

# QUALITY MANAGEMENT MANUAL

Aubert & Duval

Index 4

## 0. LIST OF REVISIONS

Date	Index	Object
30/05/2023	0	Création
18/12/2023	1	Update quality organization + identity card steering authorities + ISO 19443 (§ 8.3 not applicable)
19/02/2024	2	Updating of process identity cards: P2, P3, P4, P5, P8 (changes are highlighted in yellow)
24/062024	3	Update scoops + added ISO19443 certificate
30/07/2024	4	Creation of two new Processes in the quality management system: P9 and P10

## SIGNATURES

Written by / Rédacteur(s) B. DELSUPEXHE	Verified by / Vérificateur(s) T. ROUAULT	Approved by / Approbateur(s) B. DURAND
Signature:	Signature:	Signature:

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# 1. PRESENTATION OF AUBERT DUVAL

## A&D, a world leader in cutting-edge metallurgical solutions

### Aubert & Duval at a glance: locations and key figures

**3 900**  
Employees

**693M€**  
Revenue in 2023

**Markets:**

- Aeronautics & space: ~65 %
- Energy / defense: ~30%
- Specialties: 5 %

**Multi materials expertise**

- Special steels, superalloys, titanium, aluminum

#### Industrial sites

- 1 Les Ancizes / EcoTitanium
  - 2 Imphy
  - 3 Heyrieux
  - 4 Firminy
  - 5 Issoire & Interforge
  - 6 Pamiers
- A&D Spain
  - ADEI (Aubert & Duval Engineering India) & SQuAD (JV with Aequs)
  - Issy-les-Moulineaux: headquarters
  - Clermont-Ferrand: shared services

### 7 INDUSTRIAL SITES IN FRANCE



+ 3 sites out of France

A&D Spain  
ADEI & SQuAD (JV) in India

## Main markets

	AERONAUTICS AND SPACE	ENERGY	DEFENSE	SPECIALTIES MARKETS
<b>Description</b>	Structural parts, engine parts, landing gear parts, etc. Bulkheads, tank domes, etc.	Civil nuclear and land-based turbines	Nuclear submarines, artillery, missiles, surface ships	Medical, tools, other specialty products and additive manufacturing
<b>Some of the company's products</b>	Frames, slice joints, high- and low-pressure discs, turbine shafts, etc.	Valve bodies, pump shafts, anti-vibration bars, discs, etc.	Large, medium and small caliber tubes, missile bars, nuclear reactor parts, etc.	Injector rods, transmission gears, medical applications, forged blocks, metal powders for additive metal manufacturing
<b>Some of the company's customers</b>				
<b>Drivers</b>	Commercial aviation, military applications and space exploration	Construction / extension of the operating life of existing power plants and decommissioning of facilities (incl. transportation, landfill) electricity consumption	Military programs	Underlying niche markets (e.g. motorsports, medical uses, etc.)
<b>2023 A&amp;D revenue</b>	<b>65 %</b>	<b>15 %</b>	<b>15 %</b>	<b>5 %</b>

Aubert & Duval website : [Aubert & Duval](https://www.aubert-duval.com)



## 2. SCOPE

This Quality Management Manual applies to the French sites.

General scope of application:

### ISO 9001 / EN 9100 / AQAP 2110 D:

DESIGN AND DEVELOPMENT OF MATERIALS GRADES, ENGINEERING, MELTING, ALLOYS REMELTING, MANUFACTURING, HEAT TREATMENT, INSPECTION, TESTING, MARKETING AND SALE OF METALLURGICAL PRODUCTS, OPEN AND CLOSE DIE FORGINGS, STAMPINGS, ROLLINGS IN ALLOYED AND STAINLESS STEELS, NICKEL AND COBALT-BASED ALLOYS AND SUPERALLOYS.

INDUSTRIALIZATION, MANUFACTURING, HEAT TREATMENT, INSPECTION, TESTING, MARKETING AND SALE OF METALLURGICAL PRODUCTS, OPEN AND CLOSE DIE FORGINGS, STAMPINGS IN TITANIUM AND ALUMINIUM ALLOYS. MANUFACTURING AND SALE OF ALL GRADE PRODUCTS OBTAINED BY POWDER METALLURGY.

DISTRIBUTION AND WAREHOUSING OF METALLURGICAL PRODUCTS, ROLLINGS IN ALLOYED AND STAINLESS STEELS, NICKEL AND COBALT-BASED ALLOYS AND SUPERALLOYS.

MANUFACTURE OF TITANIUM ALLOYS INGOT.

INDUSTRIALIZATION, MANUFACTURING, INSPECTION, SALE, MARKETING AND INTERNAL TRANSFER OF TITANIUM ALLOY PRODUCTS. CUSTOM FORGING.

### EN9120 – HEYRIEUX:

DISTRIBUTION AND WAREHOUSING OF METALLURGICAL PRODUCTS, OPEN AND CLOSE DIE FORGINGS, ROLLINGS IN ALLOYED AND STAINLESS STEELS, NICKEL AND COBALT-BASED ALLOYS AND SUPERALLOYS.

### ISO 19443:

INDUSTRIALIZATION, MELTING, REMELTING, FORGING, HOT ROLLING, COLD ROLLING, HEAT TREATMENT, MACHINING, NDT, OTHER INSPECTIONS, TESTING, CERTIFICATION AND SALE OF MATERIALS (FORGING, PLATES, BARS) IN NON-ALLOY/LOW-ALLOY STEEL, ALLOY STEEL, STAINLESS STEEL, NICKEL-BASED ALLOYS. BENDING, WELDING, CERTIFICATION AND SALE OF COMPONENTS.

This Quality Management Manual defines all the measures implemented by AUBERT&DUVAL to meet the requirements of the quality standards for the sites and scope specified in the following table:

Site + address	Standards					Scope
	ISO 9001: 2015	EN 9100:2018 AS 9100:D JISQ 9100:2016	EN 9120: 2018 AS 9120:B SJAC 9120:A	AQAP 2110 D		
<b>AUBERT&amp;DUVAL</b> <b>Central fonction</b> <b>Issy-les-Moulineaux</b> 12, rue D'Oradour sur Glane 92130 Issy-les-Moulineaux France	x	x	x	x		CENTRAL FUNCTIONS. EXECUTIVE MANAGEMENT, ADMINISTRATIVE AND FINANCIAL, COMMERCIAL, FUTURE BUSINESSES, STRATEGY AND MARKETING. HUMAN RESSOURCES. COMMUNICATION. DESIGN AND DEVELOPMENT OF MATERIALS GRADES.
					x	CENTRAL FUNCTIONS. EXECUTIVE MANAGEMENT, ADMINISTRATIVE AND FINANCIAL, COMMERCIAL, STRATEGY AND MARKETING. HUMAN RESSOURCES, COMMUNICATION.
<b>AUBERT&amp;DUVAL</b> <b>Aubière</b> 9 et 14 allée Alan Turing 63170 Aubière France	x	x	x	x		SUPPORT FUNCTIONS. TECHNICAL, OPERATION, QUALITY AND PROGRES, HUMAN RESSOURCES, PURCHASING, INFORMATION SYSTEMS. DESIGN AND DEVELOPMENT OF MATERIALS GRADES.
					x	SUPPORT FUNCTIONS, OPERATIONAL AND TECHNICAL MANAGEMENT, QUALITY AND PROGRESS, HUMAN RESSOURCES, PURCHASING, INFORMATION SYSTEMS, INDUSTRIALIZATION.

