



2025 ESSENTIALS

# DRIVING FORWARD EQUAL OPPORTUNITIES



**FDJ UNITED**   
FOUNDATION

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Created in 1993, the FDJ United Foundation is a corporate foundation committed to driving forward equal opportunities in France. It notably supports innovative initiatives that encourage education and inclusion in society, working in collaboration with charitable organisations.

The FDJ UNITED Foundation would like to sincerely thank all those who involved in producing this publication.  
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**Stéphane Pallez,**  
Chairwoman and CEO  
of the FDJ UNITED Group

FDJ UNITED was one of the first companies in France to set up its own corporate foundation. It emerged as a logical step for a Group that can trace its roots back to the values of sharing and solidarity, and whose business model is structured around redistributing the value it creates.

The FDJ UNITED Corporate Foundation has a key role to play in society. The needs are considerable: concerns relating to social integration and the social divide are becoming increasingly pressing, exceeding the capabilities of public authorities.

The challenges are significant, but our Foundation has all it needs to respond, including the heartfelt engagement of our employees and partner retailers, the quality of the ties built between the Foundation and our partner charities, as well as the support of our Board of Directors, and the feedback from the people to whom it offers tangible and lasting support. We will nurture these strengths to continue our action over many years to come, maximise our positive impact on those around us and help build a more inclusive, supportive society, with enthusiasm and determination. ♦

By supporting projects seeking to educate and integrate struggling communities, our Foundation promotes equal opportunities. We pay particular attention to the younger generation – among the 390,000 beneficiaries of the Foundation, 48% are under 30 – and the integration of people with disabilities, which remains a central focus of the 2023-2027 period.

For over 30 years now, the Foundation has been making a positive impact on society. We regularly measure and assess the impact of our actions, as this is a key requirement of everything we do.

For every euro invested by the Foundation, the generated social impact is estimated at 3.7 euros, with measurable positive effects such as better quality of life, skills acquisition and easier workforce integration. This result, shown in a study conducted by ESSEC in 2025, confirms the relevance of our commitment and the strength of our model.

The Foundation's work in 2025 was marked first by our call for major projects. We selected three charities working to promote the inclusion of vulnerable communities: Im'Pactes, which supports children in the care of Aide Sociale à

l'Enfance, Clubhouse France, which helps people living with severe mental health conditions reintegrate into society, and Label Emmaüs, which offers inclusive and free e-commerce training. We are allocating €3 million to these three projects.

Furthermore, the measurable and highly positive impact of our Lycées Pro/Solidaires program on the initial classes of students from vocational high schools in the northern districts of Marseille has encouraged us to expand the scheme, bringing the number of beneficiary students to 435.

Meeting highly specialized local needs is also a key goal: 160 projects by local organizations have thus been funded by the Foundation thanks to the sponsorship of our partner retailers.

Now FDJ UNITED has become an international Group, it needs to consider its action from a wider perspective, beyond the borders of its domestic market in France, within the framework of the Group's social contribution. The FDJ UNITED Foundation is fully focused on fostering genuine solidarity everywhere it operates. ♦



**Charles Lantieri,**  
Chairman of the FDJ UNITED  
Corporate Foundation, Deputy  
CEO of FDJ UNITED Group



**860**  
charities supported since 2018

# OUR MISSION



**390,000**  
beneficiaries since 2018



**9.5%**  
of FDJ UNITED employees committed to a charity initiative with the Foundation in 2025



# Driving forward equal opportunities

The FDJ UNITED Foundation is devoted to ensuring everyone in society enjoys the same chances. Its commitment to drive forward equal opportunities comes from the strong values it upholds, which are brought to life through a clear strategy.

high-impact initiatives to reach an even wider public, bring about profound change in society and extend projects across the entire country. Moreover, it goes above and beyond providing financial aid, offering workforce support as well as logistical and strategic assistance to every one of its partner charities.

### Deep local roots

The Foundation operates on the ground, hand in hand with local charities, for example, supporting projects championed by Group employees and FDJ partner retailers

All throughout its history, FDJ UNITED has sought to promote public service and enhance equal opportunities. Its corporate foundation has been supporting people from vulnerable communities in France for over 30 years, since 1993, achieving considerable positive social impact and helping to change the lives of thousands of people. Indeed, since 2018, the Foundation has touched the lives of over 390,000 people, supporting 860 charities.

