









INTRODUCTION

Dr Jonathan LOUW, Group CEO Honoris United Universities

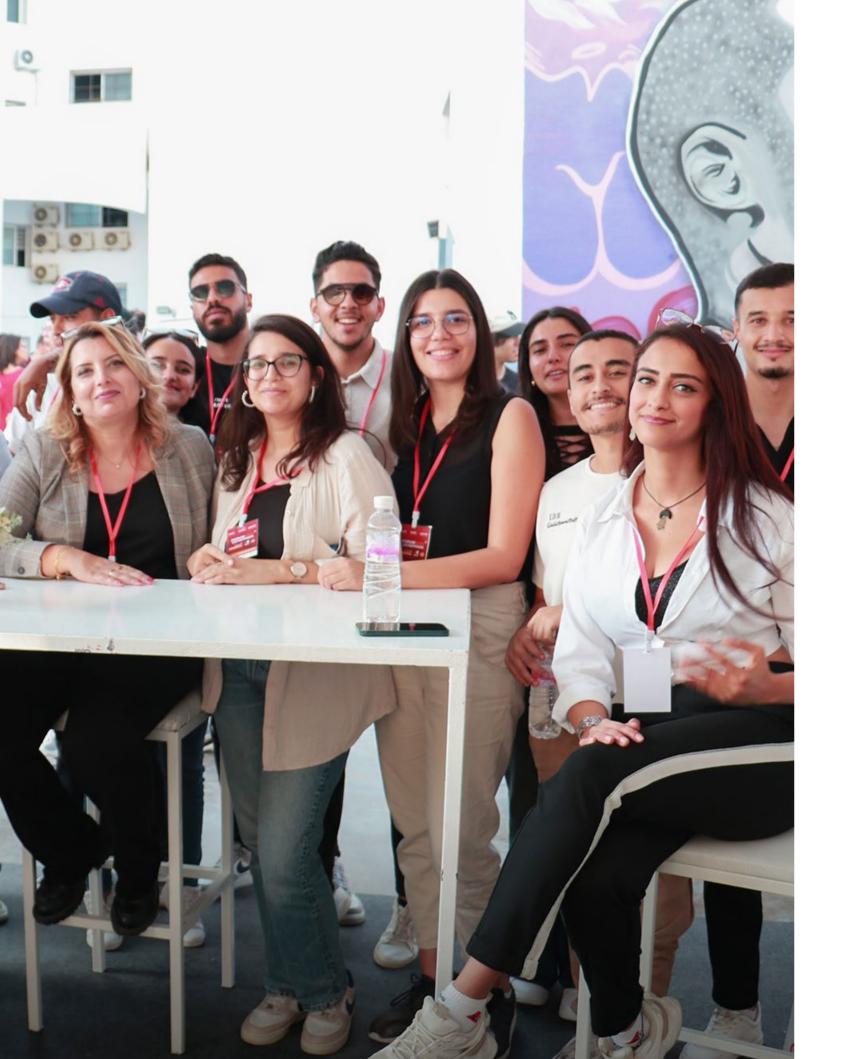


In an age of lightning-speed disruption, driven by the transformative power of Al, this year's Impact Report is more than just a record of our achievements, it is a celebration of the People of Honoris. These are the individuals who, every day, are shaping the future of higher education across the African continent, ensuring that our mission resonates with purpose and humanity.

While this report highlights only a small fraction of our 3,500+ dedicated team members, their stories and successes underscore the critical importance of adaptability, innovation, and responsiveness in an increasingly fragmented world. All has enabled us to reimagine education, but it is the passion, creativity, and commitment of our people that bring this vision to life.

As we navigate this rapidly changing landscape, we remain steadfast in our mission to deliver relevant education that equips African graduates with the skills and knowledge they need to thrive. The People of Honoris are at the forefront of this transformation, bridging the gap between technology and humanity and ensuring that the benefits of Al impact every classroom, community, and corner of the continent.

This year's Honoris Annual Impact Report not only documents our progress but also serves as a testament to the enduring impact of our collective efforts. Together, we are not just educating for the future—we are actively shaping it, ensuring that the success of our students is intrinsically linked to the well-being of their communities and the prosperity of Africa.



HONORIS ANNUAL IMPACT REPORT 2023/2024



REFLECTING ON THE HONORIS **JOURNEY**

Julia DEVOS, Head of the New Champions Community World Economic Forum



Since 2022, Honoris has been a valued member of the World Economic Forum New Champions community, an exclusive network of purpose-driven mid-size organizations. After winning the 2022 New Champions award for adaptive capacity, they have played a key role on the advisory board, helping to support other transformational businesses worldwide. Their focus on expanding access to quality education sets an important example for other sectors, emphasizing the crucial role of future talent in an ever-changing world. We are continually pleased to have Honoris as part of our community.



HONORIS ANNUAL IMPACT REPORT 2023/2024



SPECIAL REMARKS Patrick BROTHERS, Co-Founder and Co-CEO HolonIQ



Honoris United Universities has consistently proven itself to be a leader in expanding the traditional boundaries of higher education, and we were proud to feature their vision in the HolonIQ Global Education Outlook. Honoris institutions harness the power of innovation to widen access to world-class learning and ensure students are equipped with the skills needed for a rapidly changing workforce. Honoris' commitment to providing accessible, high-quality education with a student approach is a blueprint for how institutions should evolve to meet future demands, setting them apart as a transformative force in education.

NEW FORMS OF COMPETITION AND COLLABORATION SPAN GEOGRAPHIC & INDUSTRY BOUNDARIES AND INTRODUCE NEW MODELS FOR LEARNING

Universities are expanding their traditional boundaries







New organizations with new models are focusing on skills and jobs

























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Technology compagnies building digtal upskilling capabilities

Source: HolonIQ Future of Higher Education é Xorkforce Summit Re

Traditional vocational models are being re-imagined with technology

HONORIS @ A GLANCE



Cities in North, West, Central and Southern Africa



76 Campuses



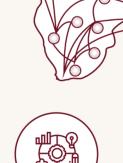
16 Institutions



86%



Employability Rate



Programs



420+ Multidisciplinary degree courses offered on-campus, distance and online



1,000 Employability partners



100,000 Students

OUR PEOPLE



57% Female workforce



employees across africa



Female student population



49% Female senior Honoris leadership



MEASURING IMPACT

Honoris lives its core values of collaborative intelligence, cultural agility, and mobile mindsets through its mission of EDUCATION FOR IMPACT® across the continent. Its leading institutions have 250+ years of experience in education.

Educational outcomes tangibly improve the quality of life for graduates and their dependents and contribute to broader economic growth in Africa. A degree is **worth c.6x** in career earnings than no degree (the developed markets average is c.3x), and Honoris graduates earn a 10-15% greater starting salary than competitors¹.

In this year's report, which documents our progress from **January 2023 to August 2024**, we hear from the People of Honoris on our commitment across our six impact pillars.

Our dedication to transforming the lives of our students through relevant education is unwavering.



¹LEK Consulting, 2023



INCREASING ACCESS TO QUALITY EDUCATION AT SCALE

Laura KAKON,

Chief Growth and Strategy Officer, Honoris United Universities



Since our 2021 inaugural report, the rapid evolution of artificial intelligence technologies has brought both challenges and opportunities. We've adopted these innovations to improve access to quality, personalized learning, ensuring a world-class student experience that drives employability and student success.

