

3.4 Responsible development

The Group aims to achieve responsible growth. To do so, it has made a priority commitment to maintaining and developing a high level of stakeholder dialogue and consultation in all projects and operational business, whilst ensuring that regulated network operator management remains properly independent. Indeed, over and above its environmental responsibility and alongside its social and societal responsibility, the Group seeks to nurture economic, social, and human development in all territories in which it operates. The Group is keen to develop, stimulate, and support industries, and aims to implement responsible behaviour as its digital development expands.



3.4.1 Dialogue and consultation with stakeholders

Dialogue with stakeholders is a major part of EDF's culture. It forms the basis of EDF's cooperation with our stakeholders. The Group has made dialogue and consultation one of its priority societal commitments.

3.4.1.1 Experience in dialogue and consultation

EDF's history and its role as a major investor and operator throughout France have allowed it to develop long-standing, tried and tested experience in listening, dialogue, and consultation with stakeholders, which are organised with a view to taking into account multiple stakeholders and a diverse range of situations.

3.4.1.1.1 EDF, a policy of dialogue and consultation

3.4.1.1.1.1 EDF: a pioneer in the implementation of stakeholder panels

For over 20 years, the EDF group has relied on different external stakeholder councils, at EDF, Group, country and subsidiary level. Several panels of experts from civil society provide Group managers with their view on the major topics of interest to the EDF group:

- **the Group's Stakeholder Council:** in terms of dialogue with external stakeholders, and in addition to the external listening forums, anticipatory monitoring and the life of partnerships, the preferred body is the Stakeholder Council. This is a joint, multidisciplinary, voluntary group made up of 13 individuals representing civil society (climatologists, delegates from student and consumer groups, economists, NGOs, solidarity actors, etc.). It is co-chaired by the Chairman of EDF, and by Cécile Renouard⁽¹⁾ since 2022. Two sessions were held last year to discuss the EDF group's strategic orientations and adaptation to climate change;
- **Scientific Council:** chaired by the Chairman of the French Academy of Sciences, this Group-level Board met three times in 2023 to discuss the flexibility of electricity systems, water resources, and the continued operation of nuclear power plants;

- **Edison's Stakeholder Advisory Panel (SAP):** supporting Edison's management, made up of 16 prominent individuals representing Edison's stakeholders and focusing on strategic sustainable development issues, this Panel met three times in 2023 to discuss various aspects of the energy trilemma;
- **the Enedis Stakeholder Council:** it met twice to discuss the "company with a mission" project and the role that Enedis must play as a leader in the ecological transition. The Enedis Stakeholder Council was dissolved after Enedis became a "company with a mission", giving way to the Mission Committee;
- **the Enedis Mission Committee:** it met twice as it was being established, in order to present the company and its regional roots to the 11 new members of the Committee.

3.4.1.1.1.2 Experience in public debate

The EDF group has implemented many projects entailing a formal public debate. The public debate on the construction of two EPR2 in Penly, organised under the aegis of the French National Public Debate Committee (Commission nationale du débat public - CNDP), was held from 27 October 2022 to 27 February 2023⁽²⁾; 70 events were held during discussions in the form of thematic public meetings, workshops and citizen panels, and nearly 4,500 contributions were received through the online platform.

Other participatory formats such as prior consultation, ongoing consultation and voluntary consultation meet the need to inform and involve audiences in projects well in advance of their completion. Public inquiries then take place as part of the examination of project authorisation applications, and formally collect public opinion so that it is taken into account in the decision-making of the competent authorities. In addition to these formal public participation mechanisms, regional dialogue enables the public to be informed of, and involved in, projects, construction sites and facilities operated by the EDF group on an ongoing basis.

3.4.1.1.1.3 Fresh stimulus for dialogue with NGOs

A new NGO relations policy was drawn up and approved by the CSR Committee. This policy takes account of the new NGO landscape and changes to their modes of action under the supervision of an "NGO Relations" project manager answering to the Impact Director. Four areas were identified: coordination, internal communication, dialogue, and human resources.

(1) Philosopher, professor at the École des Mines, ESSEC and IEP Paris, and Chair of Campus de la Transition.

