

HUMAN RESOURCES INITIATIVES 2019



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Click on these links to find the details or the video of the initiative

In conversation

WITH JEAN-MARIE LAMBERT

SENIOR EXECUTIVE VICE-PRESIDENT
HUMAN RESOURCES

Share and inspire: the hallmark of HR Initiatives

Since their launch six years ago, the HR Initiatives have sought to promote the take-up of the best projects on a group-wide basis. In this edition, Jean-Marie Lambert talks about the team dynamics that make these Initiatives so successful.

Social initiatives are now known as “HR Initiatives”. What was behind this choice?

Jean-Marie Lambert: It was our desire for clarity that led us to the name change for Social Initiatives. As the word “social” has many different meanings depending on the location, it seemed appropriate to clarify it using a more universal name. Furthermore, though HR action is linked with social performance matters, the fact remains that it also contributes to the group's economic momentum. The name change also means that its scope will not be limited.



Because they serve the development of men and women, Human Resources are a key link in the group's social value chain."

Veolia has just set out its corporate purpose, which explains how the company is useful. How does HR action, through the HR Initiatives, illustrate this corporate purpose?

Jean-Marie Lambert: Our corporate purpose is the expression of our social, societal, economic and environmental utility. Setting out our corporate purpose means saying why Veolia exists and why "resourcing the world" is important. Because they serve the development of men and women, Human Resources is a key link in the group's social value chain. Among our initiatives, the "Corporate social responsibility, diversity and cohesion" category most distinctly illustrates our corporate purpose with examples that fall within the scope of social and professional integration, actions for the most vulnerable individuals or employee initiatives to preserve the environment. This type of action is meaningful for our employees, and helps boost their motivation.

The special feature of this 2019 edition is the large number of projects with a substantial digital component. What is your view on the rise of digital technology in human resources management today?

Jean-Marie Lambert: Gathering in this area was a success. Digital technology highlights the development of human resources, given its impact on work organisa-

tion, on management methods and more generally on employee development. The HR initiatives presented in this edition showcase teams' ability not only to make the most of digital opportunities, but also to adapt, by inventing new practices and developing new skills. That said, digital technology may also have an impact on social and employment considerations, and as such, we must pay particular attention to it.

Six years after their launch, what have you learned from the HR initiatives campaign?

Jean-Marie Lambert: The aim of gathering submissions has always been to share HR initiatives in order to foster a dynamic that inspires and ensures best practice is replicated. I am pleased to see that more and more initiatives are being reproduced and adapted. This new edition highlights some of them: "12 Life-Saving Rules", the "Women in Leadership" programme or the VigiSade programme are projects that have inspired other entities around the world. For the company, it is a guarantee of performance, and for employees, there is a strong sense of personal gratification from seeing the projects they devised having "offspring". I would also like to praise the work of the teams, who, thanks to their inventiveness and pragmatism, sometimes go above and beyond their initial remit.



2019 CEREMONY

The winning teams of the 2019 HR Initiatives campaign were honoured at the awards ceremony held on June 19 during the International HR seminar.



1. Opening of the ceremony by Olivier Carlat, Director of Training and Social Development, and Isabelle Hellio, Director of Social Innovation and Diversity.
2. The Veolia North America team, winner in the «Operational Performance and Development» category with the «Reliability centered-maintenance» initiative, in the company of Marc-Olivier Houel, Director of the Maintenance Industry and Building zone and member of the jury.
3. The Veolia Colombia team, winner in the «Social Responsibility, Diversity and Cohesion» category with the «Environmental Observers» initiative, along with Arthur Thoux, Director of Internal and Regulatory Communications and member of the jury.
4. Jean-Marie Lambert, Senior Executive Vice President Human Resources and Chairman of the Jury, presents a special Jury Prize to the South-Western France Veolia Campus team for the project «Social and professional integration of beneficiaries of international protection».

Photos credit : Laurent Sigwald



5. **Special Jury Prize for the Veolia Australia-New Zealand team with the «12 life saving rules» initiative awarded by Claire Falzone, CEO of Nova Veolia and member of the jury.**
6. **Special jury prize for Veolia North America, Veolia UK&Ireland and the Training Department, which rewards the «Copy&Adapt» dimension of the «Women in Leadership» initiative. Prize awarded by Gustavo Migues, director of the LATAM zone and member of the jury.**
7. **Anne Le Guennec, CEO of Recycling and Waste Solutions zone and member of the jury, gives the SARP team the trophy in the «Occupational Health and Safety» category for its initiative «Digitization of safety induction at SARP».**
8. **The Veolia China team receives a trophy in the «Skills and Talent Development» category with its «100-Talent Program» project from Sabine Fauquez, CEO of OFIS and member of the jury.**
9. **The winners and members of the jury gathered on stage to close the 2019 ceremony.**





OCCUPATIONAL HEALTH AND SAFETY



Ensuring a healthy and secure working environment for all employees is a priority for the group. To protect all employees from occupational risks by empowering them in terms of their safety and that of their colleagues, and to ensure the health and quality of life of employees in the workplace: those are the objectives that drive the occupational, health and safety teams on a daily basis wherever Veolia is present.

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France
 Performance + safety
 Safety + performance

➤ Occupational Health and Safety

(WINNER)

FRANCE

SAFETY ON VIDEO AT SARP: 3D EFFECT FOR NEW EMPLOYEES



In France, the SARP group, a Veolia subsidiary, has devised an original and effective video to raise awareness among its teams of the risks associated with its activities and to train new employees on safety.

SARP has devised an innovative video combining real images and 3D effects to highlight the risks associated with its activities and provide essential safety information. The video is a fun way to educate newcomers about safety when they are starting out at the company. Based on the management standards for the group's high-risk activities, it also aims to standardise the security message throughout SARP as a whole.

This video also aims to standardise the security message throughout SARP as a whole.

The main character talks directly to viewers, facing the camera. This stance, reminiscent of an employee who is concerned for the safety of their colleagues, challenges new recruits in an innovative video format. Finally, a post-viewing evaluation phase checks to ensure that the messages have been properly understood. This is an important test since its successful completion permits new recruits to work on-site.

Far from being seen as an entrance exam, this version 3.0 of the safety induction illustrates the attention SARP pays to its teams, as evidenced by this new recruit: *"It's important to feel that the employer cares about our working conditions and safety. It is a question of good practice, as well as ergonomics and vigilance. We feel supported and taken into account in the context of our work, and this is most welcome"*.

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“The video with 3D effects helps to see what is happening in a pipeline, or to simulate serious accidents without endangering an employee. That’s the whole point of virtual technology.”

Axelle Abid

Integrated Management System Manager - SARP West Central region



Scalable idea

The 3D format of the SARP video is easy to replicate in other areas or regions of the group, and helps to effectively transmit key safety messages.

Interview with...



Nicolas Bourreau

SARP branch director in Melun and Auxerre (France)

Why did you opt for a safety video with 3D effects?

Using this 3D video means we deliver clear, identical messages everywhere, in particular to new hires. The 3D effects reinforce the instructional aspect, and lessen the anxiety of the scenes showing risks or accidents.