Site + address <u>AUBERT &amp; DUVAL</u>	Standards						Scope
	ISO 9001: 2015	EN 9100:2018 AS 9100:D JISQ 9100:2016	EN 9120: 2018 AS 9120:B SJAC 9120-A	AGAP 2110 D			
<b>AUBERT&amp;DUVAL Les Ancizes</b> 1 rue des Villas BP 1 63770 Les Ancizes France	x	x		x			INDUSTRIALIZATION, MELTING, ALLOYS REMELTING, MANUFACTURING, HEAT TREATMENT, INSPECTION, TESTING, MARKETING AND SALE OF METALLURGICAL PRODUCT, OPEN AND CLOSE DIE FORGINGS, ROLLINGS IN ALLOYED AND STAINLESS STEELS, NICKEL AND COBALT-BASED ALLOYS AND SUPERALLOYS, TITANIUM ALLOYS. MANUFACTURING AND SALE OF ALL GRADE PRODUCTS OBTAINED BY POWDER METALLURGY. DESIGN AND DEVELOPMENT OF MATERIALS GRADES.
					x		INDUSTRIALIZATION, MELTING, REMELTING, FORGING, HOT ROLLING, HEAT TREATMENT, MACHINING, NDT, OTHER INSPECTIONS, TESTING, CERTIFICATION AND SALE OF MATERIALS (FORGING, BARS) IN NON-ALLOY/ LOW-ALLOY STEEL, ALLOY STEEL, STAINLESS STEEL, NICKEL-BASED ALLOYS.
<b>AUBERT&amp;DUVAL Firminy</b> Rue de la Tour de Varan 42700 Firminy France	x	x		x			INDUSTRIALIZATION, MANUFACTURING, HEAT TREATMENT, INSPECTION, TESTING, MARKETING AND SALE OF METALLURGICAL PRODUCTS AND OPEN AND CLOSE DIE FORGINGS IN ALLOYED AND STAINLESS STEELS.
					x		INDUSTRIALIZATION, FORGING, HEAT TREATMENT, MACHINING, NDT, OTHER INSPECTIONS, TESTING, CERTIFICATION AND SALE OF MATERIALS (FORGING) IN NONALLOY/ LOW-ALLOY STEEL, ALLOY STEEL, STAINLESS STEEL.
<b>AUBERT&amp;DUVAL Heyrieux</b> ZI rue des Balmes 38540 Heyrieux France	x		x				DISTRIBUTION AND WAREHOUSING OF METALLURGICAL PRODUCTS, OPEN AND CLOSE DIE FORGINGS, ROLLINGS IN ALLOYED AND STAINLESS STEELS, NICKEL AND COBALT-BASED ALLOYS AND SUPERALLOYS.
<b>AUBERT&amp;DUVAL Issoire</b> ZI du Piat 63502 Issoire - France	x	x		x			INDUSTRIALIZATION, MANUFACTURING, HEAT TREATMENT, INSPECTION, TESTING OF METALLURGICAL PRODUCTS AND OPEN AND CLOSE DIE FORGINGS, STAMPINGS IN ALUMINIUM ALLOYS.
<b>AUBERT&amp;DUVAL Pamiers</b> 75 boulevard de la Libération 09100 Pamiers France  Laboratory: Plateforme technologique Delta sud – mod, 103 impasse Roland Garros , Verniolle, 09340, France	x	x		x			INDUSTRIALIZATION, MANUFACTURING, HEAT TREATMENT, INSPECTION, TESTING, MARKETING AND SALE OF METALLURGICAL PRODUCT, OPEN AND CLOSE DIE FORGINGS, STAMPINGS, ROLLINGS IN ALLOYED AND STAINLESS STEELS, NICKEL AND COBALT-BASED ALLOYS AND SUPERALLOYS, TITANIUM AND ALUMINIUM ALLOYS.
<b>AUBERT&amp;DUVAL Imphy</b> Avenue Jean Jaurès 58160 Imphy - France	x	x					ALLOYS REMELTING, MANUFACTURING, INSPECTION, TESTING OF METALLURGICAL PRODUCT, OPEN AND CLOSE DIE FORGING IN ALLOYED AND STAINLESS STEELS, NICKEL AND COBALT-BASED ALLOYS AND SUPERALLOYS. MANUFACTURING AND SALE OF ALL GRADE PRODUCTS OBTAINED BY POWDER METALLURGY.
					x		INDUSTRIALIZATION, REMELTING, COLD ROLLING, HEAT TREATMENT, MACHINING, NDT, OTHER INSPECTIONS, CERTIFICATION OF MATERIALS (FORGING, BARS) IN NON-ALLOY/ LOW-ALLOY STEEL, ALLOY STEEL, STAINLESS STEEL, NICKEL-BASED ALLOY. BENDING, WELDING, OTHER INSPECTIONS, CERTIFICATION OF COMPONENTS.
<b>Interforge</b> ZI de la Maze - BP 75 63500 Issoire - France	x	x		x			MANUFACTURING, HEAT TREATMENT, INSPECTION, TESTING OF METALLURGICAL PRODUCTS AND OPEN AND CLOSE DIE FORGINGS, STAMPINGS IN NICKEL AND COBALT-BASED ALLOYS AND SUPERALLOYS, IN TITANIUM AND ALUMINIUM ALLOYS.
<b>UKAD</b> Lieu dit La Croix de Biolet RD 62 63780 ST GEORGES DE MONS France	x	x					INDUSTRIALIZATION, MANUFACTURING, INSPECTION, SALE, MARKETING AND INTERNAL TRANSFERT OF TITANIUM ALLOY PRODUCTS. CUSTOM FORGING.
<b>ECOTITANIUM</b> La Croix de Biolet RD 62 63780 ST GEORGES DE MONS France	x	x					MANUFACTURE OF TITANIUM ALLOYS INGOT;

Information on the legal status of these entities is available on :

<https://www.infogreffe.fr/>

Depending on the site, additional provisions (specific procedures and/or Quality Assurance Plans) are intended to take into account specific requirements, such as:

- Nuclear Industry standards: GSR Part 2 (IAEA), 10CFR21, RCC-M, NCA 3800 (ASME), NSQ-100, ISO 19443 (§ 8.3 not applicable), ...
- The NF IN ISO/CEI 17025 for our COFRAC-accredited laboratories
- The AS13100 aerospace standard for Aero Engine Design and Production Organizations
- AC7006, AC7101, AC7102, AC7108 and AC7114 for our special processes accredited by PRI NADCAP.

