

Mission report 2025



OPENCLASSROOMS

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Foreword

by Jean-Philippe Courtois.



In 2024, OpenClassrooms continued to advance its mission of *Making Education Accessible* to all, navigating a landscape marked by rapid technological evolution and shifting workforce demands. The company's commitment to providing inclusive, high-quality education has remained steadfast, even as we adapt to new challenges and opportunities.

This year, based on the recommendations of the Mission Committee, OpenClassrooms deepened its focus on two critical areas: supporting learners with disabilities and promoting gender diversity in Tech.

By implementing targeted initiatives and fostering inclusive learning environments, we aim to empower individuals who have traditionally faced barriers to education and employment.

Our efforts have not gone unnoticed. OpenClassrooms was honored with the first prize in the Accessibility category at ContentSquare's Digital Experience Awards 2024, recognizing its dedication to creating inclusive digital learning experiences.

As President of the Mission Committee, I am especially proud to lead a group that plays an active role in shaping, challenging, and supporting OpenClassrooms' strategic direction—helping the company stay true to its values while constantly raising the bar. The Committee brings together representatives from all of the company's key stakeholder groups—students, mentors, employees, partners, and investors. This diversity provides invaluable insights and knowledge, and I am continually inspired by the level of commitment, expertise, and shared purpose that each member brings to the table.

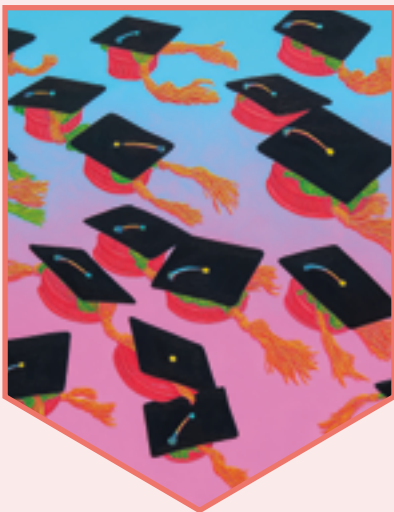
As we look to the future, our mission remains clear: to *Make Education Accessible*, inclusive, and impactful. We are committed to continuous improvement, guided by the insights of our Mission Committee and the needs of our learners worldwide.

Explore this report and see how OpenClassrooms is making education more accessible, impactful, and transformative—one learner at a time.

Jean-Philippe Courtois
President of the Mission Committee

Message from the cofounders.

2024 marked a major turning point for the education and training sector. After several years of rapid growth—largely driven by the COVID-19 pandemic and the rise of online learning—the market has entered a phase of stabilization. This shift, though natural, has prompted all players in the field to rethink their models. The sector has seen the emergence of a new balance, shaped by shifting expectations, a changing regulatory environment, and heightened competition. We approached this transition with clarity, recognizing it as an opportunity to reaffirm what defines OpenClassrooms: impact, accessibility, mission-driven.



One of the year's most defining trends was the continued rise of apprenticeships.

This model, supported by students, companies, and public authorities alike, offers a concrete response to the challenges of professional integration and employability. However, its rapid growth also attracted opportunistic behavior and a flood of new market entrants—sometimes at the expense of training quality. In 2024, the market began a new phase: one of necessary consolidation around strong players, high-quality programs, and exemplary teaching practices. We welcome this evolution with both confidence and a sense of responsibility.

Beyond the training sector, the broader global context is undergoing even deeper transformation, with consequences that are only beginning to unfold.

The rise of generative artificial intelligence represents a major technological and cultural disruption. It is redefining both the learning experience and the very nature of the skills expected in today's workforce. This change is happening so quickly and so profoundly that it can be hard to grasp—even in the short term.

In practice, we observe a reduction of users coming from SEO.

This reflects a switch from search to AI conversations. We consider it is our role to embrace the new learning habits with our introduction of AI-based learning methods combined with a growing presence on social media.

“The rise of generative artificial intelligence represents a major technological and cultural disruption.”

At OpenClassrooms, improving the student experience remains at the core of everything we do.

