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ACOME in a few words
Since its creation in 1932 and with a consolidated turnover of 359 million euros in 2010, including 50% in telecommunications and 59% outside of France, ACOME is an international group that employs 1350 people and that is excellently placed, both as a leader and a specialist in the automotive and onboard markets, telecom networks and infrastructures, and the building sector.
The Group’s position in its business lines

- Leading manufacturer of sophisticated automotive wires & cables
- Third European optical fibre manufacturer
- Leading French manufacturer of telecom wiring solutions
- Leading French manufacturer of PEXc tubes for the building sector

Distribution of our activities

- 37% Telecom Networks & Infrastructure
- 28% Building Solutions & Networks
- 35% Automotive & Embedded solutions

Asia

China
- 1 plant in Xintai, Shandong province
- 1 plant in Wuhan, Hubei province

Turnover
€359 million
of which 59% international

Staff
1,350 employees

R&D
100 employees
5% of the turnover

Membership
100% of the employees become associates within 3 years

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INTRODUCTION

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Controller development
Message from Jacques de Heere, Chairman and CEO

In 2010, the ACOME sustainable development policy was characterized by controlled growth, collective success and official recognition, three elements which express the company’s desire to pursue responsible development.

Controlled growth
After the economic and financial crisis that struck our company in 2009, the ACOME group experienced a year of recovery in 2010. Business increased by 35% relative to 2009, and we returned to the pre-crisis level. Our international sales hit a record level, representing 59% of our business activities.

I would like to express my satisfaction because this recovery is in line with the long term logic behind our development strategy.

Proof of this can be found in the re-establishment of our fundamental balances in 2010, thanks to controlled growth. To defend and improve its long term competitiveness in increasingly competitive markets, ACOME decided to control its volumes and to implement a shared savings programme along with a constant improvement initiative. This resulted in a 12% improvement of the overall performance.

A collective success
While French industry has lost 30% of its jobs in 20 years and the cable industry has cut them almost in half, the priority objective of our long term strategy has been to maintain jobs in Mortain and Paris.
The women and men making up our cooperative company are its greatest resource. We believe more in collective rather than individual success, and we strive that our teams share motivation and good common intelligence. Being a SCOP means that the employees are the priority, while training them and developing their skills while the company progresses. Our collective success results from this alchemy.

Official recognition

Some 20 years ago, we traced the outlines of a policy that takes in environmental, health and safety concerns, in the areas of production, research and prevention. Also very early, our commitment was recognised and, in 1996, ACOME received the 1st regional environment prize from the Minister for the Environment. Sustainable Development aligns perfectly with the ACOME values. For us, it’s an approach that corresponds perfectly with who we are.

ACOME provides proof that a manufacturer can develop high technology and innovation in a rural setting, while associating economic, environmental and social performances. In December 2010, when Prime Minister François Fillon chose to visit the ACOME production site in Normandy, that he described as “emblematic of French success”, it was a recognition of our company’s role.

Outlook for 2011

We are very proud of the progress that we have made and we continue to pursue our sustainable development objectives in order to remain a precursor in our sector.

Today more than ever, our objective is to meet our economic, social and environmental requirements so that our company will be economically viable, socially fair and sustainable within its environment. These requirements are the basis of responsible development.

ACOME is keeping to its positioning as a “specialist with a difference” manufacturer, defined in our 2009-2013 strategic plan. Health and safety on our worksites are our priority in 2011, with the objective of zero accidents. To anticipate changes in our markets, we’re strengthening our research and development policy, and in order to remain competitive over the long term, we’re reasserting our social commitment that underscores our special nature as a cooperative.
A global policy
Interview with Xavier Servajan, Quality Group and Sustainable Development Manager

To succeed with our responsible development, our task is to satisfy our customers, maintain strong cooperative values and protect the environment. We have an overall policy to ensure that the company is profitable, fair and sustainable.

Profitable, fair and sustainable

True to our values of Commitment, Excellence, Solidarity and Respect, we are continuing with our sustainable development and continuous improvement initiative. Sustainable development is inseparable from ACOME’s future and its strategy. Within the company, the Sustainable Development initiative is part of the Management. It’s an overall initiative that conveys a state of mind and implies a certain behaviour on all levels. The Quality and Sustainable Development department steers and coordinates the group’s policy and the key performance indicators, while also monitoring and verifying the progress made with regard to the ambitions of the company’s strategic plan.

An overall initiative

It can be verified all along the line, our initiative considers the entire lifecycle of the products: design, purchase of raw materials, industrialization, implementation of manufacturing processes, stores, delivery and recycling of the products... Each year, we increase the number of Product Environmental Profiles (PEP) in order to measure the environmental impact of the products throughout their lifecycles. Based on these measurements, our R&D teams optimise the characteristics of the products in order to comply with eco-design requirements.

We ask our suppliers to share in our Sustainable Development initiative by obtaining their ISO 14001 certification and complying with the 10 principles of the UN’s Global Compact, which we signed in 2005. Our partnerships with our suppliers, just like with our customers, are part of a common
initiative that goes far beyond purely economic exchanges. Similarly, our Sustainable Development policy also participates in the differentiation with our customers, as they make their choices, as well as during the audits of our products and processes. The company and its various business lines work within a broader context that encompasses the three pillars of Sustainable Development: economics, society and the environment.