Quality Management commitments are effectively implemented through the processes listed in the mapping presented in Chapter 6 and described in Chapter 7.

For the nuclear market, specific provisions are described in the Nuclear Quality Manual.

The latest version of the Aubert & Duval Management Manual, which takes into account significant changes that may affect the effectiveness of the Quality Management System, in line with the strategic direction, is available to our customers and all interested parties on the following websites:

[Aubert & Duval](#)

### 3. QHSE POLICY

# POLICY

## Quality - Health & Safety – Environment

Aubert & Duval and its subsidiaries are a leading European company covering the entire value chain, from the **development of innovative and environmentally responsible materials** to the **production of semi-finished parts for critical industrial markets, especially aerospace, energy, defence and nuclear.**

Our corporate policy aims to **satisfy our customers, employees and shareholders** by making **the safety of our employees and our products and the fight against global warming** our top priorities, as well as **contributing to the national sovereignty.**

Our management system will reflect these priorities in our **quality, health and safety, environment policy:**

By relying on **process-based management, a risk prevention approach and compliance with benchmarks and internal and external standards.**

By developing **exemplary management** by accepting the right to make mistakes and the need for transparency.

By **strictly respecting ethical behaviour** and the requirements and rules of the management system.

By ensuring the **involvement** of employees and their representatives.

By seeking **excellence and zero defects** by developing a **spirit of continuous improvement** in all areas of the company.

#### Our QHSE objectives:

##### QUALITY

We are aware of the criticality of our products for aeronautical, energy, nuclear and defence applications. For this reason we are committed to implementing an ambitious **Quality policy** and to being **exemplary** in terms of **Safety and Quality.**

We work to develop and deliver **robust, high-performance products that meet our customers' requirements.**

To this end, all our activities are conducted in a **spirit of transparency, progress and risk management.**

##### HEALTH & SAFETY

The health and safety of all our employees, contractors and subcontractors is **our top priority.** We commit you to being concerned and **fully involved in the prevention and protection of your own and your colleagues' health and safety** at work.

We are working to develop a **safety culture** with the objective of **« zero accidents ».** We are also committed to working tirelessly on prevention and improving working conditions. We develop the policies, procedures and tools necessary for the continuous improvement of our performance.

##### ENVIRONMENT

We are committed to innovating, proposing and implementing **environmentally responsible production solutions.** We are committed to continuously improve our impact on the environment and natural resources, including through **recycling.**

We develop **the materials of the future** to help our customers achieve their **decarbonisation objectives.**

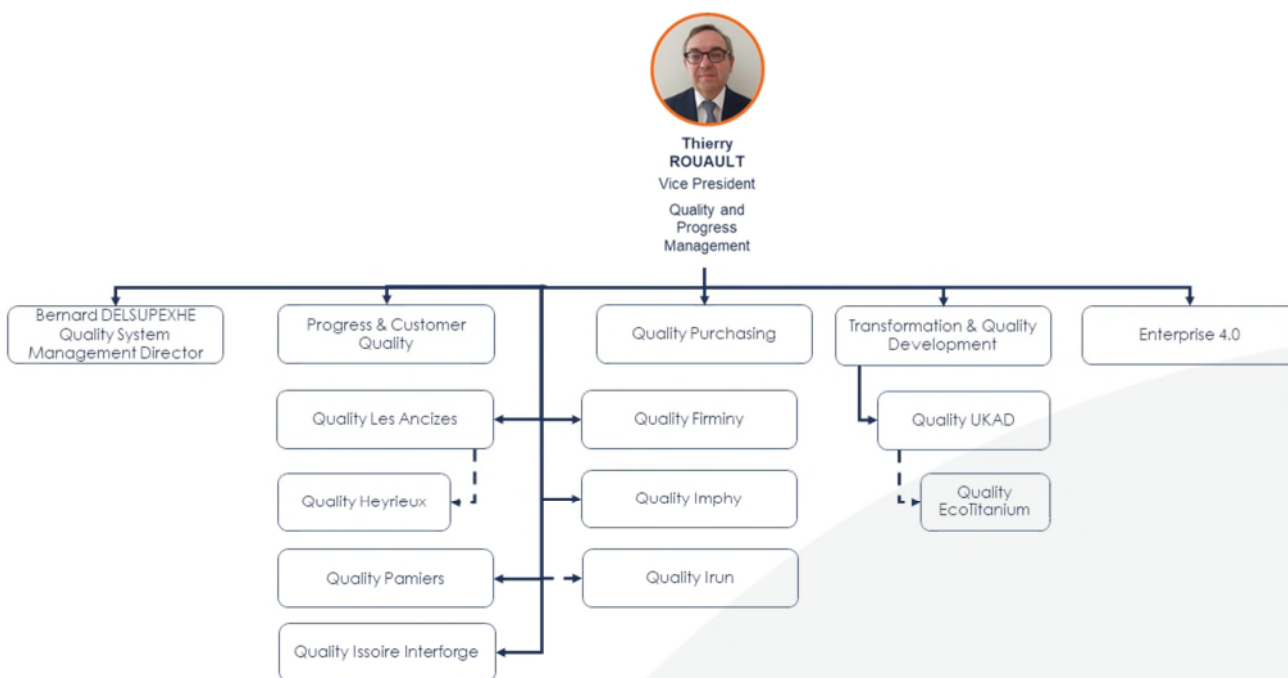


Bruno Durand  
CEO of Aubert & Duval  
May 2023

**The success of this policy depends on everyone's mobilization and commitment**



## 4. ORGANIZATION



Mr Thierry ROUAULT has been appointed as the Management representative within the meaning of the Quality guidelines.

