



PRESS KIT

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EM Normandie: history and key figures

EM Normandie Business School was **founded in 1871** and was one of the first major French Business Schools. It has now built an international reputation and holds the international **EQUIS, AACSB and AMBA** accreditations. It obtained the AMBA accreditation in December 2022, putting it in a league with the few elite Business Schools which hold all three (triple Crown).

Over **6,300** students and professionals are currently enrolled on the School's undergraduate and lifelong qualifying training courses. **2,000** of them are work-study students, while **1,000** are international students.

It has **six** campuses, in Caen, Le Havre, Paris, Oxford, Dublin and Dubai. It employs **450** permanent staff and nearly **650** external academic and professional speakers.

Its 2022-2023 budget is **€74** million.

The EM Normandie Alumni association has **23,000** members around the world.

EM Normandie trains future managers, socially responsible leaders who will be equipped to drive change in a multicultural environment. It also supports company employees and executives throughout their careers.

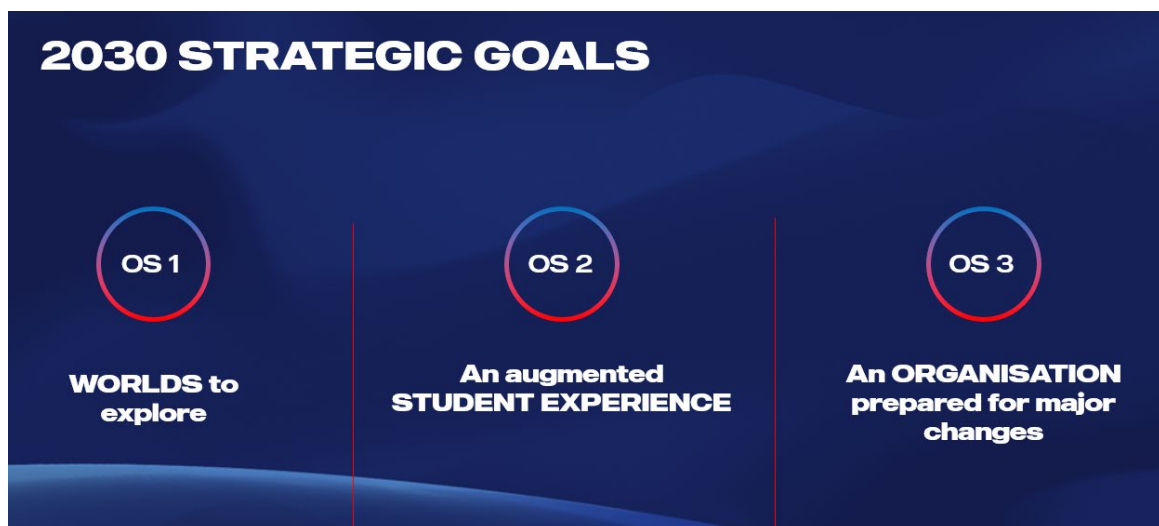
EM Normandie guides those who are set on meeting the challenges facing humanity.

Its overarching purpose is to inspire and train the generations of yesterday, today and tomorrow to become the actors of a sustainable world: free to think, free to learn and free to create.

Its commitment is to be a successful, contributory, learning and resilient organization.

Its aim is to become the top world-class post-baccalaureate French Business School.

2030 Strategic Goals



WORLDS to Explore

- Local academic recognition of international subsidiaries through accreditations
- Opening of new campuses (**Dubai**, Vietnam, Americas)

- Creating centers of excellence
- Deploying the work-study model worldwide

Reminder of outlook for 2030 in figures



Why set up a new international campus in Dubai?

EM Normandie chose the United Arab Emirates as the location of its third international campus after Oxford and Dublin, which opened in September 2022. This choice was motivated by a number of reasons:

- Establishing itself in a major port city in line with its 2030 strategic goals;
- Establishing itself in a dynamic and strategic economic area, a true international hub for companies in the energy (oil and gas), luxury goods, finance, logistics, tourism and hospitality sectors;
- Benefit from a HUB of innovation, research, knowledge, opportunities and reflection, for both students and teachers;
- Taking advantage of the city's strategic location between Asia, Africa and Europe to recruit international students;
- Being proactive and enacting change in the region;
- Introducing EM Normandie students to a different environment and issues outside Europe, in an extremely multicultural city with people from more than 150 nationalities.