Societal responsibility

Published in September 2010, the new ISO 26000 standard specifically focuses on the “social” responsibility of companies, relative to their “stakeholders”. The recommended actions relate to:

- the organization’s governance (decision-making, responsibilities, objectives...);
- human rights (right to work, discrimination...);
- working relations and conditions (employment and social protection, health and safety at work, training...);
- business best practices (commitment, responsible policy, fair competition...);
- respect for consumers (sustainable consumption, education and awareness-raising...);
- respect for the environment (sustainable uses of resources, rehabilitation of the natural environment...);
- societal commitment (territorial footing, development of technologies...).

The following pages illustrate how these policies have been developed on the basis of an overall view of the company’s role and responsibilities within society.

Identifying our stakeholders and their expectations in order to meet economic, social and environmental challenges
1992
Creation of the “Environment Manager” position

1996
1st regional Environment prize

2004
Structuring of the initiative (SD 21000 guide with the Afnor and the DRIRE)

2005
Signing of the UN’s Global Compact

2006
Eco-design commitment
GOVERNANCE

Two decades of Sustainable Development

Sustainable Development within the SCOP

Stakes and initiative
Sustainable Development within the SCOP

Given its status as a “Cooperative and Participatory Company”, ACOME had - as far back as its creation in 1932 - an interest in Sustainable Development even before this concept was officially adopted by the United Nations Conference in Rio de Janeiro in 1992.

Economic, social and environmental responsibilities

Mindful of its continuing existence and therefore focusing on the long term, ACOME is the leading industrial cooperative group in France and a jewel of the social economy. It demonstrates the fact that it is possible to reconcile territorial footing and dynamism within the worldwide marketplace with a status that conveys the full involvement of the employees in the company’s project, with mobilisation around strong cooperative values, participation in the capital and decision-making, and sharing in the results.

The priority is the sustainable development of its activities in order to ensure its continued existence and to maintain jobs. Its economic performance has both an economic and a social purpose, as the company’s profits are distributed fairly between the employees and/or associates (50%), and the indivisible reserves intended for investors (50%).

Since the start of the 1990s, cooperative values have naturally resulted in the environment becoming a priority for the largest SCOP in France. This new environmental responsibility resulted in the creation, in 1992, of the “Environment Manager” position and in the outline of a policy that would include environmental concerns, as well as health and safety in the areas of production, research and prevention.

Co-entrepreneur employees

100% of the employees are invited to become SCOP associates within a maximum of three years of joining the company. This is the principle behind the twofold capacity as “associate and employee”. The employee-associates exercise their voting rights during the general meeting, with “1 person = 1 vote” embodying the principle of company democracy.

An identity that reflects our values

ACOME has built its identity on its values of commitment, excellence, solidarity and respect.

Its signing of the UN’s Global Compact in 2005 was an opportunity to reassert these values, as well as the willingness to respect human rights at work, the environment and business ethics. ACOME applies its 10 principles on a daily basis. This report presents illustrations of this commitment.

Also in 2005, a commitment was made to implement a sustainable development policy. Two years later, on its 75th anniversary, ACOME produced its Sustainable Development Charter and its 1st sustainable development report.

A new dynamic

2010 saw the set-up of a new organization resulting from the 2009-2013 strategic plan. The new division of the activities into strategic segments is an indication of ACOME’s willingness to respond to the needs of the infrastructure and telecom, automotive, onboard solutions and building markets. This new organization is providing a new dynamic together with better coordination of the sustainable development of the activities.

With the support of the departments and functional services, the three activity operational centres are working from a new basis in order to create value through differentiation, with responsiveness and a focus on profitability. Given the difficulties being experienced by French industry, ACOME is providing itself with the means to excel in its industrial business line in order to ensure its continued existence.
The new name for SCOPs in 2010: «Sociétés Coopératives et Participatives» (Cooperative and Participatory Companies)

In 2010, the cooperative movement adopted a new logo and also changed the name of the “Sociétés COopératives de Production” to “Sociétés COopératives et Participatives”. This new name underscores the presence of SCOPs in all business sectors, as well as the level of employee involvement in the company.

Signing of the UN’s Global Compact

Human rights
1. Businesses should support and respect the protection of internationally proclaimed human rights.
2. Make sure that they are not complicit in human rights abuses.

Labour standards
3. Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.
4. The elimination of all forms of forced or compulsory labour.
5. The effective abolition of child labour.
6. The elimination of discrimination in respect of employment and occupation.

Environment
7. Businesses should support a precautionary approach to environmental challenges.
8. Undertake initiatives to promote greater environmental responsibility.
9. Encourage the development and spreading of environmentally friendly technologies.

Anti-corruption
10. Businesses should work against corruption in all its forms.

Maintaining the cooperative dynamic

For the fourth time in its history, ACOME has completed the cooperative review that takes place every five years. According to Michel Le Mener, who carried out the survey, this involved “a qualitative assessment of the SCOP’s operation, while considering the ACOME strategic approach”. This regulatory mission, the results of which were presented to all employees during the Christmas 2010 meeting, was undertaken by the regional body (ARESCOP) of the Confédération Générale des SCOP. The objective was to identify the perception of the “employee-associates” regarding the company’s cooperative operation. As a supplement to the questionnaire sent to all employees, 69 individual interviews were carried out in early November 2010, with a representative sample of all of the professional categories on the Paris and Mortain sites and of all shifts.

The results improved relative to five years ago, with nearly 2/3 of the respondents saying that they were satisfied or very satisfied with being part of the SCOP, and with higher confidence.

The interviews brought to light the awareness of being part of an important industrial company in which it is important to convey the cooperative difference. When presenting the survey’s results, Michel Le Mener indicated that “the industrial organization’s constraints do not encourage the expression of cooperative values, while the employee-associates offer a potential that has to be mobilised in order to maintain the cooperative dynamic” within the industrial organisation.

