desire for social transition, our two institutions joined forces and the first group from Audencia was able to travel to TSIBA in autumn 2022 (the Fall 2022 programme). It involved a total immersion (because our 9 students were the only international students there) and a strong human adventure through an incredible intercultural experience. At the heart of this partnership, which is still in its infancy, there is no lack of wonderful stories. Apolline Faber, a student at Audencia, is a perfect illustration. Driven by the dynamism of the deserving young people attending TSIBA and thanks to Entrepreneurship and Digital Marketing courses taken there, Apolline created her own start-up during her stay in Cape Town. Through remote incubation mentoring provided by Sébastien Ronteau at Audencia, her web site has been on-line since December, which goes to show that a magnificent collaboration is possible between TSIBA and Audencia today and in the coming years.

CAREER, TRAININGS & BUSINESS SERVICES DEPARTMENT



SEVERINE DOUARD

Director of Career, Trainings & Business Services

2022 witnessed the creation of the Career, Trainings & Business Services Department, whose activity was marked by defining of common objectives, developing the training and service offer, as well as collective work.

240

The number of apprenticeship students that will be welcomed on Audencia's new campus in Paris, in 2023.



How would you assess 2022?

The Careers, Training & Enterprise Services Division was created in April 2022. Indeed, recent months have witnessed reorganisation leading to the convergence of teams within the Careers, Training & Enterprise Services Division. In the end, the CTBSD teams have been drawn together from 5 former departments and divisions.

Consequently, in 2022, it has been very important to support the teams and their managers with handling these changes, getting to know each other and setting a common course. The colleagues in the CTBSD have swung into action, made the efforts to discover each team's activities and maintained their engagement to successfully continue their day-to-day work in such a context.

I would particularly like to thank them for this as it is a real strength for the upcoming challenges that await us in the coming months.



What is your vision for 2023?

Within the scope of its missions, the CTBSD works for the benefit of learners (whether students, professionals or apprentices) and businesses.

We provide a variety of services: supporting each student, apprentice (on all programmes) and each graduate from Audencia in making their career objectives a success in France and abroad; developing relations with businesses in France and abroad in order to increase professional opportunities on the international scene but also domestically for our learners (through internships, apprenticeships and jobs); providing working professionals with the opportunity to develop their skills throughout their career; proposing to companies to become partners of the school and benefit from the most comprehensive offer possible, integrating the resources and potential of Audencia.

2023 must enable us to consolidate our organisation, concretise and affirm our missions and services in partnership with our stakeholders, companies and learners/ graduates, as well as measuring their satisfaction with regard to our services.



What are your goals for the completion of the strategic plan, within the scope of the ECOS plan?

Via ECOS 2025, our strategic plan, Audencia is especially ambitious and wishes to reach new levels in its development for a stronger impact.

The mobilisation of the CTBSD Division is especially strong with regard to making it possible to collectively reach all the objectives set, in France as well as abroad: development of apprenticeships to promote social diversity and different paths of study, development of our career support services for our learners / Alumni / employees, development of new ongoing education training offers for managers and executive directors, including skills hybridisation and teaching method hybridisation, as well as development of relations with domestic and international businesses concerning recruitment, training of employees and their involvement in the school's life.

What are your CSR commitments?

CSR is a priority for all those to whom we reach out: learners, students, employees and, naturally, businesses. This is why CSR is embodied in all the actions of our division on a daily basis. Indeed, we contribute to social openness and inclusion through our apprenticeship programmes and we support the development of knowledge about ecological and societal transition via our offers proposed by the Gaïa school for employees and apprentices.

Our wish is also to support students with their professional skills, but also and above all, their behavioural and societal skills. Our job is to train them in order to have an impact on society in the present and the future.



HÉLÈNE FERCHAUD

Head of the Business Unit
Executive Education



AGNÈS BOISSIERE

Head of the Career & Corporate
relations center

Doing everything possible to provide adequate solutions to the needs of companies

As part of our activities, we encourage our teams to create relationships. Indeed, they have a strong relational aspect in their daily work with our corporate customers and partners. Interdepartmental networking is therefore a real added value. We capitalise on the know-how of our teams and on companies already convinced by Audencia. The Career & Corporate relations center's offer is integrated into our portfolio of open programmes, the training courses in our catalogue. We are gradually offering services to companies. This is part of our 2023 development plan. Each team has its own strengths and we are combining them to provide solutions to companies' needs. In parallel, in order to strengthen the team, with the support of Séverine, we organise events to punctuate the activity of collective work and moments of sharing. In January, we worked on our customer orientation. This is the beginning of a collaboration that we are supporting to go further together.

CORPORATE PARTNERSHIP & SPONSORSHIP DEPARTMENT



FRANÇOISE MARCUS

Director of Corporate Partnership & Sponsorship

Through funding of impactful chairs, the Gaïa school or also the SIRIUS programme by the Audencia Foundation, in 2022, the Corporate Partnership & Sponsorship Department continued its actions to promote social openness.

900

Since its launch, the Audencia Foundation has granted a total of 900 scholarships, representing a total of 785 students who have been assisted.



How would you assess 2022?

At the heart of the activities carried out by the Corporate Partnership & Sponsorship Department, the Foundation is a key lever in the school's contribution to the common good. It has made possible to finance major projects: impact chairs for the transformation of companies and society, as well as schemes and grants to promote diversity and inclusion.

Once again this year, by awarding solidarity grants to students in difficulty, the Foundation has opened horizons to young people with potential.

Companies, graduates, students, employees, friends of the school, your role has been crucial for the Foundation to carry out these actions! I would therefore like once again to thank all these important actors for their commitment.



What is your vision for 2023?

In order to meet the major challenges of social and cultural openness as well as equal opportunities which we wish to address, in spring 2023, the foundation will be launching a campaign on the theme of diversity and inclusion.

In relation to the objectives of the ECOS 2025 strategic plan, it aims to strengthen the school's plans to open up to all talents and will help to remove self-censorship and financial barriers to higher education at a business school. Naturally, we will continue to support all the school's structural projects through partnerships, both historically established but also newly developed with businesses. We are fortunate to benefit from significant support both in the Nantes region and nationally.

Our objective is to continue to nurture these links through new projects linked to teaching and research which aim to serve the school's internal and external stakeholders, but also more broadly society. Our division's quantified targets are ambitious, in line with the school's ambitions.



What are your goals for the completion of the strategic plan, within the scope of the ECOS plan?

By 2025 and the end of the strategic plan, several major objectives will guide our actions. Firstly, we want to help strengthen existing chairs while developing new chairs on impactful themes, in relation to the vectors of the ECOS 2025 plan, such as: how to develop an inspirational management style based on one's values and personal commitments, or the development of well-being through sport.

The other structural objective of our division is to support the social openness and diversity of the school's student recruitment, particularly through the number of students receiving scholarships at Audencia (an objective of 25% by 2025). Finally, our ambition is to contribute to the development of Gaïa by supporting the development of programmes open to all.



PAULINE CHEVALLIER

Diversity & Inclusion Partnerships Manager

What are your CSR commitments?

By definition, all the projects backed by the Audencia Foundation contribute to the common good. It is therefore logical that all the projects we support have a CSR vocation. More broadly, Audencia and its foundation have always been guided by this spirit of responsibility, so these commitments no longer need to be proven.

There are many examples of this: the ever-increasing number of scholarships and the ever-increasing number of responsible partnerships, which aim to serve responsible projects that have a meaning and purpose for society.

On this last point, we have lost count of the number of actions and projects that have made it possible to develop thinking on many important issues. Among the major subjects, ecological and social transition and multi-capital accounting have enabled Audencia to be cited as one of the precursor schools in these fields, boosting its influence.

Supporting the Sirius scheme thanks to sponsors' commitment

Last September, the very first Sirius scheme class began the academic year at Audencia's City Campus. Made up of 12 promising young people from the Pays de la Loire region who have obtained a vocational high school leaver's qualification, this one-year scheme is intended to help them regain confidence in themselves and optimise their chances of success in higher education, particularly through joining one of the bachelor courses taught at Audencia. The programme for this free year-long course is based on 4 dimensions: strengthening academic achievements, personal development activities, international and cultural awareness and discovery of the professional world. Business sponsors and Audencia alumni contribute greatly to the success of this scheme. Thanks to their financial support, the year-long Sirius class is entirely free and living expense grants have been provided to young people, especially those studying far from their family home. When they join the bachelor course, grant-holding students will also benefit from a 90% reduction in tuition fees. Beyond this financial commitment, the businesses are very involved with young people throughout their career: participation in admission juries, welcoming classes to their premises, visits to sites and testimonials about their professions, proposals for internships, HR coaching, etc. Our mission at the DPEM is therefore to continue to support these initiatives for inclusiveness at Audencia.

