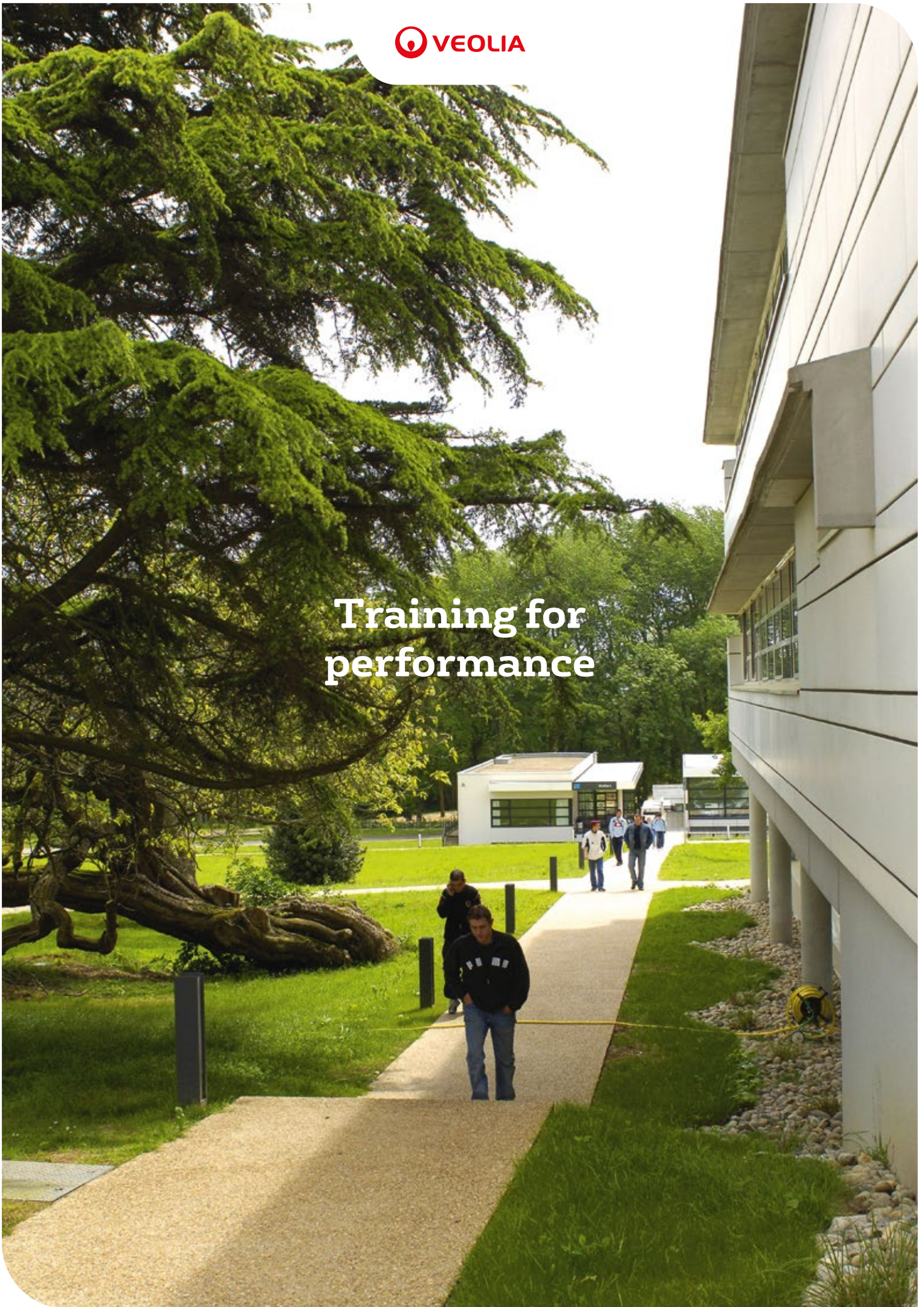


Training for performance



AN ORIGINAL POLICY FOR ALL

that benefits the performance
of Veolia and its customers

The responses offered by Veolia to today's environmental challenges and the growing expectations and requirements of local authorities and industrial companies all depend on the expertise of its people and the performance of its social model.

Water, waste and energy management services are growing at an unprecedented pace.

For local authorities, companies and Veolia itself, the environmental sector poses multiple training challenges. All have to continually adapt skills to match increasingly complex job profiles, at the same time as anticipating future changes by providing training in the new technologies of the green economy, and enabling high-quality career development across the full range of our business.