### Long-term support

As the needs are substantial, the FDJ UNITED Foundation continues to align its efforts with its tried and tested strategy to provide lasting assistance that meets the actual needs of communities. In order to help an ever-growing number of people, the Foundation carefully selects the projects it supports. The idea is to enable

### OUR VALUES

Two strong values guide the action taken by the FDJ UNITED Foundation, permeating its strategy and orienting its support:

**Helping people fulfil their potential**

The Foundation aims to enable individuals facing challenges, no matter the reasons (social discrimination, disability, economic exclusion, etc.), to find their place in society, become aware of their potential and value their talents.

**Daring to dare**

The Foundation strives to be a major partner of the projects it supports, some of which could not exist without its assistance, whether that is financial, human, logistical or strategic.



**"The unwavering support from the FDJ UNITED Foundation over the past three years has really amplified the impact we are able to have, as well as expand and extend our geographic footprint!"**

PRUNELLE GORGET,  
FRANCE DIRECTOR OF DUO FOR A JOB

# “We choose which projects to support based on impact and social innovation”

**Isabelle Delaplace,**  
Managing Director of the FDJ UNITED Corporate Foundation

## What are the main principles that guide the support the FDJ UNITED Corporate Foundation provides to charities?

**I. D.** Our action is guided by the notion of impact: the impact on the charities as well as the people they help. That is why we seek to closely respond to needs while also listening to the people who champion the initiatives, as they properly understand the issues on the ground. We maintain constant dialogue with them, before, during and after a project is put in place, in order to provide the most effective support possible.

Social innovation also has an essential place in everything we do: the programmes we select respond to needs that are not yet or not adequately addressed by public authorities. In order to maximise the impact we have and enable our partner charities to scale up their action, we have chosen to channel our budget into a limited number of major projects.

## What exactly is involved in the call for project process?

**I. D.** In 2017, we chose to put in place a process for calls for major projects, with funding ranging from between €240,000 to over €1.5 million over three years per charity. The projects selected are considered and scrutinised by our team. We assess all applications

we receive – a total of over 400 each year! – and we identify a few dozen each year that present the qualities of a major project. They must meet a set of stringent criteria, which we regularly discuss with the charities. We work hand in hand with them to ensure they enjoy every chance of success. After we have ensured the solidity and potential impact of a project, the charities present their initiatives to the Board of Directors of the Foundation. And it is after this stage the projects are chosen and tailored support is deployed.

## This support is provided over the long term. How is that viewed by the partner charities?

**I. D.** We commit to a three-year period from the outset, which is key if we are to help charities scale up. For our partner charities, it is reassuring for them to know we will work together consistently on a project. Stepping up the scale of a project involves a considerable challenge in terms of human resources, identifying the target beneficiaries and maintaining the same quality of service and protocols. Our involvement supports their approach, bolsters their structure and ultimately enables them to secure funding from other organisations. What sets us apart is the way we support the project and the organisation as a whole.



9

calls for major projects

97%

of charities supported have expanded the scale of their organisation thanks to the Foundation's support

€25 M

in donations over 5 years (2023-2027)

## In addition to the calls for major projects, you also support more local, shorter-term initiatives. Why are these programmes important?

**I. D.** Not all projects can be upscaled. At a local level, there are small community projects that have a direct impact, tangibly enhancing equal opportunities in those areas. The “Tremplins Collaborateurs Solidaires” and “Tremplins Détaillants Solidaires” programmes enable us to recognise the needs and solutions identified by our employees and partner retailers locally.

## What is the outlook for the Foundation over the coming years?

**I. D.** Within a challenging social and economic context for charities, our role is more essential than ever. As such, for 2026, we selected new charities through our various calls for projects, and we are preparing to expand our Lycées Pro’Solidaires programme. 2027 will also be the last year of our five-year mandate, so we are already working on this crucial next step. ♦

“In addition to our major projects, there are small community projects that make it possible to enhance equal opportunities locally.”

25%

of the Foundation's donations are dedicated to projects focused on disabilities

# Our impact

## ON OUR PARTNER CHARITIES

How does the support from the FDJ UNITED Foundation enhance charities' ability to drive forward equal opportunities? Through interviews and questionnaires, over 30 charities shared their experience and asserted the decisive role the FDJ UNITED Foundation had on their development.