This year, we worked hard to give our students quicker feedback (instant admission answer for 65% of our students, instant answers provided by our Companion AI) and more personalized feedback (student projects can be adapted to companies context, mentorship rhythm that follows student needs...). This ensures all learners receive the support they need to succeed.

To keep pace with the evolving job market, we launched new programs—including training in energy-efficient renovation and healthcare—and updated our existing offerings to stay relevant and hands-on.

We’ve been working on our qualifications and partnerships in order to deliver US recognized degrees in apprenticeship.

Tech apprenticeships are nascent in the US, and most of them don’t deliver degrees. We believe our expertise can be exported. In 2024, 8% of our students were US based, and we expect that number to grow steadily.

Finally, we’re proud to have been re-certified as a B Corp in 2024:

B Corp companies form an international community of 5,000 members who passed a rigorous certification process to demonstrate their positive impact on all their stakeholders.

With a remarkable impact score of 1174, +16% since our last certification in 2021, OpenClassrooms has become the highest-ranking education B Corp of our size. We take immense pride in being a valued member of the community of companies making a positive impact.

Let’s be honest: 2024 has been a demanding year. But this has only strengthened our obsession to make accessible high-quality education, by connecting employers with students.

We remain firmly committed to this mission. This is what makes OpenClassrooms stand apart.

Mission Committee members.

Since we began our transition to a mission-driven company in 2018, our Mission Committee has become a cornerstone of our governance. It plays a key role in ensuring alignment between our social impact and our business strategy.

Our Committee is designed to represent our major stakeholders:

Jean-Philippe Courtois,
President of the Committee, brings deep experience from both the tech industry—having served as President of Microsoft—and the impact sector, as founder of Live for Good, a non-profit dedicated to fostering and accelerating positive innovations.

Pierre-Olivier Barennes
represents Citizen Capital and our investors, with a particular focus on impact-driven investment.

Mathieu Nebra,
our cofounder and education evangelist, ensures strategic alignment with our shareholders.

We have two representatives from the employer side:

Anne Lebel,
CHRO of Capgemini, provides the perspective of private employers,

Patrice Guezou,
Director of Semaphores, contributes insights from the public sector.

Alexandra Marty and Francis Bock,
both mentors, offer valuable perspectives on the student-mentor relationship.

Nathan Below and Pauline Bourdeau
has brought valuable insights from the student perspective.

Finally, our employees are represented by two elected members:

Céline Dubouis
from the Product team,

Laura Besnier
from the Learning team.

Together, this diverse and committed group bring their experience and unique point of views to ensure that our mission remains central to everything we do. OpenClassrooms owes them a debt of gratitude.



Our commitments



Our commitment to accessibility

Breaking barriers to entry.

Since the early days of OpenClassrooms, our goal has been to help as many people as possible. Over time, this goal has evolved into a full-fledged mission: to *Make Education Accessible*. Each year, in this report, we take a moment to reflect on what that truly means. What barriers must we break to make it a reality?

Education difficulties can take many forms:

- **barriers to entry:** complex administrative processes, lack of funding, limited access to guidance;
- **learning challenges:** gaps in prior knowledge, neurodivergence, lack of personalized support;
- **obstacles in finding employment:** limited experience, shifting job markets, weak professional networks.

These difficulties are even greater for students from disadvantaged backgrounds: that's why, when evaluating our impact, we always consider the demographics of the population we are serving: in fact, the higher the barriers to education, the greater our impact.

Barriers to entry are particularly critical to address, as they can prevent individuals from accessing education altogether—regardless of their motivation or potential. Accessibility starts with a facilitated admission process. Students should receive a prompt and clear answer about their eligibility for training programs and available funding. When they don't meet the criteria, it's essential to guide them toward alternative options—such as free courses, career orientation tools, or shorter upskilling programs—so that no one is left without a path forward.

Over the past few years, we've worked tirelessly to streamline our enrollment process, and at the end of last year we reached a major milestone: the successful launch of automated orientation. This feature provides candidates with real-time information about both:

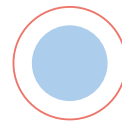
- the training programs they're eligible to;
- the funding options they're eligible to.

