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Sustainable development: moving from words to action
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- AREVA in a few words and figures:
 - Core business: energy. Provide solutions to utilities for producing safely and competitively nuclear energy and for transmitting and distributing electricity
 - Turnover : about 12 billions euros of which 86% in energy
 - Young and international group(created in September 2001)
 - Headcount: 75000 persons worldwide (47% in France)
 - Some 200 industrial sites in some 40 countries

- Through its core business AREVA contributes to provide solutions to one of the key sustainable development issues: meeting rising development-driven energy demand while not increasing the emissions of greenhouse gases which are the main contributors to the climate change

- In AREVA, we consider sustainable development as a new opportunity for further improvements and not as a new constraint:
 - Strong industrial culture of management of risks, of management of quality, of safety, security and protection of the environment
 - Long established habit to think on the long term

- We have a three fold ambition: sustaining a profitable growth while assuming our social responsibilities and protecting the environment

- To obtain a general adhesion on sustainable development is relatively easy. The true challenge is to go beyond this adhesion in principle so that it influences the daily behavior

- It is difficult as behavior changes are needed. Three elements need to be underlined:
 - In an always more complex world, more openness is required to better understand and integrate all stakeholders' expectations which are some times contradictory
 - It is necessary to report not only on economic and financial results but also on social and environmental performances while taking into account of very competitive markets on which all actors don't play with the same rules
 - It is necessary to accept to reconsider its own situation and to develop a strong desire to improve

- In an international group, it is still more complex as we have to face different approaches and cultures. We need to find a common business model understandable by all in spite of these differences.

- To overcome these difficulties we have developed three main tools:
 - Organization of a network inside the group in order to involve all units and all corporate functions. Sustainable development cannot be just for specialists. It must involve everyone in his work as in his daily live
 - Putting in place social and environmental indicators by reference to the recommendations of the GRI (Global Reporting Initiative). Measuring is fundamental to assess correctly the issues, to follow the progress and to report with facts. It is important to fix quantified targets and to precise the corresponding actions plans.

This exercise is difficult due to different realities and interpretations of the same words or due the uncertainties of the measurement

- Managing continuous improvement with a specific joint referential named AREVA Way. This referential is a roadmap on which we have drawn good practices for implementing our group sustainable development commitments. With this roadmap each entity of the group can self assess its performance towards these commitments and then define improvement actions plan. This continuous improvement process is a part of the general strategic and budgetary management process. So it is reviewed periodically by the group general management. Through this process sustainable development is a fundamental element of the management system. It allows for looking for a dynamic balance between the three sustainable development pillars: economy, social and environment. We are conscious that the road is long. We think that through continuous improvement we can contribute to more progress towards a more sustainable development.