In January 2024, HolonIQ, the leading market intelligence platform in Higher Education, listed Honoris United Universities as one of the most transformative players in global higher education, an institution that expands traditional boundaries and introduces new models of learning for student success. In June 2024, we received the award for best Higher Education Institution at the Education Investor Awards, notably for the sustainable expansion of our quality education across Africa.

Following this recognition, in this year's Honoris Annual Impact Report, we track progress across our six core impact pillars: Quality of Learning, Employability, Innovation, Communities, Sustainability, and Network, as our institutions continue to achieve remarkable milestones, reinforcing our leadership in higher education and student employability across Africa.

The true measure of our success lies in the tangible outcomes of our initiatives, and this annual assessment of our progress is crucial for capturing and measuring our impact. We continue to advance 12 of the 17 UN SDGs, remaining steadfast in our commitment to these global objectives and working collaboratively with our stakeholders to end poverty, protect the planet, and ensure prosperity for all by 2030.

Our dedication to ensuring a student-centric approach to building a transformed higher education sector has enabled us to transform more than 1.2 million lives.

Honoris continues to push the boundaries of possibility as we nurture the innovators, entrepreneurs, visionaries, and dreamers shaping Africa's future.

TOGETHER, WE CONTINUE TO EDUCATE FOR IMPACT.





CONTRIBUTING TO THE UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS

Every year, we deepen our contribution to 12 of the 17 United Nations Sustainable Development Goals across our six core impact pillars.

Since our last report, our institutions collectively agree that nurturing responsible citizens is a powerful catalyst for creating a more equitable and sustainable world. We are proud that Honoris institutions are now embedding SDG education into curricula across various disciplines, from engineering to health, business, fashion, and more.



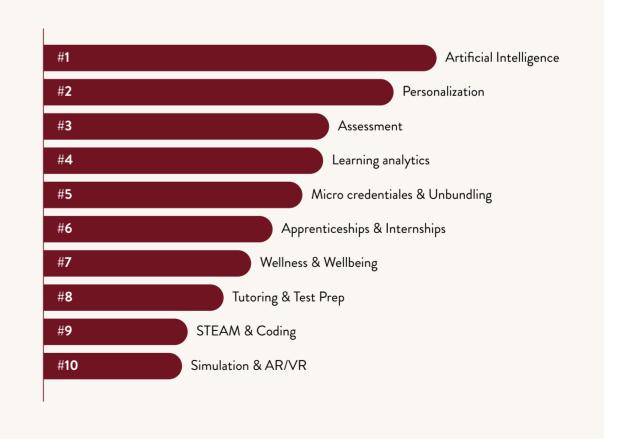
In 2024 we were welcomed into the United Nations Global Compact - the world's largest initiative for sustainable business, uniting over 20,000 companies across 63 Country Networks and driving impactful change worldwide.



THE HONORIS RESPONSE TO KEY TRENDS IN HIGHER EDUCATION

As higher education continues to evolve, our commitment to sustainable growth and positive societal impact remains central to our mission. In a time of rapid change, we see the sector becoming more responsive, innovative, and inclusive. With a student-centric mindset, the People of Honoris are seizing these opportunities across our institutions in Africa, using technology, innovation, and collaboration to improve student outcomes.





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QUALITY OF LEARNING: IMPACT SPOTLIGHT

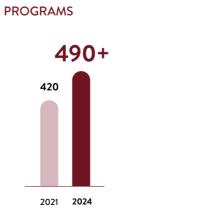
By updating curricula, adopting innovative teaching, and empowering faculty, we foster a vibrant, quality learning environment that supports growth and achieves a **96% Student Success Rate** for school leavers.

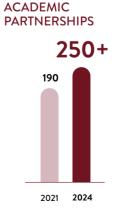
Our institutions launched 29 new programs in 2024, bringing the total number of programs in some of the most important employability sectors in Africa to over 490, a 16% rise since our last report. We have 24 programs due for launch in 2025.

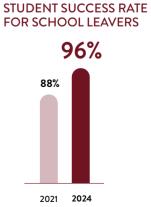
International accreditations and recognition continue to be critical components of the institution's international value of its qualifications and powerful assets for student employability and professional mobility. The quality of our education across the network is proven among the numerous global accreditations achieved across disciplines, including 1 new international accreditation, 3 new professional accreditations, and 7 in the final stage. We remain steadfast in our mission to enhance the quality of an Honoris education, particularly by establishing more than 250 academic partnerships that drive collaboration and shared learning across the globe.

HONORIS INSTITUTIONS'
ACADEMIC QUALITY:
IMPORTANT ACCREDITATIONS
& GLOBAL PARTNERSHIPS
ROADMAP AT EACH INSTITUTION
LEVEL TO SUSTAIN QUALITY
AT SCALE









2023/2024

Raising the Bar for International Accreditation: Université Centrale Polytech Secures EUR-ACE Label





Dr. Imed MADHI Academic Director Université Centrale Polytech, Tunisia



Prof.
Nidhal REZG
Lead for Polytech,
Accreditation
Université Centrale
Polytech,
Tunisia



International accreditations enhance the global recognition of higher education institutions, validating educational quality and expanding opportunities for graduates in the international job market. Achieving them is no small feat, it takes years of tireless efforts, meticulous work, and a collective dedication to delivering high-quality education and research. At UC Polytech, we achieved the prestigious EUR-ACE accreditation by the Commission des Titres d'Ingénieur (CTI) for a full four-year term. This recognition highlights our unwavering dedication to academic excellence and the success of our students, holding profound significance not only for the institution but also for our graduates.

This endorsement enhances the global recognition of our programs and elevates the visibility of our graduates, providing them with expanded career opportunities. As we celebrate this achievement, we are committed to building on this success by extending accreditation to at least one program per institution within our network in Tunisia. This approach will maintain our dedication to quality, ensuring that we continue to deliver an exceptional education and student experience. We extend our heartfelt gratitude to the entire team for their invaluable contributions to this milestone. Together, we will continue to implement the audit recommendations, reinforcing our commitment to maintaining and exceeding the highest standards of excellence.

UNIVERSITÉ CENTRALE

Tunisia

Founded in 2001.

Tunisia's largest multi-disciplinary private university comprising Health, Business, Law, Engineering, Architecture & Design, Journalism & Communication, Information & Telecommunications Technologies, and an Executive Training Center.

A powerhouse in health education boasting the globally accredited Honoris Medical Simulation Center, the institution embraces 21st-century learning environments, in addition to an Honoris Career Center for employability support & an Honoris Collective Lab to nurture student entrepreneurs.

A proud member of
Honoris United Universities since 2017.

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Red & Yellow Celebrated as Top Creative College in Africa & MENA: Leading the Way in Industry-Driven Education



Carmen SCHAEFER Head of Academics Red & Yellow Creative School of Business, South Africa



We are incredibly proud that Red & Yellow was recognized as the top creative college in the Middle East and Africa in the prestigious 2024 Global Creative College Rankings by The One Club for Creativity. Further, as part of the organization's Young Ones Student Awards, our students were recognized for their ability to push the boundaries of creative expression and harness its power for social good.