EM Normandie has the necessary academic expertise to address educational needs in key areas for the UAE, including **logistics, digital trade, international management** and **entrepreneurship**.

Many French companies are already established in the UAE. The aim of EM Normandie's programmes is to build a bridge between French and Emirati entrepreneurs to promote business, cultural and research links.

The project is perfectly aligned with EM Normandie's strategic goals and with the UAE's national agenda and national higher education strategy (Plan 2030).

During his State visit to Paris on 18 and 19 July 2022, His Highness and President of the United Arab Emirates Sheikh Mohamed bin Zayed Al Nahyan and President of the French Republic Emmanuel Macron reaffirmed the importance of

education, culture and science in the development of the relationship between the two countries. They highlighted the contribution of major projects such as the Sorbonne University Abu Dhabi, and efforts made to strengthen cooperation in higher education, including EM Normandie.

The location is in line with EM Normandie's **"School for Good"** strategy, through which the School has set itself the goal of all its campuses, including Dubai, having a positive social and environmental impact by 2030. The School is committed to being transparent about this assessment, which is key to its stakeholders' concerns. / which is at the heart of its stakeholders' concerns.

The local political sphere is also aware of the environmental and social challenges facing the world. The Ministry of Education's 2030 policy is based around four main themes:

- Responsible entrepreneurship;
- Digitalization;
- Innovation;
- Sustainability.

"TECOM Group is proud to welcome to its community a new and prestigious international stakeholder in the world of education. EM Normandie, highly renowned primarily for its international accreditations and its position in the international rankings, will play a leading role in higher education in UAE and throughout the region." says Mr Ammar Al Malik, Managing Director of TECOM Group's Education Cluster

"I would like to congratulate EM Normandie for its location at the heart of the Dubai Knowledge Park! This French Business School is part of a rich academic and professional ecosystem, where many digital companies thrive. It is the perfect environment for this new, promising campus." added the Consul General of France, Nathalie Kennedy.



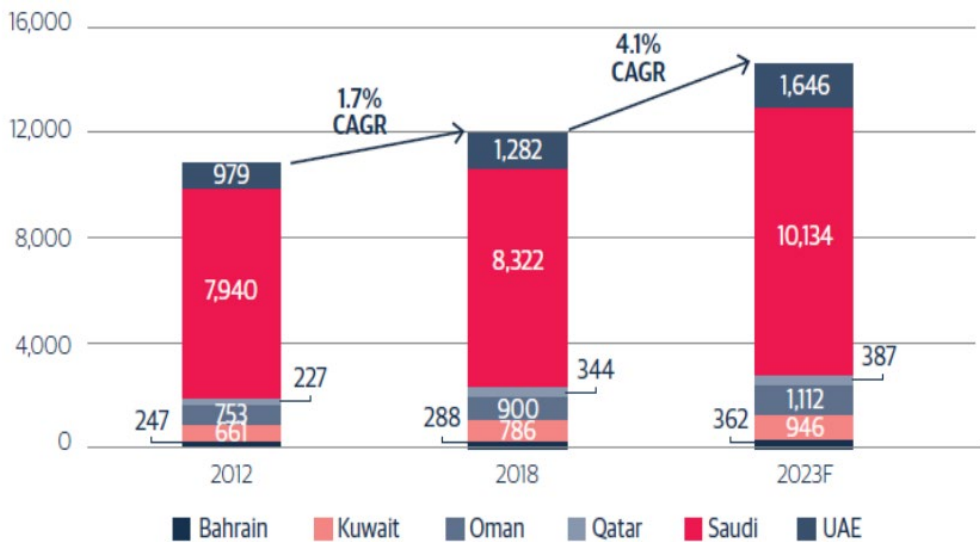
Khairiddine Mouakhar, Director of the EM Normandie subsidiary in Dubai and Ammar Al Malik, Managing Director of TECOM Group's Education Cluster



Hugo-Henry Ceylan, Director, Counsellor for Cooperation and Cultural Affairs at the French Embassy in the United Arab Emirates; Khairiddine Mouakhar, Director of the EM Normandie subsidiary in Dubai; Nathalie Kennedy, Consul General of France in Dubai and the Northern Emirates and Ammar Al Malik, Managing Director of TECOM Group's Education Cluster

