



2016 • 2018  
EM NORMANDIE  
SOCIAL  
RESPONSIBILITY  
REPORT





« Civil society and business organisations have been more and more sensitive to new actions that meet the stakes of Sustainable Development. The latter must lead to re-designing our practices and innovating, while taking into account the complexity of the mutual dependence between Humankind and its environment in the widest sense.

It is therefore important for us to support our students, the managers of tomorrow, in understanding clearly such stakes in order for them to contribute to these international dynamics.

This is one of our missions, underlined in our Strategic Plan, which leads us to build a global synergy within our School to raise awareness of corporate social responsibility.

We wish to take up the challenge of thinking and innovating to achieve an evolution in the current models and references as regards Sustainable Development.

EM Normandie commits itself on a daily basis to these issues and wishes its ambition to have a long-term perspective by opening up a dialogue with its stakeholders to take into account new openings for sustainable performance.

This report bears evidence of the determination which is ours to prepare students for operating in a professional environment which takes more and more into account the mutual dependence between society, its activities and its environment. »

► JEAN-GUY BERNARD  
Director General EM NORMANDIE



Right from the start, under the aegis of the Director General, the School's ambition in this respect has led to setting up a framework based on 4 guiding foundation words:

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# PREPARE

As a Higher Education institution, our core business is undoubtedly to train and prepare future generations for the stakes of Sustainable Development (SD) and Social Responsibility (SR).

It is thus up to us to:

## CREATE AND DESIGN

- ▶ Multidisciplinary academic input which gives a transversal perspective of SD and generates more awareness of this dimension in all specialities;
- ▶ Research axes – whether basic or applied, in SR.

Under this heading 'Prepare', we will first of all mention our approach as regards Sustainable Development, then we will mention the research aspect led by our lecturers-researchers on these topics. A third point will be developed by presenting the student support schemes that will lead them to professional success and fulfilling personal development.







## ➤ SD & SR COURSES

The main challenges to be met:

- Integration of SD/SR in the initial training;
- Definition of a common core set of knowledge and competencies;
- Continuous design of transversal and step by step teaching input;
- Designing new models and subjects to include contemporary evolutions in management which integrate global perspectives and stakes.

Answering such challenges, our School offers its students a set of courses right from their Year 1 (U1) and also in the Year 5 specialisations (M2).

Syllabi have been designed in such a way that Sustainable Development and Social Responsibility serve as a genuine backbone throughout students' study paths, thus guaranteeing a progression in the maturity acquired in those topics. These topics are now at the core of all programmes backed by structured and consistent learning objectives.

EM Normandie wishes to meet the challenge of innovation as regards current models and references in Sustainable Development and Social Responsibility. The stakes we must cope with lead us to review the organisation and management models as well as to innovate in practices. This calls for strong support given to students in order for them to have the keys of a critical understanding of their future managerial functions, both to master the stakes and to lead the changes required.

Teaching Sustainable Development demands that one should go beyond the common place vision that would limit this concept to environmental issues. Sustainable Development in business organisations deals also with ethics, management, CSR, Green Business, sustainable consumption... a vision we not only develop in 'traditional' courses, but also through an innovative evaluation approach thanks to the Sulitest we administered to our Year 1 students right at the start of the academic year 2017. This test is the first relevant and internationally recognised tool to assess our students' level of knowledge. For this first edition, over 400 students took the test, a first reference in their knowledge in the subject as they were entering our School.





## ➤ RESEARCH

Our School has also a mission to produce and promote research. During the 2016-2017 period, we recorded 19 academic articles on topics that fall under Sustainable Development or Social Responsibility, 39 academic papers, 8 book chapters, and 92 articles in professional journals. These intellectual contributions bear evidence of the diversity in research on such subjects at EM Normandie.

Furthermore, we will submit an applied research project which is especially significant, the DETECTE project, an acronym that stands for Economic and Territory Development, Circular Economy and Energy Transition.

Combining the thinking around energy transition, waste valorisation and the development of territory economic dynamics, has led to organising a systemic research project on the way to implement the principles of circular economy in territories.

