



**GROUP MEMORANDUM OF AGREEMENT ON  
EQUAL OPPORTUNITIES  
WITHIN THE AREVA GROUP IN EUROPE**

Between

On the one hand,

AREVA, represented by Anne Lauvergeon, Chair of the Executive Board of the AREVA Group

And

On the other hand,

The EMF (European Metalworkers' Federation), represented by Bart Samyn, Deputy General Secretary

It has been agreed that:

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## Introduction

Following on from the Agreement of December 3, 2003 under which the European Works Council was created, and given the Group's strong presence in Europe, the AREVA Group wishes to pursue social dialogue at European level, considering that it has an essential role to play in supporting societal and economic change.

In a context of demographic change and skill development, AREVA has chosen to use this agreement to affirm and promote the principle of equal opportunities in the workplace.

The concept of equal opportunities covers non-discrimination at the recruitment stage and equal access to promotion for all employees, in order to develop greater diversity in the composition of the Group's talents.

The AREVA Group also wishes to encourage the younger generations to choose scientific and technical careers, which are the core professions within AREVA, in preparation for the Group's future.

This approach ties in with the sustainable development strategy of the Group, its values, and the principles of the Universal Declaration of Human Rights, to which it adheres.

The Parties also wish to highlight the distinctive nature of the approach being taken within Europe: the EWC, represented by the Select Committee, has carried out a preliminary analysis jointly with the Management in the various entities concerned, to identify practices within the Group and thus define ambitious and pragmatic targets, which have been the subject of these negotiations.

To continue this approach, it is agreed that the Select Committee should be involved in implementing the commitments in this Agreement, in liaison with the national and local representatives of the countries concerned (Management and staff representatives).

The aim of this Agreement is to:

- define the key principles of equal opportunities in the workplace, and the target procedures for local implementation in the various countries represented on the European Works Council,
- inform all employees of the Group's commitments on equal opportunities and diversity,
- bring about a change in attitudes, by raising awareness among all those concerned by the implementation of the Agreement,
- guarantee equal opportunities and equal treatment (recruitment, promotion, pay, training, etc.)
- work in consultation with the members of the European Works Council, as part of a progress initiative, and set up relevant indicators for evaluating progress.

The diversity of the countries represented on the European Works Council provides an opportunity for a proactive and pragmatic approach, with affirmation of the Group's commitments, whilst respecting cultural, social, economic and regulatory differences in the implementation of these commitments.

The provisions of this Agreement are intended to apply to all AREVA Group employees throughout Europe (the scope of the AREVA European Works Council), regardless of their professional category.

## **TITLE 1 GROUP PRINCIPLES AND COMMITMENTS**

### **1.1 Respect and promote equal opportunities**

The signatories affirm the need to promote and respect equal opportunities and equal treatment of employees, without distinction, particularly on the grounds of sex, age, political or religious beliefs, physical characteristics or ethnic origin.

The signatories to this Agreement affirm that equality in the workplace is a right and that professional diversity is a factor of collective enrichment, social cohesion and economic efficiency for companies.

In its Europe-wide approach, AREVA wishes to promote and encourage equality in the workplace, both between the genders and by the integration and retention of disabled people.

A concrete approach is being sought, based on the Group's present experience and practice.

The AREVA Group is implementing measures designed to reflect the diversity in its workforce, at all levels of qualification and responsibility, in keeping with its industrial businesses.

To comply with applicable legislation, seeking diversity must be encouraged in the various Group professions and sectors, particularly through action to promote these professions at schools and universities. This action enables us to make our professions known and publicize their accessibility to both genders - at all professional levels and categories.

The Parties have agreed that promoting diversity, particularly through recruitment and careers management, is a factor of progress for the AREVA Group.

### **1.2 Intensify communication and raise awareness**

Promoting and pursuing an equal opportunities policy assumes preliminary work will be done on perceptions, to enable everyone at all levels in the Group to identify the challenges of diversity more easily and thereby facilitate the concrete implementation of the principles and commitments of this agreement.