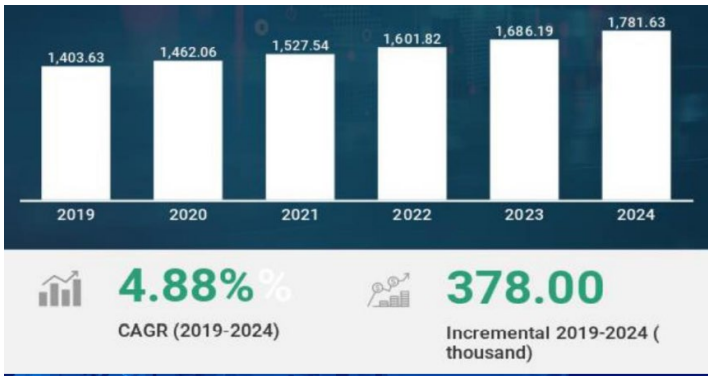
The Higher Education Market in the UAE

The population of the Gulf increased by 2.3% between 2018 and 2023 to 63.6 million, 26% of whom are under the age of 15.

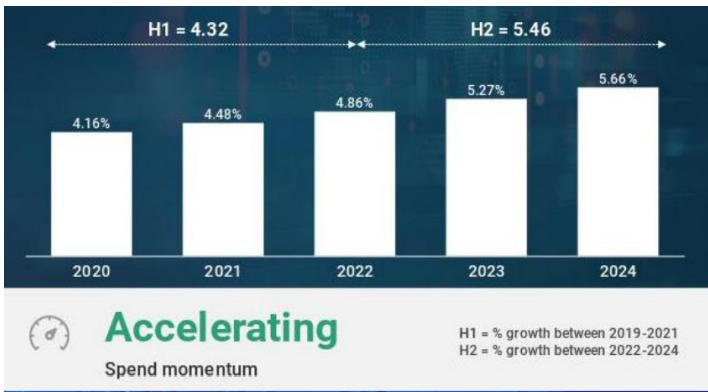


Source: UNESCO, Statistics authorities of respective countries, GFH Analysis;