## 5. COMPANY AUTHORITY

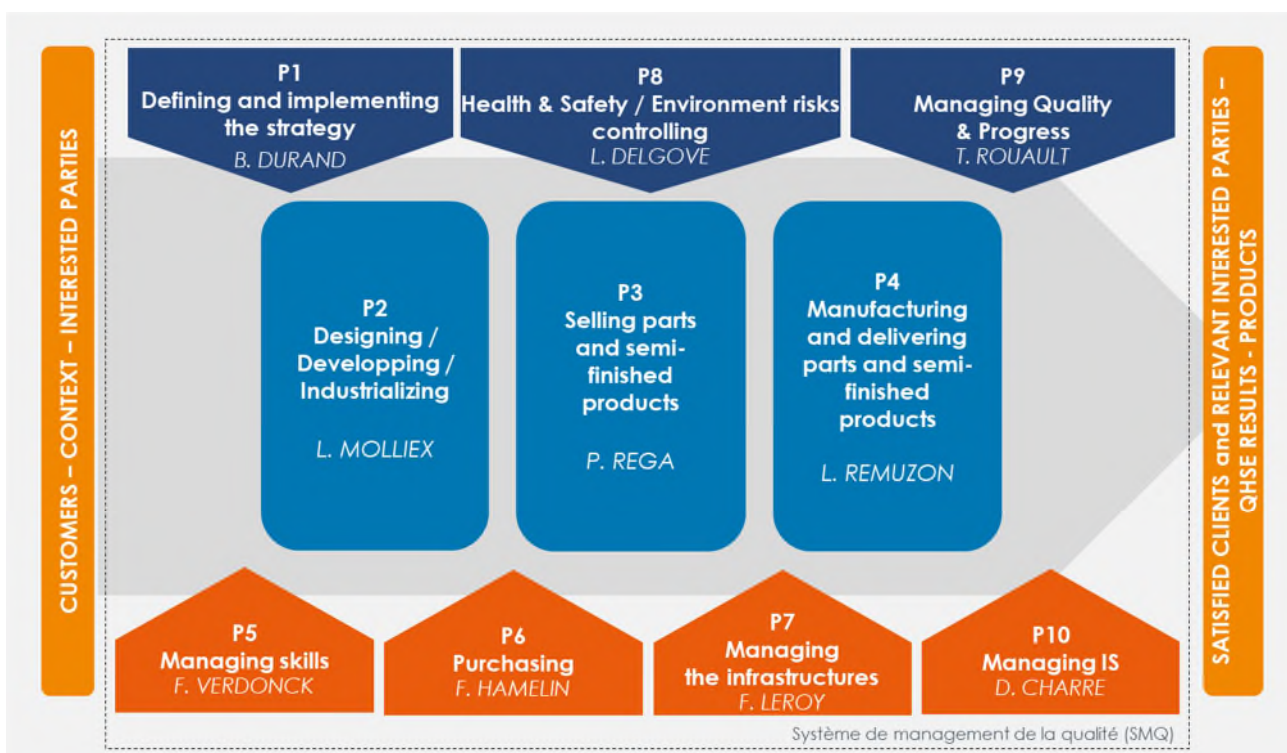
The system of delegated authorities defines the decision rules for the main commitment processes of the entities. The authorisation rules defined in the MAS (Company Authority Handbook) make it possible to establish commitment authorisations formalised by the authorised person(s) according to the planned activities and amounts.

## 6. PROCESSES MAPPING

Our management system is defined by 10 processes and their interactions.

Our processes are identified as follows:

- **3 Management process**  
 P1: Defining and implementing the strategy  
 P8: Health & Safety / Environment risks controlling  
 P9: Managing Quality & Progress
- **3 Realization process (our activity)**  
 P2: Designing / Developping / Industrializing  
 P3: Selling parts and semi-finished products  
 P4: Manufacturing and delivering parts and semi-finished products
- **4 Support Process (resources for other processes)**  
 P5: Managing skills  
 P6: Purchasing  
 P7: Managing the infrastructures  
 P10: Managing SI

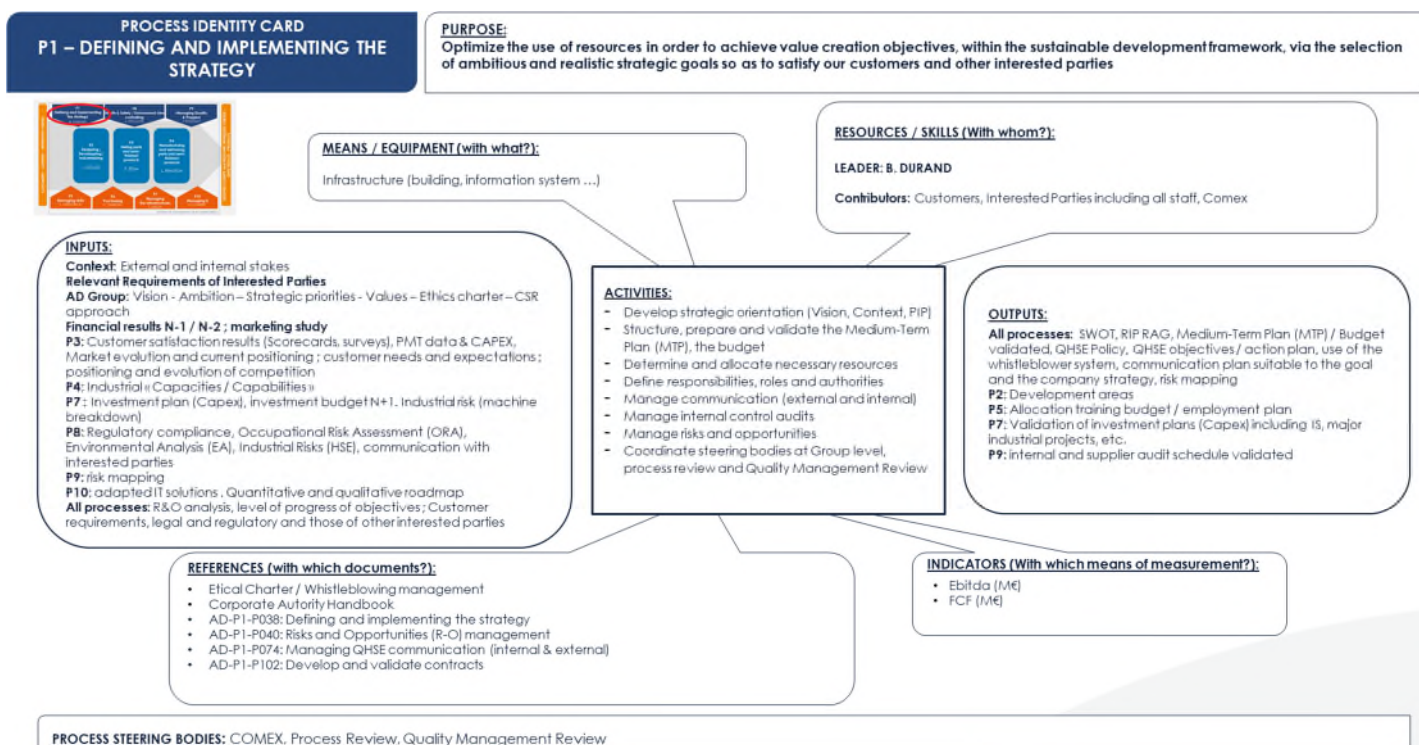


## 7. PROCESS IDENTITY CARD

Each process has an "identity card" with the following information:

- Its purpose,
- The steering bodies,
- The activities with input and output data,
- The means, resources, standards and indicators necessary for its proper functioning

Below is the "identity card" for each process:



**PROCESS IDENTITY CARD**  
**P2 - DESIGNING / DEVELOPPING / INDUSTRIALIZING**

**PURPOSE:**  
 Design and development of materials grade  
 Design (Process), develop, industrialize new products, processes, related services  
 § 8.3 ISO 19443 Not applicable



**MEANS / EQUIPMENT (with what?):**  
 Infrastructure (buildings, information system ...), test equipment, design and simulation software ...

**RESOURCES / SKILLS (With whom?):**  
**LEADER: L. MOLLIEUX**  
**Contributors:** COMEX, Multidisciplinary teams: Commercial, Financial, Technical Platform and Methods, Quality, Industrial, Maintenance, Procurement, Metallurgy Sector, R&D

**INPUTS:**  
**Customers:** Customer Specifications including special standards  
**P1:** SWOT, RIP RAG, Medium-Term Plan (MTP) / Budget validated, QHSE Policy, QHSE objectives / action plan, use of the whistleblower system, communication plan suitable to the goal and the company strategy, risk mapping, development areas  
**P3:** Need for innovation & development emanating from customers, Lessons Learned and legal and regulatory requirements  
**P5:** Competent staff  
**P8:** Requirements applicable to staff  
**P9:** Compliance with milestones and in particular robustness of ranges and monitoring plan, internal and customer qualifications  
**P10:** appropriate IT solutions  
**Expert application files**

**ACTIVITIES:**

- Innovation: portfolio of new development ideas
- Industrialization of new products:
  - Plan and execute the process development phases
  - Carry out design and validation reviews
  - Obtain customer approval
  - Validate life-cycle of series
- Manage changes in manufacturing processes (Process)
- Define areas of technical expertise and associated needs

**OUTPUTS:**  
**Customers:** initial samples, qualification report and customer approval  
**P3:** New processes / Custom-made products  
**P4:** Manufacturing documents (instructions, monitoring plan, operating method, ...); Manufacturing / control tools and NC programs, dissection plan  
**P6:** Procurement data (new products / projects)  
**P7:** Expression of (investment) needs  
**P9:** Expert appointment letter  
**P9:** New development or industrialization of new products or major modifications (resources, processes, industrial routes, etc.), need for internal and customer qualifications, project feedback to improve standards

**REFERENCES (with which documents?):**

- AD-P2-P060: Managing of development projects
- AD-P2-P155: Managing industrialization projects according to the APQP
- AD/DQ-G018: Process change management
- AD / DQ-P067: Management of key characteristics
- AD-DT-P016: R&D management

**UKAD :**

- P1-05: Product and process change management

**EcoTanium :**

- PQ08: Configuration management

**INDICATORS (With which means of measurement?):**

- OTD G6 (%)
- G8 meeting (Number)
- GEP: (Number)
- TRL4 (Technology Readiness Level 4) (Number)
- Innovative Prospect Turnover (M€)
- Expert Matrix Fill Rate (%)

**PROCESS STEERING BODIES:** COMEX, Technical Steering Committee, Technical Management Committee, Meeting T/T+1, GAMT-Medium-Term Action Group, Expertise Committee meetings, Process Review

**PROCESS IDENTITY CARD**  
**P3 - SELLING PARTS AND SEMI-FINISHED PRODUCTS**

**PURPOSE:**  
 Achieve sales targets in order to attain sustainable turnover and expected profitability



**MEANS / EQUIPMENT (with what?):**  
 Infrastructure (building, information system ...),

**RESOURCES / SKILLS (With whom?):**  
**LEADER: P. REGA**  
**Contributors:** Sales, Operations, Purchasing, Finance, Quality & Progress, Legal, Information Systems, Strategy, Communication, HR Departments

**INPUTS:**  
**Customers:** consultations, orders (and amendments), procurement plans, contracts, agreements, tenders, defined requirements, portals, standards, complaints, etc.  
**Finance Management:** Financial instructions (currency rates, inflation), Customer risk, Results, Cash curves, Aged balance  
**P1:** SWOT, RIP RAG, Medium-Term Plan (MTP) / Budget validated, QHSE Policy, QHSE objectives / action plan, use of the whistleblower system, communication plan suitable to the goal and the company strategy, risk mapping  
**P2:** New processes/Products to plan  
**P4:** Tonnages and/or Parts Shipped and Invoiced, "Customer Scorecard" action plan  
**P5:** Competent staff  
**P9:** complaints and escapes handled  
**P10:** adapted IT solutions

**ACTIVITIES:**

- Prospect / Monitor markets
- Manage / Pilot the bidding process
- Negotiate sales contracts
- Process orders (discrete or blanket orders or procurement plans) and their amendments
- Participate in handling customer complaints
- Store & archive customer files (Inquiries, offers, contracts, orders, etc.)
- Analyze customer satisfaction

**OUTPUTS:**  
**Customers:** Offer / Contract / AR Order ; New customers, customer visit reports  
**Financial Department:** Material protection / energy / currency hedging.  
**P1:** Customer satisfaction results (Scorecards, surveys), PMT data & CAPEX decisions, Market trends and current positioning, customer needs and expectations; competitive positioning and trends.  
**P2:** Innovation & development needs arising from customers, REX and legal and regulatory requirements  
**P4:** ICP data, order book, customer scorecards  
**P9:** Customer complaints, customer satisfaction

**REFERENCES (with which documents?):**

- AD-P3-P039: Review of proposals, contracts or orders, including their amendments
- AD-P3-P059: Transfer of defence-related products, export of war materials, related materials and dual-use goods
- AD-P3-P083: Customers satisfaction measure
- AD-P1-P102: Develop and validate contracts

**INDICATORS (With which means of measurement?):**

- Budget achievement rate (%)
- Achieved Operational Contributive Margin (%)
- Rate of Overdue (%)

**PROCESS STEERING BODIES:** COMEX, P3 Process Steering Review, Process Review



**PROCESS IDENTITY CARD**  
**P4 - MANUFACTURING AND DELIVERING PARTS AND SEMI-FINISHED PRODUCTS**

**PURPOSE:**  
Ensure commitment to customers by guaranteeing the production of a product, compliant in terms of: time, quality and quantity