Within this framework, the Parties agree on the need to develop communication, awareness raising and training among the various stakeholders concerned, particularly the management and social partners.

The group undertakes to provide broad communication to all its employees on its commitment to equal opportunities and diversity, and to inform them of the practical results of this commitment.

To encourage the involvement of the units, the results of the European diagnosis already carried out will be presented to the management and employees locally. A more detailed version of this diagnosis may be produced in the units by conducting surveys, in compliance with local regulations.

### **1.3 Implement a pragmatic approach, in line with the subsidiarity principle**

This Agreement forms part of the initiative to extend the European diagnosis carried out jointly by the Management and the members of the European Works Council (EWC), currently consisting of thirteen countries (see Appendix 1 for a list of the countries represented).

The purpose of this analysis, the first of its kind within Europe focusing on this area, was to make an inventory of and share the best practices within each country covered by the EWC. It was carried out between June and December 2005, on the basis of a jointly defined methodology (in which the matrices and deployment process were defined). The results were presented at the EWC plenary meeting on March 15, 2006 (see Appendix 2 for a few examples of best practices).

From this diagnosis, the Parties agree on the value of using the European perimeter of this Agreement as a basis for developing a proactive equal opportunities policy, while respecting the regulatory, economic and cultural distinctiveness of the countries concerned.

Within this framework, this Agreement aims to promote the best practices of the Group in Europe, to encourage their transposition and/or adaptation through action plans, while respecting specific national and local requirements.

The procedures for implementing these action plans are to be defined on a country and/or unit basis that should also take account of the characteristics of our businesses.

### **1.4 Work in close cooperation with staff representatives throughout Europe**

To ensure that this policy is deployed successfully, it has been agreed to bring together all the stakeholders concerned, notably management, the HR network, and personnel representatives throughout Europe.

The European Metalworkers' Federation (EMF) and the European Works Council are considered privileged contacts, particularly when it comes to monitoring and implementing this agreement.

However, their role should respect the prerogatives of national/local bodies for representing staff. They cannot replace these bodies.

## **TITLE 2 GENDER EQUALITY**

The AREVA Group's desire to seek and promote greater diversity in employee profiles and career paths should enable it to mobilize more skills and potential in the context of the development of AREVA's markets.

The coexistence of different profiles is a source of complementarity, balance and efficiency and is a major asset when it comes to innovation, creativity and accompaniment of change.

This approach forms part of the Group's talent development policy.

The desire expressed by this Agreement will also have an impact on the promotion of equal opportunities in staff representation within the AREVA Group

### **2.1 Recruitment**

The recruitment process operates according to the same conditions for both genders, i.e. using selection criteria based on the skills, professional experience, qualifications and type of diplomas obtained by the candidate.

The company agrees to open vacancies in the company to both genders equally, through external or internal recruitment.

On the basis of the conclusions of the advance diagnosis, and depending on the circumstances in each country and company, it is agreed that certain local measures will be taken if necessary, in particular:

- to raise awareness among the various people in charge of recruitment (internal and external) and the Management,
- to ensure that the way job descriptions and job offers are worded makes jobs accessible and attractive to both genders, with the aim of developing diversity in the workplace.

The AREVA Group is also taking steps to promote its professions by demonstrating at schools and higher educational establishments that they can be performed equally well by both genders, in line with recruitment policy in the country concerned.

## **2.2 Career development**

The Group agrees to promote diversity in all positions and jobs. This means that people of both genders must have access to the same career paths, the same career development opportunities, and the same positions of responsibility.

Wherever qualifications and individual performance permit, promotion is encouraged for both genders.

Particular attention must be paid during career management and promotion processes to ensure that there is equal access to career progression, particularly when it comes to key career development breakthrough stages: access to supervisory responsibilities, promotion from non-managerial to managerial posts, access to upper management and senior executive positions. To prevent the phenomenon known as the "glass ceiling", a proactive approach to identifying and monitoring the professional advancement of women has been agreed, particularly within the framework of the "people review" process.

Through this agreement, the AREVA Group also wishes to promote diversity among staff by improving professional mobility for men and women in all the Group's professions (mobility of post and industry and geographical mobility on a voluntary basis).

