



2019|2020



# ANNUAL REPORT

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Collective action to help young people

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### LET'S COME TOGETHER FOR EDUCATION'S SAKE.

2020 has been a very different sort of year. The global pandemic, lockdown and its social consequences have taken a heavy toll on vulnerable young people. All too often it has further removed them from the education system and played havoc with their hopes of success, at a time when already 80,000 young people in France leave education without qualifications. This is simply not acceptable.

In the face of such an exceptional, not to say worrying, environment, it is all the more essential that we combine strengths so as to reinforce the impact of our actions, and to double down on the ambitions we set for our projects.

With Alliance pour l'éducation - United Way our mission is to work together, to commit ourselves collectively – players from both the public and private sector as well as non-profits – to boost the life chances of young people coming from designated priority areas. Our aim is to offer everyone the chance to reach his or her potential, the chance to build themselves a future and in so doing to take their place in society.

During the 2019-2020 academic year, the Youth Challenge Program, run in cooperation with the Ministry for Education, has worked with 6,580 teenagers over the full seven-year middle and high-school cycle. Forty-six non-profits, 50 companies and 711 employees came together – including remotely – to help create an environment in which the next generation can design its own career path. Continuous monitoring ensures these young people acquire not just the technical skills they need, but also the soft skills, decision-making capacities, ability to take personal initiative, the drive, self-confidence and pride that are essential for professional and personal success.

Unique in France, this collective approach is one answer to a requirement for greater social cohesion and the need to help generate economic development. Our role is to act as a powerful catalyst in bringing people together, combatting exclusion to ensure that none of the talents our country so desperately needs to succeed is wasted, and guaranteeing that all can play their part fully in meeting the challenges we face.

I am delighted to chair the Alliance board alongside the companies and their management that are so committed to its success. I extend my thanks to its staff for all their efforts, as well as to those organizations which have supported us in the past and continue to do so today. And I take this opportunity to invite others to join us in this endeavor. Let's come together, for education's sake, and in so doing continue to broaden the horizons of the next generation.

CHAIRMAN  
MESSAGE | PATRICK POUYANNÉ

2019|2020





EXECUTIVE DIRECTOR  
MESSAGE | LAURENCE PICCININ  
2019|2020

**TOGETHER, WE GO FURTHER.** The road we have travelled during the last couple of years has served to confirm the reason for the merger in 2018 of two non-profits, both with similar activities and each driven by the goal of improving equality of opportunity at the largest possible scale. In creating Alliance pour l'éducation - United Way two leading players combined resources to increase the reach of their pioneering approach to mobilizing and coordinating the various players that work to help young people.

Although the pandemic resulted in a precipitous end to groundwork for several months, the crisis underlined the strength of our collective approach in working with young people: thanks to continuing support from our corporate members and from United Way's international network, along with our network of partners we were able to adapt our actions and continue to serve local needs.

In a year that has been like no other, the figures for our Youth Challenge Program show how we have continued to operate successfully: this year, in collaboration with 42 Non-profits, 6,850 young people from 32 establishments in 10 different regions were given practical coaching to help them identify the right career choices.

We have fine-tuned our methods, strengthened our teams and adjusted how we measure our social impact in order to better serve our goal of being the non-profit of reference in providing educational services for the young.

We were pleased to see the Les Cités éducatives solution emerge this year under the auspices of three government ministries and the National Agency for Territorial Cohesion, a solution that is similar to

our own initiative, and we joined forces with the program in Sarcelles and Toulouse, regions in which we have extensive experience. With crises come lessons, but also accelerated innovation. 2020 has taught us how to work better together in the search for equal opportunity for all. Education is at the root of all changes in society. Helping the most vulnerable young people by giving them the keys to their own success is a path to a better society.

My thanks to all our team for their tireless dedication and devotion to managing our programs. I would also like to thank Patrick Pouyanné for his personal commitment and leadership and that of the other board members as well as our member companies and their staff whose engagement ensures the success of our partnerships. All were resolute in their support throughout this difficult year and contributed to how as an organization we adapted to our changed environment.

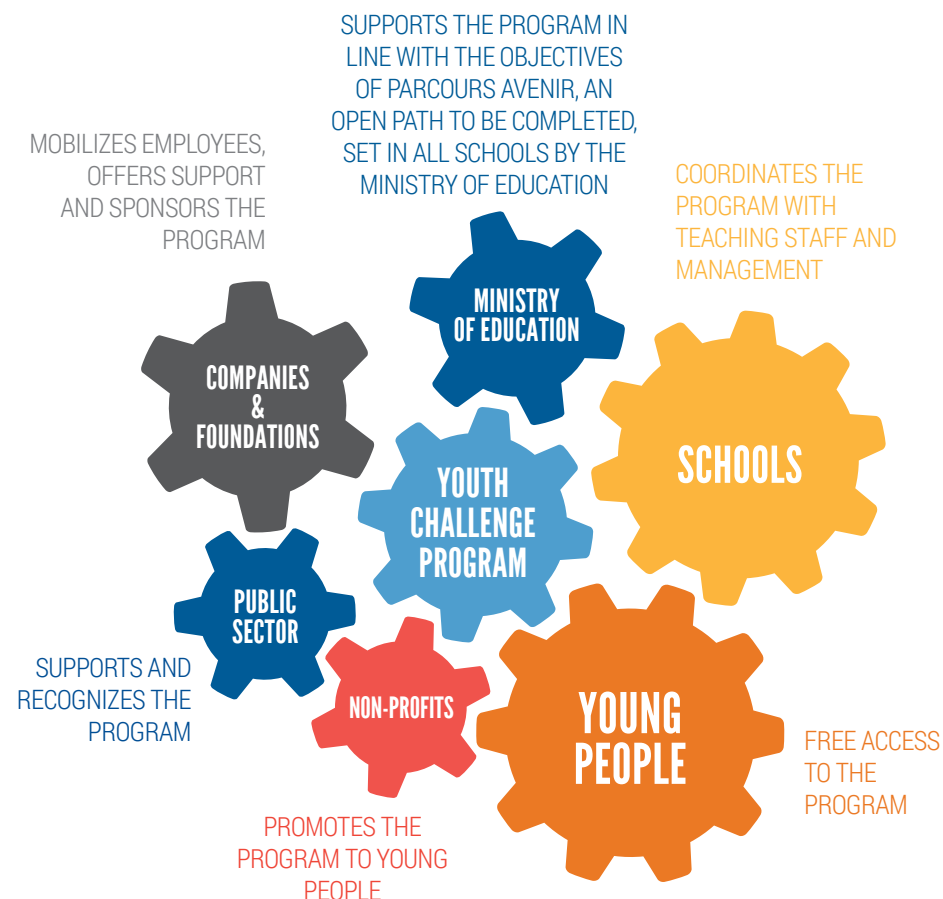
My thanks also to the 711 employees from our members who participated through their company's involvement with the alliance, as well as to all of the volunteers in our various programs. To our partners and friends in France, Europe and around the world who have been with us since the start of this adventure, and to those who joined along the way, some as recently as during the pandemic, as well as to those who intend to join us in the future, I also say thank you! Your support is indispensable for our success and in boosting the chances of the young people we help.

Going forward, let us together help the Youth Challenge Program give the young generation the keys to a brighter future.





# OUR MISSION



## MOBILIZING PLAYERS TO HELP YOUNG PEOPLE

### CONTEXT

A 2018 study from the OECD reported that in France, it would take six generations, or 180 years, for a person at the bottom of the economic hierarchy to achieve the country's average annual revenue. A decent education, open to all, is at the heart of social change. Instruction is only part of the equation though. So too is the ability to project oneself in order to make informed choices. And that ability to make an informed choice is all the more difficult the less privileged your social and economic background.

The pandemic which hit with such force in early 2020 has further impinged on equal opportunities, particularly due to the digital divide, but also because of the enforced distancing and weakening of social links that lockdown has imposed and which many young people coming from the most challenged areas found principally in the setting of their school.

It is too much to expect schools on their own to come up with a satisfactory response to all the challenges that young people pose. Rather, because the future of society relies on our young people, it is the responsibility of everyone to play their part in our youth's education.

### OUR ANSWER: DESIGNING AND IMPLEMENTING EDUCATION PROGRAMS

Our mission is to favor equality of opportunity by creating a collaborative ecosystem in priority areas that gives young people the essential tools they need to be able to decide their future for themselves. Convinced that everyone has a part to play, since 2008 Alliance pour l'éducation - United Way has been working with a variety of players, federating and amplifying their actions in response to local needs, and in turn helping to improve how young people from disadvantaged areas decide on their future. Everything we do is rooted in local action.





