SORBONNE UNIVERSITY ABU DHABI

Annual *Report*

From Consolidation to Momentum



www.sorbonne.ae

2025

Preface

This document presents an institution at an inflection point.

The year 2025 marks more than calendar progression. It marks the moment when Sorbonne University Abu Dhabi ceased to be primarily a teaching campus and became, in practice and in structure, a research university integrated into global academic networks.

Two years after embarking on a renewed strategic trajectory, the markers of transformation are visible. Enrolment has grown by more than 30% in a single year. The research ecosystem has taken institutional form through SAFIR and its seven thematic centres. International partnerships have moved from protocol to practice. Students now circulate between Abu Dhabi, Paris, and beyond as part of their academic formation.

What this report documents is an institution finding its voice — not as a satellite branch campus, but as a hub where European academic tradition meets UAE's ambition and vision, where research and teaching reinforce each other, and where students from 81 nationalities develop elite expertise and the global agility to build careers across borders.

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“Sorbonne University Abu Dhabi stands at a defining moment in its history. As we approach our 20th anniversary in 2026, we do more than celebrate a milestone; we honour a remarkable partnership between the Emirate of Abu Dhabi and one of the world’s most venerable centres of learning. It is a moment to reflect on our shared purpose and the extraordinary trajectory we have charted together.”

HE Reem Ebrahim Al-Hashimy

Chair of the Board of Trustees
Minister of State for International Cooperation
UAE Ministry of Foreign Affairs and International Cooperation

Reem Al-Hashemy



Message from *the Chairwoman*

HE Reem Ebrahim Al-Hashimy

Chair of the Board of Trustees
Minister of State for International Cooperation
UAE Ministry of Foreign Affairs and International Cooperation

Sorbonne University Abu Dhabi stands at a defining moment in its history. As we approach our 20th anniversary in 2026, we do more than celebrate a milestone; we honour a remarkable partnership between the Emirate of Abu Dhabi and one of the world’s most venerable centres of learning. It is a moment to reflect on our shared purpose and the extraordinary trajectory we have charted together. This report documents a year of profound transformation. Guided by our 2024–2028 strategic plan, we have moved decisively from a phase of foundational growth to one of measurable impact. The following pages capture an institution finding its distinctive voice, not as an outpost, but as a dynamic academic hub where the deep humanist tradition of Sorbonne University engages directly with the bold ambition and vision of the UAE. Here, students from across the globe experience an education where rigorous academic programmes are amplified by a thriving research ecosystem and genuine international mobility.

The year 2025 marked a pivotal turning point: the affirmation of our identity as a research university with international reach. Our institutional research platform has matured into a powerful engine for knowledge creation, attracting talent, forging high-level global partnerships, and producing groundbreaking doctoral work that addresses both regional priorities and global challenges. This growth in research capacity is intrinsically linked to a parallel surge in academic vitality across our scientific and professional programmes, demonstrating a powerful synergy at the heart of our mission.

This evolution is mirrored in our campus life. Beyond the laboratory and the lecture hall, our university thrives as a cultural agora, a space for dialogue, diplomacy, and the exchange of ideas. Through a rich tapestry of events and public engagements, we fulfil our role as a bridge between cultures, proving that a truly modern university educates both the intellect and the civic spirit.

As we reflect on a year where several long-term strategic targets were achieved ahead of schedule, we do so with gratitude for our entire community. Our faculty’s pioneering scholarship, our students’ boundless curiosity, our staff’s dedicated support, and our partners’ steadfast collaboration have made this momentum possible.

The trajectory is now clear. Sorbonne University Abu Dhabi has firmly established itself as a unique nexus where academic heritage meets ambition, creating a model of education that is open, demanding, and resolutely forward-looking.

We look forward to continuing our essential role at the crossroads of cultures, knowledge, and innovation for the next twenty years and beyond.

Reem Al-Hashemy



Message from *the President*

Prof Nathalie Drach-Temam

Vice-Chair of the Board of Trustees
President of Sorbonne University

Placed under the banner of the Year of the Sea and Oceans, 2025 enabled Sorbonne University Abu Dhabi to fully assert itself as a committed actor in the preservation of our planet.

A cornerstone of our new strategic plan, the ecological and social transition has emerged as a defining institutional priority. The efforts deployed throughout the year, through the transformation of our daily practices, have contributed to positioning our institution as a reference player in the fight against climate change.

It is also a source of great pride to witness the sustained engagement of our university community in showcasing its expertise at major international conferences and high-level gatherings, notably during the United Nations Ocean Conference held in June 2025.

Another major transformation of our time, artificial intelligence, also marked the year 2025. Sorbonne University Abu Dhabi mobilised fully to harness AI as a driver of progress, responding to the needs of its community through the creation of new academic programmes, the organisation of numerous events, and the hosting of high-level strategic dialogues. I wish to commend the commitment of our entire university community and to encourage the continuation of this momentum.
In parallel, governance focused on several key structural priorities aimed at advancing impactful, innovative, and multidisciplinary research. This ambition materialised through the signing of strategic partnerships with French, regional, and international institutions; the hosting of the first Jean Monnet Chair in the Gulf region; the strengthening of the SAFIR Institute; and the increase in the number of doctoral candidates welcomed on campus. This dynamic firmly positions Sorbonne University Abu Dhabi as a key research actor and sustainably reinforces its regional anchoring.

Finally, 2025 confirmed the strength of our model, driven by the unwavering commitment of our students and of the entire university community. Together, we have consolidated the foundations of a more inclusive, more sustainable university, firmly oriented towards academic and scientific excellence. Building on these achievements, we approach 2026 with ambition and confidence, determined to amplify our impact, strengthen our distinctive identity as a francophone, multicultural, and multidisciplinary institution, and educate enlightened leaders capable of addressing the complex challenges of the 21st century. It is in this spirit that Sorbonne University Abu Dhabi will continue to extend its influence beyond borders, in the service of knowledge and society.

Nathalie Drach-Temam



Message from *the Chancellor*

Prof Nathalie Martial-Braz

Chancellor of Sorbonne University Abu Dhabi

2025 has been a year of consolidation and, more importantly, a year of transformation for Sorbonne University Abu Dhabi. What emerges with particular clarity is not only that we have progressed, but that we have progressed in a way that strengthens the University's long-term trajectory: a trajectory shaped by excellence, driven by change, and increasingly defined by innovation.

At the heart of this transformation lies a simple but demanding ambition: to move from growth to sustainable impact. Growth matters, but it is only meaningful when it deepens academic quality, elevates student experience, and reinforces institutional credibility. In 2025, we did not treat expansion as an end in itself. We treated it as a responsibility, one that requires higher standards, stronger support systems, and a constant focus on what makes a university truly excellent.

This year also confirmed a shift in what the University represents. Sorbonne University Abu Dhabi is not only a place where knowledge is transmitted; it is increasingly a place where knowledge is produced, shared, and brought into dialogue with the world. This is where innovation becomes more than a slogan. It is present in our pedagogical choices, in the way we connect learning with real practice, and in the way our research agenda is being structured to address contemporary challenges with intellectual rigour and relevance.

Such transformation rests on institutional strength. Excellence cannot rely on goodwill alone. It requires clear governance, reliable processes, and an operating model that enables decisions to be made, implemented, and evaluated with discipline. Throughout the year, we have continued to strengthen these foundations, because ambition is only credible when it is supported by robust structures and consistent execution.

2025 was also guided by our annual theme, the Ocean, not as a decorative thread but as a framework of meaning. The Ocean reminded us that sustainability is not a chapter to be added to our work; it is a lens through which we must see it. It also offered a powerful model of resilience: the ability to absorb pressure, to adapt, and to move forward, even when currents are strong and conditions are demanding. In that sense, the Ocean was not a pretext for programming. It helped us connect actions to purpose, and purpose to a shared institutional narrative.

We should remain lucid as well. Change brings complexity, and complexity raises expectations. As we internationalise further and as our community becomes more diverse and more demanding in its needs, we must keep improving, simplifying where necessary, listening more, and remaining aligned as one institution. Yet I have strong confidence in our collective capacity to succeed, because 2025 has once again shown what we can deliver when we combine trust, rigour, and shared responsibility.

None of this would have been possible without the sustained commitment and professionalism of our faculty and staff. Their resilience, their sense of service, and their ability to move forward together, sometimes in difficult conditions, have been decisive in what we achieved this year, as one community.

2025 gives us a solid base, but it also opens a new stage. The task ahead is clear: to keep turning transformation into lasting excellence, and innovation into measurable impact, so that Sorbonne University Abu Dhabi continues to grow not only in size, but in depth, reputation, and contribution.

2026 will open a new chapter, and it will be a symbolic one. It will be the year of our 20th anniversary, an opportunity to honour what has been built, while setting the direction for what comes next with clarity and ambition. It will also be the year of Artificial Intelligence. SUAD embodies the strategic partnership between France and the United Arab Emirates in this field, and our responsibility is to approach AI holistically, not only as a technology to master, but as a transformation to understand, with social, cultural, ethical, and political implications that must be addressed with the same academic seriousness. Making AI our annual theme in 2026 is therefore not a communication choice. It is a strategic and intellectual commitment, consistent with who we are, and with the role we intend to play.

An anniversary is not a pause. It is a test of maturity. It invites us to celebrate, but also to elevate our standards, sharpen our priorities, and deepen our impact. If 2025 confirmed that we are in motion, 2026 will be the year in which we choose, together, the direction and the pace of that movement.

Nathalie Martial-Braz

Board *of Trustees*



HE Reem Ebrahim Al-Hashimy

Chair of the Board of Trustees
Minister of State for International Cooperation UAE Ministry of Foreign Affairs and International Cooperation



Prof Nathalie Drach-Temam

Vice-Chair of the Board of Trustees
President of Sorbonne University



HE Saeed Mubarak Al-Hajeri

Member of the Board of Trustees
Assistant Foreign Minister for Economic and Trade affairs
UAE Ministry of Foreign Affairs and International Cooperation



Mrs Anne-Marie Descotes

Member of the Board of Trustees
Secretary-General, Ministry of Europe and Foreign Affairs of the French Republic



Prof Béatrice Perez

Member of the Board of Trustees
Dean of the Humanities Faculty at Sorbonne University



HE Fahad Al Raqbani

Member of the Board of Trustees
UAE Ambassador to France
UAE Ministry of Foreign Affairs and International Cooperation



HE Ghannam Butti Al Mazrouie

Member of the Board of Trustees
Secretary-General, Emirati Talent Competitiveness Council – NAFIS
Chairman of Abu Dhabi Securities Exchange (ADX)



Dr Ahmed Sultan Al Shoaibi

Member of the Board of Trustees
Executive Director for the Higher Education Sector, Department of Education and Knowledge (ADEK)



Mr Samir Oumer

Member of the Board of Trustees
President TotalEnergies EP UAE & TotalEnergies Country Chair in the UAE



Mrs Pascale Sourisse

Member of the Board of Trustees
President & CEO Thales International

"Sorbonne University Abu Dhabi has firmly established itself as a unique nexus where academic heritage meets ambition, creating a model of education that is open, demanding, and resolutely forward-looking."

Executive *Committee*



HE Saeed Mubarak Rashed Alhajeri

Member of the Board of Trustees and chairperson of the Executive Committee. Minister of State, UAE Ministry of Foreign Affairs and International Cooperation



HE Buthaina Almazrouei

Director General for Government Financial Affairs, Department of Finance – Abu Dhabi



Dr Ahmed Sultan Al Shoaibi

Member of the Board of Trustees Executive Director for the Higher Education Sector, Department of Education and Knowledge (ADEK)



Prof Guillaume Fiquet

Vice-President – International Relations and Corporate Partnerships, Sorbonne University



HE Talal Al Dhiyebi

Group CEO, Aldar Properties

HE Hessa Al Mazrouei

Human Resources Policy Advisor, Department of Government Enablement



Prof Thomas Coudreau

Deputy General Director Research, Education and Innovation, Sorbonne University



Prof Nathalie Martial-Braz

Chancellor, Sorbonne University Abu Dhabi

"The task ahead is clear: to keep turning transformation into lasting excellence, and innovation into measurable impact, so that Sorbonne University Abu Dhabi continues to grow not only in size, but in depth, reputation, and contribution."

VISION, MISSION AND STRATEGIC ANCHORS

Sorbonne University Abu Dhabi embodies a unique academic partnership between France and the United Arab Emirates. Founded in 2006 under an intergovernmental agreement, the University operates as the first international campus of Sorbonne University, bringing the rigour and heritage of one of Europe's oldest academic traditions to the Gulf region.