The goal of the DETECTE project is to study the impact of methanisation on territories (Normandy, Brittany, the River Loire Valley Area, New Aquitaine) and to understand the game played by actors, in order to produce analyses on development factors and those mechanisms at play to combine maintaining, reviving and creating activities around methanisation, while taking into account concerns related to environmental protection.

This research project is led by Sébastien Bourdin (an EM Normandie lecturer researcher): *'By demonstrating through our work the interest of the circular economy approach and its perennial character, we hope to contribute to disseminating the idea that it constitutes a socio-economic development lever for territories that includes a pronounced environmental component'*.

DETECTE offers thus an open ecosystem in which methanisation projects, potentially creators of value in a given territory, can develop. This is a field for study that is particularly stimulating, to identify those schemes (economic, institutional, legal...) which facilitate economic development on the territory and to understand to what extent such schemes may be duplicated in other territories.





## ► SUPPORT TO STUDENTS

To prepare our students for the future and their professional and personal activities to come, we have been led to build a scheme of support actions

- On the personal level: students may get support on issues related to accommodation, meetings with a social worker, a psychologist, social funding and a disability officer.

Such schemes are organised as follows:

### DISABILITY OFFICER

- One single contact officer, appointed for the whole of EM Normandie, with relays in the Link Office of all campuses.
- A personalised support for every disabled student (ESH):
  - Two evaluation/ review interviews per year,
  - Organisation of an adapted study path
  - Information on common national schemes (Recognition of Disabled Worker Status),
  - Personalised social and administrative support
- Facilitating role :
  - Setting up awareness raising actions and training sessions for EM Normandie students and staff,
  - Resource-persons available to students during their Student Society projects.

### A SOCIAL WORKER

- One officer for all our campuses
- Available by appointment on Thursdays
- To deal with financial issues and those linked to acknowledgement of disability
- To prepare with students their application for a tuition waiver

### THE SOCIAL FUND

- A budget earmarked every year to help students in the direst financial circumstances
- 3 types of aid :
  - Emergency Social Fund: a cash advance, payable by request from the social worker or the Link Office under 48 hours, to meet a health, medical or food emergency;
  - Tuition Waiver: students may apply to EM Normandie for part waiver of their tuition fees up to 50% of the current annual amount, in case of an incident during their study paths (death, illness, financial sponsors losing their jobs);
  - Tuition Waiver for Outstanding Students: students on a grant, who have scored over 14/20 on average during the previous year, may obtain a waiver up to 30%;

### A TEAM OF PSYCHOLOGISTS

- Every week on domestic campuses, and 6 sessions on the Oxford Campus
- Free and confidential psychological listening

- From a professional point of view: a dedicated scheme, Parcours Carrières (Career Path), has been instituted for all students. This Career Path is a unique, step by step and differentiating programme to support students towards employment. This scheme allows students to show their competencies, and thus to build their professional project to achieve a successful inclusion. Facilitated by some twenty HR experts and professional coaches, this multimodal scheme allows an analysis of the professional and personal path, the development of a networking approach, drafting applications in both French and English, a preparation for individual and collective interviews, a mastery of Web 2.0 recruitment tools... It also includes feedback workshops on experience and distance learning training. It is supplemented by personality tests such as Myers Briggs Type Indicator (MBTI), or Talent Today for younger students.



# ➤ UNDERTAKE

It is by means of concrete initiatives, Junior Consulting In-company Assignments and the deployment of projects put forward by students that we will obtain global synergy. It is up to us to :

## THINK AND INNOVATE

to allow the evolution of current models and references as regards Sustainable Development.



## ➤ STUDENT PROJECTS

Among the many Student Society Projects on societal topics, with such associations Soleil Indien (India), Lama'ttitude (Peru), African Spirit (Mali), Zazasoa (Madagascar), or even Sup de cœur (this association focuses its objectives on social and humanitarian actions on a regional scale), we intend to put innovative actions in favour of the environment and short food supply chains in the limelight.