This major innovation supports our mission by breaking down financial barriers and delivering tailored guidance to each individual.

As of today, 65% of our candidates don't have to wait for admission feedback. This is a notable change in a sector where it usually takes days if not weeks to get this feedback. It directly makes education more accessible.

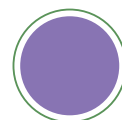
Thanks to auto-orientation, we doubled the rate of people becoming admitted candidates. Since this feature was launched recently, we won't see its full impact in this year's mission report, but we are confident that it will have a notable impact for next year's report.

Most importantly, we are efficient in breaking financial barriers. In 2024, 85% of our students benefited from third-party funding. There can be no clearer proof of our commitment to reducing the cost burden of education.



65%

of our candidates don't have to wait for admission feedback



85%

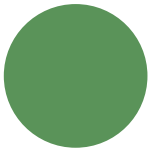
of our students benefited from third-party funding

Let's take a look at how effective we were at breaking barriers to entry. Below, we compare how each candidate type is likely to get admitted on OpenClassrooms:

Chances of getting admitted on OpenClassrooms (vs all candidates)

Higher chance of getting admitted

Candidates with disability x1.9



Jobseekers x1.4



Equal chance of getting admitted

Living in underprivileged areas x1



Low diploma level x0.9



Lower chance of getting admitted

Women in Tech x0.4



This means for example that a jobseeker applying to OpenClassrooms has a 1.4x higher chance to get admitted compared to all other candidates.

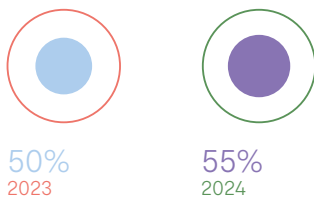
Here's what our data tells us:

- We are performing well when it comes to welcoming and orienting students with disabilities and jobseekers.
- Candidates from underprivileged areas or with lower diploma levels have similar success rates to the average candidate—a strong indicator that our model supports equal opportunity. That said, we aim to continue improving these outcomes.
- There is room for progress in attracting and enrolling women in tech programs. Our analysis suggests this is largely due to the higher prerequisites required in these paths. Interestingly, men applying to Tech programs face similar orientation challenges, for the same reasons.

Addressing barriers to effective learning.

Breaking barriers to entry is only the first step in our mission to *Make Education Accessible*.

Graduation rate



Now, we must ensure that students complete their training, receiving the most appropriate and timely support, acquiring the right skills, and successfully demonstrating their mastery of those skills in order to graduate. We track this through the graduation rate—the percentage of students who earn their diploma within the expected timeframe.

We are implementing new tools to track student progress and help us identify early when a student begins to struggle in their path in order to offer additional support. Additional tools can take the shape of:

- particular dedicated actions plans developed by our Student Success teams to help our students at risk;
- transparent progress tracking tools, to help students stay on track;
- online community of peers;
- AI Companion to support learners between mentorship sessions;
- adaptive learning support based on their progress toward completion.

Higher chance of graduating on time

Jobseekers x1.15



Our graduation rate improved last year, thanks to the work of our student support teams and the dedication of our highly qualified community of mentors. Our priority for 2025 is to continue raising this metric even further.

Equal chance of graduating on time

Students with disability x1.02



Graduation rates are generally consistent across all student groups.

Low qualifications x1



Women in Tech x0.9



Candidates living in under-privileged areas x0.9



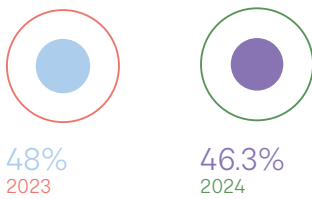
“This online training program ticks all the boxes. You have to work hard and independently. The amount of effort you put in makes all the difference. But if you’re committed, you’ll succeed! The Career Coach training program is completely online. I can manage my schedule however I want. When you enjoy what you’re learning and working toward a career you know you’ll love, it’s easy to stay motivated.”