The One Club's commitment to fostering the next generation of creatives is well-aligned with our own mission, enabling industry input into education, diversity initiatives, gender equality, and creative development. We nurture creativity while ensuring our students are equipped with the practical skills they need to succeed in the fast-evolving digital and creative sectors, promoting continuous learning, collaboration, and applying real-world knowledge in the classroom. Our goal at Red & Yellow is to prepare adaptable, employable graduates ready to thrive in industries like advertising, digital communication, and design. This recognition affirms that our students are highly sought after globally, thanks to their practical skills and creativity. I'm proud of the impact they make, and how Red & Yellow continues to be a leader in creative education, shaping the next generation of industry professionals.

RED & YELLOW CREATIVE SCHOOL OF BUSINESS

South Africa

Founded in 1994.

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Ranked as the best creative business school in the MENA region in 2024.

Headquartered in Cape Town, with specialized academic degrees in digital & creative arts, marketing, design, and content creation and a wide range of online short courses and certificates.

Corporate training delivers innovative and customized programs to Absa, Vodacom, Sanlam, and Unilever. It also has longstanding ties with industry, including Ogilvy, TBWA, and DYDX. Students are nominees and winners at awards, including the Loeries, Pendorings, and D&ADs.

Publisher of the world-renowned textbook 'eMarketing: The Essential Guide to Marketing in a Digital World' has been downloaded over 1,000,000 times.

A proud member of
Honoris United Universities since 2020.

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2023/2024

Shaping Quality Through Global Best Practice: The ESPRIT Approach





Manel **MADHIOUB** Academic Director ESPRIT Group.





66 She CDIO framework prepares students with the skills needed to excel in real-world workplaces by integrating theoretical knowledge with practical, hands-on experiences. Through project-based learning and real-world simulations, students develop problem-solving, critical thinking, and collaboration skills. These competencies are essential intoday's fast-paced and dynamic industry, where adaptability and continuous learning are paramount. By emphasizing the entire lifecycle of engineering projects-from conception to design, implementation, and operation -the CDIO framework ensures that graduates are not only technically proficient but also ready to take on leadership roles in complex, multidisciplinary teams.

At ESPRIT, the CDIO framework and the Project-Based Learning approach are inherently complementary. Both approaches focus on active learning, where students engage in real-world challenges that require creative solutions. While PBL highlights the application of knowledge through projects, CDIO offers a framework that guides students through the entire engineering process. This synergy improves the learning experience by providing a clear roadmap for students to follow, ensuring they acquire both the technical expertise and the soft skills needed to succeed in their careers. Together, they form a complete educational environment that promotes creativity, resilience, lifelong learning, and a deep understanding of the engineering discipline.

ESPRIT GROUP

Tunisia

Founded in 2003

One of the largest engineering schools in Francophone Africa with programs in Engineering, IT, Telecommunications, Civil Engineering, Electromechanics, and Business & Management

- EUR-ACE certified by the French accreditation Agency « Commission des Titres d'Ingénieurs » (CTI)
- A world best practice in project-based learning recognized by the UN as a center for excellence and an active member of the CDIO initiative
- A proud member of Honoris United Universities since 2020

Elevating Pedagogies to International Standards: The Case of EMSI Morocco's First CDIO Initiative



global visibility.

Professor Mohamed **ESSAAIDI** General Director EMSI. Morocco





Cross-border collaboration between ESPRIT and EMSI, leveraging expertise in quality accreditations, has been fundamental in developing key initiatives aimed at achieving international accreditation and recognition for our engineering programs. Given the strong alignment between these leading engineering education institutions within Honoris United Universities, this close collaboration has been pivotal in EMSI's recent admission to the CDIO global engineering education network, as announced at the International CDIO Conference at ESPRIT in June 2024. Furthermore, ESPRIT has provided invaluable support to EMSI in our EUR-ACE accreditation process, a globally recognized certificate of excellence that will enhance our academic standards and

Both accreditations and the national and international standards they represent provide opportunities to formally demonstrate a commitment to excellence, ensuring that academic programs adhere to the highest global benchmarks. By upholding stringent standards in curriculum design, teaching practices, and assessment methods, accredited institutions build strong reputations that attract exceptional students and faculty, foster international partnerships, and equip graduates for success. Additionally, international accreditation offers access to a wealth of opportunities, facilitating academic exchanges and enriching cultural diversity. Ultimately, it serves as a powerful symbol of trust, validating an institution's ongoing commitment to continuous improvement and innovation.

ÉCOLE MAROCAINE DES SCIENCES DE L'INGÉNIEUR (EMSI)

Morocco

Founded in 1986

Largest engineering school in Morocco with campuses in Casablanca, Rabat, Marrakech, Tangiers, and Fes.

Ranked as the top private engineering school

Over 90 international awards over the last 10 years at worldwide prestigious affairs & competitions.

More than 140 employer partnerships including CapGemini, AXA, and Sanlam are supported by over six Career Centers for EMSI students.

A proud member of

Honoris United Universities since 2018.



Fostering Transformative Quality in Education: Highlights from the 2024 MANCOSA Quality Conference



Prof. Zaheer
HAMID
Deputy General Manager
MANCOSA,
South Africa





One of our signature annual events is the MANCOSA Quality Conference, held in July 2024 under the theme 'Where Quality Management and Education Converge'. Thought leaders, policymakers, and academics to discuss and reimagine the frameworks that underpin quality assurance in higher education.

We welcomed a keynote from Dr. Whitfield Green, CEO of South Africa's Council on Higher Education, who challenged institutions to move beyond a *«tick-box»* approach to quality assurance, advocating for a *«stewardship approach»* where institutions actively engage in creating responsive, transformative education. A further discussion with Dr. Liile Lekena-Bayaga shed light on the intersection of ethics and data-driven innovation, particularly the role of Al in education, sparking discussions on navigating Al adoption in academia, addressing the tensions between its potential and the ethical concerns it raises.

Thought-provoking debate, dialogue, and case studies around these themes, guided by educators and innovators, demonstrated our commitment to supporting quality educational ecosystems that drive student success. Part of belonging to the Honoris network is the ample opportunity to convene leaders from a range of multidisciplinary institutions, and we were delighted to welcome our colleagues from across the continent and look forward to increased participation in 2025.

MANCOSA

South Africa

Founded in 1995

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South Africa's largest distance learning institution, with campuses and learning centers in major cities including Durban, Johannesburg, Pretoria, and Cape Town.

Its renowned MBA is ranked among
 10 of the best MBAs in Africa.

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Dedicated schools for IT, Education, and Healthcare Management are available to its students, in addition to Executive Education Short Learning Programs, 21st-century learning environments, and innovation centers.

A proud member of
Honoris United Universities since 2017.

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INNOVATION: IMPACT SPOTLIGHT

Our 16 institutions now have over **82,000 students in innovative learning systems**, a **96% rise since 2022**. Through our test and scale approach to the Honoris innovation roadmap, we scaled **five innovative learning programs**, and another **eight are in the pipeline** for the coming year that will focus on personalization, intelligent tutoring, enhancing learning analytics, and assessment.

In 2024, the launch of the **Honoris Digital Division** and the subsequent creation of the Nile University of Nigeria's *Nile Online* marked a significant step in our digital transformation journey. Through this, we broaden access to quality education, offering flexible, online learning options that cater to diverse student needs in new geographies.