Let us mention ENACTUS: this association aims at developing an entrepreneurial spirit and young people's engagement at the service of society. The principle consists in organising one-shot events in a large retail store in Caen where customers will be able to choose among a selection of locally produced products. These products will be given to a food bank, Restaurants du Cœur de Mondeville.

Likewise, the Initiatives Bureau (BDI) on the Caen Campus has developed a project for collecting cigarette butts in a ballot bin or fag box. This scheme helps invite smokers to throw their cigarettes in a playful way, in order to take part in reducing environmental and visual pollution on the Campus.

Another ambitious initiative that we wish to put forward is the Colybride project, led by Caen Campus students. This is a cycle hike of about a year in support of solidarity issues. Four students have decided to make a 15,000 km ride between France and the Baikal Lake in support of change actors in the world. 'One year on the road without emitting any pollution thanks to our bikes', as these students claim. During the trip, they intend to achieve four 'clickfunding' ventures on topics linked to the environment, women's status, access to education and migration in order to back local NGOs.







## ➤ ENVIRONMENTAL PROJECTS

Actions in favour of environmental management are also operated by our Support Services for the School to set an example:

- ▶ Passing a diagnosis on transport issues in order to prepare an Enterprise Transport Plan or a Mobility Plan by the end of 2018;
- ▶ Switching the School's fleet to 'Eco 2' vehicles;
- ▶ Organising internal carpooling and financing 50% of season tickets for the staff to cover the entire commuting cost between their homes and their place of work, if done by public transport;
- ▶ Developing selective waste collection (cans and plastic bottles + paper + Waste Electronic and Electrical Equipment -WEEE). Particularly as regards the La Poste Recygo scheme which deals with office paper recycling;
- ▶ Including environmental concerns in all invitations to tender (paper, furniture, cleaning products);
- ▶ Investing under the framework of Electricity Board contracts, in an Eco contribution in favour of renewable energies.



# FEDERATE

Key success factors for our positioning require an integration at all levels of our pedagogical approach, of the values it upholds and the cohesion it wishes to generate.

It is therefore obvious we need to:

- ▶ Engage our School vis à vis our public and private, national and international partners;
- ▶ and be active in all our networks....

## IRD2: THE REGIONAL INSTITUTE FOR SUSTAINABLE DEVELOPMENT

EM Normandie is one of the founding members and one of the privileged partners of IRD2. EM Normandie has sat on the Board's Executive Management Committee as a representative of the Higher Education College since the association was created.

Over the last five years, IRD2 and EM Normandie have implemented three types of actions which allow to meet the needs of local decision makers thanks to the contribution of researchers.

- ▶ Firstly, meetings have been staged every year between decision makers and researchers on specific topics such as the management of the coastline, energy issues, or the administration of protected areas. Expert surveys have thus enabled to enrich the regional policy and the projects by economic partners.
- ▶ Secondly, student works and internships have been funded and monitored in order to meet the needs expressed by local decision makers.
- ▶ Finally, national meetings have allowed to deal concretely with several local issues, in collaboration with the Annual Regional Sustainable Development Conference. As an example, local elected officers from the Normandy coastline were offered training programmes that allowed to better understand how local urban policies may be defined, in the spirit of Sustainable Development and in a complex regulatory context.

IRD2 achievements are widely recognised and used today. Thus, regional elected representatives, together with the three Normandy universities, have chosen to integrate IRD2 into the future Regional Sustainable Development Agency (ARDD), extending in this way IRD2's actions and its resources.



## ➤ THE TOUR DE FRANCE OF SMES

The Association Qualité Management (AQM) and the French Network of the UN Global Compact organised an Information & Testimonies Day on the Global Compact on Sustainable Development. In Caen, the « Normandie Entreprises et Développement Durable » Club were the organisers of this day for Normandy SMEs, on 5 April 2018. The Caen IAE, Ecole de Management de Normandie and IRD2 joined in this event. This day aimed at getting all to think over how to implement approaches to Social Responsibility, in order to initiate good Sustainable Development practices.

This project was part of the Global Compact France initiative, the 'Tour de France of SMEs', in order to get business organisations to know more about the 17 Objectives of Sustainable Development as defined by the UNO.