100% of the employees become associates within 3 years
2/3 of the employees feel satisfied or very satisfied with being part of the SCOP
Stakes and initiative

The stakes of sustainable development are at the heart of ACOME’s activities and business lines. In concrete terms, taking these stakes into account now means sustainable technologies and products, sustainable partnerships with customers and suppliers, a strong territorial footing, protection for the local environment, operational efficiency, mobilisation around cooperative values, the strengthening of skills and involvement in the spread of new technologies.

A shared initiative

The Sustainable Development orientations and objectives have been defined by the company’s Senior Management. This initiative is integrated into the company strategy and is directly conveyed in the policies surrounding Marketing and Sales, Research and Development, Purchasing, Human Resources, Quality-Safety and Environment. The sustainable development commitment is present on all levels and has an impact on the company’s various business lines. From the design of the products through to their end-of-life reclaimation, ACOME adheres to the principles of sustainable development.

Implementation of the initiative

The initiative is implemented through the management system. Published for the first time in 2008, the Management Manual was reprinted in September 2010. This second edition, prepared by the Group Quality and Sustainable Development Manager, presents the entire organization. It’s a reference guide for the involvement of the teams in the ACOME sustainable development initiative. This document is provided to employees, new hires, customers and subsidiaries abroad.

A sustainable development committee was created in 2005 in order to support the initiative’s implementation. Its role is to design, plan and steer the roll out of the sustainable development initiative, in accordance with the undertakings of the Board of management. This multi-skilled committee, chaired by the Group’s Chairman and CEO but coordinated by the Quality Group and Sustainable Development Manager, is made up of 11 members from the Group’s three operational activities and from various departments: sales, research and development, strategy, marketing, health-safety-environment, human resources, quality and sustainable development, communication. It meets every six weeks. Each meeting is conducted on the basis of a defined agenda, and includes a review of the current action plans and the scoreboard. The Sustainable Development Committee is the guarantor of the system’s coherency. It monitors the progress of the action plans with scoreboards and key performance indicators.

Performance measurement

The performance is measured each month relative to the company’s seven strategic axes, that take into account the economic, social and environmental aspects of Sustainable Development.

Objectives have been defined for each strategic axis. The results are quantified and expressed as a percentage relative to the objectives using a diagram of the company’s performance. The ACOME overall performance in 2010 was measured using the same indicators as in 2009, while showing an appreciable 12% improvement.

The actions initiated in previous years were continued in 2010, namely the deployment of eco-design, reducing consumption and the emission of gases contributing to greenhouse effects (-50%) in the production processes. An energy management initiative according to the EN 16001 standard was initiated with support from the ADEME, through a collective action in Normandy. The objective of this action is to undertake actions intended to reduce energy consumption. An appraisal will be carried out in 2011 in order to prepare an action plan.
ACOME Sustainable Development Charter

ACOME’s adherence to the Global Compact supports the values through which we identify ourselves: Commitment, Excellence, Solidarity, Respect. The long-term performance and competitiveness of our activities require that the main economic, social and environmental challenges that concern ACOME be taken into consideration by relying on:

The Management

- Commitment on all levels and management systems that facilitate the application by the company of best practices in respect of sustainable development,
- Constant monitoring in order to anticipate changes in regulations and to facilitate risk management,
- Efficient and responsive reporting geared to continuous improvement.

Innovation

- Innovative solutions that integrate environmental protection and enhancement,
- Perfect know-how and practice in the field of eco-design.

Cooperative commitment

- Dynamic geared to operational efficiency and management.

Consultation with internal and external stakeholders

- A permanent dialogue with our stakeholders with the objective of combining our efforts in order to face common challenges.

Hygiene, health, safety and environment

- Protect the health and safety of ACOME’s employees and providers,
- Improve environmental performance and reduce environmental impacts.

The company’s policies include these challenges, and indicators have been defined to measure the impact of the actions undertaken to meet them.

The members of the Sustainable Development committee

Pascal CHOPIN,
Building Solutions and Networks Branch Manager
Philippe GARNAVAUT,
Human Resources Director
Jean-Yves GOBLOT,
Strategy, Research and Technologies Director
Jacques de HEERE,
Chairman and CEO
Laurence HIRSCHAUER,
Key Accounts Marketing Manager
Telecom networks and infrastructures
Stéphanie JAMMES,
Eco-design manager
Didier LARDEUR,
Health, safety and environment manager
Nathalie LASCAUX,
Communications manager
Jean-Luc ROCHEFORT,
Marketing, Forecasting Strategy and Industrial Property Director
François SCHOEFFLER,
Automobile and Onboard Solutions marketing manager
Xavier SERVAJAN,
Quality Group and Sustainable Development Manager

+12%
2010 overall Sustainable Development performance

-50%
gases contributing to the greenhouse effect
1998
Leader in “green” or zero halogen products

2000
ISO 14001 certification

2006
Inauguration of the Very High Broadband Expertise Centre (CETHD) and start-up of eco-design
OUR BUSINESS LINES

Daily commitment to Sustainable Development

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2007
First PEPs (Product Environmental Profiles)

2008

2009
Founding member of the PEP ECO PASSPORT association

2010

2011
Innovation, the spearhead of sustainable growth

By devoting nearly 10% of its personnel and 5% of its turnover to research and development, ACOME is asserting its technological leadership while now carrying out 22% of its business activities using new products. With innovation as a permanent priority, ACOME is a forerunner with benchmark technologies and products, and is present on all levels of the innovation chain. ACOME always strives to innovate by developing eco-designed products on the basis of Product Environmental Profiles (PEP), by ensuring that its processes are respectful of the environment, by proposing very high broadband solutions for the deployment of communication networks and very low consumption comfort solutions for buildings, by designing new conducting materials, by fabricating cables for photovoltaic panels as well as new high voltage cables for electric motors...

