



Social Initiatives in 2015
Ideas for Progress

The Social Initiatives 2015 winners received their awards at a ceremony at Campus Veolia in Jouy-le-Moutier, France, on June 25, in conjunction with the International HR Seminar. Eight initiatives, including two special awards, were singled out by the judges.

2015 award presentations



NIGER
**Developing skills
and talents**
Literacy to improve
employability.



FRANCE
**Social equity
and diversity**
Promote gender
balance
in all businesses.



CHINA
Social commitment
Improving conditions
at school.



Jean-Marie Lambert
Senior Executive Vice President,
Human Resources



POLAND
**Developing skills
and talents**
An incubator to train
tomorrow's managers.



LATIN AMERICA
**Human resources
and business
development**
An unprecedented
program to create
an industry team.

AUSTRALIA
Preventive health
Develop a safety
culture shared by all.



BELGIUM
**Developing skills
and talents**
Fully assume the role
of manager.



UNITED KINGDOM
Preventive health
Improve the health
and well-being
of all employees.

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and talents



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and business
development



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Social commitment



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The winning initiatives
in 2013





Social Initiatives 2015 **Ideas for Progress**



Jean-Marie Lambert
Senior Executive Vice President,
Human Resources

“We need to share our social initiatives and work together so that they are adopted outside the region where they were originally developed.”

INITIATIVES IN RESPONSE TO NEW CHALLENGES

The human resources teams serve Veolia’s strategy and are responsible for developing and applying an efficient, ambitious social policy that incorporates professionalism and innovation. Worldwide, they work alongside the operational teams to meet businesses’ needs and support the development of the company’s activities. The initiatives presented in this document show how these aims are put into practice in line with our human resources priorities, especially in the fields of preventive health and safety, developing skills and talent, and social equity and diversity. They also reflect action taken in response to Veolia’s new commercial goals such as the Induction Industrial Development program to train an industrial market team in Latin America.

Collating these actions has been an opportunity to identify our most efficient HR practices, to share them and encourage others to adopt them outside their original region.

This collection presents around 70 social initiatives selected from the 270 submitted from 34 countries.

An internal panel comprised of Country Directors, Country HR Managers, function directors and representatives of the Corporate HR Department selected eight winners who were honored in June 2015 at the Global Social Initiatives Awards. In addition to the award-winning actions, this selection recognizes the teams whose achievements have made a remarkable contribution since 2014 to the creativity and vitality of human resources management and to our businesses in all regions where Veolia is active.



PREVENTIVE HEALTH

We implement initiatives designed to raise employee awareness and encourage them to protect their health and well-being, as both are crucial to ensuring day-to-day engagement in their work. We also provide specific training in the prevention of occupational risks, in particular work hardship and combating addiction.



United Kingdom and Ireland

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"The initiatives under our health and well-being program have had a combined impact on thousands of employees."

10%

Target reduction in absence for sickness under Veolia UK's Health and Well-being program.

Encourage communication

Taking Health and Well-being events to local sites has proven very effective in overcoming the communication problems caused by the highly disparate nature of the sites and the workforce employed at each.

The health and well-being initiatives implemented by Veolia in the UK are designed to encourage employees to take personal responsibility for their health and reduce absence for sickness.

IMPROVE THE HEALTH AND WELL-BEING OF ALL EMPLOYEES



Improved health and well-being is a major concern for Veolia UK's employees, as evidenced by the results of the 2013 engagement survey. In response to their expectations, Human Resources has been working closely with the Health and Safety teams, while at the same time continuing with the actions implemented since 2010.

The result is a program offering multiple sources of information to raise employees' awareness and encourage them to take care of their health, achieve a satisfactory work-life balance, and help them develop resilience to life's pressures.

As well as providing information online and a range of additional materials, numerous actions have been implemented for the employees: medical check-ups, campaigns to promote awareness of the harmfulness of smoking and the benefits of a healthy diet and to encourage exercise, and so on. Health and well-being are also promoted in an exhibition that travels to the regions and attracts around a hundred people at each half-day stopover.



Waste Recycling and Recovery

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"In addition to the benefits of warming up muscles before work, exercises are also an opportunity for employees to start the day together with a smile."

93%

Satisfaction rate expressed in a survey of sorting operators at the Le Havre center. They were the first employees to be trained under the *Agissons pour votre santé* (Working together for your health) program. Other findings include: 60% considered the training useful, 85% felt the method fully matched their expectations and 100% said they had received precise answers to their questions.

A training program introduced in 2013 in Veolia France's Nord Normandie region focuses on musculoskeletal disorders (MSDs). They are a significant issue for companies and for employees' well-being.

PREVENT OCCUPATIONAL RISKS LINKED TO WORK HARDNESS

Called *Agissons pour votre santé* (Working together for your health), this initiative is based on the input from an ergonomics specialist tasked with analyzing workstations, training employees in personalized warm-up exercises before starting work, and encouraging them to do recovery exercises at the end of the day.

This customized approach is explained to the business unit managers by the regional workplace health and safety advisor and then passed on by the regional QHSE (Quality, Health, Safety and Environment)

coordinators and the regional training service. It is presented in a one-day course to six to eight operators. An additional three hours of training are provided to employees who act as coaches for the warm-up exercises.

After having been successfully introduced to the operators at the Sein'Estuaire sorting center in Le Havre, the program has since been extended to other sorting centers and other professions (waste collection crews, machinery drivers, etc.). All selective-sorting collection personnel have now been trained.





Northern Europe

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Veolia combats drug-abuse risks at work. BS Energy in Germany, for example, introduced a specific action targeting trainees in 2000.

PREVENT ADDICTIVE BEHAVIOR

“Right from their first year, all trainees must attend a seminar on drug abuse.”

Zero

Since the project was introduced in 2000, no trainee contract has been terminated because of a drug-related incident.

The program starts in the first four weeks of the apprenticeship.

Participants are invited to a training seminar where they learn about the effects of drug abuse, how to recognize the symptoms and what to look out for. This two-day awareness action is run by the human resources department and the department in charge of the trainees.

Most of the course, which includes practical sessions, is given by a specialist drug addiction counselor in a clinic.

The initiative also involves two internal advisors. While the aim is to inform the trainees, it is also a forum for discussion and a source of advice. In 2015, 30 trainees attended the seminar.





North America

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"Presented as a way of improving physical and mental health, our program has met with massive support."

650

Number of employees who participated in the program in 2014 at one of the 45 training sessions provided at 25 sites.

Improved performance

At the end of 2014, the three indicators adopted to measure the Fit for Duty program's success—number of accidents, frequency rate and severity rate—had all improved compared with 2013.

In the United States, Veolia runs a program designed to improve the management of risks associated with container handling activities. This has become all the more important given the growing number of waste containers managed.

REDUCE THE RISK OF INJURY FROM CONTAINER HANDLING



Fit for Duty was designed for a target population of 1,000 employees.

Introduced in spring 2014 and run by Environmental, Health and Safety (EHS) managers, the program involves fitness training and stretching exercises before starting work.

The program has been running for a year and is led by a fitness coach tasked with presenting the initiative in all company branches. It has been videoed in order to develop personalized online programs for employees.

The indicators used to measure the initiative's impact show that it has achieved its initial objectives.

Several factors explain this success, including strong senior management support, local management involvement, and workouts in small groups in the workplace run by the trainer in person.



Asia

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Given its very low unemployment rate and increasing number of jobs available, Singapore is turning to its mature workers. Veolia supports this policy through a program that guarantees working conditions tailored to the needs of people aged 62 and over.

A SPECIFIC POLICY FOR THE EMPLOYMENT OF MATURE WORKERS

"This policy has enabled us to retain most employees beyond the retirement age."

Introduced in June 2014 by the human resources team, this initiative targets all older employees. The aim is to retain employees who are reaching retirement age and to rehire former employees while still attracting new recruits. The program involves a series of measures designed to ensure mature workers' employability with a focus on preventive health and safety. This includes specific training in all units and for all functions, an annual medical check-up, etc.