The mobility of AREVA employees is one of the Group's HR policy guidelines. It is based on a balance between employees' career plans and the opportunities and needs of the Group in terms of jobs and projects.

The diversity of the Group's establishments, particularly in Europe, provides employees with an opportunity to develop their skills in a variety of professional environments.

The use of computerized tools such as e-Talent at Group level is improving equal access to information on vacancies within the Group, and is thus fostering career progression for all its employees.

## **2.3 Training**

The AREVA Group considers access to vocational training for all its staff to be a key factor in career progression, within a changing industrial context.

The parties agree on the need to promote the participation of employees in continuing professional development and lifelong learning, particularly in order to improve the levels of qualification of men and women and to develop their employability and career paths.

To facilitate access to training, support measures may be set up locally (particularly if there are problems associated with being away from home to undergo training), for employees with young families or with a particular family responsibility.

## **2.4 Equal pay**

The AREVA Group affirms its commitment to equal pay for men and women for the same work. It affirms that equal pay for men and women is one of the cornerstones of equality in the workplace.

To this end, the various components of pay must be based on identical criteria for men and women.

As part of the career management process, there may be specific monitoring of individual pay rises, using the survey as a starting point, so that any corrective measures can be identified.

On their return from maternity or parental leave, employees may request an interview to review their salary, in line with the pay policy followed in their unit during their absence.

## **2.5 Provisions for parenthood**

Promoting equality between men and women also requires the introduction of measures that make it easier for men and women to reconcile their professional and private lives.

Among the principal areas for action, particular attention must be paid to certain working hours, such as the start and end times of meetings and training courses.

Parental leave may be taken by both men and women, in accordance with the legislation in each country.

Parenthood support measures may be defined locally so that the most appropriate solutions to childcare needs can be found, in accordance with national/local practices and regulations. For example, projects aimed at developing access to company crèches, or other similar measures, may be considered.

Before the end of maternity or parental leave, or when employees return to the company, they may have an interview with their line manager or the HR department, if they wish, to discuss their career plans and the conditions of their return to work.

Pregnancy cannot be used as a reason to refuse to hire a woman, to terminate her contract or to announce a change of job (except for certain posts which for medical reasons would be incompatible with pregnancy). It is agreed that posts should be adapted to the needs of the pregnant employee, as required.

## TITLE 3 EMPLOYMENT OF DISABLED PERSONS

Promoting the inclusion of disabled people falls within the framework of the European Union's charter on non-discrimination and inclusion of disabled people and also a European Council resolution on equal employment opportunities and social inclusion of disabled employees.

To support and intensify the effort already begun by certain establishments and subsidiaries, the AREVA Group wishes to facilitate access to and maintenance in employment, training and professional integration for disabled persons.

This Agreement relies on national measures concerning the recognition of disabilities. It also concerns employees in the process of having their disability recognized.

To involve all company players in the inclusion and support of disabled people, **a network of disability representatives is being set up** within each AREVA Group establishment and/or subsidiary in Europe (within the EWC perimeter), using the most appropriate local procedures.

### 3.1 Awareness and communication

Disability is one of the Group's social and societal commitments. To make these commitments concrete, the Parties have agreed on the need to set up communication and awareness-building actions within the company.

The subject of disability requires particular attention because it affects all of us. The successful professional integration of disabled people relies on the provision of information and training for work colleagues and managers, in order to change attitudes towards disability and the disabled.

### 3.2 Recruitment and access to employment

The AREVA Group is developing measures to encourage applications from disabled persons, in line with its requirements as regards workforce and skills.

Actions concerning the ordinary environment and the sheltered environment are also being encouraged, taking account of the regulations in each country.

Encouraging the employment of disabled people relies on recruitment channels that exist in the countries concerned with a view to increasing the opportunities for access to employment for disabled people through recruitment to permanent and temporary posts, professional training contracts and temping, etc.

The Parties have agreed that actions in favor of disabled people form part of the Group's HR policy and present processes, particularly as regards recruitment and skills development.