In light of these challenges, Veolia has adopted a bold and original training policy.

This commitment is most clearly illustrated by the Campus Veolia network, which has its roots in the realities of regional life and is designed in partnership with local authorities and local employment and training stakeholders.

Our global network now brings together Campuses in 10 countries.

Today's competitive economic world requires us to boost our social cohesion to even higher levels. Because expert skills in our business sectors, the motivation of our teams and their daily commitment are all key to our performance, and because social cohesion is a cornerstone of our corporate culture, our ambition is to make Veolia a focus for solidarity and stability. Solidarity requires us to develop the knowledge of Veolia people throughout their professional careers to guarantee their employability. But this commitment to solidarity is not limited solely to Veolia employees, and extends beyond the company. Our investment in training also reflects the proactive desire of Veolia to facilitate integration in the workforce for jobseekers as part of fulfilling its role as a responsible regional stakeholder.

So in addition to fulfilling our passion for developing technologies and expertise, training contributes to adding social value to everything we do right around the world.

Antoine Frérot,

Chairman and Chief Executive Officer of Veolia

—
The director's
perspective
—

An imperative of excellence every day

"We are experiencing a fascinating phase in our history, where today's fast changing world means that market demand is continually pushing back the limits of service provision. In this context, Veolia stands out distinctively from the rest of the environmental services market by offering integrated water, energy and waste management solutions that clearly position our company as the clear leader in responding to the increasingly complex needs of our customers."

"As ambassadors of our company, our people play a hugely significant role as a result of their expertise and professionalism, both of which are essential qualities that help us to win contracts and retain our leading position in the market. In order to stay ahead of our competitors, our employees must be trained in such a way as to achieve their maximum potential as individuals. And that is where Campus Veolia makes its invaluable contribution to maintaining our leadership."

"As much as we recognize the importance and value of our training and professional development programs, it is always gratifying when our skills are highlighted by others. In the UK, the Department for Business, Innovation & Skills describes

Campus Veolia as "one of the best adult training organizations offering apprenticeship and vocational training programs."

Veolia believes in the benefits of apprenticeship, and employs more than 350 apprentices full-time. Against this background, we are currently contributing to the government program to review the current apprenticeship system and adapt it to suit the needs of tomorrow's companies. This ability to redefine apprenticeship and the way in which it is offered is a key benefit for our company and for those who benefit from it, because it helps us to retain our status as a leader."

"From my point of view, this commitment to our people benefits both parties: our employees improve their skills and have the opportunity to develop their careers as they wish, which in turn creates an enormously diverse talent pool that gives us a substantial competitive advantage thanks to the innovation and excellence offered by Campus Veolia."

Estelle Brachlianoff

Senior Executive Vice President UK & Ireland



THREE GOALS

At Veolia, our training policy is a key contributor to overall performance. It prioritizes the development of professionalism and contributes to forging the company's corporate culture. As an open organization, its ambition is to add value to the regions in which it operates, and make its contribution to the challenges of job creation.

1

TO EXPAND THE SKILLS
OF EMPLOYEES ACROSS THE BROAD
SPECTRUM OF ENVIRONMENTAL
SERVICE CAREERS

2

TO CONTRIBUTE TO
THE DEVELOPMENT
OF CORPORATE CULTURE

3

TO CONTRIBUTE TO COMPANY
PERFORMANCE AND BUSINESS
DEVELOPMENT

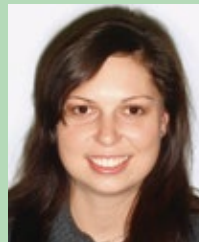
—
The human
resources
manager's
perspective
—

We facilitate continual skills development

"Our professions demand permanent adaptation in response to the continual evolution of technologies and business processes. That's why Veolia employees in the Czech Republic must be able to develop their skills throughout their careers. Campus Veolia in Prague provides them with access to an enormous range of training opportunities structured around short and long learning programs. In some cases, these programs may be delivered in the context of partnerships with universities and high schools. The Campus facilities offer many options, including e-learning programs that are well suited to the technical and language training that is an essential part of ongoing skills development for our people."