At the same time, Veolia in Singapore has incorporated new rules into its recruitment policy: job ads must clearly state that positions are open to mature workers, benefits and salaries are maintained for employees who choose to stay on after they turn 62, and job redesign measures are taken. For example, household waste collection vehicles have been replaced with newer models equipped with a more comfortable steering system.

Combat hardship at work

This program ties in with the Singaporean **Employers' Pledge of Fair Employment Practices**. Veolia is a signatory to this pledge, which encourages companies to recruit large numbers of retirees in a market where they are increasingly confronted with productivity issues due to manpower shortages.





Latin America

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In Argentina, the program introduced in 2013 to improve work-life balance was stepped up in 2014. It includes more sports, better eating habits and regular check-ups.

EAT BETTER AND EXERCISE MORE FOR A BALANCED LIFE

"The program has had a very positive impact on the atmosphere in the company. The employees are delighted that we are taking an interest in their well-being."



Called Work-Life Balance, the program involved 35 company employees in 2014. Introduced in March, its main focus was sports and eating habits with a view to reducing workplace stress and improving the level of personal fulfillment.

It was based on several initiatives and regular meetings: breakfasts prepared once a week by nutritionists, and 15-minute exercise classes twice a week in groups of five. In April, celebrating the World Health Day, a full week was given over to well-being with massages, flu vaccinations, gym and stretching exercises, and a full medical check-up.

The response to the initiative was very positive and it has already had a significant impact on employee behavior.

Most of them now eat healthy meals and many have taken up some form of physical activity. The employees themselves have asked for the program to be repeated with new activities.

The program

The activities offered under the **Work-Life Balance** program took place between March and November 2014. Each activity was designed to fit in easily with work schedules. For example, employees stayed in their work clothes for the exercise sessions.

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Prevent psychosocial risks

In September 2014, the Water business introduced an internal “Resources” network to support Veolia’s transformation. This network of 226 members—around 25 per region—aims to detect, identify and counsel employees experiencing difficulties. All members have been trained by experienced practicing psychologists.



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Improve health screening

Employees of the wastewater services company owned by Veolia and the City of Budapest have had access to a wide range of medical tests for more than 15 years in order to protect their health. In 2014, gynecological and dermatological examinations were provided in addition to liver and thyroid ultrasounds, and a new prostate cancer screening program was introduced in 2015.

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Manage asbestos risk

Recognized as the cause of lung diseases, asbestos is present in certain components of old cooling towers. Faced with this problem in Yeosu, the Water business handled dismantling and removal operations. Started in 2014 and completed in 2015, the project included subcontractor training and certification actions.



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Optimize a medical examination program

All employees in Beijing have access to an annual medical examination. In 2014, new examinations were added along with the possibility of choosing between an additional 14 medical centers. There is a particular emphasis on workplace stress. Participation is voluntary and an overview report is shared with the company management.



PREVENTIVE SAFETY

The ongoing protection of each person's health and safety is an absolute priority. Our initiatives in this area are designed to further increase our ability to protect employees against occupational risks by empowering each of them to protect their own and their colleagues' safety.



Australia and New Zealand

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Veolia involves its employees in workplace accident prevention through a communication program, workshops, and a charter asserting safety as the number one priority.

DEVELOP A SAFETY CULTURE SHARED BY ALL



"Veolia must be perceived by its employees and customers as a company that puts its employees ahead of everything else."



The six principles of the Always Safe program

- All injuries and occupational and environmental exposures can be prevented.
- No task is so important that it cannot be done safely without harm to people or the environment.
- Management is accountable, everyone is responsible.
- Employee engagement is essential.
- Developing our people is critical to achieving our goals and objectives.
- Working safely is a condition of employment.

The Always Safe program's introduction in Australia fulfills a dual purpose:

increase awareness, and highlight everyone's responsibility in the area of safety. It is consistent with Veolia's overall policy aimed at providing employees with a safe working environment. Introduced in mid-2013, it involves an extensive communication campaign and workshops addressing the key principles.

This very complete program has been designed to embed a permanent culture of safety.

It has been adopted by all personnel, whether management or operational employees on the ground. The program has proven very successful and is already paying off, in particular in the reporting of near-incidents and the significant reduction in workplace accidents. In 2014, the lost-time incident frequency rate was in fact zero!



Latin America

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"The initiative has made
our employees feel
safer."

250

Number of employees
exposed to the risk of dog
bites who can now keep dogs
at bay by using a repellent
spray.

Professions exposed to this risk

The employees concerned
by this initiative to protect
them from dog bites work
in distribution, water
meter reading, inspection,
supervision, customer visits,
and opening and closing
water connections.

In Peru, employees' safety is threatened by stray dogs in some public areas where they work. To counter this risk, Consorcio Procom Agua introduced training in how to use an effective repellent spray.

AVOIDING DOG BITES

In 2014, there were numerous cases of employees being bitten by dogs.

In February 2015, Consorcio Procom Agua introduced an initiative aimed at reducing the vulnerability to this risk of 250 employees working in a range of professions.

Led by a dog trainer, the action was rolled out over one month.

Employees learnt how to safely use a low-cost spray containing

a repellent substance. Effective in keeping dogs at bay and protecting the user from being attacked, the product is simply sprayed on the ground.

The use of this dissuasive technique has made employees feel safer.

It has also led to a sharp drop in the frequency and severity of dog attacks.





Latin America

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"In 2015, the Preventive Health & Safety Week was rolled out for the entire company."

11,727

Number of employees involved in the fourth Preventive Health & Safety Week run by Veolia in Latin America.

A virtuous event

The **Preventive Health & Safety Week** contributes to improving Veolia Latin America's safety results, in terms of both its accident frequency and accident severity rates.

Boosting employee awareness of the risks associated with their company's business is the aim of the Preventive Health & Safety Week that Veolia runs each year in Latin America.

A WEEK DEVOTED TO RISK PREVENTION

From both the company and the employees' point of view, safety must be seen as an absolute priority.

Given this, the Human Resources Department of Veolia Latin America runs a Preventive Health & Safety Week every year. Eight countries⁽¹⁾ and the zone's headquarters in Spain now take part in this initiative.

Six months in the making, the event involves numerous people.

The Human Resources Department at the headquarters works with the countries to coordinate the training days and, prior to that, with the Safety Department to design the program. The Safety Manager in each country is tasked with organizing the initiative locally with the support of his or her team and the local human resources and communication departments.

Themed workshops, training courses run by experts, and more—a host of activities were provided for the employees

during the fourth Preventive Health & Safety Week. Others, such as video screenings and drawing competitions, were specifically designed to raise the safety awareness of employees' family members.

⁽¹⁾ Mexico, Colombia, Brazil, Argentina, Peru, Chile, Ecuador and Venezuela.





North America

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Faced with an above-average number of work-related injuries in January, Veolia North America (VNA) began implementing a risk management system that delivers excellent results each year.

COMMUNICATE DAILY TO REDUCE ACCIDENT RATES

“Around 2,500 employees are covered by the Take 5 for Safety program in January.”

The brief: reduce the number of workplace accidents after the end-of-year holiday period.

The solution: Take 5 for Safety implemented for Veolia North America’s entire municipal and commercial workforce. VNA uses this tool to help employees’ focus on their own safety in January.

It involves writing and sending a weekly email with five safety messages.

Designed and sent out by the Health and Safety Department, these short messages are used by project managers and supervisors during the daily “safety huddle” at the start of each day or shift. They are often printed out and displayed for the day. If more appropriate, the managers can create their own site-specific message and use it instead of that sent out by the department.



Fewer and fewer accidents

The average number of accidents reported in January has fallen sharply in recent years. From 18.5 prior to the launch of the Take 5 for Safety initiative in 2006, it dropped to 6.6 for the following years and then to 2.5 for the last four years.