The University's mission extends beyond teaching. It is to produce and transmit knowledge, to nurture critical thinking across borders, and to position Abu Dhabi as a node in the global circulation of ideas. Research, education, and international engagement form the three pillars of this endeavour.

The strategic plan for 2024–2028 organises institutional development around five priorities: research capacity, educational quality, institutional visibility, operational excellence, and financial sustainability. The year 2025 marks a decisive point in this trajectory — a year in which the University affirmed its identity as a research institution with international reach.

Vision

Fostering intellectual excellence, cutting-edge, multidisciplinary research and innovation, critical thinking, cultural harmony and tolerance for the benefit of society.

Mission

Building the bridge between civilizations through excellence in education and research, uniting the renowned French model of learning and knowledge development with the vision of the UAE.

Values

Innovation

To foster innovation by continuously seeking new ways to enhance learning, research, and engagement, allowing our students and faculty to explore and push the boundaries of knowledge and creativity.

Respect

To cultivate an environment where every individual's ideas and perspectives are acknowledged and treated with respect.

Tolerance

To promote tolerance by celebrating diversity, encouraging open dialogue, and fostering an inclusive atmosphere where various backgrounds and beliefs are welcomed.

Commitment

Our commitment to excellence in education and research is unwavering, as we persistently strive to provide the best opportunities for our students and contribute to society.

Ethics

Upholding the highest ethical standards is a fundamental principle at SUAD, guiding our actions, decisions, and interactions with integrity and responsibility.

Integrity

Integrity is at the heart of everything we do at SUAD, as we ensure honaesty, transparency, and accountability in all our endeavors.

THE NEW 2024-28 STRATEGIC PLAN

SUAD Strategic Pillars
2024 - 2028

RESEARCH
EDUCATION
VISIBILITY
EXCELLENCE
SUSTAINABILITY



Leadership Steering a Trajectory of *Academic Excellence* and Strategic Growth

Sorbonne University Abu Dhabi (SUAD), renowned for integrating French academic rigor with the rich cultural environment of the UAE, is led by a team at the heart of institutional transformation.

Prof Nathalie Martial-Braz

Prof. Nathalie Martial-Braz joined SUAD as Chancellor, bringing a wealth of experience in higher education leadership and strategic planning.

Prof. Martial-Braz is committed to furthering SUAD's mission of delivering world-class education that fosters intellectual growth and cultural exchange.

Under her leadership, the university is positioned to expand its global partnerships, enhance research capabilities, and deepen community engagement, reinforcing SUAD's standing as a premier institution in the region.



Dr Bertrand Haan

Dr. Haan, who possesses extensive expertise in educational leadership, curriculum innovation, research development, and faculty management, is guiding SUAD's academic strategy.

He focuses on refining academic programs, advancing teaching methodologies, and ensuring that SUAD equips its students with the skills and knowledge essential in a rapidly evolving global environment.

Dr Majed Khamis Al Khemeiri

Under Dr Al Khemeiri's leadership, SUAD has witnessed substantial growth in operations efficiency, new administrative developments, a shift towards environmental and financial sustainability. His strategic vision has played a significant role in the universitys sustained success and operational efficiency.

These appointments represent a new chapter in SUAD's journey toward academic innovation, operational excellence, and cultural engagement, underscoring its commitment to shaping future leaders and contributing to the UAE's educational landscape.



Fall 2025 *at a Glance*

1,814
Total Students

1169 Emirati Students	**68%** Female Students	**81** Nationalities
692 Foundation	**943** Bachelor	**179** Master

Fall 2024 at a Glance

1,400
Total Students

960 Emirati Students	**73%** Female Students	**69** Nationalities
465 Foundation	**810** Bachelor	**125** Master

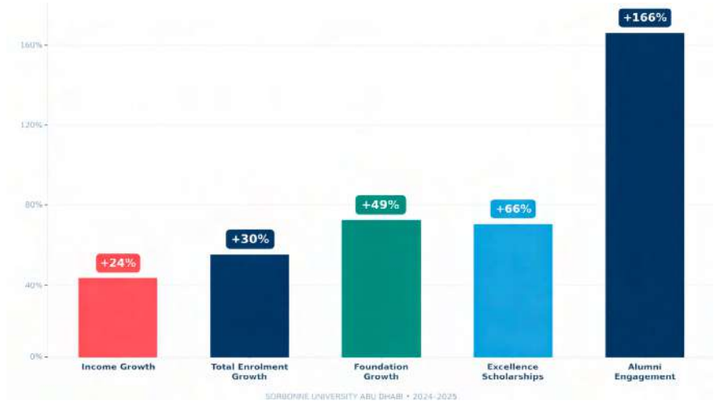


2025 Executive *Overview*

The year 2025 delivered results across all dimensions of institutional activity, with several targets originally set for 2028 achieved ahead of schedule. Scientific programmes demonstrated exceptional dynamics. The research infrastructure produced its first doctoral graduates. International mobility became a lived reality for students and faculty alike.

2025 Performance Highlights

Year-on-Year Growth Metrics
2024 - 2025



Student Enrollment Trajectory



Key performance indicators showing year-on-year growth across major institutional metrics.

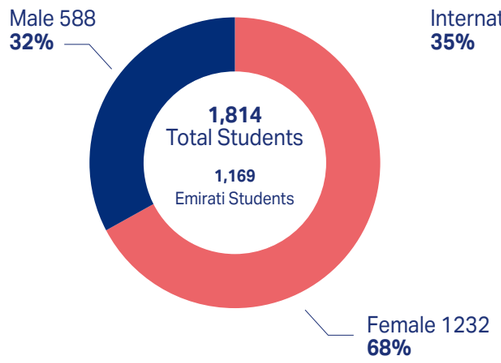
Year-on-Year Growth

2024 - 2025

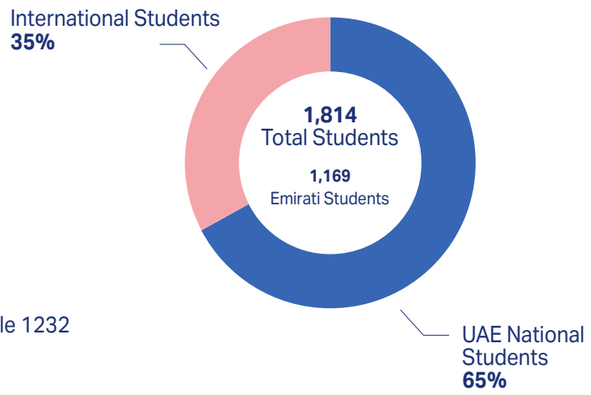
Indicator	Growth
Total Enrolment	+30%
Foundation Programme	+49%
Excellence Scholarships	+66%
Sciences & Engineering growth	+100%

