



ESSCA

SCHOOL OF
MANAGEMENT

Annual Report

2024
2025

FRANCE

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CHINA

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HUNGARY

-

LUXEMBOURG

-

SPAIN



ESSCA CREATING FUTURES



Jean CHARROIN

Dean & CEO

Christian NIBOUREL

Chairman of the Board of Trustees

EDITORIAL

The academic year 2024–2025 marks an important milestone for our institution. After several years of ambitious investment, far-reaching transformation and collective commitment, ESSCA has once again demonstrated its capacity to combine strategic vision, academic excellence and economic responsibility. In a context of accelerated competitive intensity, and thanks to the coordinated action of all people and the steadfast support of our stakeholders, the balance of the economic model has been achieved, confirming the robustness of our orientations and the relevance of the choices made.

The year 2024–2025 follows in the footsteps of the dynamics launched by Odyssey 20/24 and now extended by KAIROS 2030, the strategic plan adopted by the Board of Trustees in March 2025. Within this new strategic framework, consecutive to a collegiate elaboration period, our priorities are structured around pedagogical and scientific innovation, internationalisation, operational efficiency and the strengthening of our institutional outreach.

The period 2024–2025 was marked by a notable increase in our academic and scientific visibility.

ESSCA's presence in the Shanghai Ranking for Business Administration, its entry into the Financial Times Custom Executive Education ranking, and the renewal of its AMBA accreditation illustrate the international recognition of the quality of our faculty and multi-campus model.

Beyond institutional achievements, the year will be remembered for a remarkable collective mobilisation. In a demanding higher-education context, the entire community – staff, faculty, students, alumni and partners – committed with determination to the continuous improvement and international reach of ESSCA, within a robust associative model. These fundamentals are a decisive asset for implementing KAIROS 2030 and asserting our identity: an open, responsible and innovative school, profoundly attached to humanism.

We wish to express our gratitude to all those who contribute daily to this momentum for progress. Convinced that ESSCA's strength lies in the convergence of its talents and commitment to its values, we look trustfully to the future.

About ESSCA

Empowering Tomorrow's Leaders: Since its creation, ESSCA has led the way in educational innovation, and in advancing social and economic inclusion. ESSCA School of Management dedicated to integrating the demands and complexities of today's world into our educational approach, aiming to cultivate responsible leaders who are aware of the sustainable development issues, and support organisations in their transformations, shaping a brighter future for all.

Mission

ESSCA School of Management creates knowledge and develops responsible managers and entrepreneurs, while fully considering planet boundaries, human, ethical and economic dimensions of organisations in a sustainable and multicultural environment driven by technological trends or social innovations.

Vision

ESSCA School of Management aims to be a leading actor in a higher education ecosystem offering one of the best working, research, and learning environments in Europe by 2030.

Values

Values are deeply rooted in ESSCA's history and the vision of its leadership. They serve as guiding principles, informing our strategic decisions and actions. Embraced by faculty, staff, and students, these values shape the culture and interactions with its stakeholders, fostering a vibrant community committed to excellence and integrity.

HUMANISM RESPONSIBILITY AGILITY RELIABILITY

ESSCA in brief

7 800

Full and part-time students

80,2 million euros

budget in 2024-2025

22 800

Alumni

3 000

corporate partners

+500

Faculty and support staff

10 campuses

Aix-en-Provence, Angers, Bordeaux, Lyon, Paris, Strasbourg, Budapest, Luxembourg, Malaga et Shanghai

252

partner universities in

54 countries

Governance

Composition of the Board of Trustees

Chair	
Mr. Christian NIBOUREL	Chairman of the Board of Trustees Chairman, OneUp
Administrators representing the founder members	
Ms. Anne-Sophie DEMONCHY	Managing director, Association St Yves - Université Catholique de l'Ouest
Dr. Laurent PERIDY	Vice-Chairman of the Board of Trustees Rector, Université Catholique de l'Ouest
Ms. Catherine DAGORN	Vice-Chairman (Education and Training), CCI 49 CEO, MCA Finance
Ms. Marie MENARD	Member of the Board of Trustees, CCI 49 Managing director, Auchan Avrillé
Mr. Stanislas de GASTINES	Member ESSCA Alumni Partner, EY
Mr. Vincent HAREL	Chairman of the Board ESSCA Alumni CEO, Verlingue
Administrators representing ex officio members	
Ms. Elodie JEANNETEAU	Councillor, Maine et Loire Department
Ms. Constance NEBBULA	Vice-Chairman (Higher Education & Research), Angers Loire Métropole
Ms. Paola BENNAHMIA	Chair Students' Union, Paris
Mr. Paul LAMAZEROLLES-KOENIG	Chair Students' Union, Angers
Administrators representing members	
Mr. Xavier MARTIN	External qualified member Chairman, HENKEL France
Ms. Patricia DUMOULIN	Chair of the Board, Collège Associatif des Parents d'Elèves de l'ESSCA National key account & ISLA DELICE, AMALRIC
Mr. Alexander KÄMMER	Representative of the Works Council Assistant professor, ESSCA
Ms. Françoise LE GOFF	Representative of the Works Council Information officer, ESSCA
Dr. Dejan GLAVAS	Member of the Joint Committee Associate professor, ESSCA
Ms. Marine GOUEDARD	Member of the Joint Committee Assistant professor, ESSCA
Invités permanents	
Dr. Jean CHARROIN	Dean & CEO, ESSCA
Ms. Isabelle DRENO	Deputy CEO Resources and Transformation Support, ESSCA
Dr. Benjamin MORISSE	Vice-Dean Strategy and Institutional Relations, ESSCA

Governance meetings 2024-2025

4

Board of Trustees meetings

6

Supervisory Committee of the Board of Trustees

1

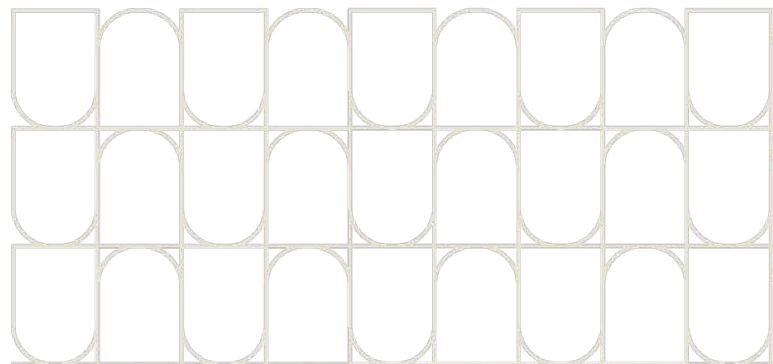
ordinary General Assembly





SUMMARY

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An engaged and inclusive student experience in support of a European project

As a leading institution of higher education in management, ESSCA throughout 2024–2025 affirms a renewed coherence between academic quality, international openness and support for diverse audiences. Through flagship events, new support mechanisms and participatory governance, the School consolidates a demanding student experience careful to inclusion and employability.