Central and Eastern Europe

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“Encouraging employees to make suggestions and then applying them on the ground has resulted in their taking rapid and complete ownership of the ideas implemented.”

In 2011, Veolia Term introduced a system designed to improve the effectiveness of its Preventive Health and Safety programs in Poland, where it operates numerous sites. This long-term initiative has resulted in significant progress being made.

AN EFFECTIVE AND STANDARDIZED PREVENTION APPROACH

The program's rollout involved 30 employees.

Following an assessment audit by an expert, the program was adopted by all Veolia Term departments, its subsidiaries, and especially all operations at all levels in the companies.

Using the audit recommendations as the starting point, a schedule of actions was drawn up and implemented: creation

of a steering committee, seminars, preparation of action plans to be carried out by the employees, workshops, in-house training, and so on.

This approach led to improved awareness and responsiveness.

It also resulted in Veolia Term and its subsidiaries' preventive health and safety practices being standardized in line with headquarters' expectations.

Net improvement in results

The results of Veolia Term's plan to improve its preventive health and safety have been very positive. The score on the DuPont Bradley⁽¹⁾ curve rose from 0.7 in 2011 to 2 in 2014. Additionally, the number of accidents fell from 9 in 2010 to 2 in 2014, while their severity dropped from 0.46 to 0.11.

⁽¹⁾ The DuPont Bradley curve helps understand and benchmark the journey toward world-class safety performance.





United Kingdom and Ireland

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Introduced in 2012, the Work Safe - Home Safe program in the UK aims to develop a health and safety culture. Scheduled to finish at the end of 2015, it has led to some remarkable improvements.

INVOLVEMENT THROUGH EMPOWERMENT

“To ensure the success of such a broad campaign, we had to take into account Veolia’s multicultural environment to find the most appropriate approach.”

4

The lost-time incident frequency rate has fallen from 10 to 4 per million man-hours worked as a result of the Work Safe - Home Safe program.



Involving around 2,500 people, the program was developed from an inventory of risky behavior.

This was then used as the basis for a campaign on the ground structured around 12 main themes: definition of standards, reviewing conventional approaches, resistance to change, etc.

Implemented at all levels, the program involved managers, observers and front-line employees.

Following a personal review of their role in the area of health and safety,

managers designate observers in their teams who are then tasked with developing the best practices, in particular by holding at least one “safety chat” a week. Workshops are run to raise employees’ awareness of their own safety and that of their colleagues.

The Veolia Campus and QHSE (Quality, Health, Safety and Environment) teams also played a key role in the program’s rollout, helping to involve managers and employees in drawing up local safety action plans.

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A national safety protection standard

The Waste business is continuing to roll out its safety protection standard for people and equipment originally introduced in 2013. It was initially deployed in waste-to-energy plants following specific training for all employees. Landfills were next at the end of 2014, followed by Triade Électronique sorting centers in mid-2015, and finally all other activities in the second half of that year.

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Prevent non-workplace accidents

Faced with a high number of non-workplace accidents in 2013, Valorec Services AG trained 300 employees in 2014 in how to safely use power tools and gardening equipment at home. A total of 20 sessions, each lasting 90 minutes, were run at two sites. The participants found the course very useful and a repeat session is planned.



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Prevent electrocution risks

Maintenance technicians carrying out onsite electrical work can be exposed to risks, including injury and electrocution. An innovative system was developed to improve their safety: a device attached to the technicians' hard hats warns them when they are near a live wire.

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Operator awareness

On March 23, 2015, the Water business's Côte d'Azur Regional Center organized an event called *Printemps de la sécurité* (Safety spring) attended by all local managers to discuss two topics: risk assessment and how to manage a workplace accident. The day's program included four workshops and a performance by actors. It is planned to repeat the event in 2016 and extend it to other centers.





DEVELOPING SKILLS AND TALENT

Expertise is the most important asset of a services company. That is why we implement numerous programs to ensure our employees' professional development. By enhancing their skills and career paths over the years, we also pave the way for Veolia's future.



Africa and the Middle East

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"Without doubt, the people concerned will find this program very satisfying and it will improve their career opportunities."

In combating illiteracy by teaching employees to read, Société d'Exploitation des Eaux du Niger (SEEN) aims to encourage professional development and improve employability.

LITERACY TO IMPROVE EMPLOYABILITY



The first step was to identify the needs through a survey.

A January 2015 study found 64 illiterate employees among the 630 operatives in SEEN's 54 centers. Based on this finding and the desire expressed by almost all the people concerned to undertake an adult training course, the Department of Illiteracy Eradication and Informal Education, an institutional structure, was engaged to run a pilot program.

With the support of Campus Veolia, the literacy project lasted one year. The first step was to organize a workshop to develop and approve the teaching materials and at the same time train the tutors. Completed in May 2015, these actions paved the way for the program's rollout in June. The first assessment was scheduled for November 2015, and the second and last will be conducted in May 2016.

Basic education

This literacy program does not use any services outside the company and has been designed to enable the people concerned to hold a conversation in French, perform basic mathematics, fill out forms and technical documents, write a technical works report, and follow a work-related training course in a group.



Central and Eastern Europe

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“The young engineers in the Incubator program are active participants in the training provided and are very keen to acquire the knowledge being passed on.”

11

By the end of 2015, 11 young engineers had been recruited under the Incubator program introduced in the final quarter of 2013.

Mentors heavily involved

The experts training the young engineers destined to become boiler plant managers devote a lot of time to their students. They explain to them how the equipment works and how to solve the day-to-day problems liable to occur.

Confronted with the prospect of a large contingent of employees reaching retirement age, Veolia Term introduced a program in 2013 to encourage internal recruitment and the transfer of older employees' knowledge.

AN INCUBATOR TO TRAIN TOMORROW'S MANAGERS



Called *Narybek* (Incubator), the program aims to recruit and train young engineers with high managerial potential.

It has been designed to enable them to acquire, under the supervision of experienced mentors, the knowledge and experience needed to occupy the position of project or boiler plant manager.

One of the key factors in the program's success has been the motivation of the participants, of whom there had been 11 by the end of 2015.

This is attributable to the fact that as soon as they enter the process, they are aware of where

their career is headed and what is expected of them both in terms of the training provided and the career commitments.

Specific and intensive, the young engineers' training lasts three years with no interruption.

This enables the future boiler plant manager, for example, to acquire knowledge and experience on the job from the operational departments and in the boiler plants by regularly rotating between positions and mentors.



Northern Europe

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“The participants are all very proud to have challenged themselves, completed their training and presented their work to the Management Committee.”

80

Annual number of participants invited to follow the course. Groups have already been identified through to 2016.

From theory to practice

The work done during the course leads to concrete actions, such as new approaches to safety, and reduced workplace accident rates as a result of implementing and tracking specific measures. The approach has been recognized in the contract with the European Commission.

What support can be given to expert employees to help them progress from a technical position to a managerial role without demotivating them? In response, Veolia introduced a training system specifically for local managers in Belgium and Luxembourg.

FULLY ASSUME THE ROLE OF MANAGER



The training course was created within the company and reflects its specific needs. It focuses on basic management skills:

leadership, customer relations, delegating responsibility, etc. It runs over a three-month period at the rhythm of 10 two-hour sessions given outside working hours. In the last session, the participants present their final assignment on an action implemented and completed, or nearing completion, to a panel of three Management Committee members.

The course was introduced in April 2014 and has been repeated each quarter with new participants.

It is run by internal trainers who are aware of the difficulties the employees face on a daily basis. In addition to the human resources department, operational and support services employees are involved in the program's implementation at all levels in the company.



Latin America

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"All countries in the Latin America zone participated in the project, which had a huge impact on the operational employees."

1,000

At the end of 2014, this initiative led to skills certification for around 1,000 operational employees in the Latin America zone countries.

Multiple benefits

In addition to standardizing practices, the project was an opportunity to provide operational employees with specific training designed in particular to expand their knowledge, provide them with the tools to work in complete safety, and to understand customers' needs better.