**MEANS / EQUIPMENT (with what?):**  
Infrastructure (buildings, information system ...), measuring and testing equipment, tools, production facilities, self-propelled carts, cranes

**RESOURCES / SKILLS (With whom?):**  
**LEADER: L. REMUZON**  
**Contributors:** COMEX, Site Management, Supply Chain, Quality, Process, Maintenance, Producer, Operational Excellence, Purchases

**INPUTS:**  
**P1:** SWOT, RIP RAG, Medium-Term Plan (MTP) / Budget validated, QHSE Policy, QHSE objectives / action plan, use of the whistleblower system, communication plan suitable to the goal and the company strategy, risk mapping  
**P2:** Manufacturing documents (instructions, monitoring plan, operating method, ...); Manufacturing / control tools and NC programs, dissection plan  
**P3:** SOP data, order book, customer scorecard  
**P5:** Competent staff  
**P6:** Products, materials, supplies, supplies received  
**P7:** New equipment and capable machines  
**P9:** quality delegation, internal and customer product quality improvement plans  
**P10:** adapted IT solutions

**ACTIVITIES:**

- Plan production (ICP/MPS); launch MO (manufacturing orders)
- Manufacture and products inspection
- Manage and plan subcontracted production activities
- Manage shipping and invoice
- Improve Q/C/D

**OUTPUTS:**  
**Customers:** request for deviation and NOE  
**P1:** Industrial "Capacities / Capabilities"  
**P3:** Tonrages and/or parts shipped and invoiced; "Customer Scorecard" action plan  
**P6:** Investment granted  
**P6:** Net requirements (MRP example...)  
**P7:** Expression of needs (investment)  
**P9:** Quality deviation feedback

**REFERENCES (with which documents?):**

- AD-P4-P034: Certify NDT personnel according to EN 4179 AND NAS410
- AD-P4-P075: Qualification and certification for NDT personnel in accordance with NF EN ISO 9712
- AD-P4-P122: Chain supply chain principles and organization

**Sites:** Procedures, production standards, MO, instructions, checklist ....

**INDICATORS (With which means of measurement?):**

- Service Rate - OTIF (%)
- Scrap A&D (% of Turnover)
- Delay (M€)
- Inventory and work-in-progress (M€)

**PROCESS STEERING BODIES:** COMEX, Operation CODIR, Plant Performance Review, PIC, Process Review

**PROCESS IDENTITY CARD**  
**P5 - MANAGING SKILLS**

**PURPOSE:**  
To make available competent and committed human resources in order to contribute to the performance of the company and the satisfaction of our customers



**MEANS / EQUIPMENT (with what?):**

- Infrastructures (buildings, workspaces and work life ...)
- Training actions and training organizations
- HRIIS
- Recruitment firms
- HR and social engineering consultants
- Temporary work agency

**RESOURCES / SKILLS (With whom?):**  
**LEADER: F. VERDONCK**  
**Contributors:** COMEX, Talent Department, Social Development Department, HR network, Communication Management, Team Development Department, staff, Occupational Health Service, Expertise Committee

**INPUTS:**  
**Labour regulations, collective agreements**  
**P1:** SWOT, RIP RAG, Medium-Term Plan (MTP) / Budget validated, QHSE Policy, QHSE objectives / action plan, use of the whistleblower system, communication plan suitable to the goal and the company strategy, risk mapping, training budget allocation / employment plan  
**P10:** adapted IT solutions  
**All HR processes:** job description, Organizational chart, annual appraisal interviews, career interviews, competency frameworks, training needs, salary evaluations  
**Training:** ethics, quality, safety, environment,  
**Social Climate Observatory Survey**

**ACTIVITIES:**

- Manage the evolution of the workforce and target organizations
- Manage the Employment and Expertise Plan management system
- Recruit and integrate required profiles
- Manage skills development
- Manage the Expertise Convention and the "expertise" business line
- Organize and implement internal mobility, career plans and succession schemes
- Implement employee training actions
- Manage compensation and benefits
- Managing the social climate

**OUTPUTS:**  
**All processes:** competent personnel, qualified resources  
Job descriptions  
Skills assessments  
Skills mapping  
Employment contract  
Skills development plan  
Staff points, managerial staff review, succession plans, Salary review  
Collective agreements  
Social climate favorable to employee performance

**REFERENCES (with which documents?):**

- AD-P5-P153: Employees onboarding
- AD-P5-P051: Manage the Expertise Convention
- AD-P5-P053: implementing the e quality training process

**INDICATORS (With which means of measurement?):**

- Total staff (Number)
- Total Payroll (k€)
- Absenteeism (%)
- Turnover (%)
- Resignation rate (%)
- Training (hours)
- Training, presenteeism rate (%)

**PROCESS STEERING BODIES:** COMEX, HR Meeting, Process Review



**PROCESS IDENTITY CARD  
P6 - PURCHASING**

**PURPOSE:**  
Guarantee a panel of high-performance suppliers which enables the procurement of products and services that meet our requirements in terms of Quality, Cost and Time



**MEANS / EQUIPMENT (with what?):**

Infrastructure (building, information system ...)

**RESOURCES / SKILLS (With whom?):**

**LEADER:** F. HAMELIN

**Contributors:** Product Application, Finance, Quality, Industrial, Process, Buyers, Platforms, New works

**INPUTS:**

**All processes:** Need for new « critical suppliers / products » (Competitive tendering ...)  
**P1:** SWOT, RIP RAG, Medium-Term Plan (MTP) / Budget validated, QHSE Policy, QHSE objectives / action plan, use of the whistleblower system, communication plan suitable to the goal and the company strategy, risk mapping  
**P2:** Purchase data (new products / projects)  
**P4:** Net needs (Example MRP...)  
**P7:** CDC equipment, general technical specifications; meetings with potential suppliers  
**P8:** Expression of need (investment; expertise, applicable requirements)  
**P9:** Approved suppliers, pronounced qualifications and supplier improvement plan in place  
**P10:** Adapted IT solutions  
**Suppliers:** Products, raw materials, supplies, services...: Quotation

**ACTIVITIES:**

- Find and select a new supplier
- Order / Supply / acceptance of products, materials, supplies and services
- Evaluate Supplier (time, quality, cost, identification, logistical capacity)
- Optimize purchase costs
- Optimize purchasing operational risk management

**OUTPUTS:**

**All processes:** Lists of approved suppliers; Supplier complaints cleared; Make available to internal customers; Supplier quotation and performance results (qualification sheets, Monitoring Supplier's Time-Quality for critical products and Supplier Quality Assurance Purchase Action Plans)  
**Suppliers:** Order / contract; Supplier quotation results  
**P9:** Selected suppliers, non-quality, need for supplier audits, need for supplier qualifications