Flagship moments that bring internationalisation and initiative to life

One of the highlights of the academic year, the International Week Bachelor (IWB), held on the Bordeaux campus, brings together first-year students of the Bachelor in International Management (BMI) from all French and international campuses. Outdoor education, masterclasses led by high-profile speakers and strong cultural diversity provide its backbone. In parallel, ESSCA highlights responsible entrepreneurship and the place of women in the economy through the Global Five initiative, which was launched in fall 2024 by a European conference bringing together alumni, experts, scholars and students. These key moments, complemented by multi-campus networking formats, cultivate a strong sense of belonging to ESSCA (Splash Project¹, Festival Baugas, BIC, Voile ESSCA, etc.).

¹ Splash Project will be renamed "Impact ESSCA" at the start of academic year 2025.



From left to right: Pr. Ines GABARRET, Pr. Marcela SCHWEITZER, Pr. Carol DENERIER





A differentiated and scientifically supported approach

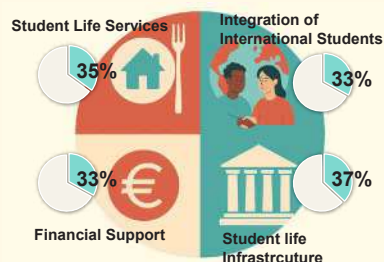
ESSCA is reinforcing an original support model to foster everyone's success. The Learning Assistance Centre (CAP) is deploying a set of mechanisms combining prevention, remediation and reflection on practices, drawing on advances in cognitive science. Among the most notable new features are Filboost, which uses musical environments to enhance concentration, and immersive virtual-reality scenarios to learn how to collaborate and speak in public. Added to these are tools for welcoming international audiences—a “late arrival” platform and interactive FAQ (Frequently Asked Questions)—which provide safeguards for students joining a campus off-cycle. Finally, the three “engagement pathway” (Passion, Entrepreneurship, Solidarity) recognise varied trajectories—from athletes and artists to reservists or firefighters—within a framework that acknowledges prior learning and offers tailored support, whatever the programme attended.

A student community involved in decision-making

True to a culture of continuous improvement, the School closely consults its stakeholders for the evolution of programmes and campus life. The co-construction of the Student Life Master Plan, supported by a large-scale survey carried out in fall 2024, made it possible to identify needs that differ from campus to campus and to adapt priorities in health, housing, mobility, sport and culture. On the academic side, systematic feedback through Assurance of Learning mechanisms and acquisition diagnostics—complemented by biannual Town Halls—contributes to the adjustment of content and methods. While student-society engagement and attendance remain heterogeneous challenges across territories, the institution is revising its processes and intensifying education on the responsible use of Artificial Intelligence (AI) to support autonomous learning.

Survey results

A priority area for all campuses:



The actions undertaken consolidate a trajectory that echoes the priorities of the KAIROS 2030 strategic plan: innovation in learning outcomes and methods (deployment of digital and AI tools, hybridisation of competences), internationalisation of programmes (a 12-month Master in Management for international audiences with an engineering profile) and efficiency in support of the student experience (master plan, quality approaches). In Executive education, the expansion of certificates—particularly around AI and managerial practices—and the design of client-experience pathways respond to the plan's requirements for operational impact. Finally, the mobilisation of all stakeholders (students, alumni, corporate partners) is fueling a unifying institutional brand. In this way, the School continues to consolidate its multi-campus model and the quality upgrade expected by KAIROS 2030, articulating humanism, responsibility and European openness.

Professionalisation, vocational education and entrepreneurial mindset: ESSCA serving pathways and talent

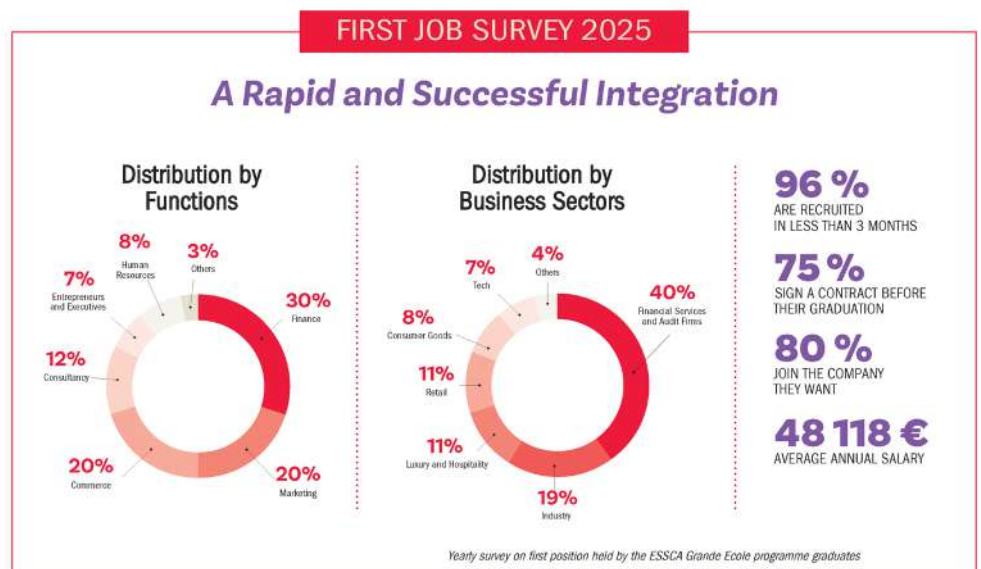
Through renewed mechanisms for support and employability, ESSCA is consolidating a model of professionalisation combining vocational education, internships and entrepreneurship. The year 2024–2025 marks a turning point: the rollout of the Career Days, the harmonisation of vocational tracks rhythms and assessments, and the ramp-up of incubation demonstrate a coherent strategy benefiting students and socio-economic partners.