(2) <https://www.debatpublic.fr/nouveaux-reacteurs-nucleaires-et-projet-penly>

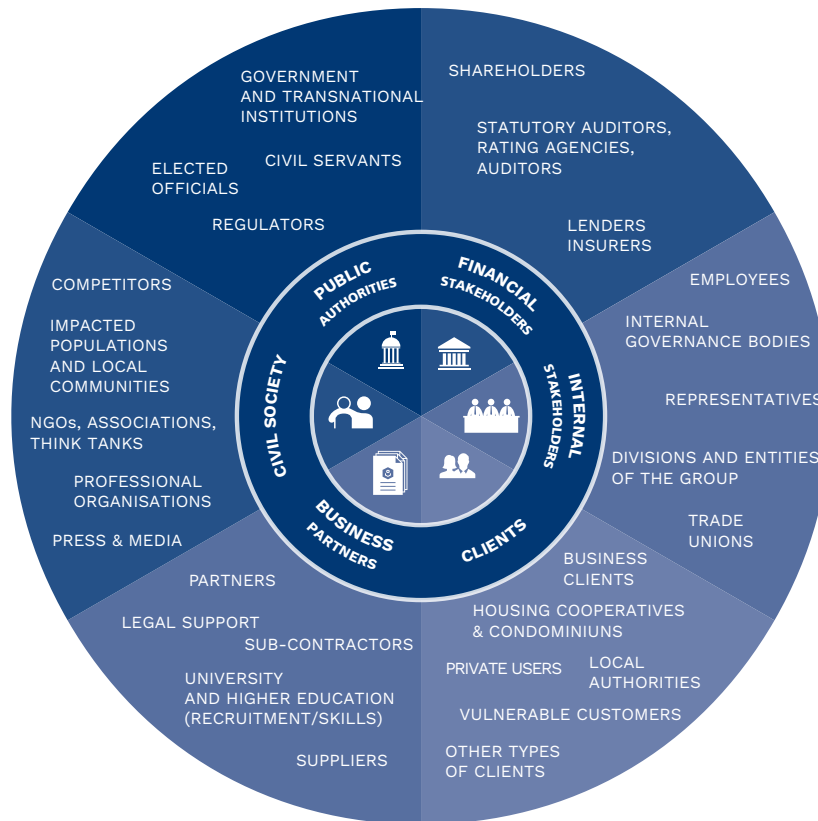
3.4.1.1.2 An open dialogue with all, involving all the Group's businesses and subsidiaries

The culture of dialogue promoted by the Group underpins the way it engages in stakeholder relations.

3.4.1.1.2.1 Mapping Group stakeholders to inform actions

Stakeholder relations are at the heart of the EDF group's CSR policy:

- the Group has drawn up an overall map of its stakeholders, approved by the Executive Committee; this provides Group divisions and companies with a framework within which to organise dialogue;
- as part of ISO 9001 and 140001 certification, the Group's divisions and companies systematically map their stakeholders in order to define appropriate modes of dialogue adapted to their specific context;
- relations with local communities fall within the scope of internal control.



3.4.1.1.2.2 Principles for dialogue and relations in projects

The Group pursues a societal approach, based on stakeholder identification (paying particular attention to indigenous communities) based on the Equator principles for all projects over €50 million⁽¹⁾.

The impacts of each project are assessed on the basis of reasonable environmental and social due diligence. E&S impact studies encompass human rights aspects and stakeholder identification. Dialogue and consultation begin as early as possible, based on context, with special attention being paid to groups that are typically marginalised. A public claims mechanism is set up at a very early stage of the project. Public reporting is provided. Details of the Group doctrine with respect to dialogue, consultation, and stakeholder relations are to be found in a collection of practical guides.

3.4.1.1.2.3 Dedicated local organisation

In France, EDF has set up a Department of Territories and Regional Action (DTAR), whose role is to establish cross-functional dialogue and internal coordination, and to dialogue with stakeholders in the territories as closely as possible to the Group's projects and operational activities.