Fall 2025 *Highlights*

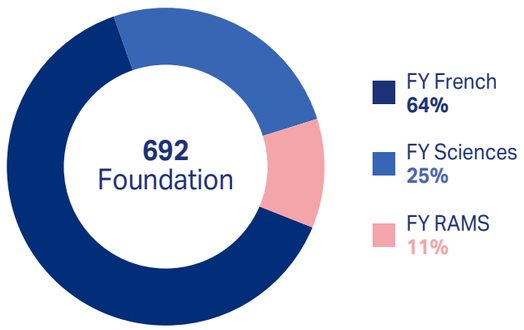
Enrollment by Gender



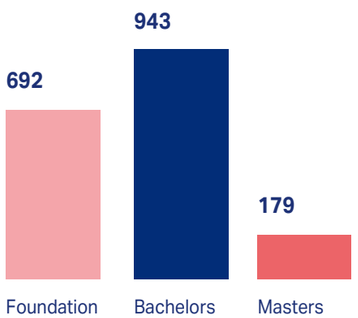
Enrollment by Nationality



Foundation Programmes

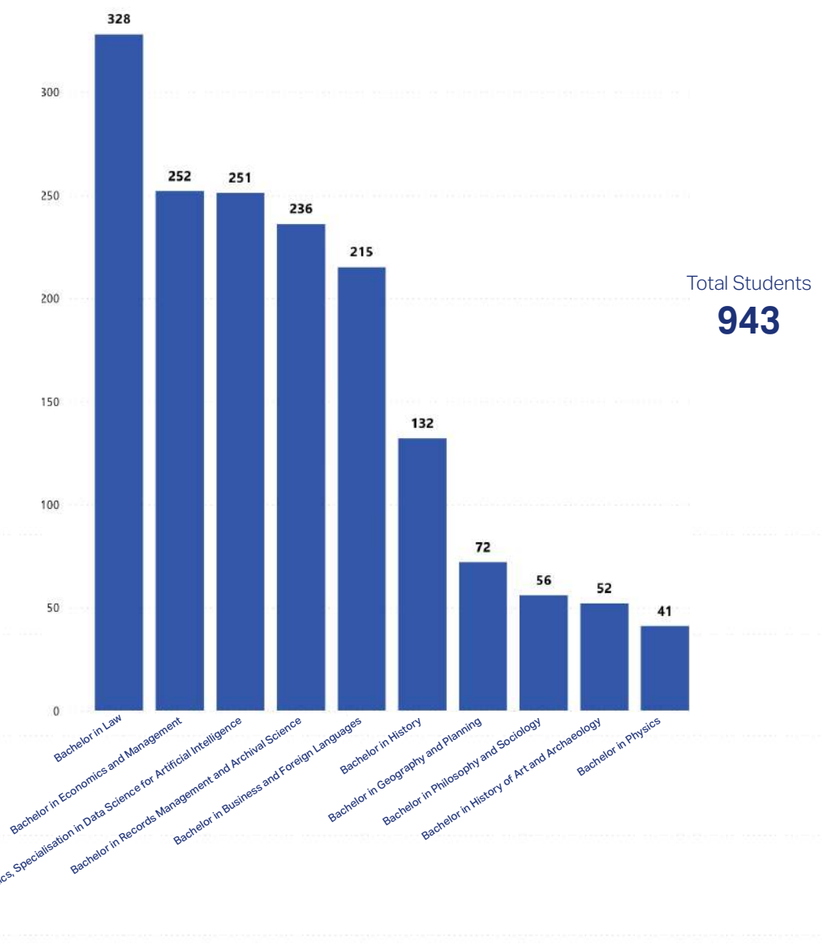


Enrollment by Degree



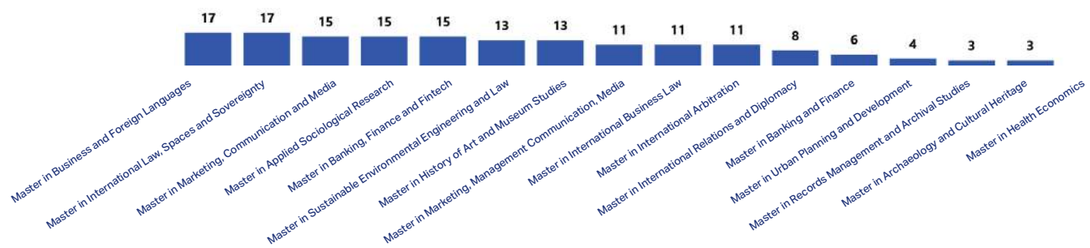
Enrolment AY 2025

Enrolment per Bachelor



Total Students
943

Enrolment per Master



Total Students
179

KEY FACTS AND FIGURES

Enrolment *by Nationality*

Top 10 Student Origins

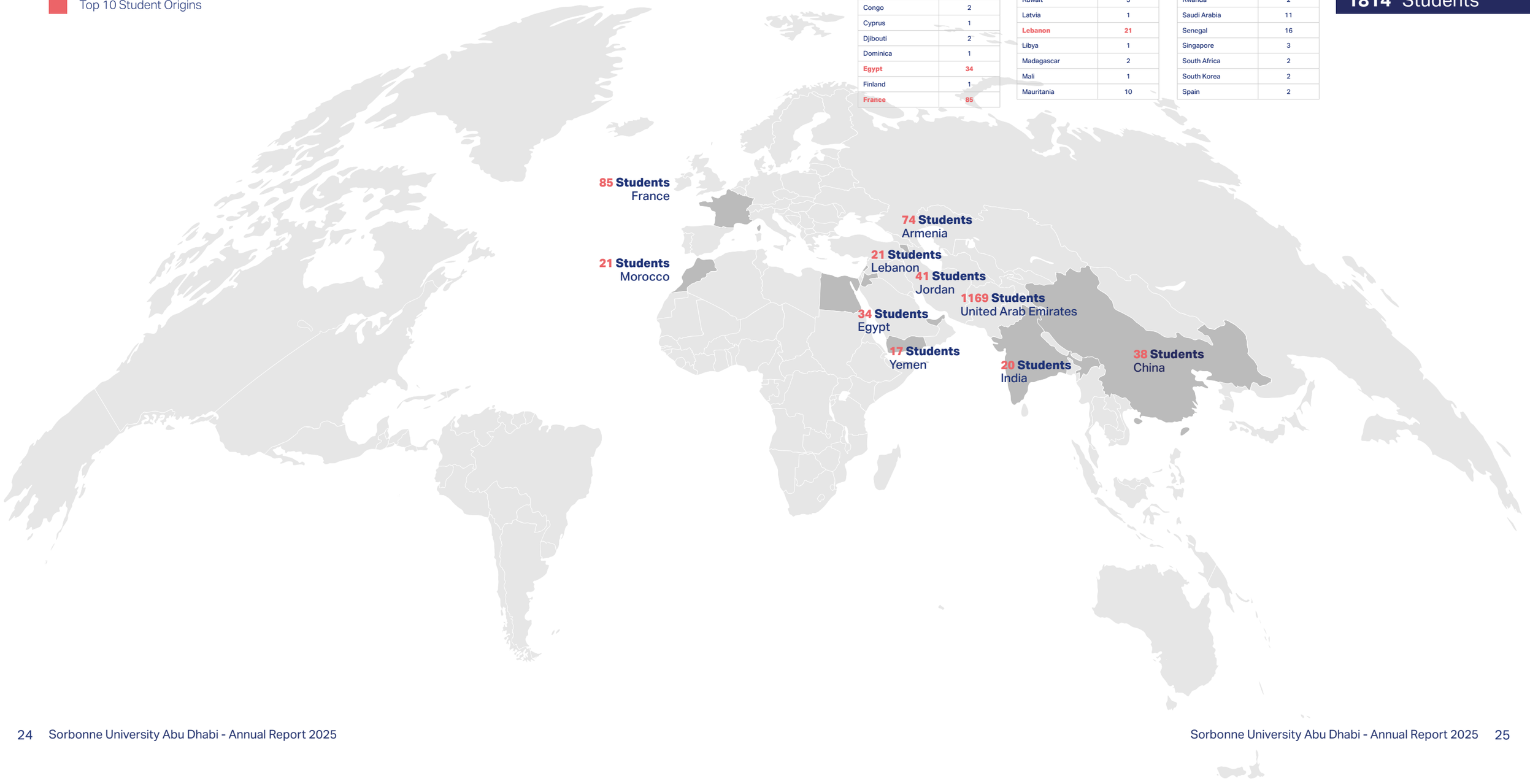
Algeria	7
Armenia	**74**
Australia	3
Azerbaijan	3
Bahrain	10
Belgium	1
Benin	5
Brazil	3
Cameroon	1
Canada	15
Central African Republic	1
Chad	7
China	**38**
Colombia	3
Comoros Islands	5
Congo	2
Cyprus	1
Djibouti	2
Dominica	1
Egypt	**34**
Finland	1
France	**85**

Gabon	2
Georgia	1
Germany	2
Greece	1
Guinea	7
India	**20**
Indonesia	1
Iran	10
Iraq	3
Israel	1
Italy	4
Ivory Coast	7
Japan	1
Jordan	**41**
Kazakhstan	5
Kuwait	3
Latvia	1
Lebanon	**21**
Libya	1
Madagascar	2
Mali	1
Mauritania	10

Mauritius	2
Mexico	2
Morocco	**21**
Mozambique	1
Nepal	1
Netherlands	1
New Zealand	1
Niger	11
Oman	10
Pakistan	5
Palestine	6
Philippines	2
Qatar	2
Romania	3
Russia	14
Rwanda	2
Saudi Arabia	11
Senegal	16
Singapore	3
South Africa	2
South Korea	2
Spain	2

St. Kitts and Nevis	4
Switzerland	2
Syria	13
Tanzania	1
Tunisia	8
Turkey	2
Turkmenistan	1
Ukraine	3
United Kingdom	7
United States of America	15
United Arab Emirates	**1169**
Venezuela	2
Yemen	**17**

1814 Students



PART I

An Institution Structuring *for Scale*

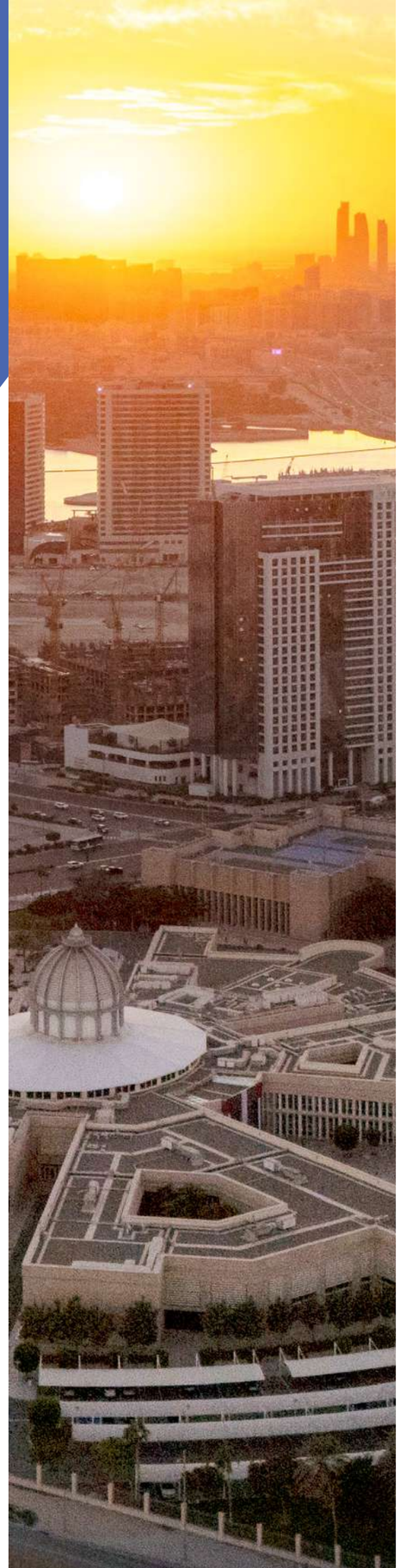
Institutional transformation has operated simultaneously across governance, human capital, and administrative architecture.

Governance and Leadership Maturity

The governance architecture established in 2024 provides the framework for strategic decision-making and operational oversight. Central governing bodies ensure alignment between institutional vision and daily execution.

Governance Architecture

Central Governing Bodies	Sectoral Committees
Board of Trustees	Human Resources Committee
Executive Committee	Finance Committee
Audit Committee	Academic Committee
Executive Management Committee	Information Technology Committee
	Research Committee



A Reconfigured Organisation

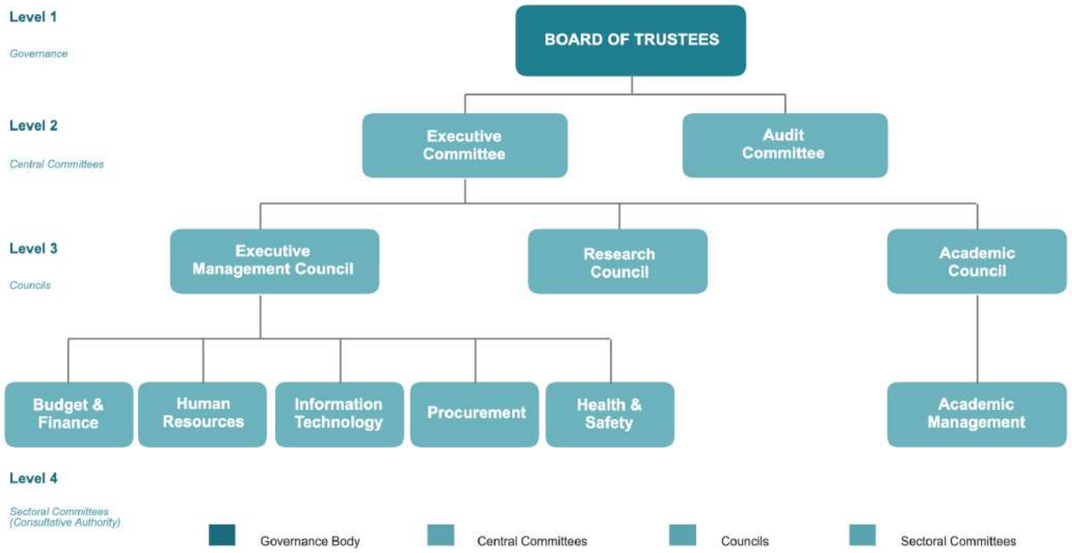
The organisational restructuring completed in 2025 positions the institution for sustained growth. Four divisions — two administrative and two academic — ensure operational coherence while enabling strategic agility.

Administrative Division *Majed Al Khemeiri*	Academic Division *Bertrand Haan*
Communications, Marketing & Public Affairs *Camille Assouline* Communications & Marketing Public Affairs & Sponsorship Student Recruitment	Provost - Academic Division *Aude-Solveig Epstein* 10 Academic Departments Center for Executive Education
Corporate Services Division *Gweneth O'Gorman* Finance Human Resources Information Technology General Services Procurement	Student Experience Division Library Registrar Sports Student Affairs Career Centre

Research Division *Acting: Prof. Nathalie Martial-Braz*
SAFIR - Sorbonne Abu Dhabi For Research & Innovation *Dr. Clio Chaveneau* 7 Research Centres

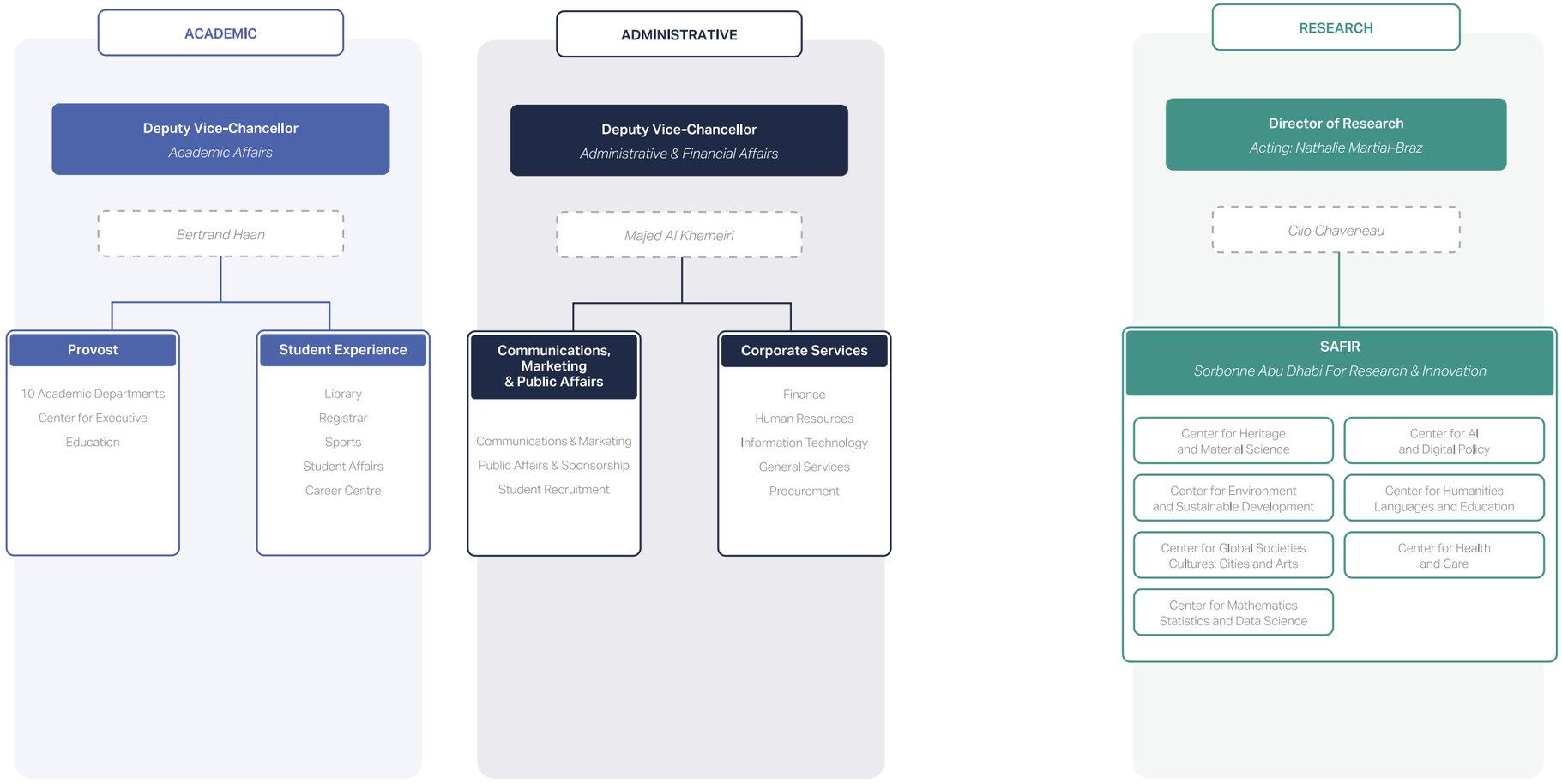
Sorbonne University Abu Dhabi

Governance Structure



Sorbonne University Abu Dhabi

Operational Structure 2025





PART II

Academic *Excellence* and Student *Attractiveness*

Student enrolment reflects the convergence of academic credibility, institutional visibility, and organisational readiness.

