

Guy Dollé

Guy Dollé is a graduate of the Ecole Polytechnique. He began his career in 1966 with the Irsid Steel Research Center.

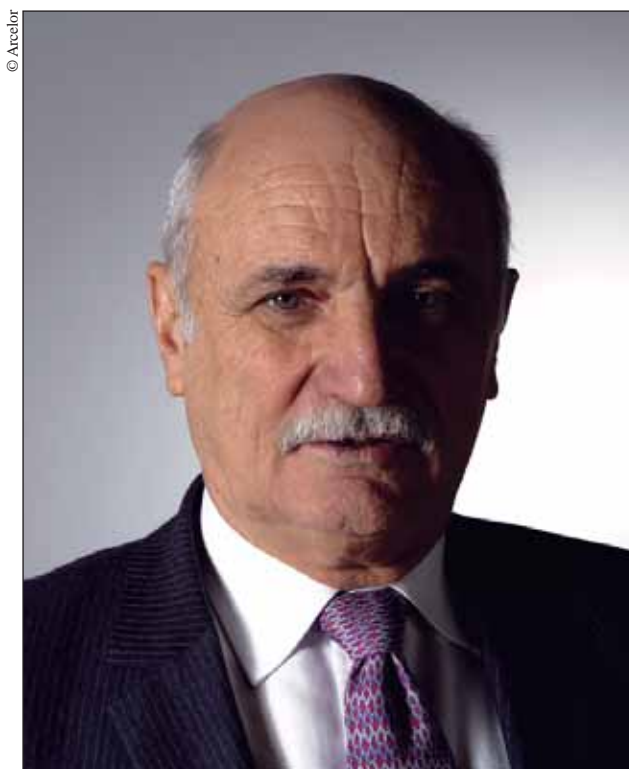
He joined Usinor in 1980 as head of the plates and tubes division, becoming chairman of GTS in 1985. He was named Executive Vice-President of Usinor Aciers in 1986 with responsibility for all hot-roll production.

Following the merger of Usinor Aciers with Sollac, Mr. Dollé became head of production for the northern region of the new Sollac entity and was appointed vice-president, industrial affairs in November 1987. From 1993 to April 1995, he served as chairman and chief executive officer of Unimétal. Mr. Dollé was named Usinor executive vice-president in charge of strategy, planning and international affairs in 1995, and in 1997 became head of the Stainless Steel and Alloys Division. He was appointed senior executive vice-president of Usinor in 1999.

In the Arcelor Group, Guy Dollé is CEO and Chairman of the Management Board.

ISO Focus: As the CEO of Arcelor, could you please begin by giving our readers some general information about your corporation?

Guy Dollé: Arcelor is a leading player of the global steel industry with a total production of 47 million tons of steel. With a turnover of 30 billion euros in



“ In a global economy, standardization is a must.”

2004, the company holds leading positions in its main markets: automotive, construction, household appliances and packaging as well as general industry. The company – number one steel producer in Europe and Latin America – ambitions to further expand internationally in order to capture the growth potential of developing economies and offer technologically advanced steel solutions to its global customers. Arcelor employs 95 000 people in over 60 countries.

ISO Focus: You have declared that Arcelor is dedicated to sustainable development and the company's ambition is to develop 'steel solutions for a better world'. Can you please elaborate on this?

Guy Dollé: The company places its commitment to sustainable development at the heart of its strategy and ambitions to be a benchmark for economic performance, labour relations and social responsibility. Sustainable development plays an important cultural role in a group like Arcelor: continuous progress, best practice sharing, key performance indicators monitoring, compliance with the highest standards, all contribute to strengthen the links between Arcelor entities as well as between Arcelor and its stakeholders. Arcelor sustainable strategy is based on our 4P model for People, Planet,

Profit, Partners. It covers eight dimensions: profitability, health and safety, environment, open dialogue with stakeholders, skills development, innovation, corporate governance, and last but not least corporate citizenship.

Steel is the most recycled material and can be recycled indefinitely. By stating that its ambition is to develop steel solutions for a better world, Arcelor demonstrates its commitment to provide its clients with the best products that have the highest direct or indirect added value. For example, in the automotive industry, Arcelor has a technological lead in high strength steels. These innovative steel grades allow increasing passenger safety while at the same time reducing vehicle weight, thus helping to reduce fuel consumption and greenhouse gas emissions.