In July 2024, the Honoris Online Academy announced the launch of a dual innovation program created using Generative AI and delivered on an Adaptive Learning System: The *Honoris Certificate on Sustainability, Work Ethics, and Gender Equity* made possible through collaboration with Area9 Lyceum, a world-renowned leader in personalized and adaptive learning. The 40-hour program leverages the opportunities of Artificial Intelligence while harnessing human expertise to add robustness to AI-generated content.

Innovation is vital for higher education institutions to remain relevant, effective, and influential in shaping the future of education and society.



2023/2024

Embedding Innovation at Scale Through Generative AI And Adaptive Learning Systems



Prof. Faouzi
KAMMOUN
Deputy General Manager
ESPRIT School of Business,
Tunisia





Generative AI holds transformative potential in expanding the reach of quality education while addressing the shortage of specialized expertise and localized content, particularly within the African context. Its ability to create content at scale enhances accessibility and supports personalized learning, tailoring materials to individual students' pace and style. This innovation is key in regions with limited resources, helping Honoris achieve its mission of delivering impactful, accessible education across diverse geographies and demographics. GenAI can be instrumental in automating administrative tasks and content generation, freeing up valuable time for educators to focus on more impactful, human-centered aspects of teaching. This automation can also save costs, making quality education more affordable and accessible to a broader student population.

Adaptive learning systems profoundly enhance the educational experience. For students, these systems offer a tailored learning journey that adapts in real time to individual needs, strengths, and areas for improvement. Students progress at their own pace and focus on areas where they need the most support, achieving a deeper understanding of the material, better retention, and application of knowledge. For teachers, adaptive learning provides powerful analytics and insights into each student's progress, enabling more targeted and effective interventions. Teachers quickly identify struggling students and provide additional support or resources as needed, improving student outcomes and enhancing the overall efficiency of the teaching process, allowing educators to focus their efforts where they are most needed. Implementing adaptive learning systems means improving the quality of education, making it more accessible and effective for a diverse student body, and fulfilling our commitment to educational excellence and inclusivity.

PROVIDING LEADING RESEARCH ON THE ROLE OF GENAI AND ADAPTIVE LEARNING SYSTEMS

A pre-intervention empirical study probed the initial student faculty Knowledge, Attitude, and Perception (KAP) towards ALS prior to the final design and implementation, surveying 1.161 students and 58 teachers.

Title: Enhancing Quality Education at Scale through Generative AI and Personalised Learning through Adaptive Systems: A Case Study on UN SDGs, DE&I, and Work Ethics in an African Context.

The Honoris research was presented at the 20th International CDIO Conference in June 2024, held at ESPRIT, Tunisia, and at UNESCO's Digital Learning Week in September 2024, at the UNESCO Headquarters in Paris, France.

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Nurturing Innovation and Entrepreneurship Through the Honoris Collective Lab



Prof.
Dilli DOGO
Vice-Chancellor
Nile University
of Nigeria





We strive to ensure that graduates are mentored and nurtured to be problem solvers, creative thinkers, and employment generators rather than exceeding an already complicated unemployment market. To achieve these objectives, entrepreneurship education is key. Nile University has deliberately included entrepreneurship training in its curriculum and built a dedicated infrastructure to drive quality entrepreneurship education.

The Honoris Collective Lab of Nile is a major driver of this mission. The personal endeavors of our students are now registering their own businesses before graduation, potentially employing graduates, young people, and the communities they serve. We manage this in close collaboration with the Career Services department and provide an opportunity for the Annual Career Fair to showcase grants and broader support for students to interact with stakeholders and potential partners in both public and private sectors. This is particularly important for sectors with the greatest need, such as health. In addition, alongside the French Embassy in Nigeria, we built a Fabrication Laboratory (FABLAB) that trains students in critical 21st-century skills and have started construction of an on-campus factory to manage plastic waste and its conversion into consumer products.

Entrepreneurial training and an innovation mindset prepare graduates for success in the real world. Through hackathons, industry events, networking sessions, and tailored 1-2-1 support, we are proud to facilitate the best student preparation through the Honoris Collective Lab.

NILE UNIVERSITY OF NIGERIA

Nigeria

Founded in 2009.

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One of Nigeria's exemplary higher education institutions, a 113-hectare residential campus based in Abuja.

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A multidisciplinary university
with a wide portfolio of undergraduate
and postgraduate programs including
Medical & Health Sciences,
Arts & Social Sciences, Engineering,
Environmental Sciences, Management
Sciences, Computing Studies, and Law.

State-of-the-art learning spaces and partnerships with employers across the globe, including partnerships with four local hospitals to nurture Medical School students.

A proud member of
Honoris United Universities since 2020

2023/2024

Building Pathways to Success: Université Mundiapolis' Comprehensive Approach to Reducing Student Dropout



Mr. Abdelmounim BELALIA Director General. Université Mundiapolis de Casablanca, Morocco



 $\textbf{66} \ \, \text{For many reasons, students who leave their studies before completion}$ diminish their future job prospects, limiting their ability to thrive in an increasingly competitive job market. To address this pressing issue, we at Université Mundiapolis introduced a comprehensive strategy rooted in research-based models to increase student retention. Beyond academic support and quality teaching, these include flexible learning, encouraging effective study strategies and self-confidence, building a strong connection to the institution, and a better understanding of every aspect of student life and well-being.

At the heart of this approach is the Support4Success (S4S) unit, a transversal team coordinating targeted programs to support student success. Among its standout initiatives is the Dropout Early Warning System (MU-DEWS), a cutting-edge tool designed to proactively identify students at risk of dropping out, tracking financial, social, academic, and behavioral indicators, providing a holistic view of each student's journey and enabling timely intervention. We further established a *«return-to-study»* protocol, formalizing the process for students re-entering academia after extended absences with personalized assistance, such as peer tutoring and a helpline, listening sessions with faculty, and a psychologist whose role has been expanded to include well-being and community engagement.

Recognizing that each student's journey is unique, Mundiapolis has tailored its support for international students and introduced initiatives celebrating academic excellence, fostering a campus culture that motivates students to aim high. By centralizing all these functions within Support4Success, we are taking a proactive stance against dropout, creating an environment where students feel supported, included, and inspired to achieve their educational goals.

UNIVERSITÉ MUNDIAPOLIS **DE CASABLANCA** Morocco

- Founded in 1996.

Morocco's leading private multi-disciplinary institution made up of: Business, Political Sciences & Law, Engineering, Health and Executive Education.

Its student-centric pedagogical approach encourages 'learning by doing' through project-based learning and an entrepreneurial culture from 1st-year soft skills development.

Mundiapolis welcomes a large community of international students from over 22 nationalities, and is proud to have over 30 employer partnerships including IBM, Attijari Wafabank, and Deloitte.

A proud member of Honoris United Universities since 2016.

Fostering Collaborative Intelligence Through Communities of Practice: The Honoris Annual Academic Summit



Dr. Nadeem **CASSIM** Chief Academic Services Officer **REGENT Business School** Member of Organizing Committee of The Honoris Annual Academic Summit





66 The Honoris Annual Academic Summit offers significant opportunities for academic leaders to engage with peers from sister institutions, industry experts (for specific domains), and thought leaders, fostering collaboration and exchanging best practices within the Honoris network. A platform for discussing and shaping strategic initiatives to drive institutional quality and advancement, we explore how emerging educational trends and technologies can drive student outcomes across Africa. This continues to result in multiple collaborations and exchanges between institutions of various disciplines.