**OUR PROGRAMS AND THEIR IMPACT**

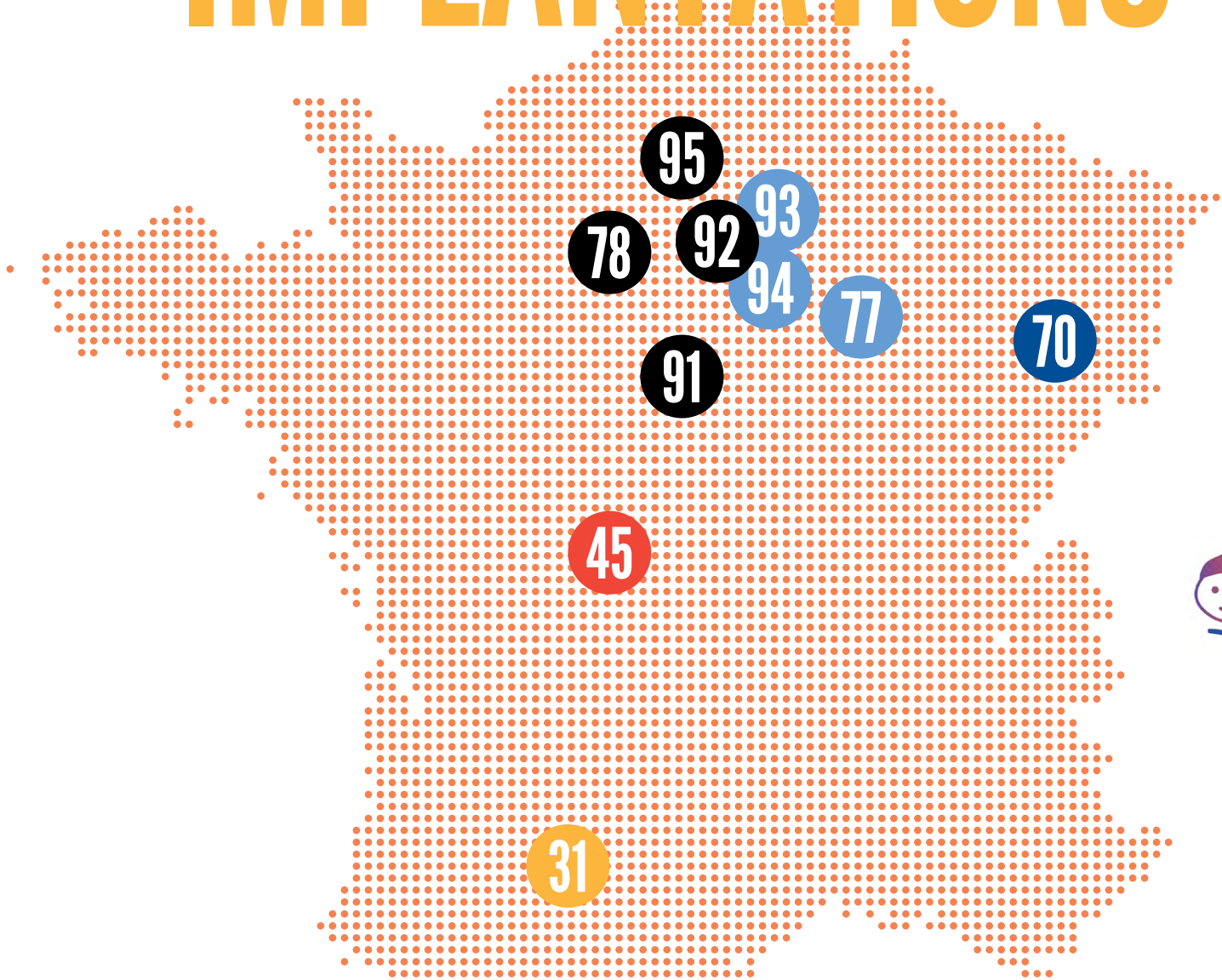


PARTNERSHIPS WITH 29 MIDDLE SCHOOLS AND 3 HIGH SCHOOLS

# IMPLANTATIONS

31	<b>Haute-Garonne</b> Stendhal, Toulouse <sup>CE</sup> Bellefontaine, Toulouse <sup>CE</sup> G. Sand / R. Badiou, Toulouse <sup>CE</sup> Rosa Parks, Toulouse Clémence Isaure, Toulouse Nicolas Vauquelin, Toulouse <sup>CE</sup> Lycée Gallieni, Toulouse <sup>CE</sup>	6 Middle Schools 1 High School
45	<b>Loiret</b> Jean Rostand, Orléans	1 Middle School
70	<b>Haute-Saône</b> Romé de Lisle, Arc-les-Gray R. Delaunay, Arc-les-Gray	2 Middle Schools
77	<b>Seine-et-Marne</b> Brossolette, Melun <sup>CE</sup>	1 Middle School
78	<b>Yvelines</b> Le Village, Trappes <sup>CE</sup>	1 Middle School
91	<b>Essonne</b> Les Pyramides, Evry <sup>CE</sup>	1 Middle School

92	<b>Hauts-de-Seine</b> Edouard Manet   Villeneuve-la-Garenne Lycée Joliot Curie   Nanterre	1 Middle School 1 High School
93	<b>Seine-Saint-Denis</b> René Descartes, Tremblay Michelet, Saint-Ouen Pablo Neruda, Stains <sup>CE</sup> Henri Wallon, Aubervilliers <sup>CE</sup>	4 Middle Schools
94	<b>Val-de-Marne</b> Roland Garros   Villeneuve-Saint-Georges <sup>CE</sup> Robert Desnos, Orly <sup>CE</sup> Gustave Monod, Vitry Paul Éluard à Bonneuil s/Marne	4 Middle Schools
95	<b>Val d'Oise</b> Robespierre, Goussainville Monet, Argenteuil Chanteraine, Sarcelles <sup>CE</sup> Jean Lurçat, Sarcelles <sup>CE</sup> Voltaire, Sarcelles <sup>CE</sup> Pablo Picasso, Garges-lès-Gonesse <sup>CE</sup> Saint Exupéry, Villiers-le-Bel <sup>CE</sup> Lycée V. Henderson, Arnouville	8 Middle Schools 1 High School



- Versailles School District
- Créteil School District
- Orléans-Tours School District
- Besancon School District
- Créteil School District



PROGRAM **YOUTH  
CHALLENGE**





# 6 850

YOUNG PEOPLE COACHED

# 711

EMPLOYEES ENGAGED

# 49

COMPANIES COMMITTED

# 32

SCHOOLS ENROLLED

# 42

NON-PROFITS MOBILIZED

# 10

REGIONS INVOLVED

# 2019|2020

## AN AMBITIOUS PROJECT

Mobilize and federate locally-based players around a program adjunct to the core curriculum that develops self-awareness and promotes understanding of potential career paths to help those at greatest risk in making the right career choices at all stages of middle and high school.

### OBJECTIVE #1

Give young people the tools they need, and create the conditions in which they can better understand themselves, allowing them to start a process of imagining what they want for their future. This involves passing on a combination of know-how and interpersonal skills that remotivate them in their schoolwork, while developing their capacity to envisage a career path in an area suitable to who they really are.

### OBJECTIVE #2

Inspire and solicit curiosity and interest in young people for the world of work and for their own place within that world. Encourage contacts and exchanges between young people from priority areas and the professional world.

### OBJECTIVE #3

Support local initiatives by working with non-profits to coordinate actions for young people, in collaboration with a network of companies and their employees that allows those involved to discover the world of work.

## A COMPREHENSIVE AND ADAPTABLE PROGRAM RIGHT THROUGH MIDDLE AND HIGH SCHOOL.

With the Youth Challenge Program, the Alliance pour l'éducation - United Way and its partners (non-profits, schools, companies) have developed a program that allows non-profits to act in line with their specific core competencies and collaborate with other non-profits in the same field and teaching staff, while at the same time monitoring closely the educational progress of student participants from sixth through ninth grades in Middle School, and then on to High School.

## THE YOUTH CHALLENGE PROGRAM, DESIGNED FOR BENEFICIARIES, REGIONS AND LOCAL COMMUNITIES, IS A CONCRETE EXAMPLE OF OUR COLLECTIVE APPROACH.

By federating the complementary resources of non-profits, companies and teachers, the Youth Challenge Program's aim is to offer young people activities that allow them to better understand a typical working environment, (company visits, first-hand testimonials from employees from all parts of the company, group workshops, work experience), and to develop the life skills needed to succeed in a professional environment (self-control, self-confidence, personal development). These experiences are an opportunity to develop not just better self-awareness but also the skills and knowledge that enable self-projection, ensuring better, more informed career choices. By making their discovery of the professional world part of a dynamic and collective experience, the Youth Challenge Program helps to ensure that career choices are part of a continuous and deliberate process.