The Belgo Juiz de Fora production site in Brazil. The wire rod rolls are listed and controlled to check if they comply with Arcelor's strict quality criteria and correspond to the customer's order.

ISO Focus: As a member of the UN Global Compact, you have committed to undertake the application of the nine principles of the Global Compact and promote its diffusion to your various stakeholders. How important is it for a company operating in today's global market to be 'socially conscious'?

The Dome of the Reichstag, Berlin.

The Building and Construction System unit is developing synergies between the Long Carbon Steels and Flat Carbon Steels sectors in order to promote innovative solutions, tailored to the needs of customers.



ISO Focus: What kind of International Standards do you believe are fundamental to enabling the steel industry to bring a positive contribution to sustainable development? Can you say how these standards bring added value to your products and Arcelor's competitiveness on world markets?

Guy Dollé: Arcelor, as a global company, must be able to rely on internationally recognized and efficient standards. All our entities are already under ISO 9001:2000 management. I have been also very pushy to have all Arcelor production facilities ISO 14001 certified. We are close to achieving this target: 96% of our production units have already obtained their certification. With the Health&Safety department, we have recently launched a unique internal audit method which will be deployed over three years on all the sites to ensure a compliance with the OHSAS 18001 requirements. All these standards contribute to continuous improvement in Arcelor. They are also a key element for our business since they are internationally recognized and very often required by our clients who have very stringent requirements. This approach is an absolute 'must have' to constantly meet and exceed the certification requirements of our customers.

Arcelor Headquarters in Luxembourg.



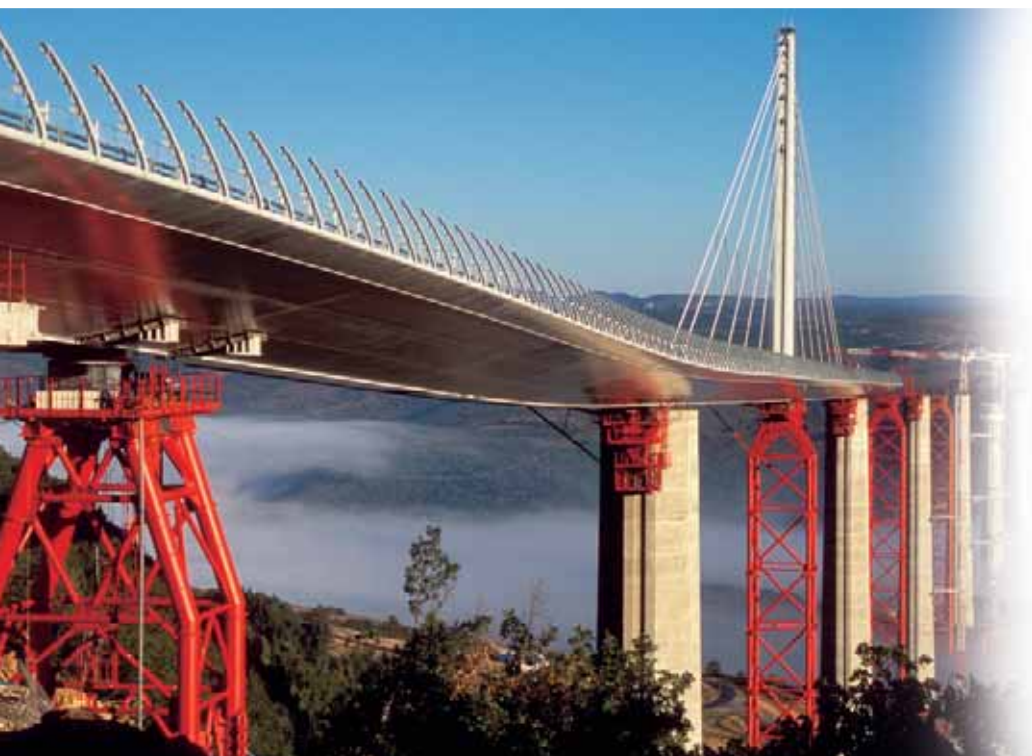
Guest View

Guy Dollé: We adhered to the UN Global Compact on September 3, 2003, after an entire year spent with our legal and purchasing departments working on the integration of specific requirements to be met by our suppliers in terms of compliance with the UN Declaration of Human Rights, and the ILO Declaration on Fundamental Principles and Rights at Work, as well as on the of implementation of environmental management systems. We currently work on a Code of Ethics that will complete Arcelor's Principles of Responsibility and will help us comply with the recently added Global Compact 10th principle, on the fight against corruption. Why is it that important? I do think a large multinational like Arcelor can and should play an important role in promoting principles contributing to a better global economy and to fair competition. You cannot be a leader in your industry if you are not a reference in the way you conduct your business.

es, if any, faced by Arcelor from this lack of harmonization and what are the key actions that need to be taken to address this issue? What role do you see for ISO?