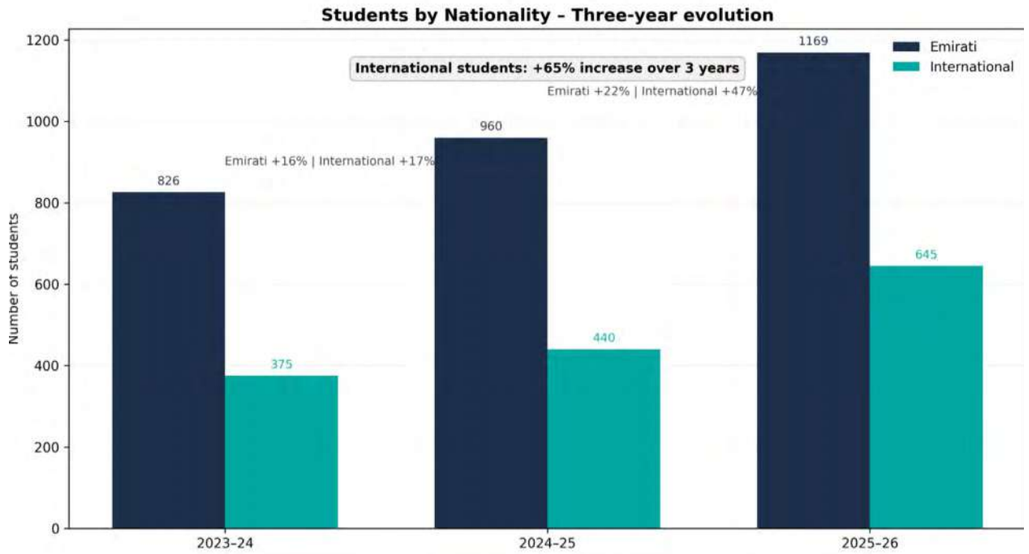
Student Enrolment and Academic Momentum

With **1,814 enrolled students** representing **81 nationalities**, Sorbonne University Abu Dhabi has become a genuinely international classroom. The expansion occurred across all programme levels, with **Foundation programmes growing 37 per cent**, **Bachelor 16 per cent, and Master 42 per cent.**

The composition of the student body has evolved. **International student numbers grew at 47 per cent** compared to 2024, moving the institution toward its strategic target of a 50/50 balance in the student body between Emirati students and International students. This diversity is not incidental — it is the foundation for cross-cultural learning that prepares graduates for global careers.



Both Emirati and international student numbers increased, with international growing at double the rate in three years



Progress toward the strategic target of 50/50 Emirati-International balance.



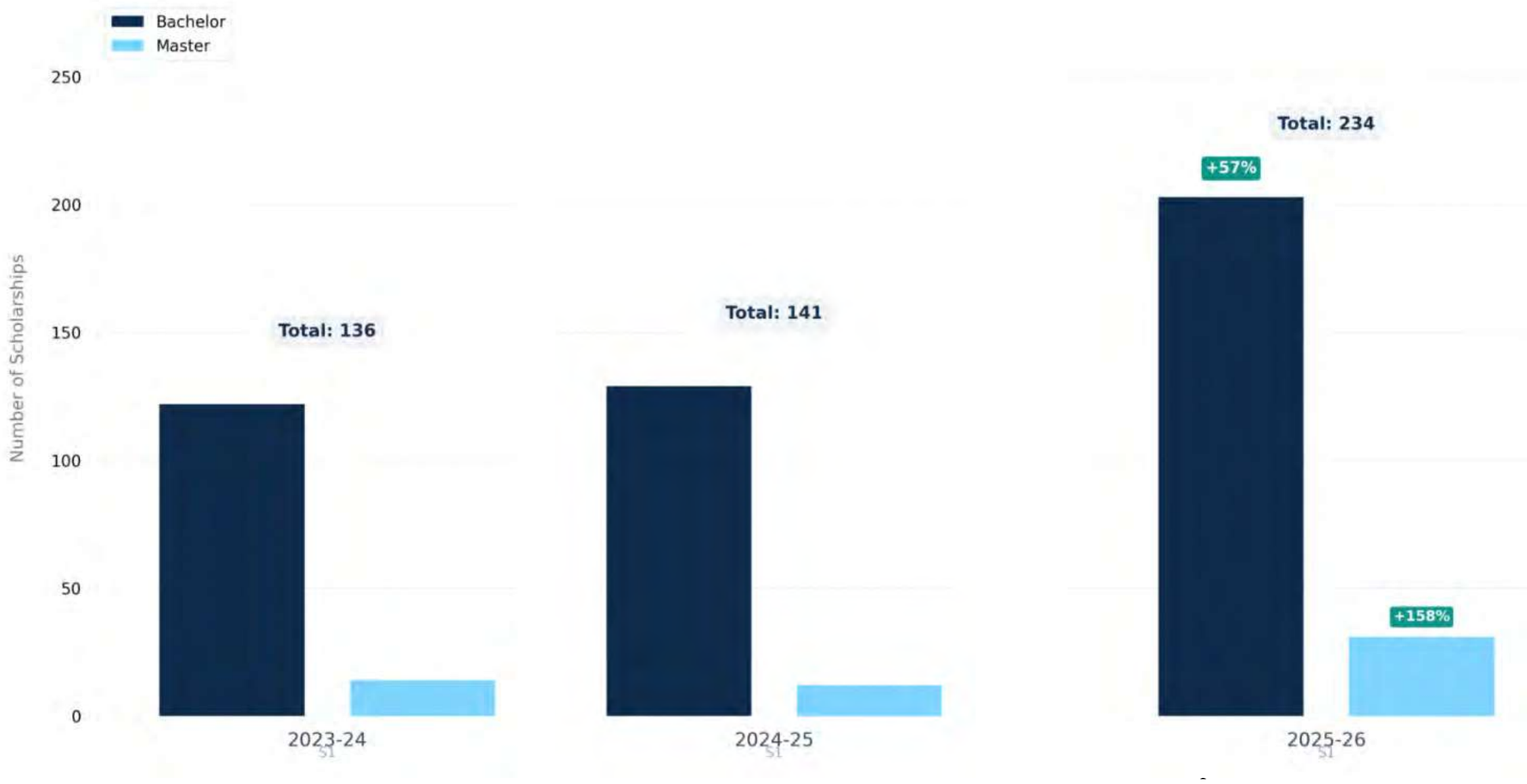
Excellence Scholarships: Strengthening Attractiveness and Academic Quality

The capacity to attract high-performing students strengthened significantly. Excellence Scholarship recipients increased from 141 to 234: a growth of 66%. At Master level, the decision to open masters' scholarships as part of the renewed masters' strategy proved effective achieving a 158% increase, reflecting enhanced competitiveness in attracting high-caliber postgraduate students.

Progres Excellence Scholarship recipients increased across all levels, with Master showing exceptional growth.

Excellence Scholarship

By Programme Level





Accreditation and Quality Assurance: Sustaining Institutional Excellence

Academic quality is validated through rigorous external assessment. The relicensure by the Commission for Academic Accreditation (CAA) was successfully obtained, confirming that programmes meet UAE national standards comparable to international benchmarks.

New programme submissions were prepared for ADEK and the Ministry of Higher Education and Scientific Research. Five Master programmes in Law, Economics and Management were reaccredited during the 2024–2025 cycle. The new Bachelor in Humanities Applied to Public and Cultural Affairs received full accreditation.

Following CAA accreditation standards and the HCERES standards in France provide to international partners and prospective students, assurance that a SUAD degree carries recognized academic value.

Departmental Excellence: Selected Highlights

Sciences & Engineering

Mathematics and physics programmes recorded growth exceeding 60 per cent, reflecting genuine student demand for rigorous scientific education. Research activity has intensified, with publications in Scientific Reports demonstrating applied AI for underground energy storage safety.

La Nuit du Code brought together students from SUAD and French high schools in the Emirates for a Python programming marathon. Over 60 hours of training, problems solved, and late-night debugging, science as collective endeavour, learning through challenge.

Educational outreach expanded through quantum technologies training for high school teachers, robotics workshops, and a two-week research internship welcoming 40 high school students to campus. These initiatives position SUAD as an anchor institution in the regional scientific ecosystem.



Applied Foreign Languages

The programme combines linguistic competence with practical application, preparing graduates for careers in international business, translation, and cross-cultural communication.

German Days and Italian Language Weeks are more than cultural events. They are exercises in linguistic diplomacy, moments when students inhabit other traditions, when Abu Dhabi becomes a meeting point for European languages and Gulf hospitality.



Law, Economics and Management

The Department serves 372 students across seven programmes. The Legal Clinic connects students with practising lawyers from Al Tamimi & Company, King & Spalding, the Federal Authority for Nuclear Regulation, Clyde & Co, and ArbitrateAD.

In the Legal Clinic, students draft real contracts, prepare actual regulatory submissions, and learn that law lives in the space between norms and contexts. A student working on nuclear regulation with FANR is not simulating practice, she is practicing, under supervision, in a jurisdiction where nuclear law is being written.



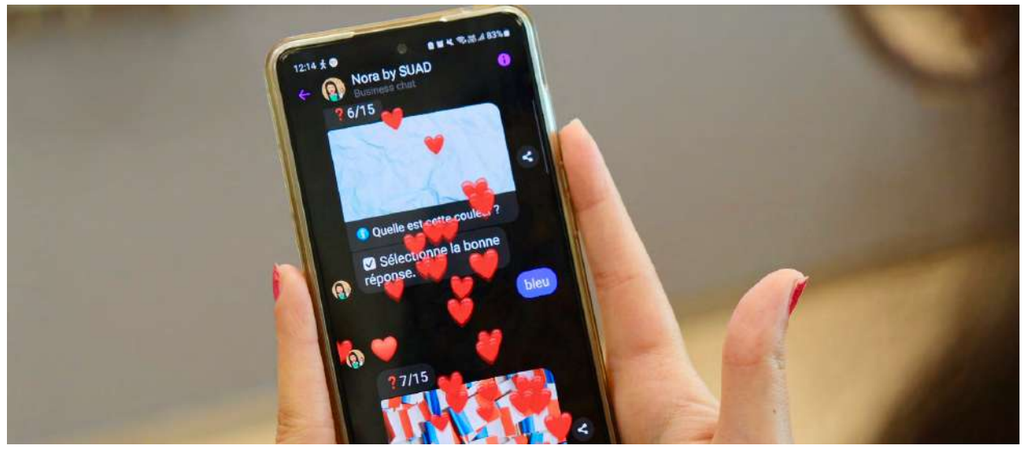


French as a Foreign Language

The Department enrolled 416 students by December 2025. The efforts of the French as a Foreign Language Department in to embed AI and innovative tools in their methodology received recognition from The Agence Universitaire de la Francophonie through the Institutional Pedagogical Innovation Award for VR integration in French language teaching.

Nora is a chatbot. She speaks French. She is patient, available at midnight, and never judges pronunciation. Through Nora, students practice dialogue, make mistakes safely, and build confidence before entering the classroom. Technology serving pedagogy, not replacing it.

Research capacity within the department grew substantially — lecturers enrolled in doctoral programmes increased from one in 2021 to five in 2025. The Pandora online course provides 15 video modules for pre-Foundation preparation, extending the department's reach beyond campus. A new Bachelor in Humanities Applied to Public and Cultural Affairs received full accreditation.