The strategic marketing and research & development activities have now been grouped into a single department. They share a common approach to the environment by strategic segment. Their efforts are cross-disciplinary and carried out in close collaboration with the technical and marketing departments of the three activity centres. Indicators have been identified and implemented in order to measure the overall performance of the ACOME research and development process.

Policy and cross-disciplinary action

Customers are at the heart of the company. To listen to and anticipate their needs, ACOME has implemented a competition, regulatory and technology monitoring system.

"22% of the company’s turnover is generated by new products, and innovation is the driving force of development."

(Jean-Yves Godlot, Strategy, Research and Technologies Director)

For the greatest possible efficiency, the Strategy Research and Technology Department (DSRT) identifies the technical skills needed for the development of new areas of expertise.

Organisation of the strategy and of R&D within the company
Infrastructures: accompanying very high broadband and the upgrade of networks

ACOME works with its customers as they deploy very high broadband infrastructures, with copper solutions and a system approach with fibre optic cables and connectivity products; ACOME was the originator of the groundbreaking concept of permanent fibre accessibility within optical cables.

In response to the new needs for multimedia communication (Telephone - TV - Data - Internet) and the extremely rapid growth of the speed of exchanged data streams, the solutions developed for the corresponding infrastructures are upgradable and have a low environmental impact.

In 2010, ACOME developed a new range called Unitube UNC1556. The Unitube UNC1556 range consists of very light, small and easy to install optical cables. Thanks to a development of the formulation of the material used for the compact tubes that make up the cables, the environmental footprint has been improved by 35% relative to the initial material. These cables can be installed above ground or drawn through conduits.

Automotive: reducing energy consumption and CO₂ emissions

The wires and cables proposed in the automotive sector are intended to reduce the weight of vehicles and thus their CO₂ emissions per kilometre travelled.

To do so, ACOME reduces both the quantity of metallic conductor and of the insulator, while maintaining the performance of the products. The wires are therefore smaller and take up less space in the vehicle.

Also, ACOME is contributing to the development of hybrid and electric vehicles with wires and cables that can handle much more voltage than the traditional 12 V.

Building: sustainable structures

The products are designed for the buildings of the future and their new uses, in order to respond to the challenges of temperature comfort and energy performance, very high broadband communication networks and building intelligence. With regard to eco-design in the ACOME strategic line, six new products have been developed for IT networks in residential, tertiary and industrial building construction, with a smaller external diameter than for traditional cables. These six products from the ACOLAN range generate a 6% to 8% improvement of the environmental impacts and offer many benefits: lower installation costs, optimisation of the space in cable trays, implementation simplicity.
Eco-design: a leading-edge initiative

ACOME has been involved with eco-design since 2006. This is a preventative and overall approach that includes the analysis of the lifecycle of products, recyclability rates and environmental impact indicators. Initiated by the Strategy, Research and Technology Department, this strategy has been deployed in the design offices of the Activity branches that are looking after product design and improvement. As such, ACOME designs and industrializes innovative and eco-efficient solutions and components - an optimal balance between cost and performance - while strengthening its positioning in these markets.

Reducing the environmental impact

The objective of eco-design is to reduce the negative impact of products on the environment throughout the lifecycle of the products, from the extraction of the raw materials through to recycling or disposal. In reality, it has been found that 80% of a product’s ecological impacts relate to its design and manufacturing. All of the information on the products and their environmental impacts are then summarized in a document called PEP (Product Environmental Profile).

Using the EIME software, PEPs have been prepared for a large part of the ACOME range – all activities taken together – as recommended by the ISO 14001 standard. They are used to analyse the product’s elements with the greatest environmental impact, and to envisage potential improvements.

For a product to be considered eco-designed, it must have a smaller environmental footprint than it did at the time of its initial design (“eco-appraisal”). Once the improvements have been made, a new analysis is carried out in order to establish the new product’s PEP. The optimised version is then compared with the old version.

78 ACOME products have a PEP.

Eco-designed products

With eco-design, ACOME is producing products that respect the environment while establishing its differentiation for its customers. Eco-designed products are identified with the “eco-designed” logo, by means of direct marking on the product or its packaging.

These are products that have been optimised by, for example, adjusting the manufacturing process, changing the raw materials, changing the machine speeds...

PEP ECOPASSPORT®: unique in Europe

Created by the French cable makers association (SYCABEL) and the main actors in the electrical and environmental engineering sector, the PEP ECO PASSPORT® association is a French initiative that has existed since June 2010, and that has no parallel elsewhere in Europe. ACOME is a founding member of this association subject to the law of 1901. Jean-Claude Darocha, the ACOME representative, chairs the Technical committee and is a member of the Executive committee.

A common and rigorous reference framework

The association has prepared a baseline in keeping with the international state of the art and the ISO 14025 and ISO 14040 standards, in order to qualify the environmental performance of products in an objective and simple manner. The rules specific to cable makers have been defined by the SYCABEL. The association’s aim is to reference all PEPs issued by the companies in these sectors.

For manufacturers, referring to the PEP ECOPASSPORT® will be a pledge of rigour and of information transparency, while providing the markets with a fair and reasoned orientation on the basis of the delivered information.

The PEPs prepared by ACOME are eligible for registration with the PEP ECO-PASSPORT® association. Registration is valid for four years and includes the right to place the logo on the environmental declaration that will be accessible on the association’s website.