An ambitious skills certification project for operational employees was rolled out by the human resources and technical departments between 2012 and 2014 in the Latin America zone's eight countries⁽¹⁾.

DEVELOP CERTIFIED SKILLS BY PROFESSION

The project involved the creation of a skills certification method designed to standardize professional practices.

A single description of each position was drawn up, followed by a diagnosis that also took into account quantitative and qualitative indicators (number of employees, ages, key performance indicators, etc.).

The training content was then addressed, resulting in the creation of a teaching kit.

A manager was selected for each country and tasked with adapting

the kit and planning sessions. Once the sessions had been completed, feedback was provided between the countries. In the early stages, the communication department played a key role in promoting the program.

Initially rolled out in Ecuador, and then duplicated in the other countries, the initiative at first concerned truck drivers in the Water and Waste businesses. Other professions have since been added to the program.

⁽¹⁾ Mexico, Colombia, Brazil, Argentina, Peru, Chile, Ecuador and Venezuela.





Global Enterprises - SARP

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Facilitating the exchange of information and involving employees in the company's life are the aims of the social network developed by Telerep, a specialist in wastewater collection system upgrades.

CREATE A COLLABORATIVE CORPORATE SOCIAL NETWORK

"My Telerep' facilitates communication, information-sharing, and employee involvement in the company's life."

70%

Percentage of Telerep's 100 employees who have registered with the site. There are also around 30 people from the SARP group who log in to read messages.

The My Telerep corporate social network was created in May 2014 for the 100 or so employees working in France. They simply have to register to the site to receive links to articles published every week by employees on a range of topics: worksite or company activity, safety, employer-employee dialogue, etc. All the information can be accessed on a computer or smartphone.

Dated and signed by their author, the articles published on My Telerep can be liked by the readers, who can also post comments. These functions facilitate communication not just in the company, which is spread across numerous sites, but also within other SARP group subsidiaries whose employees can access the information published on My Telerep. The articles that gained the most likes in 2015 included texts about the introduction of UV neck protection added to hard hats and the specific issues around wastewater collection system upgrades at high altitudes.





Global Enterprises - VWT

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Exchanging information and sharing knowledge are a source of personal enrichment as well as improved performance for the company. Veolia in Argentina therefore created a virtual library for all its employees.

A VIRTUAL LIBRARY TO IMPROVE KNOWLEDGE AND SKILLS

"The response to the initiative and its results have been very positive. With time, the number of publications that employees add to the library will increase."

60%

Employee participation level
by the end of April 2015.



The initiative, introduced in September 2014, takes into account the need to share the knowledge available within the company.

The first step was a written notice announcing the library's launch sent out to all employees, who were then invited to contribute to its content.

To share useful content aimed at improving employees' knowledge and skills (books, work documents, etc.), contributors simply email the Human Resources Department, which manages the library.

HR also contributes to the library in the human behavior section and regularly encourages employees to send in new proposals.

Three months after the initiative's launch, it had already proven a success given the great many documents published by contributors from all regions.

Carefully identified topics

The virtual library is divided into five sections: human behavior, economics, project management, engineering, marketing and water treatment technology. It is planned to expand the number of sections in 2015.



Central and Eastern Europe

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"Employees' interest in our rotation scheme has increased apace with the number of new requests."

Introduced in October 2014 by Sofiyska Voda, a Water business subsidiary, job rotation helps develop employees' knowledge, skills and abilities while also expanding their view of the company's operations and processes.

JOB ROTATION PROVIDES OPPORTUNITIES

Job rotation requires the involvement of several parties: the employee, his or her manager, the host manager, a mentor, and the human resources department. Sofiyska Voda now uses this scheme not only to prepare efficient employees for a new position within their overall career plan, but also to improve skills and motivation by engaging them in a job that complements their position or is in some way linked to their area of professional expertise.

The first step in the process is to identify a need during the annual appraisal, at a career development meeting or in response to a stated business need. The rotation then becomes the subject of a request explaining the aim, the tasks involved and the skills and knowledge the employee must acquire. HR approval of the request triggers a meeting between the rotation parties, which then leads to a rotation assignment lasting from four days to two months depending on the targeted outcomes. At the end of the rotation, the employee writes a personal review and his or her mentor assesses the results achieved.

Numerous possibilities

The job rotation scheme implemented by Sofiyska Voda cuts across various fields. For example, an employee from the investment and technical inspection department took up a job rotation opportunity in a water production plant to extend his expertise. In another example, three wastewater operatives took up a rotation position in the collection system hydraulic modeling department to develop new working methods.





Africa and the Middle East

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“One of the advantages of networking and this type of training is that it can be extended to include the customers.”

650

Number of hours
of training provided
in 2015 in 20 sessions.

A five-step pathway

- Request formulated (training wanted, duration, etc.).
- Identification of the entities able to meet the request.
- Logistics (travel, selection of a mentor, etc.).
- Training designed to stimulate an exchange between the mentor and the employee.
- Dual assessment by the visiting and host entities.

Veolia has more than 3,000 employees of 51 nationalities working in six Gulf States⁽¹⁾. It has implemented a networking program designed to encourage the exchange of best practices.

CROSS-POLLINATION TO IMPROVE SHARING AND CREATE SYNERGIES



Using the analogy of bee pollination, Veolia has created an unprecedented HR development program in the Gulf. The idea is to scatter employees around entities in the region in order to encourage them to share ideas and practices, and also to generate a sense of belonging despite the cultural diversity, geographic spread, and variety of businesses and structures.

Open to all employees, as well as to customers' employees, the program is based on the notion of exchange.

An entity identifies an employee and his or her training needs. Next, the HR team in charge of the program works with the operational

teams at the sites to select the entities best able to respond to the demand. It then deals with the logistics once the employee is accepted by a host entity.

In 2014, the year of its launch, the program led to 15 exchanges and 500 hours of training. In particular, it generates a greater understanding of the diversity of activities across the region and boosts synergies between the entities.

⁽¹⁾ United Arab Emirates, Oman, Qatar, Bahrain, Saudi Arabia and Kuwait.

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Skills development plan

Asia D&B, a Water business unit in Beijing, is preparing its 2016 training plan based in particular on the analysis of personal performance reviews and a collegial assessment of people, organizations and structures (CAPOS) review. The plan will be compiled at the end of 2015 and will take into account the discussions between employees and their line managers that take place during the annual meeting held for the CAPOS review.

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Google Apps training

Water business subsidiary OTV identified the need to train employees in the new Google Apps environment that could potentially be used by its 1,200 employees. HR, IT and the Campus joined forces to develop a specific program. Introduced in 2014, its rollout continued throughout 2015.



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Multi-skilled worksite employees

As part of a restructuring operation, and after consultation with the social partners, the Water business in the Greater Paris region decided to merge the skills of pipe network installers and mini-digger operators. A training module was introduced at the end of 2014 to provide 162 employees with skills in these areas.



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Attract and retain talent

Each year, 25 to 30 Waste business employees identified as emerging talent join an eight-month program designed to create development opportunities in partnership with their managers. The scheme was standardized in 2015 across North America.



SOCIAL EQUITY AND DIVERSITY

Diversity is expressed through the people who work for Veolia, their different professions and our shared values. It is an integral part of our identity, as is our commitment to encouraging social equity, whether it concerns gender balance, disability, integration, or maintaining mature workers in employment.



Waste Recycling & Recovery

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"Developing gender balance in all our businesses is a long-term goal that will be won on the ground."