Christelle,
Career coach student

Helping our students advance in their careers.

For our mission to truly succeed, students have to find a job after graduation. Here we measure the job placement rate that is, the percentage of graduates who find a job in the target sector within six months or less.

Job placement rate



The job placement rate helps us understand whether we are training our students in the right skills: skills that are valued by the job market and that lead to employment. Of course, other factors can influence their job search, such as industry slowdowns or social barriers.

Note that this number represents the percentage of graduates who found a job within six months or less, and specifically in the field of their training. It can be considered a bit restrictive: we know that students find a job after a bit more time and sometimes in adjacent fields.

As expected, job placement rates tend to be lower for individuals who are underrepresented in the Tech ecosystem or come from underprivileged backgrounds—except for jobseekers, who likely benefit from additional support and guidance throughout their job search.

We are actively working to improve the job placement rate by offering career coaching and training sessions to help our students secure employment.

Equal chance of finding a job in 6 months or less

Jobseekers x0.9



Lower chance of finding a job in 6 months or less

Students with disability x0.76



Underprivileged area x0.7



Women in Tech: x0.5

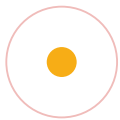


Low qualifications x0.2



Our continued commitment to accessibility and inclusion.

We work tirelessly to provide education that's financially, socially and geographically accessible. That means facilitating access to education for those who struggle the most with barriers to learning:



27%
of our students last year had a low level of qualifications before studying with us



54%
of them were jobseekers



7%
lived in disadvantaged areas



3.7%
declared a disability



34
had a refugee status

Our students have very diverse profiles:



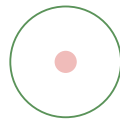
They come from 46 different countries,



with diploma levels evenly distributed.



The median age is 33



but there is still significant diversity, with nearly

20%
of students being over 45 years old.

"Being a mentor is also about supporting people on an incredible journey. Right now I have a student who is a political refugee. He was an economics professor in his country and already has some of the basics of programming. He's on his way to validating his skills with OpenClassrooms on the Data Analyst path. And I'm helping him find his apprenticeship. (...) Some mentorships really leave a lasting impression."

Danyl,
IOS developer mentor

Last year, our Mission Committee asked us to focus on two specific categories of population:

- students with disabilities,
- and women in Tech paths.



Advocating for more women in Tech jobs.

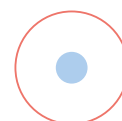
Women only account for 27% of employees in Tech companies in France¹, and that number drops to 15% when considering only technical roles. OpenClassrooms is committed to encouraging more women to pursue careers in the Tech and Digital sectors.

We set two key objectives:

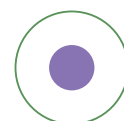
- to have at least 25% of female students enrolled in our Tech programs, and 40% of our Tech program instructors be women;
- to launch wide-reaching communications campaigns featuring role models from these categories, helping to reshape representations and facilitate identification.

Our results:

- In 2024, women accounted for 28% of our students in Tech paths, up from 26% the previous year. 43% of Tech experts in our videos are women.
- We advocated for a more inclusive Tech industry through a social media campaign called Tech Lead'her. This series of shorts videos featured interviews of women in Tech careers like Marie Findling, founder of Ensemble, or Estelle Giuly, cofounder and CTO of Pivot. The interviews aim to inspire more women to pursue Tech careers and leadership roles, while also addressing important topics like sexism, leadership styles, and the need for female role models.



28%
of our students
in Tech paths
are women



43%
of Tech experts
in our videos
are women

Making our education accessible to students with disabilities.

In France, people with disabilities have an employment rate of just 44%², compared to 74% for the general population. We believe OpenClassrooms is uniquely positioned to create a service that caters specifically to the needs of disabled students, fully bringing our mission to life.

Our objectives were:

- to provide all our students with disabilities access to a mentor trained in disability management and a contact at OpenClassrooms who is also trained in disability;
- to deploy a strategy to improve funding to accommodate the necessary adjustments for students with disabilities.