12 products have been eco-designed (including 8 in 2010).
The environmental impact of the ACOLAN F/UTP6 cable – the leader on the French market for cables for IT applications - has to do with the consumption of raw materials during manufacturing. By using new processes, ACOME can offer the smallest cable on the market but with identical performances and while optimising its environmental footprint by 7.5%.

Cables pre-fitted with connectors for the rising mains in buildings

ACOME has developed cables equipped with optical connectors for the deployment of FTTH (Fibre to the home).

A video amplifier card developed by a partner in order to complete the offer. ACOME worked on optimizing it to improve its environmental footprint before large scale production.
Sustainable partnerships

ACOME maintains sustainable, trusting and close relationships with its customers and suppliers that share its vision, values and commitment to sustainable development.

A leading-edge initiative for the certification of sites

With its integrated management system, ACOME was already a forerunner in 1993 with the implementation of processes meeting the requirements of international standards:

- ISO 9001 (quality management): since 1993 for all industrial sites in France, Brazil and China;
- ISO 14001 (environmental management): since 1996 for Mortain and Xintai in China;
- ISO TS 16949 (development and automobile manufacturing): since 2004 for Mortain, Paris, Wuhan in China and Irati in Brazil;
- ISO-CEI 17025 (tests, calibration and sampling): since 2000 for the COFRAC-accredited test laboratory in Mortain.

The certification follow-up audit on the Mortain and Paris sites confirmed the continuation of the ISO 14001, ISO/TS 16949 and ISO 14001 certifications.

Continuous improvement of the service quality

In January 2010, the objectives were reviewed in order to assess customer satisfaction. They relate to complaints, responsiveness, the compliance of delivery timeframes, references and volumes, and the service rate.

Each month, a “Scorecard” is prepared on the basis of these criteria, in order to measure customer satisfaction with the overall company and with each activity branch.

Improving customer satisfaction

The Telecom Networks and Infrastructures activity carried out its annual customer satisfaction survey on an Internet portal in order to improve the representativeness of its customer sample. The results indicated improved customer satisfaction and a good image of the company.

0% 20% 40% 60% 80% 100%
Excellent Good Mediocre

<table>
<thead>
<tr>
<th>2009</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>72.43%</td>
<td>75.63%</td>
</tr>
</tbody>
</table>

Company image
Audit of our partners

Just like ACOME, Orange is heavily involved in Sustainable Development.

This common approach therefore provides an opportunity for Orange representatives to visit the Mortain site in order to appreciate the scope of the industrial installation and of the manufacturing lines for copper and optical cables for telecom networks, and to see the logistics platform used to ship the Orange cables for France and the overseas departments.

The Data & Telecom® symposium: a recognised ACOME initiative for 22 years

For 22 years, ACOME has organised a unique biannual event within the French Networks and Telecommunications market. Open to everyone involved in the world of telecom networks, this event brings together between 200 and 300 partners, competitors, trade union organisations, the Telecom regulatory authority, professional federations and associations, the national and specialised press and some 30 speakers over 4 days.

It covers various topics ranging from telecom infrastructures (operators and regional authorities) to the deployment of Very high broadband for subscribers, tertiary cabling networks and data centres, as well as residential networks. The Symposium, also covered by the national economic press and professional press, is chaired by a personality: in 2010, the 12th Symposium was chaired by Mr. Yves Le Mouël, Director General of the French Telecom Federation.

Delphi recognises ACOME

As part of its Quality improvement programme, Delphi - n°2 worldwide in automotive cabling - has recognised ACOME do Brasil.
Responsible purchases

ACOME maintains sustainable, trusting and close relationships with its customers and suppliers that share its vision, values and commitment to sustainable development.

Sustainable relationships with suppliers

ACOME has a responsible purchasing policy that requires its suppliers to go beyond the quality of their products and services and to obtain ISO 14001 certification, and also that they undertake to comply with the principles of the UN’s Global Compact regarding human rights, labour standards, the environment and the fight against corruption. In 2010, ACOME launched an initiative to sensitize its suppliers. This action is led by the Director for Procurements, the Quality and Sustainable Development manager and the Supplier Quality manager; its aim is to demonstrate the need to take into account economic, social and environmental aspects in order to ensure the long term survival of companies. These new requirements are included in the Supplier Quality (SQ 2003) specifications that came into effect in January 2010. For monitoring of the compliance with these requirements, ACOME has assigned Sustainable Development as 15% of the assessment of the performance of its suppliers.

“Green” packaging and reels

In keeping with the recommendations of the Grenelle de l’Environnement (Environment Summit), ACOME has committed to a sustainable procurement policy for wood packaging, reels and pallets. The company only buys pallets and reels from suppliers who can guarantee that the wood comes from forests that comply with sustainable forestry management rules and are certified by PEFC (Programme for the Endorsement of Forest Certification schemes, launched under the initiative of French and Finnish forestry companies) or by the FSC (Forest Stewardship Council for the preservation of tropical forests). ACOME has also signed the Sycabel Reusable Packaging Charter, and purchases reusable reels. Studies have indicated a 40% to 50% decrease of the carbon impact according to the size of the reusable reels.
15% of the SQI devoted to sustainable development

-40% carbon impact (deployment of “green” reels)

Testimonial

Thierry Toullec, Borealis:

“ensuring the full responsibility of your partners”

The environmental integration at the heart of ACOME’s strategy is a citizenship initiative and very positive; including Sustainable Development as part of the assessment of your suppliers seems perfectly relevant to us. Our own responsible development commitment includes ensuring risk-free development for the employees, local communities and customers. Similarly, we assess our environmental performances in partnership with our customers.