**97%**

affirmed the Foundation's support helped their organisation to develop by gaining credibility or visibility.

**90%**

recognised a positive change in their project (upscaling or systemic change).

**"The support from the FDJ UNITED Foundation has enabled us to develop our expertise and trial our project in a number of regions before deployment on a larger scale."**

**CLAUDINE FERRIER,**  
HEAD OF SPONSORSHIP – SIEL BLEU

**100%**

of charities are satisfied with the support from the FDJ UNITED Foundation

**74%**

increased their skills, in particular their ability to effectively present their project.

**90%**

felt the quality and relevance of their project improved thanks to the support of the Foundation (structure, ideation, relations, etc.).

**81%**

said the Foundation's support boosted the confidence and motivation of their team.

## ON THE PEOPLE REACHED

Building on the constructive support from the FDJ UNITED Foundation, charities increase their ability to act and reach a wider public. The Foundation's support for education, training and socio-professional integration has a widespread, multifaceted impact on the people it reaches, boosting motivation and well-being, developing skills, improving access to rights and enhancing social ties.

**82%**

believe they are more able to overcome their mental barriers and take charge of their career.

**74%**

feel more included in society.

**"When Seth was two and a half, all my friends said he was really articulate for his age. It was thanks to the help from 1001mots that Seth made such rapid progress."**

**MAGALI,**  
MOTHER SUPPORTED BY 1001MOTS

**390,000**

people reached since 2018

**71%**

say they are more motivated.

**€3.7**

of social value created for every €1 invested in the Foundation's activity.

**68%**

have a dynamic outcome rate (lasting job, training, etc.).



# 64%

of the FDJ UNITED Foundation's donations were devoted to young people in 2025

# OUR ACTION

# 160

projects sponsored by partner retailers in 2025

# 380

voluntary skill sharing initiatives supported by FDJ UNITED Group employees in 2025



# Our scope of action

Year in and year out, the FDJ UNITED Corporate Foundation lives out its mission and values through concrete initiatives. Every day, it supports its partner charities on the ground with projects in education and socio-professional integration for the most vulnerable communities.

**S**o everyone may enjoy the same opportunities and find their way in French society, the FDJ UNITED Foundation supports innovative initiatives that encourage education and social integration, working in collaboration with charity organisations.

## Promoting education and inclusion

For the Foundation, promoting equal opportunities means breaking down barriers, which starts with a person's first steps in the world. That is why it has positioned education as one of the cornerstones of its action. To help disadvantaged young people fulfil their true potential, the Foundation favours innovative and inclusive teaching methods. The charities it supports strive to make education more accessible to all.

Socio-professional integration is essential to ensure everyone finds their place in society, encouraging empowerment, personal fulfilment and community cohesion. That is why the FDJ UNITED Foundation has identified this as its second priority scope of

action, supporting participative integration programmes that are often as fun as they are effective, to help struggling young people and adults find motivation and enable them to express their talent.

## Providing support for upscaling

It is by working side by side with our partner charities that we fine-tune our projects, put plans into action and increase their impact. In this way, the FDJ UNITED Foundation offers far more than mere financial assistance, providing a wide range of support to its partner charities:

- **Workforce support**, with the engagement of Group employees through the voluntary skill share programme within charities, mentoring and project sponsorship via the Tremplin Collaborateurs Solidaires.
- **Logistical support**, by donating equipment (IT equipment, furniture, etc.).
- **Strategic support**, through consulting, monitoring and setting up project committees.
- **Amplification of communication**, by relaying charitable initiatives on social media, in the press and in advertisements, etc. ♦



**"The support from the FDJ UNITED Foundation helps to fill the gaps we often have in our organisation: time, resources and the freedom to share effective ideas."**

**FRÉDÉRIK MATHIS,**  
CO-FOUNDER OF THE ÊTRE NETWORK

# Highlights from 2025

3

selected projects with total donations of **€3M** over **3** years



## PROTECTING CHILDREN

### Im'Pactes strengthens its action

**As a major partner of the Foundation in 2025, Im'Pactes is committed to helping children who are victims of violence or serious neglect and who have been placed in the care of Aide Sociale à l'Enfance.**

The aim is to improve their access to healthcare, education, culture and professional integration in order to offer them a more secure future. The assessment of this program shows that every euro spent generates three euros in social and economic value for society.

