

AREVA Dialogue and consensus building policy

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The three pillars of sustainable development



Sustainable development is the keystone of AREVA's industrial strategy for achieving profitable, socially responsible and environmentally respectful growth

Sustainable development: AREVA strategy

▶ Change in attitude :

- ◆ ***Taking into account the long term, and not only short term market requirements***
- ◆ ***Taking into account all the stakeholders, and not only the trio clients / employees / shareholders***
- ◆ ***Being open to dialogue***
- ◆ ***Reporting on all our activities, not only on financial performances***

▶ Moving from words to actions:

- ◆ ***Network organisation : all the functions are concerned by sustainable development***
- ◆ ***Definition of social and environmental indicators, to complement the existing financial ones***
- ◆ ***Continuous improvement process, integrated within the strategic and budget management process***



A specific tool designed internally: AREVA WAY

Sustainable Development commitments

RESPECT FOR THE ENVIRONMENT

FINANCIAL PERFORMANCE

Ensuring the group's sustainability through long-term profitable growth

INNOVATION

Developing and deploying the most advanced technologies to anticipate customer needs and increase our competitive advantage while meeting health, safety and environmental protection requirements

RESPECT FOR THE ENVIRONMENT

Minimizing our environmental impacts by reducing our consumption of natural resources, controlling our releases and optimizing waste management

CUSTOMER SATISFACTION

Listening to our customers, anticipating their needs, supporting their growth, increasing and measuring their satisfaction.

GOVERNANCE

Conducting our operations responsibly in accordance with the group's values and faithfully reporting on our performance to shareholders and all stakeholders

CONTINUOUS IMPROVEMENT

Deploying a continuous improvement initiative based on sharing best practices from throughout the group

RISK MANAGEMENT AND PREVENTION

Ensuring the highest levels of safety to preserve the health and well-being of our employees and members of the public, and to protect the environment

COMMUNITY INVOLVMENT

Participating in the economic and social development of communities in which the group operates

COMMITMENT TO EMPLOYEES

Promoting our employees' professional development and providing excellent work conditions