This reflects our company’s vision, which is to contribute to meeting the worldwide challenges regarding the climate, access to water and energy, food safety, health and communication.

The organization of the meeting with your suppliers in early 2010 was quite innovative; it demonstrated good management of both your suppliers and the various economic partners.

Testimonial

Paul Truffy, Owens Corning:

“the first cable maker with such an initiative”

Including the compliance with certain values (human rights, labour standards, environment, fight against corruption) as part of your supplier assessment seems perfectly relevant to us, given the evolution of our company’s economic and social context. As such, we particularly appreciate this initiative. As far as we know, ACOME is the first cable maker with such an initiative.
A sustainable and responsible industrial model

The industrial site in Mortain (Normandy) accommodates the five production units for wires, copper cables, synthetic tubing, optical cables and fibres. These five units vertically integrate the various business lines (compounding, reticulation, wire drawing, wiring, stranding, insulation, fiberizing and logistics) in keeping with the value chain, in order to guarantee the offer’s competitiveness and to optimise customer service. The industrial organization revolves around efficient production tools and competent personnel numbers. It combines efficiency and productivity in order to meet the requirements of a globalized economy.

Operational excellence

Targeting excellence in its industrial business line, ACOME has built its industrial management system using “Lean” principles. The objective is to ensure the company’s continued existence while producing value for customers, excellence within the teams and results that will ensure the company’s profitability.

This system applies to an organisation that includes 18 Îlots Autonomes de Production (IAP - independent production units) within 4 Independent Production Units, as well as a packaging-distribution unit and 3 shipping units. The IAP organisation encourages independence within the teams and involvement on all levels, with the aim of customer satisfaction.

Continuous improvement

To better satisfy customers in terms of quality, costs and timeframes, ACOME optimises its industrial performance through “continuous improvement”. The company’s objective is to reduce all forms of waste: garbage, lost time, useless papers... For each IAP, continuous improvement involves developing the products, processes, productivity and the working environment while using – amongst other things – the following tools: suggestion forms, 5S projects, SMED projects, management rituals.

Reducing the environmental impact

Reduction of CO2 emissions

In 2010, the objective to reduce greenhouse gases was 89% reached.

The industrial site’s greenhouse gas emissions are assessed as equivalent CO2, whether coming from fuel oil, propane, refrigerant fluids or sulphur hexafluoride. This assessment identified avenues for improvement, and the site’s equivalent CO2 dropped by 50% in 2010.

These results are particularly encouraging with regard to emissions of SF6, a gas for which the GWP (Global Warming Potential) is very high: reducing the emissions of this gas has therefore become a priority, and the 2010 results show a 70% decline.

Pyralene-free transformers

In the last 10 years, ACOME has invested in replacing its transformers containing pyralenes. At the end of 2010, all of the transformers on the Mortain site now use mineral oil. As such, this eliminates any danger of polluting rivers in case of a spill, or of toxic smoke in case of fire.

Collection of river water

Rainwater management is a complex project as a result of the number of stakeholders involved. After exchanges and a study with the Mortain Committee of Municipalities, the municipality of Romagny, the Prefecture’s services and the DREAL, the project was validated in 2010, with deployment in 2011.
-50% emissions (equivalent CO2)

422 suggestions submitted

5 5S projects

6 SMED projects

6 improvement projects

The management rituals

For maximum employee involvement, “management rituals” have been implemented. These rituals include short and responsive daily meetings, close to the field (5-minute meeting and flash meetings), as well as weekly activity meetings and IAPs that provide an opportunity to take a step back, to review the objectives and to answer any needs for information. The support services are involved in these meetings.

Suggestion forms

The suggestion system launched in 2007 is now well-established throughout the plant. This system promotes the implementation of any concrete idea for progress or simplification intended to improve the products, services and work processes.

All of the units are participating, and a 3-person team has been set up in order to carry out the suggestions. Of the 423 suggestions submitted and validated in 2010, 422 were carried out. Each year, a committee selects the five best suggestions. The selection criteria include gains / costs, safety / ergonomics, impact on product quality, simplicity, scope (standardisation). Amongst the suggestions recognised in 2010, one involved a pollution response kit (container with fire-retardant absorbent).

As the system of “suggestion forms” is now well-established on the production side, the aim is to extend it to the administrative and technical services.

5S projects

According to the 5S approach, quality work requires a clean environment, safety and rigour. The 5S projects therefore focus on improving the cleanliness and safety of the work environment.

SMED projects

The SMED projects (Single Minute Exchange of Die) involve implementing a continuous improvement method to optimise the changing time between two production series.

Six SMED projects were carried out in 2010. For example, the 45101 Buffer Coating SMED project in the FTP unit led to the creation of a cart for rotating the reels in order to decrease the operator’s efforts, that helps to limit risks of back injury and contributes to reducing the assembly time.
Safety at work: zero accident objective

In the final months of 2010, ACOME witnessed an increase of the severity and frequency of workplace accidents, and the tally for the year regretfully included one fatal accident. Still vivid in everyone’s memory, this accident provides an ample reminder that the only acceptable objective is zero accident.

Workplace accidents

Considering that each accident must not be viewed as something inevitable but rather be dealt with appropriately, ACOME has defined a managerial approach to security. On the basis of shared responsibilities, safety is managed as part of the daily routine and coordinated on every level: branches, UAP, IAP... As of their initial orientation, personnel members are given safety training and made to understand the importance of following the safety instructions.

