



Deployment of our sustainable development initiative

► **With our leadership position comes responsibility.** We know that nuclear power has a role to play in meeting the planet's energy challenges. Sustainable development is part of our strategy for the group's development and for continuous performance improvement of our operations.

To translate this choice into reality, AREVA integrates its sustainable development approach into its business strategy and management practices via a continuous improvement initiative.

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Commitments	Objectives	Deadline	Progress	2008 achievements	Upcoming milestones
GOVERNANCE	Pursue the e-learning program on ethics and compliance. Pursue internal training programs.	Ongoing	🟢	Following the deployment of an e-learning module in the United States, adaptation of an international version in English, with distribution started in several European countries. Continuation of the two-day training module for executives in business ethics and the group's values with AREVA University and the business ethics advisor.	Development of local versions of the e-learning module in Chinese and French. Continuation of training for executives in business ethics and the group's values.
	Contribute to information and awareness raising activities on human rights in business, especially, in 2008, in connection with the 60 th anniversary of the Universal Declaration of Human Rights (UDHR).	December 2008	🟢	Active participation in the Corporate Social Responsibility and Human rights seminar in Rabat in February 2008, which promotes the Extractive Industries Transparency Initiative (EITI) and Businesses and Human Rights (BHR, in the process of being established). Working with the Business Leaders Initiative on Human Rights (BLIHR), co-organization of "Businesses and Human Rights" (BHR), a multilateral seminar held at the Palais de Chaillot in Paris on the occasion of the 60 th anniversary of the UDHR.	With EDH, design of a mutual business training program in Human rights for managers.
	Participate in the definition of a "Human rights in business" mapping tool inspired by the BLIHR matrix.	2008-2010	🟢	Participation, together with the BLIHR, in the development of an electronic version of strategic mapping software for Human rights in business.	Validation and internal testing of the mapping tool.
FINANCIAL PERFORMANCE	Deploy the "Sustainable development declaration for suppliers".	2008	🟢	80% of the purchases invoiced in 2008 came from suppliers who had signed the "Sustainable development declaration for suppliers".	Beginning in 2009, all new business partners must sign the "Sustainable development declaration for suppliers".
	Perform audits of selected suppliers to ensure compliance with the "Sustainable development declaration for suppliers".	2008	🟢	Design of criteria for an external sustainable development audit and scheduling of an audit program conducted by an independent company. Five pilot audits of suppliers were initiated in five different countries.	20 sustainable development audits will be conducted in 2009. Supplier support programs are being set up to help correct non-conformities detected during the audits.
	Incorporate lessons learned and feedback from external stakeholders to pursue the "Sustainable development declaration for suppliers" initiative.	Ongoing	🟢	Among the activities conducted in 2008, some of them were the result of discussions with external stakeholders. In addition to the audit initiative, a half-day training module on responsible purchasing was designed for buyers. It is designed for all of the group's buyers (about 800), and particularly newcomers.	Train 20% of the group's buyers in 2009. Incorporate the sustainable development module in the professional training program for buyers. Supply buyers with a kit for development of the sustainable development program by suppliers.
	Establish the operating excellence initiative in group entities.	Ongoing	🟡	Roll-out of Lean-6 sigma initiatives intensified at AREVA NP and AREVA T&D. An operating excellence initiative was launched in several AREVA NC entities, including integrated deployment of supply chain, Lean and 6 sigma practices. Related training modules were created. The AREVA NP Project Management Initiative training programs for managers of major projects continued and were intensified. Advanced Contract Management and Advanced Risk Management training programs were created. Lessons learned were collected from Design to Cost (DTC) activities carried out in all AREVA subsidiaries and construction of an "AREVA DTC" standard was kicked off.	Increase the synergies between subsidiaries. Move towards an AREVA standard for operating excellence. Extend training to include all of the AREVA group's engineering sectors. Define the AREVA Design-to-Cost standard with the necessary support organization.
	Achieve revenue of more than 20 billion euros.	2012	🟢	The backlog grew by 21.1% and revenue grew by 10.4% (compared with 2007). Since 2004, the backlog has been multiplied by 2.5 and revenue has grown by 34%.	For 2009, AREVA expects backlog growth, revenue growth, and rising operating income.
	Achieve double-digit operating margin.	2012	🟢	Operating income before the additional provision on OL3 was 1,166 billion euros, giving operating margin of 8.9%. Including the provision on the OL3 project in Finland, operating income came to 417 million euros, i.e. a margin rate of 3.2%.	The group initiated a far-reaching, 2.7-billion euro investment program supported by the French government. It will be funded, among other things, by the disposal of non-strategic assets and a minority share float of certain assets.