## ➤ THE INNÉ CLUB

The Normandy Region has launched a new initiative to promote inter-organisation synergies on the Normandy Territory, on the topic of functionality-based economy [Functionality-based Economy: to give priority to usage rather than ownership, to sell a service rather than an asset.].

The INNÉ Club (Normandy Initiative for the New Economies) is a forum for exchange in order to bring companies to change to new business models (integrating Functionality-based Economy).

EM Normandie has joined this project backed by the School's network to mobilise and study local interests on this topic and to strengthen this Normandy identity.

The INNÉ Club and ADEME organised a conference on 21<sup>st</sup> September 2017 on the following topic:

'Functionality-based Economy: what vision for 2050?'. The prospects for the Functionality-based Economy offers a vision of an 'accomplished' economic model by 2050, which meets the challenges of Sustainable Development. It reviews in depth the various dimensions of the corporate economic model and suggests evolution scenarios for goods as well as services production with a perspective that allows to take on better environmental and social stakes. This concrete investigation offers many leads for thought to start building the future right now.



This is at the heart of the approach, The point is to:

## RAISE AWARENESS AND ENCOURAGE










through talks, workshops, exchange sessions, information and feedback on experience...

The dynamics and purpose of all the actions carried out must find their counterpart in recurrent and participative communication. This is the pivot of the stimulation and consistency of the SD & SR project within and around the School.

## COLLOQUIA

Among the many talks and conferences organised within our School, we can mention those that refer to our responsibility approach: in 2016/2017, the talks scheduled were the following:

## IN CAEN

- |   |   |
|---|---|
| Wednesday<br>2 November<br>2016, 6pm                |  <b>La propriété intellectuelle au cœur de l'intelligence stratégique de l'entreprise (Airbus Safran Launchers)</b><br> <b>(Intellectual Property Rights at the heart of the organisation's strategic intelligence)</b><br> This talk pointed out that Strategic Intelligence was a managerial approach to master and protect relevant strategic information, whose ultimate goal is to help the CEO to anticipate future evolutions and optimise the decision-making process.   |
| Wednesday<br>9 November<br>2016, 7.30 pm            |  <b>La diffusion d'informations économiques au sein d'un grand groupe (Circulating economic information within a large group)</b><br> This talk raised the issue of the strategic management of economic information which has become one of the essential driving factors of the global performance of organisations and nations. The market globalisation process has indeed led economic agents to adapt to the new balance between competition and cooperation. As from now, leading an industrial strategy relies mainly on the ability for organisations to circulate strategic information in order to better anticipate coming markets and competitors' strategies. |
| Wednesday<br>23 <sup>rd</sup> November<br>2016, 6pm |  <b>L'intelligence économique et l'analyse des tendances émergentes (Economic Intelligence and the Analysis of Emerging Trends)</b><br> Passing diagnoses and monitoring competitors are at the heart of the economic intelligence approach. This talk described the monitoring watch that aims at checking and decoding the competitive environment and detecting weak signals that announce emerging trends. This approach allows the organisation to have a better positioning in its environment, its markets and in front of other actors.   |
| Monday<br>28 <sup>th</sup> November<br>2016, 6pm    |  <b>Les stratégies de localisation des entreprises et le territoire (The location strategies of organisations and the territory)</b><br> The topic of this talk focused on the various location strategies organisations have on a territory. The territory has changed and is no longer considered as a mere support for activities, but as a resource in itself, influencing the investment location strategies of organisations.   |