Currently, the Honoris academic community is evaluating and responding to the opportunities and challenges presented by generative AI, particularly its integration into curriculum development, research, student support, and professional development. Efforts are underway to incorporate Al-related content into academic programs in an attempt further to enhance the support and efficiencies of academic delivery. As a network, we Moreover, institutions are expanding research initiatives to understand the broader implications of generative Al, including its ethical, social, and economic impacts.

We are also passionate about upskilling and reskilling programs designed to prepare students, faculty, and staff to work alongside Al technologies with initiatives such as Al-driven student support, for example. While these proactive efforts exist, significant challenges remain, particularly in addressing the ethical concerns, potential biases, and the need to continuously adapt educational frameworks to keep pace with the rapidly evolving Al landscape in higher education. Collectively, we must work rapidly to understand the benefits and challenges related to Al, emphasizing the need for a critical evaluation of the use and implications of AI in higher education.

REGENT BUSINESS SCHOOL South Africa

Established in 1998

A pioneering institution in business education, it is strategically located in major cities in South Africa, including Durban, Gauteng, Pretoria, East London, and Cape Town.

The school is dedicated to crafting forward-thinking leaders with an entrepreneurial spirit. Its portfolio includes over 30 accredited and globally recognized programs, such as the prestigious DBA, MBA, postgraduate, and undergraduate qualifications.

REGENT provides its students with immersive tech experiences through facilities like makerspaces and the innovative iLeadLAB, designed to build essential 21st-century skills, and the RedHUB offering specialized training,

A proud member of Honoris United Universities since 2017.

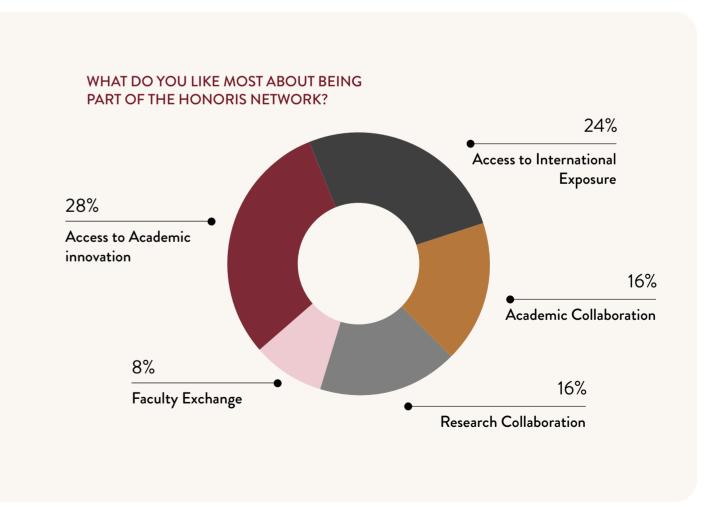
mentorship, and incubation services.







Following the completion of the Honoris Annual Academic Summit in Tunis, our faculty identified 'Access to Academic Innovation' as the top advantage of being part of the Honoris network. Academic innovation is integral to foster continuous growth, enhancing both teaching methodologies and research impact. By embedding innovation throughout our institutions, Honoris faculty are empowered to stay at the forefront of educational trends, engage students with cutting-edge tools, and enrich learning environments. This focus on innovation not only enhances student engagement through activities like hackathons, competitions, and hands-on projects but also equips faculty to drive transformative learning experiences that cultivate critical thinking and creative problem-solving skills.







EMPLOYABILITY: IMPACT SPOTLIGHT

Employability is key to achieving the SDGs in Africa. It impacts multiple goals related to quality education, decent work, economic growth, reduced inequalities, essential for long-term growth, reduced poverty, and continent-wide stability.

Honoris institutions provide a suite of student support services focused on improving the employability of our graduates. By scaling gender-specific initiatives, expanding our global alumni network, personalizing our career services, and investing in talent and professional development, we have seen our **Combined Employability Rate rise to 86% from 83% in 2022.**

Partnerships are critical to connecting higher education with industry, giving students **real-world experience** through internships and placements, and aligning curricula with employer needs for better graduate outcomes. Our institutions nurture over **1,000+ employer partnerships in 12 sectors,** 25% higher than in 2022, consisting of African national companies, SMEs, and global organizations, including Microsoft, Orange, Standard Bank, Deloitte, and Huawei.

Our students' Payback Period remains less than one year, while the Value for Money they report on continues to climb, from 81% in 2022 to 85% now. During their studies, students across the network had access to 46 Career Fairs, 26 Career Centers, and 67 full-time employees dedicated to student employability.

The release of the first Honoris Student Employability Report in 2023 provided critical insights into the outcomes and impact of our educational programs. The subsequent report earlier this year built on this foundation, offering an even deeper analysis of employability trends and challenges across the continent and, for the first time, surveying over 100 pan-African employers on their views and needs for African talent today. 90% of respondents, who employ over 10,000 people across Africa, noted that Cognitive Skills – analytical and creative thinking – are the most important for graduates.

Working Adults Rate

88%

46 Career Fairs,

26 Career Centers.

and 67 Full-Time

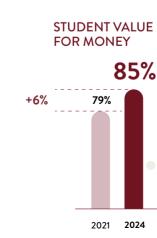
Employees

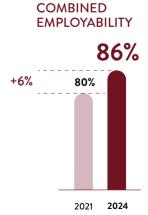
School Leavers Rate **82%**

EMPLOYER PARTNERSHIPS

1,000+

+150% 400





Providing Stackable Credentials and Transformative Reskilling for Global Employability



Verusha
MAHARAJ
Managing Director
Red & Yellow
Creative School
of Business,
South Africa



Stackable credentials offer a practical approach to professional development. At Red & Yellow, we design short courses and certificates in collaboration with the industry in several diverse sectors. This provides students and graduates with skills and knowledge relevant to the current world of work, boosting their employment opportunities and soft skills such as confidence. Whether short courses or certificates, our students learn specialized skills that can continuously be upgraded as requirements or needs evolve, making it easier to build on existing knowledge and transition into new roles rapidly. Now, with the opportunities that advanced technologies provide, we can boost employability for a diverse range of students anywhere across the globe towards our mission of becoming the most creative

business school in the world.

I have often seen organizations apply a one-size-fits-all approach to upskilling, especially when rapid trends or advancements in technology are involved. While we cannot ignore the impact of technology, organizations should focus on targeted initiatives that are relevant to their own skills gaps, addressing current and future gaps by aligning with organizational vision and strategy. Prioritizing a culture of continuous learning where employees are encouraged to update their skills regularly secures organizational growth and that of the employees, leading to an engaged and motivated workforce. Upskilling is a key driver of employee satisfaction, and investing in training is one lever that can be used to increase retention. It is also vital that we start developing flexible workforces, so investing in developing cross-functional skills is a key priority for Red & Yellow in the coming year.



RED & YELLOW CREATIVE SCHOOL OF BUSINESS

South Africa

Founded in 1994.

•

Ranked as the best creative business school in the MENA region in 2024.