CUSTOMER SATISFACTION	Achieve largely positive free operating cash flow.	2012	🟢	Operating cash flow before investment was 943 million euros. AREVA is continuing its capital expenditure program, necessary to the development of its strategic positions. The group invested 1.454 billion euros (net of disposals) in 2008. Net of capital expenditure, operating cash flow came to negative 921 million euros.	The group began a 600-million euro cost reduction program for purchasing and overheads and a 300-million euro working capital requirement reduction.
	Track the implementation of performance improvement plans defined following the 2005 customer satisfaction survey.	Ongoing	🟢	The action plans that came out of the 2005 satisfaction survey were pursued. In particular, the 19 major projects launched following the survey were successfully completed.	
	Revitalize the customer listening process and reaffirm our bias towards the customer. Expand the coverage of customer satisfaction surveys by increasing the number of interviewees.	Ongoing	🟢	A customer satisfaction survey was conducted in 2008 covering all of the group's nuclear operations: a total of 1,000 interviews were conducted, including 250 face-to-face interviews and 750 online questionnaires. 200 actions were identified, 45% of which relate to the proposal process and negotiations, 25% to the customer relationship, 25% to products and services, and 15% to project management. The survey helped define three performance improvement objectives: highlight our innovative offers designed to meet customer expectations in our commercial proposals, maintain our ability to deliver both growth and performance, and continue to make progress in very high added-value fields.	Revitalize the customer listening process and prepare a new survey for the entire group. Drive progress on action plans. Seek out and optimize convergence on sustainable development between AREVA and its customers.
COMMITMENT TO EMPLOYEES	Define and implement the action plan resulting from the T&D division's customer survey.	Ongoing	🟢	29 action plans, 550 actions. 103 actions described and pursued in the I-Nexus computer application.	
	Obtain OHSAS 18001 certification for all sites with significant safety aspects by the end of 2008.	2008	🟡	87 sites certified under OHSAS 18001 out of 120 sites with significant safety aspects.	Obtain OHSAS 18001 certification for any new entity with significant occupational safety aspects within three years of its entry into the group.
	Achieve an average frequency rate (FR) of < 3 for work-related accidents and an average severity rate (SR) of < 0.15 eighteen months earlier than the previously announced target of 2010.	June 2009	🟢	FR = 3.19; SR = 0.10.	Prepare a new AREVA health and safety policy in 2009.
	Demonstrate our ability to limit employee exposure to 20 mSv/year over twelve consecutive months.	Ongoing	🟡	Fewer than 17% of the group's employees and 8% of its subcontractors' personnel received individual doses of more than 2 mSv. 12 employees working at customer sites in the United States received individual doses of more than 20 mSv. The maximum individual dose was 24.4 mSv.	Strengthen our practices in liaison with our utility customers so as to achieve the objective sustainably.
	Implement the health policy established in 2007.	Ongoing	🟢	A Medical Department with a team of three physicians was created. The psycho-social risk limitation initiative was launched.	Prepare a new AREVA health and safety policy in 2009.
	Continue to recruit, integrate and develop employees to keep pace with growth and demographic renewal.	2008	🟢	Actions towards schools: 100 school ambassadors were named in France, 200 were named worldwide. The ambassadors carried out 150 actions. Senior careers: 100 champions were trained, 50 assignment contracts were signed. Integration of newcomers: the process was defined and has been communicated to the entire group. Related communication tools have been provided. In France, four integration seminars were conducted in 2008 (800 people inducted).	Communication on local action taken. Expand the practice overseas. Continue deployment of the Senior Personnel program in France and prepare for its deployment in Germany. Set up a professional training program for new hires (1,400 people in 2009) at the campus in Aix-en-Provence, France.
Facilitate the integration and continued employment of workers with disabilities.	2008	🟢	Positive factors in France: Employment contracts: 86 in 2008, > 50% for full-time positions. Business with companies from the protected sector: 3.8 million euros. National Week for the Employment of Persons with Disabilities: 24 job events and 130 local actions. Sponsor of the Paralympic Games in Beijing, September 6 to 17, 2008. Positive factors in Europe: Open Dialogue through Equal Opportunities project (ODEO): 80 human resources personnel, managers and employee representatives attended the European seminar. 10 regional European action plans defined.	Develop a local network of multi-disciplined teams and involve the health network. Implement ODEO action plans.	
Expand the EOS 2008 survey to include all employees worldwide.	2008	🟢	67,000 employees in 100 countries were invited to participate in the Employee Opinion Survey, and 50,000 employees responded to the questionnaire, which was built around AREVA's 10 sustainable development commitments.	Communicate on results. Involve each BU and support function in analyzing survey results and defining the implementation of improvement programs.	