Why did you specifically target new hires?

Making new hires feel welcome and integrated is essential for risk prevention. We must ensure that the key messages, particularly in terms of safety, are communicated effectively during onboarding and then induction. Completing the test and watching the 3D video makes it possible to ensure that our messages are properly understood by new hires.

What is the impact of this 3D video?

We have had excellent feedback from our employees in terms of using the 3D video for passing on our key safety messages. The video is very impactful, and contains messages that are easy to understand and remember.

➤ Occupational Health and Safety

(SIMPLE AND EFFECTIVE)

A SAFETY ARMBAND FOR NEWCOMERS



Veolia's teams in Peru came up with the idea of an armband for newcomers to help train and raise awareness among young new hires in terms of occupational, health and

safety. The armband is put on at their first training session, and allows experienced employees to easily spot these new recruits so they can be better supported during their first few days in the company. To date, 46 employees from the waste collection, sweeping and spreading businesses have benefited from training sessions with this armband. Since the initiative began, no serious or fatal accidents have been reported.

PERU

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MAKING NIGHT WORK SAFER WITH FLASHING “CONES”



To reduce the risk of traffic accidents to which sweepers working at night are exposed, Veolia Colombia has set up *Luz Flasher Roja*, a new prevention system on public roads. This uses red flashing lights, recharged using solar energy and installed on safety cones to enhance agents' visibility. This simple installation improves control over joint activities in traffic lanes.

COLOMBIA

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HIGHLIGHTING “PREVENTION” VICTORIES WITH A STAR BADGE



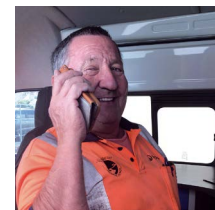
To reward the absence of workplace injuries involving work interruption over a period of 1,000 days, VEBES in the United Arab Emirates has decided to affix a star badge to its operators' uniforms whenever this milestone is achieved. This is an original way of involving teams on a daily basis and highlighting their efforts towards prevention. It is also visible to customers!

UNITED ARAB EMIRATES

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SAFETY AS SIMPLE AS A PHONE CALL



In an effort to increase everyone's involvement in matters of occupational, health and safety, Veolia

New Zealand's management has introduced telephone interviews with field operators. From now on, each month, a member of the management team will make direct contact with an operator, to have an open and friendly discussion with them about the difficulties they face in this respect. This undertaking by management is greatly appreciated and shows the visible implication at the highest levels of the company regarding one of Veolia's essential, non-negotiable values.

NEW ZEALAND

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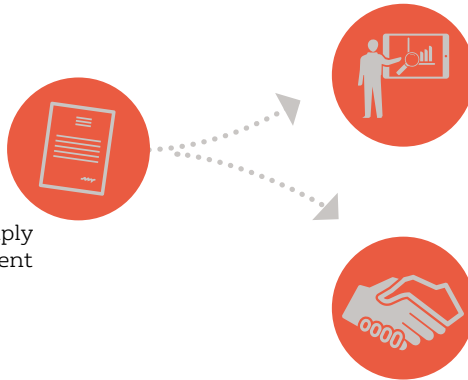


CLOSE-UP

SUBCONTRACTORS ENCOURAGED TO APPLY PREVENTION STANDARDS

FORM

Veolia Poland has drafted a points-based form to evaluate subcontractors and encourage them to comply with Veolia's management standards for high-risk activities.



EVALUATION

Four evaluation criteria have been set out: performance of work in accordance with rules and procedures, use of personal protective equipment, preparation and securing of the workplace and guaranteeing the safety of the natural environment.

RATING

A subcontractor rating grid completes the system: recommended, not recommended, or highly inadvisable. Some one hundred checks have already been carried out since the introduction of this form in June 2017. A behavioural change has already been noted among subcontractors who are more vigilant in terms of safety.

POLAND

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#DIGITAL-HR

VIGISADE: VIGILANCE GETS DIGITAL

More qualitative, more frequent site visits... Enhanced profits thanks to VigiSade, a site evaluation form accessible via smartphone



No more paper forms for site visits! Work managers of SADE can now download the VigiSade reporting form onto their smartphone to assess the occupational, health and safety fundamentals on-site (col-

lective and individual protection equipment, site cleanliness, inconvenience to residents, dangerous situations, etc.). The aim of this online form is to facilitate supervisors' tasks, increase the quantity and quality of site visits, improve data traceability and, in future, use such data to target actions that raise awareness of prevention and safety. Since the implementation of this tool, site visits have increased sixfold, and reporting of dangerous situations has risen fourfold. Today,

46 SADE entities worldwide use VigiSade; the idea was even taken up by SEDE Environnement, which developed VigiSade. The next step in the digitalisation of the SADE tools is a smartphone app to further enhance efficiency on the ground.

FRANCE

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➤ Occupational Health and Safety

BE INSPIRED AND SHARE

TEAMS ALWAYS MOBILIZED FOR SAFETY

Alerting, raising awareness, training and involving... to encourage employees to change their behaviour in terms of occupational, health and safety. Though initiatives abound in this area, teams have excelled in inventiveness to get the right messages across.



Winning “cones” to enhance safety

The idea behind the *Acumula Tus Conos* [Collect Your Cones] project is ingenious. To reduce the number of accidents, minor accidents, near misses and risk situations, Veolia teams in Ecuador have set up a safety “no-claims bonus” system based on the air miles model used by airlines. Each team manages a stock of “cones” on a smartphone app: it collects more cones when it reports unsafe situations or good practice, but loses them in the event of an accident. These cones are equivalent to sums of money paid to employees at the end of the year, with the amount varying according to the number of cones collected. In six months, the number of

unsafe conditions, acts and incidents reported increased by 353%... It is safe to say this has been a successful step towards a zero-accident culture in Ecuador!

ECUADOR

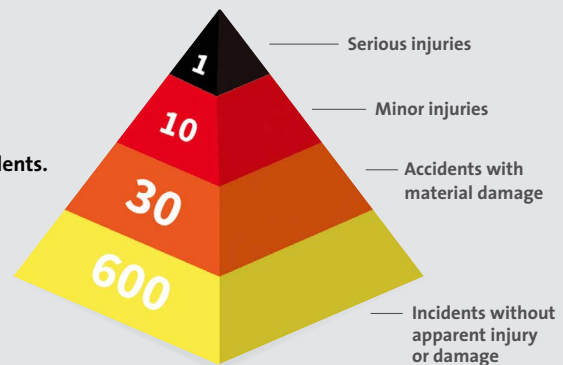
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FIND OUT MORE !

Bird's pyramid

Bird's pyramid provides a statistical representation of risk situations and accidents. By reducing the number of incidents, dangerous acts and risk situations at the base of the pyramid, the number of accidents located at its peak is reduced. A major accident is never “accidental”; its root causes are identical to those of minor accidents, incidents, near misses, risk situations, and so on. Only the outcome is different.