Our results:

- Every member of our student success team has now been trained to support students with disabilities, making sure that every student gets the help they need, no matter who they connect with. Every student who declares a disability meets with a member of our team at the start of their program to ensure we understand their unique needs. From there, we put in place tailored accommodations, whether that's an extra mentorship session each week, additional time for assessments, or other personalized support, all designed to help them excel and achieve success in their training.
- We released a course called "Mentorship – Supporting learners with disabilities". While we already had a group of mentors trained on this topic, the launch of this course ensures that all mentors, as well as the general public, have access to the tools they need to support students as effectively as possible.

- All candidates are encouraged to share their accessibility needs when they enroll, so we can best accommodate them.
- We are proud that the majority of our students with disabilities benefit from full funding through our social programs. Thanks to this support, many are able to access training at no personal cost. We remain committed to further developing a dedicated funding approach to strengthen and expand these opportunities even more.

All in all, OpenClassrooms plays an active role in advocating for greater accessibility in education. We were proud to win first prize in the Accessibility category at ContentSquare's Digital Experience Awards 2024, an award that recognizes organizations making digital products and services more accessible and inclusive for all users.

In addition, we now offer 4 courses and a total of 24 hours of video content focused on disabilities. Since the launch, 30,000 people have been trained on solutions to support people with disabilities.

Education as a tool for career advancement.

As the market enters a phase of stabilization, we remain deeply committed to making education not only accessible, but truly transformative.

At OpenClassrooms, we believe impact should be measured not just by how many students we serve, but by the real-world progress they make as a result. That's why we track career outcomes—tangible milestones that reflect how education has changed our learners' lives.



A career outcome is considered positive when a student attributes their success to OpenClassrooms in one of the following ways:

- finding a new job, internship, or apprenticeship;
- starting their own business;
- earning a promotion or salary increase;
- transitioning into a new role through internal mobility.

"I feel like now the door is wide open for career growth (...)

My community needs college education and the money behind it.

It's the only thing that will get us to the next level and that will get us those opportunities and positions. All we want is a competitive wage."

Christian,

Digital Marketing apprentice

43,486

positive career
outcomes
in 2024

In 2024, OpenClassrooms recorded 43,486 positive career outcomes—a testament to the enduring impact of our mission, even amid a shifting educational landscape.

While this figure reflects a decrease from last year's record number of 52,330 outcomes, it remains stable for our apprenticeship and paying students. The decline stems mainly from a drop in the number of reported outcomes from free users and government-financed users in France.

Web development, Excel and ChatGPT: our students favorite courses this year were "Create Your Website with HTML5 and CSS3", "Master the Fundamentals of Excel", and "Use ChatGPT to Boost Your Productivity".



Our commitment to progress:

Adaptability

Accessibility has always been at the heart of OpenClassrooms' mission—but adaptability is the engine that drives our progress. In a rapidly changing world, we continuously evolve our educational services to meet new trends, technologies, and workforce expectations. This culture of adaptability not only shapes how we build our platform, but also how we prepare our students: by equipping them with the mindset and skills to thrive in an ever-evolving job market.

This year, OpenClassrooms has adapted to a rapidly changing world by:

- releasing an automated orientation tool for 65% of our candidates (as mentioned earlier in the report);
- diversifying our educational offering, notably in energy-efficient renovation, healthcare and early childhood care;
- delivering an improved experience for employers and candidates on our online marketplace;
- reshaping the learning methodology by exposing generative AI to students.

This year, innovations in our job and talent marketplace are showing real impact. New platform features—including automatic profile enhancement, AI-generated cover letters, and smart job matching—have significantly improved the experience for both apprenticeship seekers and employers. Currently, there are 90,000 companies registered on our marketplace, with 11,000 job postings awaiting applications. 40% of registered students have applied to at least one job posting. These tools not only save time but also empower students to present their best selves, contributing to a higher apprenticeship placement rate. This is a concrete example of how technology can serve employability and inclusion.

Currently, there are 90,000 companies registered on our marketplace, with 11,000 job postings awaiting applications. 40% of registered students have applied to at least one job posting.

