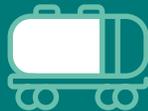




**THE MULTI-YEAR  
STRATEGIC PLAN  
2023-2027**



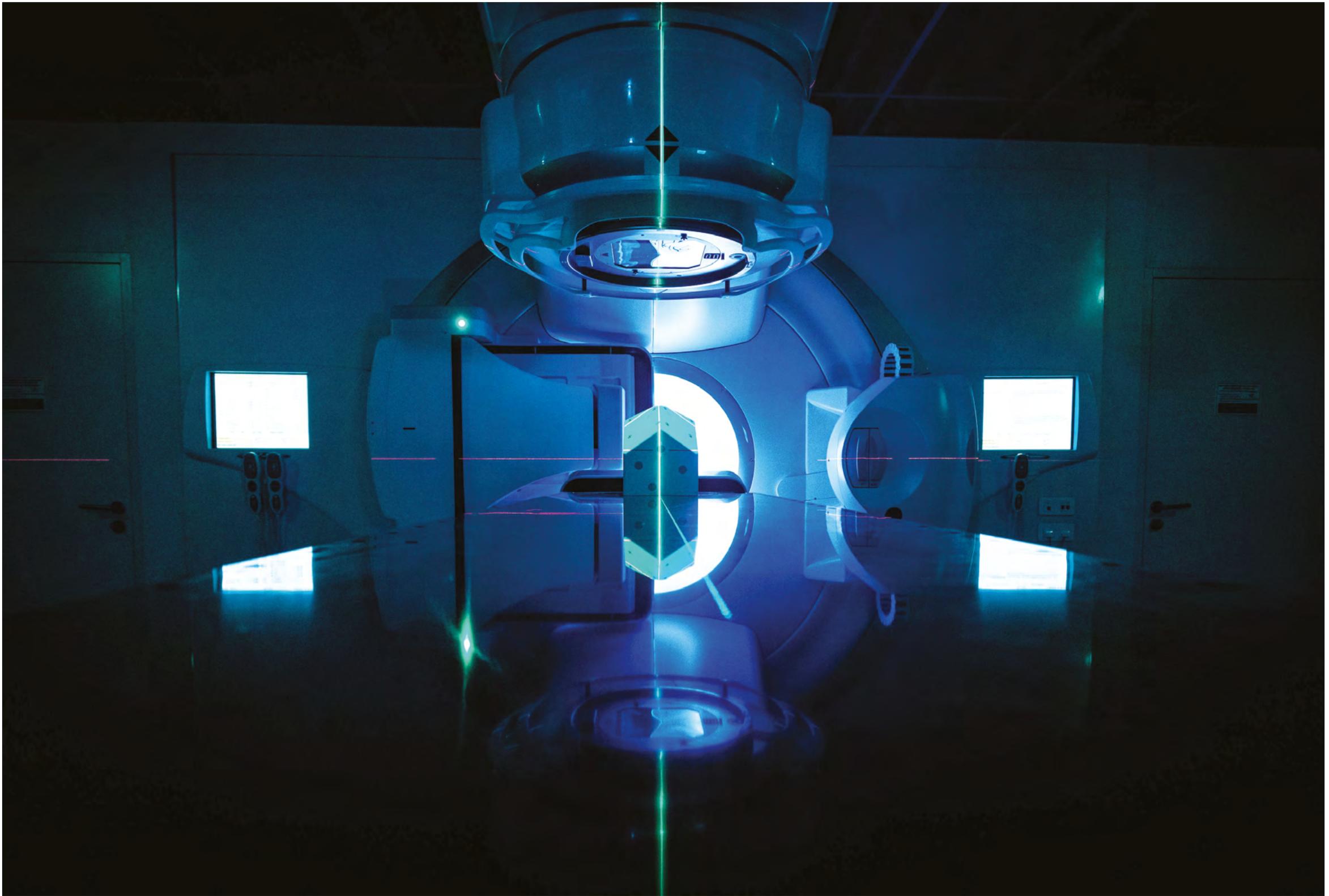
# Our strategic vision

On behalf of the State, ASN ensures the oversight of nuclear safety and radiation protection to protect people and the environment.

It informs the public and contributes to the fostering of a culture of safety and radiation protection.  
It ensures that the major nuclear safety and radiation protection issues are a central focus of the present and future decisions of the public and private players.

It decides and acts with rigour and discernment, applying a proportionate approach in a fully independent and transparent manner. Its decisions are based on technical skills, in-field knowledge, collective work and dialogue with the stakeholders.

It promotes safety as a common good, in France and on the international scene.



