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Most EDF branches or divisions have had units which are either Prize winners, Recognised for Excellence (R4E) and Committed to Excellence (C2E) or have begun the process. For instance, in 2007, the nuclear plant of Golfech was the first European nuclear plant to be R4E 5*. It was the first 5* in France.

This is a good example of how EFQM can help industrial units who often focus only on technical issues. EFQM ensures they also focus on customers, the environment and CSR, and of course on people.

The lesson we have drawn is: continuous improvement is a whole. And to achieve long-lasting performance, nothing can be done without people and their talent. Over the last twenty years, it has become increasingly evident that sound, sustainable management requires reconciling financial, environmental and social goals. The human dimension is a key issue to enable us to respond effectively to all the challenges we have to meet.

So, the first two Guidelines of our Group HR Action Plan are "People are the core of the Group's competitiveness and performance" and EDF wants to be "An employer of reference in terms of corporate responsibility and social performance".

We have to train people and develop their skills, their empowerment and the necessary conditions for their

involvement, in order for them to realise their full potential. But there is something else which is important to focus on: the difference in performance comes, of course, from how people are managed.

A few key points in people management: listening, trust, recognition and of course being exemplary

Listening

Managers do not listen enough to others. We can always learn from others.

Listening leads to questioning, to be sure we have really understood what was said. It's also important to make sure we understand the feelings behind what is said.

Trust

Let us not be naïve about it. Trust does not mean we do not check what people are doing. We can not order confidence but we can create conditions for it, for instance by trusting people. If people feel we do not trust them, they only achieve half of what they could do.

When we question someone's action we are not questioning their character, we are only interested in the facts. People will accept that we question their results or their actions. We must remain focused on the facts. That is the price of trust.



Recognition

Consideration and respect: all the little everyday deeds or gestures. That is to say: to be very thoughtful, to express thanks, to give encouragement.

There are at least three forms of recognition: financial, symbolic, social. These forms of recognition make sense for people working in a company.

And being exemplary

Setting a good example is like sweeping the stairs, we have to start at the top. We must behave as we want our employees to behave. These could be the first things we think of when we speak about being exemplary. All this is nothing new, it was in the Bible: "Do unto others as you would have them do unto you".

It is a question of reliability: "we do what we said we were going to do". Actions speak louder than words.

Convincing people is a daily task. Exemplary nature goes with conviction and conviction goes with commitment. The mistake is to believe that, because it is simple to understand, it is simple to do.

Human resources and human beings

It is not so easy to manage people because we have to deal with individuals: human beings. What are the implications for their lives? The impact will be on them. That will not alter our decision, but the way we manage the change.

People are not only resources, not just a cost. People are above all forces, levers: an asset of the company.

People can give their best, when they are involved, committed: when we listen to them, we trust them, we recognise their contribution and, of course, when we offer them our own exemplary behaviour. We must keep practising and never give up: nothing must be taken for granted...

The company must be a living one, with living people. That is what makes sense, and creates the desire for success.

About EDF

EDF Group is a leading European energy company, with operations around the world, supplying electricity, gas and services, present in all sectors of the electricity industry: generation, supply and trading, transmission and distribution, and mainly focused on four countries in Europe: France, United Kingdom, Italy and Poland.

Some key figures [2012]:

Customers worldwide: 39.3 million

EDF Group's consolidated sales amounted to 72.7 billion Euros.

Worldwide workforce: around 160 000 people

Our generating capacity is 139.5 GW (nearly 100 GW in France, mainly from nuclear and hydroelectric power plants) generating 642.6 TWh with 84.7 % free of CO₂.

SUCCEEDING THROUGH THE TALENT OF PEOPLE