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Student Protection Plan

This Student Protection Plan seeks to identify the range of risks to the continuation of study for students at EM Normandie UK, Oxford, how those risks may differ, based on students' needs, characteristics and circumstances, the likelihood that those risks will crystallise and any measures which are in place to prevent or mitigate the impact on our students.

EM Normandie UK Ltd is fully committed to ensuring the success of all our students, and regularly monitors risks that could affect student outcomes, through its ongoing processes of strategic planning, Risk Assessments and through regular up-dating of policies and procedures.

EM Normandie UK Ltd is a wholly owned subsidiary of a large, well established and successful French business school, founded in 1871. The parent organisation has charitable status, and all profits are reinvested for the benefit of students. Courses are accredited by international accreditations such as AACSB, EQUIS, EPAS and BSIS. The organisation is listed as one of the top 100 European business schools and as delivering one of the top 100 best Masters' degrees in management world-wide by the Financial Times (2023). The development of the site in Oxford is a strategic priority for the French parent organisation to which significant resources have been allocated. These resources, together with the measures detailed below will effectively manage risks to the operations of EM Normandie UK Limited in the years ahead.

Risk that EM Normandie will cease to operate is low

From a financial perspective, the risk that EM Normandie UK Ltd will cease to operate is very low. The parent organisation has a five-year strategic plan which envisages continued growth with a budget of EUR 80 million for the year 2024/25. EM Normandie UK Ltd plays an important part in the group's long-term strategic planning.

The school was able to adapt quickly and easily to requirements during the Covid pandemic and the changed circumstances post-Brexit. It has compressed its academic year into 6 months in order to allow students to attend within the limits of new immigration rules.

Student numbers increased over several years and are now stable. Additional premises were leased and refurbished in 2022 to create 3 new classrooms, additional office space and a teachers' room. Staffing levels have also increased and, as far as administration is concerned, the company now operates independently from its parent company.

The financial planning is being monitored on a continuous basis by the Board of Directors and the Finance Committee which meet on a regular basis. The Finance Committee approves and monitors the annual accounts and compliance with internal financial procedures. External audits of EM Normandie UK's yearly accounts are carried out by KLSA in London.

Risk that the institution will close a location building or campus and cannot find a suitable location is low

We are currently located in purpose-built premises in central Oxford, leased from the City of Oxford College. This arrangement is well established and mutually beneficial. A renewed third three-year



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lease, incorporating the additional space added in 2022 has been in place since 1 Augst 2023. Negotiations for the next lease renewal in 2026 will commence during the second half of 2025.

Risk that EM Normandie is unable to deliver programmes in specific subjects is low

EM Normandie UK Ltd has significant depth of subject knowledge within its teaching body. Robust HR and other contractual arrangements are in place to ensure we have sufficient and highly qualified lecturers to carry out the delivery of all programmes. EM Normandie UK Ltd is committed to delivering all programmes as advertised to all students once admitted.

A situation where we have not been able to deliver a programme has never occurred.

Once students are admitted on their course, EM Normandie UK Ltd is committed to providing those courses as specified at admission, and as detailed in our statement on consumer protection. The French parent organisation acts as guarantor. It takes full responsibility for meeting the requirements and has the necessary resources to do so.

Recruitment of lecturers is now done entirely from the UK and in the UK, which has allowed the recruitment of more local teachers based in the Oxford area.

Risk that EM Normandie will be unable to deliver components of our courses is low

EM Normandie UK Ltd has significant depth of subject knowledge within its teaching body. Robust HR and other contractual arrangements are in place to ensure we have sufficient and highly qualified lecturers to carry out the delivery of all course components. EM Normandie UK Ltd is committed to delivering all programmes as advertised to all students once admitted.

A situation where we have not been able to deliver components of our course has never occurred.

In cases where a teacher is not able to teach part of the course, a replacement will be recruited as quickly as possible and any classes which have not been delivered as planned would be rescheduled.

Although the number of permanent faculty members is relatively low, the company has managed to create a pool of returning adjunct lecturers and has never encountered any difficulties in replacing or recruiting new lecturers, even at short notice.

The company is hopeful that, an exchange with Faculty from France, which was interrupted post-Brexit, can resume after registration with the OfS. This will help to mitigate any risks of contracted lecturers becoming suddenly unavailable.

Online teaching was implemented very successfully during Covid, i.e., deliver to, and reception by students, and, although the company will always seek to provide face-to-face teaching in the classroom, this remains an option in those, rare, circumstances, to ensure continuity of teaching.



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Risk that EM Normandie will be unable to staff its course is low

EM Normandie UK Ltd is a specialist provider of high-quality European Masters level business education, with an international outlook. The vast majority of our academic staff are UK nationals, familiar with and competent to teach in English to the standards expected for the delivery of programmes offered by EM Normandie UK and similar high quality business schools globally. The EM Normandie parent organisation has similarly qualified staff across its various campuses across France and Ireland and EM Normandie UK Limited would be able, if necessary, to draw from this group of highly qualified teachers.

We have never been unable to staff any of our courses.

2. The measures that we have put in place to mitigate those risks that you consider to be reasonably likely to crystallise

The physical infrastructure of our site in Oxford is of high quality and is covered by an extensive range of risk management protocols and procedures which ensure that disruption is minimized in the event of unexpected events such as fire or a major security incident.

Our lease of the premises provides an adequate notice period to enable preparation for an alternative site in the event that this lease is not renewed.