Hana Zientkova

Training & Skills Development Specialist, Veolia Ceska Republika



> ACTION PRINCIPLE ONE

Lifelong training for all

The professionalism of its people underpins the performance of the company. Through the work they do every day, its employees are its primary contributors of added value, to provide a high-quality service to our customers.

Technical and technological skills, business and industrial expertise, high-performance research and innovation... ensuring high levels in all these areas is a major challenge for Veolia. The company has responded to this challenge by adopting an ambitious training policy designed to meet the immediate challenges of performance, at the same time as anticipating tomorrow's skills requirements. At Veolia, training is open to all employees, from the time new people join the company, throughout their career, and at every stage in their professional life.

TRAINING FOR ALL CATEGORIES OF EMPLOYEE

Unlike common practice in other companies, where preferred access to training is given to those most qualified, Veolia strives to enable less qualified employees to receive training and progress in their jobs. In fact, more than 80% of the training commitment is focused on operators and technicians. Qualification-based and certification courses have been developed to those employees who wish to progress within the company. That principle is best summed up as providing access to Lifelong Training for All, and results in the delivery of 2,858,891 hours of training per year.

2,858,891
THAT WAS THE TOTAL
NUMBER OF TRAINING
HOURS DELIVERED IN
2014 - EQUIVALENT TO
16 HOURS OF TRAINING
PER EMPLOYEE PER
YEAR.

80% of employees have
completed at least one
training program

88.6% of employees
trained are non-managerial

...

...

PRIORITIZING PROFESSIONAL DEVELOPMENT PROGRAMS

Veolia prioritizes skills through professional development and qualification-based programs that go beyond the level of training necessarily required for the job. That is why Veolia in France signed an in-principle agreement on skills development and professional development with employee representatives as long ago as 2004. The agreement was reviewed and renewed in 2011. In supporting its ambition, the Group has also taken the decision to pool part of its training plan to give financial priority to these professional development initiatives. All these programs are implemented with the support of a network of mentors trained specifically to deliver this mission.

—
The
employee's
perspective
—

Training : a crucial lever for skills development

"I joined Veolia in 2001, since when I've always worked in the same company. I was originally hired as Quality Manager, but in 2004, I was appointed as Operations and Maintenance Manager. The change of job gave me more extensive responsibilities, which now include 6 wastewater treatment plants (18,000 cubic meters per day) and 180 km of wastewater pipeline systems. These developments in my career have always been supported by company training programs. So I've completed a number of Campus training initiatives to give me a more thorough understanding of Veolia and what it does. The Campus also offers an amazing range of high-quality facilities to train personnel in every business line and job profile. It's a commitment that matches my own belief that training must be continual. That's because it's a crucial lever for skills development, and allows people to take on, and succeed in, new challenges throughout their careers."

Marc Zhong

Operations & Maintenance Manager,
Chengdu Generale des Eaux-Marubeni Waterworks - China



—
The human
resources
manager's
perspective
—

Training as a key component of the Veolia's culture

" Training is one of the most important aspects of a company's global strategy and culture, because it is what allows us to build the company of tomorrow. The first question to ask yourself before launching any strategy is whether or not the company has the skills it needs. The training delivered by the Campus helps us to deliver our strategy of technological progress and consistently higher performance through professional development. The Campus allows us to develop the skills of our people and create daily awareness of our Code of Conduct. This in turn brings us together and unites us as a single Veolia. Campus training improved organizational performance through efficiency and productivity. It also contributes to reducing costs, improving quality and - more indirectly - managing our human resources and the reputation of the company. "

Augie Schulke

EVP Human Resources, Veolia North America



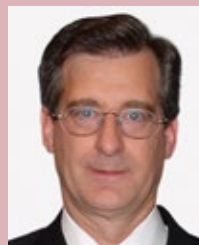
—
The
customer's
perspective
—

**Veolia training adds
real value to our offer**

"Public Service Electric and Gas Company (PSE&G) is one of the ten largest power companies in the USA. We've been using the services of Veolia for ten years now, particularly for recycling the various types of waste we produce. Every year, Veolia provides hazardous waste and hazardous materials transportation training for our employees. This training is required by Federal and State regulations, but it also raises the awareness of our employees, and helps us make sure that our practices comply with any new regulatory requirements. This provision of training adds real value for our company. So much so that it is actually written into our contract with Veolia. The program itself is developed jointly by Veolia and PSE&G and is therefore tailored to our specific needs. "

David F. Potts

Resource Recovery Manager,
Public Service Electric and Gas Company (PSE&G)



> ACTION PRINCIPLE TWO

Recognized training

Acknowledging the importance of skills recognition is important, because it motivates employees, increases their employability, and helps in the process of setting standards by which skills can be measured.