Master Students Research Thesis

Master in Urban Planning and Development

- Revealing High-Potential Walkable Spaces in Abu Dhabi City
- Assessing the Integration of Heritage Sites within the Surrounding Urban Environment
- Mega Events and Sustainable Urban Planning in the Gulf
- The Role of Sikkak in Urban Design and Development in Abu Dhabi

Master in International Business Law

- Examining Whether Robust Cybersecurity Regulations in the UAE Enhance or Hinder International Business
- Law as a Commodity: De-risking Jurisdictions and Improving Competitiveness through International Investment Law and FDI Frameworks
- Internship Analytical Report: Bridging Legal Knowledge and Practice
- Artificial Intelligence and Legal Personality
- Ensuring the Continuity of a Family Business: A Comparative Analysis under UAE and Canadian Law
- The Intersection between Data Protection and Competition Law
- Internship Report at BSA Law
- Evolution and Challenges of International Arbitration in the UAE, KSA, and Qatar
- Blueprints for an Evolving Field: Interpreting UAE Federal Decree-Law No. (36) of 2023 on Competition Regulation in Light of EU Competition Law and Jurisprudence
- Internship under DIFC Courts
- Internship at Gianni & Origoni

Master in Applied Foreign Languages: Specialty Management and International Business

- Abu Dhabi's Global Identity: Positioning the City for the Future
- Art and Logistics: The Impact of Responsible Management and Digital Tools at Hasenkamp
- Artificial Intelligence and Economic Security in Post-Oil Economies: Strategic Innovation and Policy Diversification in the United Arab Emirates
- The Role of Artificial Intelligence in Personalized Marketing in the Fashion Industry
- Enhancing Organizational Efficiency and Sustainability through Value Stream Mapping and Supply Chain 5.0 Technologies
- Promoting Gender Equality in Aviation

Master in History of Art and Museum Studies

- Lessons from Failure: Rethinking Ethical Acquisitions for Museums in the UAE
- The Orientalist Paradox: Rejection and Reflection in Contemporary Arab Art
- The Display, Conservation, and Security of Jewellery in Museums in Paris and the United Arab Emirates
- Picasso and the Nabataeans: A Cubist Reinterpretation of Saudi Arabia's Ancient Art

Master in Archaeology and Cultural Heritage

- Adornment and Identity: The Story of Jewelry and Clothing in Emirati Heritage

Master in Banking And Finance

- Evaluation of the Effectiveness of Regulatory Structures in the Carbon Market: A Comparative Analysis between Europe and China
- Navigating the Intersection of Shariah and Green Finance
- The Implementation of Corporate Tax as a Catalyst for the Rise of Foundations in the UAE: Evidence from ADGM and DIFC (2017–2025)
- The Impact of Organizational Culture on Employees

Master in Environmental Sustainability: Law and Policies

- Mitigating Climate Change through Advanced Sustainable Solar Energy Technologies
- From Brussels with Burden: Embedding ESG into the Corporate Legal Lifecycle under the EU Corporate Sustainability Due Diligence Directive
- Integrated Water Management: From Global Practices to a UAE Perspective
- Integrated Municipal Waste Management Systems: Prevention, Recycling, Treatment, and Technical Guidelines as Opportunities for Innovation and Wealth Creation
- Evaluating the Impact of the Environment Agency – Abu Dhabi's Sustainable Schools Initiative

Master in Health Economics

- Applying Health Economics Principles to Assess Performance and Efficiency in Semi-Public Hospitals in Bahrain before and after Mergers
- Evaluating Robotic Caregivers: A Prospective Cost-Utility Analysis Using Data from the China Health and Retirement Longitudinal Study (CHARLS)
- Cost-Effectiveness Analysis of Fluoride Varnish for Schoolchildren in the UAE
- Financial Determinants and Revenue Optimization Strategies in Critical Care Units: An Integrated Analysis across ICU Subspecialties
- Evaluating the Cost-Effectiveness of Artificial Intelligence–Assisted Low-Dose CT Screening in France
- Cost-Utility Analysis of Prehospital Tranexamic Acid for Adult Haemorrhagic Trauma in the UAE: Modelling Time-to-Treatment Effects

Master in Applied Sociological Research

- Labor Market Opportunities and Challenges: The UAE's Forgotten Youth
- Picture This: Capturing Young Children's Experiences of Fun, Rest, and Play in Johannesburg, South Africa

Master in International Law, International Relations and Diplomacy: Speciality Defence and International Security

- Toward a Universal Doctrine: Legal and Strategic Approaches to the Weaponization of Outer Space
- The Russia–Ukraine Conflict: An Algorithmic War Shaping the Laws of Modern Warfare and Global Security
- The Caspian Chessboard: Legal Ambiguity and Geopolitical Ambitions
- Contemporary Diplomacy in Light of Shariah Principles
- The Influence of Hybrid Warfare on State Security: Strategic Uses of Disinformation and Proxy Actors
- Freedom of Expression in the Algorithmic Age: Can the Digital Services Act Safeguard Fundamental Rights?

From Skills Development to Employment: Delivering an 80% Graduate Employability Rate

The Career Centre (TCC) significantly strengthened SUAD's employability outcomes through a sustained, skills-focused, and employer-driven approach. A total of 59 career and employability events were delivered on campus, with a clear priority placed on preparing students for the labour market. These included 34 employability skills workshops, 13 employer talks, and key flagship initiatives such as the Career Fair, Career Networking Night, Employer Day, Alumni Iftar, and the Next Chapter Evening – From Study to Success. This intensive programming translated into measurable impact: employability skills workshops increased by 70%, career events (excluding workshops) by 20%, employer engagement by 17%, and student and alumni usage of Career Centre services by 40%. Internship placements rose by 24%, supporting early professional integration, while the graduate employability rate reached 80%, with a 16% increase in graduate employment outcomes year on year. Together, these results confirm the Career Centre's pivotal role in enhancing graduate readiness, strengthening employer partnerships, and positioning employability as a core pillar of SUAD's academic and institutional excellence.

Employability Outcomes

- **80%** — Graduate employability rate
- **+16%** — Graduate employment growth (YoY)

111 Employability Activations

- **59** — Total career & employability event
- **34** — Employability skills workshops
- **13** — Employer talks
- **05** — Flagship career initiatives

Growth & Impact

- **+70%** — Employability skills workshops
- **+20%** — Career events (excl. workshops)
- **+17%** — Employer engagement
- **+40%** — Student & alumni service usage
- **+24%** — Internship placements



PART III

Research and *Knowledge Creation*

The year 2025 marks a decisive step in the affirmation of SUAD as a research university. Research is now fully institutionalised, structuring academic offerings, shaping doctoral training, and anchoring international partnerships. This transformation reflects a deliberate strategic choice to place knowledge creation at the core of the University's mission.

SAFIR: A Research Ecosystem with International Reach

SAFIR - Sorbonne Abu Dhabi for Innovation and Research - provides the institutional architecture underpinning research activity at SUAD. Designed to be legible, credible, and competitive at the international level, SAFIR is structured to host doctoral candidates, postdoctoral researchers, affiliate scholars, and visiting researchers, while aligning its work with global and regional scientific priorities.

Throughout 2025, SAFIR consolidated its commitment to Open Science through the launch of the HAL repository and the organisation of the first Open Science Week. These initiatives foster transparency, accessibility, and responsible research practices, positioning SUAD firmly within international open science movements.

Sorbonne University Abu Dhabi (SUAD) joined the Forum for Open Research in MENA (FORM), reflecting a shared commitment to responsible, open, and socially engaged research. Through its research institute SAFIR, SUAD promotes collaboration on key themes including sustainability, heritage, public policy, and the societal role of research, closely aligned with FORM's mission. This partnership strengthens links between global Open Science movements and regional research priorities, reaffirming SUAD's commitment to inclusive, transparent, and impactful research in the MENA region.

This momentum was further strengthened through the expansion of PhD and postdoctoral grant schemes, reinforcing the research talent pipeline. Targeted funding supported early-career researchers working under SAFIR principal investigators in areas including reinforcement learning, the ethical and philosophical foundations of artificial intelligence, sustainable public-sector transformation, and AI-driven marine ecosystem assessment. . By embedding doctoral and postdoctoral researchers within funded projects, SAFIR ensures continuity, mentorship, and long-term research structuring.

SAFIR's international positioning was further enhanced through the launch of a joint research grant with US partners, supporting frontier research at the intersection of artificial intelligence, cognition, and decision-making. This initiative consolidates SAFIR's role within high-level international research networks and reinforces SUAD's credibility as a partner in advanced AI research. Collectively, these developments reflect SAFIR's evolution from a research support structure into a fully integrated research platform, capable of aligning funding mechanisms, talent development, and international partnerships around shared scientific priorities.

Research and the Year of the Ocean: Global Engagement

Key international moments marked the Year of the Ocean in research. In June 2025, SUAD extended the Year of the Ocean beyond the campus through its contribution to the **Third United Nations Ocean Conference (UNOC3)** in Nice. This participation connected scientific research with global policy discussions and positioned regional priorities within an international dialogue. Through sessions hosted at the Archipel Pavilion, SUAD highlighted practical pathways to address marine pollution, including land-to-sea approaches and circular economy strategies. This engagement reflected the mission of the Ocean Institute: research that is rigorous, interdisciplinary, and action-oriented.

In October 2025, SUAD further contributed to international environmental dialogue through its participation in the **IUCN Congress in Abu Dhabi**, with conferences and presentations addressing mangroves, robotics, and environmental policymaking. In parallel, student Miles Critchley-Hope exhibited his art series Symbiosis, raising awareness of UAE wildlife and environmental themes through artistic expression.







Structuring Research Excellence

Seven thematic research centres structure SUAD's research agenda. Each represents a domain in which the University contributes distinctive expertise, often at the intersection of European methodological traditions and Gulf-specific questions.

SAFIR 7 Research Centres

Center for Artificial Intelligence & Digital Policies + SCAI Advancing AI knowledge at the intersection of technology and governance	Center for Global Societies, Cultures, Cities & Arts Relationships between societies, cultures, and urban environments
Center for Heritage & Material Science Archaeology, history, cultural preservation	Center for Health and Care Health economics, public health, care systems
Center for Environment & Sustainable Development + Ocean Institute Climate, sustainability, environmental sciences	Center for Humanities, Languages & Education Interdisciplinary humanities research
Center for Mathematics, Statistics & Data Science Mathematical theory, statistics, economics, and computational data science	

Launch of IREG (Internal Research Excellence Grant)

A major milestone was reached with the launch of IREG - the first edition of SAFIR's Internal Research Excellence Grants, marking a transition from ad hoc project support to a structured, multi-year research funding model. The programme was designed to promote scientific excellence, interdisciplinarity, and societal relevance. Six flagship projects were selected for the 2025–2027 period, spanning foundational artificial intelligence, sustainability and public-sector innovation, and AI-enabled environmental monitoring. Together, these projects demonstrate SAFIR's capacity to mobilise internal expertise while attracting strong academic and industry partnerships, with external co-funding reinforcing internal investment.



Sustainability and LLMs Implementation in the Public Sector Concepts, Measurements and Piloting Tool



Collective Artificial Intelligence for Multi-Robot Coral Reef Monitoring and Habitat Enhancement: A comparison across Gulf countries



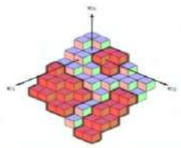
The Portuguese fortress heritage in and around the Gulf: An important testimony to early global interaction



Sailing through time and borders: navigating archival waters in managing the United Arab Emirates migrated maritime archives



Polarization and Electrocaloric Properties of Solid and Liquid Materials for Advanced Cooling Systems



Combinatorics on words + digital geometry = data compression

https://sorbonne.ae/projects

Doctoral Development and First Defences

Doctoral training expanded significantly, growing from 4 doctoral students in 2022 to 20 in 2025 — a fivefold increase reflecting sustained institutional commitment to knowledge creation. The academic year 2024–2025 marked a historic milestone with the first doctoral defences in SUAD's history, in disciplines including deep learning for dynamical systems and physics-informed machine learning, aligned with national priorities in Oil & Gas and Defence. This milestone also included the first PhD thesis defence by a female UAE National in radar sensing, reinforcing SUAD's commitment to advancing women in STEM.