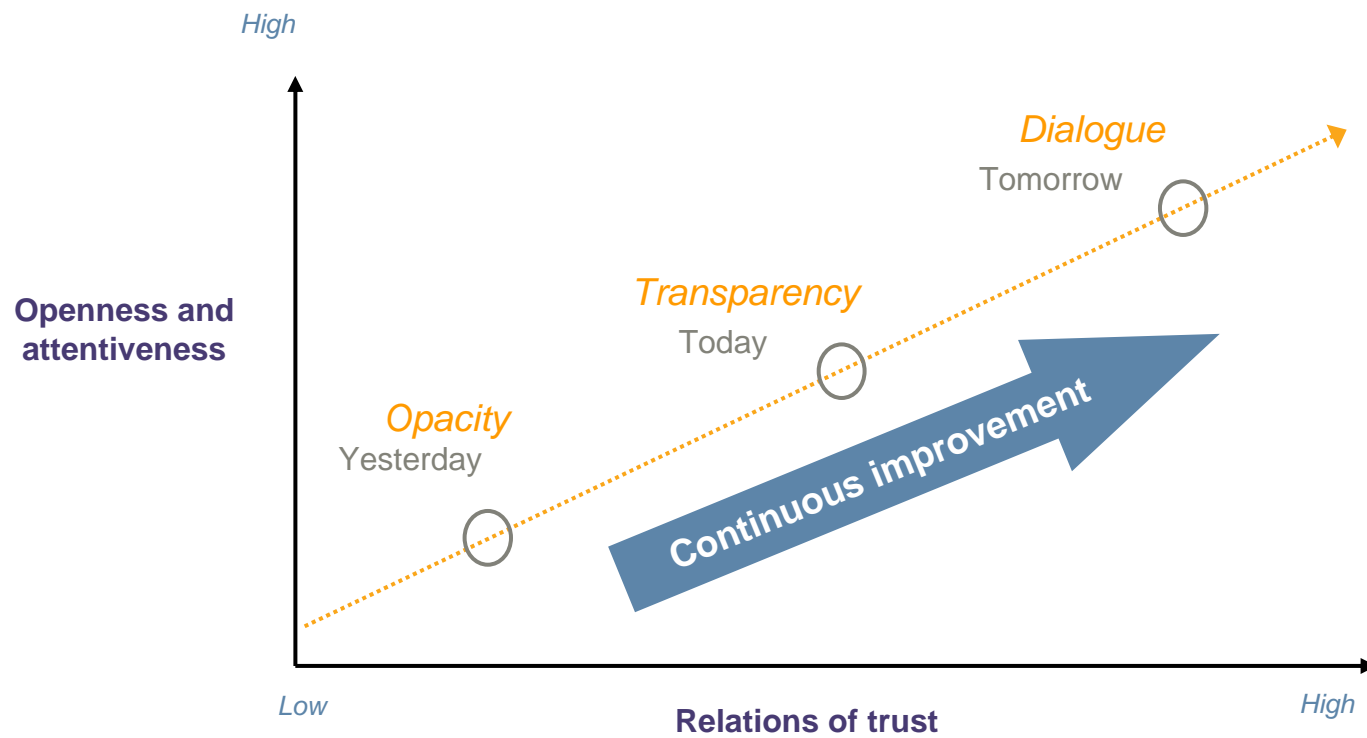
DIALOGUE AND CONSENSUS-BUILDING

Establishing and nurturing relations based on trust with our stakeholders

ECONOMIC DEVELOPMENT

MEETING STAKEHOLDERS' EXPECTATIONS

From transparency to dialogue



A Continuous improvement attitude

Dialogue and Consensus-building

- ▶ **“Dialogue and consensus-building” was identified as a strategic issue for AREVA**

- ▶ **Who are the external stakeholders ?**
 - ◆ *People who have an interest in what we are doing (administrations, elected representatives, regulatory agencies, media, associations, neighbours...)*

- ▶ **What are the benefits of dialogue?**
 - ◆ *Improving its global image / developing knowledge of the Group’s activities*
 - ◆ *Anticipating the risks of reputation / operation (licence-to-operate)*
 - ◆ *Improving ourselves thanks to the dialogue with external stakeholders*
 - ◆ *Rationalise our communications policy (appropriate means / stakeholders)*

- ▶ **Need to formalize a strategy at the international, national and local levels: AREVA implements 2 projects:**
 - ◆ *At the corporate level, the “stakeholders session”*
 - ◆ *At the local level, the mapping of external stakeholders*

Corporate approach - “stakeholders session”

- ▶ ***A mutual openness between AREVA Corporate Departments and stakeholders, in order to :***
 - ◆ ***Identify the needs of AREVA’ stakeholders***
 - ◆ ***Identify improvements targets***

- ▶ ***Actors :***
 - ◆ ***A mediator: the Comité 21, well-known association working in sustainable development in France***
 - ◆ ***AREVA pilot committee composed of representatives of the major Corporate Departments***
 - ◆ ***Stakeholders: associations, experts, unions...***

- ▶ ***The process : strict rules, with a formal and written process***
 - ◆ ***Two sessions : listening of stakeholders / Answer by AREVA***
 - ◆ ***Conclusion and propositions formulated by the Comité 21***
 - ◆ ***Results in the 2004 Sustainable Development Report***
 - ◆ ***Feedback in 2006***

External stakeholders mapping

► Objectives:

- ◆ *Give a concrete definition of dialogue and consensus building within the Group / create an internal dynamic*
- ◆ *Give the AREVA sites tools to measure and evaluate their actions*
- ◆ *Give a framework to site managers to clarify and structure their relations with local external stakeholders (focus on appropriate stakeholders and strategic issues)*

► A pragmatic and innovative approach:

- ◆ *A methodology elaborated with pilot sites*
- ◆ *An independent party participates and compares internal and external views and expectations in an objective way*

► Planning

- ◆ *2003-2004: elaboration of the methodology*
- ◆ *2005: implemented on 14 seveso or nuclear sites*
- ◆ *2006: implementation of local action plans + further deployment of the methodology*