50%

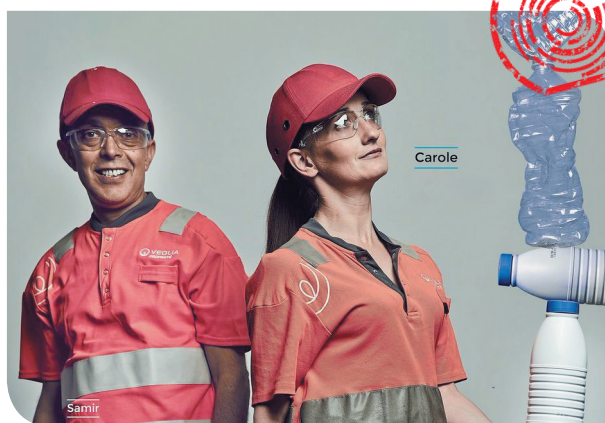
Waste Recycling & Recovery business's target for the number of women in its work-study programs by the end of 2015.

Overcoming preconceptions

The national campaign promoting gender balance involved posters targeting common stereotypes: "Jobs requiring strength are for men," "Women are not found in top management positions because they lack ambition," etc.

With the aim of changing attitudes and encouraging a better gender balance in a business sector traditionally dominated by men, Waste Recycling & Recovery has launched a major communication campaign.

PROMOTE GENDER BALANCE IN ALL BUSINESSES



Gender balance is a strength for the company, its growth and social dynamic.

The Waste Recycling & Recovery business therefore set itself the target in early 2014 of lifting the number of women in its work-study programs from the then 15% to 50% by the end of 2015. Several measures have been implemented since March 2015 to achieve this target: conferences, videos of eight "women ambassadors" in so-called "men's jobs," posters highlighting common male/female stereotypes, etc.

Over the same period, the regions and subsidiaries also rolled out many initiatives to encourage gender balance

Two examples: in the Mediterranean region, the *Place aux filles* (Make way for girls) operation enabled a group of high school students to learn about jobs in sorting centers for waste electrical and electronic equipment; in the Midi-Pyrénées Atlantique region, a tour of the Labège waste drop-off center was arranged for three female applicants for a course leading to a qualification in waste management and recovery services.



Africa and the Middle East

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Veolia introduced a scheme to recruit local employees and improve the gender balance under a national program for the promotion and development of employment.

ENCOURAGE THE EMPLOYMENT OF SAUDI NATIONALS AND GENDER EQUALITY

“The Riyadh Human Resources Development Fund singled out this initiative and our company as being one of the most active in developing Saudization.”



Set the standard as an employer

The employment of Saudi nationals is a major issue for Saudi Arabia, where more than 86% of the active population is foreign workers. Veolia has adopted a specific approach combined with a commitment to encouraging gender balance, given that women account for just 19% of the active population and that an increasing number of talented young women are graduating from local universities.

Prepared back in 2013 and introduced by Human Resources, the initiative began with the recruitment of two Saudi women in a working environment that was up until then exclusively dominated by men. This was a first in the history of Veolia in Saudi Arabia. The next step was the introduction of an official recruitment plan that led in 2014 to 12 Saudi nationals being hired, of whom five were women.

To attract talented young Saudis, the program also includes the creation of partnerships with local training centers and universities, together with campaigns to promote Veolia's businesses and expertise to students. Lastly, Veolia is working with the Human Resources Development Fund in Riyadh to durably strengthen its new policy in favor of recruiting Saudi nationals and improving its gender balance.



United Kingdom and Ireland

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“The policy implemented has been singled out by British organizations including the government’s Investor in People, which has released a framework of best employment practices.”

Veolia launched an ambitious program in the UK to capitalize on the variety of its employees’ profiles as a source of innovation and thus encourage the development of a culture where diversity drives competitiveness.

LEVERAGE PEOPLE’S DIFFERENCE FOR INNOVATIVE GROWTH



Introduced in 2013, the program is scheduled to last four years. It is based on three working groups. The first group, “Difference,” focuses on actions to ensure that the company’s employees reflect the diversity of the UK’s population, which is an advantage for understanding and predicting customers’ needs. The second group, “Leverage,” works to improve managers’ ability to appreciate and benefit from the differences between their employees through training and development.

The impact of these actions on Veolia’s competitiveness is measured by the third group, called “Innovative Growth.”

The aim is to identify and list innovative ideas, new working methods, market opportunities, and the savings generated by the actions of the other two groups. The program, which is still in the development phase, has already had a significant impact on Veolia’s recruitment policy in the UK.

Key tracking indicators

To measure the impact of its program on innovation, Veolia in the UK created key indicators to track and measure the actions of its working groups.



Asia

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“The implementation of a policy aimed at protecting women’s rights improves our women employees’ level of satisfaction and their desire to stay with the company.”

30%

Percentage of women in Veolia’s management team in Changyang; women account for 21% of the total workforce.

Within the Energy business, Veolia’s subsidiary in Changyang implements a policy aimed at improving its attractiveness for women by protecting their equal rights and organizing activities specifically for women.

A MORE ATTRACTIVE ENVIRONMENT FOR WOMEN

The policy implemented focuses on equal hiring and internal promotion rights.

It also includes compliance with women’s legal leave entitlements for maternity and breastfeeding, and makes sure the remuneration policy complies with the applicable legal texts for these periods.

Veolia’s subsidiary in Changyang is also making the company more attractive to women through its annual participation in International Women’s Day.

In 2014, the company’s 30 women employees took part in a variety

of activities organized by the labor unions or human resources department. It was an opportunity, for example, to enjoy a mountain climbing trip. The General Manager took part in the initiative by speaking directly to all his female employees.

The benefits of the measures implemented by the company are reflected in the level of the women employees’ loyalty.

The turnover rate for female employees is lower than that for male employees.





Water France - Waste Recycling & Recovery

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In 2014, the disability missions of the Water and Waste Recycling & Recovery businesses worked together to produce a friendly and entertaining disability awareness event for employees at the headquarters in Nanterre.

CHANGE OF OUTLOOK ON DISABILITY

"Highly appreciated, the action was a positive and friendly way of approaching a subject that is sometimes seen as taboo."

Prepared back in July, the initiative led to events being held on November 17 and 18. As part of Disabled Employment Week, the program involved a major employee information campaign, approving actions selected and external materials (posters, events, etc.).

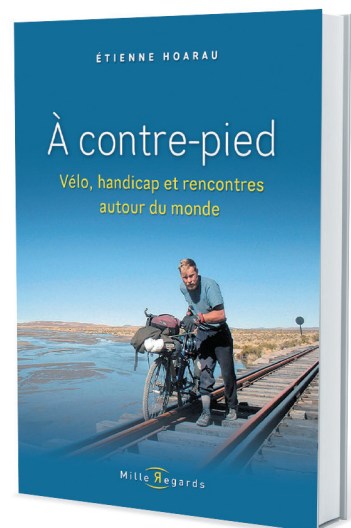
a man who has cycled around the world despite suffering from a disease that prevents him from walking properly. The following day, around 100 employees took part in edutainment workshops. Throughout the week paintings by disabled artists were displayed in the staff restaurant.

A day of events

On November 18, three entertaining awareness workshops were run:

- role playing: employees were invited to put themselves in the shoes of a team welcoming a disabled employee into their group;
- a digital game combining a slogan competition with the creation of a souvenir object;
- a three-stage pathway putting the participants in unusual situations in order to get them thinking about significant issues around the employment of disabled people.

At the event, everyone was ready to boost awareness, without dramatizing the issue, through personal testimonies and original initiatives. On November 17, 40 people attended a conference where they learnt about the experience of Étienne Hoarau,





Central and Eastern Europe

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In the north of the Czech Republic, Veolia is tackling the challenge of an aging population by capitalizing on the potential of its employees aged 50 and over to maintain key skills in the company under the best possible conditions.

LEVERAGE GENERATIONAL DIVERSITY

"By encouraging intergenerational management, our program ensures skills continuity."



A broad range of actions

The work performed prior to the program's rollout identified concrete actions: organization of training seminars, project awareness through communication (internal magazine, intranet, etc.), solutions to improve working conditions (ergonomics, flexible working hours, etc.), and support for a better work-life balance.