VigiLANCE to help reduce human-made accidents



In 95% of the root causes of accidents, there is at least one human element. Based on this observation, since 2017, Recycling and Waste Solutions in Brittany (France) has been offering an original and participatory training course focusing on behavioural safety. VigiLANCE combines theory and practice. What is the aim? To make people aware that most accidents and dangerous acts are linked to the behaviour of individuals. In small groups, employees engage in various activities: exercises on behaviours, presentation of Bird's pyramid, writing a story using dice and dominos to illustrate the mistakes behind accidents, thinking about real-life experiences, discussions on the physical and psychological conditions that lead to accidents, identifying near misses and dangerous situations, and so on. So far 47 sessions bringing together managers and field operators have been organised and 450 employees have been trained. Convinced of the value of this approach, other Recycling and Waste Solutions entities in France are now preparing to provide their first training sessions too.

FRANCE

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The video “Alert today... Alive tomorrow”

“Never Again” is the slogan adopted by VWT’s management in Saudi Arabia following a tragic accident that cost the life of an employee in 2016. The trauma generated a collective and individual awareness about the need for a change in occupational, health and safety culture. To achieve this, a wide-ranging action plan was implemented: strengthening of the prevention teams, information campaigns, safety chatbots, an expanded training plan, more frequent site visits, optimised reporting, and so forth. And to relay the measures taken, VWT Saudi Arabia chose to make a video that pulls no punches “Alert Today... Alive Tomorrow”. Intended for all employees, this material has been widely distributed by email, Google+, WhatsApp, and so on. All this effort is directed into making everyone aware, so that they return home safe and sound to their families after their day at work. The results are significant: a drastic reduction in the accident frequency rate, the number of training hours increasing sixfold over three years, and an increase in reports of near misses.



SAUDI ARABIA

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“Respect at Work” to better manage attacks by the public



The “Respect at Work” programme launched by Veolia in the United Kingdom is exemplary within the group. Until 2016, those cleaning and collection agents victims of verbal or physical violence in the course of their work received very little advice or psychological support. These situations are now taken into consideration. Designed in partnership with teams from HR, QHSE (Health, Safety, Environment & Quality), operations and communications, the programme has three components: training for operators and managers on dealing with abuse, methods of reporting and resolution of attacks, and the reinforcement of Veolia’s commitment to its employees’ safety via the Expect Respect public campaign.

Incidents are logged on RIVO (safety event management system). An app is in development to increase the accessibility and speed of reports and thus strengthen monitoring. This is the best way to protect our agents.

UNITED KINGDOM

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➤ Occupational Health and Safety

(SPECIAL JURY PRIZE)



THE 12 SAFETY RULES THAT SAVE LIVES

The safety of employees, customers and the general public is a priority for the group. In response to the concern with reducing the risk of serious accidents, Veolia Australia/New Zealand has developed a reference framework of 12 non-negotiable safety rules.



The 12 Life-Saving Rules are presented as a list of “Do’s” and “Don’t’s”. They mainly govern the management standards for high-risk activities such as working at height, handling hazardous materials and working in contact with electricity. Designed with support from the field, these

rules are available in various forms: posters, high-impact videos and summary sheets in pocket-sized format that teams can carry everywhere. Thanks to its success, this initiative has already been replicated in China, Belgium, France, the United States, the Netherlands, Sweden, Finland and Denmark.

Testimony



Clint Theil
General Manager, Health Safety
Environment & Quality

“A summary of the rules in pocket-sized format makes it easier for operators to apply them, and helps to develop a better understanding of the safety habits to adopt. We’ve seen a major change in behaviour among our employees since the release of these safety rules and we have had no fatal accidents in our area since 2017”.

« **T**hese rules are also disseminated to newcomers and are complemented by testing for understanding and skills to ensure they adopt the right safety behaviours as soon as they join the company”.

AUSTRALIA / NEW ZEALAND

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(DOUBLE SCORE)

PERFORMANCE + SAFETY



Improving work managers' concentration to enhance accident prevention! SADE is currently rolling out an innovative approach aimed at improving both quality of life at work and safety, by acting to counter the mental load borne by work managers. The aim of this approach is to identify their sources of daily disruption (frequent interruptions, reading of emails, calls, etc.) to improve their concentration and thus reduce the risks for their mental and physical health. Thanks to this initiative, communication between managers and their teams is more fluid, the reasons behind loss of time and energy are identified, and everyone can better focus on their mission. Team leaders, site managers and work managers: today, the initiative covers 110 operational supervisors.

FRANCE

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SAFETY + PERFORMANCE



SARP scored double in completing the second edition of its Business Olympiad: the team challenge aims to increase both operational performance and work safety. During this friendly competition, teams compete in nine events, which are assessed by a jury of SARP experts. Teams comprising operators and supervisors from all SARP branches take part in this challenge, aware that the branch whose team wins the trophy will host the next edition. The aims of the day include highlighting the business lines and know-how of operator technicians, discussing working methods to make progress, and teambuilding. And the results are there for all to see: in addition to better performance and stronger business innovation, the number of road accidents has reduced threefold since the implementation of the challenge and the accident frequency rate has been falling for several years. This is a great way to combine fun and games with performance targets!

FRANCE

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OPERATIONAL PERFORMANCE AND DEVELOPMENT



Human Resources play a key role in business development and performance, a role that is reflected both in the group's strategy and in its local operations. The initiatives presented showcase the role of HR as a partner in strategy and a supporter of development; they demonstrate the close collaboration between HR's teams and those involved in operations and development.

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 100 days for successful integration

➤ Operational Performance and Development

(WINNER)

UNITED STATES

RCM : AN EFFECTIVE METHOD FOR AN AMBITIOUS TRAINING PROGRAMME



Reliability-centered maintenance, or how to increase the operational performance of business activities. A method that is tried and tested in industry and is now being rolled out by Veolia in North America.

Reliability-centered maintenance is a very effective method to help prioritise maintenance operations and make a positive impact on the safety, reliability, availability and service life of equipment. All these factors affect the profitability of business activities.

The method was initially used in 2014 in the Kendall co-generation plant and its application was extended in 2016 to seven of Veolia's "high-risk" sites in North America. Since then, a comprehensive and highly-structured training protocol has been offered

in the entire region to those operators who want a specific presentation of the approach. Given the results obtained in North America, the group decided to roll it out internationally. Since 2018, employees from various countries such as France, Belgium, Australia and the Netherlands have taken this training course either to apply it to specific infrastructure, or to be able to replicate and adapt it within the group. More than just a training plan, this is a genuine strategy to enable the teams trained to become facilitators of this method.

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Scalable
idea

Follow the RCM training protocol

to apply it within your entity, or become a facilitator and drive RCM deployment.



« It is important to deploy the RCM method at group level to change the maintenance culture from one that is currently a little too reactive in some regions towards a more proactive stance”.

Jean-Bernard Buonafine
*Asset Manager
 Technical and Performance
 Division*

Interview with...



Peter Stock
*VP Utility Reliability - Technical and Performance Division -
 Veolia North America*

What are the main features of reliability-centered maintenance?

Reliability-centered maintenance is a method inherited from the aeronautical industry. It was launched in the 1960s in the United States to enhance the safety of commercial aviation. It is a very rigorous process that improves the efficiency and reliability of equipment by anticipating and optimising its maintenance.