A reinforced professionalisation dynamic

In 2024–2025, ESSCA energised the Career Days (11 days from September to February) and strengthened customised support through coaching sessions. These actions form part of a logic of enhanced professionalisation, supported by a clearer career platform and reinforced communication, aiming to engage each student from the start of the year and to better coordinate internal stakeholders (Corporate Relations, Programmes, CAP, Alumni).

The complete overhaul of the career pathway, segmented by year and by programme, is a priority project for 2025–2026. This outlook reflects the institution's desire to embed Career Centre processes at the core of the curricula, to offer a coherent continuum of support tailored to market developments.

In parallel, internship search support has intensified in synergy between the services dedicated to internships and vocational studies and the Career Centre, with locating data at a professionalisation hub. Gap-year projects fit into this unified pathway, with the minimum requirement of four months of professional experience, including the option of an entrepreneurial semester.



Vocational studies: harmonisation and quality

The Improvement Committee has endorsed a unified rhythm (one week at school, two weeks in company) and the harmonisation of examinations for all students across all campuses. These choices simplify processes and strengthen the operational efficiency of both teaching and administrative services.

Taking into account changes to the economic model of vocational studies in France and its sustainability for the institution, ESSCA has streamlined its work-study programmes for the Master in Management in finance and marketing, with the deployment of specialisations in the second year of the Master cycle. Quality assurance is supported by the CFA (administrative and registrar body regarding vocational curricula) annual Improvement Committee and by Qualiopi certification, including regular consultation with companies regarding target skills and their appraisal of learning outcomes.

Number of students in vocational studies in 2024-2025

1028



MiM 4Y

440



MiM 5Y

429



BIM 3Y

159

Entrepreneurship: from a dedicated semester to incubation

The institution offers student-entrepreneurs an entrepreneurial semester carrying ECTS under dual supervision (a professor and a mentor), an engagement track, and entry to an incubator. Two intakes, in September and then January, structure access for students, alumni and external entrepreneurs joining ESSCA community. Twice-monthly workshops (finance, business plan, pitch, marketing, HR, intellectual property) are also rolled out as business nurseries in Bordeaux and Angers; the infrastructure provides 37 fixed workstations per cohort, i.e., 74 places across two cohorts.

Student-entrepreneurs also benefit from PEPITE mechanisms extended to all campuses, as well as territorial relays (e.g., Paris Entreprendre 92) and Alumni mentoring. Incubation, free for students and offered at an appropriate rate for graduates, opens access to an interest-free loan, in partnership with Bpifrance, Initiative France and the Initiative Grandes Écoles et Universités network; pitch competitions co-organised with ESSCA Alumni animate the community.



Incub'ESSCA – Winners of the Pitch Challenge on 22 April 2025

An emblematic Alumni pathway

Gekomed



A 2022 ESSCA graduate, Gautier Corbineau embodies a new generation of alumni committed to sustainable innovation. Present at entrepreneurial events organised by the School, he shares his journey and his determination to address environmental challenges in the healthcare sector, notably during the “pitchers-investors” format where he presents his project alongside young ESSCA entrepreneurs.

With this ambition, Gautier co-founded Gekomed in early 2024, a start-up specialising in the collection and refurbishment of orthopaedic splints. The company aims to reduce medical waste and the sector’s carbon footprint by giving these devices a second life, thanks to a strict protocol guaranteeing hygiene, quality and traceability. Gekomed now relies on a growing network of collection points in pharmacies, clinics and physiotherapy practices and offers eco-designed splints that are more durable and accessible.

By finely articulating professionalisation, vocational studies and entrepreneurship, the School confirms a clear value proposition in the eyes of students, corporate partners and graduates. Short-term projects—Qualiopi audit, dematerialisation of attendance sheets recognised by the OPCOs operators, enhanced analytics (Power BI), integration of CSR skills in internship reports, opening an incubator in Aix-en-Provence and a business nursery in Lyon—herald continuous quality improvements. Above all, these advances align with KAIROS 2030: innovation (digitalisation of services and AI usage), internationalisation (tools and events designed for international audiences and opening pathways abroad), operational efficiency (harmonised processes, unified platforms) and brand reach (enhanced employability, a more dynamic Alumni network).

Territories and strategic perspectives

As a recognised actor in higher education, ESSCA asserts its role in skills development and talent as well as in territorial development. This chapter highlights the major achievements of the year and the orientations that reflect the institution's intention to combine academic excellence, international openness and a multi-campus identity. It illustrates the coherence of the actions undertaken and their alignment with the trajectory defined by KAIROS 2030 plan.

Structuring events and initiatives

The School has strengthened its identity through unifying student events such as Festival Baugas, Splash Project and the Inter-Campus Battles, fostering student cohesion and belonging. Academic conferences, such as the Annual Conference on Digital Marketing, labelled by the French Marketing Association and co-organised by ESSCA with Paris 1 Panthéon-Sorbonne, alongside talks, workshops and research projects, demonstrate ESSCA's commitment to creating synergies, its scientific reach and its European foundations. The graduation ceremony, which brought together more than 2,200 participants (graduates and guests) in March 2025, is a major event for the territory hosting ESSCA's headquarters. Highlighted by the Business School Impact System (BSIS) indicators, this institutional event remains a landmark moment for the School and for young graduates to celebrate the end of their academic curriculum.

In addition, the presence in Málaga and the roll-out of the BMI "3 years / 3 countries" programme illustrate a firm internationalisation strategy. Moreover, entry into the ARWU (commonly known as the "Shanghai Ranking") strengthens ESSCA's academic attractiveness and scientific recognition.



Territorial relations and socio-economic impact



The institution maintains ongoing dialogue with public and private stakeholders, consolidating its anchoring in the local higher education & research policy and in line with the commitments tied to its EESPIG qualification. Campus directors maintain exchanges with local and European authorities,

helping to strengthen territorial links, cooperation and European diplomatic relations across the ESSCA Group. Territorial partnerships translate into agreements (notably with the French Foreign Trade Advisors), prevention projects (MILDECA, smoke-free campus) and collaborations with diplomatic corps (Spain, Greece, Austria, ...). In this regard, ESSCA welcomed the Ambassador of Greece to France during the conference by the President of the Parliamentary Assembly of the Council of Europe in March 2025. In Austria, discussions with higher-education and scientific cooperation attachés, conducted with FESIC to promote EESPIG institutions, led to the School being added to European project mailing lists; they continued during the ETI LABS meeting, illustrating the growing importance of international issues within the Group.