## WORKING HAND IN HAND WITH THE MINISTRY OF EDUCATION

Local coordination and management is carried out by our own local representatives in close cooperation with teaching staff at schools. A national Education Committee comprised of experts with hands-on experience – teachers and school principals – ensures the program's continuing evolution and adaptation to the realities of daily life.



*« The Youth Challenge Program is a collection of different players in the field of education all heading in the same direction. The different non-profits come with their own skills and areas of expertise and the Alliance pour l'éducation - United Way brings each of them, along with their different approaches, all together under one umbrella in order best to serve the young people they are trying to help. »*

Céline Bonneau, Head of local EPA Branch, Occitanie



# DISCOVERY AND EXPLORATION

## THE YOUTH CHALLENGE PROGRAM, HELPING YOUNG PEOPLE MAKE THE RIGHT CHOICES

Starting in 6<sup>th</sup> grade, it covers two key areas: hard and soft skills. In each school two non-profits intervene in each year, one for each area, offering a comprehensive accompaniment throughout its duration. In 6<sup>th</sup> and 7<sup>th</sup> grade, 12 hours of activities are proposed in addition to the standard core curriculum set down by the Ministry of Education, allowing students to:

- IDENTIFY THEIR PERSONAL SKILLSET AND DISCOVER CAREER OPPORTUNITIES OPEN TO THEM
- IMPROVE THEIR SELF-AWARENESS

*The aim is to get young people to start thinking about their future career path as early as possible, to help them understand how to develop their career project, to discover the options open to them and to stimulate their thinking*

Pierre Soulié, Director, S'Orienter Ensemble.

4 290  
YOUNG PEOPLE  
6<sup>th</sup> & 7<sup>th</sup> GRADES





FOCUS ON TWO

# NON-PROFITS

« I LOVED EVERY BIT OF IT! I LEARNED ALL ABOUT DIFFERENT JOB POSSIBILITIES IN CONSTRUCTION. »

Jordan, 6<sup>th</sup> grade student



les arpenteurs  
de l'invisible

**EXAMPLE: PROGRAM PROPOSED TO 6<sup>TH</sup> GRADE STUDENTS AT VOLTAIRE MIDDLE SCHOOL IN SARCELLES THIS YEAR.**

**S'ORIENTER ENSEMBLE** non-profit's goal is to help young people discover career opportunities they might otherwise not imagine through a series of innovative and fun workshops.

Sustainable development is dealt with as a game against the 'Super-Destroyers', while the 2024 Olympics to be held in Paris are used to show opportunities in the building industry. By soliciting students' curiosity, the activities help them imagine the future and their place in it.

In parallel with this discovery of the world of work, throughout the year they take part in theatre workshops run by the :

**LES ARPENTEURS DE L'INVISIBLE** theatre company.

Run by two actors, during the six two-hour sessions students get to deal with issues such as the class atmosphere, listening and concentration, using 'battles', verbal contests inspired by the world of hip-hop, storytelling and theatre to work through their ideas. Drawing on their imagination, these workshops help to develop students' self-confidence, soft skills and respect for others.



# PUTTING TOGETHER A CAREER PLAN

IN 8<sup>TH</sup>

FOCUS ON THE PROGRAM FOR 8<sup>TH</sup> GRADERS AT ROLAND GARROS MIDDLE SCHOOL IN VILLENEUVE-SAINT-GEORGES AND LOUIS-NICOLAS VAUQUELIN MIDDLE SCHOOL IN TOULOUSE



The **S'ORIENTER ENSEMBLE** non-profit proposes an 'Awareness' program for 8th graders that aims to deepen their understanding of the world of work and of training opportunities open to them. The workshop seeks to broaden horizons by breaking down received ideas and in doing so get each student to reflect on their professional or educational pathway.



The **DIRLIDA** workshops help young people to feel at ease with how they express themselves.

Using techniques derived from theatrical improvisation, the non-profit helps participants develop their relational and speaking abilities, giving them the tools they need to be at ease with public speaking.

Over the course of the program different themes such as oral expression, gestures, look, intonation, listening, creativity and decision-making are explored to boost not just the participants' self-confidence but also their trust in their fellow students.

602  
Eighth Graders

A young boy with dark skin and short hair is smiling at the camera. He is wearing a blue and white striped long-sleeved shirt and a black backpack. He is holding a green notebook with a white patterned cover. The background is a plain, light-colored wall.

440

YOUNG PEOPLE IN WORK EXPERIENCE

26

TRAINING DAYS

650

MIDDLE SCHOOL STUDENTS

26

COMPANIES

6

PARTNER NON-PROFITS

# DISCOVERING THE WORLD OF WORK IN 9<sup>TH</sup>

## FIRST STEPS IN THE WORLD OF WORK

Work experience in 9th Grade is a particularly important stage in every school, and all the more so for children from less advantaged areas.

To make the experience more efficient and maximize the impact these first steps into a professional environment can have, the Youth Challenge program prepares students prior to their actual work experience by bringing several non-profits into schools beforehand for a series of all-day workshops. Three workshops run by three separate non-profits took place focusing on exploring what companies really do, as well as an initiation in theatre with the troupe from Tamèratong.



# OBSERVATION AND PREPARATION WORK EXPERIENCE



## WORK EXPERIENCE AT KORIAN FOR STUDENTS OF VOLTAIRE MIDDLE SCHOOL IN SARCELLES

was packed with lessons over three days at the Paris head office and two at one of the care homes in Sarcelles. The five days, coordinated by the Crée Ton Avenir non-profit, set out to help students discover a working business environment before helping with a company project on the theme of 'How to attract staff to work at Korian?'

Seventeen 9<sup>th</sup> Graders got the opportunity to see in a fun way how companies operate under the watchful eye of the non-profit's staff and employees from Korian. Working in groups of four, they looked at different solutions already used on social networks before presenting their projects to the company's head of Corporate Social Responsibility and the Foundation's Managing Director. And as if to show just how good they were, a prototype using an Instagram account even managed to attract a job application!

Before the onsite phase, employees from Korian went to the school to take part in the training program, strengthening ties between students and the company and motivating the staff who took part.

# INNOVATION DAYS

FIRST COLLABORATIVE PROJECT  
ASSOCIATING STUDENTS AND COMPANY  
EMPLOYEES.

1 118

YOUNG PEOPLE COACHED

15

INNOVATION DAYS ORGANIZED

197

EMPLOYEES ENGAGED

37

COMPANIES COMMITTED

Over a full day, students work on a subject suggested by the company, under the guidance of an employee who plays the role of coach. At the end of the session they present their projects to a jury for evaluation.

How to attract the best talents, for the Accor hotel group? How to look after passengers transiting through Paris, for the city's Airports Authority? How to increase the number of female Rap artists, for Universal Music? These are just some of the questions that students set out to answer as they learned to work in teams, share ideas, react constructively to ideas from other members of the group and share ideas with employees in a friendly but professional environment.

« WE AREN'T THE SAME HERE AS WE ARE IN CLASS  
BECAUSE WE HAVE MORE FREEDOM HERE. THERE ARE  
LESS RULES SO WE FOLLOW THOSE THERE ARE. »

Kaïs, 9<sup>th</sup> grade

« AT SCHOOL WE'RE PART OF A LARGER GROUP.  
HERE WE GET TO PAY MORE ATTENTION TO WHAT  
WE'RE BEING ASKED AND TO WHAT WE SAY. »

Océane, 9<sup>th</sup> grade

« IT OPENED MY EYES BECAUSE BEFORE THIS I NEVER THOUGHT  
ABOUT WHAT IT WAS LIKE FOR PEOPLE WHO HAVE A DISABILITY. »

Nathan, 9<sup>th</sup> grade, at the end of the Deloitte Foundation Innovation Day on the theme of  
bringing people with disabilities into the workplace and school – November 2019



# THE PILOT HIGH SCHOOL

A needs assessment confirmed the interest in conducting a pilot Youth Challenge Program in high schools, incorporating the same tools to develop soft skills and to best choose the right career path. The purpose of the pilot program is to adapt the format to match the specific needs of high schools:

- **individual sessions**, for students in general and technology classes
- **group sessions**, for students in vocational classes



## **JOLIOT CURIE GENERAL AND TECHNOLOGY HIGH SCHOOL, NANTERRE**

**Objective:** Begin preparing 10th Graders for a future career in the digital industries as part of a cycle culminating in 12<sup>th</sup> Grade at the point they make their college choices, ensuring that they take personal responsibility for their professional orientation.