LEARNING & QUALITY DEVELOPMENT DEPARTMENT



TAMIM ELBASHA

Director of Learning & Quality Development

2022 was a year full of projects for the LQD Department, which launched the APEL offering, renewed the labels and other certifications held by the school, produced teaching content, including an entire semester on-line, established as well as accredited the Lighthouse programme and worked, in particular, in concert with The Shift Project.

20

The number of Audencia permanent professors, members of the 1st cohort of the Lighthouse programme, as part of the development of the faculty's expertise. The 2nd cohort is scheduled for April 2023.



How would you assess 2022?

2022 witnessed many successes. First and foremost, we worked with different players at the school to produce an entire semester on-line, as well as other asynchronous content for training executives. We then set up and certified the training programme dedicated to professors: Lighthouse. The first group commenced this curriculum in February 2022. Our institutional data and rankings team has worked to give the best possible picture of the school while identifying areas where we still need to improve.

This unit has today been identified as a source for external institutional reporting (e.g., CEFDG, ETOP) as well as internal reporting (e.g., occupational integration data, various student related statistics, etc.). In 2022, we officially launched the APEL offering (accreditation of prior experiential learning), which has benefitted from external recognition for its quality. Finally, our team masterminded the renewal of existing certifications and recognitions (Qualiopi, RNCP, Bachelor), as well as obtaining French Education Ministry recognition for two new programmes: a Bachelor with the design school and an MSc, making it an especially intense year! In tandem, the work we coordinated with The Shift Project regarding sustainable development skills and how to implement them has been acclaimed by players in the sector and beyond. I have it on good authority that many institutions look to our experience at Audencia as a model for moving this important issue forward.

In institutional terms, 2022 was a year in which Audencia took stock of the many initiatives that were underway since 2021 and it was certainly a time for reflection and determining priorities. We were also able to grasp how people and society have changed after the intense period of the COVID pandemic. Larger teams and cross-disciplinary projects have also meant that we have had to adjust our working habits. Indeed, this adaptation process is still ongoing.



What is your vision for 2023?

Now that we are halfway through our strategic plan, this year will allow us to focus on the implementation of several ECOS 2025 priority projects. I also think it is a challenging year in terms of broader trends: the landscape of higher education in France is moving more and more rapidly towards the questions of skills rather than knowledge. We have also set ourselves the challenge of meeting sustainable development issues in our teaching and practices.

Finally, after a period – which is actually still ongoing – of questioning the role of business schools at international level, I hope that we have returned to the heart of the debate thanks to highlighting the content of our offer and its quality, which has been made possible by the talent of the faculty members as well as the rest of the staff.



What are your goals for the completion of the strategic plan, within the scope of the ECOS plan?

Between now and the end of the strategic plan, we will continue to work with the programmes and teaching staff to improve our learners' experience, by increasingly integrating on-line and remote learning, as well as creating, alongside the Finance & Operations Division, facilities that encourage active learning.

At the same time, we are continuing to experiment with some of the possibilities of Artificial Intelligence, in cooperation with the DTIS division, to support our teaching work. For example, we will explore the possibility of automated marking of our students' exams or providing a personalised learning experience.

Consequently, technology has to help us go further and faster; I think we have to experiment and make sure of the benefits of tools before we deploy them. In the coming years, we will continue to work closely with the Academic Division and teaching staff to improve shared practices through peer learning community methods. We will continue to represent the best image of Audencia in the rankings and intensify our skills analysis with regard to institutional data. Lastly, centralising of quality certifications and accreditations will be completed in 2023, and we will work on stream-lining quality processes and procedures in order to facilitate the work of our colleagues.

What are your CSR commitments?

Firstly, we attach great importance to supporting, and even proposing, our teaching staff's initiatives to integrate sustainable development into their teaching. As such, we follow the recommendations stemming from our partnership with The Shift Project, to boost teaching innovation in our programmes. Our cross-disciplinary ambition is also to continue reducing our digital carbon footprint (the LQD won the internal challenge of Digital Clean-up Week in 2021) through responsible best practices.



EMMANUEL MOYON

APEL Manager / Learning & Teaching
Development Manager

APEL at Audencia: progress and ambitions

2022 presented the opportunity to review the progress of Audencia's APEL offer, which is a genuine issue for occupational training and apprenticeship authority France Compétences. Thanks to the cooperation of a dozen Divisions in building its model and through its validation in early March, the offer proposed for our 9 RNCP titles is now integrated and supported by a strong dynamic. Indeed, its development has led to the publication of 3 articles in the AEF, Centre Inffo and Studyrama as well as arousing the curiosity of the DGESIP (the French general directorate for higher education and professional integration). Audencia is also jointly leading a working group on the subject at the CDEFM conference. Included in Audencia's strategy, APEL reinforces our support for people aiming gain certification of their experience and also acculturates Audencia to skills-based approaches. The promise it offers is attractive and motivating, but its course remains unknown, and the interest it arouses is all too rarely followed by sufficiently qualified projects. Our ambitions and guiding lights for 2023 are to reach out to targeted prospects and make a success of it by accompanying twenty candidates.

HUMAN RESOURCES DEPARTMENT



DELPHINE LAMBERT

Director of Human Resources

In 2022, the Human Resources Department put emphasis on diversity and inclusion. Creation of a disability action plan, a professional equality audit, renewal of the Social and Economic Committee (SEC) and support for managers are just some of the actions put in place with this in mind.

MORE THAN
100

Employees have been recruited by the Human Resources teams in relation to needs in occasional or permanent skills.



How would you assess 2022?

During 2022, which was a particularly rich year, we worked on structural subjects regarding our organisation, especially in terms of diversity and inclusion. As a result, in March 2022, we produced a Disability Action Plan which includes – for the first time – cross-cutting actions for both our employees and students.

We also carried out a professional equality audit on the basis of which we are currently negotiating a Professional Equality Agreement. This work is being conducted in close collaboration with representatives of the personnel. The Social and Economic Committee (SEC) was also renewed in spring. This essential stage in our institution's life has made it possible to involve new employees in the committee who wished, by this means, to commit themselves to developing our social dialogue. This year, our division also continued to provide support to managers in order to consolidate and harmonise our managerial practices and provide a common basis for skills and culture.

Lastly, the permanent incorporation of new working methods and practices post-COVID has led us to constantly question our systems and ensure that they develop; such was the case in 2022 with clarification of roaming practice and the standardisation of catering methods for staff. Our focus has been on our permanent staff, but also on our external stakeholders whose contribution is essential to our activities; we are constantly working to improve streamlining administrative and contractual management processes without forgetting to maintain the quality of work relations. In 2022, this led us to develop the interface that is dedicated to them and customised to meet their specific HR needs: COME IN.



What is your vision for 2023?

In 2023, we will be able to accelerate implementation of our commitments regarding social justice (disability, professional equality, etc.). We must remain watchful about changes in working customs and methods in order to meet the needs of employees and maintain our attractiveness to candidates, without losing sight of our core activity: welcoming and training students and learners.

Indeed, we need to preserve this even balance. During this year, we will also continue to work on supporting the various business cultures – managers, commercial personnel, teaching coordination, etc. – in order to always update the common core of business skills and provide better sharing of best practices. Quality of work, in its collective and normative sense, will be the focus of our attention in 2023.



What are your goals for the completion of the strategic plan, within the scope of the ECOS plan?