The School's overall economic impact across all its host territories is assessed by BSIS experts at €558 million, driven by internships, vocational studies, applied research and campus life. Civic engagement is reflected in inclusive projects and ethical initiatives, strengthening the School's social and cultural contribution.

Academic coherence and international dynamic

The ten metropolitan campuses and the online campus share a common mission and homogeneous standards, recognised by the extension of degree authorisations and state recognitions to each campus, thereby guaranteeing programme quality and the student experience. Inter-campus mobility is seen by students as an asset, fostering pathways and the promotion of Master-level specialisations by campus. European projects such as EUonAir and university alliances (Franco-German summit of university alliances, IBSA, ACE, ...) reinforce the institution's international identity. This momentum forms part of a borderless internationalisation strategy, consistent with the ambitions of the KAIROS 2030 plan.

ESSCA approaches its perspectives with a vision structured around the pillars of the KAIROS 2030 strategic plan: internationalisation, operational efficiency, pedagogical innovation and institutional visibility. Forthcoming projects - such as the roll-out of the Master in Management and the Bachelor in International Management across all campuses, the deployment of digital tools and the organisation of international events supported by EFMD, or the Franco-Indonesian Assises in summer 2026 - demonstrate a commitment to adaptability and academic leadership. This orientation confirms the institution's commitment to combining academic excellence with international openness.



A unified partnership approach and strategic coherence

In 2024–2025, ESSCA School of Management is deploying a unified partnership strategy: the School is, in a single movement, connecting corporate relations, international alliances and academic cooperation. This choice lends overall coherence to the internationalisation of pathways, pedagogical innovation and institutional reputation.

A year shaped by operational links

Throughout the year, the institution has focused on coherently articulating corporate needs, student international mobility and programme design, to ensure education remains aligned with market expectations and global dynamics.

Recruitment forums across the various campuses are more than hiring events: they are spaces where the network is strengthened and education outcomes is adjusted as closely as possible to expectations. ESSCA extends this dynamic by bringing its campuses together around common formats (EFMD Global Virtual Fair, Career Days, Sector Work Fair), so that local momentum supports the global project.

Along the same lines, ESSCA has signed with ABB France (ASEA Brown Boveri) and is preparing to open the Fast Track Engineering programme supported by IBM and Dassault Systèmes (scheduled for 2026). The School also hosts the Printemps des Entreprises in Angers, embedding its action in the territorial ecosystem. This set of initiatives translates into the mobilisation of several hundred companies across all forums throughout the year, testifying to a structured relationship between employability, pedagogy and institutional visibility.



ESSCA audit forum



ESSCA Partners day - Bordeaux Campus, 13 September 2024

Alliances, mobility and pathways: programmes enriched by internationalisation

ESSCA is aligning its international organisation with its strategic orientations and has joined EUonAir, an alliance of ten European institutions. Flagship moments such as Partners Day and the International Week Bachelor in Bordeaux, the bootcamp with the French Embassy in the United States hosted on the Angers campus, the IBSA delegation in Lyon, and consultancy projects with Nottingham Trent and Deakin Universities all give substance to the internationalisation of pathways and feed pedagogical innovation. Destinations most favoured by students (North America, Australia, Asia) and criteria used to align partners (reputation, research and societal impact, interdisciplinarity, membership in alliances, ...) underpin a policy that prioritises partnerships of high strategic intensity. To that end, the institution is stabilising and enriching its portfolio of agreements. Notable new or strengthened agreements include the Catholic University of Uruguay, SP Jain (India), Yuntech

(Taiwan), the University of Zagreb (Croatia, a member of EUonAir), HTW Berlin (Germany), Xinjiang (China), IBMEC (Brazil), Florida Atlantic University (Miami) and the University of Michigan–Dearborn (United States). These developments open additional places for ESSCA students. At academic level, coherence continues: the partnership with CentraleSupélec has been extended to the Master of Science (MSc) portfolio and the agreement with École des Ponts ParisTech is now effective. At ESSCA, alignment with the ministry's SDSR framework, specified by the CDEFM, is reinforced through the partnership with AXA Climate—combining online modules and in-company scenarios; the Programme Innovation Board has been joined by HSBC and Microsoft; and the Integrated Pathway (India, Asia, Africa) brings together recruitment, mobility and curriculum. The School is also celebrating the 10th anniversary of its partnership with the Institut Préparatoire in Cameroon, a sign of steady continuity.

Continuing commitments to excellence

The roadmap will continue this continuum in 2025–2026, notably through the development of staff mobility and its HR recognition via the Erasmus+ programme. ESSCA will also contribute to organising the Franco-Indonesian Assises, with around 350 participants expected in the Loire region. In academic terms, the School will work on the interdisciplinarity of the Bachelor in International Management through double degrees, the rise of Summer/Winter Programmes and active recruitment through the partnerships with École des Ponts ParisTech and CentraleSupélec. The institution nonetheless anticipates points

of vigilance such as intensified competition in concluding institutional partnerships and a more complex environment for apprenticeships. Furthermore, managing demanding international projects requires constant inter-service coordination. ESSCA's actions will need to maintain the ambition of attracting high-quality students in a competitive context and of sustaining the level of excellence of its current and future partners. These alerts serve as markers for adjusting mechanisms without breaking the hard-won coherence.

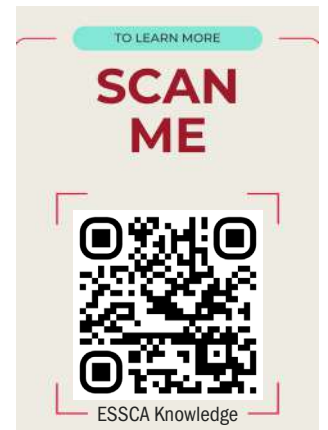
By bringing all its external stakeholders into dialogue, ESSCA directly fuels the four pillars of KAIROS 2030 – innovation, internationalisation, operational efficiency and employer branding and institutional outreach. The continuity of actions – multi-campus pathways, double degrees and impact-oriented research – aligns with the ambition of making the School one of the best environments for working, learning and researching in Europe by 2030.