That's why our performance results are communicated every year, organized into our ten sustainable development commitments, and substantiated by facts and figures.

This year, our sustainable development goals are completely integrated into our activity report. You'll find in this table a complete summary of the progress we've made on key efforts.

MORE FIGURES

For a more in-depth analysis of our performance figures, see our website www.aveva.com

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RISK MANAGEMENT AND PREVENTION	Deploy the additional performance indicators for safety tested in 2007.	2008	🟢	Based on the feedback from 2007, the reporting procedures were updated in 2008 to incorporate additional performance indicators in the nuclear entities' reporting.	Analyze the results achieved for all entities in order to sustain them, and adjust selected performance indicators as appropriate.
	Deploy the human and organizational factors initiative (HOF) throughout the group.	Ongoing	🟢	Documentation, distribution and explanation of the group's commitments in terms of HOF. An HOF specialist was hired to head up the group's initiative. A safety and security convention focused on HOF was held and was the first large-scale sharing of experience. HOF coordinators were appointed in 17 of the 19 business units.	Continue to improve the systematic inclusion of HOF in all of the group's activities.
	Deploy event analysis training incorporating the study of human factors.	2008	🟢	The training program is operational, several sessions are regularly held every year.	Expand the training beyond France.
	Perform or update an accident risk analysis for all sites with significant environmental aspects (SEA).	2011	🟢	40% of the SEA sites have updated the analysis.	Continue multi-year deployment.
	Perform or update a health risk analysis for all sites with significant environmental aspects (SEA).	2011	🟢	As of the end of September 2008, 61% of the health risk assessments had been updated at AREVA NC, 30% at AREVA NP, and 12% at AREVA T&D.	Continue multi-year deployment.
	Draw up an updated diagnosis of soil conditions at all SEA sites.	2011	🟡	This initiative was kicked off in 2007 and was actively pursued in 2008.	Set up a sustainable management plan for environmental liabilities as needed.
ENVIRONMENTAL PROTECTION	Continue to deploy the 2008-2011 environmental plan.	Ongoing	🟢	Three training sessions were held, two in France and one in India. As of the end of 2008, more than 120 people had been trained.	Raise subcontractor and supplier awareness in the environmental field.
	Maintain ISO 14001 certification for SEA sites.	Ongoing	🟢	All sites maintained their certification.	Secure ISO 14001 certification for all new SEA sites within a maximum of three years of their acquisition.
	Carry out 80 environmental reviews.	2008	🟢	90 reviews were performed.	Perform a hundred topical environmental reviews in 2009.
	Based on site sensitivity mapping, expand the biodiversity aspects of the impact studies (impact on plant and animal ecosystems).	Ongoing	🟢	Two studies were carried out: the "AREVA and Biodiversity" study was updated, and the study "Identification of protected areas near our French sites".	Develop an educational deployment kit (description, assessment tool, etc.).
	Continue to reduce GHG emissions, particularly SF ₆ , N ₂ O and CO ₂ , in compliance with the group's carbon neutrality commitment.	2011	🟢	Direct emissions of GHG were reduced by 22.4% compared with 2007. A carbon compensation contract was signed with ECOACT. In 2008, 100% of all direct emissions were offset.	Put a process in place to eliminate N ₂ O emissions at the Comurhex Malvézi site. Reduce direct GHG emissions by 50% by 2011 compared with 2004 (at constant activity). Continue to inventory indirect emissions.