**REFERENCES (with which documents):**

- AD-P6-P154: Purchasing
- AD-P6-P002: Purchasing
- AD-P6-P017: Standard acceptance procedure at Aubert & Duval
- AD-P6-I003: Suppliers General requirements
- AD-P6-I004: General requirements applicable to carriers of Aubert & Duval
- AD-P6-P064: Supplier operational risk analysis
- AD-P6-I012: General nuclear quality specification for suppliers
- AD-P6-I021: Measuring critical's supplier performance

**INDICATORS (With which means of measurement?):**

- Internal Customer Satisfaction rate (%)
- Quality and Service Rate critical suppliers of critical MP, STP & DP (%)
- On time delivery Rate of Critical Suppliers MP, STP & DP
- P&L saving purchase (M€)
- Cost eventment saving (M€)

**PROCESS STEERING BODIES:** COMEX, Performance review Category Purchasing Manager (CPM), CODIR A&D Purchasing, Supplier performance review, Process review

**PROCESS IDENTITY CARD  
P7 - MANAGING  
THE INFRASTRUCTURES**

**PURPOSE:**  
To ensure the availability and adequacy of the infrastructure (building, equipment, material or machinery) to the current and future needs of the A&D by :  
 1. control of production equipment and infrastructure  
 2. construction and implementation of the investment plan.



**MEANS / EQUIPMENT (with what?):**

Infrastructure (building, information system ...), plans, Autocad, ...

**RESOURCES / SKILLS (With whom?):**

**LEADER:** F. LEROY

**Contributors:** COMEX, Site Management, New works and external engineering, Multidisciplinary teams: Commercial, Products Application, IT, Quality, Industrial, Maintenance, Process, Purchase, SST, ST, Energies, Operational Excellence

**INPUTS:**

**P1 (activity 1 & 2):** SWOT, RIP RAG, Medium-Term Plan (MTP) / Budget validated, QHSE Policy, QHSE objectives / action plan, use of the whistleblower system, communication plan suitable to the goal and the company strategy, risk mapping, investment plan validation (Capex) including IS, major industrial projects, ...  
**P10 (activities 1 & 2):** adapted IT solutions  
**P4 (activity 1):** activities and performance of the machines; Investment plan (Capex), Major industrial and commercial projects  
**Activity 2:**  
 • **P2, P3, P4:** Expression of needs  
 • **P8:** Expression of needs, applicable regulatory requirements

**ACTIVITIES:**

- 1. control of production equipment and infrastructure:**
  - management of preventive and corrective maintenance
  - management of spare parts and tools
  - equipment reliability
- 2. construction and implementation of the investment plan:**
  - Ensure technological watch
  - Identify and validate projects
  - to manage the projects

**OUTPUTS:**

**All processes (activity 1&2):** operational infrastructure (building, production equipment, etc.)  
**Activity 2:**  
**P1:** Investment plan (Capex), investment budget N+1, Industrial Risk (machine breakdown)  
**P4:** New equipment and capable machines  
**P8:** equipment specifications, general technical specifications; meetings with potential suppliers

**REFERENCES (with which documents?):**

- AD-P7-P143: Request for investment (DAE)
- AD-P7-P035: Industrial investments requests management
- AD-P7-P041: Managing and controlling a project
- AD-P7-P110: Definition and operation of machines according to their classification
- AD-P7-P113: Maintenance Organisation

**INDICATORS (With which means of measurement?):**

- 1. control of production equipment and infrastructure:**
  - Unavailability rate for "strategic equipment" (%) / Site
  - Maintenance maturity level (score : /5) / Site
- 2. construction and implementation of the investment plan:**
  - CAPEX disbursement "achieved / planned" (%) : global / structuring

**PROCESS STEERING BODIES:** COMEX, Structuring Steering Committee Project, Process Review

**PROCESS IDENTITY CARD**  
**P8 - HEALTH & SAFETY / ENVIRONMENT**  
**RISKS CONTROLLING / ENERGY-**  
**DECARBONIZATION / INDUSTRIAL RISKS**

**PURPOSE:**  
 To guarantee the satisfaction of all interested parties by meeting their legal and other requirements, by appropriate control of our risks in the areas of Health (including Ergonomics) / Safety / Environment / Energy-Decarbonation / Industrial Risks (SSEERI)



**MEANS / EQUIPMENT (with what?):**

**Transverse:** Risk analysis and reporting tools (SEERIPORT)  
**Plans:**  
 - for Environment and Energy: dust collectors, purification plants, soundproofing, regulatory watch service, continuous metering and measurements...  
 - for Industrial Risks: detection and extinguishing equipment... for Health and Safety: EPC, PPE...

**RESOURCES / SKILLS (With whom?):**

**LEADER:** L. DELGOVE  
**Contributors:** COMEX, Site Management, HSE Site Services, HSE Department and central Health Department, Energy-Decarbonation Correspondents, interested parties including all staff, CSSCT

**INPUTS:**

**AD Group:** Standards, CSR approach  
 Legal and regulatory requirements  
**P1:** SWOT, RIP RAG, Medium-Term Plan (MTP) / Budget validated, QHSE Policy, QHSE objectives / action plan, use of the whistleblower system, communication plan suitable to the goal and the company strategy, risk mapping  
**P4:** Investment granted  
**P5:** Competent staff  
**P10:** Adapted IT solutions

**ACTIVITIES:**

**Transverse:**  
 Ensure technical and regulatory expertise to provide support to sites in SSEERI fields  
**Transverse and plants:**  
 - Identify, evaluate to eliminate or reduce and control SSEERI risks,  
 - Guarantee operator health and safety by optimizing workstation ergonomics,  
 - Analyze unwanted events (accidents, illnesses, pollution, ...) and draw lessons  
 - Ensure liaison and reports with COMEX, administrations, external organizations and the neighbour for security  
 - Set up means of control (rules, equipment, training module and field presence of managers, certifications (depending on site: ISO 14001, 45001, 50001, etc.)),  
 - **Plants:**  
 - Perform regulatory and standard monitoring and ensure compliance  
 - Carry out operational control of activities (application of procedures, waste management, self-monitoring, regulatory controls, emergency management, site and facilities security, authorizations, medical follow-up)

**OUTPUTS:**

**All processes:** REX - PEX  
**P1:** Regulatory compliance, Occupational Risk Assessment (ORA), Environmental Analysis (EA), Industrial Risks (HSE), communication with interested parties  
**P2:** Requirements applicable to staff  
**P4:** Requirements applicable to suppliers  
**P6:** Expression of needs (investment); Expertise, applicable requirements