What are the benefits of this method?

The benefits associated with this method include enhanced reliability of facilities, and improved safety, environmental integrity and lifespan of assets. It also helps to optimise the management of maintenance-related costs by only allocating resources to useful operations.

How is this method deployed in the group?

A three-day programme is offered to present the method. Those wishing to apply the approach, or to become facilitators so they can deploy it, follow a 10-day training course. This includes various modules such as case studies or analyses.



➤ Operational Performance and Development

BE INSPIRED AND SHARE

CUSTOMER SATISFACTION: EVER MORE INVOLVEMENT

Satisfying the customer is at the heart of the performance process. Veolia's Human Resources teams around the world demonstrate pragmatism and imagination in helping to tackle customer satisfaction. These initiatives show how.



Stand out by giving customers a positive experience

Employees are the front line of the Veolia brand, and they embody its personality, values and expertise. That is why in Colombia all staff are trained in the concept of customer experience. This approach aims to establish lasting relationships with customers and to create positive interaction to stand out from the competition. The system in place is comprehensive: it involves an internal communication campaign, running workshops to train employees in this concept, arranging internal shows to strengthen customer-centered culture, holding an annual customer experience review for all entities in the country, and drafting action plans to ensure continuous improvement. All these initiatives aim to stimulate the *Net Promoter Score*, the indicator that monitors changes in customer satisfaction.

COLOMBIA

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FIND OUT MORE !

Human Resources, a partner in business development



The role of Human Resources, a partner in the group's strategy and business development, is carried out at several levels: in showcasing HR policy when responding to tenders, in the operational implementation of new contracts, in optimising organisational and operational processes that affect performance, and in implementing recruitment, training and mobility processes that meet the developmental needs of a business activity or contract.



Making the tender response process more effective

Up to now, the HR teams at Water France activity have often been asked to respond to a call for tenders at the end of the process, thus limiting their contribution to business development. In order to help standardise and structure the HR offering, the entity drafted a reference document summarising the strengths of the HR policy likely to meet tender specifications. This document incorporates proposals that can be tailored to the situation: quantified commitments, standard response templates, themed sheets, best practice etc., which will all help to save time and enhance efficiency.

FRANCE

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Identifying difficult areas to provide better access to services

After identification, 13 difficult-to-access districts in Cartagena, Colombia are now covered by Veolia's waste collection and wastewater services.

This approach taken on Veolia's initiative brought together in-house teams and inhabitants from these districts. Trained by land registry managers, the communities collected and then submitted information. The benefits are visible: reduction in health risks, increase in the number of online users, strengthened leadership skills among land registry managers. This initiative demonstrates above all that it is possible to combine business objectives with social responsibility.



COLOMBIA

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Human Resources at the forefront when starting a new contract

As part of a significant waste management contract with Emirates Global Aluminium, Veolia's Human Resources teams in the United

Arab Emirates worked tirelessly to create the project teams dedicated to this contract. The challenge was to recruit candidates with the required level of skills within prescribed timeframes and in accordance with the mobilisation plan approved by the customer. The vast majority of candidates chosen came from Asia; the teams had to organise all the administrative procedures (visas, work permits, accommodation, employment contracts, etc.) and then train these new employees in Veolia's culture, particularly as regards safety.



UNITED ARAB EMIRATES

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➤ Operational Performance and Development

(SIMPLE AND EFFECTIVE)

AN "E-BOOK" TO ASSIST MANAGEMENT AT RECYCLING AND WASTE SOLUTIONS



Thanks to the new Atex "e-book", operations managers at Recycling and Waste Solutions can now access online documents (performance reviews, welcome packs for newcomers, field inspections, etc.) to help them fulfil their role. Accessible from anywhere, this tool helps them perform day-to-day management tasks at grass roots.

FRANCE

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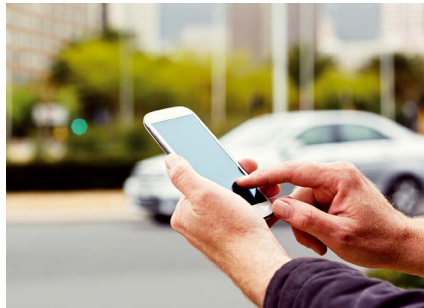
A COLLABORATIVE WEBSITE THAT FACILITATES SADE'S FIELD OPERATIONS



Tools, document templates, tutorials and best practice videos, all designed and tested by the people actually doing the work... These are some examples of documents that can be found on SADE's collaborative platform, "Mon Bungalow de chantier" [My Site Hut]. Information sharing is based on digital tools to strengthen the performance of field operations. The site, developed using Google tools, is easy to replicate elsewhere in the group.

FRANCE

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PAYSLIPS GO DIGITAL

Paper begone! From now on, employees at Veolia Harbin Heating Power in China will receive their payslips via a secure digital platform. As well as reducing management costs, this initiative saves some 9,000 sheets of paper, equivalent to three full-grown trees per year. This initiative has already been followed by other entities in China.

CHINA

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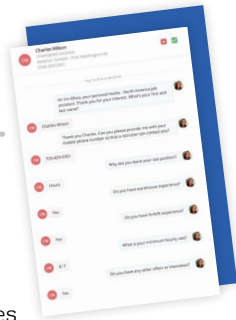




1

RECRUITER EXPERIENCE

Task automation makes recruiters' lives easier. The virtual assistant shortlists the best candidates based on data from their résumé and answers to its questions via an online chatbot. Now free from these time-consuming steps, recruiters can focus on tasks with higher added value.



2

MOBILE EXPERIENCE

The application process, accessible via smartphone or tablet, makes the process easier. Candidates can post videos or their résumé and share their profiles on professional social networks.

3

CANDIDATE EXPERIENCE

The speed of the process and the personalisation of responses via the virtual assistant which is accessible 24/7 create a positive experience for candidates applying for job vacancies at Veolia.

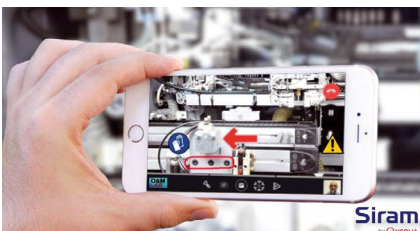
UNITED STATES

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AUGMENTED REALITY, THE LATEST BREAKTHROUGH FROM THE SIRAM L@b

Following the Innovation Map, which gave rise to the Siram L@b, Veolia Italy designed an augmented reality app that optimises working in the field.



Digital technology to serve one and all. The idea was created thanks to the new app by Siram, which allows

multi-site, multifunctional teams to communicate and work remotely on field operations. The augmented reality display of facilities makes discussions and the rollout of actions easier. Work is recorded and then shared with the operational community via the Siram Wiki platform. After a month's use with a pilot group, the findings are conclu-

sive: 150 logins recorded, close to 50 hours' usage, and 70% of users whose experience was considered positive.