Introduced in September 2014, the program aims to create a dynamic that involves all the company's departments. Employees aged 50 and over and managers at all levels are placed at the center of a system that has several objectives, including intergenerational exchange between key employees and optimizing training costs for new hires. The program also focuses on working conditions for older workers through measures to improve workplace ergonomics, and health and safety.

The program started with an audit of the employees and a study of the local employment market.

This was followed by the rollout of a practical method based on future human resources requirements in line with the company's strategy. Once it has been fully implemented, regular monitoring will assess the effectiveness of the projects and activities introduced to ensure the company always has a sufficient number of qualified personnel in the right place at the right time.

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Manage an intergenerational team

How do you motivate a team comprised of four generations? The managers at VWT Support got the answer to this question in March 2014, when they attended an intergenerational management training course. The result was increased awareness of the issues, outdated preconceptions swept aside, and a calmer atmosphere by improving management of the strengths and weaknesses of each generation.

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Unity in diversity

To be Indian is to be part of a melting pot of cultures and religions. Given this context of diversity, the Water business introduced a unifying approach in June 2013. Each month, employees were emailed a calendar of the main anniversaries and events celebrated in India and activities were organized for each.



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Encourage diversity in recruitment

Veolia has standardized its recruitment practices to improve the diversity of its pool of candidates in the United States. This process relies on a partnership with a company specializing in the publication of career opportunities, an association for the employment of disabled workers—including veterans—and participation in targeted employment shows and exhibitions. In 2014, the diversity recruitment rate was 48%.



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Recruit people with reduced mobility

Extending the call center of Société d'Énergie et d'Eau du Gabon (SEEG) was an ideal opportunity to recruit people with reduced mobility. Trained in customer service operations, these employees play an active part in reducing call wait times and extending countrywide customer care coverage.



HUMAN RESOURCES AND BUSINESS DEVELOPMENT

Participate in creating an industrial network, support the implementation of a Corporate Social Responsibility approach, rally management behind a strategic project—the initiatives introduced by Human Resources serve social performance and contribute to Veolia's business development.



Latin America

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"The next step is to take the program to the international level with a more specialized version of the IND scheme focused on Veolia's targeted areas of growth."

14

Number of participants in the training program, including two directors.

Broad mobilization

Human resources, technical services and I&M teams at Veolia and its Latin American companies' headquarters all contributed to developing this training program.

In line with Veolia's development strategy, the Latin America zone set up and trained a team for industrial markets, resulting in the rollout of an extensive program.

AN UNPRECEDENTED PROGRAM TO CREATE AN INDUSTRIAL TEAM



Launched in May 2014, the Induction Industrial Development (IND) project to create a specially trained industry team was completed in March 2015. A considerable amount of work was accomplished during this period, especially to select the program participants, who were 14 engineers from eight Latin American countries⁽¹⁾. More than 20 employees were involved as well as the 40 experts who contributed to the project's development from three operating zones.

This groundwork led to three one-week, face-to-face training sessions, each of which mainly concentrated on one of the targeted markets. The first was held in the United States (oil & gas), the second in Chile (mining), and the third in France (industrial waste). The sessions enabled the participants to improve their knowledge and expertise, in particular through visits to urban industrial sites and by working on four projects. These were presented at Veolia's headquarters in Paris on March 6, 2015, to an audience of more than 60 guests from various countries.

⁽¹⁾ Mexico, Colombia, Brazil, Argentina, Peru, Chile, Ecuador and Venezuela.



Global Enterprises – SARPI

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“This innovative approach led to the creation of a new network of sales & marketing experts.”

30

Number of sales people from Spain, France and Switzerland trained by the end of 2015.

Teamwork

Experts from various areas of the waste recovery business, sales people and the HR development manager were trained to be internal trainers. They then put together all the training materials and updated it from feedback after each new session.

At the end of 2014, a worldwide program was introduced to support SARPI's business development. Action plans on tools, remuneration and training for sales people were developed and implemented in 2015.

WORKING TOGETHER TO DEVELOP SALES & MARKETING



***Connaître SARPI pour mieux le vendre (Know SARPI to sell it better)* is the name of the training program developed by a multi-disciplinary team.**

The project enables sales & marketing people working in a particular aspect of waste recovery to learn about other areas of the business (incineration, biological treatment, etc.). The aim is to provide them with a better understanding of the possibilities on offer, which they can then put forward to their customers.

The three-day program is run by SARPI experts with Campus support for course development. The sales &

marketing people address risk management and environmental performance, waste recovery solutions, and logistics: on-site waste collection, waste grouping and pretreatment. For the trainees to get to know each other, they attend a cookery workshop during which they make their first meal together for their training program.

Given the excellent response, the program was extended worldwide from its first year.

The format and learning methods include site visits and lab workshops that help build ties with professionals in the field.



Waste Recycling & Recovery

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"In particular, the assessment provided recognition for the work of employees who contribute to CSR on a daily basis."

The Brittany sector of Veolia France's Center West region has for many years been engaged in a Corporate Social Responsibility (CSR) program. Recently assessed by an external and independent organization, the program is an advantage when responding to calls for tender issued by large local government authorities.

A CSR APPROACH RECOGNIZED AND APPRECIATED BY CUSTOMERS



The rollout program

Run on the basis of systems and methods developed by the French standards organization AFNOR, the Brittany CSR project had several chapters: framing the approach, boosting the awareness of the Management Board and sector managers, identification of stakeholders and the actions already in place, a performance review and the definition of an action plan.

This two-step project was initiated by the Brittany Sector QHSE (Quality, Health, Safety and Environment) manager and its Commerce, Recovery & Innovation manager. It began in October 2013 with the identification of the actions that contribute to CSR and that have already been implemented or are in the process of being implemented. It continued in October 2014 with an assessment of these actions by Bureau Veritas, an independent organization, in accordance with the ISO 26000 CSR evaluation standard.

The rollout of this approach involved the support services managers, sector managers, the QHSE manager and a trainee. The assessment results were above average for companies rated by Bureau Veritas. It offers the possibility of communicating with customers on the basis of quantified, objective elements. CSR can be included in the sales & marketing approach, and actions already in progress can be further advanced.



Africa and the Middle East

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“SEEG senior management were heavily involved in the project along with the regional managers and all supervisory personnel.”

Société d'Énergie et d'Eau du Gabon (SEEG) aims to be recognized as the benchmark in Africa for quality of service. It has launched a new corporate project to develop a strong empowerment strategy.

STRATEGIC OBJECTIVES TO EMPOWER MANAGEMENT

Je m'engage (I commit) is the slogan adopted by SEEG to get things moving.

It is used for various actions rolled out since 2012 following a management seminar held to identify a clear aim: leverage management involvement to maximize the support of the company's 1,800 employees for its new project's targets.

Launched during a road show by SEEG's CEO in June 2012, the *Je m'engage* initiative was then rolled out in several stages including drawing up a communication plan, publishing and presenting the company's code of ethics, a *Je m'engage* booklet in June 2013, and the assessment of sub-projects run by the regional managers. As a result of these actions, the supervisors have been able to entirely fulfill their leadership role.

Key moments in the corporate project

In addition to implementing the communication plan, now fully rolled out, SEEG's new corporate project resulted in a variety of actions. Under a program introduced in October 2013, all vehicles are now fitted with geolocation systems. A performance management policy engaged in 2014 has since been deployed in two regional departments. Another example: the CEO has delegated authority to his direct staff.





United Kingdom and Ireland

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"Since we launched this program, we have already seen a reduction in staff turnover, which is proof that our aim of making our company more attractive has been achieved."

In 2014, the Water business in the UK introduced a new benefits package policy. More flexible, it enables employees to select the benefits they want depending on their personal situation and specific needs.

TOWARD A POLICY OF FLEXIBLE BENEFITS PACKAGES

Benefits are a major criterion for attracting and retaining employees.