**The pilot is run in conjunction with the Non-profit Crée Ton Avenir!!!**

## **VIRGINIA HENDERSON VOCATIONAL HIGH SCHOOL, ARNOUVILLE**

Program for 10th Grade vocational students in Management & Administration

'My pathway in SSE' is an introduction to social entrepreneurship and the social and solidarity economy. Over 12 workshops put together by the Enactus non-profit, students are encouraged to design and launch their own social entrepreneur project with help from professionals in the field and teaching staff.

**An innovation day** on a subject of importance to a business, with employees or an entrepreneur, designed to show the importance of teamwork.

**A one-day preparatory workshop** for work experience to introduce participants to the vocabulary and social codes expected in a business environment. The sessions help students build their self-confidence and include activities on public speaking as well as a mock job interview with an experienced interviewer. Also included are a theatre session run by Les arpenteurs de l'invisible, and how to go about finding work experience hosted by volunteer employees.

**WORK EXPERIENCE:** For 11<sup>th</sup> and 12<sup>th</sup> Graders, a pair of three-week sessions gives a taste of life in the workplace with one of the Youth Challenge Program's corporate partners.



PROGRAM

# AIRBUS FOUNDATION FLYING CHALLENGE



# NINE YEARS ALREADY!

A MADE-TO-MEASURE PROGRAM FROM THE AIRBUS FOUNDATION THAT INITIATES PARTICIPANTS INTO THE AERONAUTIC INDUSTRY WITH BOTH GROUP AND INDIVIDUAL COACHING AND GROUP WORKSHOPS ON STEM (SCIENCE, TECHNOLOGY, ENGINEERING, AND MATHEMATICS) SUBJECTS.

## A PROGRAM THAT HAS STOOD THE TEST OF TIME

*The Flying Challenge was the key to Yasmine not only to getting into Toulouse Business School's bachelor program, but also to deciding on what career she wanted to follow and to continuing in education.*

Sylvie, Yasmine's sponsor

### TOULOUSE

602

Students

170

Volunteers

**GROUP COACHING**  
for 60 Eighth Graders.

**INDIVIDUAL COACHING**  
for 139 Middle and High School students (mentoring).

**SCHOOLS**  
Stendhal, Bellefontaine and George Sand, along with 17 High Schools in Toulouse and the Paris area.

« I'VE BEEN COACHED FOR FIVE YEARS NOW AND I CONSIDER MYSELF VERY LUCKY TO BE SUPPORTED AND ENCOURAGED BY PEOPLE WHO HAVE OUR BEST INTERESTS AT HEART. WE HAVE MATURED ALONG THE WAY THANKS TO YOU. »

Daripha, 12th grade student

### ÎLE-DE-FRANCE

93

Students

25

Volunteers

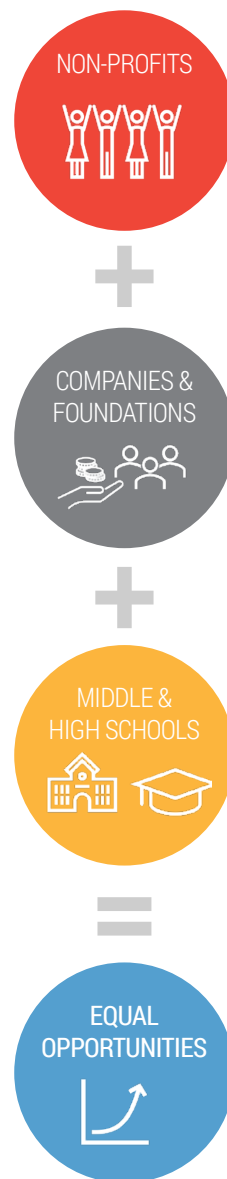
**PRACTICAL WORKSHOPS**  
workshops on aeronautics for students in 8th and 9th Grades.

**SCHOOLS**  
Le Village (Evry) and Manet (Villeneuve la Garenne)

# SOCIAL IMPACT

## A MULTIPLIER EFFECT FOR ALL

READ THE 2019-2020 IMPACT STUDY



*Alliance pour l'éducation - United Way's role as a coordinator is really useful: we no longer have to manage timetables and we don't need to do all the communication with teaching staff or school management which takes so much time. It frees up time for us to do what we do best. It really makes things so much easier.*

Alice Engrand, head of careers advice, Pro Avenir Jeunes.

Getting everyone to work together is the essence of what Alliance pour l'éducation - United Way is all about, a position that is unique in the education ecosystem. Boosting and coordinating different players to create a common program multiplies the impact that each would have were they to act on their own.

### THE COMBINED IMPACT OF EACH OF THE PROGRAM'S STAKEHOLDERS IS GREATER THAN IF IT ACTED ON ITS OWN.

- **Greater financial impact:** financial supporters make a greater impact by supporting our organization than if they finance a stand-alone non-profit.
- **Greater regional coverage:** we boost the coverage of non-profits in the regions where we intervene.
- **Greater impact:** thanks to the way we share experience and knowledge with our partners.
- Alliance pour l'éducation - United Way is seen as a **facilitator** for schools, an **accelerator** for non-profits and a **turnkey solution** for companies seeking to improve equality of opportunity in education.



# SOCIAL IMPACT

A MULTI-PLAYER  
PROGRAM, UNIQUE IN  
FRANCE, BRINGING  
DIFFERENT SERVICES  
TOGETHER IN AID  
OF SCHOOL-AGE  
STUDENTS.

Students are **very satisfied** with a program that helps them  
**DISCOVER THE WORLD OF WORK.**

Everyone agrees that the Youth Challenge Program helps them to  
**THINK ABOUT THEIR PROFESSIONAL FUTURE**  
and opens them up to opportunities they hadn't previously  
considered. **As they discover different jobs their personal horizons  
are broadened.**

The program helps young people to **DEVELOP  
PERSONALLY** and to better apprehend the importance of  
education for their future. Their **self-confidence** improves, they  
become **more emotionally stable** and learn to **work in teams.**

Continuity of action is essential for all those questioned. Programs  
are intrinsically long-term in their reach **and the impact on young  
people grows over time.**

« IT HELPS US TO BELIEVE IN OURSELVES AND TO  
THINK ABOUT WHAT WE WANT OUT OF LIFE. »

Marwa, 9<sup>th</sup> Grader

**STRONG ENGAGEMENT** from the different  
players that has continued to grow over the years:  
nine out of ten partnerships are renewed annually with  
strong complementarity between the different players,  
their actions and their ecosystems.

**INNOVATIVE CONTENT** centered on  
soft-skills workshops for students that includes  
introductions to ideas such as personal development,  
feeling well in oneself and self-care.

**CO-CONSTRUCTION OF THE  
PROGRAM** over time with the various players  
involved.

**A SOLUTION THAT MEETS THE  
COMBINED NEEDS** of young people, schools,  
Non-profits, companies and state agencies.

« I UNDERSTOOD THAT EVEN IF YOU DON'T YET KNOW  
WHAT YOU WANT TO DO, YOU CAN STILL SUCCEED. »

Akram, 7<sup>th</sup> Grader



**THE STRENGTH OF THE ALLIANCE**



# MEMBER OF UNITED WAY WORLD- WIDE

## ALLIANCE POUR L'ÉDUCATION, MEMBER OF THE UNITED WAY WORLDWIDE (UWW) NETWORK

Founded in the United States, United Way Worldwide (UWW) is a non-profit organization present in over 40 countries and 1,800 territories around the world. For more than 130 years UWW has been improving people's lives by mobilizing communities' capacity for self-help to advance the common good around the world. In Europe, members of the United Way network focus their actions on education, early childhood and employment.

### COOPERATING INTERNATIONALLY REINFORCES THE IMPACT OF OUR LOCAL ACTIONS.

The strength of UWW's historic network and the ties forged with United Way members in Europe this year enabled us to:

**STRENGTHEN OUR EUROPEAN PROGRAMS**, including the renewal of partnerships with John Deere and Lenovo. Each local United Way member brought its specific experience and knowledge to the programs in order to provide the appropriate services to beneficiaries and optimize the donations coming from these companies.

**SOLICIT DONATIONS FROM INTERNATIONAL ORGANIZATIONS** to help underwrite our actions in response to the pandemic: 3M, Cymatics and Sony Pictures Television made dedicated contributions to help us maintain our efforts during this exceptional period.

**DEEPEN OUR UNDERSTANDING AND SHARE WITH OTHERS  
OUR IMPACT ASSESSMENT** while identifying emerging ideas and trends in corporate engagement in other countries so as to contribute together to societal change.