•

Headquartered in Cape Town, with specialized academic degrees in digital & creative arts, marketing, design, and content creation and a wide range of online short courses and certificates.

Corporate training delivers innovative and customized programs to Absa, Vodacom, Sanlam, and Unilever. It also has longstanding ties with industry, including Ogilvy, TBWA, and DYDX. Students are nominees and winners at awards, including the Loeries, Pendorings, and D&ADs.

Publisher of the world-renowned textbook 'eMarketing: The Essential Guide to Marketing in a Digital World' has been downloaded over 1,000,000 times.

A proud member of
Honoris United Universities since 2020.

mons officed offiversities since

Employer Partnerships: EMSI Sets New Standards in Employability Leadership



Asmae MANI
Head of Employability
HONORIS Morocco











In today's fast-evolving job market, measuring employability outcomes is critical to ensuring that students are prepared for meaningful and successful careers. At Honoris, we are proud to expand our work with employer partners across the African continent to align our programs with industry demands. In addition to our core impact KPIs in employability that continue to increase, we have witnessed tremendous growth across the network. In Morocco, EMSI has been recognized as the leading private engineering school and ranked as the 3rd best engineering institution overall, according to top HR directors surveyed by Campus Mag. This recognition underscores EMSI's strong reputation among employers and highlights the value of its career center services, which have become a significant competitive advantage. Record attendance at job fairs in Casablanca, Rabat, and Marrakech – now Morocco's largest career events - further demonstrates EMSI's commitment to connecting students with top-tier employers and career opportunities.

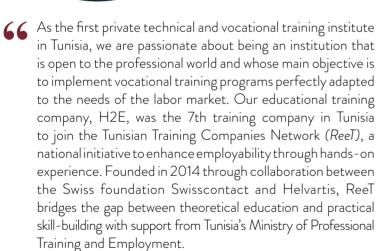
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Bridging Education and Industry: IMSET's Impact on Workforce-Ready Graduates



Sonia AMROUSSI Director of Studies IMSET Tunisia



H2E operates as a replica of a real commercial enterprise, immersing students in real-world business transactions within a secure, global network of over 7,000 training companies. This unique model not only strengthens essential technical skills but also hones trainees' professional and interpersonal abilities in an international, multilingual environment. In 2024, H2E proudly ranked first in the Global Top 100 Traders ranking, exemplifying how immersive, work-integrated training can transform students' career prospects. By empowering trainees with practical skills, industry knowledge, and confidence, H2E ensures students are fully prepared to transition seamlessly into the workforce and contribute meaningfully from day one.





INSTITUT MAGHRÉBIN DES SCIENCES ÉCONOMIQUES (IMSET),

Tunisia

•

Founded in 1993.

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With campuses in Tunis, Sousse, Gabes, Sfax, and Nabeul, it is the first and largest private technical and vocational institute in Tunisia.

•

Over 57 programs in five verticals:
Health & Agri-food, Customs Management
& Services, Art & Design, and Computer
& Multimedia Technology. More than
250 agreements with local and international
academic and professional partnerships
support its students, in addition to a unique
employability unit, Entreprise d'entraînement,
in collaboration with Swisscontact, with the
purpose of training students to ensure
their professional integration.

•

A proud member of Honoris United Universities since 2017

Filling The Global Nursing Gap by Preparing Future-Ready Health Graduates



HONORIS

Dr. Wafa TROUDI
Director of the School
of Health Sciences
Université Centrale
Tunisia

The African workforce is poised to play a pivotal role in addressing the global health worker shortage, particularly as a source of skilled professionals for countries experiencing critical deficits. At Université Centrale, we are proud to provide healthcare workers for overseas talent gaps, such as in Germany, demonstrating the significant potential of African talent on the global stage. With our continued focus on enhancing training, we continue to establish ourselves as a key hub for healthcare education, equipping world-class professionals and talent to meet international demands.

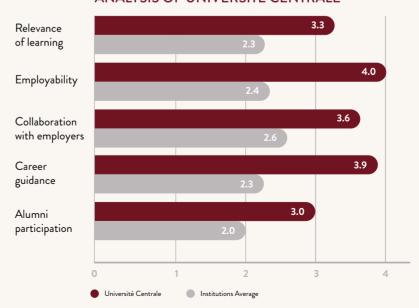
Traditional education often struggles to meet the diverse needs of nursing students, leading to variability in outcomes. As we've proudly reported, at Université Centrale, we've harnessed the power of Artificial Intelligence through one of the world's leading medical education platforms, Lecturio, to scale quality education in health sciences. By integrating adaptive learning and content delivery systems, we offer students a personalized experience similar to having a dedicated tutor, continuously monitoring progress to enhance learning results. Since we launched the partnership and continue to scale to more students and in more locations, we have seen students achieving an average grade improvement of 2 points.

IFC International Finance Corporation WORLD BANK GROUP

In 2024, IFC undertook a benchmarking exercise of higher education institutions in Tunisia to assess the effectiveness and success of employability initiatives

U N I V E R S I T É CENTRALE HONORIS IINITED IINIVERSITIES

RESULTS OF THE COMPARATIVE ANALYSIS OF UNIVERSITÉ CENTRALE





UNIVERSITÉ CENTRALE Tunisia

Founded in 2001.

•

Tunisia's largest multi-disciplinary private university comprising Health, Business, Law, Engineering, Architecture & Design, Journalism & Communication, Information & Telecommunications Technologies, and an Executive Training Center.

A powerhouse in health education boasting the globally accredited Honoris Medical Simulation Center, the institution embraces 21st-century learning environments, in addition to an Honoris Career Center for employability support & an Honoris Collective Lab to nurture student entrepreneurs.

A proud member of
Honoris United Universities since 2017.

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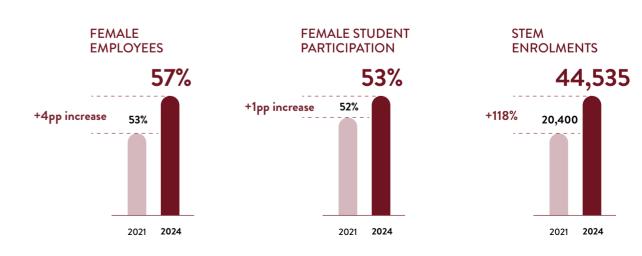


COMMUNITIES: IMPACT SPOTLIGHT

As part of our commitment to widening access to quality education for all, we remain steadfast in our commitment to SDG5: Achieving gender equality and empowering all women and girls. As a truly pan-African, collaborative network, we do this intentionally across three core areas: Students, Employees, and Community. In 2024, we increased our female employee share to 57%, up from 53% in 2022, while our female student population grew to 52%.

Our STEM enrolments continue to grow from 20,400 in 2021 to 44,535 in 2024, an increase of 118%, thanks to the collective mission of our institutions to widen access to transformative education in the highest employability sectors in Africa.

Meanwhile, closing the gender gap in STEM industries remains paramount, even more so as AI continues to increase the pace of change in every sector, alongside bias that arises from having a workforce lacking in diversity.