Two types of employment are encouraged: employment in an ordinary environment, i.e. the company itself, and employment in a sheltered or adapted environment (special companies/establishments that can offer work to people for whom working in an ordinary environment could not be envisaged in the short or medium term).

- Employment in an ordinary environment

Special attention should be paid to the employment of disabled persons from the job definition stage, when drawing up Group recruitment plans.

In addition to the normal information about the post in terms of tasks and skills required, the job description should also state any ergonomic specifications of the post and its environment. This will move the focus from the categories of disabled people who can be accommodated to the objective working conditions.

To this end, the units should share their experience and best practices.

There are two possible ways of encouraging employment in ordinary environments, provided that they comply with the legal requirements in each country:

- Direct integration: recruitment for permanent or temporary posts, particularly in collaboration with agencies that specialize in disabilities.
- Indirect integration: through training and apprenticeship contracts, work placements and temping.

In order to encourage the professional integration of disabled people in the future, it has been agreed that the number of disabled trainees taken on should be increased, by publicizing the Group's policy in schools and universities and by making use of the expertise of associations and other external partners specializing in the integration of disabled people in the workplace.

Where temporary workers are required, the Group wishes to give preference to working with companies that promote the employment of disabled people.

- Recruitment to the sheltered environment (or equivalent in each country)

In accordance with local regulations, where the sheltered sector is used, partnership agreements may be signed to work in cooperation with the sheltered environment (specially adapted companies, employment support organizations and services, retraining workshops, sheltered workshops, etc.).

The use of companies in the sheltered sector is an effective way of promoting the employment of disabled people. The sheltered environment is a way of opening up job opportunities to people for whom access to the ordinary environment may take some time or may never be possible.

### **3.3 Integration of disabled people**

Communication and awareness-raising actions need to be defined and implemented at the most appropriate level, particularly among recruitment managers, future line managers and the teams that are to integrate disabled people.

To facilitate the integration of disabled people, it may be relevant to identify a voluntary “mentor” in the immediate professional environment of the disabled person.

The mentor's role is to provide professional support for the disabled person during the first few months in the AREVA Group. If necessary, mentors can receive special training on the integration of the disabled person and/or make use of the advice and knowledge of the disabled workers' representative in the unit.

This internal support may be complemented by external intervention from an organization specializing in workplace integration.

Other measures may also be implemented, such as the provision of a document summarizing all the information the disabled person may find useful when they join the company: company facilities they may use, the names of the HR contact and disabled workers' representative, etc.

### **3.4 Professional training**

Disabled employees have access to professional training, which is necessary for maintaining and developing their skills throughout their careers, under the same conditions as the other employees in the company.

If necessary, adjustments may be made (to logistical arrangements, for example) to facilitate access to training.

If a disabled employee has difficulty carrying out their professional activity because of their disability, difficulties with adaptation, or a change in their working environment, they are given priority registration for their entity's training plan.

The purpose of this is to speed up their transfer to a professional activity compatible with their skills, and/or access to a guidance assessment and /or specific training.

### **3.5 Adaptation of workstations and accessibility**

The various units within the Group must ensure that all workstations are accessible, in order to make the lives and work of disabled people easier.

It has been agreed that the use of technical aids, particularly the new information and communication technologies, should be encouraged, in cooperation with those concerned.

Action to adapt workstations and improve accessibility is defined and implemented within the units, in accordance with regulations in the countries concerned, taking account of the general accessibility of the company and communal areas (e.g. the canteen, etc.).

### **3.6 Partnerships and external relations**

Because of the specific nature of disability, the Parties believe that it is important for the Group's entities to identify and use external networks of partners that can contribute their expertise.

These networks may be called upon at any stage in the integration of disabled people: communication and awareness training, support within the company and retention in employment, etc.

This also provides a way of getting to know local organizations and thus helps to integrate the Group into the countries and regions in which it is located.

Partnerships with other companies in the same employment basin will be looked into, to facilitate transport between home and the workplace for the disabled employees of partner companies.