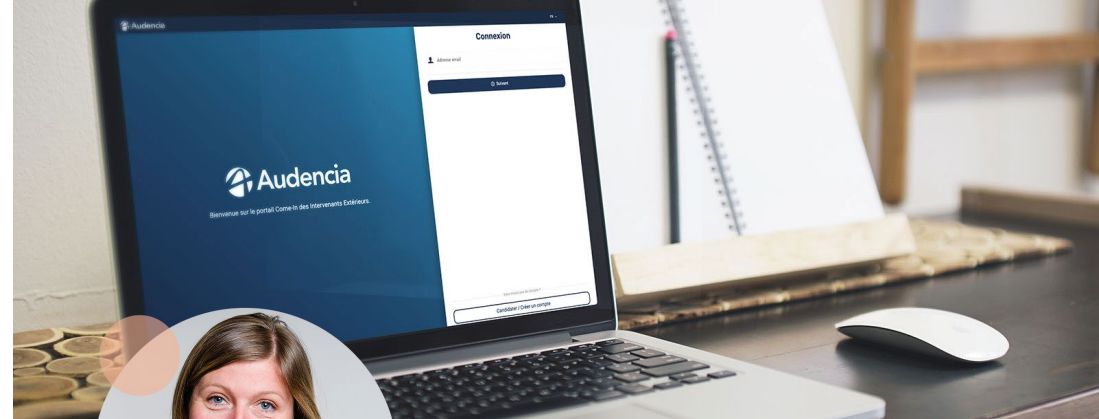
We have ambitious goals. The first step will be to consolidate our managerial culture in order to establish shared practices and values so that all employees can enjoy a harmonised experience. Secondly, one of our major challenges will be to align our organisation to prepare it for the challenges we face: a multitude of campuses, the international dimension, multi-culturalism, etc.

Finally, we wish to contribute to proposing, in concert with all the divisions, an environment that combines performance and new ways and uses of working.

What are your CSR commitments?

Because it is our responsibility to share the values taught on our courses both internally and externally, we contribute to raising awareness but also to training our students in different key themes based on social justice: disability, professional equality, gender-based and sexual violence in particular. We also work collectively to preserve balances, such as those concerning working time, the workplace, professional and private life, in order to enable everybody to flourish.

Finally, we pay particular attention to the policy of “care”: focusing on health at work and support for employees who are caregivers are among the key areas that guide our actions.



MÉLANIE SOUCHET

HR Transversal Missions Manager /
External Contributors Department

Better support for external contributors

*Among the key projects of our year, Come-In is a working tool that has become indispensable for the management of external contributors at Audencia. Initiated and designed by the Human Resources Division to absorb the growing numbers (**1,200 external contributors**) and streamline the processing of administrative formalities (**more than 2,100 contracts printed**), Jessica Vincent, the Project Manager, has joined the Academic Division to develop the 2nd version, enabling the project to be valuable and powerfully cross-disciplinary in nature. Today Come-In represents a pool of 2,210 profiles, 1,943 qualified contributors and more than 6,000 contracts signed electronically. It is a solution with strong potential, developed by Audencia's DTIS Division, with the possibility of interesting improvements.*

DIGITAL TRANSFORMATION & INFORMATION SYSTEMS DEPARTMENT



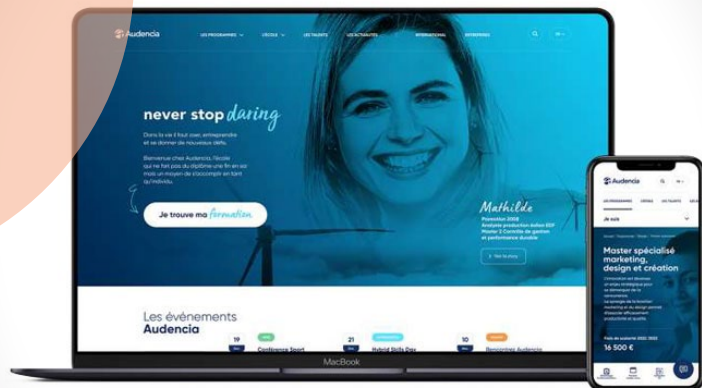
MARIE ODILE LHOMME

Director of Digital Transformation & Information Systems

In addition to the cross-disciplinary support provided by the Department, the progress of the Market Place project, which will improve the marketing process, the business processes and business agility within the school, as well as the finalisation of two preliminary studies to redesign the Finance IS and HR IS, were among the major projects conducted by the DTIS in 2022.

21

The number of level “1” priorities defined by the DTIS in the framework of the “Digital Sobriety” action plan initiated in 2023.



How would you assess 2022?

Firstly, as has been the case for the past three years, we are continuing our activities with a clear roadmap for the coming years. Among the very positive notes, we are making progress on some flagship projects for the school: Market Place is one of the spearheads. The delivery of this project is based on three capitalisation vectors. Firstly, it is an important advance in optimising the value chain for marketing of our products in the initial and continuing education offerings.

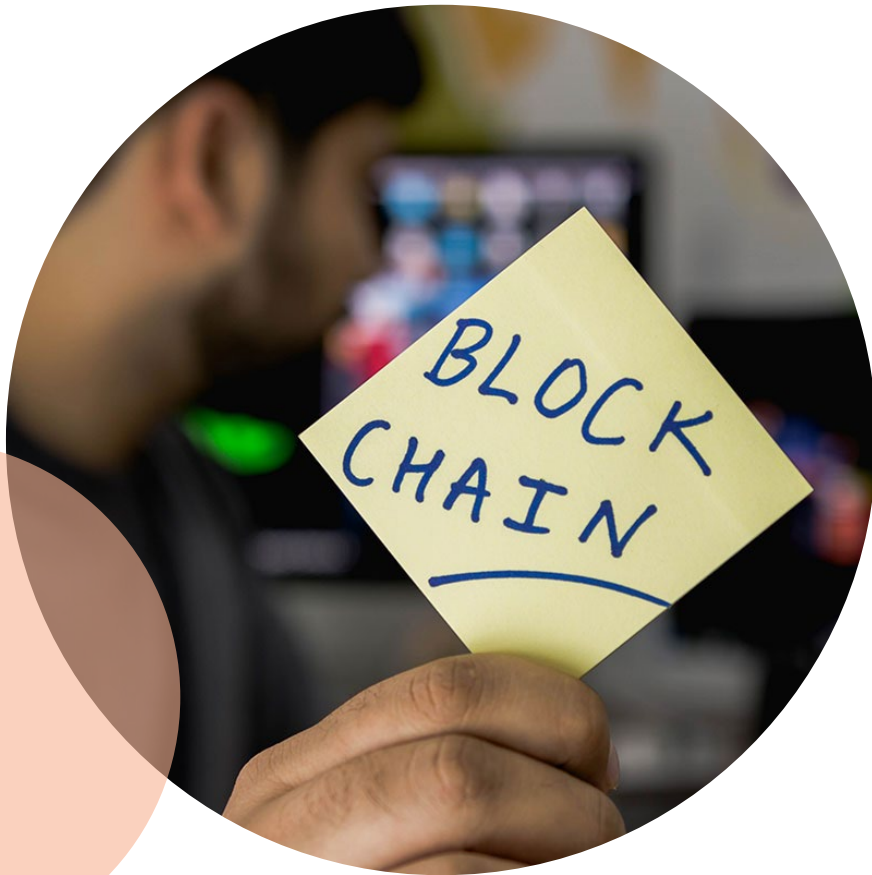
This project is also an opportunity for Audencia to make progress with core processes that support this value chain. Finally, we have also taken advantage of this project to acclimatise our personnel with flexibility, in order to work optimally on all our current and future projects. 2022 also allowed us to commence and then finalise 2 pre-studies (the needs analysis and construction of the study prior to the request for proposals) concerning reorganisation of the Finance IS and HR IS, scheduled for 2023. The requests for proposals, issued at the beginning of 2023, will allow for implementation in the coming months.



What is your vision for 2023?

2023 will first of all allow us to finalise the methodology / process / good practices vector for all of the DTIS' component parts and explore technological innovation in order to best support projects in all of the school's divisions. The other flagship project will of course be the delivery of the transitional Paris campus in September 2023.

Indeed, the DTIS has swung into action to meet the needs expressed by the various divisions, for both internal and external stakeholders. 2023 will also witness the start of all the studies based on Audencia's future Smartcampus which will emerge on our target site at Saint Ouen in several years' time. In this respect, the DTIS supports the school's business strategy via a portfolio of strong and structural projects backed up by necessary industrialisation and the constant continual improvement of our practices!



What are your goals for the completion of the strategic plan, within the scope of the ECOS plan?

2025 will allow us to continue to optimise the DTIS' processes in order to assist and readily support the school's strategic vectors! Our objective is even more ambitious because we wish to improve learners' experiences by placing their needs at the heart of the digital environment.