« My experience at SCAI SUAD ; under the Thales Chair of Excellence was truly enriching, offering a highly collaborative environment that enabled meaningful exchanges with researchers across disciplines and the translation of AI ideas into impactful real-world applications. During this time, we published five papers in leading international conferences and journals. Under this chair, I also had the opportunity to work closely with Thales experts, bridging academic research and industrial application. My research focuses on applying reinforcement learning, LSTMs, and explainable AI to radar-based multi-target tracking, with the aim of improving both tracking performance and model interpretability »



Esra Al Hadhrami
PhD student, Thales Industrial Chair of Excellence

Research Growth and Performance Indicators

The research budget doubled between 2024 and 2025, increasing from 2 million to 4 million AED, signalling a clear shift toward positioning research at the heart of the University's mission.

Key indicators for 2025 include:

+51% active research members (from 60 in 2024 to 91 in 2025)

+20% research outputs in HAL (228 publications)

+21% CiteScore Q1 publications (92)

+31% paper presentations at international conferences

+21% research events

To further strengthen international engagement, SAFIR introduced new Affiliate and Visiting Researcher statuses, aligning its practices with leading global standards for multidisciplinary research institutions. In this context, SAFIR welcomed three visiting researchers at the Ocean Institute and two at SCAI, from institutions including the National Museum of French History and SCAI Paris. In addition, two researchers from the Metropolitan University of Toronto joined SAFIR to conduct sociological studies on the UAE.

International Recognition

The consolidation of research excellence in 2025 translated into significant international recognition.

Dr Abdenour Haddid ranked among the top 2% most cited researchers worldwide.



Prof Gérard Biau, Director of the Sorbonne Center for Artificial Intelligence (SCAI) and internationally recognized expert in statistics and machine learning, was elected to the French Academy of Sciences, one of the most prestigious scientific institutions in the world.



Dr Giulia De Masi was nominated IEEE Distinguished Lecturer by the Oceanic Engineering Society



Dr Sophia Mahroug received the 2025 IHEDN Scientific Prize from the French Institute for Advanced Studies in National Defence



Dr Ahmed Slimani was awarded grants from the Agence Universitaire de la Francophonie and CNRS





In 2025, Sorbonne University Abu Dhabi demonstrated the vitality of its research ecosystem through the organisation of approximately fifteen international scientific events led by its faculty members. These high-level academic gatherings reflected the diversity and relevance of SUAD's research priorities, addressing key themes such as AI ethics and regulation, leadership and negotiation, Gulf studies, sustainability and climate change, the art market, decarbonisation and marine biodiversity, and urban globalization. Together, these events reinforced SUAD's role as a dynamic platform for international scholarly dialogue and knowledge exchange at the intersection of global and regional challenges.

Finally, the Jean Monnet Chair "Bridging Horizons", awarded to Professor Julia Motte-Baumvol, represents the first EU Jean Monnet Chair in the MENA region, recognising SUAD's contribution to European–Gulf academic dialogue.



PART IV

Local & International Engagement *and Academic Mobility*

Internationalisation is not an add-on. It is woven into the fabric of academic life — in the classroom, in research, in the trajectories students follow.

Structural Partnerships

Strategic Local Ecosystem Partnerships

In 2025, Sorbonne University further consolidated its position as a deeply embedded academic partner within the UAE's higher education, research, and innovation ecosystem. The partnerships concluded during the year reflect a deliberate and strategic engagement with key national stakeholders across government, industry, and the private sector, reinforcing the University's role as a trusted contributor to national and global priorities. These collaborations span **10 strategic verticals: Health, Quantum Technologies, Artificial Intelligence, Energy, Environment, Infrastructure, Culture, Telecommunications, Economy, and Education**; demonstrating Sorbonne University's capacity to operate at the intersection of scientific excellence, technological advancement, and societal impact. Through these partnerships, the University actively supports the UAE's long-term development strategies while advancing its own research-led, interdisciplinary, and impact-driven mission within an increasingly interconnected network of academic and economic actors.

مركز أبوظبي للمشاريع والبنية التحتية
Abu Dhabi Projects and Infrastructure Centre

burjeel

هيئة البيئة - أبوظبي
Environment Agency - ABU DHABI

جامعة دبي
UD
UNIVERSITY of DUBAI

e& enterprise

دائرة الثقافة والسياحة
DEPARTMENT OF CULTURE AND TOURISM

XPANSE

Mohamed bin Zayed University of Artificial Intelligence

بيت الحكمة
House of Wisdom

EDF

Strategic Academic Partnerships

The partnership with Sorbonne Université in Paris provides the academic foundation. Students access a curriculum validated by one of Europe's leading research universities. Faculty move between campuses. Doctoral students benefit from co-supervision. The relationship is not ceremonial, it structures daily academic work. Partnerships with Université Paris Cité expand research collaboration in sciences and health. The relationship with Sciences Po, formalised through the visit of President Luis Vassy, opens pathways in political science and international affairs.

INSEAD collaboration, including the Second Annual Negotiation in Middle East Conference, positions SUAD at the intersection of academic research and professional education. These are not decorative memoranda. Through these operational relationships, SUAD shapes what students learn, how faculty research, and where graduates go next.

SORBONNE UNIVERSITÉ

Università di Pisa

Université Paris Cité

Università di Siena 1240

SciencesPo

Universitatea Babeș-Bolyai

Geneva Business School
Real Business. Responsible Leaders.

Università degli Studi di Bergamo

清華大學 Tsinghua University

LSE The London School of Economics and Political Science

L-Università ta' Malta

The University of Edinburgh

University of Oxford

UAB Universitat Autònoma de Barcelona

Student Mobility: Trajectories Across Borders

Mobility is not peripheral to the SUAD experience. It is integrated into academic trajectories. Students spend semesters in Paris, participate in summer programmes, and build networks that extend beyond graduation. Incoming exchange students bring perspectives that enrich campus intellectual life. Core documentation was formalised in 2025: MOU templates, learning agreements, incoming and outgoing processes, cooperation workflows along with the appointment of an International Relations function within the organization. In less than a year, Erasmus+ Programme inclusion was achieved meaning that students studying in Abu Dhabi have the opportunity to have an exchange semester in all European universities participating to the programme and that SUAD can also welcome students from these universities. Along with other non-Erasmus+ collaboration across the globe including in China and the USA. COIL — Collaborative Online International Learning — development was initiated, enabling virtual mobility alongside physical exchange.

The Vichy Linguistic Trip brought 50 students to France for immersive language training with host families. For many, it was the first time speaking French outside a classroom — discovering that language lives in markets, cafés, and dinner conversations, not only in textbooks.

Ninety-two meetings with international higher education institutions were conducted in 2025, including top ranked institutions such as the London School of Economics, Oxford, Tsinghua and the University of Edinburgh. The Chancellor co-chaired a roundtable on the future of Arab higher education at the QS Arab Forum. SUAD participated in the Advisory Committee on Higher Education and Future Skills alongside UAE University, Khalifa University, and MBZUAI.

Academic mobility took concrete shape through a balanced flow of incoming and outgoing students. Ten students from Sciences Po joined SUAD, enriching classroom discussions and academic life on campus. In parallel, SUAD students continued to broaden their academic experience abroad, studying at Sciences Po and within partner institutions across the Erasmus+ network, as well as among SUAD's international partner universities. Together, these exchanges illustrate the steady expansion of SUAD's academic footprint and the growing confidence of its students in navigating international academic environments.



Visiting Faculty and Academic Hospitality

SUAD functions as a platform for academic circulation. Visiting professors bring expertise from Paris, from partner institutions, and from the broader international network. French PhD students work alongside SUAD students during events like the IUCN Congress. Delegations from embassies, research institutes, and international organisations pass through campus regularly.

This is academic hospitality — the creation of spaces where scholars meet, ideas cross-pollinate, and students encounter perspectives they would not find in Abu Dhabi alone. It positions SUAD not as a destination, but as a node in flows of knowledge that connect Europe, the Gulf, and beyond.

Strategic research mobility partnerships



International Academic and Research Partnership

These moments capture the living essence of the University as a bridge of knowledge between cultures. Through the presence of exchange students and faculty from Europe, North America, and China, classrooms become spaces of dialogue, shared inquiry, and mutual understanding. This daily encounter of perspectives enriches teaching and learning, strengthens academic collaboration, and reflects the University's commitment to connecting people, ideas, and cultures across borders.



Alessandro Caivano, an exchange student from Italy, Bergamo University



Nicolas Koivisto, an exchange student from France, Sciences Po University



Exchange students from Wuhan University, China



Dr. Irina Isaakyan, Senior Research Associate at Toronto Metropolitan University (Exchange Fellow)



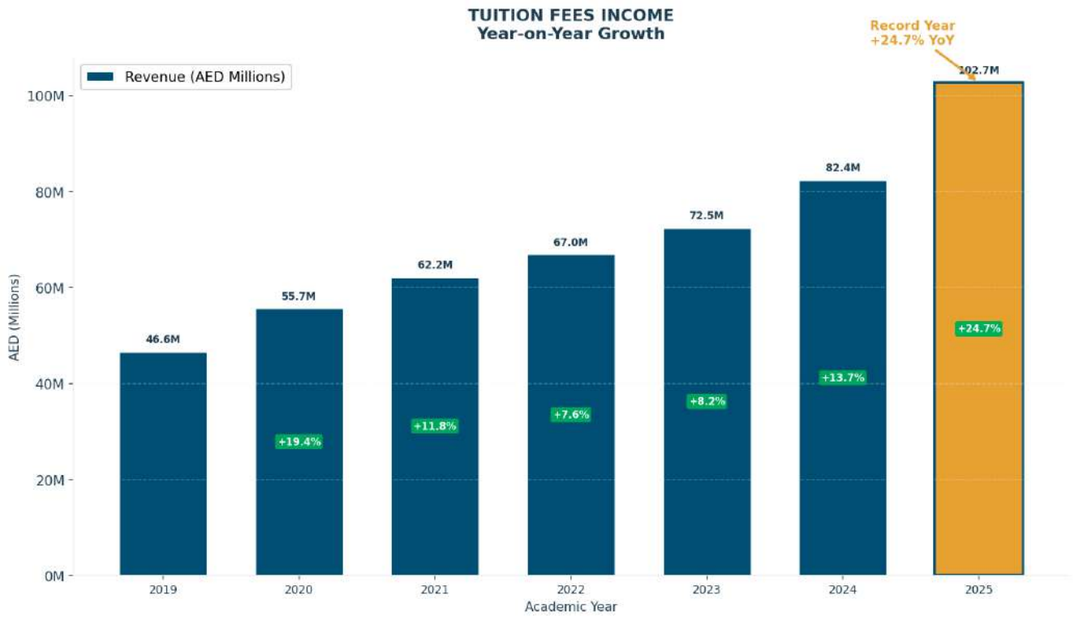
Dr. Hari KC, Research Fellow with the Canada Excellence Research Chair in Migration and Integration at Toronto Metropolitan University.