Pedagogy and research serving the European community

Over academic year 2024–2025, ESSCA experienced strong momentum in its three core educational missions: structuring the faculty, renewing pedagogical practices and intensifying research. The year was marked by a reorganisation of the Deanship towards a more collegiate approach, the rollout of the multi-campus model, notable advances in digitalisation and the integration of AI into programmes and increased academic visibility.

Academic organisation and faculty

The year 2024–2025 has been marked by a redesign of the Deanship’s organisation, strengthening collegiality and the role of academic departments in the School’s operations. Numerous projects have been launched to increase organisational efficiency and deploy the faculty across all French and international campuses to consolidate the multi-campus model. The permanent faculty numbers 183 teacher-researchers, with balanced gender parity and 57% international professors. ESSCA has also continued to strengthen its internationalisation (visiting scholars incoming/outgoing, international conferences and research contracts) and its visibility through ESSCA Knowledge, with 35,500 unique visitors per year, increased media coverage (TV, radio, more than 100 press articles) and 16 articles published in The Conversation totalling nearly 110,000 views.



Pedagogy, innovation and AI

On the pedagogical front, ESSCA’s Institute for Advanced Pedagogy (IPA) has continued work on redesigning student evaluations of professors, piloting innovative tools such as “Challenge me” on Moodle. ESSCA has launched a plan for the digitalisation and hybridisation of programmes, with a first wave to frame formats, aiming to prepare students for their professions in an increasingly technological environment where soft skills (critical thinking, emotional capacities, creativity) will become key assets. The Pedagogical Initiatives Fund (FIP) recognised several projects in 2024, including “Accounting with Alice (Season 2)”, “Workshop on managing discriminatory behaviours” and “Advertising Mock Trial Game”. In parallel, AI is being mobilised in two ways: for pedagogical engineering (course design) and for learning and pedagogical differentiation, complementing instructors without substituting for them. A closed chatbot, anchored in course materials, is being piloted and is part of an ANR project to develop a pedagogical agent that considers learners’ individual characteristics and adapts its responses to their learning modes.

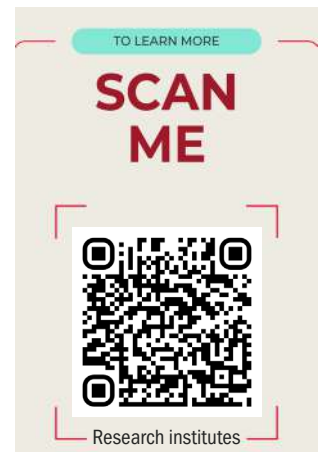


Pr. Theodoros Rousopoulos, President of the Parliamentary Assembly of the Council of Europe, 2 April 2025
Conference "The Council of Europe in Challenging Times".

Research, institutes and visibility

Scientifically, ESSCA entered the ARWU (Academic Ranking of World Universities) in the Business Administration discipline, confirmed in 2025, positioning the School among the world's top 400 institutions in this field. This international recognition strengthens academic visibility and lends credibility to the institution's research strategy. The year was also marked by a major European contract in the AI field (EUonAir), providing substantial funding of which a share is dedicated to ESSCA. The complete digitalisation of management fundamentals for non-management first-entrants, with a strong integration of AI, constituted a structuring experiment, in parallel with the development of ESSCA Online (MSc 4.0 and MBA). Visibility was further enhanced by numerous campus events, including the 27 March 2025 conference co-organised by the AI for Sustainability Institute—"What if finance and purchasing positions became key levers of the sustainable transition?" with the participation of Corinne Lepage, partner Huglo Lepage Avocats, former French Minister for the Environment—and the inaugural lecture by Theodoros Rousopoulos, President of the Parliamentary Assembly of the Council of Europe, on "The Council of Europe in Challenging Times".

As regards institutes, ESSCA has continued the activities of the Family Business Institute (meetings and talks with business leaders, a community of alumni entrepreneurs), the EU-Asia Institute (European projects and networks, a Jean Monnet Chair, a research group on space policy, the "Football Including Refugees in Europe" network), the Institute for Digital Transformation (annual conference with Paris 1 and AFM, 4th edition of "Hot Topics in Digital Marketing"), and the Institute for Sustainable Transport and Mobility (ANACECA project on the circular economy for the automotive sector, and a report on electric retrofitting presented in autumn 2024). Finally, research contributes to institutional visibility (rankings and accreditations), enriches the educational mission (updating teaching, critical thinking, CSR and ethics) and produces societal impact through dissemination to companies and public authorities.



Looking to 2025–2026, priorities focus on innovation in programmes (continued digitalisation and diversification of formats), operational efficiency (Thémis multi-campus information system) and the launch of the doctoral cycle, with methodical monitoring of generative AI and the upgrading of bots. Identified challenges concern learning to teach with AI in a scientific approach aimed at skills development, the geopolitical context and, more broadly, the agility required by a multi-campus, multicultural and competitive environment. These orientations align with KAIROS 2030 strategic plan by contributing to the "pedagogical innovation" pillar—with acceleration on AI and strengthening scientific potential—and consolidating an agile model serving the general interest.

ESSCA's institutional reach and public anchoring

Over the period, ESSCA School of Management strengthens its institutional presence by intensifying its public relations activities and developing regular dialogue with public authorities, thereby contributing to enhanced visibility in France and internationally.

In this dynamic of internationalisation, the School strengthens its impact on campus life, disseminates its multidisciplinary expertise to all stakeholders and diversifies both its audiences and its presence, confirming its vocation as a European reference institution.

Institutional relations and public partnerships

The institution has passed several milestones in terms of institutional recognition and visibility: entry into the RETC register of the Junta de Andalucía for the Málaga campus; a visit to the Shanghai campus by the President of the Pays de la Loire Region (November 2024); the Málaga campus launch event (January 2025) alongside the city's Mayor and the Andalusian Region ahead of the inauguration scheduled for November 2025; the EUonAir hackathon co-organised with Angers Loire Métropole and the City of Boulogne-Billancourt; and the contribution of nine ESSCA students to round tables at the Rencontres Économiques d'Aix-en-Provence in July 2025.

Among recurring events, the Graduation Ceremony brought together 2,200 people at the Angers Exhibition Centre, uniting all programmes from the six French campuses in initial education and Executive education.