“OpenClassrooms helps employers save time by pre-selecting the best profiles. Ilan’s book was really well done and he already had the basics in development, which allowed him to get on board really quickly.”

Bruno,
tutor of Ilan, application developer apprentice

Adaptability also means staying closely aligned with the demands of a rapidly evolving job market. In 2024, we continued to diversify and expand our educational offering to ensure our learners gain the skills needed to thrive in emerging and high-impact sectors. 6 new training programs were launched in 2024, opening up exciting opportunities in emerging fields such as energy-efficient renovation, healthcare, and early childhood care. To accelerate the launch of these new paths, we partnered with Group SOS and Youschool to deliver training specifically designed for high-demand roles in the social and healthcare sectors. 700 students have already enrolled in one of these new paths since their launch just a few months ago.

These additions reflect our intention to align with the great transitions shaping the world of work and society.

Last but not least, generative AI has become an increasingly central part of our pedagogical thinking. Beyond offering courses to introduce learners to these technologies, we launched Companion, an AI-powered tool for our students. This tool is designed to answer frequently asked questions, support learners throughout their journey, and most importantly, help them develop a practical, ethical, and responsible use of AI. Available 24/7, it serves as a complement to the mentorship experience, offering learners on-demand support whenever they need it.

It’s still too early to fully assess the impact of this tool, but a study we conducted in 2025 has already provided a few insights that will help us fine-tune our approach moving forward:

- Only 33% of our students have sent more than 10 messages to Companion. Many learners appear to rely on other AI tools they were already familiar with—with ChatGPT being the most frequently mentioned.
- Companion is 1.3 x more likely to be used by our publicly funded students, suggesting that those receiving financial support may be more likely to adopt the tools provided to enhance their learning experience.
- Companion has been a breakthrough for some students: while overall usage remains limited, several learners have reported a significant boost in their progress thanks to the tool—particularly those who need frequent interactions with their mentors. Although it’s still too early to draw definitive conclusions, early data shows that Companion is used 1.2 x more by students who are ahead in their studies, and slightly less by those who are falling behind.

These early insights highlight both the potential and the challenges of integrating AI into our learning model—and they will guide us as we continue to refine Companion to better support all students, regardless of their background or learning style.

In addition, our Learning team made significant strides last year by integrating AI practice exercises into our training paths, updating our AI-focused courses, and publishing one of the first white papers on using AI in instructional design. We are convinced that gradually integrating AI-based learning tools into the learning experience is essential to prepare tomorrow's talent for a constantly evolving world.

Together, these advancements demonstrate how our platform continues to adapt to meet the needs of learners and employers alike—unlocking opportunities, removing barriers, and driving real-world outcomes through innovation.

“The weekly video mentoring sessions were a major plus. They provide really good advice. Whenever I had questions, my mentor had an answer. I was pleasantly surprised by how serious the training was and how much support there is. I had some misgivings because I know people who have done online trainings and it wasn't pretty. In my case, the appointments were set, you have a recommended timeline for your projects... It was a great fit for me.”

Matthieu,
Payroll administrator student



Environment and ethics

While our primary focus is fulfilling our mission to *Make Education Accessible*, we are committed to making a positive impact in other areas that matter deeply to us.

Reducing our environmental footprint.

At OpenClassrooms, we are focused on minimizing our environmental impact while making education accessible. In 2024, we continued our efforts to better understand and reduce our carbon emissions across all areas of the organization.

This year, our total carbon footprint was measured at 1,209 tonnes of CO₂e, representing a 23% increase compared to 2023. While this rise may seem concerning at first glance, it is largely due to a more comprehensive and updated carbon calculation model. This new methodology incorporates more accurate, direct usage data and now includes emissions linked to AI usage—particularly in the “Use of product” category, which saw the most notable increase.

At the same time, emissions related to business travel, commuting, and remote work decreased, thanks in part to more conscious work practices. These reductions demonstrate our ability to adapt and take action where we can have the most immediate impact.