Our programs, and their impact when consolidated at a European level, help businesses to align their CSR activities with the most pressing local needs in line with international sustainability commitments (SDG, GRI).



*As a corporate foundation, one of the attractions of the Youth Challenge Program for us is how it succeeds in being a collective effort that focuses on local issues.*

Vanessa Buttignon, Government Affairs and Citizenship Manager, John Deere

# IN EUROPE

## IN 2019 THE JOHN DEERE FOUNDATION RENEWED ITS PARTNERSHIP

with Alliance pour l'éducation - United Way for a further five years.

Since 2016 the Foundation has worked with local members in Germany, the United Kingdom and Israel to develop a program concentrating on two strategic areas: food security and education.



**JOHN DEERE**  
FOUNDATION



In France, the partnership has two components:

- The Youth Challenge Program in Orléans and Gray near to two of John Deere's locations
- Volunteers Day, a high-profile event in favor of the Banques Alimentaires food banks where employees and their families get the opportunity to give of their time to sort food donations.

### SOLIDARITY DAY

**60**

Tons of  
food sorted

**15 000 €**

Food bank  
donations

**243**

Employees  
engaged



United Way Europe &  
Midde East Region

### YOUTH CHALLENGE

**390**

Young people  
coached

**14**

Employees  
engaged

**6**

Partner  
non-profits



# ADAPTING

## TO THE PANDEMIC

**SINCE THE START OF THE PANDEMIC AND ALL THROUGH LOCKDOWN WE HAVE ADAPTED TO THE NEEDS OF OUR USERS IN ORDER TO CONTINUE WORKING WITH THE NON-PROFITS, MIDDLE SCHOOLS AND STUDENTS WHO RELY ON OUR PROGRAMS.**

Starting in March 2020 when a physical presence became an impossibility, we surveyed 32 partners in order to see how best to adapt our approach. The results highlighted a critical need to maintain and strengthen links with all stakeholders during lockdown.







# ADAPTING

## TO THE PANDEMIC

With the support of our members and partners we:

**COLLECTED AND DISTRIBUTED COMPUTERS**, bringing together non-profits, partner companies and schools participating in the Youth Challenge Program. Computers and internet access cards were distributed to middle school students in the Program thanks to the Française des Jeux Foundation and a donation to the Break Poverty Foundation from the Total Foundation.

**STRENGTHENED THE 'RESOURCES' SECTION ON OUR WEBSITE** for schools, with an emphasis on videos from employees of different companies describing their job and career path.

**CONTINUED WITH OUR MENTORING PROGRAM AND LAUNCHED AN INTERACTIVE NEWSLETTER TO MAINTAIN CONTACT BETWEEN PARTICIPANTS** in the Airbus Foundation Flying Challenge. Five editions of the newsletter were published over the period.

**MAINTAINED THE DYNAMIC AMONG PARTNER NON-PROFITS.** Almost without exception all our partner non-profits were supported to the same level as before and once lockdown was confirmed, wherever possible sessions that had already been planned were reprogramed for a later date post-lockdown.

**MOBILIZED OUR INTERNATIONAL NETWORK** by forging links with companies and members of United Way International seeking to assist at both French and European levels in support of local actions.

**USED OUR OWN GOVERNANCE STRUCTURES** to help us manage the present and plan for the future post lockdown. The coordinating committee met twice over the period of lockdown, before and after the Board meeting.



# RESPONDING TO THE PANDEMIC



9 tablets  
14 laptops  
23 3G Keys

40 3G Keys

10 laptops  
10 3G keys



For Robespierre  
Middle School  
Goissainville



Pablo Picasso  
Middle School,  
Garges-lès-  
Gonesse



For Pablo Néruda  
Middle School,  
Stains



**Skills**  
sharing for partner  
Non-profits

(Marketing strategy,  
communications, fund-  
raising)



75  
laptops



Roland Garos Middle  
School in Villeneuve  
Saint Georges

## DONATIONS BY PARTNERS: IN-KIND OR SKILLS CONTRIBUTIONS ACCORDING TO CIRCUMSTANCES

The strength of an international network was evident in the way collaboration and innovation initiatives were reinforced throughout the crisis period.

**SONY**

## STRENGTHENING OF OUR RELATIONSHIPS WITH INTERNATIONAL COMPANIES IN THE UWW NETWORK

seeking to operate in support of local solutions to the sanitary crisis in Europe.

**3M**

## ACCELERATION OF OUR DIGITAL TRANSFORMATION,

made all the more urgent during lockdown, with the help of donations earmarked for helping in our response to Covid-19.

*There was total commitment from sponsors, even during lockdown and despite the fact that their own companies were often in crisis and they themselves snowed under with work. All brilliantly coordinated by two non-profits that were quick off the mark and showed tremendous agility.*

Isabelle Ferry, Head-teacher Bellefontaine Middle School



HELPING YOUNG PEOPLE

# THE CORNERSTONE OF OUR ACTIONS



**COMPANIES AND THEIR FOUNDATIONS ARE THE FIRST CORNERSTONE SUPPORTING HOW THE ALLIANCE POUR L'ÉDUCATION - UNITED WAY MOBILIZES ALL PLAYERS IN FAVOR OF THE YOUTH CHALLENGE PROGRAM.**

The rigor with which we choose our partner non-profits for the program, the sophistication of our reporting, our procedural transparency and the manner in which members are involved in governance makes us a first-class partner for businesses seeking a meaningful and long-term impact on society.

**CORPORATE FOUNDATIONS:** As a partner to foundations that have education, inclusion and social cohesion as part of their goals we are able to combine efforts through the Youth Challenge Program to generate a positive social impact together.

**COMPANIES:** We work hand in hand with companies on their corporate social responsibility obligations and help them to integrate the social impact of their decisions into their strategy and operations. Our turnkey solutions in support of young people in the most difficult urban areas or in isolated rural zones are operated in conjunction with non-profits and local schools and offer an opportunity for companies to interact both internally with its employees and externally with its stakeholders: suppliers, clients, candidates, non-profits and local authorities.

# COMPANIES AND CORPORATE FOUNDATIONS

*With the Youth Challenge Program you manage to be everywhere. I know of no other non-profit with such widespread coverage and which understands so completely how to adapt to the demands of the Education Ministry, something that is critical for success*

Laure Kermen-Lecuir,  
Director of Civic Engagement & Director of the  
Foundation - Groupe Aéroports de Paris

**IN FRANCE AND AROUND THE WORLD:**

where a company also has an international presence, the tie-up between the Alliance pour l'éducation - United Way and the international network of United Way ensures that the engagements in one country can be replicated and harmonized elsewhere, as is the case for John Deere and Lenovo.

**IN 2019-2020 SOME 45 COMPANIES WORKED WITH US. THEIR SUPPORT TOOK A VARIETY OF FORMS: FINANCIAL (DONATIONS AND/OR TRAINING TAX ALLOCATIONS??), IN-KIND DONATIONS OR SKILLS SHARING. THANKS TO ALL OF THEM!**

# EMPLOYEES

## MOBILIZING THE EMPLOYEES OF OUR CORPORATE SPONSORS

is a key component of our operating model which mutualizes resources in the search for synergies and cooperation.

We seek to generate meaningful and practical encounters between company employees and young people from priority areas.

## A VARIETY OF ACTIONS OPEN TO EMPLOYEES

- **Within the company:** Innovation days, company visits, coaching for work experience students
- **In Middle Schools:** Workshops, mentoring, coaching (resumé and accompanying letter), careers fairs
- **At a distance:** career videos

# 851

Projects undertaken

# 711

Employees engaged, some on several projects

# 11 550

Hours spent



## ONE OF OUR CORE VALUES IS VOLUNTEERING.

For this reason, it is logical for companies which contribute financially to the Youth Challenge Program to encourage their employees to participate in an action whose long-term goal is to help increase equality of opportunity.



# NON-PROFITS

## **MOBILIZING NON-PROFITS IS AT THE VERY HEART OF THE COLLECTIVE ACTION WE ORCHESTRATE WITH A VARIETY OF PLAYERS.**

A major characteristic of the Alliance pour l'éducation - United Way is the way it finances local non-profits that participate in the Youth Challenge Program. Alliance pour l'éducation - United Way provides the framework and access to the schools, the non-profits develop their activity while focusing on what they do best. By accompanying them as they grow, and in sharing best practices, we help to boost the vital contribution that non-profits make to the local environment and raise their visibility among the system's different stakeholders.

## **SUPPLEMENTARY CONTENT TO HELP REACH THE YOUTH CHALLENGE PROGRAM'S OBJECTIVES**

The section which works with non-profits identifies those whose content is best in line with the Youth Challenge Program's objectives.

