



**GROUP MEMORANDUM OF AGREEMENT ON  
PROFESSIONS AND COMPETENCES FORECAST  
AND MANAGEMENT  
WITHIN THE AREVA GROUP IN EUROPE**



Between

On the one hand,  
AREVA, represented by Anne Lauvergeon, Chief Executive Officer

And

On the other hand,  
The European Metalworkers' Federation, represented by Bart Samyn, Deputy General Secretary

It has been agreed that:

   
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## PREAMBULE

Market evolution, technological breakthroughs, international competition, changing customer requirements and employee expectations are among the numerous factors that contribute to a changing professional environment.

AREVA wishes to continue being an employer of choice.

Consequently the parties, AREVA and the EMF, through this Framework Agreement on the Anticipation and Development of Competencies wish to contribute to a satisfying, rich, and diversified professional life for all while integrating the company's need for adaptation and change. The agreement is another step on the roadmap for innovative social dialogue and constructive labour relations at European level. It is a continuation of the spirit of the Framework agreement on Equal Opportunities, signed by the EMF and AREVA Management in November 2006. This agreement led to the ODEO project, which cemented the positive social relationship between management, the EMF and social partners at European level. It has been renewed by an amendment in April 2010.

The contents of this agreement will help to empower each and every employee in the development of their careers throughout their professional lives whilst working for the group.

It is part of AREVA's vision to offer all employees career opportunities in respect to both their and the company's needs in terms of knowledge transfer, market changes, technology anticipation etc.

It is also part of the group's vision to develop career management through the identification of competencies, needed professions and associated employment. This principle will contribute to both maintain and develop collective and individual performance, while ensuring a just and fair acknowledgement of each employee's personal contribution.

The present agreement covers such challenging areas as:

Training

Mobility

Transmission and renewal of competences

Apprenticeships

Integration of newcomers

Anticipation of the needs of the aging workforce

Work/life balance

Creation of both National and European Professions and Competences Council

In order to respond to this challenge, AREVA intends to equip its companies and its employees with the necessary means and processes. The manner in which employees are managed is a key element in both collective and individual performance. The parties agree to the fact that management through the anticipation and development of competencies is a key principle to reach the group's objectives on successful career enhancement and on social policies such as gender equality, diversity .....

One means to help the employees to manage their professional career while replying to the company's need of adaptation, is the creation of national AREVA Professions and Competences Councils.

Moreover the parties agree to the development of a project to implement the present agreement, along the same lines as ODEO.

Consequently the deployment of this agreement will be assured by the project FACES (Forecasting and Anticipating Competences in Europe through Social Dialogue) which will bring together employee representatives, management and Human resources on-site, on a regional, transnational and European level, concrete action plans will be jointly developed and deployed. The main theme of the project will be the articulation and needs of the different generations, now present in the workplace, in their career development and expectations. The parties are conscious that a strong social dialogue enables the group to build a solid basis for better working conditions for employees all over Europe and a constructive partnership with employee representatives.

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

The provisions of this Agreement are intended to apply to all AREVA group employees within the scope of the AREVA European Works Council, regardless of their professional category.

## **TITLE 1 EMPOWERING EMPLOYEES TO ANTICIPATE AND MANAGE THEIR CAREER DEVELOPMENT**

The parties agree that career development is key for the success of each individual and the development of AREVA. In this respect, they consider that anticipating skills needs and the overall employment situation is essential to provide employees with better visibility on their potential career development while meeting the company's needs for adaptation.

### **1.1 Providing employees with visibility on evolutions within careers and professions**

The best possible visibility on the evolutions and changes within professions is essential for every employee.

AREVA intends to anticipate the identification of needs and employment, in quantitative and qualitative terms. National AREVA Professions Councils constitute an ideal advancement in this field and benefit both the employees as well as the business. Such anticipation will enable each employee to build up his/her own career path. At the same time, these national Professions Councils will be the cornerstone for a European Professions Council and provide the relevant information.

The realisation of this major project and all the topics mentioned in this agreement will be based on a joint effort of the staff representatives, management and human resources teams. AREVA is conscious that strong social dialogue and a constructive partnership with employee representatives enable the company to build a solid base for better working conditions for all employees.