ITALY

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➤ Operational Performance and Development

BE INSPIRED AND SHARE

GROUP TRANSFORMATION: HR SUPPORTS CHANGE

Supporting Veolia's growth sometimes requires a culture change in organisational, business, or managerial terms. Such transitions call on Human Resources teams.



The “power” to transform the business function

A large-scale action plan, entitled *New Power*, has been deployed since 2018 by Veolia in Poland to meet rapidly growing business objectives. The project initially focused on transforming the business function beyond its historical business in heating networks, and quickly moved on to identifying changes to be made more broadly in terms of organisation, processes and management. Many actions were rolled out, including a new model for waste activity, redefinition of the marketing role, simplification of the approval procedure for business projects, implementation of a common CRM tool for customer relationship management, standardisation of sales processes, and so on. An audit conducted with 152 employees representing all companies and all the group's business activities in Poland helped both to determine existing resources and to highlight the business skills to be strengthened. As well as greater collaboration between teams, 2018 marked a record year in terms of the number of contracts signed.

POLAND

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Employees that sponsor change in support of strategy

A group of change sponsors has been set up within the Water France activity to support teams as they transform the company and facilitate a change of culture, specifically within management. The “change sponsors” initiative aims to meet the strategic aims of the Dare 20/20 project: to achieve the momentum needed for commercial recovery and growth, to be profitable and create value, to modernise and digitise, to think and act “glocally”, and to work better together. Innovation, energy, desire for change, and the sense of belonging to the group are the keywords behind this momentum. The role of these sponsors is to inspire and motivate employees, to provide concrete ideas on how to work and to implement them on the ground. The national network, made up of some 40 sponsors from all branches, meets regularly to monitor the action plan set out by Executive Management and the Executive Committee. The organisation is strengthened by local sponsor networks that are currently being set up. This should help spread momentum countrywide.

FRANCE

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A program that quite simply aims for commercial excellence



© Picturelibrary VEOLIA - Jonathan Robert

In 2017, Veolia North America developed “Commercial Excellence”, a training course that aimed to standardise sales methods for teams and to establish a business culture based on One Veolia. Organised with the support of Human Resources, this programme comprises 10 skills modules related to consultative selling, business negotiation and strategic account planning. It also includes segments dedicated to cross-selling techniques to train salespeople in suggesting offerings to customers from the group’s various business activities. At the same time, the system for allocating bonuses (prospects, cross-selling, renewal of contracts, volume, etc.) was reviewed in line with the outcomes of this training course. Two years after its launch, the course has been rolled out in the United States and Canada.

UNITED STATES

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100 days for successful integration

It took Veolia India and Detox India 100 days to complete the process of bringing their entities together. The list of actions undertaken is a long one: merging of organisation charts, pooling of staff and ensuring consistency of internal policies; site visits; introducing managers to teams; presenting the ECHOS* evaluation system to help identify talent and plan career development; database mapping and standardisation; sharing of corporate values and culture... All these objectives were set via a demanding roadmap drawn up by Veolia India’s Human Resources department to welcome and integrate new employees following the acquisition of Detox India. It was a huge challenge to comply with this roadmap within 100 days without disrupting the organisation or operations in progress.



INDIA

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*collective evaluation of organizations and people

> Landmarks



7
award
winners

Awarded in June 2019, the winners (one award in each of the four categories and three special awards) were selected by an internal jury composed of members from functional and operational departments and representatives from the Human Resources Department.

49 shortlisted

These initiatives were selected by four shortlisting committees, one for each of the four categories before the final jury made its decision. These are presented in this brochure.

310 submitted

Since the creation of the HR Initiatives campaign, the initiatives gathered are increasingly well-presented and documented, making it possible to assess the quality of the projects at their fair value.



WATER



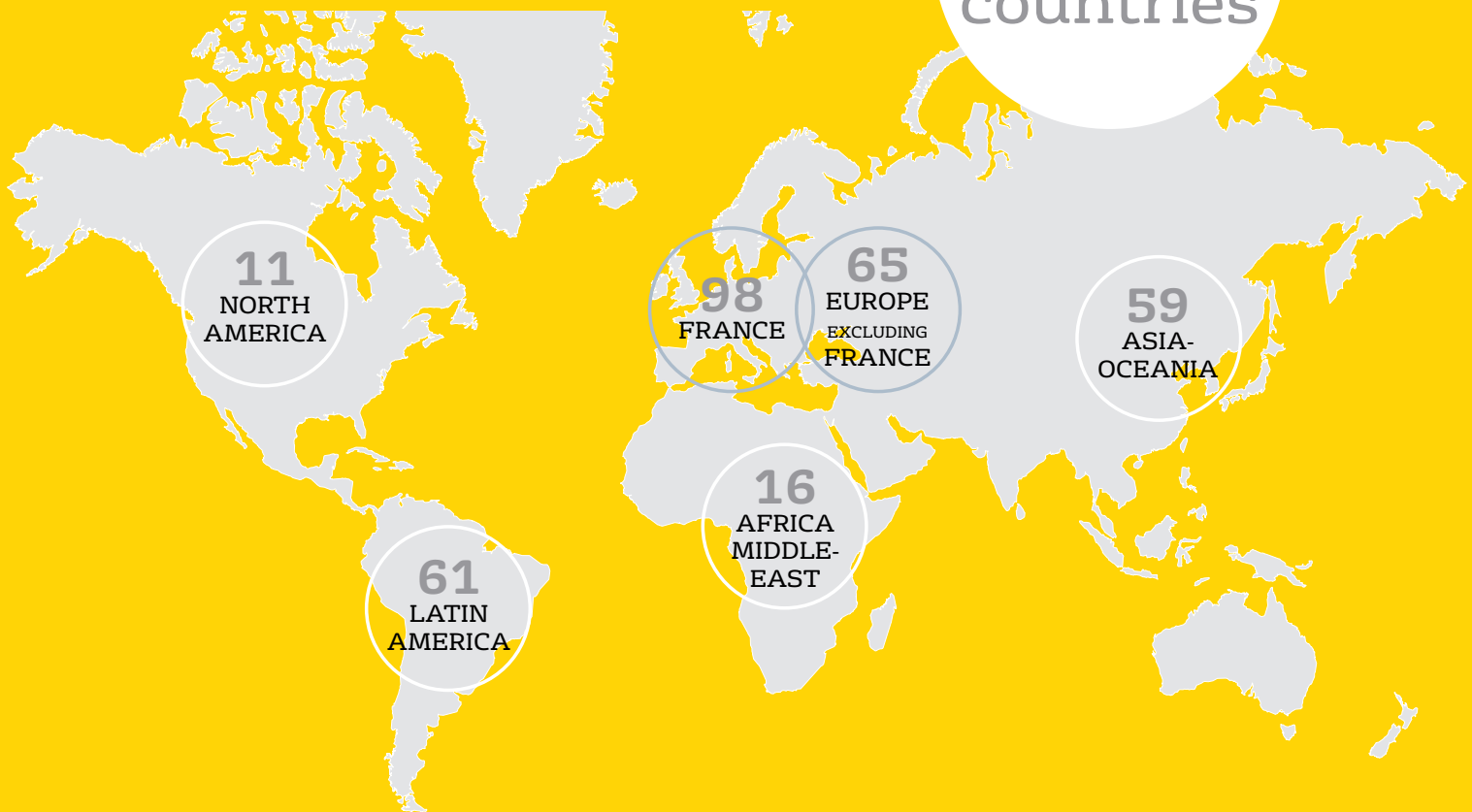
WASTE



ENERGY

Number of initiatives by region

51
countries



4 CATEGORIES



Occupational health and safety - Operational performance and development - Talents and skills development - Social responsibility, diversity and cohesion



TALENT AND SKILLS DEVELOPMENT



Preparing Veolia for the future depends on developing and enhancing employees' skills and supporting their ambitions throughout their career, considering all available talent. There is no lack of inventiveness or pragmatism in the initiatives in this area, which cover training, coaching, mentoring and employability, along with recruitment and support for management.