Selection is made on the basis of their expertise in mediating quality, educational content to young people, the strength and appropriateness of their governance, transparency in financial matters and their willingness to work with us to offer a comprehensive and varied range of content for our target audiences.

### **Some examples of workshops run by our partner non-profits:**

Improving self-confidence, managing emotions and interpersonal relations, public speaking, first steps in understanding the concept of 'skills', raising awareness of psycho-social competencies and how to identify them, introduction to business, developing a professional project.

## **THE YOUTH CHALLENGE PROGRAM: TAILOR-MADE, ITS VALUE ENHANCED BY THE CONTRIBUTIONS OF NON-PROFITS.**

The content is worked on and adjusted with a variety of players in the field of education who share the same objective to ensure consistency in the work of the different non-profits that operate the Program. It is this that makes the Youth Challenge program so powerful, original and valuable.

The Youth Challenge Program provides a clear and consistent framework for non-profits working in education to help initiate young people into the hard and soft skills necessary for their professional life. It is a unique blend of the expertise of 42 non-profits mobilized for the benefit of young people.

# NON-PROFITS

## THE STRENGTH OF OUR MODEL FOR NON- PROFITS

During 2019-2020 some 42 non-profits were mobilized across our different programs, nine more than in the previous academic year. Our educational programs are all long-term in their outlook and call on the resources of a variety of non-profits. In doing so, they strengthen the non-profit's ties with its community.

**AN ACCELERATOR  
FOR THEIR  
DEVELOPMENT**

**EASY TO IMPLEMENT  
FOR NON-PROFITS**

**FINANCIAL AND  
SKILLS SUPPORT**

**INCREASED  
VISIBILITY AND  
LOCAL RECOGNITION**



**Scaling up:** workshops available for all classes in a grade or for several grades concurrently in one or in several partner schools.

**Innovation opportunities:** to develop new formats and to take account of local factors and circumstances.

**Notre équipe** presents the Youth Challenge Program to school management and teaching staff and then coordinates and manages the non-profits that operate on the ground.

**The Youth Challenge Program** is a long-term project; we seek to establish partnerships with a similarly long-term need for financing.

We have developed skills sharing with our corporate and foundation partners to help the non-profits we work with upskill in specific areas that we agree on together. In 2019-2020 Proximité and Savoir-Être à L'École, two non-profits with whom we work, were coached by consultants from Roland Berger.

**We publicise the contribution from all the non-profits** working with The youth Challenge Program and help them to benefit from the combined effect of a joint effort.

Exchanges with other partners in the program from around the country serve to strengthen local recognition for smaller players.



## WHAT OUR NON-PROFIT PARTNERS THINK

*Everyone in the Youth Challenge Program is fully aligned to help young people become the players they need to be in their own future. It's about giving them the opportunity and the tools they need to feel confident in school today and confident in their job tomorrow.*

**Céline Bonneau,**

Entreprendre pour Apprendre (EPA), Occitanie

## TESTIMONIALS

*The Youth Challenge Program is a co-construction in collaboration with other non-profits. We join forces to bring something of real quality to the young people we coach. We work with the Tamèrantong theatre company to prepare them for their 9th Grade work experience. All in all, we are very complementary.*

**Guillaume Bouillot,**

Program Manager, JobIRL, Ile de France region

*You're a very important partner to us because you're a genuine accelerator. The workshops we co-designed with Alliance pour l'éducation - United Way were crucial in convincing the departmental council to partner with us, even though we didn't have the requisite two-years of operating at local level that is usually necessary before being granted recognition at this level.*

**Bertrand Marjollet,**

Managing Director, Eloquentia



# NON-PROFITS

PARTNERS





**SCHOOL PARTNERS ARE ANOTHER CORNERSTONE OF OUR ACTIONS AND ARE THE GATEWAY TO THE STUDENTS WHO BENEFIT FROM THE SOLUTIONS.**

During the 2019-2020 academic year some 30 middle schools took part in the process.

A pilot project was launched in two high schools as a way of extending the coaching started in middle school through to the end of secondary education in different regions: Virginia Henderson Vocational High School in Arnouville and Joliot Curie High School in Nanterre.

Creating a climate of confidence, communication and coordination are key elements that ensure schools are fully engaged in the process.

# SCHOOLS

## — RAISING AWARENESS OF THE YOUTH CHALLENGE PROGRAM AMONG TEACHING STAFF.

A dedicated local action team is in regular contact with head teachers, year leaders and class teachers in order to encourage the adoption and perpetuation of the program by the school.

By design, the Youth Program Challenge works closely with the teaching community and the school's management to build a climate of confidence that develops and grows, year on year. This approach ensures that students benefit concurrently from the expertise of several non-profits specialized in creating the content on hard and soft skills that is appropriate to their specific grade and degree of maturity, while ensuring consistency with the teaching staff's own educational goals.

## — CREATING DIVERSIFIED AND INTEGRATED CONTENT FOR STUDENTS

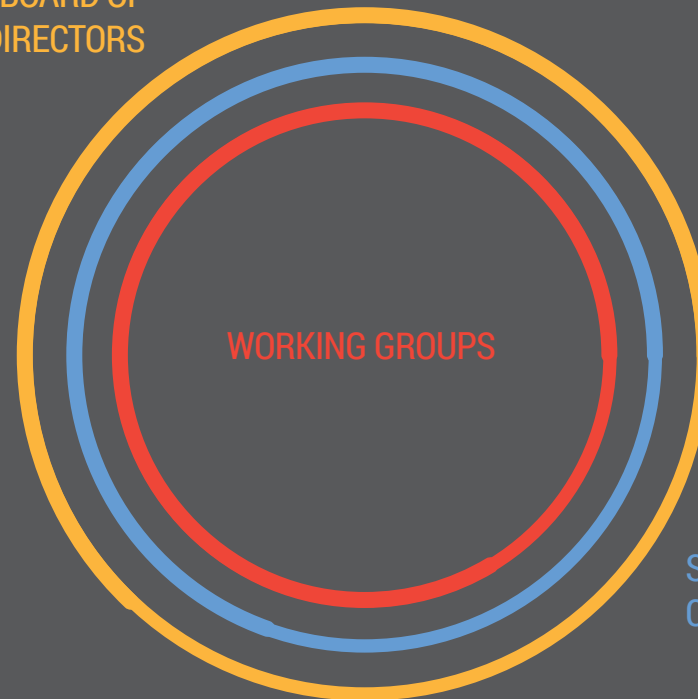
The local action team is also responsible for integrating the different non-profits into the program. Close coordination between non-profits and schools throughout the year is critical for the success of such an ambitious program which is rolled out to all classes in a given grade, and often to several grades during the same academic year once the partnership is fully established.

## — SCHOOLS TAKE PART IN ALLIANCE POUR L'ÉDUCATION - 'S GOVERNANCE

Staff from partner schools are invited to participate in the 'National Education' working group which takes stock of their experience and recommendations for the program. This ensures that the Youth Challenge Program is constantly evolving and adapting to local requirements in both form and content.

# PARTICIPATORY GOVERNANCE

BOARD OF  
DIRECTORS



WORKING GROUPS

STEERING  
COMMITTEE

SYMPTOMATIC OF THE ALIANCE POUR L'ÉDUCATION - UNITED WAY'S APPROACH TO CO-CONSTRUCTION, OUR GOVERNANCE IS COMPOSED OF SEVERAL MANAGEMENT COMMITTEES WHICH BRING TOGETHER EXPERTS IN THEIR FIELD.

## THE STEERING COMMITTEE AND ITS WORKING GROUPS

bring together all of our members, each with their own expertise, and is a forum for exchange and debate. It supports our staff in their daily tasks and in presenting results to our Board. The working groups meet according to needs and circumstances, and their output feeds into our operational activities.

## THE STEERING COMMITTEE

- **Supports the team** in its operational activities.
- **Plays the role of 'voice of the stakeholder'** and supervises program development

## THE WORKING GROUPS

Output from five Working Groups make an **important contribution** to the key strategic areas that drive our work:

- Programs, Regions & non-profits
- Ministry of Education
- Evaluation & Impact
- Fundraising, partnerships and communication
- Finance





# RECOGNITION

## FOR OUR INNOVATIVE APPROACH TO ALLIANCES

MOBILIZING A VARIETY OF PLAYERS TO HELP DRIVE CHANGE IS TYPICAL OF HOW WE GO ABOUT HELPING IMPROVE EQUALITY OF OPPORTUNITY. TO THIS, WE ASSOCIATE RECOGNIZED EXPERTS IN SUPPORT OF OUR WORK.