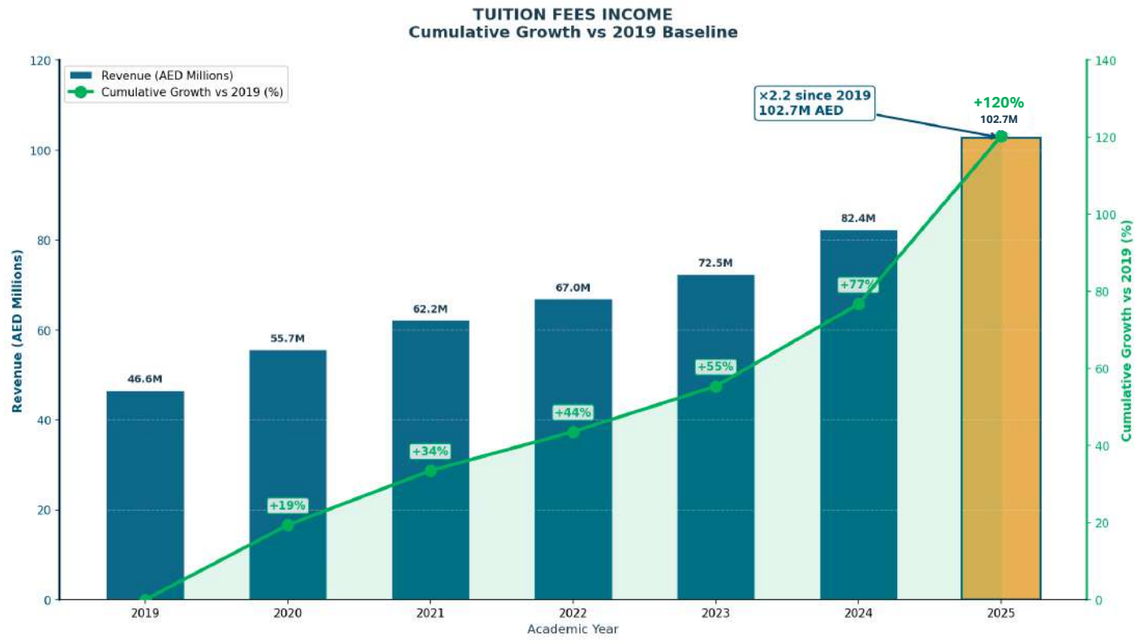
PART V

Financial *Sustainability*

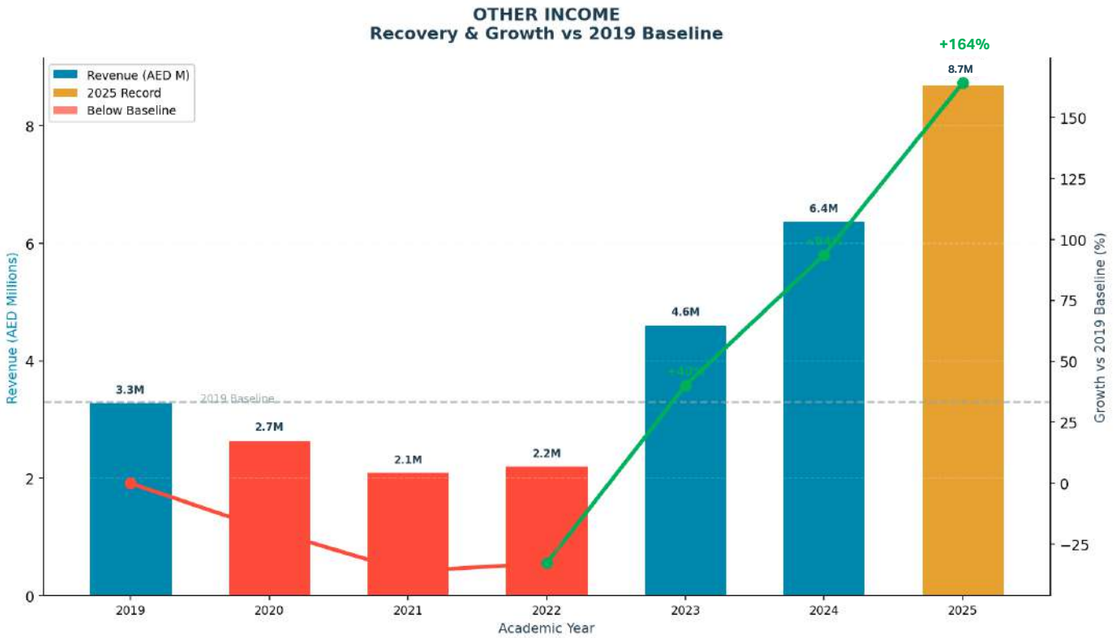
Financial sustainability enables academic ambition. It does not replace it.

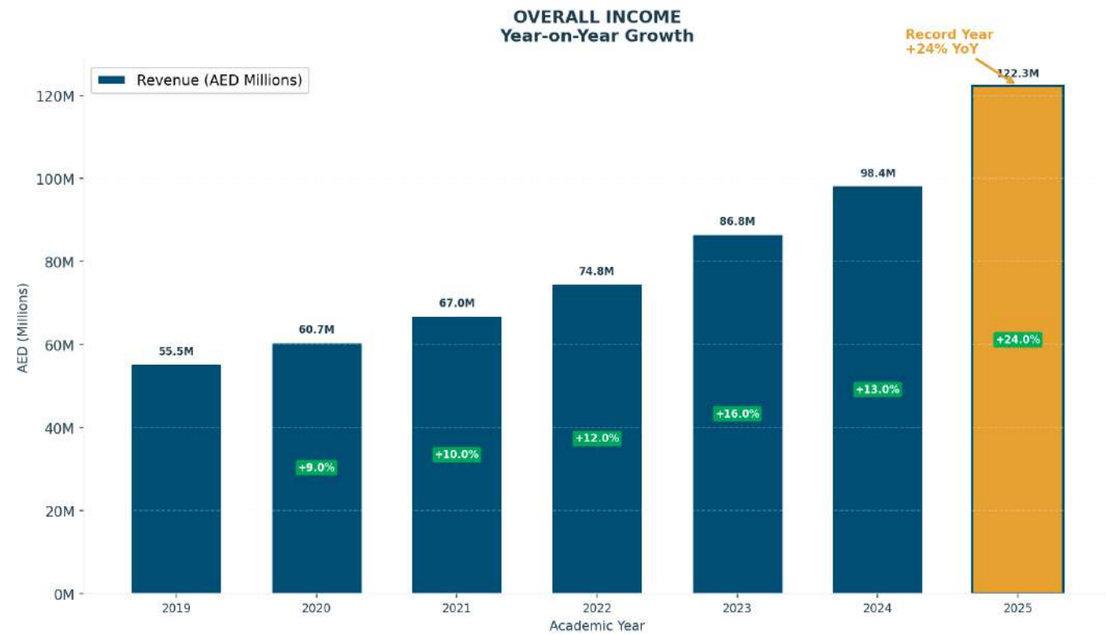
Financial Progress

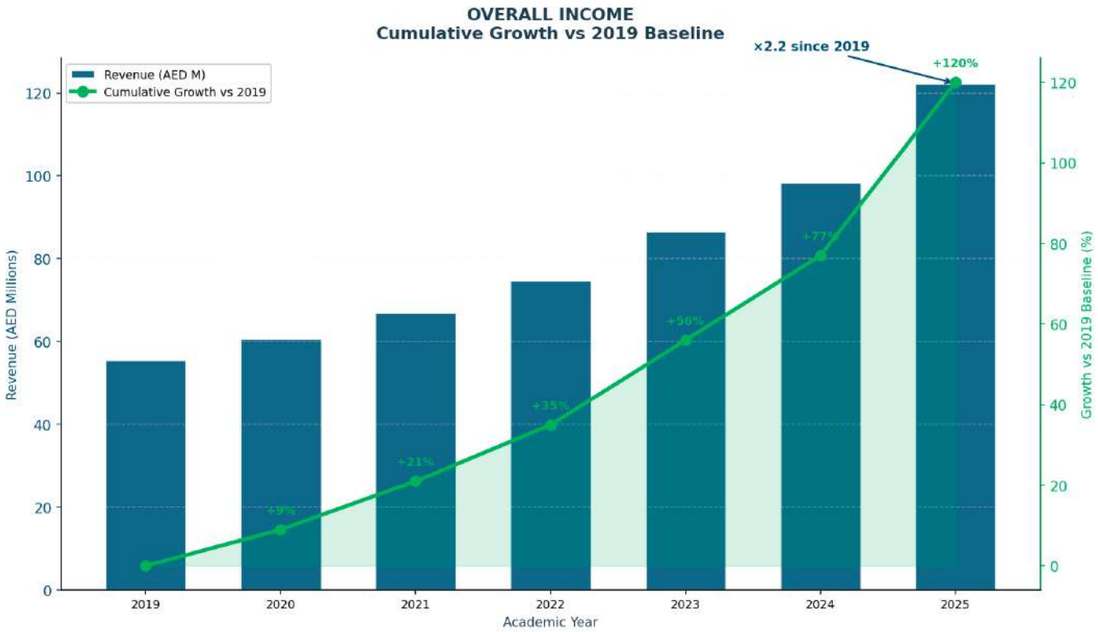




Net Revenue evolution by programme level.


OTHER INCOME
Recovery & Growth vs 2019 Baseline
Revenue (AED M)
2025 Record
Below Baseline
+164%
8.7M
6.4M
4.6M
3.3M
2.7M
2.1M
2.2M
2019 Baseline
Revenue (AED Millions)
Growth vs 2019 Baseline (%)
Academic Year
2019
2020
2021
2022
2023
2024
2025


OVERALL INCOME
Year-on-Year Growth
Revenue (AED Millions)
Record Year
+24% YoY
122.3M
98.4M
86.8M
74.8M
67.0M
60.7M
55.5M
+9.0%
+10.0%
+12.0%
+16.0%
+13.0%
+24.0%
AED (Millions)
Academic Year
2019
2020
2021
2022
2023
2024
2025


OVERALL INCOME
Cumulative Growth vs 2019 Baseline
×2.2 since 2019
+120%
Revenue (AED M)
Cumulative Growth vs 2019
+9%
+21%
+35%
+56%
+77%
Revenue (AED Millions)
Growth vs 2019 Baseline (%)
0
20
40
60
80
100
120
2019
2020
2021
2022
2023
2024
2025
Academic Year

Continuing Education Centre

Revenue diversification progressed through the Continuing Education Centre. Lifelong learning graduates increased 58 per cent to 160. Revenue grew 49 per cent to 6.8 million dirhams. The British Council partnership established SUAD as an official IELTS test centre. A partnership with the National Archives of Qatar has trained 33 Qatari professionals in archiving.

160
CEC Graduates (+58%)

6.8M
CEC Revenue AED (+49%)

Research Partnerships as Drivers of Financial Sustainability

In 2025, Sorbonne University Abu Dhabi strengthened its engagement with external research funding while reaffirming its role as a trusted provider of academic expertise to industry and governmental stakeholders through its Research Consultancy guichet unique. This mechanism enables partners to access SUAD's multidisciplinary expertise in a streamlined and structured manner, fostering impactful collaboration and knowledge transfer. Key externally funded research partnerships during the year included projects with TotalEnergies on AI-driven applications (SADU and AI), Veolia on recycling practices in the UAE, the Environment Agency – Abu Dhabi (EAD) on environmental practices within the Emirate of Abu Dhabi, and ADIA through a doctoral thesis on AI and finance. Together, these collaborations illustrate SUAD's growing contribution to applied research, policy-relevant knowledge, and innovation aligned with national and sectoral priorities.

ADIA · Environment Agency - Abu Dhabi · VEOLIA · TotalEnergies



PART VI

Supporting *Student Success*

Success requires more than curriculum. It requires support structures that meet students where they are.

Campus Life and Support Services

81–95%
Student Satisfaction

49
Active Clubs

3
Counsellors

Support services have expanded to serve a growing and increasingly diverse student body. Peer tutoring connects struggling students with high-performing peers, while counselling services have been strengthened with the addition of three dedicated professionals. Housing capacity also increased with 29 additional rooms for female students. These efforts are reflected in strong student satisfaction indicators, with over 86% of students expressing satisfaction with programme employability readiness and 84% with teaching and learning quality.

For students in mobility, whether incoming exchange students or international degree-seekers, these services are essential. Navigating a new academic culture, a new city, a new language requires support that goes beyond classroom teaching. The Early Alert System, WhatsApp crisis hotline, and expanded wellbeing section address this reality.

A Cultural Agora in Action

Throughout the year, SUAD organized over 200 events spanning academic conferences, students activities and cultural performances open to the community. Events spanned multidisciplinary thematics from humanities, social sciences and sciences with a focus on contemporary global issues. For instance, SUAD welcomed over 400 students from around the globe for the IRENA forum in January 2025 and for the CWMUN (Change the world model united nations) in October 2025. While research continued to advance SUAD's academic reputation, culture further consolidated the University's role as a space of dialogue and diplomacy. The Cultural Agora is not an "extra" to campus life: it is part of SUAD's identity as a Franco-Emirati institution where languages, traditions, and perspectives meet—creating the conditions for genuine exchange, shared intellectual curiosity, and a strong sense of community.

204
Events

+5,000
Attendees

- **35 academic events** (conferences, lectures, contests)
- **114 community engagement activities** (exhibitions, talks, performances)
- **19 Health & Welness** (workshops & awareness sessions)
- **10 Career & Industry** (workshops, master classes, career fairs)
- **11 Professional development** (Youth Forums, empowerment activities)
- **15 Research & Innovation** (conference, symposiums, hackatons)








A.I. for
SUSTAINABILITY
HACKATHON
WELCOME!