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Colombia
 Skills + cohesion
France
 Cohesion + skills

➤ Talent and skills development

(WINNER)

CHINA

THE 100 TALENTS PROGRAMME: COMBINING RESEARCH AND TALENT DEVELOPMENT



In China, Changzhou CGE Water is drawing on its wealth of talent to drive research and development forward. The company's 100 Talents programme is getting employees on board with its innovation process.

How can a culture of talent be created within the company? How can we improve and innovate in technology? How can employees be encouraged to develop their skills? How can we attract new talent? To address these issues, in 2018 Changzhou CGE Water set up the *100 Talents* programme, which offers employees the opportunity to submit research projects to the company. After a pre-selection stage, the candidate teams present their project to a panel of experts. The projects selected are then financed by the Research and Development Department for implementation. The programme is

voluntary and has been an instant success with employees. It currently has 115 participants and 26 technology research projects covering topics as diverse as energy saving, water quality and network dispatching.

While this initiative has enabled the company to make progress in terms of intellectual property and filing patents, it is also proving to be a tremendous incubator of ideas that is helping to strengthen the skills base of Changzhou CGE Water and attract new talent.

.....
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Scalable
idea

A one-of-a-kind project with multiple benefits:

real progress in technology, development of skills, attracting new talent and enhanced internal cohesion.



I was very excited to learn about the new 100 Talents programme and my colleagues and I immediately decided to put forward a project. It's a terrific challenge that is beneficial for the development of the company, fostering a positive sense of emulation and making us up our game! "

Xiaozheng Zhao
Technical research team member

Interview with...



Larry Xiao
General Manager of Changzhou CGE Water

How are projects selected for the 100 Talents programme?

As a first step, we identify the applications that are eligible for the programme. The research teams then present their project to the panel, covering its background, objectives, method, implementation and expected results. The panel is made up of experts from the company and the water industry, which also illustrates the reach we want this programme to have.

What happens to the projects selected?

The research teams move into an implementation phase for their project, defining objectives for the work and the expected results, consolidating research methods, defining team members' responsibilities, and so on. The teams receive training to ensure their programme is successful. We expect to see initial results within two years.

What is the employees' experience of this initiative?

Feedback has been very positive. Since the project was launched, the desire to learn and cohesion have increased, and a real team spirit has developed.

➤ Talent and skills development

BE INSPIRED AND SHARE

PROMOTE THE PROFESSIONAL DEVELOPMENT OF EACH EMPLOYEE

Training employees throughout their time with the company has always been a key focus of Veolia's HR policy. There are numerous measures in place to support employees in their career paths, including the accreditation of professional experience, enhancing employability or helping them to obtain a qualification.

A group approach to accrediting professional experience



Accreditation of professional experience is often a lengthy, time-consuming process for employees. As a result, Water France activity in Center-Eastern France and the Rhin-Rhône-Méditerranée Campus have set up a collective support scheme for employees wishing to have their professional experience recognised and to obtain a qualification via accreditation of that experience. This support takes the form of information meetings, motivational interviews with Human Resources and workshops hosted by the Campus. Counting on the group effect, collective dynamics are the key to the success of a scheme that is aimed at everyone regardless of the qualification in question, from vocational certification to Master's level. For the first 15 employees involved, the goal is to prepare them for a final interview in 2020 with the panel that will approve their qualification.

FRANCE

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Recycling and Waste Solutions supervisors achieving managerial status

Recycling and Waste Solutions Ile-de-France has set up a scheme to support supervisors in achieving managerial status and meet their professional development needs. Launched in 2017, the initiative fulfils a number of objectives: to acknowledge requests for progression to managerial status, to recognise applicants' potential and aptitude, to prepare them for possible geographic mobility and, finally, to support them in advancing towards a position with greater responsibility. Eligible candidates have to work on an issue in their working environment, with support from Veolia Campus. 28 employees have benefited from the scheme to date. A similar initiative is planned for plant workers wishing to attain supervisor status.

FRANCE

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Supporting the promotion of female laboratory technicians through training

Veolia's Human Resources team in China has introduced a training programme designed to support female laboratory technicians in

securing positions in the water treatment sector. The programme was developed with the active involvement of chemical engineers. Designed to bridge the gap between the knowledge and skills they have and those required for the position in question, the 14-month programme alternated the acquisition of theoretical knowledge with classroom-based and online training sessions. Employees were tested after each stage of knowledge acquisition to confirm their ability to fulfil their future role. The success rate was 100%, with all the women obtaining their certificate of qualification and being promoted to positions in the water treatment sector, as expected. Initially, the programme involved just seven operators, but it will eventually be expanded to include more women.

CHINA

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Enhancing the employability of waste sector workers



To address the issue of employability at a time of major change in the waste business sector, in 2017, Orvade, a subsidiary of Recycling and Waste Solutions, began offering a training course, entitled CléA, for employees involved in sorting and incineration. The training lasts nine months and is aimed at less skilled employees, to consolidate the acquisition of basic knowledge. Teaching covers seven areas: proficiency in French; use of basic calculation rules and mathematical reasoning; use of information and digital communication techniques; the ability to work within specific team working rules; the ability to work independently; the capacity for lifelong learning; command of movement and posture; and adherence to basic hygiene, safety and environmental rules. Going further still, consideration is being given to a digital CléA certificate, which is more accessible and simpler to roll out.

FRANCE

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Aula Austral, the Veolia Argentina school that trains its own technicians



In response to the difficulties of hiring skilled technicians on the job market, Veolia Energy staff in Argentina simply founded their own school, *Aula Austral*, which opened its doors in 2019. They came up with the idea when visiting one of the group's training centres, the Veolia Campus in Lyon, France, which then supported them in bringing this project to fruition. As well as providing training for existing technicians, the school offers customised programmes tailored to the needs of the company. Students take

theoretical and practical courses using simulators that recreate actual working conditions. While part of the electrical work for the school was undertaken by young technicians, the teaching is delivered by the most experienced managers. *Aula Austral* is every bit a "home-made" project.