**THE CITÉS ÉDUCATIVES PROGRAM IS THE FIRST EXAMPLE OF A PUBLICLY MANAGED, STRUCTURED AND COORDINATED INTERVENTION** in this field and

its success has highlighted the validity of our allied approach, both as a methodology and operationally.

**We formed a partnership with the Cités éducatives in Toulouse and Sarcelles**, areas in which the Youth Challenge Program has operated in the past, with the aim of rolling it out across all Middle Schools in priority areas in the district.



Sarcelles counts some 58,000 residents, two-thirds of whom live in designated priority zones. It is the largest proportion in France (excluding overseas territories) and the second poorest town in the country. Unemployment is 36.6 percent for the under 25s.

*Alliance pour l'éducation - United Way is a natural partner for the Cités éducatives because it brings its very specific methodology and expertise in coordinating different players at a local level.*

**Vincent Léna**, former coordinator at the National Agency for Territorial Cohesion for the Cités éducatives program

*Cités éducatives has three overall goals: highlight the value of school, ensure students remain in education and broaden students' horizons. The Youth Challenge Program is a clear, quality response to all three of these objectives.*

**Audrey Prévost**, Cité éducatif lead in Sarcelles and School Principal at Jean Lurçat Middle School, Sarcelles

# RECOGNITION

FOR OUR INNOVATIVE APPROACH TO ALLIANCES

MOBILIZING A VARIETY OF PLAYERS TO HELP DRIVE CHANGE IS TYPICAL OF HOW WE GO ABOUT HELPING IMPROVE EQUALITY OF OPPORTUNITY. TO THIS, WE ASSOCIATE RECOGNIZED EXPERTS IN SUPPORT OF OUR WORK.

**LE RAMEAU, EXPERTS IN TERRITORIAL ALLIANCES, HAS HIGHLIGHTED OUR APPROACH AS AN ENGINE OF SOCIAL CHANGE.**

**The Foundation for the Co-construction of the Common Good** has labelled the Alliance pour l'éducation - United Way as an 'inspiration' in its Lebanese Cedar Project which recognizes projects that 'change our collective future from the bottom up,' citing that...

*...this project shows how companies can work together to contribute to society's future.*







GALA EVENING HELD ON  
NOVEMBER 5TH, 2019  
AT THE FRENCH NATIONAL LIBRARY

**200**  
Participants

**€180 000**  
donations

# GALA 2019

Held in the magnificent Labrouste reading room at the Bibliothèque Nationale de France, leading figures from the world of business and corporate philanthropy came together to raise funds in support of the Youth Challenge Program. It was also the opportunity to promote our work and to begin the task of developing future partnerships.

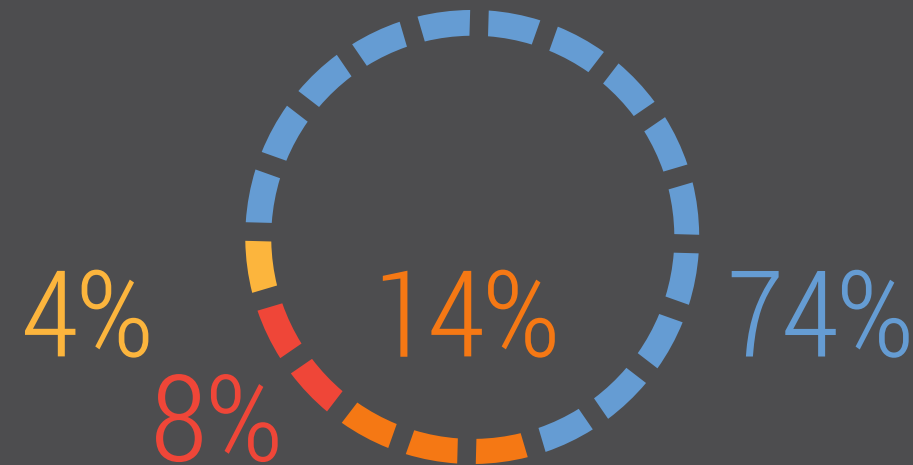
Hosted by the journalist Antoine Genton, the evening was opened by Patrick Pouyanné, Chairman of Alliance pour l'éducation - United Way. Speeches followed from board member Mike K. Hayde, Gabriel Attal the spokesperson for Jean-Michel Blanquer, French Minister for Education, and François Busnel, presenter of France's primetime books program, La Grande Librairie. These speeches, along with testimonials from our various stakeholders, made for a memorable evening!



FUNDS COLLECTED  
(IN €000'S)

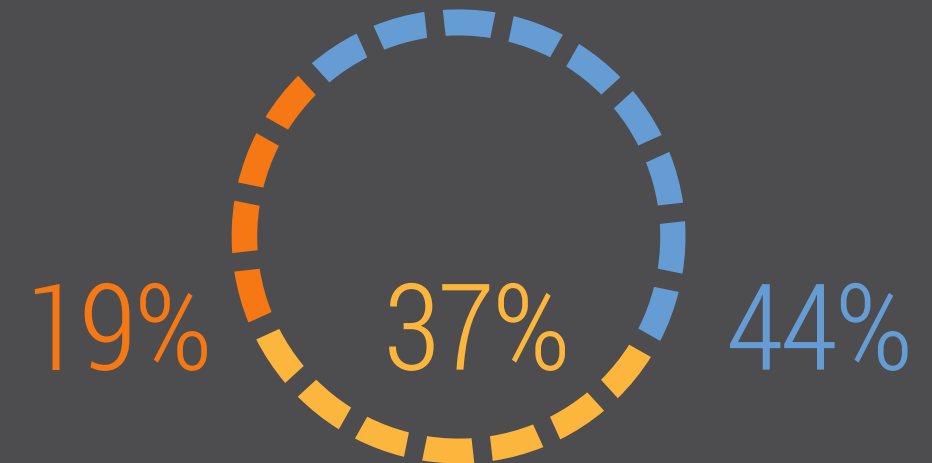
EXPENSES  
(IN €000'S)

# 2019 | 2020 FINANCIAL INFORMATION



DONATIONS FROM CORPORATIONS AND FOUNDATIONS **1 456**  
INCOME FROM ALLOCATED TRAINING TAX **79**  
PRIVATE AND PHILANTHROPIC DONATIONS **273**  
PUBLIC FUNDING **170**  
TOTAL **1 978**

DONATIONS TO NON-PROFITS FOR OPERATIONS **787**  
OTHER DIRECT PROGRAM OPERATING EXPENSES **677**  
OVERHEAD AND RUNNING COSTS **344**  
TOTAL EXPENSES **1 808**





**THE YOUTH CHALLENGE PROGRAM'S STRENGTH LIES IN THE EXCHANGES AND INTERACTIONS** that take place between the participants and which the pandemic and subsequent lockdown put under severe strain. Together with our partners we worked to develop alternatives that would be ready for the start of the 2020-2021 academic year.

#### **PREPARING YOUNG PEOPLE FOR THE DIGITAL FUTURE**

The sudden and unexpected shift to home schooling brutally highlighted the inequality of access to technology and the internet as well as what can only be described as 'digital illiteracy'.

Thankfully, companies, philanthropists and non-profits were quick to react with a series of initiatives at both the macro and micro levels in support of the Ministry of Education's rapid switch to digital. It also highlighted the need for the Youth Challenge Program to continue to adapt and change by incorporating content that raises young people's awareness of how best to put these new technologies to use.