- Wednesday  
30<sup>th</sup> November  
2016, 6pm
- La smart city répond-t-elle aux enjeux globaux? (Does the Smart City meet global stakes?)  
In a globalisation context, this talk explained a new concept that has emerged progressively: 'smart cities', i.e. modern cities, able to set up communicating and sustainable infrastructures, (water, electricity, gas, transports, emergency services, public services, buildings, etc.) to improve the comfort of their citizens, to be more efficient, while their growth respect the environment.
- Wednesday  
8<sup>th</sup> February,  
2017, 6pm
- L'apport des neurosciences pour manager autrement (The contribution of neurosciences to another kind of management)  
Thanks to technological progress in medical imaging, neurosciences allow, by showing the brain in action, to understand the processes at play in our relationship behaviours, our motivations, our tendency to resist/accept/adapt to change...
- Wednesday  
1<sup>st</sup> March  
2017, 6pm
- Le terrorisme 2.0 (2.0 Terrorism)  
Security measures adopted in the wake of 9/11 to fight against terrorism were not able to prevent the Paris attack from taking place on 13 November 2015. 2.0 Attacks are much more difficult to prevent since their authors can be individuals who act alone and often spontaneously.
- Thursday  
9<sup>th</sup> March  
2017, 6pm
- L'économie collaborative, la fin des hierarchies (Collaborative Economy, the end of hierarchies)  
Our institutions are reaching the end of their ropes, having inherited from the liberal philosophy and its deep anthropological pessimism. Hierarchies inherited from the past are crumbling down at the same time as the legitimacy of political and economic elites. Our organisational models, obsessed with control and competition, are totally out of sync with participation logics brought about by new technologies. The time has come for moving towards a collaborative society, which will weave new social links and reveal the creativity of the majority of us.
- Wednesday  
22<sup>nd</sup> March  
2017, 6.30pm
- Le sport pour changer le Monde? (Can Sports change the world?)  
What if the keys to the success of a sports team could be transferred to the organisation? How can a CEO or a manager get inspiration from the methods of sports coaches? When the sports world, with its strong values, joins the organisation: debates, stakes...
- Wednesday  
12<sup>th</sup> April  
2017, 7.30pm
- Entreprendre et coopérer, c'est possible! (Entrepreneurship and Cooperation, a possible match!)  
Strangely enough, when things go wrong, citizens look for reliable, honest and secure organisations. Business ethics acquires suddenly a higher status. And still, for over 150 years, cooperative entrepreneurship, with its values and operative modes, has contributed to a true economy, to sharing social and economic outcomes at local level, in addition to passing on assets to future generations.





## IN LE HAVRE

Thursday  
20<sup>th</sup> October  
2016, 6pm

**Le Développement Durable dans la perspective de la nouvelle région Normandie (Sustainable Development in the context of the new Normandy Region)**

How does the region integrate the principles of Sustainable Development in its action and promotes its principles among its partners, to turn Normandy in to an eco-Region?

Thursday  
17<sup>th</sup> November  
2016, 6pm

**Les pratiques de veille dans un grand groupe: l'exemple de SAFRAN (Monitoring & watch practices within a large group: the SAFRAN example)**

To monitor its environment along predefined objectives and integrate the data collected to turn them into genuine operational information, such is the objective of strategic watch. Referring to the example of SAFRAN, this talk focused on how to implement economic intelligence.

Thursday  
1<sup>st</sup> December  
2016, 6pm

**L'économie collaborative, la fin des hierarchies (Collaborative Economy, the end of hierarchies)**

Our institutions are reaching the end of their ropes, having inherited from the liberal philosophy and its deep anthropological pessimism. Hierarchies inherited from the past are crumbling down at the same time as the legitimacy of political and economic elites. Our organisational models, obsessed with control and competition, are totally out of sync with participation logics brought about by new technologies. The time has come for moving towards a collaborative society, which will weave new social links and reveal the creativity of the majority of us.

Thursday  
26<sup>th</sup> January  
2017, 6pm

**Le terrorisme 2.0 (2.0 Terrorism)**

Security measures adopted in the wake of 9/11 to fight against terrorism were not able to prevent the Paris attack to take place on 13 November 2015. 2.0 Attacks are much more difficult to prevent since their authors can be individuals who act alone and often spontaneously.



Thursday  
9 February  
2017, 6pm

Un an après la COP 21, le « Clexit »? (One year after COP21, time for the 'Clexit'?)

The 'Clexit Coalition' is calling for a withdrawal from climate treaties, rejects the findings of 97% of climate experts and of 95% of economy experts. The leaders of Clexit are strongly involved in organisations funded by tobacco and fossil fuels industries, in what is now called the 'denial network'.