Given this, Veolia Water Services in the UK decided to allow employees to put together their own benefits package from a shopping list. The aim is not to replace the base benefits, still funded by the company, but rather to introduce flexibility into the optional benefits.

The initiative was introduced in February 2014 and involved 600 employees.

In addition to the security provided by the level of welfare cover, it also generated savings. The cost of optional benefits is deducted from the gross salary, and generally involves minimal amounts but significant tax savings. The mechanism also delivers tax savings for the company.

A major information campaign

To enable each employee to understand the issues around this new benefits package policy, Veolia Water Services in the UK ran an extensive communication campaign. It used a range of channels to reach all employees: intranet portal, one-on-one consultations with the third-party provider, letters, webinars, etc.





Africa and the Middle East

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"The Phoenix project has certainly enhanced the sense of belonging to Veolia in the Gulf States."

Stages in the project's rollout in 2015

- January to March: online vote and awards presented for the creativity competition run as part of the Phoenix project.
- April to June: implementation of the ideas identified from the competition tracked and the next project steps defined.
- July to December 2015: rollout of new project steps.
- 2016: launch of Phoenix project 2.0.

Introduced in December 2013, the Phoenix project aimed to rally the 3,000 employees from all Veolia businesses in the six Gulf States⁽¹⁾ behind shared targets: enhance performance of the teams and achieve greater business successes.

A UNIFYING PROJECT FOR THE GULF STATES



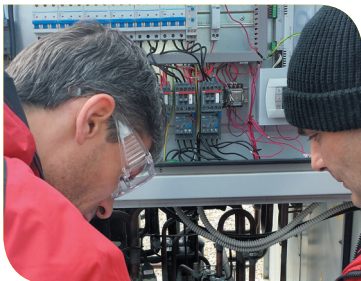
The Phoenix project was designed to support Veolia's transformation in a context of high growth and strong competition. Team cohesion is a major aspect of this program, which is implemented around a single management with a more transparent organization, a clear strategy and widely shared goals. The transfer of technologies and sharing of best practices are also key aspects of the project, which places considerable emphasis on innovation and a proactive approach.

In 2014, the Phoenix project resulted in numerous actions, which, in particular, enabled 100 managers to share Veolia's values,

mission and vision in the Gulf States. With an equal emphasis on sharing information, these actions led to the creation of six groups of experts, the publication of a newsletter, webinars, and a creativity competition. The project continued in 2015. A second version is planned for 2016 and will focus on achieving greater collective efficiency.

⁽¹⁾ United Arab Emirates, Oman, Qatar, Bahrain, Saudi Arabia and Kuwait.

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Support for employee transfers

Fraport Twin Management outsourced to the Energy business the operation and maintenance of the HVAC systems at Varna and Burgas airports. As part of this move, 15 technicians were retained for whom a very comprehensive support system was introduced in liaison with the customer: skills review, integration plan and technical training in the field.

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Employment integration solutions

The Water business has to respond to its customers' expectations set out in integration-through-work clauses in public-sector contracts. It provided solutions for the Toulouse metropolitan area, where 10 people were taken on under an integration program on January 1, 2013, then provided with supervision and support with a view to their future employability. Two of them were eventually hired in full-time jobs.



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Recognize performance

To recognize the productivity and efficiency of sales & marketing employees, the Water business (Consorcio Procom Agua) uses software to assess the performance of 450 employees on the basis of criteria such as punctuality, use of tools, etc. After assessment, the performance results can lead to bonuses allocated each year on the basis of criteria that are tracked monthly and known to all.



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Capitalize on PPS models

Peer Performance Solutions (PPS) is a new contract model targeting excellence that includes a key HR component. Veolia's Waste business in the United States has successfully used this model for a project in Pittsburgh, which also enabled it to identify other reproducible models that it intends using for other contracts.



SOCIAL COMMITMENT

Our collective success depends on our ability to work together. The initiatives to promote balanced, top-quality employer-employee dialogue are a case in point, as are those aimed at helping children in underprivileged communities go to school or coming to the aid of victims of natural disasters.



Asia

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"We want to continue to help these children to give them the best possible chance in life."

37

Number of children at Kucha Bay primary school who have benefited from an aid program put together by the human resources department and a trade union.

Focus on education

Veolia Chengdu team's commitment to education is not limited to helping primary schools in Sichuan province. It is also expressed through scholarships for higher studies.

In the Mabian district, a rural area in Sichuan Province, Veolia is supporting primary school children whose parents have to go and work in cities where growth is high.

IMPROVING CONDITIONS AT SCHOOL



Introduced in April 2014, the initiative involved more than 70 water production plant employees in Chengdu, western China. From spring to fall, donations were collected for the 37 pupils in Kucha Bay primary school who are mostly raised by their grandparents.

Each collection gathered objects useful to the children's education and well-being, such as shoes, books, school supplies, etc. Four Veolia representatives took the parcels

by car and then on foot to the school, which is located 350 kilometers north of Chengdu in a remote mountainous area. They were accompanied by volunteer students, who spent several weeks in the village to assist the teachers.

The benefit of this initiative, intended to be a long-term campaign, is evident on the children's faces and their joy when they receive the parcels, and their obvious pleasure in the time they share with their donors.



Africa and the Middle East

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"Signing this enterprise agreement has led to better labor relations."

Société d'Exploitation des Eaux du Niger (SEEN) has signed an enterprise agreement enabling it to improve the human resources management rules inherited from the original state company, while still taking account of the stakeholders' concerns.

A NEW FRAMEWORK FOR EMPLOYER-EMPLOYEE DIALOGUE

The first step in this project for the negotiation of an enterprise agreement was the creation of a committee

in December 2014, with representatives from the unions and the General Management. The committee's work led to the establishment on January 1, 2015 of a protocol concerning a revision of part of the text from the former agreement. The application of this protocol, made widely available on the ground, was warmly received by the employees. Then, once the revision of the texts had been completed, the draft was sent to the Niamey region labor inspectorate for a compliance check.

The final text was signed in May 2015, with immediate effect for all departments.

As it applies to the 630 existing employees and all operatives hired after this date, it will help improve performance in the areas of employer-employee dialogue, medical cover and access to healthcare, remuneration system transparency, career management and training.

Content of the agreement

In addition to the sections dealing with the general and final provisions, the enterprise agreement signed in May 2015 includes chapters on hiring, working conditions, professional training, etc. The agreement makes provision for updates and additional texts at the request of any of the signatories.





Latin America

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"I saw that it's never too late to get a taste for reading."

300

Number of employees covered by the social and cultural program introduced in Buenos Aires.

The social and cultural program introduced in 2008 in Argentina entered a new phase in 2015, following the entry into effect of a new contract in October 2014 that led to the arrival of a significant number of employees.

CULTURAL PROGRAM FOR ALL EMPLOYEES AND THEIR FAMILIES

The program was introduced to combat illiteracy and facilitate access to culture for employees who had not completed their studies.

It first involved the creation of a library in Buenos Aires in the business's headquarters. This cultural space has for the past six years been a special place for employees to come and read or borrow books, and to take part in various activities: book club, artistic expression workshops, and more.

Reintroduced in April 2015, the program was presented to new employees by the human resources department and the two teachers in charge of running the activities and workshops. It is used by almost 300 employees in a region where there is a high number of operational staff: cleaning and waste collection personnel, drivers, etc. In addition to personal enrichment, which contributes to good labor relations, the program provides participants with an opportunity to share their achievements with their colleagues, friends and family.

An initiative approved by the Ministry of Culture

The efforts made under this program were rewarded in 2014 with the *Vivalectura* prize created by the Argentinian Ministry of Culture in cooperation with the OEI (Organization of Ibero-American States for Education, Culture, Science and Technology).





Australia and New Zealand

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To ensure employees were being treated consistently following Veolia's reorganization, a program was introduced in Australia and New Zealand in mid-2014 with an emphasis on sharing a common culture and values across all businesses.