It's widely recognized that traditional, in-person higher education institutions generate approximately the equivalent of 1 ton of carbon per student. In contrast, at OpenClassrooms, our carbon footprint per paying student is 30 times lower than in-person education.

Looking ahead, we're enhancing our tracking systems by moving to quarterly carbon footprint assessments. This will allow for more responsive and precise monitoring, helping us identify new opportunities for sustainable innovation. We're also committed to further refining our digital infrastructure and reducing the energy intensity of our learning tools—without compromising the quality of our educational experience.

As we grow, we remain focused on aligning our mission of accessible education with long-term environmental responsibility.

1,209

tonnes of CO₂e
is our total carbon
footprint

Building an ethical use of AI.



OpenClassrooms is establishing a responsible and ethical AI framework. In 2024, team discussions addressed AI's transformative power and ethical challenges (algorithmic bias, data privacy, job displacement, surveillance, environmental impact, and legal frameworks).

While many actions are in progress, OpenClassrooms is committed to transparent AI disclosure (clear information, fair criteria, consent, opt-out), ethical supplier selection, contractual data protection, and inclusive tools that personalize learning and support student success. The goal is to educate students on AI usage and its societal impact. Environmental sustainability is key, with efforts to prioritize energy efficiency and reduce AI's carbon footprint. AI is viewed as a tool to enhance human creativity by automating tasks, fostering bias awareness, and promoting thoughtful AI use for human progress.

*OpenClassrooms
is committed
to transparent
AI disclosur.*



Mission Committee recommen- dations

Clarifying client positioning and advocacy.

The Mission Committee recommends that OpenClassrooms continues to clarify its positioning with regard to its various clients—students, employers, and public partners—and amplify its advocacy efforts. In a fast-changing educational landscape, our unique model sometimes serves diverse expectations simultaneously. By more clearly communicating the value we bring to each group and the role we play in supporting professional transitions, we can strengthen our impact and leadership. This also means being an active voice in public debate about the future of work, inclusion, and education—sharing our data, our stories, and our convictions to help shape more equitable, human-centered learning systems.

Using AI to tailor learning solutions.

Artificial Intelligence holds immense potential to personalize education at scale, and the Mission Committee encourages OpenClassrooms to continue using AI as a force for individualization and support. From intelligent learning assistants to adaptive resources and proactive learner engagement, AI can help us meet students where they are—adjusting pace, content, and guidance to suit diverse needs and contexts. While we proceed with care, particularly around data protection and algorithmic fairness, we believe that the right use of AI can empower students to take ownership of their learning journey and unlock deeper engagement and success.

Supporting business transformation in the face of AI.

The Mission Committee recommends that OpenClassrooms leverages its unique position across the educational value chain to better support companies in navigating technological change—especially in the context of AI. By deepening our understanding of employers' evolving needs, we can develop learning solutions that help upskill their teams, maintain employability, and foster agile, future-ready workplaces. As AI reshapes the nature of work, companies need responsive, accessible, and practical training to adapt quickly and responsibly. OpenClassrooms is well positioned to be a strategic partner in this transition—ensuring that technological progress translates into human empowerment and resilient careers.

This Mission Report was designed to reflect our values of inclusive professional representation, with particular attention to better visibility for women and people with disabilities. It also highlights our ongoing commitment to innovation, incorporating the use of AI throughout the report in line with our forward-thinking approach.

This report was co-written by **Audrey Yvert**, Head of Impact and advocacy, and **Thomas Meister**, VP of Communication and Impact.

Members of the Mission Committee, C-team and board reviewed content and brought meaningful insights into this report.

ChatGPT and Gemini were used for proofreading and translation.

Nathalie Robin, our editorial secretary, was too valuable to be replaced by AI.

Xavier Perillat is the artistic director of this report. He created the illustrations in collaboration with Midjourney.

Emmanuel Camallonga developed the website for this report.

Alison Hadjez, Head of Communications at OpenClassrooms, led the communication plans for this report.

Nicolas David, and **Baptiste Lansac**, Marketing Director and Manager, led our social media communications and engagement.

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