We have a clear focus: to deploy a customer-centred approach. It is with this in mind that we will continue our research in the use of technological platforms that can support hybrid campuses (artificial intelligence, blockchain, internet of things, etc.). Following on from this, we are starting to look into the combination of the blockchain / metaverse, rather than a virtual campus which we believe is less well adapted to our context. We want to make the most of the Token 4 Good (T4G) concept to implement this combination of technologies and to be ready by the end of 2025, thus maintaining our role as a pioneer, which is important to us.

What are your CSR commitments?

Last July, following collection of certain exhaustive data which were sufficient to use the WeNR promoted by the responsible digital institute, we were able to identify certain information related to the network and our applications in order to carry out a carbon emission assessment of our DTIS infrastructures. We received this assessment in late September.

On the basis of this diagnosis, we have identified 21 level 1 priorities (as well as other level 2 and level 3 priorities). On this basis, we have finalised an action plan for 2023, which will be steered in-house by a person chosen from my team as the digital sobriety manager.

The scope of action for this plan is expanding and notably includes: the school's strategy and governance, the study of equipment life cycles (purchasing, usage and end of service life), actions to raise awareness and train employees, the design of more relevant and lighter digital services, implementation of data management (including e-mail related data), etc. This action plan is naturally linked to the low-carbon strategy implemented by the institution, the CSR delegation and more generally all the divisions concerned with this issue.



PATRICIA BOUTRY
Digital Workplace Project Manager

Mobility for personal development

As a Programme Assistant for 12 years on the Bachelor in Management Programme, I have always been attracted by digital tools. In 2019, I volunteered to contribute to Audencia's roadmap for digital transformation. Working alongside Méline Schleder, I was in charge of the Audencia Store project. This new experience allowed me to discover the role of Project Manager, as well as all its IT and business aspects. This led to the decision to set up a digital workplace activity within the DTIS. Its scope covers all collaborative tools for employees and learners. Marie Odile Lhomme offered me the position of digital workplace project manager, with support to help me develop my skills (in project management, tools already referenced or to be referenced in the Audencia Store, creation and performance of presentations and webinars in French and English, etc.). It was a real opportunity that I seized immediately; I would never have imagined that my background would allow me to reach this type of position. So, I joined the DTIS as part of a very male-dominated team in which I gradually found my place. Indeed, female representation in IT professions is not very high, the statistics speak for themselves. Audencia is committed, for equally qualified people, to recruiting women or to implementing women's mobility. I have benefited from it for my professional and personal development.



FINANCE & OPERATIONS DEPARTMENT



MATTHIEU RAJJOU

Director of Finance & Operations

Various real estate projects, such as the Paris campus in Saint-Ouen, as well as projects related to finance, such as a switch to multi-capital accounting or support for the Token 4 Good platform, punctuated the Finance and Operations Department's activities in 2022.

72,5

Audencia's budget (in millions of euros) for 2022. A significant budget to serve the School's ambitions.

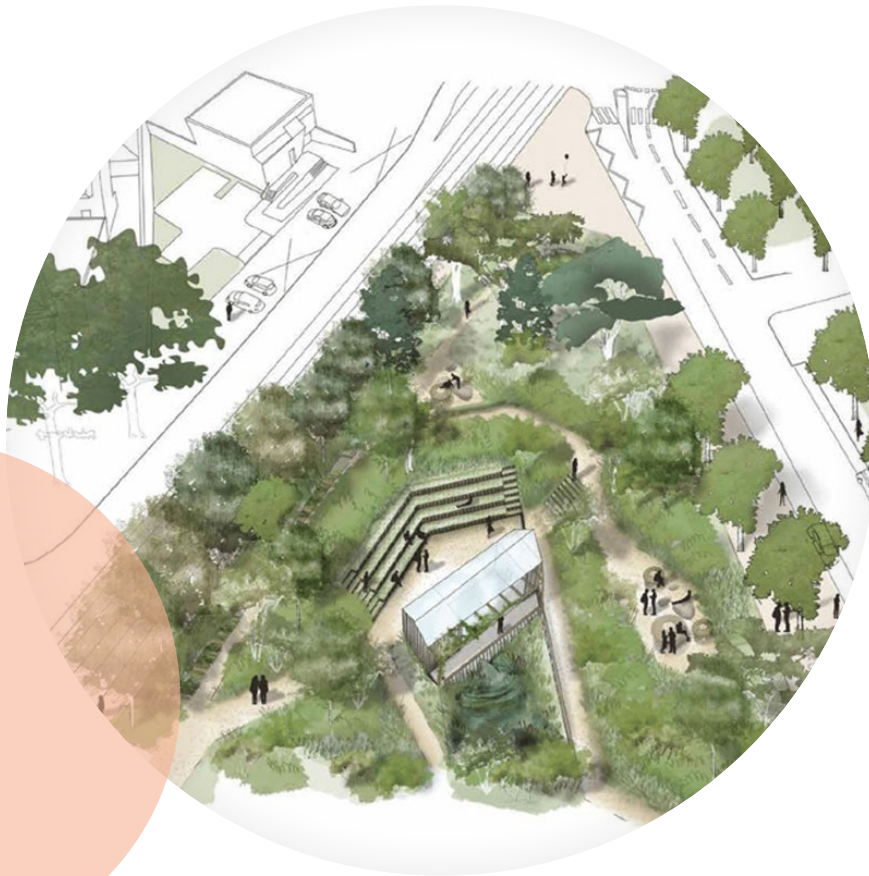


How would you assess 2022?

2022 will have been a year of many issues related to the development of our school's activities, starting with the search for and validation of a Parisian campus that will open its doors in the summer of 2023, in Saint Ouen to be exact. Located very near to the metro station, in a business district with strong partnership potential, it will welcome its first Bachelor, SM and apprenticeship students next September.

Still in terms of real estate, this year, has allowed us to modernise several of our venues, including renovation of the reception area, the lobby of the ECE building and the sports hall on our Atlantic Campus. In tandem, we continued the implementation of multi-capital accounting with integrated reporting with our current tools. This will allow us to swiftly benefit from reporting in terms of euros but also in carbon resources (expressed in CO₂) for all the divisions. This is a strong choice which shows the importance of this dimension in our activities.

Finally, as regards the Token 4 Good project, we continued the exploratory phase and the implementation of the platform. We still need to work on a clear and precise business model that would serve the interests of all Audencia stakeholders.



What is your vision for 2023?

2023 is also shaping up to be a year of many strong and structural projects. The following are among the scheduled investments: a new fitness centre and music studio for the City Campus; the installation of several new Active Learning rooms on the Atlantic Campus to immerse students in a new and impactful teaching method, as well as an outdoor educational area dedicated to Gaïa where students will be able to enjoy a green amphitheatre.

Overall, the aim is to re-green external spaces. In tandem, we are also considering how best to support the new housing needs of our students, particularly in Paris with the emergence of the future campus. This is why we are going to establish structural partnerships with student housing organisations.



What are your goals for the completion of the strategic plan, within the scope of the ECOS plan?

By 2025, one of the major vectors of our strategy will be driven by the low-carbon approach for which we shared a roadmap at the beginning of 2023. We will be able to base this on our integrated reporting, per division and with clear reduction targets.

As part of a general sobriety plan, affecting all activities, the tertiary sector decree will also oblige us to reduce our energy consumption by 40% by 2030. In this respect, we will work on all our campuses to make them more energy efficient. This will lead us to renovate all our buildings.

As a result, we will have to rethink our buildings, our spaces and our flows for better general optimisation. Then, of course, we will also be supported by the new Paris campus and the development of its activities.

What are your CSR commitments?

All our activities include CSR dimensions: both in the construction and renovation of buildings and in all transversal activities.

In order to make serene progress on this matter, 2022 saw Audencia set up a purchasing department with the arrival of dedicated resources. The creation of this department goes hand in hand with the development of a purchasing strategy based on CSR and more generally on our ECOS 2025 strategic plan.

This entire approach must lead us towards more responsible sourcing for all the school's activities. Our division must ensure that the guidelines shared among all of us are respected.