UAE education market trends between 2020 and 2024

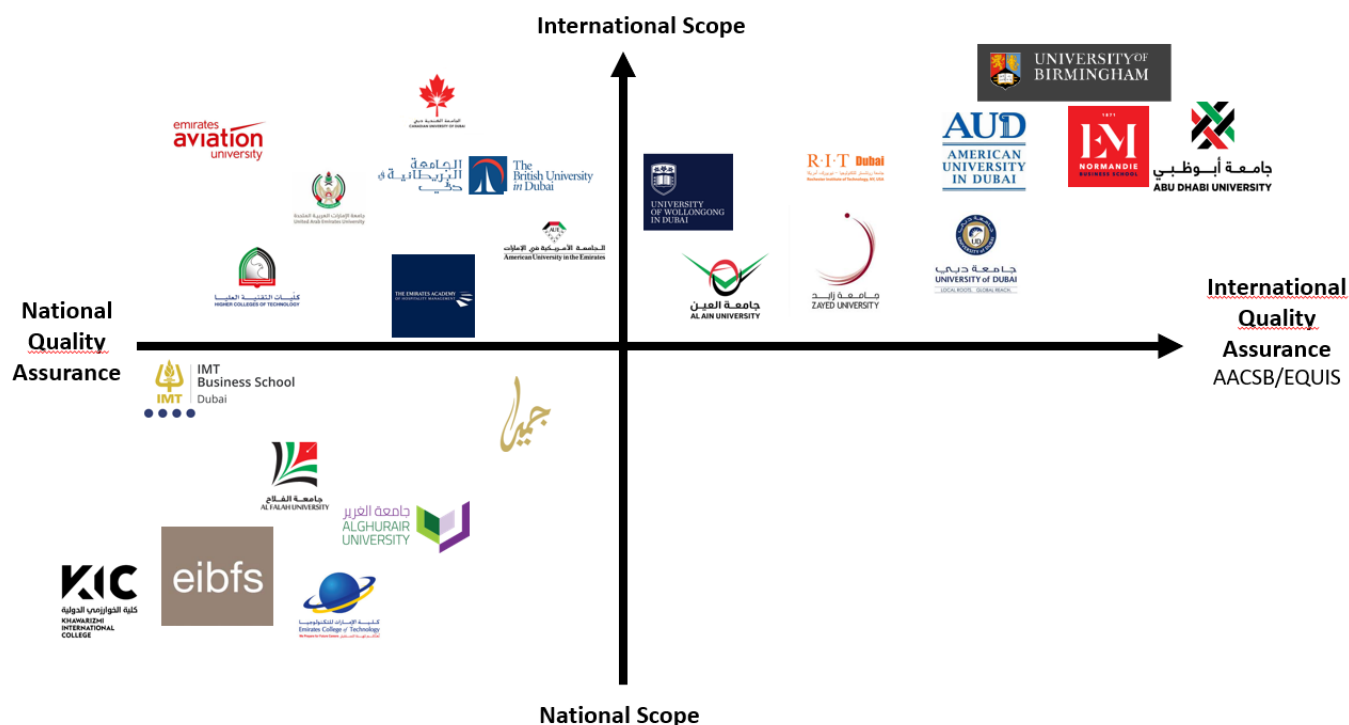


UAE education market growth dynamics 2020-2024 – Source Paid Market Data



Higher education and research stakeholders in Dubai and Abu Dhabi

Mapping based on an analysis of undergraduate degree/Bachelor's programmes



Mapping based on an analysis of Master's programmes



The new campus: organization and overview

Structure and governance

EM Normandie is the first French Business School to open its own campus in Dubai. Currently, the majority of schools and universities there originate from Great Britain, Australia or the United States.

The decision to open the campus follows bilateral agreements signed by the French government to promote commercial, academic, research and cultural exchanges, in line with President Emmanuel Macron's desire to boost the position of French *Grandes Écoles* in the United Arab Emirates. The Emirati government welcomed the arrival of an accredited international school in its country to issue qualifications recognised by local authorities around the world. At the request of the UAE Ministry of Education, EM Normandie has retained all of the content from its French programmes to deliver to students in Dubai.

EM Normandie in the UAE FZ-LLC is a **Free Zone Limited Liability Company** under the United Arab Emirates' Investment Law. Like Oxford and Dublin, it is a wholly controlled subsidiary of EM Normandie France, chaired and directed by Khaireddine Mouakhar, previously Caen Campus Director and holder of a PhD in management science.

Administered by Jean-Louis Grégoire, Chairman of the EM Normandie Group, the new subsidiary's Board of Directors has nine members. The subsidiary employs around 10 people, nine of whom have been recruited locally.

2026 budget/forecast: **€10M**



The United Arab Emirates' Commission for Academic Accreditations (CAA) awarded EM Normandie in the UAE a **"Higher Education Provider" institutional licence** in December 2022, allowing it to teach on site. The Commission has also **accredited its Bachelor in International Management programme**.

"The School is pursuing its long-term objective of enabling its students to explore the world and increase their knowledge and know-how in major port cities. French expertise in the port and logistics sectors offers real added value to a range of local stakeholders. Companies based in Dubai will be very keen to welcome future EM Normandie graduates to work with them in different areas including on green and social issues. The campus also offers a vast university research and innovation laboratory for teacher-researchers. Their work will contribute to the country's growth and research into practical solutions to the environmental crisis. We aim for 70% of our Dubai students to come from the Gulf countries, India and Africa, while 30% will be French and international mobility students from our other campuses," explains Elian Pilvin, Dean and Managing Director of EM Normandie.



The campus: an ideal location at the heart of Dubai Knowledge Park

The campus is located in the Dubai Knowledge Park, an educational cluster of more than 14,000 students. This academic area is unique in the Middle East and brings together prestigious international training institutions specialising in management. It is also home to the headquarters of multinationals such as Dell Technologies, Cisco Systems, Huawei and Amazon Services. DKP's aim is to attract a talent pool to the United Arab Emirates, to make it a hub for the economy of the future.

This prime location for both recreation and study in a rapidly developing city offers easy access to shops, transports and to the Palm Jumeirah island, as well as excellent employment opportunities for future graduates.

The new campus has a surface area of **1,400 m²** and can accommodate up to **500** students. It incorporates seven ultra-modern learning spaces, communal spaces for students and staff and administrative offices.

On one level, the campus has half a dozen classrooms equipped with the latest digital technologies for face-to-face, remote and hybrid classes, co-working spaces, a FabLab, a Flex-Office, private work spaces, catering and reception areas, EdTech rooms, a gaming zone for student associations, an entertainment room (with a sofa, table tennis, table football, air hockey, a PS5 and more), a spacious lounge, chillout areas for students and an Executive Education Center. The 130 m² Learning Center is equipped with logistics and AI-focused reading spaces in English and Arabic, as well as co-working rooms. Students have free access to all of EM Normandie's digital resources via the Virtual Learning Center.