## **TITLE 4 IMPLEMENTING COMMITMENTS TO SUPPORT EQUAL OPPORTUNITIES**

### **4.1 Implementation of the Agreement**

The actual implementation of the undertakings on equal opportunities and diversity within the Group in Europe (EWC perimeter) depends upon coordination between the Group level and the companies and establishments locally.

The Parties agree on the need to achieve good communication between local/national and European bodies.

Within this framework, once the Agreement has been signed, it has been agreed that the commitments within this Agreement shall be implemented in the following stages:

- an information day will be held for the members of the EWC, to create the conditions necessary for implementing the Agreement in the European countries concerned. An information day will also be provided for the HR managers of these European countries.
- the appropriate legal structure (company/country) within each country represented on the European Works Council shall sign this agreement for transposition locally in accordance with national regulations.
- a local action plan will be drawn up within the entities concerned (see Article 4.2)

The signatories agree that the French version is the valid text.

This agreement will be translated into the languages of the States represented on the Committee, by authorized translators.

### **4.2 Local action plans**

The Parties agree that implementing the Agreement will also rely on the continued sharing of best practices among the units, and on the definition of progress targets locally.

The units may choose two or three specific progress indicators, particularly from the list below, from action plans defined locally (within units or companies), to take account of the regulatory, economic and social context of each country and entity.

These are in addition to the AREVA WAY Diversity indicators.

A review of the local and national action plans will be performed annually by the monitoring committee. On the basis of this review, corrective measures will be implemented where necessary.

o Gender equality:

Awareness-raising measures:

Number of information meetings in the units, for management committee members, employees, staff representation bodies, etc.  
Number of discrimination prevention training meetings.

Recruitment:

Percentage of women recruited (permanent posts).

Career development:

Number of interviews conducted at the end of maternity or parental leave to review the employee's career plans (out of the number of people on maternity or parental leave).  
Number of part-time employees (women/men).

Professional training:

Gender ratio in access to professional training.

Pay:

Number of interviews conducted at the end of maternity or parental leave to review pay (individual pay rises), for men and women  
Monitoring of pay levels when recruiting young graduates.  
Percentage of women who have had an above-average pay rise (per socio-professional category).  
Percentage of women who have had a pay rise or promotion (per socio-professional category), out of the total number of women and men.

Reminder of AREVA Way indicators:

Percentage of managerial positions held by women  
Percentage of non-managerial positions held by women,  
Percentage of senior executive positions held by women.

o Disabled people:

Awareness-raising measures:

Number of information meetings in the units, for management committee members, employees, staff representation bodies, etc.  
Number of discrimination prevention training meetings.  
Number of local initiatives to encourage professional integration.

Employment:

Percentage of disabled people recruited direct (permanent posts)  
Percentage of ongoing business with companies in the sheltered or adapted sector or number  
of partnership agreements with the protected sector.

Reminder of AREVA Way indicator:

Percentage of disabled people in workforce.

### **4.3 Communication and awareness training**

In order to achieve a lasting change in attitudes and behavior towards equality in the workplace, communication and training initiatives directed at all Group staff are being undertaken to raise awareness among all concerned.

For example, training on preventing discrimination and on the challenges of diversity may be offered, initially to the Management Boards, before the principle is extended to all staff.

This Agreement is being presented to the Management Boards and to all employees, particularly at annual company meetings and via other Group media (e.g. intranet), to encourage its appropriation by the European entities.

### **4.4 Social dialogue and monitoring of the Agreement**

The principle of constructive social dialogue between staff representatives and members of the management is based on information and dialogue concerning the Group's economic and human issues.

Within this framework, the signatories agree to the setting up of a monitoring committee.

This monitoring committee will bring together AREVA's Human Resources Department, the members of the Select Committee and the EMF once a year, in order to evaluate the application of the agreement, particularly on the basis of the AREVA WAY indicators and those identified locally (see examples in Article 4.2).

They can also use this meeting to propose recommendations for improvement, if necessary.

## TITLE 5 MISCELLANEOUS

### 5. 1 Duration of the Agreement

This agreement is valid for a period of 3 years.