LAURE GASCHIGNARD

Founder of Cap2act – in charge of deploying multi-capital accounting at Audencia

Putting the environment on the same level as finance

In early 2023, Audencia is unveiling not only its low carbon strategy but also its multi-capital accounting management tool developed with the Lifts® methodology. This system enables the school to set out a roadmap for reductions in line with the Paris Agreements, with the support of WWF and SBTi, but also to operationalise these reductions by spreading the reduction objectives among the different divisions, like a carbon budget to be respected. Multi-capital accounting will allow the new budget to be compared with the actual emissions of each division. As a result, steering of activity aims at achieving a global performance, by placing the environment at the same level of importance as financial aspects. It makes it possible to make the players in companies aware of their responsibilities based on a budget system understood by all. The new challenge is for Audencia to incorporate social aspects into this tool!

COMMUNICATION & INSTITUTIONAL RELATIONS DEPARTMENT



FRANK DORMONT

Director of Communication & Institutional Relations

For the Communication and Institutional Relations Department, 2022 was marked by support provided to the Marketing and Brand Strategy Department in its development. The year also witnessed, constantly in support of Audencia's activities, the organisation and coverage of flagship events.

150

The number of events supported by the Events team in 2022!



How would you assess 2022?

In 2022, Audencia adopted a genuine strategic positioning in order to develop a Marketing Division as part of its ambitious development plan. Its goal is to serve the Audencia brand and promote the school's offering of programmes by employing a differentiating and impactful message. This initiative is supported by the Communication Division in order to ensure the success of this new division and enable seamless coverage of activities between our two divisions, both internally and externally. The Market place project is a bridge between our two divisions and also involves the DTIS division. Major progress has been made with this project throughout 2022, demonstrating our ability to work effectively together.

Following the COVID pandemic, we also organised the two biggest business school graduation ceremonies of the year (5,600 students). This year will also provide the opportunity to raise awareness among our in-house audiences regarding various major themes such as social justice or disability. We will also have played our part in highlights of the school's year such as the launch of the Gaïa school and its graphic environment, the first graduation group from the Sirius study path, ISEGORIA conferences involving the contributions of nationally and internationally renowned experts, the beginning of marketing 3 new hybrid Bachelor courses or also the organisation of a European-scale triathlon reported on by the specialised press and driven by committed student volunteers. This activity also allows Audencia to play a role of influencer on the social networks with rich content that boasts a shared impact.



What is your vision for 2023?

2023 will witness a new stage in the school's development, which will accelerate thanks to the opening of our new Paris campus in Saint Ouen. We will also take advantage of this new year to strengthen our international influence, particularly in Sao Paulo.

This will allow our school to attain the lofty objectives that we have set ourselves and to accompany the creation of the graduates' centre, as well as our students on bachelor, apprenticeship and specialised master courses. This represents an initial step before 2024 and the inauguration of other programmes for a new, lively and dynamic campus in Paris.

In 2023, our division remains the most cross-cutting service for meeting internal and external needs, in the different regions where we are present, both in France and abroad.



What are your goals for the completion of the strategic plan, within the scope of the ECOS plan?

First of all, it's important to remember that Audencia is the smallest school in the top 10. It must remain ahead of the curve and even if it is not the best, it generally must be the best for the world, students and employees. This ambition is rooted in the strategic plan and the objective of our division, since its launch, is to foster support for and communication about ECOS 2025 projects.

Since 2021, we have been involved in the 4 objectives included in the plan and the 3 challenges set down: to create and use responsible technology and information; to define and adopt managerial approaches that promote inclusive organisations and societies; to design and implement sustainable business and development models (particularly in phase with the carbon neutrality objectives). Our aim between now and 2025 is to continue to be a creative force regarding these subjects.

What are your CSR commitments?

Firstly, we support the policy proposed and developed by the Marketing Division concerning stopping the use of goodies. More generally, all the events organised by our division are intended to be responsible, both in terms of the service providers consulted and the materials that are used. Secondly, all the suppliers called upon by the Communications Division must demonstrate a commitment to CSR.

This approach will be intensified in line with the school's new purchasing policy, with the aim of limiting the environmental impact of our activities while at the same time serving Audencia's commercial objectives. This is one of the reasons why Audencia has equipped itself with a high-performance printing works using CSR certified organic ink as well as the use of sustainable paper.

Lastly, we support and endorse Audencia's overall CSR approach, of which the CSR Delegation is the driving force, with the aim of being ever more effective regarding the various environmental and societal indicators that have become essential for our society.



DIDIER BAINVEL

Print Shop Manager

A new working tool to enhance the school's influence

2022 witnessed major developments at Audencia's in-house print shop! The installation of new machines, which are more efficient and faster but also consume less energy, has allowed us to expand our services: large formats (A0 and bigger, up to 1 m 70), full page printing, but also on tarpaulins and adhesive vinyl, new colours (gold, silver and white), etc. These are additional assets for our various internal stakeholders (professors, employees and students) but the direct benefits of them support the school's influence and enable significant limiting of production costs. This new production tool also continues to serve our CSR approach, launched in 1996, which is today reflected through the various paper types we use that are all FSC and PEFC certified, but also through recycling provided in conjunction with the company "Arbres", which supports the integration of unemployed people with social and professional difficulties.

MARKETING & BRAND STRATEGY DEPARTMENT



FLORE TYBERGHEIN

Director of Marketing & Brand Strategy

The Marketing and Brand Strategy Department was created in 2022. During this year, it was able to determine its structure, define the objectives to be attained and carry out its first projects, such as the flagship Market Place project, which it is in charge of steering and which will enable optimisation of Audencia's marketing tools.

30

Employees have joined the new
Marketing Division.



How would you assess 2022?

First and foremost, 2022 enabled us to lay the groundwork for this New Marketing and Brand Strategy Division, which I took on managing last September. These last few months have made it possible for the organisation to be bedded in thanks to perfect understanding of what was being done and, above all, of what needed to be done to achieve the ambitions of Audencia.

In this respect, I received support from all the divisions and especially the Communications Division, allowing us to work in complete tranquillity and with perfect cohesion between our two divisions whose activities are perfectly complementary. I would also like to thank the teams who have shown flexibility and adaptability in responding to the challenges to be met. Several flagship projects subsequently guided our activities. Firstly, there was the “Market Place” project led by our division focused on optimising our digital marketing tools in order to accelerate our growth.

Split into three parts, the first two of them made it possible to create a single catalogue for the Audencia offering and develop our CRM via Salesforce, with the end goal being to create consistency within our portfolio of offers and to have more relevancy regarding our tools for analysis and targeting prospects. Phase 3, which will take place in 2023, will allow us to redesign our ‘shop window’ through a site that is perfectly focused on the needs of our target audiences. 2022 also witnessed the launch of a new Executive Education campaign, to promote the brand’s visibility to learners in continuing education. The results that emerged bode well for the months / years to come.



What is your vision for 2023?

We have many ambitions and the stakes are extremely high for our division but more broadly for the visibility and readability of Audencia's offering. First of all, our prime objective is to develop a customer focused versus Audencia focused vision for our marketing.

With this in mind, we must clearly ensure that we reach out to our targets and put their interests at the centre of our external commercially focused communications. One of our division's major objectives is also to develop a clear value proposition highlighting the strengths of the Audencia brand to complement an approach that is currently chiefly centred on marketing of our programmes. For the opening of the Paris campus and its bachelor programmes in 2023, we will also launch the first Audencia advertising campaign with professions of the future at the heart of the concept.

Indeed, in a context where a majority of the jobs that there will be in 2030 do not yet exist and where environmental and societal issues are at the forefront, Audencia wants to equip the younger generation with the tools they require for confidence in their ability to meet these challenges and finding their place in tomorrow's world. The idea is to increasingly place Audencia at the heart of a fast-changing environment whose offer meets the real expectations of our prospects, who are our future students.



What are your goals for the completion of the strategic plan, within the scope of the ECOS plan?

From 2023 onwards, but especially for the next few years, we will be working on an attractive content strategy with a focus on video-first and digital aspects. The behaviour of our targets has evolved (and is evolving every day) and it is up to us to be proactive and develop our content to be in phase with the new practices related to their environment.

Thereafter, with the constant and prime concern of listening to our targets and being aware of their desires, we will adopt a test and learn approach. Through this new way of working, our ambition is to be even more in tune with the concerns, aspirations and interests of our prospects.

What are your CSR commitments?