With the support of the FDJ UNITED Foundation, nearly 550 young people up to 18 years of age benefitted from multifaceted support in 2025: academic tutoring, bibliotherapy, art workshops, dance and cultural outings. All these initiatives were carried out within Maisons d'Enfants à Caractère Social, true safe havens for minors facing challenges.



## INCLUSION

### 2025: the year of mental health and the launch of Clubhouse France

**Clubhouse France supports the social and professional reintegration of people living with severe mental health conditions** (bipolar disorder, schizophrenia, depression, burnout) through a model based on peer support within dedicated facilities. The Clubhouse model simultaneously addresses isolation, professional rehabilitation and the fight against stigma. The scheme is proving successful, with a national professional integration rate of 45% and a reduction in hospital admissions by half. This year, supported by the FDJ UNITED Foundation, the charity has reached a significant milestone: over 2,000 members supported and three new Clubhouses opened, strengthening its regional network and the scope of its work.

## PROFESSIONAL INTEGRATION

### Label Emmaüs confirms the effectiveness of its teaching

**Supported by the Label Emmaüs endowment fund, Label École continues its mission to promote inclusion in the digital sector.**

Established in 2019, the e-commerce school offers free training courses leading to a qualification in a sector that is dynamic but facing recruitment challenges. In 2025, 203 people were trained: 50% women, 35% residents of the city's priority districts, 28% recipients of RSA, 44% long-term unemployed, 7% people with disabilities, and a majority with a baccalaureate degree or less. The courses have proven their effectiveness: 75% of participants have obtained the "E-commerce Project Manager" certification.



## SPOTLIGHT

### Lycées Pro'Solidaires: a commitment with and for young people

**The Lycées Pro'Solidaires programme, launched by the FDJ UNITED Foundation in 2021, supports students at vocational secondary schools in working-class districts of Marseille.** This programme aims to reduce socio-cultural inequalities by offering students a unique experience: designing and implementing a local community project, then presenting it abroad during an educational trip. The two-year programme enables young people to get involved and develop their public speaking skills during presentations to a panel to secure funding for their projects, which are essential assets for their future careers.

In 2025, the programme expanded, bringing the total number of students involved since its launch to 435 across the secondary schools La Viste, La Calade, La Floride, Le Chatelier and L'Estaque in Marseille, as well as Jean Monnet in Vitrolles. An impact study conducted by the consultancy firm Kimso over the past three years confirms the ambitions that guided the programme's design: 98% of students say they feel more capable of doing things they would not have thought possible, and 100% of them feel more confident in their ability to succeed in whatever they undertake.

1,500

people with little access to culture or with disabilities have discovered the Palace of Versailles through a range of special activities.



## PODIUM

### The three winners of the FDJ UNITED Foundation's 9<sup>th</sup> call for major projects announced

**Working in the fields of education and inclusion, the organisations Rura, Les Ombres and Weavers will receive financial and operational support** over three years totalling nearly €3 million to maximise their impact on the most vulnerable groups.

The charity Les Ombres works to support and enhance the independence of vulnerable young people in the care of Aide Sociale à l'Enfance as they transition into adulthood. Rura supports career guidance for young people in rural areas or small towns. Finally, Weavers supports refugees in France with integration through a tailored pathway.



## COMMITMENT

### "The power of mentoring lies in building a win-win relationship with young people."

**ERICKA COGNE,**  
MANAGING DIRECTOR OF TÉLÉMAQUE

**The FDJ UNITED Foundation regularly invites the Group's teams to take part in mentoring programmes.** Since 2017, nearly 50 employees have supported around 100 young graduates in their transition into the workforce, working alongside the charity NQT.

In 2025, seven company employees aged over 50 joined the DUO for a JOB programme to support young refugees in their job search.

Through Télémaque, 30 young people from priority education networks received support from mentors from Year 7 through to the end of their first two years of higher education, with the aim of providing them with personalised support for their professional success.

# Deep regional roots

Through its Tremplin Détaillants Solidaires and Tremplin Collaborateurs Solidaires programmes, the FDJ UNITED Corporate Foundation mobilises the network of FDJ partner retailers in France and encourages Group employees to engage with and support local community projects.