Thursday  
9 March  
2017, 6pm

La démarche Développement Durable des organisations: les enjeux et perspectives mis au jour par les outils d'évaluation (The Sustainable Development Approach in organisations: stakes and prospects revealed by evaluation tools)

The setting up of a Sustainable Development approach may be rendered simpler thanks to support, evaluation and reporting tools, or merely following international recommendations and in this domain. What are they? How do organisations internalise them?

Thursday  
16 March  
2017, 6pm

Retour d'expérience sur un réseau social d'entreprise (Feedback on a social network experiment in organisations)

The first corporate social networks appeared in 2008 and they have gradually penetrated organisations to replace or coexist along with classical intranets. Today, Corporate Social Networks are present in over 80% of CAC 40 companies and 36% of French organisations. These figures are impressive as regards a technology which must help employees and managers to exchange in an optimal way on the company's activities, thus prompting a change in traditional management. However, the records of their use show often that few companies have really appropriated the tool: so, what is the true added value of the Corporate Social Networks compared to a classical intranet? Are they truly change actors?







## IN PARIS

- Thursday  
14<sup>th</sup> March  
2017, 6pm
- **Rien n'est joué d'avance ! Parcours atypique d'un dirigeant (Nothing is decided in advance: the non-typical career path of a manager)**  
An innovative manager, with a non-typical career path, Patrick Bourdet, is today a success story. He received an award from the Bill Clinton Foundation for the revolutionary character of the work performed by AREVA Med, whose Chairman & Managing Director he is now, this EM Normandie Graduate has become an actor of reference in organisational innovation and development.
- Thursday  
12<sup>th</sup> October  
2016, 6.45pm
- **L'utilisation des Serious Game pour diffuser l'IE (Using Serious Games to circulate Economic Intelligence)**  
These innovative tools that combine a serious motive (raising awareness, training...) and a gaming approach allow to involve the player directly into a given topic. They will thus play a major role in helping people integrate Economic Intelligence and its various aspects (information processing, security, influence) within organisations.
- Thursday  
2<sup>nd</sup> February  
2017, 6pm
- **Stratégie RSE, source de changement de références pour les entreprises? (Corporate Social Responsibility, a change of paradigm for organisations?)**  
By considering CSR or SD as innovative and reforming paradigms, at least potentially, this talk offered an understanding of whether these concepts were really a source of innovation in organisations.
- Monday  
7<sup>th</sup> November  
2016, 7pm
- **La Réconciliation de l'Économie avec la Nature (Reconciling Economy and Nature)**  
This talk purported to ponder over the attitude of Humankind towards Nature, as well as their behaviour within Nature itself. Traditional economic and ecological thinking is thus totally upside down, and this reversal of values calls necessarily for an anthropological revolution.





## AND 2018 COLLOQUIA

Colloquium « Relever le défi du terrorisme » (Taking up the challenge of terrorism), on 8 February 2018 in Paris

### Guest Speakers :

- ▶ Pr. Alain BAUER
- ▶ Pr. Pascal CHAIGNEAU
- ▶ Mr. Alain JUILLET
- ▶ Dr Ludovic JEANNE (EM Normandie)

Organised by École de Management de Normandie, and coordinated by Dr Olivier LASMOLES, Associate Professor of Law.

Terrorism is unfortunately not a new phenomenon by any means, and so is its determination to go international. However, very few common points seem to link strikes on the French domestic territory during the 1980s-1990s and those that have hit our country and many European since 2015.

This is how it goes as regards the geopolitics of global terrorism: conflicts, which were formerly limited to a specific geographical area, and induce nowadays a wave of murderous acts in the name of an ideology which claims clearly an expansionist approach.

This internationalisation phenomenon finds its source in particular in new forms of terrorist organisation which have managed to export their model and strike at the heart of Western societies.

Faced with these evolutions, and beyond the issue of the state response called for, it becomes indispensable to analyse in-depth the terrorist potentiality in the context of organisations as well as the territory angle. Finally, in view of the determination of terrorist organisations to target Western economies, and the transport sector in particular, it is worth asking oneself about the vulnerability of the latter in front of the terrorist threat. In this respect, the issue of taking terrorism into account in the civil shipping industry has become of paramount importance in view of the weight of shipping in world trade.