A common European perspective will be given via a Professions Council and a common professions referential model. Visibility, communication, transparency and analysis are some of the keys for successful skills and employment anticipation. Setting up a European Professions Council reflects the parties' ambition to continue taking the lead in innovative social dialogue in Europe.

The European Professions Council's aim is to provide information and analysis on:

- Employment
- Training
- Integration
- Anticipation
- Apprenticeships
- Age pyramids
- Gender
- Senior employees
- ...

One of the objectives of the European Professions Council is to achieve harmony and consistency within the group at European level, using the same tools and definitions to reach comparable results. Throughout Europe, all employees should be provided with the same access and opportunities for their career development. The development of the national Professions Council includes the creation of a complete, progressive and common referential model which will allow the precise identification and definition of all professions within the group.

The European Professions Council will be composed of European HR manager(s) and members of the Select Committee of the European Works Council. This will ensure continuous social dialogue on anticipation and employment and allow an overall picture of the situation at European level.

Annex 1 contains a detailed description of the mission and functioning of the AREVA National Professions Councils.

### **1.2 Providing employees with all necessary means for the best possible career management**

Career development and management includes information on jobs and careers, guidance, mentoring and training. It is a continuous process and a joint responsibility of the management and the individual employee regardless of his/her position, age and gender. Therefore, every employee should have the opportunity to enrich his/her competences and his/her professional experience.

Parties to the present agreement agree that every employee should have the means to manage his/her professional career.

### **1.2.1 Promoting Individual Annual Appraisal and Development Plan**

Appraisal is a key step in competencies management. AREVA guarantees that the appraisal follows the same principles as in the AREVA value charter for all sites.

An assessment allows, among other things, to articulate the positioning of the employee in such a way that their qualifications and their payment is in relation to their level of competencies and performance. This does not change existing national bargaining systems.

The individual annual appraisal represents a key moment between the employee and his/her manager to discuss career opportunities. It has to take place in a harmonious ambiance. The employee's aspirations as well as the company needs have to be taken into account.

Parties highlight the need for managers to be well prepared and trained to carry out the annual appraisal. In addition, employees need to be trained and have the necessary time to prepare for this discussion; these are key elements for the success of the appraisal. Appropriate preparation should also include access to the relevant information such as the evolution of jobs at AREVA.

Following the individual appraisal, both the employee and his/her manager are committed to translate the outcome of the discussion into concrete actions within an Individual Development Plan. A follow-up of the action plan will take place during the next appraisal. All data will be fully protected.

The annual appraisals are carried out in line with local negotiation and social dialogue practices.

### **1.2.2 Training, an integral part of each employee's career path**

AREVA develops a training policy adapted to its needs and to those of the employees, to both preserve and renew competencies in order to have the best possible career evolution.

Training helps every employee to better prepare his/her career development. Every employee has access to training. AREVA will guarantee transparent and comprehensive communication about available training programmes. AREVA supports actively its employees to maintain their professional competences and to keep them up-to-date in regard to technological and managerial evolutions.

Parties agree that each employee should benefit from 30 hours of training per year. This training time can be allotted over 3 years.

National legislation and/or local, national, regional or company level agreements in terms of training will be respected.

Training as well as on-the-job training will normally be provided during normal working time. On-the-job training is a form of training given to employees in the workplace while he or she is performing the actual job. It is based on the principle of learning by doing and includes explanation and demonstration by a more experienced employee, supervisor, or manager.

In accordance with national laws and rules, access to vocational training shall not entail any specific expenses for employees.

A notification system will be implemented to ensure that appropriate measures are taken in case an employee has not participated in any training for 3 years.

Annex 2 contains a detailed description of the indicators that may be used.

Analysis on market evolutions, technological trends and job evolution is taken into account into the development of the company's collective training plans. Training plans will be accessible to all employees.

Validation and recognition of training is essential for building career paths. This will be supported via an "AREVA training passport". The parties also agree to support the use of external certification and recognition.

### **1.2.3 Mobility, an opportunity to grow**

In the context of a professional, expert or management career development, AREVA provides for its employees career opportunities through geographical or functional mobility.

Moreover, the change within the different professions categories can be an important occasion for further career development.