Catalyzing Gender quity to Support Africa's Future Prosperity



Lutfiya ADAM
Director of Human Resources
and Employability
MANCOSA,
South Africa





Accelerating gender equity in Africa is critical for the continent's sustainable future. By implementing gender-responsive policies and advocating for equity across higher education, we can create environments where women thrive. Empowering women through equal access to education, employment, and leadership roles unlocks a vast potential workforce, boosting productivity and innovation. Gender equity in sectors like STEM and entrepreneurship drives economic growth and fosters more inclusive and sustainable development. We are passionate about ensuring equal opportunities for women and men to build more resilient, equitable societies across Africa capable of addressing complex challenges and fostering long-term prosperity in alignment with the United Nations SDGs.

Through our Center for Women in Leadership (CWiL) and by taking a gendered approach to employability at the Honoris Career Center, alongside all our student support services, we regularly hold engaging sessions and networking opportunities for women students and alumni. We are proud that our Employability Personal Development and Mentorship Programme, just one example of our initiatives, supports final-year students through personal development, mentorship, guidance, and training to reach their full potential. Through our collective efforts with the richly diverse Honoris network, we are continually motivated to create a more inclusive and equitable future, enabling African women to thrive in both their professional careers and in their communities.

MANCOSA South Africa

- Founded in 1995
- South Africa's largest distance learning institution, with campuses and learning centers in major cities including Durban, Johannesburg, Pretoria, and Cape Town.
- Its renowned MBA is ranked among 10 of the best MBAs in Africa.
- Dedicated schools for IT, Education, and Healthcare Management are available to its students, in addition to Executive Education Short Learning Programs, 21st-century learning environments, and innovation centers.
- A proud member of Honoris United Universities since 2017.

Creating Spaces for Peer Learning and Support: ESPRIT Convenes the Circle of Reflection for Female STEM Students



Ramla BENOUIRANE Head of Career Center ESPRIT, Tunisia





Earlier this year, we introduced the "Cercle de Réflexion" initiative specifically designed for our female students in engineering and IT. The program offers regular monthly sessions where students and alumni come together to discuss various topics, including workplace dynamics, career growth, and professional development. This program is important for female students because it provides them with a dedicated platform for peer support, mentorship, and practical skill-building, all essential for navigating traditionally male-dominated fields like engineering and IT.

The *«Cercle de Réflexion»* fosters a sense of community among female students, empowering them to confidently pursue their career goals by offering guidance on workplace challenges and career advancement. The inclusion of industry experts and partnerships with companies like KPMG adds significant value by equipping these students with critical skills, such as salary negotiation and interview preparation, which are often key to breaking through barriers in their professional lives. We understand our responsibility and opportunity to play a pivotal role in supporting female students in STEM, not only in their pursuit of entry-level roles but also as the employers, innovators, and shapers of tomorrow in STEM and beyond.

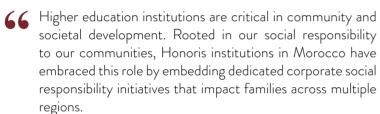
PROVIDING LEADING RESEARCH ON THE ROLE OF GENAI AND ADAPTIVE LEARNING SYSTEMS

- •
- A pre-intervention empirical study probed the initial student faculty Knowledge, Attitude, and Perception (KAP) towards ALS prior to the final design and implementation, surveying 1,161 students and 58 teachers.
- Title: Enhancing Quality Education at Scale through Generative AI and Personalised Learning through Adaptive Systems: A Case Study on UN SDGs, DE&I, and Work Ethics in an African Context.
- The Honoris research was presented at the 20th International CDIO Conference in June 2024, held at ESPRIT, Tunisia, and at UNESCO's Digital Learning Week in September 2024, at the UNESCO Headquarters in Paris, France.

Increasing Societal Impact through Institution-led CSR



Dr. Samar MOUCHAWRAB Vice President of Academic Affairs Université Mundiapolis de Casablanca, Morocco



These initiatives encompass various efforts, including in one of the most crucial sectors – health. We hold campaigns like blood donation drives, diabetes awareness, and breast cancer awareness events, playing our role in educating the public and reducing stigma around these important issues. We also collaborate with numerous healthcare professionals, made easier through partnerships, to distribute medications in rural areas.

By addressing societal needs, the People of Honoris fulfill their commitment to education beyond the classroom. Projects involve renovating schools in underserved areas or raising awareness of autism, ensuring better learning environments for children. Our passionate colleagues engage in meaningful cultural and humanitarian activities, such as distributing lftar meals during Ramadan to those in need. These diverse social initiatives highlight the institutions' dedication to uplifting disadvantaged communities and addressing critical societal challenges. By improving health, education, and community support systems, we proudly showcase our broader mission of positively impacting society and fostering sustainable, inclusive development across regions.





UNIVERSITÉ MUNDIAPOLIS DE CASABLANCA

Morocco

Founded in 1996.

Morocco's leading private multi-disciplinary institution made up of: Business, Political Sciences & Law, Engineering, Health and Executive Education.

Its student-centric pedagogical approach encourages 'learning by doing' through project-based learning and an entrepreneurial culture from 1st-year soft skills development.

Mundiapolis welcomes a large community of international students from over 22 nationalities, and is proud to have over 30 employer partnerships including IBM, Attijari Wafabank, and Deloitte.

A proud member of Honoris United Universities since 2016.

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SUSTAINABILITY: **IMPACT SPOTLIGHT**

Honoris graduates are resilient, forward-thinking, and committed to creating a sustainable future. This is thanks to an approach where both on-campus and distance learning institutions embed awareness and action into sustainable practices throughout the course of their studies; all focused on a commitment to the UN Sustainable Development Goals.

Institution faculty and leaders make sustainability a key topic within collaborative working sessions to share best practices and guide each other on local solutions to sustainability challenges.

As reported last year, Nile University of Nigeria's Solar Power Stations 1 and 2 have significantly bolstered energy resilience while reducing costs, contributing to a more sustainable campus. Now, with the expanded facility certified as a Renewable Energy Plant, Stations 3 and 4 will be near completion by the end of 2024, strengthening Nile's commitment to sustainability. Since their launch, these solar power stations have successfully avoided 1.5 million tons of CO2 emissions, underscoring their critical role in addressing energy deficits and promoting environmental responsibility.



A Green Approach to Sustainable Campus Development

While Positively Impacting Student Experience



Lateef
KAREEM
Chief Financial Officer
Nile University
of Nigeria

We at Nile uphold exceptionally high standards in providing a rich and fulfilling student experience that addresses the social and personal aspects of campus life. Central to this commitment is our recognition of the importance of a conducive physical environment. We understand that a green campus plays a crucial role in enhancing the overall student experience by fostering a healthy environment that supports both high-quality learning and overall well-being — both physical and mental. Maintaining and enhancing the sustainability of our campus is a core priority of our operations. In recent years, we implemented several key initiatives to support this mission, including our solar power system that generates clean electricity for the campus and significantly reduces the university's reliance on diesel-powered generators to meet high energy demands.

Over the last 3 years, we have also been committed to tree-planting initiatives championed by our management team, workforce, and students. The most recent of these efforts was the planting of over 100 trees on campus over a three-day period, contributing to the ecological balance of the university campus as we continue to expand.

While high upfront costs remain a barrier to wide-scale deployment of renewable energy solutions in the Sub-Saharan Africa region, we leveraged our credible reputation in Nigeria to negotiate favorable contract terms with our solar solution providers, establishing longer tenors aligned with the longevity of the deployed solutions, and phased deployment matching our growing energy requirements as we continue to develop physical structures on the campus for anticipated increased student population.