A PROGRAM BUILT ON A COMMON FOUNDATION

"It's pivotal for all employees to have a thorough understanding of what it means to be a Veolia employee."

Planned over one year, the program covered all employees.

It involved the Human Resources Department, which carried out extensive work to identify and define Veolia's values within the local context: solidarity, respect, responsibility, customer satisfaction and innovation. Additionally, the Communications Department was tasked with developing a structured plan and sending out the messages while taking into account the fact that many employees do not have access to the Internet.

The initiative had been fully rolled out by mid-2015 and resulted in numerous events being organized.

These included workshops during which Veolia's values were applied to concrete examples to enable each operative and manager to know exactly what it means to be a Veolia employee.

Measure the operation's effectiveness

Indicators, based mainly on a new recognition program, were introduced to ensure employees support Veolia's values.





Central and Eastern Europe

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"The initiative was rolled out on the back of internal communication about the situation and reports from employees living in the flooded areas."

More than 20

Number of Water and Energy employees who worked efficiently together to provide emergency aid to flood victims in the two cities.

The aftermath

Veolia employees helped the residents of the devastated districts to rebuild their homes in summer 2015. In another example of the company's commitment, Veolia recruited a 19-year old under an apprenticeship contract; he had just gained his qualifications as an electricity technician and his home had been totally flooded. He was looking for an internship or a first job.

In spring 2014, torrential rain caused massive flooding in northeast Bulgaria. Responding very quickly, the Water and Energy employees provided assistance to the residents of Varna and Dobrich.

HELP FOR A REGION DEVASTATED BY FLOODS

It took just a few hours for more than 20 volunteer employees to organize themselves. In Varna, on the coast of the Black Sea, where the Energy business owns and operates the city's district heating network, employees worked over an entire weekend to help the residents of the flooded neighborhoods clean their homes and streets. In Dobrich, Water business (Sofijska Voda) employees worked for five days to help clear stagnant water.

In addition to the moral support provided to the flood victims during the clean-up operations, material assistance was also provided.

Equipment was purchased, including spades, wheelbarrows, buckets, rubber boots, equipment to protect against epidemics, etc.

More-technical equipment, such as drainage pumps, and the expertise to operate it, were also provided by Veolia's Water and Energy businesses in Bulgaria. At the same time, the employees spontaneously rallied to make donations that were given to the Red Cross.





Waste Recycling & Recovery

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“The long-term training program that we set in place goes well beyond just taking on people in difficulty. It truly develops their employability.”

Numerous partners

The region's Logistics and Municipalities Department and its HR development and skills unit were involved in writing the tender proposal. In addition, the program relied on:

- local partners and the assistance of the PLIE (Local integration and employment plan) to identify potential candidates;
- ISA Intérim ETTI (a local integration through temporary employment agency), Access Formation training consultants, and Veolia to create the CIPI (temporary employment contracts for work integration) training program;
- ISA Interim ETTI for temporary employee supervision.

A proposal for measures to develop the skills of temporary employees hired under integration-through-work programs played a major role in winning a call for tenders in 2014 for waste collection in the city of Nice.

INTEGRATION: THE WINNING DIFFERENTIATOR



The integration-through-work component of the proposal delivered one outstanding benefit: a 15-point score, which gave Veolia a distinct edge, since the contract was awarded to the bidder with the highest score. Veolia Waste Recycling & Recovery Mediterranean region successfully took up the challenge and delivered a program that went one step further than just taking on people eligible for integration through work, as it also included long-term training opportunities.

Introduced in October 2014, the program first involved identifying candidates and then drawing up the contracts and creating a diploma-track training pathway.

As a result, 10 people in difficulty were able to complete a CIPI (temporary employment contract for work integration) training program designed specifically for jobs in waste collection and cleaning. Three of these went on to undertake 350 hours of training under a CPI (temporary employment professional development contract). These three people will be hired in 2016 to work in the Mediterranean region agencies.

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Contribute to reconciliation

In 2014, Veolia Australia launched a three-year program to improve relations and respect between the broader community and Aboriginals and Torres Strait Islanders. This commitment, which led to diversifying suppliers and increasing investments, also targets the recruitment of more than 100 Aborigines over the coming five years.

Japan | Contact
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Beyond emergency aid

Aid provided to the city of Ishinomaki, devastated by an earthquake in 2011, is ongoing. The grant made by the Veolia Foundation to the NGO Nadia in 2012 was used to build a day care center that opened in 2014. Involving seven Water business employees, the initiative led to the creation of 27 local jobs and the enrolment of 86 children.



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Polluted site remediation

Employees were heavily involved in work on a site and its surrounding area following the transfer of the power plant that supplied electricity to the city of Oyem. Société d'Énergie et d'Eau du Gabon (SEEG), the Centre d'Analyse de l'Eau (Water Analysis Center) and GRS Valtech were particularly involved in this action aimed at protecting the health of the neighboring communities. Following the site's remediation between 2010 and 2012, it was converted into a sports complex and returned to the community in June 2015.



Mexico | Contact
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Preserve local culture

To save the culture of the Otomi people, who are among the communities concerned by the construction of an aqueduct in Queretaro State, Veolia Mexico has been supporting the logistics needed to implement a bilingual literacy program delivered by INEA (National institute for adult education). By the end of 2014, 93 students had undertaken the course as a result of this action, which began in 2013.





THE WINNING INITIATIVES IN 2013

What has become of them?
Review and progress report for these various actions.



Poland | **Contact**
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Job search assistance

Created in 2004 to assist employees leaving the company, as well as their families, the program run by the Energy business foundation and a team of 15 employees is now open to anyone who is interested. Since 2013, the year in which it won an award in the “Solidarity and Team Spirit” category, this scheme has helped 2,093 people to contact the foundation, 451 people to find employment and 14 to set up their own company.

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Promote talented women

Given its declining active population, Japan is now promoting women’s employment. Engaged in this change, Veolia has been implementing a very comprehensive plan since 2011. Winner of an award in the “Social Equity and Diversity” category, this scheme covers a broad range of actions: recruiting and hiring women managers (from 11% at the end of 2013 to 15% in September 2015), recruitment of talented women to key positions traditionally

held by men, a training program to support the development of women’s careers, etc.



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Combine apprenticeships with employability

Supported by Campus Veolia, the Waste business actively promotes apprenticeships for recruitment and internal mobility. Encouraging the employability of young people, women and the long-term unemployed or people in difficulty, this program led to 600 apprentices being trained between August 2011 and July 2013 for



a wide range of positions: engineers, maintenance technicians, and so on. In a study carried out in 2015, more than 80% of managers and work-study trainees backed apprenticeships for their positive impact on both the business and employees. The program was renewed in 2015 with more than 500 apprentices.

Oman | **Contact**
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Assess performance objectively

In 2012, in Sohar, Veolia decided to implement a performance tracking system for its Water business in the areas of industrial facility operation and maintenance. This management framework enables each employee to objectively assess his or her performance. It has since been replicated elsewhere. After winning the Employee Award, this approach was implemented at several sites in the United Arab Emirates. It was also used in 2014 by the Energy business in Romania to improve its annual performance management review.



India | **Contact**
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Disease prevention

In a country where 1.2 billion people do not have access to good healthcare, Veolia India has run numerous initiatives to protect its employees' health. This flagship program involved a free annual medical checkup for 136 employees in 2015 (126 in 2014). Launched in 2011 and the winner of the award in the "Preventive Health" category, this initiative enables the early detection of diseases, especially those related to changing lifestyles in urban areas.

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Continuous progress approach

The Waste Recycling & Recovery business's accident frequency rate fell from 32 to 17 in five years. This 45% drop is closely linked to the VIVRE⁽¹⁾ program, which has led to the rollout of basic safety rules since 2010. Winner of an award in the "Preventive safety" category, this program is currently deployed by SARP Industries and will soon also be used in the Latin America zone.



(1) Visit, Involve, Value, React, Exchange.

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