**F**DJ UNITED is a business shaped by its regional presence, boasting 29,000 points of sale in France spread across over 11,000 towns. Its operations create or sustain over 20,000 jobs in bars, tobacconists and newsagents. As such, the Group helps to drive economic momentum and community cohesion all across France. That is why the FDJ UNITED Foundation endeavours to support local initiatives. Since 2018, it has supported charities all across France in order to find solutions that respond to the challenges facing those regions and meet the needs of local populations. Many charities are sponsored by employees through the Tremplin Collaborateurs Solidaires programme and by partner retailers through the Tremplin Détaillants Solidaires programme.

## Tremplin Détaillants Solidaires

Harnessing the network of FDJ points of sale all across France, the Foundation enjoys unparalleled access to organisations on the ground and fosters tight-knit, special relations with them. Each year, the Tremplin Détaillants Solidaires call for projects, initiated by the FDJ UNITED Foundation, enables FDJ partner retailers to sponsor local charities.



**“The Tremplin Détaillants Solidaires programme enables partner retailers to show their point of sale in a different light, championing community and public interest.”**

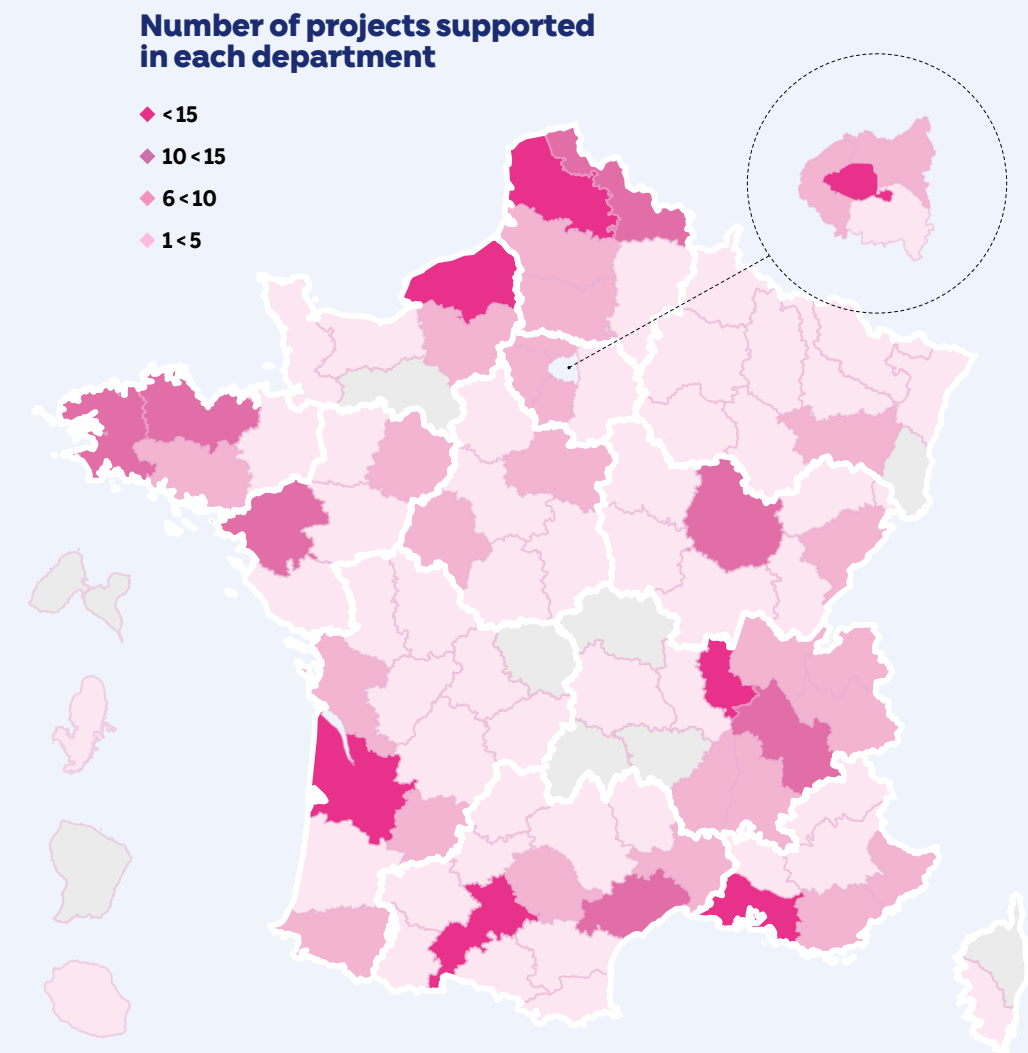
**ANNE-SOPHIE JUPINET,**  
REGIONAL SALES MANAGER, PACA

In 2025, 160 charities received grants of up to €3,000. This year's initiative was conducted in partnership with the Fédération des Acteurs de la Solidarité (FAS), which brings together more than 900 charities covering most of France.