Links with public authorities are structuring: ESSCA, an institution with EESPIG qualification, operates within the framework of a five-year contract with the French State and remains compliant with the provisions of the Research Programming Act. In parallel, its European relations comply with dedicated frameworks—notably Erasmus+ under the ECHE Charter—which structure cooperation and mobility with institutions of the European Union. In total, 79 institutional meetings were recorded over the year.



This year, reaccreditation visits were dedicated to AMBA international accreditation for the Master in Management and Master of Business Administration (awarded for three years), and the MBA state visa has also been renewed for five years; the Master's degree state recognition of the MScs; the renewal of the Erasmus+ programme; the development of European alliances; and the launch of the ANR project.

ESSCA actively take part in public-policy reflections on higher education through its presence in leading scientific bodies, its contribution to Campus France (notably on Eiffel scholarship juries and through input at the General Assembly), and through European consortia and alliances such as EUonAir or the DAAD (Deutscher Akademischer Austauschdienst), which promotes Franco-German university exchanges.

ESSCA contributes to a number of academic networks and professional associations: Cercle des Économistes, AFM, ADETEM, DFCG, the National Council of chartered accountants; as well as federations and working groups (CDEFM, FESIC, CGE, AACSB, AMBA, EFMD) and local ecosystems (MEDEF, working groups in Bordeaux and Lyon). Academic recognition is also reflected in participation in scientific and editorial boards.

To support its strategic projects, the School mobilises key partnerships: the European alliances mentioned above; Erasmus+ for student and staff mobility; France Relance 2030 with the support of Angers Loire Métropole and Boulogne-Billancourt; and backing from local authorities and the sub-prefecture for event organisation. Regulatory watch is conducted continuously, research results are shared with parliamentarians via ESSCA Knowledge, and the institution is called upon to comment on draft legislation.



Press conference – KAIROS 2030 Strategic Plan – June 2025

Visibility, communication and digital transformation

ESSCA has intensified its external communications and media relations: 218 press mentions in France, 195 in Spain, and 25 opinion column in the United Kingdom, including four in the Financial Times (FT). Social-media presence (LinkedIn, Instagram) has grown, supported by the Leader Advocacy programme rolled out across five campus management teams, the production of videos (“ESSCA, the school of all possibilities”) and the publication of an institutional brochure in three languages. In the rankings, the School entered the FT Custom Executive Education, rose three places in L’Étudiant and maintained its first position in Le Parisien.

The Institution ran a premium advertising campaign in January 2025 (large-format billboards in Paris, Bordeaux and Lyon, with a digital version totalling 23,000 views) and organised two major media moments: the June 2025 press conference devoted to the new KAIROS 2030 strategic plan (19 journalists, press and social-media coverage) and the pre-inauguration of the Málaga campus in January 2025 (13 media outlets and 17 journalists).

In parallel, several structuring initiatives were launched: EUonAir, ETI Labs, the “Future Trends in Family Consumption” chair and a Jean Monnet chair; ESSCA also signed an agreement with the French Foreign Trade Advisors active in each territory where an ESSCA campus is located.

The website redesign, launched on 28 August 2024 under the domain name essca.eu, embodies a major digital transformation offering an accessible and inclusive experience: collaborative design, SEO integration, Mobile-First approach, eco-design and reinforced standards of ergonomics, readability and digital accessibility. In one year, the platform recorded 1.8 million visits from 222 countries, with a 38% increase in traffic over the last six months and a brand click-through rate rising from 5.7% to 23%. Editorial streamlining reduced the ecosystem from 15,000 to 2,100 pages, serving a better user experience and increased prospect conversion.



By 2025–2026, ESSCA intends to increase its impact with all stakeholders, diversify its audiences and further deploy its brand in Europe—in research as in pedagogy. In fall 2025, the School will inaugurate its new facilities in Aix-en-Provence and Málaga and prepare for EQUIS renewal—visit scheduled for January 2026—all in an environment of economic uncertainty, geopolitical shifts and domestic political changes. In this perspective, the School will strengthen diplomatic ties, intensify international alliances, facilitate the integration of international students and consolidate its institutional reach. This course is fully aligned with KAIROS 2030: it primarily serves internationalisation and institutional visibility (pillars 2 and 4) and, by extension, supports academic innovation and operational efficiency anchored in the model serving the general interest (pillars 1 and 3).

Sustainability and responsibility at ESSCA

During academic year 2024–2025, ESSCA School of Management consolidated its sustainable development and social responsibility (SDSR) strategy. The Institution had its SDSR Master Plan adopted by its governance, structuring the priority given to these issues and their operational deployment. In parallel, the School completed its first Greenhouse Gas Emissions Report (BEGES) for the French perimeter and continued to extend its real-estate footprint with the opening of the Málaga site, the creation of the Aix-en-Provence campus and the fitting-out of new floors at the extension of the Paris region campus located on rue de Sèvres in Boulogne-Billancourt, designed to high environmental standards. These advances have been recognised by international rankings. Finally, the KAIROS 2030 strategic plan places sustainability and responsibility at the heart of the renewed mission, oriented towards responsible leadership.

Governance and acknowledgement

The Master Plan adopted in 2024 structures the trajectory and priorities, while responsibility for the five SDSR pillars is distributed within ESSCA's Executive Committee, ensuring an integrated and lasting approach. The introduction of a code of ethics for Advisory Boards attests to the responsible participation of stakeholders in steering bodies. The Corporate Social Responsibility (CSR) Advisory Board has also supported the development of double degrees and skills hybridation, embedding CSR competence within a rigorous scientific approach.

Academically and institutionally, the Institution achieved significant

recognitions. It ranks 7th in the Financial Times on the CSR criterion and 38th for carbon impact; it is among the world top 10 in the QS ranking for diversity. The School has also broadened its participation in the THE (Times Higher Education) ranking by documenting six Sustainable Development Goals. This deeper movement is accompanied by a real-estate policy aligned with high standards (BREEAM/HQE-type certifications targeted), notably for the new sites in Málaga and Aix-en-Provence and for the Boulogne-Billancourt premises on rue de Sèvres. Reflections within the CSR Advisory Board also recommend intensifying “on-site” internationalisation where this helps limit the carbon footprint of mobility and extending the BEGES to international campuses.

Actions and commitments

Operationally, ESSCA has prioritised choices consistent with circular-economy principles. For campus fit-out, the Institution selected upcycling suppliers under framework contracts and, where feasible and compliant with public-access building (ERP) standards, reused furniture from another institution (notably in Paris). The new buildings—particularly the Aix-en-Provence campus—were designed from the ground up to high environmental specifications.