For the group, mobility, which is on a voluntary basis only, represents a driver for performance improvement with multiple benefits: it helps to share expertise, multiply career opportunities, and develop an international culture. The goal is to make professional mobility a way of life for all AREVA employees.

Mobility will definitively take on more importance within the group, because of the need to adapt to technological change, adjust to fluctuations in workload, or meet expansion goals.

In the event of an open position, AREVA will systematically give priority to qualified internal AREVA candidates based upon their education and/or professional experience. Employees will be able to apply directly, under confidential conditions, if they wish to do so. If the application of an employee remains unsuccessful, the reason(s) will be communicated to the employee within a reasonable time. If the candidate's application has been accepted, his/her manager cannot prevent the transfer.

Geographical and professional mobility are based on the employee's agreement and the company's needs, and have to take into consideration individual aspirations and concerns.

Furthermore, different personal obstacles may be a hindrance to mobility. AREVA wishes to support its employees overcome these obstacles. The personal situation of every employee will be taken into account. For expatriates, the expatriation as well as the repatriation process has to be identified, prepared and formalised before his/her expatriation.

Beyond the material issues, the parties are convinced that the orientation/induction phase is a key moment for the success of an employee's mobility.

Different best practices and experiences that can give the employees an understanding of the interest of mobility and contribute to the success of it exist. Annex 3 contains some best practices as well as a detailed description of the indicators that may be used.

## **1.3 Ensuring transmission and renewal of competences**

Parties to the agreement acknowledge that a successful integration process of newcomers is positive both for the employees and the company. They also believe that a fair and rewarding process of competences transfer can benefit both employees and the company.

### **1.3.1 Promoting apprenticeship and/or internships**

Parties agree on the necessity to develop this type of dual education. These forms of training have different advantages. First, young and future graduates can be successfully integrated into the group. Furthermore, it can be used as a means to recruit in job categories where such competences are difficult to find on the job market.

AREVA commits to examine, in compliance with national constraints and legislation, all possible measures which can lead to an increase of the number of apprentices and interns. This will be followed by an indicator.

### **1.3.2 Ensuring tomorrow's expertise via the anticipation of competences transfer and a successful knowledge management**

Transfer of expertise and knowledge is one of the main challenges for the coming years. Clear processes on how to deal with this issue successfully are therefore necessary.

In order to better organise knowledge transfer and time management, the operational workload of the employee has to be discussed and decided between him/her and his/her manager. Knowledge transfer is part of the normal workload.

Each country will define how to recognise and support the transfer of knowledge in a HR plan.

Annex 4 contains a detailed description of a model that has been jointly developed.

### **1.3.3 Promoting intergenerational relationships and responsibilities**

Parties agree to develop a project that enhances intergenerational relationships in the workplace. A project will focus on the different generations, in order to increase the comprehension between different age groups on a professional level. It is important to know the characteristics of each generation, in order to better understand one another and profit from the strengths of all involved, as well as the culture, working behaviour and actions of each generation.

## **TITLE 2 DEVELOPING A FAVORABLE WORKING ENVIRONMENT ALL ALONG EMPLOYEES' CAREERS**

AREVA commits to helping its employees balance their professional and personal lives.

The parties agree that this creates a positive working environment throughout the careers of all employees and contributes to both their well-being and that of the group.

### **2.1 Newcomers' integration and careers' management throughout employment in the AREVA group**

It is at the heart of the group's HR policy to provide career opportunities for its employees during their employment. Thus, the group commits to supporting its employees during this period. AREVA's commitments on equal opportunities and diversity cover non-discrimination at the recruitment stage and equal access to promotion for all employees, in order to develop greater diversity.

Annex 5 contains a detailed description of the indicators that may be used.

#### **2.1.1 Developing induction and training programmes**

All employees with an apprenticeship or internship contract will benefit from an individual follow-up provided by an AREVA employee during the entire period of his/her contract. AREVA employees who volunteer to take on this task will be provided with a specific training programme and time allotment.

The employee will have to make sure that the apprentice/intern is well-integrated, both in the company and in his/her team. If applicable, he/she will be available for pedagogical meetings with the higher education institution of the young employee.

#### **2.1.2 Anticipation of career path evolution and competences development of the aging workforce**

AREVA commits to better management of the latter part of its employees' careers. To this purpose, every country will initiate after consultation with social partners a senior policy, aiming at better taking into consideration the expectations of experienced employees' as well as recognising their specific abilities.