It shall be tacitly renewed for periods of three years, unless terminated by one of the signatories by notification of the other, by registered letter, at least 6 months before the end of a three-year term.

Throughout its duration, this Agreement may be revised by means of addenda to adapt it, particularly if the perimeter of the Group changes.

### 5.2 Scope of the Agreement

This Agreement is concluded for the AREVA Group (EWC scope) at European level and may not substitute national legislation and/or company agreements if these are more favorable.

Paris,

#### **For AREVA:**

Anne Lauvergeon,  
Chair of the Executive Board of the AREVA Group

#### **For the Unions:**

Bart Samyn,  
Deputy General Secretary of the European Metalworkers' Federation (EMF)

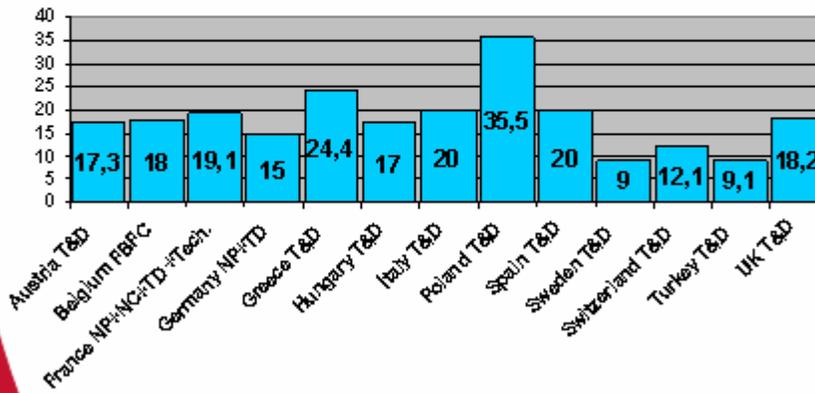
**APPENDIX 1:** list of the countries represented on the EWC.  
 This list may be subject to change (see annual workforce review)

<b>Countries represented on EWC</b>	<b>Number of seats</b>
Germany	5
Austria	1
Belgium	1
Spain	1
France	14
Greece	1
Hungary	1
Italy	1
Poland	1
United Kingdom	3
Sweden	1
<i>Countries with observer seats:</i>	
<i>Switzerland</i>	<i>1</i>
<i>Turkey</i>	<i>1</i>

## 2. Key figures for gender equality

• **18%** : average percentage of women with respect to total unit workforce in Europe.

**% of women with respect to total unit workforce per country (2005)**

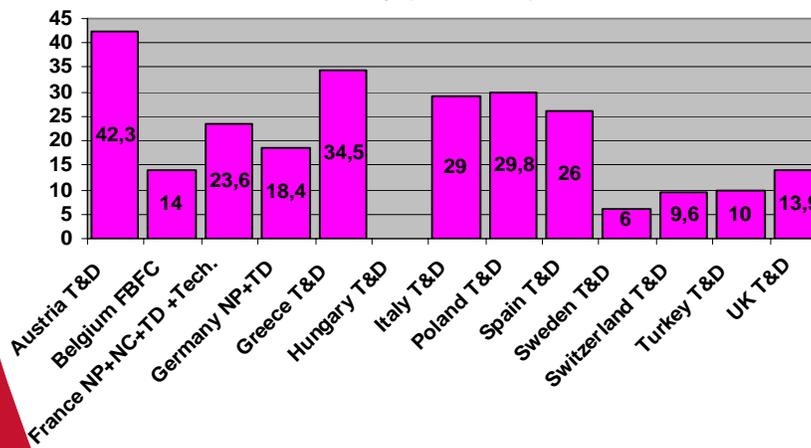


Equality in the workplace : progress – EWC March 15th 2006

## 2. Key figures for gender equality

• **21,4%** : average percentage of women recruited during the last 3 years in Europe.