Large-scale renewable energy projects require a large expanse of space for installation. With options being a roof or ground-mounted rack, we solved this challenge by optimizing the designs of the roof structures of Nile's buildings (both existing and new) to incorporate the requirements and be better suited for solar panel installations.



NILE UNIVERSITY OF NIGERIA

Nigeria

Founded in 2009.

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One of Nigeria's exemplary higher education institutions, a 113-hectare residential campus based in Abuja.

A multidisciplinary university
with a wide portfolio of undergraduate
and postgraduate programs including
Medical & Health Sciences, Arts & Social
Sciences, Engineering, Environmental
Sciences, Management Sciences,
Computing Studies, and Law.

State-of-the-art learning spaces and partnerships with employers across the globe, including partnerships with four local hospitals to nurture Medical School students.

A proud member of
Honoris United Universities since 2020

Partnering With Employers to Promote Sustainability in Africa's Fashion Industry



evolving economy.

Allen
LEROUX
Founder and CEO
FEDISA Fashion School,
South Africa





Employers play a pivotal role by providing real-world experience and industry insights. Through internships, mentorship programs, and collaborative projects, they offer future professionals practical exposure to the demands and dynamics of the fashion industry. By fostering a professional environment, employer partners help students and graduates understand market needs, production processes, and consumer behavior. Through FEDISA, employers also often sponsor competitions, workshops, and events, offering platforms for young designers to showcase their work and gain visibility in an

FEDISA graduates are leveraging their education to drive eco-conscious practices. FEDISA alumna Thalia Strates has made waves with her eponymous accessories brand, committed to sustainability and ethical production. Thalia integrates sustainable materials like vegetable-tanned leather and prioritizes local craftsmanship, ensuring that her products are not only fashion-forward but also environmentally responsible. Her approach reflects a deep understanding of sustainable design principles to support local economies in South Africa. Through her brand, Thalia has inspired a shift towards mindful consumerism, promoting the idea that fashion can be both luxurious and sustainable. Her success story is just one of many, showcasing how FEDISA graduates make meaningful contributions to a more sustainable fashion industry, influencing both the market and the broader cultural narrative around ethical fashion.

FEDISA FASHION SCHOOL South Africa

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Founded in 2005.

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South Africa's leading higher education provider in Fashion Education is highly regarded for its premium academic offerings in fashion, design, and retail.

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State-of-the-art learning environments and experienced faculty are provided alongside partnerships with industry including Cape Union Mart, K-way, Markham, The Foschini Group, and Truworths.

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A proud member of Honoris United Universities since 2022.





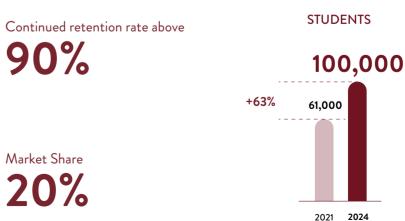
NETWORK: IMPACT SPOTLIGHT

Since our inception in 2017, we have embarked on a daring journey, transforming higher education across Africa towards building a collaborative, agile network of institutions dedicated to fostering economic and community development. In July 2024, we were thrilled to announce that our 76 campuses are shaping the futures of over 100,000 current students.

Our resilient faculty and staff, the People of Honoris, make a transformative impact every day by fostering innovation and creativity and driving our Education for Impact mission. Thanks to our shared dedication and passion for expanding our pan-African transformative social infrastructure, we continue to hold an employee retention rate of over 95% and retain our market share of 20% across our countries of operation.

The Honoris Annual Academic Summits, held in Cape Town in May 2023 and Tunis in June 2024, brought together thought leaders, academics, and industry experts to discuss the future of higher education in Africa. These opportunities have been instrumental in shaping our strategic direction and fostering collaboration across our institutions.

As we continue to seek new ways to increase access to relevant, future-ready higher education, in 2023, we expanded our footprint by welcoming The Animation School into the network. The Cape Town and Johannesburg-based institution is ranked 10th worldwide for animation training and greatly bolsters our strength in the creative arts sector. Having opened its doors in 2000, TAS responds to the increasing potential for graduates in the African creative industries by providing relevant, specialist training in animation alongside partnerships with the world's leading animation studios and employers.



20%

Expanding The Creative Arts Sector: Welcoming the Animation School Into The Honoris Network



Nuno
MARTINS
Co-Founder, Principal, CEO
The Animation School,
South Africa





Our unwavering commitment to excellence has propelled us to be ranked 10th worldwide for animation training this year, not just a badge of honor but a testament to the hard work and dedication we have invested since our inception over 24 years ago. From the top 100, our journey is characterized by a relentless pursuit of quality education and industry relevance. Our focus has always been exclusively on animation education; with this scope, we have been able to dive deep into the nuances of the craft, ensuring that our programs are comprehensive and robust and develop a curriculum that meets the evolving demands of the animation industry and equips our students with cutting-edge skills.

Our team of experienced lecturers brings industry knowledge to the classroom, ensuring that our students receive current and relevant instruction, alongside strong partnerships with education leaders such as Gobelins L'École de L'Image in Paris and renowned studios like Sunrise and Triggerfish, providing unparalleled opportunities for exchange programs, internships, and exposure to real-world projects.

In joining Honoris United Universities, our vision is to widen access to quality animation education, recognizing the growing demand for skilled animation professionals on the continent and its wealth of creative talent. By leveraging the collaborative opportunities within the Honoris network, we are confident that we can continue offering top-tier education not only throughout Africa but globally. We are proud to bring our specialized focus and high standard of animation to a global scale, fostering a new generation of talented animators.

THE ANIMATION SCHOOL South Africa

•

Founded in 2000.

Campuses in Cape Town and Johannesburg offer a full-time Diploma in Digital Animation and several intensive short courses.

•

State-of-the-art facilities rival those found in leading animation studios, and an employment rate of 80% within the first year of graduation, our alumni are making their mark in top animation studios around the globe.

TAS students have won over 180 awards, consistently earning recognition for their talent, creativity, and technical skills.

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A proud member of Honoris United Universities since 2023.

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Strengthening our Culture to Empower the People of Honoris: The Formula for Success



Sana MARZOUKI
Chief Human Resources Officer
Université Centrale Group
(Université Centrale,
IMSET, UPSAT, AAC),
Tunisia

The Honoris Formula for Success began its journey in February 2023 with the collective goal of shaping the ideal culture for our Group. Thousands of employees from across our institutions shared their thoughts on what helps our culture thrive and what holds us back. These insights were consolidated into key themes and, through a company-wide vote, we identified the most important cultural elements to drive us forward. This collaborative effort resulted in the creation of our cultural equation, a powerful visual representation that captures the core values and principles guiding us.



Now, we continue moving from design to action. To fully embody our Formula for Success, we must assess our current culture, generate innovative ideas from within, and take actionable steps to bridge the gap between where we are and where we aim to be. This ensures that everyone's voice is heard, fostering an environment where each team member can actively contribute to the future growth and success of Honoris. Through this shared journey, we continue to elevate our collective impact.

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To learn more about the Honoris impact across Africa, visit the Impact Report online at www.honoris.net/impactreport











































#EDUCATION FOR IMPACT®





www.honoris.net