Completely adhering to our values and convictions, we are going to take advantage of the coming months to develop the principle of “Good for me, good for the planet”. Several actions will transform this positioning into reality. Firstly, we are going to switch from a physical goodies approach for competitive exams to a “virtual goodies” approach to support the change in perception of the need to produce small (often useless and carbon intensive) gifts to attract good candidates.

Generally speaking, our aim is to reduce all our expenditure items that have a significant CO² footprint. In terms of content, we are now going to work on highlighting our programmes such as “Brio” or SIRIUS in order to generate differentiating levers of attraction. Finally, we will work towards greater inclusiveness in our marketing actions.

As a result, if I were to give just one example, the new website we are developing for June will be 100% accessible to anyone with a disability. We will also be implementing female gender inclusion on our web site and gradually on our other contact points.



KATELLE LETERTRE

Community & Content Manager

Focusing on quality rather than quantity

There have been many marketing campaigns and actions carried out this year, with a new customer-centric twist as described by Flore. It was in this context that we reworked Audencia's content and social media strategy, a new strategy with the focus on doing less but doing it better, refocusing our efforts on a smaller number of social network accounts, allowing us to provide better quality content and greater clarity as well as interest for our prospects. The focus is, on the one hand, on an experienced professional audience on LinkedIn, and, on the other hand, towards a young and student audience on Instagram and Tiktok. Our new strategy has led us to put the accent on what attracts the interest of our targets in order to offer them content in line with their interests: Audencia's areas of expertise, career development, or student experience and life in a broad sense, while promoting, through short and authentic formats, our internal experts, our partners, our alumni and our students. For example, on Instagram you will find, the “vlogs” of bachelor students on exchange in South Korea.



AUDENCIA FOUNDATION REPORT **2022**



SOUS L'ÉGIDE DE LA FONDATION DE FRANCE

- EDITORIAL
- KEY FIGURES FOR 2022
- THEY SUPPORT THE FOUNDATION
- THE FOUNDATION IN ACTION
- PERSPECTIVES FOR 2023
- GOVERNANCE



DIDIER GAFFINEL

Chairperson of the Audencia Foundation
GE 1987 graduate, Deputy Managing Director – **Crédit Agricole CIB**



CHRISTOPHE GERMAIN

Audencia Managing Director

EDITORIAL

Generosity. Commitment. Solidarity: three words that could be used to sum up 2022 for the Audencia Foundation.

Generosity... thanks to the mobilisation of its community: graduates, parents and friends who have shown their solidarity with students in need.

Commitment... in favour of solidarity, entrepreneurship, diversity and inclusion, to give as many people as possible access to quality education.

Solidarity... by being the link between the different generations of past, present and future students.

If the Foundation is able to take concrete action, the reason is because you support it. I would like to say a huge thank you to you all for this great collective adventure!

KEY FIGURES FOR 2022



1 969 262 €

Amount raised and allocated over the year
(corporate sponsors + individual donors)

34

Number of sponsor businesses in 2022
(172 since 2009)

3 546 933 €

Total raised (donations collected in 2022 +
commitments signed in 2022 over the coming years)

6

Research and teaching Chairs
and programmes

230

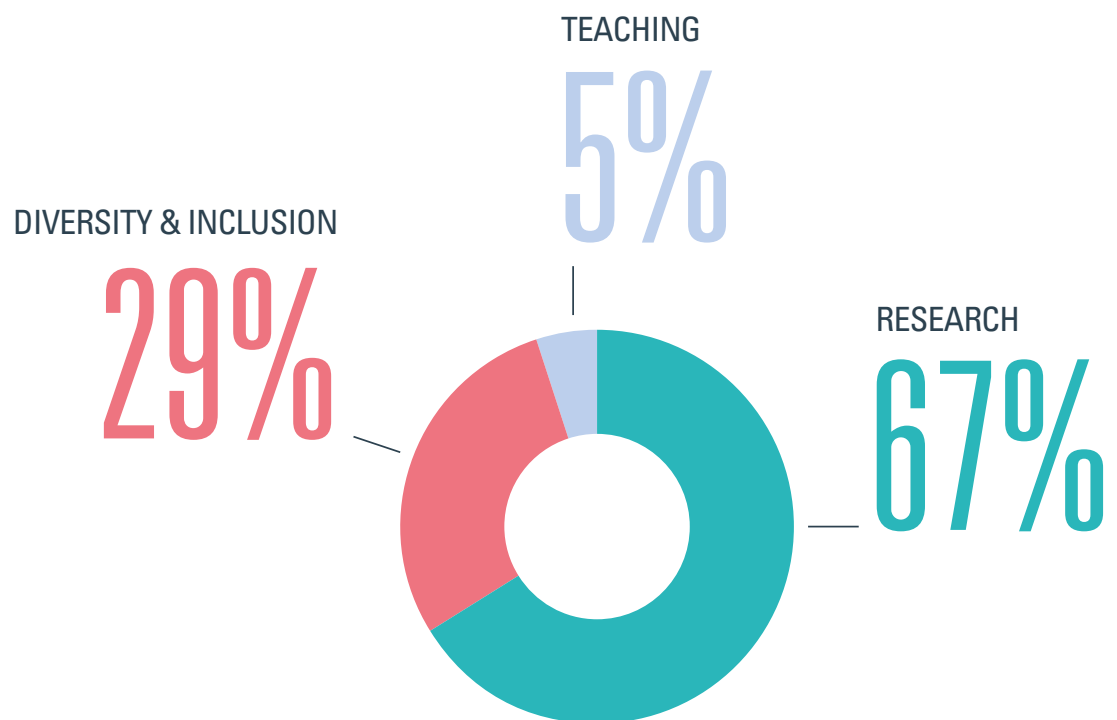
Number of individuals donating in 2022
(2,400 since 2009)

3

Beneficiaries of fundraising: Diversity
& Inclusion / Teaching / Research

BREAKDOWN OF HOW DONATIONS WERE ALLOCATED IN 2022*

*excluding Foundation development costs



THEY SUPPORT THE FOUNDATION

DONATIONS FROM INDIVIDUALS IN 2022

THE 3 MOST COMMITTED CLASSES (IN NUMBER OF DONORS)



THE 3 MOST GENEROUS CLASSES (IN AMOUNTS RAISED)