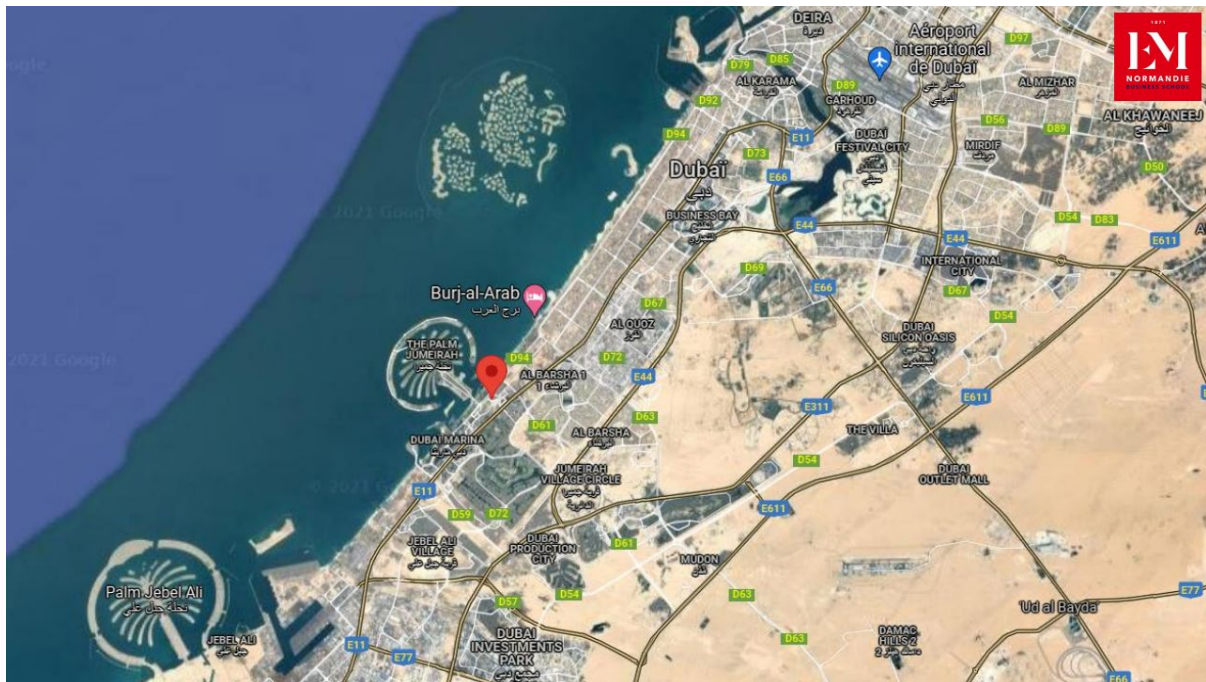
The site is already planning an additional floor to double its capacity and accommodate growing numbers of students in the coming years.

Like all EM Normandie campuses, the site provides an exceptional environment for study, with students benefitting from the full EM Normandie experience.

Meanwhile, EM Normandie employees will have access to around 20 workspaces and a relaxation room.

EM Normandie's Dubai campus is also particularly focused on balance and diversity. For example, student year groups and members of the management team are completely balanced with 50% women and 50% men. In addition, 70% of its employees are women, all in management positions.

Take a 3D tour of the campus [here](#)



EM Normandie in the UAE - Dubai Knowledge Park Campus, Block 14; 3rd floor



Main entrance



Learning Center



Learning Center



Fujairah Executive Classroom



Fujairah Executive Classroom



Classroom

In Dubai Knowledge Park



Students have access to a gym, pharmacy, supermarket and food court.

The metro and tram are located close to the campus.

There are also parks, a clinic and beauty salons.





In order to provide the best possible accommodation to students, we have negotiated rates in student residences and aparthotels including Myriad, KSK Homes Students, Mercure Hotel & Apartments, first Central Hotel suites, Signature Hotel Apartments & Spa and City Premier Marina Hotel Apartments

A room in a student residence costs between €800 and €850 per month for a single room and from €546 to €607 per month per person for a double. Rent for a studio is between €934 and €1200 per month.



Training provided and future projects

In October 2022, 42 students from the Master in Management (Programme Grande Ecole) started their academic year at the Dubai campus under a mobility agreement, followed by a further 17 in January.

From the start of the 2023-24 academic year, the campus will also welcome both students from EM Normandie and international students recruited mainly from the Gulf countries, India and Africa to its **Bachelor in International Management, Master in International Marketing and Business Development** and **Master in International Logistics and Port Management**. The latter two are currently undergoing CAA accreditation.