Colloquium: « Relever le défi de la cybercriminalité », (Taking up the challenge of cybercrime), on 4<sup>th</sup> Avril 2018 in Le Havre

Guest Speakers :

- ▶ Me Garance MATHIAS
- ▶ Dr. Rémy FEVRIER
- ▶ Mr. Christophe PAINSET
- ▶ A representative of the French Navy
- ▶ A representative of Thalès
- ▶ Dr Olivier LASMOLES (EM Normandie)

Organised by Ecole de Management de Normandie, and coordinated by Dr. Rémy FEVRIER, President of the 4CN Pole of Excellence.

The development of new technologies, with the Internet in the forefront, has opened up boundless opportunities whose true size can only be guessed in view of the diversity of the new tools and means which are day by day offered to individuals and organisations. However, the other side of the coin is the loopholes in these technologies which, as the news show very regularly, are more and more exploited by various actors, ranging from terrorists to criminal organisations, but also by state services.

Cybercrime has now become a new vector for power that allows to multiply the impact of actions carried out both by states and mafias. What has been the reaction of French organisations when faced with this new type of challenge? Bearing in mind that these business organisations have to comply with regulations that are more and more constraining as regards personal data protection, with the arrival this year of the Protection of Individual Data Regulations.

If every organisation has had a different reaction when faced with this risk, it was worth understanding the measures taken by the Forces in order to confront this new formidable threat, through the testimonies given by the French Navy and the Gendarmerie. The fact is that one of the keys to resilience against cybercrime lies probably in a federation of actors in charge of these issues, as several large French companies have done, through Excellence or Competitiveness Poles.







## ➤ BARCAMPS

### A Sustainable Development and Social Responsibility BarCamp: a lever to train future responsible managers?

How to raise student awareness and engagement as managers of tomorrow, as regards SD and CSR? Would there be favourable formats to position them in an active and interactive way?

A question to which EM Normandie found an answer: BarCamp!

1<sup>st</sup> edition: 23 March 2017, on the Paris Campus. Thirty students, accompanied by CSR Managers from EpE (Enterprises for Environment Network), and the School's lecturers-researchers exchanged informally on their interrogations as regards two target topics: 'Can Digital Transition save the environment?' and 'Climate in occupations of today and...tomorrow'.

And the challenge of involving every participant into the debate was met with success! A survey among students showed that 72 % of them had thoroughly enriched their knowledge in this field and 89% were even asking for new sessions. The secret for this success was in their view the fact of being next to professionals in an informal context that invited both sides to speak up in an atmosphere full of benevolence and open-mindedness.

An experiment yesterday, the BarCamp will no doubt become a must as a tool for EM Normandie to feed collective thinking about SD and CSR. It is very likely that the next editions might be integrated into courses in order to add a pedagogical dimension, to allow clearer support upstream of the meeting with practitioners and to strengthen the overall scheme for teaching SD and CSR within EM Normandie. To be continued then...



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**EM**   
**NORMANDIE**

L'École de Management de Normandie a été créée par les CCI du Havre et de Caen.  
Membre du Chapitre des Écoles de Management de la Conférence des Grandes Écoles (CGE) • Membre de la Fondation Nationale pour l'Enseignement de la Gestion des Entreprises (FNEGE) • Membre actif de l'Union des Grandes Écoles Indépendantes (UGEI) • Membre de Campus France • Membre fondateur de l'European Master of Business Sciences (EMBS) • Qualification Établissement d'Enseignement Supérieur Privé d'Intérêt Général (EESPIG) par le ministère de l'Éducation Nationale, de l'Enseignement Supérieur et de la Recherche • Membre de l'European Foundation for Management Development (EFMD) • Membre de l'Association to Advance Collegiate Schools of Business (AACSB) • Label BSIS • Accréditation EPAS pour le Programme Grande École en formation initiale • Accréditation AACSB • Accréditation EQUIS  
L'EM NORMANDIE agit en faveur du développement durable.