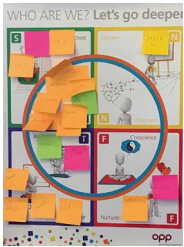
ARGENTINA

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➤ Talent and skills development

(SIMPLE AND EFFECTIVE)

COLLECTIVE MBTI: COMBINING INDIVIDUAL AND COLLECTIVE POTENTIAL



Since 2017, the France Seine-and-North Veolia Campus has offered a collective MBTI* service, using the personality indicator that helps develop individual and collective potential and encourage communication and teamwork, taking personality differences into account. The development tool is already in place at Veolia headquarters and in certain countries and entities. It also forms part of programmes such as Women in Leadership, and will be expanded even more widely.

FRANCE

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*Myers Briggs Type Indicator

INTERVIEWING TO UNDERSTAND WHY AN EMPLOYEE IS LEAVING

To develop a better understanding of the reasons why employees leave the company, Human Resources at SEDE Environnement decided in 2017 to hold exit interviews. The focus of discussion is a questionnaire that the employee fills in beforehand. They are then invited to talk about the positive and negative aspects of their career with the company. This type of interview has helped in anticipating certain resignations and in identifying more clearly the needs of the positions to be filled. And in one year, turnover fell from 13% to 9%.



FRANCE

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DISCUSSION WORKSHOPS TO FACILITATE KNOWLEDGE TRANSFER



To integrate new employees, the Human Resources staff at Veolia Energy in China had the idea of running inter-departmental discussion workshops to facilitate knowledge transfer from experienced employees to new hires. The programme features insightful meetings between teams from the laboratory, purchasing, and even the field!

CHINA

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A PERSONALISED, DIGITALISED INTEGRATION PATHWAY FOR NEW HIRES



Based on the observation that 20% of new employees leave their jobs in under a year due to poor integration, Veolia Northern Europe has introduced Veolia Journey, an automated digital integration pathway for new hires. The scheme lasts five months and takes the form of e-mails sent to the new hire and their manager. Messages are personalised by the HR teams using a tool that generates mailings on a specific date. Nearly 100 pathways have been activated since the scheme was launched in 2018.

NORTHERN EUROPE

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VEOLIA CAMPUS, PLAYING AN ACTIVE ROLE IN MOBILITY TO CATER FOR REGIONAL NEEDS

Olympique Lyonnais, French employment agency Pôle Emploi and Veolia Campus have teamed up to create ODAS, a digital tool to support professional mobility, from joining to leaving the company.

SKILLS

By cross-referencing the skills available in the region with companies' needs and taking into account the determining factors of mobility, transport and housing, ODAS can influence regional economic and social performance.



EQUAL OPPORTUNITIES

By ensuring that only skills are highlighted, the tool matches applications with non-conventional career paths and profiles. It capitalises on candidates' objective abilities by concealing the usual markers of discrimination.

TOOLS

The approach is based on three products: a "capability language", which is a tool for stating requirements, existing resources, and opportunities for employment; software for describing skills which can be used to cross-reference requirements with candidates' skills; and a Smart City-type regional visualisation tool.

FRANCE

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#DIGITAL-HR

PERSONALISED DIGITAL LEARNING PATHWAYS WITH LINKEDIN LEARNING

Enova, an energy subsidiary of Veolia in the Middle East, has joined forces with LinkedIn Learning to develop micro-learning modules that adapt to employees' needs.



Following an internal study, which revealed that 50% of employees would undertake more training and that training would be more effective if they could learn at their own pace, Enova's

Development and Talents department now offers online "micro-learning" modules lasting from a few seconds to 20 minutes. This neuroscience-based method takes into account the pace and needs of each individual. The learning package is very broad and can be accessed at any time, and subjects cover both technical topics and soft skills. This

initiative means that Enova can align its talent management strategy with current market trends and prepare its employees for future learning methods.

UNITED ARAB EMIRATES

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➤ Talent and skills development

BE INSPIRED AND SHARE

SPECIFIC DEVICES FOR MANAGERS

Management is a difficult balancing act that requires business expertise, the ability to manage teams and leadership qualities, and which HR departments attempt to address with specific schemes.



Supporting management with senior-junior mentoring

Since 2016, Veolia Campus in China has offered the V-Nurturing mentoring programme, connecting senior and junior managers to help junior mentees feel more comfortable taking on their new responsibilities. Once the programme participants have been selected, senior mentors and their junior mentees meet at least three times in the space of three months. They manage their appointments and interactions via a Campus online platform. There are plenty of benefits associated with this type of scheme, which follows on from in-house training: compared with conventional training, it offers individual support and enhanced learning; it helps create a culture of continuous training through mentoring; and it helps to identify future leaders and retain talent. To date, 50 mentees have enjoyed support from 30 mentors.

CHINA

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FIND OUT MORE !



The 360° approach makes it possible to compare the view a person may have of themselves with that of their professional circle: their manager, peers, and employees. When applied to a manager, this method highlights their management skills, including those skills they need to develop, and helps them to take a step back from their role. By way of example, more than 25 people have been trained in the 360° approach in response to feedback from the Excellence* programme.

**Group talent development programme.*

An online HRM* learning module for managers



Lack of knowledge of personnel management processes involves certain risks, such as costs associated with litigation or reputational risk. Veolia in the United Kingdom has therefore decided to offer all its managers a learning module to support them in the day-to-day management of their teams. Combining e-learning and classroom-based learning, the People Management Upskilling programme provides answers to the most common HR questions: “How do I conduct an annual review?”, “How do I deal with an employee in the event of disciplinary proceedings?” or “How do I recruit without discrimination?” With 1,820 managers having taken this training course already, the initiative has been a success.

UNITED KINGDOM

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*Human Resource Management.

Developing the leadership skills of high-potential employees

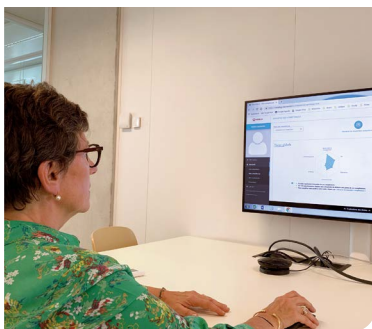
Given the difficulty of attracting highly qualified staff, Sofiyska Voda in Bulgaria has developed the *Talents* programme, which aims to identify high-potential employees within the company and prepare them to



move into key management positions. Support is delivered by an assessment and development centre which is initially responsible for assessing participants’ skills in terms of leadership and management, and then for devising a three-year individual development plan that includes specific training. The programme involves three groups of employees: current high-potential managers, employees who are preparing to move into strategic roles, and others identified as future managers and who need this support to prepare for important roles in the company. Ten Talents have already been promoted to key management positions as a result of this programme.

BULGARIA

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Managers play an active role in their career development with “Mon DIAG”

Since 2018, managers at Water France activity have been able to assess their skills themselves using “Mon DIAG”, an intuitive online self-diagnostic tool. One of the purposes of this tool is to identify and anticipate the type of skills that the company needs to develop or acquire over the next few years, so that it can define better-targeted training programmes that more accurately reflect reality and individual needs. “Mon DIAG” also facilitates mobility, thanks to a clearer understanding of the available profiles and skills. The tool has already been tested by a pilot group of 341 managers, who say they are satisfied with it as a way of playing an active role in their career development.