That's why Veolia favors qualification-based training. We have demonstrated that commitment over the last 20 years by introducing many certificates and diplomas specific to our business sectors and at every level of training. All are recognized by the national authorities of the countries in which they are offered, and by the professional organizations that support the training model and contribute to it. These training programs are open not only to new employees as part of their initial training, but also to Veolia employees who want to progress through in-service training or gain qualifications on the basis of validated professional experience. To achieve its goals, the company has opted for a work-study training model that allows employees to put the theoretical knowledge they gain in the classroom into practice immediately as part of their jobs. This form of learning prepares future graduates to do their jobs effectively, while passing on the culture of Veolia, its organizational structure and values. In practical terms, this learning company approach really delivers results. The pass rate for exams in company training programs delivered by the Campus Veolia network is 94%. The company's ambition is to contribute to introducing this qualification-based approach in different forms in all its operating countries to take full account of local cultures and regulations. Work-study training programs leading to recognized qualifications are being widely introduced with the support of local partners in a number of countries, including Germany, China, the UK (through National Vocational Qualifications), the Czech Republic, Slovakia and Sweden.

QUALIFICATION-BASED TRAINING

1,608 work-study trainees studied for **54** certificates and and diplomas, including **3** on NTIC, via the Campus network and other training centers in **2014**. The breakdown of trainee profiles was as follows:

operators : **78%**

supervisors : **4%**

managers : **17%**

94% exam pass rate

...

...

WORK-STUDY AS THE PREFERRED METHOD OF RECRUITMENT

The company believes that the work-study model is a system of excellence, which provides the best-possible basis for developing the professional skills of its people, and this commitment extends beyond the training policy :

Veolia wants to establish work-study as the preferred way of welcoming new employees into company, and change its recruitment methods to achieve that objective. With the support of local employment and training organizations and the involvement of the company's recruitment specialists, Veolia is committed to:

- > offering work-study trainees who complete the induction process successfully and gain their qualification at the end of their training a permanent open-ended contract of employment with Veolia, subject to the availability of vacancies.
- > offering existing employees skills development or professional development contracts to help them accelerate their careers within the company.

The mentor's perspective

Being a mentor is a source of pride, but it also means accepting questions from others about the job you do

" ... It's a source of pride when you're chosen to become a mentor, because it's a recognition of your knowledge and skills. But it also means opening everything up to question, because when trainees ask you questions about your job, it often triggers thoughts about your own perception of the job, which means that both mentor and trainee learn something new. The next thing is that the mentor must fulfill a number of different roles in the relationship with the trainee. In addition to passing on knowledge, one of the most important roles is to help him or her in their overall training experience. Trainees have their main jobs within the company to do, as well as their training, so I see it as important to help them find the time to gain full benefit from their training. I don't train young people to stay with me, but rather to help them move on and develop if they have the ability to do so. It's always a source of great satisfaction when the pupil does better than the teacher. "

Jean-Raymond QUOILIN

Waste to energy Director

Waste Solution for Veolia in France

Nord, Pas-de-Calais



—
The work /
study interne's
perspective
—

An accessible and experienced Veolia mentor

"I learnt about the various aspects of waste collection, sorting, urban cleansing and waste recovery from my occupational instructor, who gained a great deal of experience in waste recycling and recovery over many years with Veolia. I also learnt a lot from my work-study mentor, who has been with Veolia for 27 years. He was really accessible and I could ask for his help anytime I had even the slightest concern. At the Campus, we did collection and cleansing exercises. I was also involved in a cleansing job in a market, working in conjunction with host companies. It was valuable work experience under real-life circumstances. At the same time, the VTC course is also improving my general knowledge, and the work-study training plan is just the right pace for me. And if I pass my VTC, I'm guaranteed a job with Veolia."