The **Master in International Logistics and Port Management** will be the only programme in the United Arab Emirates which offers specialist port management training. This programme is already taught on the Le Havre campus (M2/MSc) and has been adapted to the Dubai campus in partnership – under review – with CMA CGM and DHL Group. Workshops on sustainability started in January to rethink the way in which the Master is taught. The purpose of this training is to raise student awareness of environmental issues and to train them in more responsible teaching and practices, specifically for the logistics sector. This programme will be finalised by the start of the academic year in September 2023. All of these training courses will be taught by local external professors and specialists, as well as EM Normandie teacher-researchers. For now, EM Normandie teacher-researchers will travel to Dubai to teach while retaining their link with the French campuses. The short-term aim is to recruit local teacher-researchers, whose qualifications must meet international accreditation requirements.

| Les programmes | 2022 | 2023 | 2024 | 2025 | 2026 |
|---|------|------|------|------|------|
| Bachelor in International Management | | 150 | 300 | 400 | 415 |
| Master in International Logistics and Port Management | | | 20 | 30 | 40 |
| Master in International Marketing and Business Development | | | 20 | 30 | 30 |
| Master in Digital marketing and sales | | | | 20 | 30 |
| Master in Artificial Intelligence for Marketing strategy | | | | 20 | 30 |
| Master in Marketing and Digital in Luxury and Lifestyles | | | | | 20 |
| Euro-Asian MBA | | | | | 20 |
| Mobility | 59 | 95 | 110 | 115 | 120 |
| TOTAL | 59 | 245 | 450 | 615 | 705 |

Opportunities for Young Graduates

The courses that EM Normandie is running in Dubai are aligned with the UAE's strategic goals and follow bilateral agreements with France aimed at promoting commercial, academic, research and cultural exchanges. EM Normandie will train young graduates to join sectors with high recruitment demand such as **logistics, IT project management, digital business** and **marketing and sales**. French companies in Dubai have eagerly awaited these programmes to support them with high growth and recruitment issues.

The School is forging a number of partnerships to develop links with the institutions in the region and with the regional economic network, including **Alliance Française, Amazon, Baraya, Carrefour, CCI France, French Business Council, Dell, DHL, Google, Campus France, CMA-CGM, IBM, Total Energies, Thales and DP World**.

Each EM Normandie's programme is supported by large companies (including **Carrefour, CMA CGM and DHL**) through grants, internships and graduate recruitment.

Dubai will host the **COP 28** international climate change conference in 2028. The city therefore has a strong incentive to continue to invest in the energy transition and research. The United Arab Emirates has called on European countries to build a governance plan for this event. The French Business Council, which comprises 600 French subsidiaries employing more than 30,000 employees in the country, has also been involved in the project. EM Normandie joined

this community in October 2022 and hopes to be able to enact positive change in Dubai through the partnership. **ESG workshops** (Environmental, Social and Governance) will be held on the EM Normandie campus with **CCI France** to help French subsidiaries in Dubai to design their COP 28 governance strategy.

To date, there are around 50 Alumni living in the United Arab Emirates. They have been delighted to learn of EM Normandie's new campus in Dubai and have become great ambassadors of the School in the companies they work for.

CONTACT

Isabelle DALLE

Director of Media Relations

Tél. : +33 (0)6 71 78 36 05

E-mail : idalle@em-normandie.fr

Solenn MORGON

Media relations manager

Tél. : +33 (0)7 64 80 12 22

E-mail : smorgon@em-normandie.fr

MORE AT +

em-normandie.com



CAEN

9, rue Claude Bloch
14052 CAEN CEDEX 4

Tél. : +33 (0)2 31 46 78 78

LE HAVRE

20, quai Frissard
76000 LE HAVRE

Tél. : +33 (0)2 32 92 59 99

PARIS

30-32 rue Henri Barbusse
92110 CLICHY

Tél. : +33 (0)1 75 00 00 76

DUBAÏ

Block 14, 3rd Floor
Dubai Knowledge Park

Tél. : +971 4 375 1733

DUBLIN

Ulysses House
22-24 Foley Street

Dublin 1 - D01 W2T2

Tél. : +35 3190 111 75

OXFORD

Jericho Building - Oxpens Road
OXFORD OX1 1SA

Tél. : +44 1865 681 407



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BUSINESS SCHOOL

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