## Tremplin Collaborateurs Solidaires

The Tremplin Collaborateurs Solidaires call for projects bolsters these ties with regional communities by enabling employees of FDJ UNITED to sponsor projects developed by regional charities they believe deserve support. A total of 15 projects were supported in this way in 2025, with donations of up to €15,000. Through this multifaceted commitment, the FDJ UNITED Foundation demonstrates how the true meaning of solidarity traces its roots back to local realities. ♦

**Over 600 projects supported all across France** through the Tremplins Détaillants and Collaborateurs Solidaires programmes between 2023 and 2025



# Our partner charities, our strength

The FDJ UNITED Corporate Foundation works in close collaboration with a wide range of partners operating in a variety of areas relating to education and integration. They represent a source of strength that helps it deliver social impact in line with the ambition of its commitments.

The FDJ UNITED Foundation supports charities, and above all, it supports these charities as partners. This idea of partnership is fundamental, as the Foundation deploys a comprehensive approach to work together with charities to build each project. Over and above unilateral financial assistance, it actively seeks to share its experience, expertise and information. The aim is to accurately define the solutions our partners can leverage and help them scale up their operations. Discover an overview of the Foundation's partners and their missions. ♦

## CHARITIES SELECTED FOLLOWING THE 2023 CALL FOR MAJOR PROJECTS:

 <p><b>1001mots</b> Preventing children from dropping out of school by helping vulnerable parents introduce their children to language.</p>	 <p><b>France Parrainages</b> Developing local mentoring and offering support to parents.</p>	 <p><b>ARES</b> Training people with disabilities and people experiencing socio-professional exclusion, while helping them return to work.</p>	 <p><b>DUO for a JOB</b> Promoting the socio-professional integration of refugees through an intergenerational mentoring programme.</p>
 <p><b>FFSA</b> Encouraging people with mental disabilities and disorders to take up sport.</p>	 <p><b>TZCLD</b> Offering people experiencing long-term unemployment a permanent work contract.</p>	 <p><b>Rêv'Elles</b> Inspiring and helping young women from underprivileged backgrounds to thrive in both their personal and professional lives.</p>	

















## CHARITIES SELECTED FOLLOWING THE 2024 CALL FOR MAJOR PROJECTS:

 <p><b>Siel Bleu</b> Enabling vulnerable children aged between 2 and 11, living with disabilities or from disadvantaged communities, to take part in sport.</p>	 <p><b>3PA</b> Providing free training to 16-25 year olds in professions involved in the environmental transition.</p>
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## CHARITIES SELECTED FOLLOWING THE 2025 CALL FOR MAJOR PROJECTS:

 <p><b>IM'PACTES</b> Improving access to culture, healthcare and socio-professional integration for children in the care of l'Aide Sociale à l'Enfance (ASE).</p>	 <p><b>CLUBHOUSE</b> Promoting the social and professional reintegration of people with severe mental health conditions.</p>	 <p><b>Label Emmaüs</b> Training vulnerable individuals in digital professions and promoting an inclusive digital transition.</p>
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## OTHER STRATEGIC PARTNERS:

 <p><b>Secours populaire</b> Encouraging children from low-income families to learn about the Tour de France bike race and BMXing.</p>	 <p><b>Média-Pitchounes</b> Promoting citizenship education through projects relating to sport and journalism.</p>	 <p><b>Château de Versailles</b> Inviting beneficiaries of the Foundation's partner charities who rarely have the opportunity to visit museums to the Palace of Versailles.</p>	 <p><b>Unis-Cité</b> Promoting meetings with corporate employees to help young people achieve their career objectives.</p>
 <p><b>NQT</b> Helping young people from diverse backgrounds to find work through mentoring with corporate employees.</p>	 <p><b>Restos du Cœur</b> Collecting food donations and developing the use of digital technology among disadvantaged young people to help them stay informed.</p>	 <p><b>FFH</b> Enabling people with physical disabilities to take part in adapted sports activities.</p>	 <p><b>Join Forces</b> Developing impact measurement to encourage social innovation, structuring the charity industry and scaling up.</p>
 <p><b>Article 1</b> Identifying and showcasing the transferable skills of young people supported by professionals to increase their chances of finding a job.</p>	 <p><b>Fondation du Patrimoine</b> Supporting socio-professional integration programmes running on restoration sites of selected monuments in the Mission Patrimoine scheme.</p>	 <p><b>Firah</b> Providing tangible solutions to the obstacles facing people with disabilities and their families by harnessing applied research.</p>	 <p><b>ESSEC</b> Joint development of guidelines for assessing the social impact of disability-focused organisations.</p>
 <p><b>Alliance pour l'éducation</b> Developing impactful collective educational programmes that aim to accompany young people from underprivileged backgrounds throughout their school life.</p>	 <p><b>Télémaque</b> Facilitating social mobility by supporting talented young people from disadvantaged backgrounds through mentoring.</p>	 <p><b>CapSAAA</b> Raising awareness of disabilities in primary schools by presenting wheelchair basketball, sign language and the experiences of blind people.</p>	 <p><b>Comme les Autres</b> Organising travel for people with disabilities, with the aim of restoring their personal, professional and social well-being.</p>

# A wide range of expertise channelled to fulfil a shared ambition

## The Board of Directors

The Foundation's Board of Directors, chaired by Charles Lantieri, is made up of 11 members. They are renowned for their experience in disability, integration and education, alongside representatives from FDJ UNITED with expertise in sponsoring, CSR, HR and sport, as well as two elected staff representatives. This diverse range of expertise makes it possible to mobilise the full spectrum of skills to serve the Foundation's charitable and community commitments.



## COMPOSITION OF THE BOARD OF DIRECTORS

- ◆ **Charles Lantieri**<sup>1</sup>,  
Chairman of the Foundation
- ◆ **Isabelle Delaplace**<sup>2</sup>,  
Managing Director of the Foundation
- **Gilles Barbier**<sup>3</sup>,  
Founder and Director of handicap.fr
- **Isabelle Gougenheim**<sup>4</sup>,  
President of IDEAS (Institute of Ethical and Solidarity Action Development) from 2014 to 2023
- **Saïd Hammouche**<sup>5</sup>,  
Founder and President of Mozaik RH
- **Daniel Panetto**<sup>6</sup>,  
Newsagent
- **Amel Bouzoura**<sup>7</sup>,  
Head of Engagement for the French Football Federation
- ◆ **Dominique Cavalié**<sup>8</sup>,  
Chief Human Resources and Transformation Officer
- ◆ **Vincent Perrotin**<sup>9</sup>,  
Chief Engagement and Sustainability Officer
- ◆ **Muriel Chevalier**<sup>10</sup>,  
Point of Sale Operations Manager
- ◆ **Ludmilla Maleyrot**<sup>11</sup>,  
Commercial Transformation Project Manager

- Qualified individuals from outside the FDJ UNITED Group
- ◆ Qualified individuals from inside the FDJ UNITED Group (including two board members elected by FDJ UNITED Group employees)



Any questions?  
Write to the FDJ UNITED Fondation at [fondation@fdjunited.com](mailto:fondation@fdjunited.com)

To follow our calls for projects and our "Tremplins" programmes, visit [fdjunited.com/fr/deposer-projet-associations/](https://fdjunited.com/fr/deposer-projet-associations/)

## The Foundation team

The FDJ UNITED Corporate Foundation is run by an operational team made up of 10 permanent employees, led by Isabelle Delaplace, Managing Director, to steer and deploy its actions on the ground.

From left to right: **Faustine Aury, Mélina Massé Caron, Alexandra Perrier, Victoria Matte, Alice Mazzocchi, Anna Nowak-Rivière, Isabelle Delaplace, Marion Querat, Céline Aubrée-Bafaro, Dalila Helimi** (absent from the photo).



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**FOUNDATION**

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**[fdjuned.com](http://fdjuned.com)**