	Improve the group's eco-efficiency by reducing our environmental footprint, focusing our efforts on major contributors.	2011	🟢	Change in consumption at constant revenue (2008 vs. 2004): -23% for energy, -50% for water, +71% for waste recycling.	Continue multi-year deployment in accordance with the 2008-2011 environmental plan.
INNOVATION	Set up a standard environmental liabilities management plan.	2008	🟡	A procedure and a methodology handbook were drafted.	Distribute and implement the procedure and handbook in 2009.
	Establish performance improvement objectives for radioactive waste management.	Ongoing	🟡	Commitment to programs for legacy waste retrieval and packaging, scheduling of dismantling waste management.	Pursue the initiative for comprehensive management of legacy waste and of materials for which no disposal yet exists so as to have the necessary information to establish performance improvement objectives.
	Broaden the renewable energy strategy.	Ongoing	🟢	The portfolio of renewable technologies was defined: biomass power plants, fuel cells and offshore wind energy.	Rely on AREVA's skills and technical synergies to improve technology performance.
	Expand eco-design practices to include all new products.	Ongoing	🟡	Development of reactors (ATMEA 1, KERENA, FBR, etc.) incorporating environmental, social and societal aspects. AREVA T&D: - more than 60 people were trained in eco-design, 40 in India (Kalkota and Naini) and 25 in Great Britain (Stafford); - precise, measurable criteria for eco-designed product certification were defined and validated; - products are completely eco-designed, including automation relay stations and high voltage products.	
	Develop an eco-design plan for nuclear fuel based on lifecycle analysis and R&D projects.	2010	🟡	The Fuel BU published its integrated management manual - Quality, Safety, Environment - for the entire sector (design and fabrication) and the three regions of France, Germany and the United States.	Gradually roll out processes and procedures from now to the end of 2010.
	Pursue our innovation activities, without losing sight of customer requirements, focusing in particular on partnerships, eco-design, mid to long range planning, and information and communication technologies.	Ongoing	🟢	Several high-level experts from the fields of aeronautics, nanotechnologies and applied mathematics came to reinforce the group's skills.	Make these experts available to key projects.
COMMUNITY INVOLVEMENT	Support about ten large-scale development projects, in terms of jobs, via AREVADELFI.	Ongoing	🟢	15 projects were approved by the commitment committee. They represent 542 direct three-year jobs, two of which concern disabled entrepreneurs. In Gabon, four projects were formalized (public works, truck farming). In Niger, the partnership with SINERGI, a risk capital company formed with French and local partners, was expanded in 2008. A partnership was set up with Crédit Mutuel du Niger for microcredit operations.	Identify and support 15 or so projects (including Bure and projects for the disabled). Provide active support to the Mining BU in Africa.
	Provide economic development support in departments hosting the Bure disposal site in France.	Ongoing	🟢	In the Bure area, five projects were validated that will potentially create 298 jobs.	
	Continue humanitarian aid activities, with greater employee involvement.	Ongoing	🟢	Fundraising for Sidaction (10,000 euros), onsite events and onsite fundraising in France for the charity organization Secours Populaire's Green Father Christmas campaign (Père Noël Vert). Donation of 350,000 euros to the Red Cross following the earthquake in Sichuan Province, China. Support to 20 AREVA employees for their skills volunteering efforts (humanitarian leave).	Continue awareness raising programs internally: Sidaction and Secours populaire. Produce panels presenting the different humanitarian missions. Showcase the "Get involved" section offering volunteer assignments to French employees.