Assessment and prevention of professional risks

Over and above the regulatory obligation resulting from the Labour Code, ACOME launched an initiative to identify, assess and, especially, reduce professional risks through prevention. The initiative included dividing the Mortain sites into working units and then, within each unit, having a multi-disciplinary working group assess the risks under the direction of a coordinator.

Each group was then invited to propose axes of progress. The prevention assessments and measures were recorded in a specific “single document” for each work unit. It also serves as an information and training tool regarding the risks and prevention measures for each workstation.

Internal emergency operation plan

A new emergency organization was set up on the Mortain site in 2010. It is based on an operation plan, prepared in order to describe and share the organization of on-site emergency efforts.

This guide describes the necessary actions in case of an emergency and notably includes “checklist” relative to emergencies involving people, fire or pollution.

Its distribution is the first step in the overhaul of the HSE communication tables for the units, that include new communication standards and precise instructions.

Safety training upon taking up a position

Immediately upon joining the company, every employee receives general safety training provided by the Safety operational manager. At this time, each new employee is provided with a reference booklet that summarizes the rules and procedures relating to safety, waste sorting, energy savings, accident prevention and personal protective equipment (PPE), as well as the authorisations for running machines, handling equipment and products. The reference booklet also includes the emergency numbers and emergency calling procedure.
Safeguarding of the Mortain site

Safeguarding the site involves protecting the industrial know-how, preventing theft (particularly of copper), as well as rescuing people on the site in the event of an incident. It includes complete access control for all employees, visitors, subcontractors, heavy goods vehicles and the messaging system. After an initial series of measures for the administrative building in 2009, the definition phase for overall control of the entries and exits was completed in 2010.

Regulatory watch

A working group was set up in order to monitor changes to the labour and environment codes. Its task is to analyse new regulatory texts, to identify discrepancies and to implement the action plans needed to overcome them.

Over and above simple regulatory compliance, this also involves optimising the prevention of risks related to personnel safety and the environment.

Emergency training

180 employees were trained as First aid providers in the workplace, in order to intervene in the event of an accident involving people.

Chemical products risk prevention

A specialised cell was created in order to analyse the risks related to chemical products used within the company. It was also directed to prepare recommendations regarding protective means. In concrete terms, it prepared a series of fact sheets for users, describing the risk in question, how to protect against it and reiterating the mandatory personal protective equipment.

Training in the use of the irradiator

A new regulation imposes that establishments must require irradiator operators to have obtained a Certificate of Competency in the Handling of Industrial Radiology Equipment. In 2010, ACOME helped nine operators to complete their training in nuclear safety, a new and difficult domain.

Flash Safety info

The Health, Safety and Environment department produced “Flash Safety” bulletins on the topic of accidents and “near accidents”. Posted on the display boards within the units, these bulletins include a photo of the risk, an analysis of the facts and a recommendation.
2004
Environment honour roll

2005
First unit recognised for reducing the number of workplace accidents
OUR SOCIAL & SOCIETAL ROLE

Our social commitment 32
Our societal responsibility 34
Our social commitment

Integration within the company: a management action
ACOME devotes considerable attention to the integration of new hires. As such, the Human Resources department has set up an orientation and training programme intended to help new employees to grasp the values of commitment, excellence, solidarity and respect.

Through work-linked training, professionalization and apprenticeship contracts, ACOME is promoting mentoring as a social link between generations. First and foremost as a trainer, the mentor also serves as a social integrator. As a model and facilitator, he has a major role to play in a successful integration.

Integration and orientation process
The integration process helps everyone to recognise their future contact(s). It’s an opportunity to give some meaning to one’s position within the company, and to optimise any future contacts.
As a supplement to this process, the training department also proposes an “orientation plan”. Prepared on the basis of the assessment of the needs in terms of tools or skills, this training promotes better job performance. It involves both the skills and the authorisations that are necessary for the work in question.

FORMATEC, an internal advancement scheme
In 2010, fifteen ACOME trainees obtained their technician’s diplomas that will allow them to become technicians or technical agents. This training was specially prepared by ACOME and has been in place since 1991.
Its aim is to promote internal advancement, to integrate technological changes and to establish efficient teams: the 2010 class included 10 operators and five trainees already working in technician positions.

Solidarity between generations
ACOME provides support to the Pensioners club, created in 2007 and that now has nearly 300 members. The activity programme is published in each issue of the “Réussir” internal newsletter. Periodic visits to the ACOME premises in Paris are organised.
Diversity policy

In its bagging workshop for tube connectors, ACOME employs people registered with the MDPH (Departmental services for the handicapped); the workshop’s ergonomics have been adapted to facilitate the handling work. ACOME also subcontracts to establishments that employ handicapped people. Every quarter, an ESAT from the Paris region delivers the internal newsletter. As the seasons advance, the vegetation on the Mortain site is maintained by gardeners from the Barenton ETP (protected labour establishment) in Normandy.

Safety prevention

Working with health professionals

Working with IPRPs (Professional Risk Prevention Responders) and the Carsat (Caisse d’assurance retraite et santé au travail), studies were carried out on the risks faced by the personnel in various domains (phthalate, noise, ergonomics, presence of magnetic fields...). This event provided an opportunity to identify areas for potential progress.

Tobacco-free plant

Since 30 August 2010, Mortain has been a non-smoking site. However, to be realistic and to prevent smokers from being subjected to traffic risks by sending out on the departmental road in order to smoke, five smoking areas have been set up within the site’s perimeter, and are considered to be “exterior”.

At the same time, the Medical department is continuing to help smokers in their efforts to cut back or quit smoking.

Technology

and knowledge transfers

The Mortain teams provided support to the local technical team of the ACOME of Wuhan Chinese subsidiary for the development of an automobile wire approved by General Motors and produced locally since then.