Andy Matuszkiewicz

Graduate of the Waste Management and Urban
Cleansing VTC course - French Campus Network



23 QUALIFICATIONS AWARDED IN THE FRENCH CAMPUS VEOLIA NETWORK

VOCATIONAL TRAINING CERTIFICATE

VTC "Driver and Customer Reception Agent"

VTC "Sewerage Maintenance and Special
Liquid Waste Collection Operator"

VTC "Public Works Pipe Laying"

VTC "Automobile Vehicle Maintenance -
Industrial Vehicle Option"

Vocational qualification "Heating networks
operational services agent"

Vocational qualification "Recycling center
technical officer"

Qualification "Waste Management and
Recycling Services Operative"

Qualification "Collection, Cleaning and
Wastewater Vehicle Driver"

Qualification "Pipelayer"

HIGH SCHOOL DIPLOMA

Vocational high school diploma "Industrial
Equipment Maintenance"

Vocational high school diploma
"Maintenance Technician in Energy and
Climate Control Systems"

Vocational high school diploma "Energy and
Equipment Electrical Engineering"

Endorsement "Energy Services Technician"

Vocational qualification "Water Treatment
Technician"

Vocational qualification "Industrial
Maintenance Technician"

Vocational qualification "Remote Customer
Relationship Adviser"

Qualification "Shift supervisor at the waste
incineration and recovery plant"

Vocational training certificate "Electrical
Engineering"

Vocational training certificate "Systems
Maintenance - Energy and Climate Control
Systems"

Vocational training certificate "Water-Related
Trades"

HIGHER EDUCATION

Vocational bachelor's degree "Sustainable
Solutions Sales Executive"

Vocational bachelor's degree "Environmental
Services Management"

Vocational master's degree "Environmental
Services Management & Engineering"

NB : All our trainings are for women and men

—
The Campus
Director's
perspective
—

A close-knit Campus network

"Promoting the professionalism of our employees and communicating our work-study culture can't be achieved solely via Campus Veolia in Asia; our success depends on our close-knit network of Campuses around the world. Thanks to the contribution made by Asia-based technical experts and Campus network specialists, our Asian training centers have the capability to develop very high-quality training and skills transfer programs designed to help employees throughout Asia to achieve excellence."

Our mission

"As the work-study center of a global company with more than 20,000 employees in Asia, Campus Veolia Asia wants to create a flexible and innovative learning environment that brings individuals, cultures and ideas together from throughout our region, and helps people and organizations to flourish through sound business training. Our Campus policy of continual learning allows us to train enlightened, responsible executives and collaborators who create value for Veolia and our customers. We do that in different ways, but we put the emphasis on a training approach that is very widespread in Asia: Competency-Based Training or CBT, with the establishment of a Campus Veolia in Shanghai, whose branches around Asia focus on different areas of Veolia business activity."

Veolia trains Veolia

"We work hard to ensure that the principle of 'Veolia trains Veolia' is complied with, because it sets the tone for our learning culture, in which everyone in the company is responsible for the development of others, and therefore for transferring skills and expertise throughout the Asia region."

Diversity and innovation are the keys to our learning culture

"Given that we offer training programs to employees of all nationalities in this region, the Campus Veolia centers in Asia address the full diversity of different cultures and stand back from dominant ideologies. We encourage our trainees to be innovative and open-minded to other points of view during training programs, and we are committed to teaching them how to learn new things from our exchanges of ideas and experiences."

"Our teams of trainers are determined to deliver this unique and fascinating mission successfully, because its aim is to strengthen the culture of learning throughout Asia."

Malongna CHIEN

VP of Learning and Innovation - China



> ACTION PRINCIPLE **THREE**

Veolia trains Veolia

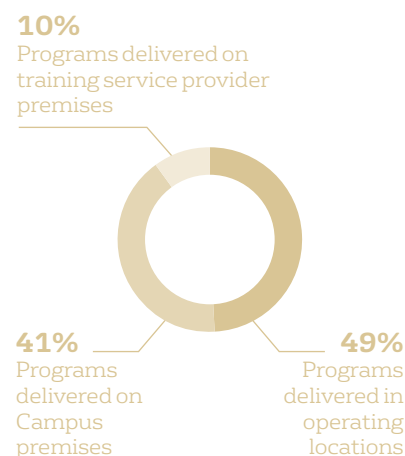
The training policy is directed by and at the operational business activities of the company. Thanks to the Campus Veolia network and the excellence of its teaching and academic partnerships, every employee in the company has access to a wide range of tailored training options that allow them to expand and develop their careers.

Veolia is both the primary stakeholder and director of its own training policy. One figure is particularly telling: half of the in-service training hours provided in the Campus Veolia network are delivered by company employees. And when it comes to courses leading to certificates or diplomas, nearly four out of ten are run by the network in those countries where it has a presence.