# The issues and challenges



## A FLEET OF NUCLEAR FACILITIES AND ACTIVITIES UNDERGOING A TRANSITION

- For many facilities, questions regarding long-term operation, shutdown, decommissioning and possible replacement will have to be answered in the near future, and this requires a forward-looking approach.
- For the first time in many years, ASN is going to have to address an exceptionally large number of files concerning new facilities, while at the same time maintaining its oversight of the facilities in operation.
- The new nuclear construction programme must be accompanied by exemplary policies regarding the management of nuclear waste and legacy nuclear facilities.
- In the medical sector, the preponderance of the organisational issues and the challenges brought by constant innovation is compounded by a far-reaching crisis situation that is exerting considerable pressure on staffing and financial resources.



## A STRUCTURAL CHANGE IN WHAT CITIZENS EXPECT OF THE STATE

- The citizens expect the State, in all its aspects, to demonstrate greater transparency and readability on one hand, and a greater ability to listen and to explain the reasons for its actions on the other.
- Better results are obtained when the activity managers, decision-makers and local players take on board the nuclear safety and radiation protection issues.
- In the present-day context of climate change, increasing attention is focused on environmental issues.



## A CHANGE IN THE INTERNATIONAL CONTEXT

- The centre of gravity of the global nuclear activity has shifted, with some countries taking a more prominent position while others are moving into the background.
- The move away from multilateralism is leading certain countries to favour their national interests.
- In the European Union, France is now the only country with a large nuclear fleet and new nuclear projects.



## THE NEED FOR ASN TO REMAIN AN ATTRACTIVE ORGANISATION AND A GOOD PLACE TO WORK

- Internal skills must be adapted by looking at the needs towards 2030.
- The new work methods must be used as an asset.
- Acquiring a shared understanding of the priorities requires increased internal interactions.
- ASN's attractiveness hinges on turning its focus towards the tasks that represent the highest stakes, and providing the opportunity for enriching career paths.



# Our strategic priorities



## STATE AND SHARE OUR SHORT, MEDIUM AND LONG-TERM VISION OF THE ISSUES RELATING TO NUCLEAR SAFETY, RADIATION PROTECTION AND ENVIRONMENTAL PROTECTION

- Develop across the board our ability to detect situations that could lead to serious difficulties or deadlocks.
- Put across at the appropriate time our point of view on the subjects requiring a forward-looking approach on the part of the other players.
- Actively influence the development of international standards and practices.



## ENHANCE KNOWLEDGE OF THE RISKS AND, WITH THE OTHER PLAYERS CONCERNED, PROMOTE A CULTURE OF NUCLEAR SAFETY AND RADIATION PROTECTION

- Develop knowledge of the risks associated with the various forms of exposure to radioactivity (natural, medical or industrial).
- Contribute to the development of a safety and radiation protection culture in elected officials and the general public, and encourage the emergence of trusted third parties vis-à-vis the general public.
- Consolidate our specific contribution in crisis situations.
- Strengthen our relations with the State services and more broadly with the local players.
- Contribute to the public debates and consultations, and promote stakeholder participation.



## ADAPT OUR OVERSIGHT TO A NEW CONTEXT

- Assert our realignment on the activities and facilities with high-stake issues.
- Objectivise, clarify and share our proportionate approach, focusing on the expected effects of our actions and making judicious use of expert assessments.
- Make better use of our in-field knowledge.
- Reinforce our oversight of:
  - organisational and human factors;
  - project management by the party responsible for a nuclear activity;
  - the industrial capabilities of the licensees and their suppliers.
- Develop a progressive and stepwise technical dialogue with the industry players for major projects and innovating projects.
- Clarify the requirements of the regulations and stabilise their conditions of application.
- Take full advantage of experience feedback and international collaborations.



## MAKE A SUCCESS OF THE INTERNAL TRANSFORMATIONS TO BE MORE ATTRACTIVE AND EFFICIENT

- Adapt our skills to the new challenges and support career path development.
- Renew the work organisation to take full advantage of remote working possibilities and engage in an eco-responsible and resilient approach.
- Develop and actively promote new modes of functioning that:
  - guarantee the transmission of our know-how and our institutional memory;
  - enable full benefit to be drawn from the cross-functionality between the entities, adopting “project” formats appropriate for the situations where necessary.
- Make a success of our digital transformation.

## OUR COMMON CULTURE

The ASN staff share a common culture.

It is first and foremost a culture of safety, based on a rigorous approach that is proportionate to the risks, and a questioning attitude.

This culture is characterised by:

- **THE WILL** to serve the general interest;
- **OPENNESS** to the various points of view, both internal and external;
- **ATTACHMENT** to a collegial decision-making process.

It is reflected in our values:

- **COMPETENCE**
- **INDEPENDENCE**
- **RIGOUR**
- **TRANSPARENCY**

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