SORBONNE UNIVERSITY ABU DHABI
International Day
Celebrations
Monday 14 April 2025
5:30 pm – 10:30 pm
Main Entrance, SUAD Campus






United Nations
Climate Change
COP30
BRASIL
AMAZÔNIA
BELÉM 2025
WELCOME TO #COP30




ALGERIE
ALIA BEN MAHMOUD
JEANNE
TOUT EST FICTION
PRESENT FUTUR
17 MAI
RECIT GUERRE
FAIT-DIVERS






SUSTAINABILITY
BETTER WAYS CMA CGM


Join the Elite




ITA
LO
FO
NIA
XXV SETTIMANA
DELLA LINGUA ITALIANA

Theme of the Year

The Year of the Ocean 2025

Finally, culture and sustainability converged in the Year of the Ocean 2025, launched in January. Exhibitions, film screenings, and interactive formats—such as the Escape Game Océan—combined education with engagement, positioning SUAD as a cultural actor contributing to global sustainability dialogues. The programme culminated in NUN, a powerful and immersive dance performance presented as the closing highlight of the Year of the Ocean. Created by choreographer Alaa Krimed and performed by the Sima Dance Company, NUN offered a poetic exploration of the relationship between human beings and the ocean—invoking dualities of wandering and return, loss and renewal—while drawing on the symbolic resonance of "Nun" as a figure of primordial waters and hidden wisdom across ancient cosmologies. It was a closing moment that reflected what the Cultural Agora aims to achieve at its best: emotional depth, intellectual meaning, and a shared experience that strengthens the University's collective life.



Events Focus

CineArt Sorbonne and Cultural Programming

In 2025, the CineArt Sorbonne initiative expanded and matured. Film choices were intentionally curated to open conversations on heritage and identity, while also engaging with broader questions such as environmental responsibility and the way societies narrate their relationship to the world. Concert programming also enriched the cultural calendar, with performances that blended Emirati and European traditions and reinforced SUAD's capacity to convene diverse audiences around shared artistic excellence.



Francophonie and Language Diplomacy

SUAD further affirmed its role as a leading Francophone institution in the Gulf. Key events such as the Dictée de la Sorbonne, the Choix Goncourt de l'Orient, and the FrancInPax Indo-Emirati competition celebrated French language and literature while remaining open to local communities. Francophonie was thus positioned not as a closed circle, but as a platform for cultural exchange and educational diplomacy. The Journée de la Francophonie stood out as a flagship format, inviting other universities and schools from the UAE and combining academic panels, student competitions, and artistic performances in a single, unifying campus moment.





Grand Oral and Book Talks

The Grand Oral Series (5th to 8th editions) continued to bring high-profile voices from politics, literature, and philosophy, creating structured spaces for ideas to circulate across academic and diplomatic communities. Book talks and launches also strengthened SUAD's role as a forum for public debate and intellectual hospitality, reinforcing the University's positioning as a trusted convenor.





People of Determination

Fifty-six Students of Determination are accommodated with complete Banner system profiles. More than **15 inclusion events** engaged over **150 participants**, including the Climb for Inclusion initiative with Rab3i Association. Inclusion is not symbolic — it is operational, with accommodations, events, and dedicated support.



Sustainability and Community Engagement

12,346 kg
Food Waste Composted

178,537
Single-Use Plastics Replaced

110 kg
Beach Cleanup Waste

Sustainability is operationalised through measurable actions. Beach cleanups collected nearly 110 kilograms of waste. Mangrove planting engaged more than 60 students in partnership with Jubail Mangrove Park. A zero plastic policy achieved more than 60 per cent reduction in single-use plastics in sports facilities.





PART VII

Graduation *and Alumni Impact*

Graduation Ceremonies

The 16th cohort graduated 243 graduates and brought together graduates, families, and institutional leadership. For an international university, graduation is a moment of visibility — proof that the academic journey concludes successfully, that degrees are granted, that graduates enter the world prepared.

The Diploma in Records Management and Archival Studies graduated its cohort, demonstrating capacity in professional education. Graduate employment reached 80 per cent, an improvement of 16 percentage points year-on-year.



Alumni as Ambassadors

Alumni engagement increased by more than 166 per cent year-on-year. Twenty alumni interviews were published. Alumni Council elections attracted 30 candidacies. The Career Centre LinkedIn reached 850 followers.

Alumni are not merely graduates. They are proof of impact, relays of reputation, and ambassadors who carry the SUAD name into workplaces, graduate programmes, and professional networks across the region and beyond.



« My journey into mathematics and data science started from a simple curiosity: I always wanted to understand why things happen the way they do. Mathematics gave me structure and clarity, while data science opened a window into real-world patterns and human behaviour.

Studying at Sorbonne University Abu Dhabi profoundly shaped my journey. The university's rigorous, intellectually stimulating environment helped me appreciate the impact of combining mathematical reasoning with modern AI methodologies. The mentorship of my professors, along with the immersive, research-driven projects at SUAD, strengthened my skills and gave me the confidence to pursue this field with ambition and clarity. »



Zeina Qasem

Alumni, Bachelor in Mathematics,
Specialisation in Data Science for Artificial Intelligence

« My greatest achievement at SUAD has been developing a research and advocacy journey that bridges academic inquiry with global climate action. I am especially proud of co-authoring the report Blooming Futures: Supporting the UAE's Journey Towards a Well-Being Economy and Sustainable Prosperity, a collaboration between Greenpeace MENA, Sorbonne University Abu Dhabi, and SEE Institute, which was prior recognized with the UAE Wellbeing Economy Award. Building on that work, I had the honor of being selected by SUAD to represent the university at COP30, because of my participation at the Youth COP, where I received the distinction of Third Best Speaker. I was also invited to address the Youth Action for Climate Action event organized by the UN Global Compact Network UAE and the UN Resident Coordinator Office, furthering the dialogue on youth engagement and sustainable development.

SUAD provided me with exceptional academic guidance and institutional support. Professors such as Dr. Clio Chaveneau, Dr. Claude Spaak, and Ellenita Merle always encouraged me to push my research further and connect my ideas with practice. The university's outreach and network offered countless opportunities — from international conferences to collaborative projects — helping me turn academic work into tangible contributions. »



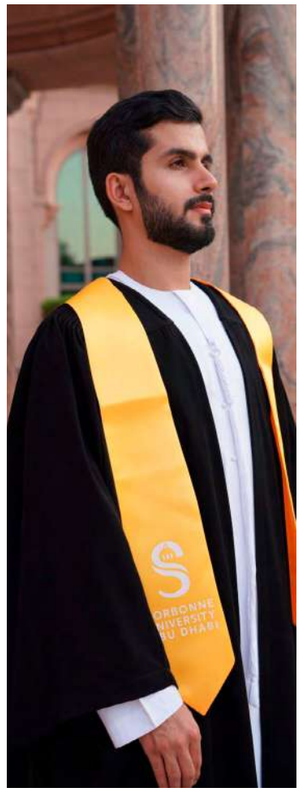
Nicole Weber

Alumni, Double Bachelor
in Philosophy and Sociology

« My studies in Business and Foreign Languages at Sorbonne University Abu Dhabi played a significant role in shaping the writer and creative thinker I've become. Business taught me strategy, discipline, and how to build a vision that lasts. Foreign languages opened doors to new cultures, perspectives, and literary traditions.

Together, they motivated me to keep producing work that adds depth to my artistic and literary identity. They pushed me to pursue both local and international projects projects that reflect who I am not only as Ahmed, the writer, but also as an Emirati representing a nation with a powerful narrative. These fields strengthened my voice and helped me shape a creative path that is both meaningful and globally connected.

In the UAE, we are blessed with an environment where cultures, ideas, and opportunities come together. The whole world exists within one country our country and that gives young writers a unique platform to leave their footprint.
Your story matters. Your voice matters. And the moment you start writing, you begin shaping the narrative you want the world to remember. »



Ahmed Al Ameeri
Alumni, Bachelor in Business and Foreign Languages

« I completed both my bachelor's degree in Economics and Management and my master's degree in Banking and Finance at SUAD. I've always been curious about how financial systems influence people and societies, which led me to explore finance from a more sustainable and ethical perspective.

My proudest achievement was my master's thesis on Islamic and sustainable finance, which received a 16 out of 20. It allowed me to study how financial practices can align with ethical values and sustainability goals. SUAD provided an environment that pushed me to grow - through mentorship, collaboration, and opportunities to take initiative. I also worked part-time at the Career Centre, where I led data and research projects that supported employability and graduate outcome initiatives. That experience helped me apply theory to practice and strengthened my analytical skills. »

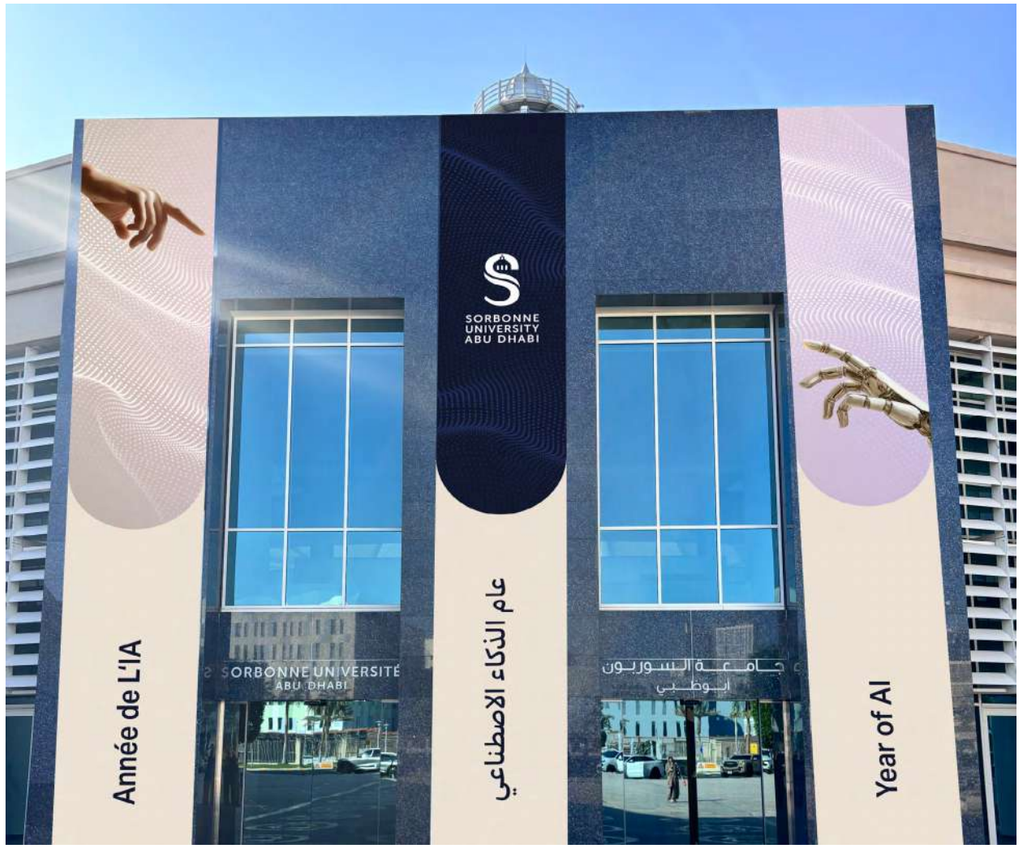


Layal Albozieh
Master in Banking, Finance and Fintech

Closing Perspective

Together, these priorities outline a measured yet ambitious trajectory for 2026—one that reinforces academic excellence, deepens research impact, and prepares the institution structurally and intellectually for its next stage of growth.

Looking ahead, the University approaches the coming year with a clear strategic direction, balancing sustainable growth with a steadfast commitment to academic excellence. February 2026 will mark a key milestone with the first UAE–France Research and Innovation Forum, reinforcing the University's role as a bridge between academic ecosystems. The launch of the Innovation Academy, structured around three strategic pillars, alongside the re-signature of the institutional agreement with ADEK and Sorbonne University will further consolidate the University's academic and institutional foundations. The campus expansion plan, the opening of new programmes including the Bachelor in Coastal and Oceanographic Applied Sciences (COAST) and two masters in Artificial Intelligence reflect a commitment to sustainable growth and academic diversification. These efforts will be complemented by the expansion of international partnerships and the strengthening of international research projects, positioning the University for its next phase of excellence and global engagement.



A University in Movement

The foundation for sustained growth is in place.

What this report documents is an institution that has moved from consolidation to momentum. Research is now institutionalised through SAFIR and its seven centres. International partnerships have become operational relationships. Students circulate between Abu Dhabi and partner institutions as part of their formation. The first doctoral defences mark emergence as a knowledge-producing institution.

+44,5%
Enrolment growth

80%
Graduate employment

+43%
Net revenue growth

20
PhD students
(×5 since 2022)

81
Nationalities represented

The trajectory is clear. Sorbonne University Abu Dhabi is no longer a teaching campus with research aspirations. It is a research university with international reach, positioned as a hub where European academic tradition meets Gulf ambition — open, demanding, and in movement.

SORBONNE UNIVERSITY ABU DHABI

Building the bridge *between civilisations*

Annual Report

2025