A MANAGEMENT FOCUS

Training is recognized as a key corporate challenge at the highest level of the company. This support from the top demonstrates not only the strategic importance of the training policy, but also the commitment of the entire management structure to supporting and implementing it. 'Veolia trains Veolia' also means that the range of training options is prepared at the request of operations staff and in association with them. Their involvement enables the company to address the needs expressed by field operators and ensure that the training delivered is always closely matched to the real needs of the company's business sectors. The network of 16 Campuses and training centers employs no fewer than 118 permanent trainers and 452 contributors to develop the professionalism of employees and help them to gain higher qualifications. Training decisions are subject to a closely controlled process that involves Business Sector Committees (representing a group of companies in a particular business sector to evaluate their training needs), the Skills Development Plan and personal appraisals, which are conducted for every employee in the company.

BREAKDOWN OF IN-SERVICE TRAINING HOURS DELIVERED BY TRAINING LOCATION.



... **A FACTOR FOR EXCELLENCE :
TRAINERS AND MENTORS**

Proficient in the specialties of their profession as a result of knowledge and skills gained in the field, our employee-instructors are better placed than anyone else to pass on their professional expertise. In many cases, Veolia gives priority to seconding trainers from its divisions. This approach is also rewarding for the instructors themselves, who later return to their operational duties enhanced by this experience through which they are supported by the well-developed instructional methods used by Campus Veolia. These modern, innovative methods follow several stages, from identifying individual company needs to defining the solution to be implemented in project groups that bring all stakeholders together, and conducting sessions, assessments and monitoring in conjunction with management. This engineered approach to training uses all the resources required for high-quality learning in today's world: individually tailored programs, distance learning, mentoring and workplace experience-based learning. The mentoring system also helps retain expertise within existing teams and can leverage the value of seniors within the company. Mentors play an essential role by passing on knowledge and providing trainees with personal support.



CAMPUSES

OPEN TO THE WIDER WORLD

With its twin expertise in environmental services and total training management, the Campus network offers its training programs to the wider world; a further opportunity for Veolia to develop its role as leader and break new ground in developing the skills of the men and women of the environment services activities. As powerful showcases for Veolia expertise, the Campuses offer their unique experience to companies, local authorities and partners in the form of existing programs and programs tailored to individual needs. In this way, these organizations are able to access in-service training opportunities for technical departments (technical support, technicians, experts, etc.), as well as skills audits, diagnostics and HR function support action plans. Programs are also available to promote knowledge and awareness of environmental services, and companies, local councilors and the general public also have access to topic-specific events. Infrastructures designed to provide a learning framework that puts trainees in real-life operating situations to learn from trainers who themselves have operational experience are key to ensuring that everyone receives high-quality training.

—
The partner's
perspective
—

"Veolia is a longstanding partner of the Ecole des Métiers de l'Environnement (Environmental Careers College) and a stakeholder in a number of different ways : a member of the college administration committee, an active contributor to the professional development committee, and one of the permanent links to the business world that helps us to ensure that the training we provide meets the needs of organizations so that we can respond to a constantly changing world. Training programs, site visits, trainee induction and participation in learning projects are all opportunities for discussion and personal development that can be extended by voluntary participation in the many student challenges organized by Veolia, including the Trophées Performance, and Student Solidarity Award for initiative. This dynamic interaction between the ECC and Veolia has its practical outcome in the presence of graduates in Veolia companies, which underlines the benefit of all these different types of interactive contact. Today, new areas of in-service training collaboration are opening up, with the pooling of initiatives for continually evolving training programs structured around a common core and innovative content and learning methods for professionals at regional level. "

Marie-Dominique de Cayeux

Director of the Ecole des Métiers de l'Environnement



> ACTION PRINCIPLE FOUR

Partnership and Networking

The Campus mission extends beyond responding to the company's need for initial and in-service training to coordinating and developing internal training networks, and evolving an ambitious policy of partnership.

The powerful skills development platform that is the Veolia network of Campuses and training centers spans 10 countries. Created in 1994, this network now includes 16 locations, including 5 in France. The Campuses and training centers deliver 64% of core business vocational training hours, providing training in all the key skills necessary for the growth and expansion of Veolia.