Making high-level expertise available

EDF R&D has 30 years' worth of cutting-edge expertise in the local acceptability of structures, and devotes part of its research work to this aspect. This expertise helps the Group to understand issues of acceptability, notably regarding environmental and societal aspects. In addition to their many contributions in terms of guidance and proactive measures, these experts assist departments and project managers.

(1) equator-principles.com

3. Non-financial performance

Responsible development

3.4.1.1.2.4 Skills development for managers and project managers

The Group provides a training offering to develop stakeholder knowledge for employees, nurture understanding of issues, and improve the management of dialogue and consultation practices. Open to all EDF group departments and subsidiaries in France, it is directed more particularly at project managers, managers, communications officers, and the members of regional delegations, in liaison with stakeholders.

3.4.1.1.2.5 Listening and dialogue innovations in stakeholder relations

EDF intends to implement tools that promote listening, dialogue and understanding of its environment using a wide range of instruments, from opinion barometers to forums for listening to stakeholders and employees implemented in the form of ongoing surveys or organised in connection with institutionalised dialogues.

The steady increase in the use of collective intelligence methods within the EDF group now makes it possible to solve all types of problems. In 2023, more than 20 projects were carried out for the Group's units, and two major trends emerged:

- improving the "employee experience", for example by preventing work being carried out during unit outages; the Penly nuclear power plant identified the malfunctions that slow down the work of the teams, which can be dealt with to improve the performance of unit outages;
- building the medium-term strategy, with issues such as merging customer platforms or ensuring the success of the 10-year inspections of nuclear power plants.

3.4.1.3 Group key performance indicator

Group key performance indicator

For projects of over €50 million examined by the Group Executive Committee's Commitments Committee (CECEG) with a significant impact on localities and/or the environment, the Group entities in question implement the appropriate dialogue and consultation, in line with the Equator Principles.

The Group's key performance indicator in this respect is the annual proportion of such projects for which a dialogue and consultation processes has been initiated. Practically speaking, this means that as a minimum, each project has initiated or implemented a dialogue and consultation strategy and that the various stakeholders (in particular local and indigenous communities) are taken into account, e.g. through specific measures being taken to address their expectations.

In 2022 and 2023, this indicator was 100% for all projects within the scope of the defined criteria.

Problems and solutions are identified and designed by the teams, using cutting-edge methodological tools, rolled out through workshops led by 250 dialogue participants, all of whom are volunteer Group employees.

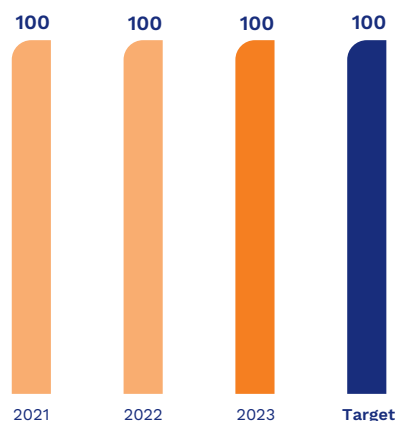
Every year, EDF and Ipsos carry out a large-scale, unprecedented opinion survey in 30 countries on five continents, covering two-thirds of the world's population and including the biggest CO₂ emitters. The full annual results are available as open data⁽¹⁾.

The Internal Environmental Perceptions Barometer (BIPE) has been used every year since 2001 to collect employee opinions on the company or their unit, on environmental issues. The proportion of employees who believe that the Group has a positive image regarding the environment has been rising steadily over the past four years, reaching a record level of nearly 80%.

3.4.1.2 Continuous improvement of dialogue and consultation practices

The EDF group constantly monitors the quality of stakeholder dialogue and relations. In addition to the existing development tools, an intranet site was also set up to improve experience-sharing among project teams. It is a collaborative knowledge-sharing tool that, in the form of a database, brings together documents, both internal and external to EDF, relating to the consultations and public discussions conducted at the Group with regard to nuclear, thermal, hydropower or renewable projects. It involves drawing on the lessons and good practices of previous projects, in order to tackle current and future projects in the best way, to avoid errors, to save time and develop our skills, to improve our performance.

Annual rate of projects for which a dialogue and consultation procedure is engaged (in %)



(1) <https://www.edf.fr/en/the-edf-group/climate-and-public-opinions-international-observatory>