With the help of ACOME France, the team of Brazilian technicians from the subsidiary ACOME do Brasil designed a third insulation line in-house.
**Our societal responsibility**

**Territorial footing**

As an example of its territorial footing, ACOME has prepared a €20 million investment programme over three years for the company’s development and to maintain jobs within the territory. In 2010, €6 million worth of investments involved equipment for manufacturing optical cables, automotive wires, the extrusion of tubes, IT management systems and industrial infrastructures.

**Regional companies cluster**

Since 2004, ACOME has participated in the sustainable development cluster coordinated by the Normandy AQM and the AFNOR, which has included, with nine other companies, testing the use of an implementation guide for sustainable development initiatives. In 2010, it was again selected by the AFNOR to work with 12 regional companies on a programme to implement energy management.

**Involved in the Normandy Enterprises – Sustainable Development club**

In 2010, ACOME was involved in the creation of the NEDD (“Normandy Enterprises - Sustainable Development”) club. The club was created on the initiative of the AQM and of the AFNOR, with support from the Normandy Region and the State. It includes more than 50 companies from the Normandy region, that are actively involved in a permanent sustainable development initiative. It provides its members with practical guides and workshops. Each year, the club will organise a special day to promote the commitment of its members.

**Protecting natural resources**

At all times, ACOME strives to control its consumption of energy and natural resources. In 2006, a programme was launched to reduce the consumption of water, electricity, gas and fuel oil. The efforts related to the heating, lighting and the fluid distribution utilities. At the same time, an event was organised to raise employee awareness of energy savings both within the company and at home.

**Involvement in the “digital land planning”**

ACOME is one of the founding members of the NOVEA Association for the dissemination of new technologies in the service of sustainable development within the Mortein area. The Association brings together companies, communities, training institutions and participants in the active life of the Manche and Normandy regions. In 2008, the association created the “NOVEA area”, the largest centre in France for new Very High Broadband technologies.

**Very High Broadband event**

Every year, ACOME organises the Very High Broadband event that attracts decision-makers in the sector, representatives of regional authorities and telecom professionals. In 2010, the event had as its theme: “digital land planning of the territory”. The morning’s speeches were marked by the presentation of the national very high broadband programme by Rémi Stéfanini, Technical Adviser to the Secretary of State for Long-Term Planning and the Development of the Digital Economy. The participants travelled to the site of the Very High Broadband Expertise Centre (CETHD), where some 40 exhibitors were waiting for them.

**Testimonial**

**Philippe Distler, General Manager of the ARCEP**

“A major Optical Fibre manufacturer”

Guest of honour at the Very High Broadband event in June 2010, Philippe Distler was pleased by this area for exchanges and encounters for everyone involved in the Very High Broadband sector. Organised by ACOME each year, the event reverberates nationally.

Very High Broadband is complex and its implementation takes time. One of the problems is deployment in rural areas with low density; the Manche department, a forerunner in the territory’s land planning, is an exception. It’s a symbol, representative of the ACOME’s efforts, a major Optical Fibre manufacturer.

**Training on the set-up of networks**

The coming of High and Very High Broadband has resulted in the emergence of new professions surrounding the set-up of networks. To meet the needs for training in the new professions, ACOME quickly prepared training modules on optical fibre, network construction, connections, measurements, regulations... intended for design offices, telecom operators, regional authorities and telecom installers. The accredited trainers are members of the ACOME personnel. Standard or specific continuing training sessions are provided in Mortain, Paris, elsewhere in France and even abroad.
ACOME representatives take part:

in standardisation:

→ AENOR: ACOME is participating in a working group targeting the certification of floor-based heating systems.

→ AFNOR: ACOME is present in the committees dealing with the manufacturing of tubes and integrated heating systems (floor, wall, ceiling). The ACOME representative has been assigned to represent the AFNOR on the European level (CEN).

→ Electricity technical union: An ACOME director is chairing the commission in charge of proposing standards for France and of studying the international and European standards for copper communication cables.

in the support of companies:

→ ICC – Alizé Manche Committee: ACOME is one of the 20 or so companies and institutions selected on the local level to provide support to VSEs and company creators in the Manche region. The Alizé Committee is a national organization of ICCs, with local branches.

in the Cooperative Movement:

→ SCOP: The CEO and two members of the board of management are on the Movement’s National Council. ACOME is represented by three people at the West Regional Union and two people at the Île-of-France Regional Union. One person is on the national arbitration committee (handling of disputes regarding cooperative law).

in Sustainable development:

→ PEP ECOPASSPORT® association: The ACOME representative chairs the Technical committee and is a member of the Executive committee.

→ NEDD Club (Normandy Enterprise Sustainable Development): ACOME has participated since its creation and is represented by its Sustainable Development Manager.

Visit to the Normandy CESR

In April 2010, ACOME organised a visit to its installations for the delegation from the Economic and Social Council and from the Lower Normandy CRCI, accompanied by members of the Normandy China Club.

Participation in the FTTH Council for Europe

ACOME is a founding member of the FTTH* Council for Europe. In February 2010, it participated in the 6th annual conference in Lisbon.

* Fibre to the home
Accompanied by Eric Besson, minister for industry and energy, and by René Ricol, commissioner general for investment, François Fillon visited the optical fibre and cable manufacturing plant in early December 2010. Recognition of the company’s specialist position, officially confirmed by the Prime Minister’s appreciative statement to the men and women of ACOME.

At ACOME, there are men and women struggling each day to make sure that France stays at the leading edge of progress.
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