Guy Dollé: In a global economy, standardization is a must. It is a pre-requisite for effectiveness; performance and optimization of our production activities, but also with our trading partners since harmonization help us to speak the same business language. The absence of standards leads to unbalanced competition and impairs free trade. Standardization of the metrics, of the assessment tools and methods, of the management systems and of the audit systems is key for the development of the global economy. ISO is a key contributor to help harmonization and will keep on playing a crucial role for allowing people and companies to talk the same language. ■

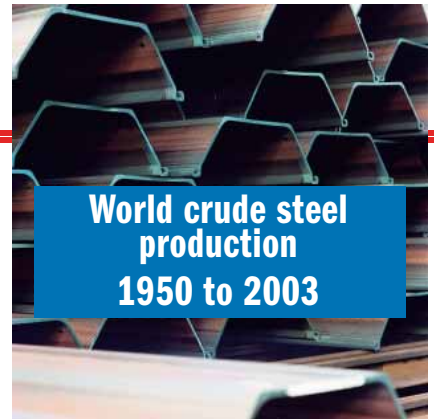
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ISO Focus: Many trade experts predict that unless trading partners adhere to international standards, then the costly problem of satisfying technical requirements specific to countries or regions will continue to persist. What in your opinion are the challeng-

Deck and towers of the Millau viaduct.

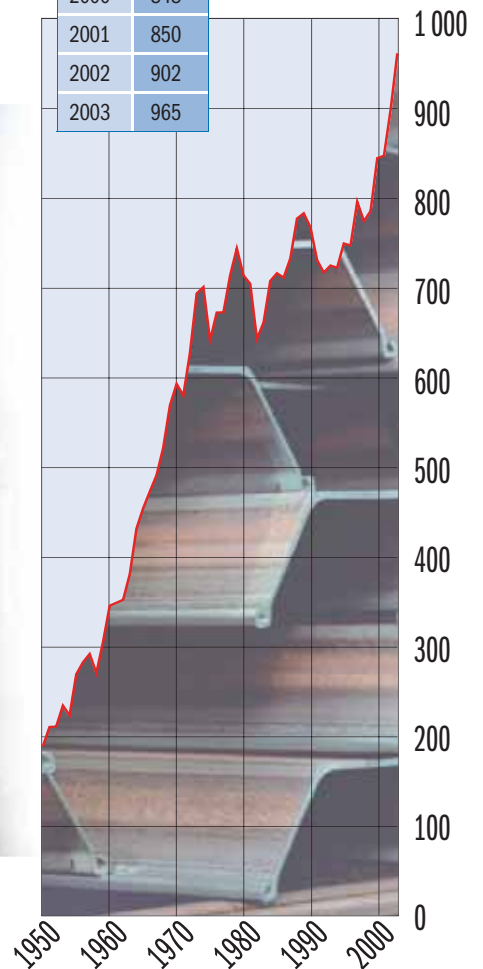
At 343 metres, it is the world's highest bridge. It is almost 2.5 km long, and sets new records in terms of technology. The bridge weighs 290 000 tons and incorporates 62 300 tons of steel. Arcelor delivered 36 000 tons of plates for the deck and 4 600 tons for the towers.



World crude steel production 1950 to 2003

Year	World	Average growth rates % per annum	
		Years	World
1970	595	1970-75	1.6
1975	644	1975-80	2.2
1980	717	1980-85	0.1
1985	719	1985-90	1.4
1990	770	1990-95	-0.5
1995	752	1995-00	2.4
1996	750	2000-03	4.4
1997	799		
1998	777		
1999	789		
2000	848		
2001	850		
2002	902		
2003	965		

Million metric tonnes



Source: International Iron and Steel Institute.

World Steel in Figures, 2004 edition. (www.worldsteel.org)