

## 1 Session 4 – Irregularities and Supply Chain Control

Date: June 29<sup>th</sup>, 11:00 -> 12:30

Main Speaker (15min):

**Pierre-Franck Chevet** (ASN Chairman, France)

Panelists (5 min – short statement and discussion):

**Ronald G. Ballinger** (Professor of Nuclear Science and Engineering, and Materials Science and Engineering, MIT, USA)

**Stephen Burns** (NRC Commissioner, USA)

**Bernard Fontana** (Areva NP CEO, France)

**Massimo Garribba** (European Commission, Directorate-General for Energy, Director for Nuclear energy, safety and ITER)

**Hervé Gilibert** (Chief Technical Officer, Airbus Safran Launchers, France)

**Ilse Tweer** (Independent Scholar, Austria)

### Statement proposal:

AREVA NP is the designer and supplier of Nuclear Steam Supply System, nuclear equipment, services and fuel: all those equipment/services are key for nuclear plants and thus subject to the strictest quality and safety requirements.

#### 1. Safety Culture and Management By Values

Those requirements are at the heart of the company's vision and core values that are shared by all our employees: **Safety**, as the overarching value, Future, Performance, **Integrity**, Passion

- **Safety** : our objective is to continuously improve at each level of our organisation the **safety culture**, which is based on a questioning and cautious attitude of our staff and subcontractors, as well as rigorous practices in the conduct of the activities, relying on the exemplarity and the essential presence of managers in the field
- **Integrity** : means **clear and non-negotiable commitments to detect and address any deviations, escalate issues, say things and treat them**. It means for managers to create and enhance transparency → **Tone at the top and exemplarity of leaders**

We faced a test of our values but we know that **Managing By Values (MBV) allow us to establish solid base on which we are building a sustainable AREVA NP** and contribute at the same time to prevent the risk of irregularities.

#### 2. Organization

In addition, AREVA NP has **strengthened its organization** with the objective of ensuring a high level of quality and safety, by putting in place:

- **A Safety Independent Oversight independent from the management line**, with 2 level of control

- A 1<sup>st</sup> line of control deployed by the operational units themselves at each level of the organization
- A 2<sup>nd</sup> line ensured by the General Inspectorate who assesses for the CEO the level of defense in depth and proposes necessary improvements to maintain safety at the highest level.
- **A Design Authority** which brings an independent expertise in the perimeter of design and construction of new builds projects.
- **An independent Inspection teams** with targeted and unannounced audits **within the group** and **at our suppliers.**
- **An independent chain of alert and protection system** (e.g. whistle-blowers)

→ **This organization does not apply only for ours INB but to all our activities** undertaken by operational entities In France and Internationally, as Nuclear installations licensees, Service providers to customers nuclear facility, Designers and manufacturers of materials and equipment

### 3. The power of performance Management

- **A program of Operational Excellence**, including **visual management**, cascaded all over the company
- Identification of **standards, visualization of deviations, corrections** and improvement. Constant **evaluation of process capability**
- Performance management supports **transparency of supply chain** and brings additional competitiveness
- **Digitalization of regulatory process** for compliance and competitiveness
- **People survey** and associated action plan **to assess safety culture and promote engagement; social dialogue**