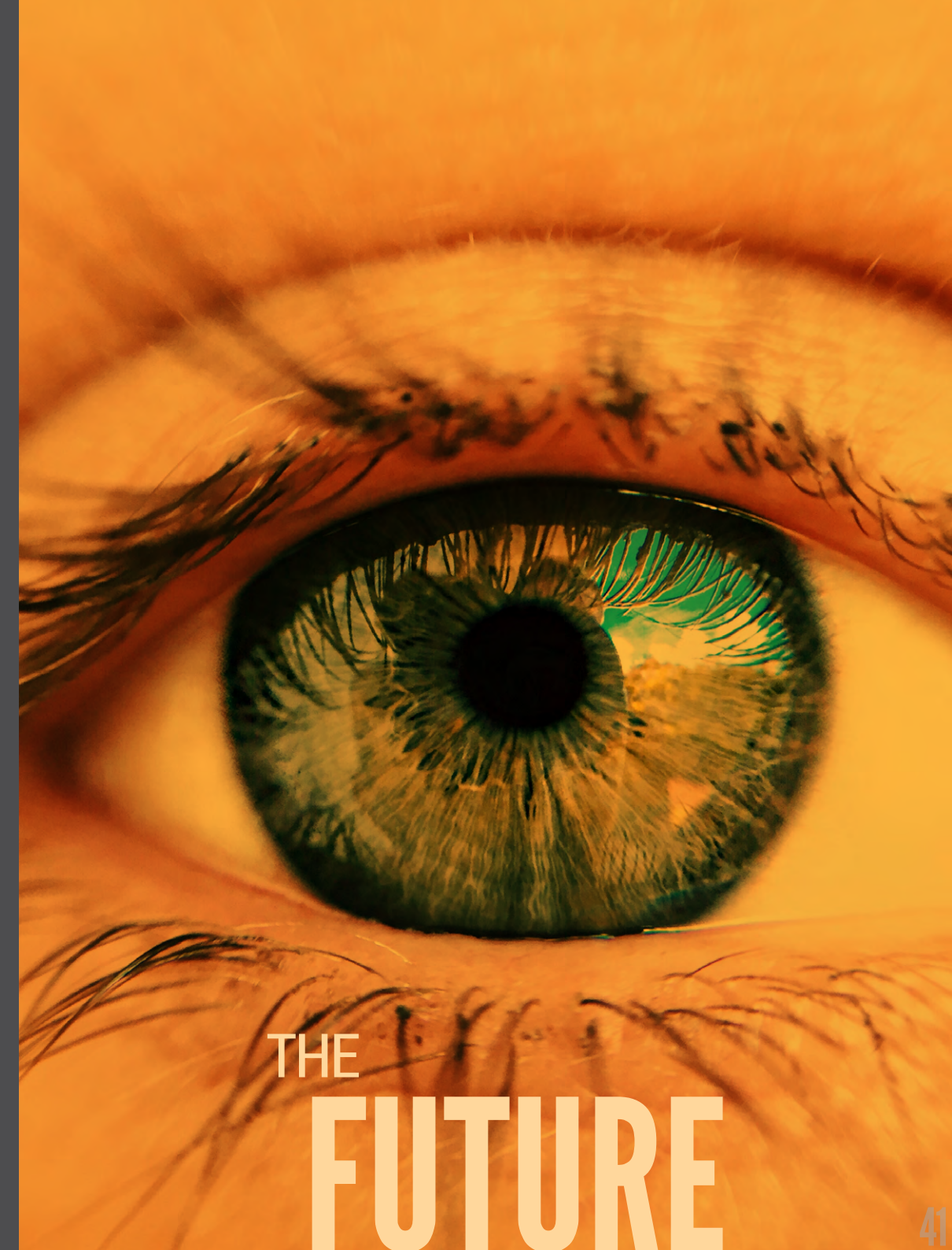
**ADAPTING AND PROPOSING NEW SOLUTIONS TO MIDDLE SCHOOLS, STUDENTS AND BUSINESSES** Our key objective for the start of the 2020 academic year has been to draw those students who had become distanced from school back into the fold and to propose a Youth Challenge Program to students from partner schools specially adapted to the new hygiene protocols in force. In particular, solutions were adapted so they can be delivered either onsite or remotely, depending on the needs and technical possibilities of partner schools.

The digital component of the Youth Challenge Program that is currently being developed will allow for a helicopter view of each student's progress, letting them record achievements as they are reached and allowing them to fully consolidate the impact of the different activities and exercises proposed, making them the architect of their own career and their own future.

**STRENGTHEN OUR LOCAL PRESENCE IN AREAS** where we already operate, extend our reach by rolling out programs to more middle schools in these areas and develop the work we do with the Cités éducatives.

**BY IMPROVING UNDERSTANDING OF OUR WORKING METHODS AND THE WAY THAT A COLLECTIVE APPROACH CAN ACHIEVE A GREATER IMPACT**, we seek to consolidate our unique position as the leading integrator of education solutions for young people in priority areas. The work done to align our working methods with the measure of our social impact aims to highlight the Youth Challenge Program's impact on its various stakeholders: non-profits, companies and schools.

**DEVELOP EUROPEAN COOPERATION** in conjunction with the United Way International network.



THE  
FUTURE





We extend our sincere thanks to all the corporate and foundation members that have supported our work over the years, both through their financial commitment as well as by the implication of their employees in the various programs, by their skills-sharing and in-kind donations and by the active part they have played in our management.

# THANK YOU

TO OUR CORPORATE  
AND FOUNDATION  
MEMBERS



Thanks to those businesses and organizations that have supported us this year through their generous donations, by allocating their training tax to our activities, by the engagement of their employees and by their skills-sharing.



THANK  
YOU  
TO THE BUSINESSES  
AND ORGANIZATIONS  
THAT SUPPORT US





# THANK YOU

TO OUR PUBLIC  
SERVICE  
PARTNERS





Our full-time employees this year grew with the addition of several new talents joining us to help us go further: Welcome to Constance, Lucie, Margaux, Marie, Servane et Sara!

Thank you to all those who through their personal commitment every day contribute to changing the future for young people!

FADILA-SARA AKAK  
Work-study, Financial Control

MARIE DELEULE  
Civic Service Volunteer

MARGAUX BRUAND  
Local actions lead

ANNE-SOPHIE DESVARREUX  
Co-head of local branch and head of employee engagement

ESTELLE GAXIEU  
Local actions lead

LODIE GAYRAUD  
Co-head of local branch and of impact assessment

THIBAUT LAFONT  
Head of local branch

DANY MARIN  
Head of HR and Administration

SERVANE MASSELIN  
Head of local branch

ALAIN NICAUD  
Head of Employee Engagement and Skills-Based Sponsorship, La Poste Group.

LUCIE OLIVEIRA  
Local actions lead

CONSTANCE PARRENS  
Head of fundraising, partnerships & communication

ANTOINE PHILIPPART  
Head of non-profit relations

LAURENCE PICCININ  
Managing Director

ANNE-CÉLINE RIBADEAU DUMAS  
Responsable d'Antenne territoriale & Innovations

AXELLE PIGAL  
Local actions lead

VENESA THACI  
Head of local branch

MARIE VIVIER  
Head of Operations



THANK YOU  
TO OUR TEAM  
MEMBERS

PHILANTHROPIES

HENRI D'ARENBERG

GONZAGUE DE BLIGNIÈRES

MIKE K. HAYDE

ÉDOUARD MILHAC

OLIVIER DE PANAFIEU

SABINE ROUX DE BÉZIEUX,  
Treasurer

JEAN-GUILLAUME DE TOCQUEVILLE,  
Vice-president of the Board

The Board of the Alliance pour l'éducation - United Way comprises business leaders and other well-known figures, each of whom is committed to helping us succeed in improving equality of opportunity for vulnerable young people. We extend our sincere thanks to each of them for their contribution and engagement!

DIRIGEANTS DE GRANDES ENTREPRISES

AUGUSTIN DE ROMANET  
Chairman and Managing Director, Groupe ADP

ANTOINE LISSOWKI,  
Managing Director, CNP Assurances

FRÉDÉRIC MOULIN,  
President, Deloitte France | Secretary to the board

STÉPHANE PALLEZ,  
Chairwoman and Managing Director, Groupe FDJ

BRUNO RODIQUE,  
President, John Deere France

CHRISTINE KOLB,  
Co-Founder, Sycomore Asset Management

PATRICK POUYANNÉ,  
Chairman and Managing Director, Total SA | President of the Board

FRANK LACROIX,  
President, SNCF Foundation

THANK YOU  
TO OUR  
DIRECTORS



The background of the entire page is a photograph of a large, dimly lit hall with a high ceiling and many small, warm-toned lights. In the foreground, the words "LIVE UNITED" are written in large, glowing orange letters on the floor. In the background, a person is visible standing near a screen.

ANNE	DOMINIQUE	JEAN-LAURENT	RODOLPHE
ANNE-MARIE	ELISABETH	JULIE	ROMAIN
ANNE-SOPHIE	EMILIE	JULIETTE	SANDRA
AUDREY	EVELYNE	KARINE	SÉVERINE
ANTOINE	ERIC	MARINA	SYLVIE
BÉNÉDICTE	FATIA	MOUSSA	THIERRY
CHANTAL	FÉLIX	NADÈGE	THOMAS
CHRISTINE	GUSTAVE	NATHALIE	VIRGINIE
CLAUDINE	HÉLÈNE	PATRICIA	WILLEM
CORINE	ISABELLE	PATRICK	YOUSSOUPHA
DINO	JACK	PIERRE	

# THANK YOU

ALSO

**To all the volunteers who chose to help us, whether for a couple of days,  
for the duration of a project, or throughout the entire year.**



THANK YOU !



FOR YOUR  
ENGAGEMENT  
IN YOUNG PEOPLE'S  
FUTURE

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