In teaching and campus life, several actions have been deployed. Within Angers Loire Campus, members of the IPA contributed to a guide on the eco-design of educational resources, due to be published in 2025–2026. “2tonnes” workshops were delivered to staff and students (Bachelor - Boulogne), supported by the Crous of Versailles, which enabled seven staff to be trained. In prevention and inclusion, the Paris campus, together with ASE (the student Social and Environmental Association) and the Student Experience Department, designed the “Spot the Flag” game on healthy and toxic affective and sexual behaviours, while the “FLASHBACK” serious game was developed with MILDECA support to raise awareness of risky



behaviour at night. The media library also organised two “cafés nature” in Angers and opened a seed library, fostering exchange around biodiversity.

Student commitments remain notable: a student (PGE3 - Paris campus) won 3rd place in the Rotary ethics competition; eighteen ESSCA students took part in and led round tables at the Rencontres Économiques d’Aix (Cercle des Économistes); the “Splash Project”—recently named “Impact ESSCA” from the start of academic year 2025—was renewed during induction week. The Junior Enterprise stands out for its SDSR initiatives.



Serious game "FlashBack "

Mobility and environmental management

ESSCA has continued to structure its mobility policies. Under the Erasmus Charter, specific incentives encourage “green” mobility for students and staff (for example, rail rather than air). For staff, the Institution maintains the bicycle mileage allowance and, in accordance with regulations, partially reimburses public-transport subscriptions. Local actions—such as an Irigo (Angers Metropole public-transport operator) stand on the Angers campus to facilitate student subscriptions—complement this scheme. The travel policy has been refined to reduce reliance on air travel, particularly on domestic routes, and to optimise the School’s representation at international events. This rationalisation helped moderate travel expenses in a slightly inflationary context while raising awareness of the opportunity costs of travel (financial cost, environmental footprint, value of time).

Findings from the first BEGES (2023–2024) highlighted that home-to-campus travels account for 7% of emissions, mainly due to the use of combustion-engine cars by staff. The transition

plan includes a dedicated strand on organising this mobility and reconfiguring parking. In parallel, since 2022 the Institution has managed its energy consumption through a sobriety plan equipped with monitoring tools corrected for weather conditions (unified degree days—DJU), to assess consumption as closely as possible to real needs. A profit-sharing agreement includes, in its fourth tier, a criterion whereby 20% of the payment is conditional on maintaining or reducing energy consumption per m² between 2023–2024 and 2024–2025, weighted by DJU.

These advances go hand in hand with a clear-eyed analysis of limits: the complexity and heterogeneity of frameworks (SDSR label, BSIS, international accreditations), heavy reporting burdens at the expense of action, and the need to size resources appropriately for a protean topic. ESSCA also highlights the trade-offs to be made between internationalisation and frugality under financial constraints, and the importance of anticipating environmental risks (including climate and insurance risk) by balancing short and long term.

The Institution approaches 2025–2026 with a clear course: implementing the KAIROS 2030 strategic plan anchored in a mission of responsible leadership; extending the BEGES to international campuses (with renewed data collection); deploying the SDSR knowledge and competence framework in teaching; and rigorous management of mobility (student, professional and home-to-campus) by arbitrating between financial and carbon costs. Upcoming real-estate projects in Angers and Paris will embed these requirements. At the same time, ESSCA will need to strengthen student buy-in, consolidate inclusion and diversity internationally, and continue moderating its footprint in line with the 2035 objective. Success on this trajectory rests on collective mobilisation: every stakeholder has a role to play in achieving KAIROS objectives. “Responsibility” and “Sustainability”, at the heart of the acronym, permeate all pillars. Each department contributes to formalising internal doctrine, supporting services and strengthening the attractiveness of the working environment, in service of the School’s reach and its employer banding. Thus, ESSCA reinforces the organic link between the achievements of 2024–2025 and the ambitions of the KAIROS 2030 plan, aligning governance, actions and indicators for a sustainable and exemplary trajectory.

Human and real-estate capital committed to efficiency



Facilities Charter - "La Source" workspace

In 2024–2025, ESSCA School of Management followed a trajectory marked by significant advances in human resources, infrastructure and financial steering. The year confirmed the return to breakeven of the ESSCA association, the implementation of structuring mechanisms (Human Resources Information System, risk mapping, collective agreements) and the opening of new spaces serving the student experience and the experience of work.

Looking ahead to 2025–2026, the Institution is consolidating its foundations through HR transformation projects, digitalisation and process optimisation, in alignment with the ambitions of the KAIROS 2030 strategic plan.

Highlights and consolidated resources

The year 2024–2025 was marked first by the opening or renovation of campuses and new premises, notably a 5,600 m² site in Aix-en-Provence, 3,000 m² in Málaga, and the fitting-out of two new floors on rue de Sèvres in Boulogne-Billancourt, available for the start of the 2025 academic year. ESSCA is deploying a visual and conceptual fit-out charter ensuring convergence of standards across all campuses and the upgrading of real-estate equipment, while integrating upcycling considerations and both formal and informal spaces conducive to pedagogical and collaborative uses. In Lyon, regrouping offices by floor aims to reduce energy costs by mid-2026.

On the financial side, given its annual result, the Institution can distribute profit-sharing. A profit-sharing agreement has been renegotiated, based on criteria combining qualitative performance (CSR, renewal of accreditations, energy consumption) and quantitative performance (achievement of programme recruitment targets, operating result). These levers are explicitly aligned with the School's strategic objectives, including student recruitment by programme, SDSR objectives, maintaining accreditations and controlling energy consumption.

ESSCA is also strengthening its management mechanisms: continuation of major-risk mapping (updated for the second consecutive year and translated into action plans), creation of resources dedicated to monitoring and implementing technologies—including AI—and to mapping ESSCA's processes, and the launch of a structuring HRIS project. Several company agreements have been concluded: professional equality between women and men (over two years), profit-sharing, and mandatory annual negotiation agreements. A Disability Commission has been set up, with a diagnosis expected in spring 2026, and an inclusive room adapted to disability situations has been fitted out in Angers (PRM accessibility, acoustic and visual criteria).