ALUMNI

ANAD Khalida (EXEC MBA 2018), ANDRADE Benoît (GE 1994), ANGUISE Grégory (GE 2006), ANIZON Didier (GE 1965), ATTIMON Séverine (GE 1999), AUDRAIN Jean-Philippe (EXEC-MBA 2014), AUDRAN Pierre-Emmanuel (GE 2007), BADERNA Gaëlle (GE 2002 / 2003), BARRIERE Jean (GE 2000), BELOT Sophie (GE 1984), BERNARD Henry-Paul (GE 1966), BIENVENU Ronan (GE 1992), BISMUTH Julie (GE 2014), BLANCHARD Gilles (GE 1985), BLONDEL Thomas (GE 2002), BONACASA Marc-Antoine (Z_EGC 1985), BONNAMY Matthieu (ABM 2008), BOQUIEN Emmanuel (GE 1977), BORSOTTO Luc (GE 2009), BOUALAM Mohamed (EXEC-MBA 2011), BOUCHERY Yann (SCOMM2 1994), BOUIX Sébastien (GE 2002), BOURGOIN Jean-Baptiste (GE 2005), BOUTELOUP Alice (GE 2015), BRICHE Olivier (GE 2004), BROCHARD Benjamin (GE 2004), BROSSARD Marie Christine (GE 1978), BROYE Vincent (GE 1995), CALES Paul (GE 2018), CARON Thierry (GE 2005), CESAR Franck (GE 1996), CHAMBONNET Julie (GE 2007), CHAMPION Sandrina (GE 1990), CHARLES Brigitte (GE 1978), CHATRAS Marie-Hélène (Z_MRI 1990), CHAUVE Sébastien (GE 2001), CHESNEAU François (GE 2000), CHOLET Philippe (GE 1964), COCHET Jean-Yves (GE 1986), COMPAIN-JOUMARD Rachel (GE 1990), CORREA Thioumbe (GE 2016), COUTAREAU Jean-Arnold (GE 1994), CREACH Jean-Luc (GE 1989), CREPEL Gérard (GE 1979), CUGNOT Florentin (GE 2019), DAI Yanjia MSCPM 2021), DE MURET Mathieu (GE 2007), DE SEVERAC Corinne (GE 1985), DEMARQUET Pierre (GE 2017), DENIS Jacques (GE 1990), DESFOSSÉS Christophe (GE 2000), DODDS Michaël (GE 2012), DOMAIN Luc (GE 1968), DRESS Emmanuel (GE 1998), DRULA Marie-Géraldine (GE 2000), DUBRULLE Saturnin (GE 2007), DUMINY Julien (GE 2002), DUPEUX Emmanuel (GE 2004), DUPRE Jean-Paul (GE 1961), DURAND Jean-Lucien (GE 2007), DYMOV Oleksandr EIBM 2016), ESCOFFIER Elodie (GE 2003), ESPELLE Isabelle (GE 1990), ETIENNE-KAHN Blandine (GE 1994), FALL Sophie (GE_2004), FAURY Carla (GE 2019), FESSART Elisabeth (GE_1985 1985), FOUQUE Amandine (SCOMM1 2011), FOUSSARD Cédric (GE 2005), FREMONT Vincent (GE 1984), FROGER Anaëlle (GE 2022), GAFFINEL Didier (GE 1987), GAUDET Samira (GE 2000), GODEAU Laurent (GE 2005), GOMBART Valérie (GE 1997), GOMES DO ROSARIO Franck (Z_BADGE_GAL 2012), GREBOVAL Cécile (GE 1997), GROENEWEG Antoinette (GE 2016), GUCHET Hélène (GE 2001), GUIHEUX-NASSI Elisabeth (GE 1992), GUILLET Nicolas (GE 1992), GUILLET Marie (GE 2016), GUILLET Jean-Michel (GE 1969), HACQUES Alexis (ABM 2011), HALFI Idriss (GE 2020), HERRY Aurélie (GE 1995), HERVE Marie (GE 2011), HOUSSIN Jennifer (GE 2020), HUA Carine (GE 2016), HUCHET Vincent (GE 2006), HUMBERT Loïc (GE 2014), JEANTET Nicolas (GE 2002), JOLLY Patrick (GE 1985), KOZUB Alexander MBA 2017), LAGADEC Cécile (GE 2009), LAMANT Gaël (GE 1996), LAMASSOURE Patrick (GE / SCOMM2 1991 / 1992), LE BARON Laure (GE 1992), LE GAONAC'H Jean (GE 1980), LEBLAIS-TROCHU Anne-Marie (GE 1978), LEFORT PINTO Noémie (GE 2006), LENGLET Philippe (EXEC-MBA 2016), LETERTRE Katelle (ABM / SCOMM2 2015 / 2017), LEUPE Bénédicte (GE 1993), LIETARD Christophe (ABM 2020), LORRE Flavie (GE 1998), MACE François (GE 1979), MACREZ Bernard (GE 1973), MARIE-NELLY Marie-Françoise (GE 1978), MARTIN Nicolas (GE 1999), MARTIN Clara (GE 1992), MARZIN Anne-Françoise (GE 1993), MAUREL Eline (GE 2002), MEILHAC Michel (GE 1969), MICHEL Damien (GE 2006), MOLLAT DU JOURDIN François (GE 1985), MOLOU KANDJY Fayaz (GE 2001), MOREAU Etienne (GE 2004), MOREAU Agnès (GE 2006), MUNGUR Rajrani (GE 1997), NAZARALY Johan (GE 2011), NGO Tong-Yih (GE 1997), NGUY Patrick (GE 2010), NGUYEN Ha Le (GE 2012), PELE Pascale (GE 1978), PARIS Olivier (GE 1993), PASQUET Marie-Hélène (GE 1977), PASQUET Jérôme (MBA 2006), PEHE Alexandre (GE 2006), PELE Michel (GE 1978), PERNETTE Claude (EUROMBA 2013), PHILIPPOT Christophe (EXEC-MBA 2014), PICARD Cédric (GE 2012), PICHOT Jean (GE 1964), PLOT Jacques (GE 1970), POURQUERY Philippe (GE 1994), PRIOUX Marielle (GE 1981), REED Heidi MBA 2013), REINISCH Pierre (GE 2013), RENEAUT Mathieu (GE 1991), RICHARD Christophe MBA 2005), RICHON Patrick (GE 1982), RIDEAU Baptiste (GE 2018), RISS Olivier (GE 2002), RIVES Dominique (GE 1987), ROBERT Philippe (GE 1989), ROGNANT Guy (GE 1963), ROHART Gabriel (GE 2010), ROPARTZ Christine (GE 1990), ROUSSEAU Jean-François (GE 1969), ROUX Vincent (GE 2004), SAINT-OUEN Pierre (GE 1996), SALUSTRO Olivier (GE 1986), SANSEAU François (GE 1993), SAVIN Isabelle (GE 1993), SCHNEIDER Cyprien (GE 2005), SCHOEBEL Guillaume (GE 1989), SCHWARTZ Dominique (GE 1990), SERZEC Philippe (GE 1992), SHALOM Anne (GE 2008), SIEDLIS Frederic (EXEC-MBA 2019), SONДАРJEE Clara (SCC 2022), THOBY Michael (EXEC-MBA 2013), TOULLEC Daniel (GE 1973), VALNET Frédérique (GE 1985), VANDERPOOTEN Gilles (GE 2009), VERDIER Corinne (GE 1979), VERGNE Nicolas (GE 2017), VERNEUIL Herveline (GE 1996), VIVIEN Lysiane (GE 1968), WAGEMANS Grégory (GE 1996), WOLF Hélène (GE 1984), YAHIA Dalila (TITRE1_DAF 2020).

STUDENTS

ANZALONE Romain, DONG Zhongyu, NGUYEN Thomas, SOLEILHAC Faustine, THIRUVALLIANGUDI KANNAN Krushna Desikan.

PARENTS

AMMAR KHODIJA Valery, ATTEIA Alain, BERNIER Capucine, BESTEL Isabelle, BLAISE Patrick, COUPINOT Nicolas, ELUERE Chantal, HUMBERT Patrick, KERANGUEVEN Jean-Yves, LEMARIE Christine, LOIRE Claire, MATHEY Daniel, MENDELS-FLANDRE Philippe, MUSY Anne, PHILIPPON Olivier, SOLEILHAC Faustine, ZOETELIEF TROMP Laurence.

FRIENDS OF THE FOUNDATION

BOURLANGE Cécile, CERTHOUX Gilles, CHEVALLIER Pauline, DEREY Alexandre, DORMONT Frank, GARNIER Sébastien, GERMAIN Christophe, GUEPEROUX Erwann, LAGUESTE Noémie, LARDET Caroline, LEFIEVRE Valerie, LHOMME Marie-Odile, MARCUS Françoise, MARIET Saliha, MARTIN Christine, MELINAND Marie-Hélène, METRAL Laurent, SCHMITT Desanka, SFERRAZZO Roberta, SIRET Jean-Paul, THOMAS BAILLARD Mélanie, VOGTLIN Christian.

SPONSOR BUSINESSES IN 2022

> FOUNDING SPONSORS



➤ MAJOR SPONSORS



> SPONSORS



THE FOUNDATION IN ACTION

HIGHLIGHTS IN 2022



> FEBRUARY

Renewal of the Audencia Foundation's Governance



> MARCH

KPMG France renews its support for the Audencia Positive Impact Chair



> MARCH

REALITES and Audencia renew their partnership up to 2026



> MAY

Law firm Cornet Vincent Segurel supports the Audencia Family Entrepreneurship & Society Chair



> JUNE

Especially generous alumni



> JULY

CIC OUEST renews its commitment to the Audencia Foundation



➤ SEPTEMBER

Launch of the first Sirius class



➤ SEPTEMBER

Launch of mission handicap



➤ NOVEMBER

Launch of the year-end campaign

SUPPORTING STUDENTS



155

Students helped in 2022
(785 since 2009)



900

Scholarships allocated
since 2009

1 DIVERSITY AND INCLUSION



➤ The SIRIUS scheme



➤ The BRIO programme



➤ The students' solidarity fund

2

INTERNATIONAL



• International mobility scholarships



• Scholarships for international students

3

ENTREPRENEURSHIP



• Student entrepreneur scholarships

SLOW
FASHION
TRAINING



SUPPORTING BUSINESSES

THE POSITIVE IMPACT CHAIR

In line with its objective to make CSR a lever for innovation and performance, the chair's ambition is to support the definition and implementation of a CSR approach as a core part of business strategies. It assists businesses with this approach and promotes innovative practices.