	Build public awareness of activities carried out by the Foundation.	Ongoing	🟢	Publication of an electronic travel log of employee volunteer missions. Publication of a brochure presenting the Foundation. Hosting of the intranet heading. Press conference at the signature of the partnership with the Pasteur Institute of Shanghai.	Pursue communication programs: produce films on the Foundation's activities and put out press releases regularly (every month) on the intranet and Internet.
DIALOGUE AND CONSENSUS BUILDING	Update local stakeholder mapping performed at least three years ago.	Ongoing	🟢	Nine mapping exercises were completed in 2008, bringing the total number to 33 since the program was started.	Conduct ten mapping exercises in 2009.
	Continue to implement "dialogue action plans" at all sites and monitor their progress.	Ongoing	🟡	64% of the sites that developed such a map (between 2004 and 2008) have drawn up action plans.	Continue implementation.
	Hold a third Stakeholders Session with our stakeholders.	2008	🟢	Third Stakeholders Session held in October 2008.	Design and organize a consensus building session specific to the United States.
	Set up health observatories around the main mining sites, beginning with Niger and Gabon, before the end of 2008.		🟡	In Gabon: establishment of post-professional medical care in early 2009. In Niger: post-professional medical care of former miners will start in 2009, and a broader survey on the 1970-2005 period will be initiated.	Set up post-professional medical care for former miners in Niger and Gabon. Study the feasibility of expanding the health observatories to Canada and Kazakhstan.
CONTINUOUS IMPROVEMENT	Continue to deploy AREVA Way self-assessments at all of our sites.	Ongoing	🟢	All of AREVA's business units have performed a self-assessment. The Renewable Energies BU performed its first self-assessment.	Perform a self-assessment at all of the Renewable Energies BU's sites.
	Audit the self-assessment process and make the results verifiable.	2008	🟡	The process was audited by AREVA's Audit Department. The validity of the self-assessments for some sites was checked by comparison with others and recommendations were made for improvements.	
	Adapt the continuous improvement policy to AREVA's ongoing industrial growth.	Ongoing	🟡	Adjustments to AREVA's continuous improvement policy are being prepared.	Implement the policy in 2010.
	Set up a peer review process to make it easier for line managers to share experience on deployment of AREVA Way.	Ongoing	🔴	Action not taken because not appropriate; process under review.	Organize exchanges on continuous improvement practices between line managers.
	Build the professionalism of the continuous improvement network.	Ongoing	🟢	Nine training sessions held in the framework of AREVA University.	Continue and adjust skills profiles to the group's industrial growth dynamics.
	Disseminate continuous improvement methodologies.	Ongoing	🟢	More than 100 projects have been completed using the 6 sigma and Lean methods.	Intensify the use of these methods (Lean Manufacturing, 6 sigma, etc.).
	Increase the establishment of certified and integrated management systems (environmental, quality, occupational safety).	Ongoing	🟢	The number of entities with all three certifications rose by 77%.	
	Roll out a process for exchanging best practices among all of the group's sites. Identify 100 new Best Ideas and Practices (BIP) in 2008.	Ongoing	🟡	100 th BIP disseminated in September 2008.	Achieve 200 BIPs disseminated by the end of 2009.