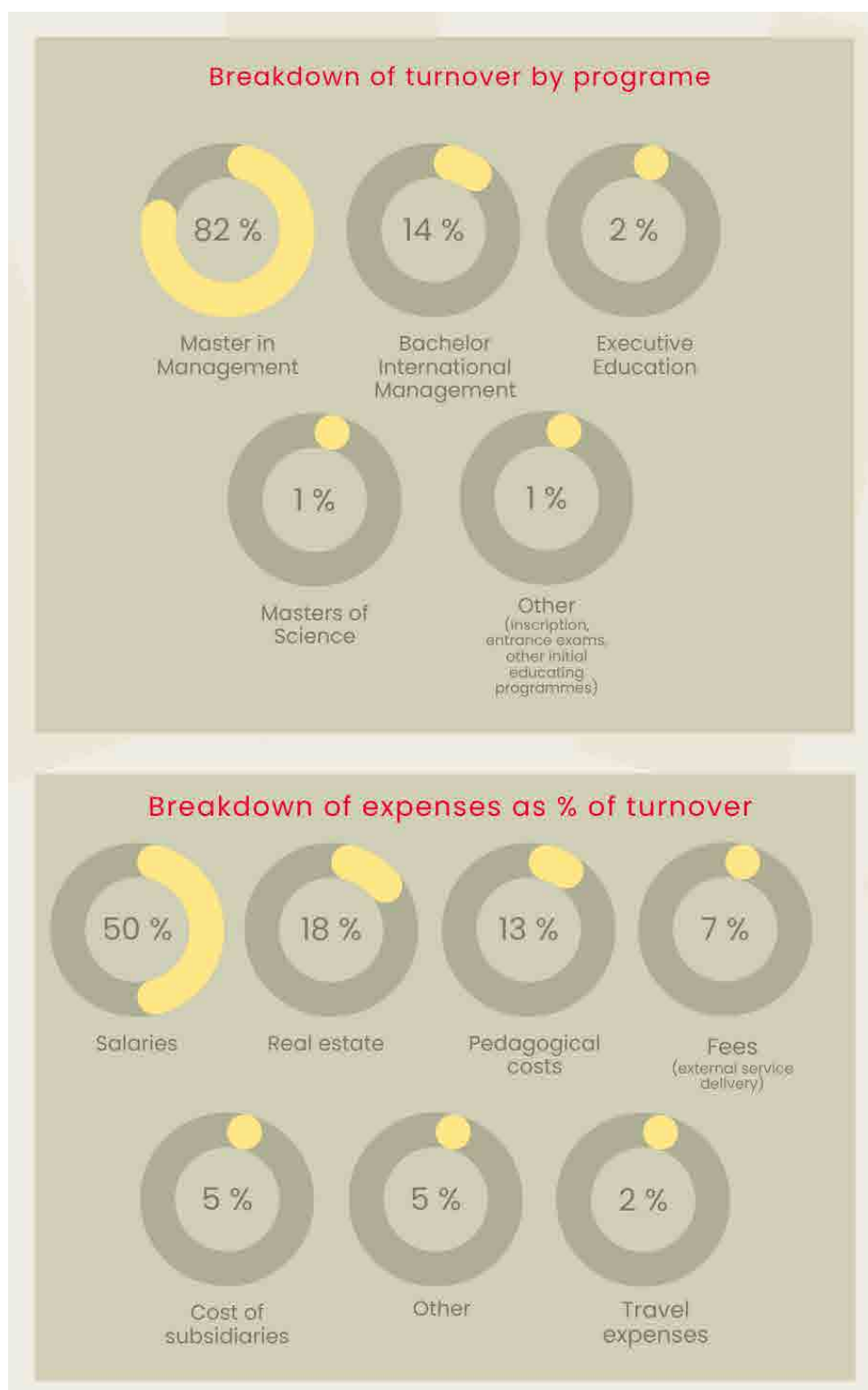
Transformations, support and cohesion

Internal transformation is based on priority projects: progressive implementation of the HRIS (phased deployment with payroll, portal and onboarding modules), digitalisation of post requests and forms, DataVision structuring, and the search for a new Electronic Resource Planning. The School has recruited expert managerial profiles (marketing, studies, registry, international office, development), as well as competences in information systems and general services, and has strengthened the Career Centre.

Team support for reorganisation has combined collective meetings for explanation and adjustment, individual meetings, updating job titles and descriptions, and the roll-out of an ad hoc skills-development plan. Inter- and intra-school training has been delivered (AI, Artips, Excel, multi-project management, management and legal aspects for heads of department, multi-campus security). A two-day seminar strengthened management culture by disseminating common values and the practice of feedback. In parallel, working groups have built a competence framework for programme-support roles and considered future developments (pedagogy, registry, internships/apprenticeships).

Motivation and cohesion levers have been actively mobilised through seminars, a “Campus Day”—the annual staff day—and a redesign of internal communications. Three onboarding seminars brought together 47 newly recruited staff in Angers, ESSCA Group headquarters. To streamline information, several formats were deployed: “Meet the Dean”, “ESSCA News Live”, “Campus Time”, 20 bi-monthly news items (nearly 4,000 views), 38 articles on ESSCANet (intranet), two “Pop-Ups” showcasing teams, a “Focus On” newsletter for the student community, and the updating of the “Welcome to ESSCA” minisite.

In 2025–2026, ESSCA will continue to deploy the HRIS and digitalise processes; the Institution will consolidate disability policy following the diagnosis through roll-out actions, implement the “Recruit without discrimination” education, encourage the internationalisation of teams and relaunch the engagement survey. The campus fit-out charter will be extended (studies in Angers and Paris; relocation in Luxembourg planned for January 2026); the search for a new ERP and the structuring of DataVision will be accompanied by the finalisation of the EPM and reinforcement of steering processes. The main challenges will concern international recruitment, adapting roles to transformations (AI, economic model), mobilisation around the Enterprise Resource Planning, the skills-development plan, support for internal mobility and returns to employment, and the sustainability of health and provident cover. All these actions reflect the School’s concrete contribution to the pillars of the KAIROS 2030 plan and to consolidating the major balances (human resources, infrastructure, economic management), in support of a sustainably enhanced student and work experience.



Acknowledgements

To the elected representatives of the territories

To the members of the General Assembly

To the members of the Board of Trustees

To the members of the Supervisory Committee of the Board of Trustees

To the members of the Advisory Boards

To the members of the Executive Committee

To the staff members

To the students

To the students' parents

To the partners



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