All new programmes must undergo an exhaustive process of pre-approval, covering business case analysis, and resource review prior to progressing to detailed design and academic approval (validation). This process ensures all courses meet demand in an effective way. External review mechanisms through the accreditations with EQUIS and AACSB and regulation in the UK through the OfS also inform this process and ensure the continued high quality delivery of all courses.

Once students are admitted to courses, EM Normandie UK Ltd is committed to providing those courses as specified at admission, as detailed in our statement on consumer protection. As stated above, the parent organisation takes full responsibility for meeting this requirement and has the necessary resources to do so.

EM Normandie UK Ltd mainly recruits lecturers within the UK but is closely monitoring the development of UK government policy in respect of the mobility of lecturers and researchers from the EU and other countries to Oxford.

All non-UK members of staff permanently based at Oxford have a documented right to work in the UK.

3. Information about the policy we have in place to refund tuition fees and other relevant costs to our students and to provide compensation where necessary in the event that we are no longer able to preserve continuation of study



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3. 1. Refunds in the case of cancellations, withdrawals and interruptions

Where students decide to withdraw from, or interrupt their studies, they must notify EM Normandie UK immediately in writing to EM Normandie UK, Jericho Building, Oxpens Road, Oxford OX1 1SA or info@em-normandie.co.uk

For cancellation within 14 days of accepting our offer of a place (cooling off period), any course fees paid will be refunded to students, unless the course has already started, in which case the school will be entitled to recover any reasonable expenses incurred.

In all other cases of cancellation, withdrawal and interruption of studies, the following refund structure will apply

- up to 8 weeks before the start date of the course: only the application and administration fees will be retained
- within 8 weeks of the start date of the course: 50% of the annual course fees are due
- during the first semester: 75% of the annual course fees are due
- after the end of the first semester: 100% of the annual course fees are due

In cases where a student feels unable to continue their studies due to medical reasons, financial hardship or extreme personal circumstances, they should contact the school to discuss any possible financial or other help we may be able to offer to ensure continuity of their studies.

If, nevertheless, the student feels forced to withdraw or interrupt their studies for these reasons, we will guarantee their place on the same programme the following year and we will consider reallocating part or all of the course fee payments which have already been received for the current year.

3.2 EM Normandie UK's inability to preserve continuation of study

Where changes to a programme are to be made these must be made following the established procedure which requires adequate consultation with students, and approval through the academic committee process.

In the very unlikely event that we are unable to provide in full a programme to which students have been admitted at our Oxford campus, we will fully comply with the requirements laid down by UK Consumer Protection law. All students are guaranteed the opportunity to complete the programme at another EM Normandie campus (Le Havre, Caen, Paris, or Dublin) and any fees already paid will be transferred.

Refunds and compensation

If access to an equivalent programme is not available at other EM Normandie campuses, or where it is materially impossible for students to join another EM Normandie campus, we will endeavour to transfer students to comparable courses at other institutions.



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There may be instances where, despite our best efforts, it may not be possible to ensure students' studies continue or continue without disruption. EM Normandie UK Limited does not accept liability for any consequential losses in such cases such as, but not limited to, the loss of income, goodwill or opportunity.

Refunds

In such circumstances, EM Normandie will automatically assess the students' entitlement to a refund.

Any requests for compensation payments, such as for additional costs incurred due to programme changes or disruptions, must be submitted to the school's Principal in writing.

All cases where a refund may be due and all requests for compensation payments, will be considered on a case-to-case basis, taking into account

- the extent of the disruption caused and how this is affecting the student
- financial implications for the student
- the mitigating solutions we were able to offer and the reasons why these were not accepted by the student
- how much of the programme has been completed and at which stage during the academic year this matter arose
- what is reasonable given all the circumstances

All proposed refund and/or compensation payments will be submitted to the Board of Directors for approval and the Board's decision will be communicated to the student as soon as practical.

Any refund payments will only be made to the original payer through the original method of payment and detailed information regarding dates and means of payment will be required.

If the student is unhappy with the decision which has been taken, they may use the school's Student Complaint Procedure to raise their concerns.

If, at the end of a complaint procedure has been followed and exhausted and the student remains unhappy with the outcome, they will be able to ask the Independent Adjudicator of Higher Education (OIA) to review their complaint. Details on how to do this are contained in the Student Complaints Procedure.

4. Information about how we will communicate with students about our student protection plan

This Student Protection Plan will be publicised and communicated as follows:

- On our website
- Annexed to our terms and conditions, shared with applicants prior to accepting an offer
- As part of the enrolment process
- Through the Student Life Committee

Annex 1 - Control table

Version	v1	Name	Role	Date
Created by :		Birgit Muller	Office Manager	Nov 2020
Approved by :		Miriam Schmidkonz, Principal		
Version	v2	Name	Role	Date
Amended by :		Birgit Muller	Office Manager	Feb 23
Changes approved by :		Miriam Schmidkonz, Principal		
Version	v3	Name	Role	Date
Amended by :		Birgit Muller	Office Manager	Aug 2024
Changes approved by :		Miriam Schmidkonz, Principal		
Created by :		Birgit Muller	Office Manager	July 2025
		Approved by OfS, 9Sept2025: Small changes to wording. Inclusion of refunds and compensation. – Review of refunds and compensation provisions.		
Approved by :		Miriam Schmidkonz, Principal		
Version	v4.1			