WHAT HAPPENED IN 2022?

- #NégoTraining, almost 3,700 women trained!
- Slow Fashion Training is one year old!
- Study on the search for meaning at work

CHAIRHOLDER ● FLORENCE TOUZÉ

RELEASE DATE ● 2014

SPONSORS ● GROUPE ERAM, CREDIT AGRICOLE, GRDF, KPMG



FAMILY ENTREPRENEURSHIP & SOCIETY CHAIR

Renowned for its expertise in France and abroad, the chair helps to support the growth of family businesses and consolidates their sustainability. Its unique positioning provides a psycho-social view of family businesses, based around 3 major themes: reflection on the future of family businesses, intra-family succession and family entrepreneurship (sources, behaviours and impacts).

WHAT HAPPENED IN 2022?

- The chair's presence at the HERIGE group family seminar
- Step meeting europe at Audencia
- Step conversation #2: gender in family businesses

CHAIRHOLDER ● MIRUNA RADU-LEFEBVRE

RELEASE DATE ● 2013

SPONSORS ● CVS AVOCATS, CREDIT MUTUEL EQUITY, CIC OUEST, FLEURY MICHON, GROUPE MOUSSET



THE REALITES CHAIR

Bringing to life the intelligence of territories

The Chair aims to share a new vision of how towns are built through useful and innovative research, in order to open up debates by bringing together a community of players in the sphere and medium sized towns to work on positive development of their territory.

WHAT HAPPENED IN 2022?

- > The renewal of the chair
- > “Let’s fix towns”: The chair’s first breakfast seminar
- > “Nudges for building towns”: The chair’s last 4 breakfast seminars

CHAIRHOLDER ● ANNE LAUNOIS, VIRGINIE GRANDHOMME

RELEASE DATE ● 2018

SPONSORS ● REALITES



THE PURCHASING & DIGITAL INNOVATION CHAIR

The chair is a centre for expertise on purchasing, dynamic links between businesses, research and training. It brings together professors, professionals (businesses and consultants) and students. Its objective is to contribute to producing knowledge and key concepts enabling the description, explanation and recommendation of strategies, management methods and skills for purchasing in businesses, based in particular around three vectors: digitisation, CSR impact and innovation.

WHAT HAPPENED IN 2022?

- [Webinar: ESG and Purchasing Management barometer](#)
- [The chair receives an award at the IPSERA academic conference 2022](#)

CHAIRHOLDER ● FRANÇOIS CONSTANT, REDOUANE EL AMRANI, THOMAS JOHNSEN

RELEASE DATE ● 2018

SPONSORS ● AXYS CONSULTANTS



THE MULTI-CAPITAL GLOBAL PERFORMANCE CHAIR

The objective of the “Measurement, Control & Audit of Multi-Capital Global Performance” chair is to strengthen multi-capital measurement and control systems through innovation, to participate in international standardisation in the field and to support the transformation of teams and professions. In order to take a global approach, the chair uses a dual working methodology. On the one hand, the chair works with businesses and involves them in the performance of field studies necessary for experimenting its work. On the other hand, it carries out research in favour of the common good by working with public and private institutions which create multi-capital accounting standards.

WHAT HAPPENED IN 2022?

- Report on the chair and LIFTS Accounting Model in Let’s Go France in September 2022
- «Multi-capital accounting: communicating global performance beyond financial performance»
- «Corporate sustainability reporting: what to expect from internal control?»

CHAIRHOLDER ● DELPHINE GIBASSIER

RELEASE DATE ● 2020

SPONSORS ● CNCC, DANONE, GROUPE INVIVO, L’OREAL, PWC FRANCE ET MAGHREB, IFACI, REPORTWISE CONSULTING

PERSPECTIVES FOR 2023



FRANÇOISE MARCUS

Director of Corporate Partnership & Sponsorship – **Audencia**



DIDIER GAFFINEL

GE 1987 graduate, Deputy Managing Director – **Crédit Agricole CIB**

HOW DOES THE FOUNDATION REFLECT THE SCHOOL'S COMMITMENTS?

FM The foundation is a key lever in the school's contribution to the common good. It makes it possible to fund impactful chairs aimed at transforming society, to support Gaïa – the ecological and social transition school – and to demonstrate the school's diversity and inclusion policy. It does this through awarding solidarity grants to students in difficulty or by enabling those who may have drifted away from higher education to regain confidence and build on their achievements thanks to the Sirius scheme. Finally, I would say that the foundation is also a means for expressing the precious link that unites the different generations of past, present and future students.

ACCORDING TO YOU, WHAT ROLE MUST THE ALUMNI COMMUNITY PLAY IN THE SCHOOL'S FUTURE?

DG The role of our community is crucial in enabling the foundation to continue its actions! On a personal level, the reason I have become a donor to the Audencia Foundation and why I accepted the Chairpersonship is because I wanted to give something back to the school which has given me so much. I strongly believe in the importance of having a network of graduates that show solidarity to the school's students: it is a major asset of graduate colleges.

FM Commitment alongside the foundation is also a way of showing pride in belonging to Audencia and its community of graduates. Today, our network boasts more than 32,000 graduates. This network is made up of different backgrounds and generations that can contribute to the development of innovative projects which promote social as well as cultural openness, entrepreneurship and equal opportunities for students, to enable others to take the studies from which they have benefitted.

WHAT ARE THE FOUNDATION'S SHORT-TERM AND LONG-TERM AMBITIONS?

FM Because the issues of social and cultural openness and equal opportunities for as many people as possible are major challenges to which we wish to respond, we are launching a campaign in spring 2023 on the theme of Diversity and Inclusion. In relation to the vectors of the ECOS 25 strategic plan, it aims to strengthen the school's plans to open up to all talents and will help to remove self-censorship and financial barriers to higher education at a business school.

DG In the longer term, I will be proud that my school, which is already strongly committed with regard to CSR, acts as a major player in ecological and social transition and that it is recognised for this in the academic and business worlds, thanks to the support of the foundation in contributing to creating new chairs and to developing Gaïa and its innovative and transformative teaching.

IS THERE A PARTICULAR PROJECT OR SUCCESS THAT MAKES YOU PROUD?

FM The launch of our first class of SIRIUS scheme students. In one year, thanks to the support of businesses, graduates and the mobilisation of the teaching staff, the foundation has been able to set up the first class of the SIRIUS scheme. These students, from urban and rural environments around the Nantes conurbation, began their academic year last September and are now under the guidance of our teaching teams, which is something the foundation and school can be very proud of!

DG When asked about the relevance of the 2023 campaign on diversity & inclusion, the graduates who are major private donors not only largely endorsed the projects but also pledged to support them and to be active ambassadors, so solidarity is definitely the order of the day!

GOVERNANCE

> CHAIRPERSON OF THE FOUNDATION

DIDIER GAFFINEL

GE 1987 graduate, Deputy Managing Director – **Crédit Agricole CIB**

> EXECUTIVE OFFICER OF THE FOUNDATION

FRANÇOISE MARCUS

Director of business and sponsorship partnerships – **Audencia**

> THE BOARD OF DIRECTORS IN 2022

THE REPRESENTATIVES OF THE FOUNDING BUSINESSES

ISABELLE AROUN

Resources Centre Director - **CIC Ouest**

CHRISTOPHE GAMET

VP for Global Human Resources, Finance & Legal - **L'Oréal**

JEAN-PAUL SIRET

Chief Executive Officer - **LNA Santé**

THE REPRESENTATIVES OF THE MAJOR DONORS

VINCENT BROYÉ

GE 1995 graduate, Associate - **KPMG**

DIDIER GAFFINEL

GE 1987 graduate

LAURENT GODET

Director of Corporate and Strategic Affairs - **REALITES**

THE REPRESENTATIVES OF THE QUALIFIED MEMBERS

Dr ARIANE BERTHOIN-ANTAL

Professor – **WZB Berlin Social Science Center**

ANDRÉ SOBCZAK

Former professor and chairholder at Audencia, Secretary General - **EUROCITIES**

MICHAËL THOBY

ExecMBA 2013, Chief Executive Officer - **EMOTIC**

THE REPRESENTATIVE OF THE SCHOOL

CHRISTOPHE GERMAIN

Managing Director – **Audencia**





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