**% of women recruited during the last 3 years per country (2003-2005)**



Equality in the workplace : progress – EWC March 15th 2006

## 2. Good practices for gender equality

- ▶ **AUSTRIA** : 42,31% of Women recruited during the last 3 years
- ▶ **FRANCE**:
  - **AREVA NC** : -agreements on Professional Equality since 1985, recruitment, mobility, training, career advancement  
-68,8% of Women trained in 2004
  - **AREVA NP** : 10% of Men vs. 9,8% of Women promoted in 2004
  - **AREVA T&D** : 12,56% of Men vs. 19,21 Women promoted in 2004
  - **Technicatome** : professional development interview for women after a parental leave, for salary review.

## 2. Good practices for gender equality

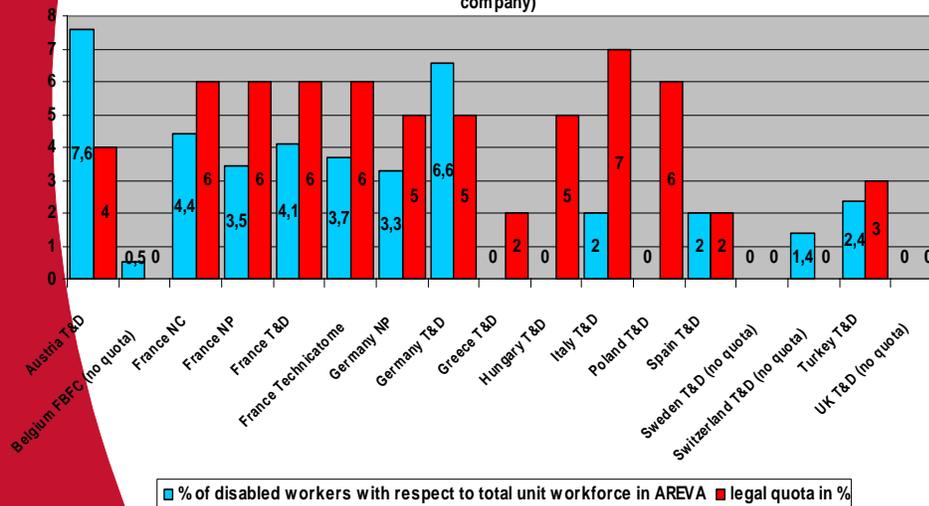
- ▶ **GERMANY**
  - ♦ **AREVA NP** : a company day nursery to be implemented in 2006
- ▶ **GREECE** : 34,5% of Women recruited during the last 3 years
- ▶ **HUNGARY** : Women with children can have more holidays (2 days/child)
- ▶ **ITALY** : 29% of Women recruited during the last 3 years
- ▶ **POLAND** : 35,5% of Women with respect to total unit workforce
- ▶ **SPAIN** : 33% of Men vs. 53% of Women trained during the last 3 years
- ▶ **TURKEY** : 90% of Women trained during the last 3 years
- ▶ **UK** : all employees trained during the last 3 years

## 2. Good practices for Integration of disabled workers

- ▶ **AUSTRIA** : 7,57% of disabled workers with respect to total unit workforce (legal quota 4%)
- ▶ **FRANCE** :
  - **AREVA NC** : agreement every 3 years since 1989
  - **AREVA NP** : barrier-free access for each new building
  - **AREVA T&D** : subcontracting with sheltered workshop
  - **Technicatome** : 89% of disabled workers trained during the last 3 years
- ▶ **UK** : work in close collaboration with the Job Center Plus and their Disability Employment Advisors and Access to Work Advisors

### Quota system in 9 countries : few countries meet the target (Spain T&D) /exceed the target (Austria T&D, Germany T&D)

% of disabled workers in the units of Areva with respect to the legal quota (per subsidiary company)



## 2. Good practices for Integration of disabled workers

### ▶ GERMANY :

- **AREVA NP** : integration agreement in 2002, training, adaptation of the workplace to the handicap
- **AREVA T&D** : close cooperation with the integration office to make workplaces accessible for the disabled.

example: Mönchengladbach

### ▶ SPAIN :

- 2% of disabled workers with respect to total unit workforce (legal quota = 2%)
- Agreements with Adecco Foundation for recruitment