**REFERENCES (with which documents?):**

AD-P8-P123: Safety Management  
 AD-P8-P126: Classifying and notifying health & safety incidents  
 AD-P8-P183: Defining the 12 safety golden rules  
**Sites:** standards, MO, instructions

**INDICATORS (With which means of measurement?):**

**Safety**  
 • TIF2 over 12 months (Indice)  
 • Number of potentially serious events (Number)  
**Environment:**  
 • Active formal notices or complaints (Number)  
 • Aqueous and atmospheric discharge compliance rate (%)  
 • Cumulative consumption of all waters (% by N-1)  
**Industrial risks**  
 • Industrial accidents of "critical" or "catastrophic" severity (Number)  
**Energy-Decarbonization:**  
 • A&D CO2 emission (TCO2)

**PROCESS STEERING BODIES:** COMEX, Network Meeting, Process Review

**PROCESS IDENTITY CARD**  
**P9 - MANAGING QUALITY & PROGRESS**

**PURPOSE:**  
 Ensure product quality by controlling the robustness of processes from development through customer delivery in series production  
 Guarantee the efficiency of the Quality Management System (QMS)



**MEANS / EQUIPMENT (with what?):**

Infrastructure (building, information system, etc.), measuring and testing equipment, tools, production facilities, Qual'Net, Power BI, IS, EDM (Everteam)

**RESOURCES / SKILLS (With whom?):**

**LEADER:** T. ROUAULT  
**Contributors:** COMEX, Management plant, Quality & Progress Department

**INPUTS:**

**Customers:** defined requirements, portals, quality standards  
**P1:** SWOT, RIP RAG, Medium-Term Plan (MTP) / Budget validated, QHSE Policy, QHSE objectives / action plan, use of the whistleblower system, communication plan suitable to the goal and the company strategy, risk mapping, internal and supplier audit schedule validated  
**P2:** New product development or industrialization or major modifications (resources, processes, industrial routes, etc.), need for internal and customer qualifications, project feedback to improve standards  
**P3:** customer complaints, customer satisfaction  
**P4:** quality deviation feedback  
**P5:** Competent personnel, qualified resources  
**P6:** Selected suppliers, non-quality, need for supplier audits, need for supplier qualifications  
**P10:** adapted IT solutions

**ACTIVITIES:**

**1. Ensure product quality and process robustness**  
 • Certify product conformity  
 • Manage non-conformities (including suppliers)  
 • Quality and control special processes  
 • Obtain customer process qualifications  
 • Validate supplier approvals and qualifications  
 • Guarantee the quality of development deliverables  
 • Organize quality delegation  
**2. Ensure QMS integrity and compliance**  
 • Guarantee QMS improvement and efficiency  
 • Manage internal and supplier audits and operational monitoring  
 • Promote product safety culture (SMS, Nuclear Safety, etc.)  
**3. Manage progress**  
 • Define and deploy the excellence system  
 • Manage improvement plans with customers

**OUTPUTS:**

**All processes:** QMS, procedures, standards, methods, quality tools, audit results, third-party certifications, AC/AP processing, delegations defined and monitored, monitoring and audits (internal and supplier) carried out, definition of standards of excellence and assessment of progress plans.  
**Customer:** notification of escapes, shared progress plans  
**P1:** Risk mapping  
**P2:** Compliance with milestones, in particular range robustness and monitoring plan, internal and customer qualifications  
**P3:** complaints and escapes handled  
**P4:** quality delegations, internal and customer product quality improvement plans  
**P6:** Approved suppliers, qualifications pronounced, and supplier improvement plans in place

**REFERENCES (with which documents?):**

• AD-P1-P001: Controlling the quality records and documents applicable to Aubert & Duval  
 • AD-P6-P016: Assessing and approving critical suppliers  
 • AD-P1-P019: Managing quality audits  
 • AD-P1-P021: Qualifying the quality auditors  
 • AD-P1-P040: Risks and opportunities (R&O) management  
 • AD-P6-P042: Executive recruitment  
 • AD-P6-P064: Supplier operational risk analysis  
 • AD-P4-P065: Processing of quality escape  
**Sites:** local procedures

**INDICATORS (With which means of measurement?):**

• **Product quality performance (Nb and WIP)**  
 • Internal non-quality: anomalies  
 • Export non-quality: concessions, claims and escapes  
 • **System performance**  
 • Late AC/AP rate (%)  
 • **Quality roadmap** (project progress)

**PROCESS STEERING BODIES:** COMEX, CODIR Quality, Quality Roadmap Review, Process Review

**PROCESS IDENTITY CARD**  
**P10 – Managing IS**

**PURPOSE:**  
 1-Digitalizing company processes, making them efficient and cross-functional  
 2-Ensure the availability and integrity of information system and data  
 3-Protect against cyber-attacks



**MEANS / EQUIPMENT (with what?):**  
 Network and server infrastructure, ticketing tool (JIRA), service-now, EDR, supervision tool

**RESOURCES / SKILLS (With whom?):**  
**LEADER:** D. CHARRE  
**Contributors :** COMEX, DSI, project team, external partners

**INPUTS:**

**P1:** SWOT, RIP RAG, Medium-Term Plan (MTP) / Budget validated, QHSE Policy, QHSE objectives / action plan, use of the whistleblower system, communication plan suitable to the goal and the company strategy, risk mapping  
**All processes:** IS requirements

**ACTIVITIES:**

- Build and manage the IT roadmap
- Architect and standardize information system
- Manage IS projects
- Operate the information system:
  - Manage upgrade requests
  - Manage outsourcers
  - Manage incidents
- Provide users with the tools and services they need
- Prevent all causes of cyber-attacks on all digital tools

**OUTPUTS:**

**P1:** quantitative and qualitative roadmap  
**All processes:** IT solutions adapted (application, infrastructure, service level, availability) to their needs and changes

**REFERENCES (with which documents?):**

- AD-P7-P033: Information system backup management
- AD-P7-P035: Management industrial investments requests
- AD-P7-P041: Managing and controlling a project
- AD-P7-P124: Application management
- AD-P7-P135: Information System Security (ISSP)

**INDICATORS (With which means of measurement?):**

- Incident resolution rate (%)
- Application downtime by business IS domain (hours)
- IS project closure rate (%)
- Average number of applications per business domain (Nb)
- Customer satisfaction rate (%)
- Backup success rate (%)
- Restoration test success rate (%)
- Industrial / Site protection compliance (rating criteria)
- Password robustness rate (%)

**PROCESS STEERING BODIES:** COMEX, CODIR IS, Process Review