PARTNERING PUBLIC-SECTOR EMPLOYMENT ORGANIZATIONS

Like everything the company does, its Campuses and training centers also interface with the outside world. Often contracted to provide outsourced management of water, energy and waste services, Veolia is committed to working even more closely with local councilors and employment and training partners. In France, for example, partnerships with Pôle Emploi, the government employment agency, the Missions Locales youth employment network and Chambers of Commerce and Industry help us to target and publicize our recruitment needs locally, and therefore prepare more effectively for inducting new employees by creating pre-recruitment training programs, like the truck driving test. In England, the partnership with the British Council's Skills for Employability program has enabled the development and funding of qualification-based courses for company employees.

IN 2014, CAMPUS NETWORK AND TRAINING CENTERS REPRESENT...

383
employees

118
permanent trainers

133
training rooms

79
technical centers

452
Veolia contributors

1,834
programs listed by the
Group, inc. 191 in ICT*

*ICT: Information and
Communication Technologies

... **CLOSE RELATIONSHIPS WITH SCHOOLS
AND UNIVERSITIES**

At the same time as developing ties with institutions, the network also reaches out to those involved in training and education.

The Training & Skills Development Division Activities Promotion department has responsibility for publicizing Veolia business activities, promoting its image as an employer, and raising the profile of its social and environmental responsibility.

With a presence in schools and universities, at student forums and at trade shows to showcase its work-study programs, and at regional jobs fairs, it organizes and facilitates meetings with young people to direct them towards the Group's job vacancies, internship opportunities, CIFRE research programs, VIE international secondment programs and work-study opportunities.

This organizational structure also makes it possible to consider long-term overall partnerships with higher education institutions as the basis for meeting the Group's future recruitment needs and its requirements for basic and ongoing training.

—
The partner's
perspective
—

Veolia has partnered Cergy-Pontoise University for more than 20 years in the provision of postgraduate training

"Like many other major corporates, Veolia recruits Cergy-Pontoise University graduates across a broad spectrum of disciplines, from finance to law and communication. But what makes Veolia one of the university's oldest partners is the Vocational Master's Degree in Environmental Services Management and Engineering. Developed jointly with Campus Veolia and two other high-profile academic partners (Université Paris-Est Marne-la-Vallée and the École Nationale des Ponts et Chaussées) this master's program has been providing training in the company's specialist skills areas for more than 10 years, and superseded a previous course designed by the partners back in 1994. Over the last 10 years, Veolia has recruited around 500 graduate trainees, and nearly 100 employees have been awarded Master's degrees via the vocational training route. "20 years! I'm very proud of the exceptional longevity of our collaborative partnership," says François Germinet, Vice-Chancellor of Cergy-Pontoise University. An original group VAE experience-based qualification scheme also gives existing employees the opportunity to access this Master's program. Based squarely on the high quality of the training it provides, this partnership continues to diversify into initiatives like the Veolia Summer School, where Cergy-Pontoise University is currently the only French university to take part in this international program. "

François Germinet

Vice-Chancellor of Cergy-Pontoise University



OUR LOCATIONS

THE CAMPUS MAP WORLDWIDE...

Germany
China
South Korea
USA
Gabon
Czech Republic
UK
Slovakia
Sweden

AND IN FRANCE

Campus Veolia Atlantique
(Nantes)
Campus Veolia Centre Est
(Lyon)
Campus Veolia Île-de-France
(Jouy-le-Moutier)
Campus Veolia Méditerranée
(La Ciotat)
Campus Veolia Sud-Ouest
(Tarbes)

CAMPUS, 20 YEARS OF COMMITMENT TO ENVIRONMENTAL SERVICES

Campus Veolia Environnement Île-de-France is the first Campus founded by Veolia in 1994 at Jouy-le-Moutier (Val-d'Oise, near Paris). Dedicated to the training and skills development of company employees and work-study trainees, it is also home to the Veolia Training Department. The Campus welcomes employees following vocational training programs and young people on initial training courses. It is also the headquarters of the Urban Environment Institute Apprenticeship Training Center.

The Campus offers all its students an exceptional level of resources, including a fully-equipped technology hall designed as a series of scenarios that introduce trainees to the full range of environmental services careers in a modeled format. The 22,000 m² occupies a 24-hectare site, its infrastructures are composed of 52 training rooms, 2 lecture theatres, 1 events space, 1 recreational space, 1 documentation center, 1 gym, 1 restaurant and 300 rooms.

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Resourcing the world

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