The national plans can include

- Career development interviews
- Training
- Promotion
- Anti-discrimination recommendations and rules.

This will enable both the company and the employee to anticipate the coming years.

The ageing workforce shall have the same access to training opportunities as others. The different AREVA entities must ensure that this commitment is respected and translate into concrete measures. The ageing workforce should have the same level of promotion as in all the other age groups.

## **2.2 Managing careers in respect to professional and personal life stages and assure a favourable workplace environment**

Besides its commitment to provide tools to anticipate professional development, AREVA will engage to support its employees in achieving a favourable work-life balance.

As it is already stated in the European Agreement on Equal Opportunities, promoting equality between men and women also requires the introduction of measures that make it easier for both genders to reconcile their professional and personal lives. AREVA wishes to offer the best work standards to its employees and to constantly improve the quality of their working place and atmosphere. Commitments linked to time management and others are reinforced.

The parties in each subsidiary will develop an action plan in order to design work practices to help better balance the needs of both the employee and the business.

In continuation of the ODEO approach, which brings together the management and the staff representatives, the following four joint stages will help to elaborate action plans:

- A detailed assessment of the situation on each of the European sites with regard to Work-Life-Balance
- A formalisation of each site's action plan on Work-Life Balance
- A European working session bringing together both Employee Representatives, Human Resources and Managers to discuss and make headway on Work-Life Balance
- A monitoring committee to jointly present the project outcome to the European Metalworkers Federation

## **TITLE 3 IMPLEMENTING COMMITMENTS**

### **3.1 Implementation of the Agreement**

After signing the Agreement, the group's social partners of each country covered by the agreement will meet in order to decide on a local implementation plan.

Once the Agreement signed, group's social partners will engage to elaborate a project which will permit its implementation that will reinforce the collaboration between staff representatives, management, Human resources and employees as well as a better anchoring of the agreement at site level. The social dialogue will be even more successful.

The signatory parties agree that the English text is the official authorised version. The agreement will be translated into the languages of the countries represented on the AREVA European works Council, by authorised translators.

Group social partners commit to developing a project that will enable the agreement to be developed and implemented on each site. This will enhance the partnership between Employee Representatives, Managers, Human Resources and staff and thus anchor the agreement at site level and improve social dialogue.

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

In order to monitor progress and implementation of the agreement and the specific objectives defined by this agreement, the signatory parties agree on the following:

Setting up a monitoring committee composed of the AREVA management and the European Works Council Select Committee, which will assess the implementation of the agreement and will monitor the national implementation plans. Recommendations can be made by the monitoring committee.

Every year, the AREVA management and the European Works Council Select Committee will present and debate the results of the evaluation to the European Metalworkers Federation.

Detailed communication will be developed towards all employees and entities in the different countries with the view to promote the agreement.

## TITLE 4 MISCELLANEOUS

### 4.1 Duration of the Agreement

This agreement is valid for a period of 3 years starting from the date of signature.  
It shall be tacitly renewed for three years, unless denounced by one of the signatory parties through prior notification at least 6 months before the end of a three-year term.

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

### 4.2 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 favourable. The annexes are an integral part of the agreement.

Paris, 1st of April 2011

**For AREVA:**

Anne Lauvergeon,  
Chief Executive Officer

**For the European Metalworkers' Federation:**

Bart Samyn,  
Deputy General Secretary, European Metalworkers' Federation

## ANNEXES

### ANNEX 1

#### **AREVA's ambition to develop National Professions Councils**

Awareness of evolutions within job structures has to be anticipated and heightened.

AREVA, leaning on the management of its establishment/department and units, will implement means of evaluation and measurement enabling the anticipation of the quantitative evolution within professions.

The French agreement, on the same subject, signed in January 2005 was the cornerstone for the creation of the Professions Council in France. It is nowadays recognised and approved by social partners as an employment tool in France.

#### **AREVA National Professions Councils: mission and functioning**

The Professions Council is at the heart of employment, training and mobility management. It is at the cross-roads of a constant dialogue between different goals:

- Make integration and mobility an opportunity for every employee and to give systematically the priority to internal mobility
- Anticipate and sensitise employees for evolutions within professions as well as to pass on and renew the competences
- Make training a tool for professional mobility
- Work in close relation with staff representatives

To ensure consistency within the group, all countries use the same definitions in order to reach comparable results, passing through common stages.

Every AREVA Professions Council is composed on the following joint model:

- An Council Manager, appointed by the national HR Director who is in charge of delivering data for the national Council as well as for the European consolidation.
- Staff representatives

A 4-step-model based on a shared methodology

- 1) Analysis of the current situation
- 2) Predictable evolution of the resources
- 3) Predictable evolution of the needs
- 4) Elaboration of an action plan

3-year-plans are established on national level based on the economical activity, projections and estimated employee turn-over.

The analysis should concentrate on the following points:

- Evolution of the resources and needs;
- Population pyramid;
- Mobility within and outside the labour pool;
- Mobility within and outside the employment area;
- Critical professions for significant quantitative evolutions (Critical professions refer to professions with a significant quantitative evolution, strategic professions for which the group should assure lasting know-how, professions difficult to recruit and professions facing significant evolution of competences);
- Emerging professions.

On an annual basis, the Council Manager convenes a meeting on the Professions Council with the national HR Director and the staff representatives in order to analyse the employment situation and evolution within the professions on a national level.

On that occasion, a synthetic report based on the consolidated data on the fields cited above will be presented.

The results of the Professions Council should be available as an additional input during the People Review process in order to support:

- The identification of possible transitions within and between professions;
- The anticipation of social and professional evolutions linked to main industrial projects;

- The facilitation and the follow up of the implementation of synergies and solidarity among the different group entities;
- The identification of training possibilities which correspond with the natural evolution within the professions.

The national HR department will organise and structure the Professions Council according to the national needs and situation within the country.

Depending on the size of the country, the process and organisation of the Professions Council can be adapted and will be conducted as a bottom-up process.

Countries with less than 500 employees will have to deliver a minimum set of data for the setting up of the National Professions Council which will be consolidated in the European Professions Council.

An annual monitoring committee has to be organised in every participating country on national level, and if necessary, on regional and local level.

## ANNEX 2

In order to follow the participation of employees in training units, the following follow-up indicators may be used:

- Number of days of training by gender per year (ODEO indicator)
- Number of employees having followed at least one training unit in the previous year;
- Number of employees that have not followed one training unit for at least 3 years;
- Number of employees that have followed one training unit that lasted 10 days or longer (successive or not);
- Number of employees that have obtained a qualification or a professional certification at the end of a training unit.
- Number of days training for aging workforce (over 50)

## ANNEX 3

Some best practices to give the employees an understanding of the interest of mobility:

- Job-rotation or "Live my life" ("Vis ma vie")
- Mobility and Professions Days with presentation of different career paths.
- Feedback from mobile employees

Some indicators that may be used:

- National mobility by gender
- National mobility by age
- International mobility by gender
- International mobility by age
- Evolution of mobility by gender and place
- Evolution of mobility by age and place
- Activity of the E-Talent site
- Number of persons having applied on E-Talent
- Number of local initiatives to encourage mobility
- Most common reasons for success
- Most common reasons for failure
- Solutions found

## ANNEX 4

The following model has been jointly developed:

Step 1: Identify the critical competences (starting the analysis on the basis of the Professions Council)

Step 2: Identify who holds the critical competences

Step 3: Choosing the most appropriate way to transfer the knowledge.

A list of best practices:

- Training (Technical training Centre / AREVA University)
- Resources Centre
- Tutoring/Mentoring
- Peers Review

- Technical networks and Practice communities
- Coaching
- Interviews
- Return of experience
- Training programs can be designed to help the person who wants to transfer to choose the most appropriate way to do so.
- Employee working groups

Some key elements that support a successful transfer of expertise:

- Identification of the expertise transfer objective in the annual appraisal;
- Making sure that the proper time is given for achieving this objective;
- Include the objective in the day to day process;
- Reward and recognise the person who transfers the expertise;
- Making sure the expertise transferred is done in a sustainable way;
- As long as it is perceived as an additional task, it will be hard to achieve;

## **ANNEX 5**

Indicators : male/female promotions  
Promotions by age groups