FRANCE

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➤ Talent and skills development

(SPECIAL JURY PRIZE)



WIL MAKES LEADERSHIP WOMEN'S BUSINESS

In 2014, Veolia in the United States set up the Women in Leadership programme to address the challenge of increasing the number of women in management. It was so successful that it has now been rolled out internationally.



The Women in Leadership (WIL) programme is a coaching scheme that aims to create career opportunities for women managers and provide them with key pointers for

accelerating their career development. Lasting nine months, it involves three areas of focus: internal visibility, business acumen and personal effectiveness. What makes the concept so original is the commitment from managers, who also take part in coaching sessions.

The programme was first picked up in the 2017 HR Initiatives campaign and is now being offered in a large number of countries. More than 240 women and the same number of managers have already taken part in the WIL programme, 50 women have been promoted in Veolia North America, and in the United Kingdom, 29% of executive positions are now held by women. In addition to these results, WIL also has a positive effect on managers, who have a greater appreciation of the benefits of gender diversity and equality in the workplace.

Testimony



Amandine Racle
International Training Programmes
Director

"The Women in Leadership programme addresses the issue of increasing the number of women in management. We began rolling out a pilot WIL programme in 2017 in Europe, Africa and the Middle East. This stage was conclusive, with a very high satisfaction rate, allowing us to confirm the validity of the approach. And the good news is that Latin America and Australia have also just adopted the programme."

WIL helped me to identify the value I could create for myself and for Veolia. I was able to think about the next stage in my career. In fact, shortly after following this programme, I was able to move into an international position."

Laura Arias
Program Director - Business Development
Center of Excellence

UNITED STATES

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(DOUBLE SCORE)

SKILLS + COHESION



Two years ago, Veolia Human Resources in Colombia had the offbeat idea of putting forward an internal challenge for the headquarters teams. Inspired by the famous Tour de France, the *Tour de Veolia* aimed to break learning codes, encourage teamwork and strengthen internal teambuilding. Over the course of a month, six multidisciplinary teams competed in seven themed stages (including safety, communication, strategy, human resources, techniques, and technology). In addition to the challenges, there were rewards (coloured jerseys) for each stage, in keeping with the French cycle race. It was so successful that Veolia Colombia plans to roll it out across the country.

.....
COLOMBIA 
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COHESION + SKILLS



Somei, an IT subsidiary of the Société des Eaux de Marseille was able to solve the conundrum of how to balance the need for IT skills with making it easier to recruit people with disabilities by joining HUGo (Handy-You-Go), a network that includes a further 13 specialist new technology companies that are part of the economic fabric of Marseille (France). The network has designed a work-study computer engineering training course aimed at people with disabilities, who alternate their time between the company and a major engineering school. Somei quickly welcomed its first work-study student for a period of 24 months, a career-changer retraining as an engineer and in the second year of a Master's in Computer Engineering. This initiative demonstrates that new technologies offer a wide variety of business lines where disability could be better accommodated.

.....
FRANCE 
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SOCIAL RESPONSIBILITY, DIVERSITY AND COHESION



Many of Veolia's initiatives around the world fall within the scope of corporate social responsibility, diversity and cohesion. Whether promoting social equity, fighting all forms of discrimination or encouraging community outreach, these initiatives embody part of our corporate purpose. They are useful in terms of developing the company as a whole as well as being meaningful for employees.

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 A solidarity fund to help underprivileged employees

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 Welcome and integration of refugee populations

➤ Social responsibility, diversity and cohesion

(WINNER)

COLOMBIA

RECONCILING SOCIAL INTEGRATION AND ENVIRONMENTAL PROTECTION



In 2018, Veolia teams in Cartagena, Colombia, created the “Environmental Observers”, a job role aimed at employees suffering from health problems who are no longer able to perform their duties.

How can we enable employees to maintain some kind of professional activity, stay in touch with the company and feel useful, despite having health problems? This is a human problem to which Veolia Colombia wanted to respond by creating environmental observers with a mission to maintain and spruce up waste collection points, clean up green spaces and prevent fly-tipping.

Once they have been identified by Human Resources, employees with health problems undergo a full medical review before being trained in the new role of environmental observer. Employees are given support to work in contact with local residents, who are educated on good waste disposal practices by Veolia teams.

As well as offering sick employees the opportunity of switching career, this initiative benefits the local population directly, making it a win-win project. In fact, residents say they are satisfied with the maintenance of the collection points and notice a positive impact on the cleanliness of their neighbourhood.

Seven operators have moved into environmental observer positions since this practice was introduced. These employees also say that feeling they are once again useful to the company – and to society – makes it easier for them to deal with their medical treatment.

.....
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« *The role of the environmental observers is important to the community as it helps to raise residents' awareness of the need to protect their living environment.*



Scalable idea

Reconcile the social and environmental aspects

of a project by helping employees in hardship to integrate and protecting resources.

Interview with...



Sindy-Paola Perez Nieto
*Head of Quality, Hygiene,
Safety and Environment*

How did the idea of environmental observers come about?

The idea came from our employees themselves! Despite their health concerns, they wanted to work to remain active and to feel useful to the company as well as to the public.

How are these volunteer employees monitored from a medical standpoint?

We ensure close medical monitoring. In addition to the initial medical assessment, which allows us to confirm that employees are able to become environmental observers, we repeat this assessment every six months and compare it with the previous reviews.

What are the next steps in this project?

We are firmly committed to the circular economy. We will therefore be opening collection points for recyclable waste which will be operated directly by Veolia in Cartagena. Organic waste will also be reused to improve green spaces.

➤ Social responsibility, diversity and cohesion

(SIMPLE AND EFFECTIVE)

AN ETHNIC DAY AT THE PLANT TO CELEBRATE DIVERSITY



Of the headcount at the Hangzhou recycling plant, 20% alone are from 11 different ethnic minorities, mostly from remote mountainous regions. To curb a high level of turnover and strengthen cohesion, management arranged an Ethnic Day at the plant, where teams shared regional dishes and wore traditional outfits. The day was captured in a large number of drawings.

CHINA

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LEARNING AND RELAXATION ON THE MENU!



The “Lunch & Learn” concept was developed by Veolia Japan to strengthen the culture of learning. Employees eat lunch together while they learn. Following an initial meeting in 2019

on the topic of “Creating a fair working atmosphere in a diverse environment”, the initiative will be extended at the national level.

JAPAN

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A “GREEN” COMPETITION TO EDUCATE EMPLOYEES ABOUT THE ENVIRONMENT



Veolia Aguas de Monteria has held a “green” competition, Feria Verde, for its employees since 2015. The competition provides employees with the opportunity to make items with reusable materials that they exhibit to the public and a panel of employees. This initiative showcases their efforts as regards the environment and in transforming waste into everyday objects. The best creations are rewarded according to three criteria: innovation, functionality and environmental impact.

COLOMBIA

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EMPLOYEES GIVE THEIR CLOTHES A NEW LEASE OF LIFE



Every spring, the Veolia foundation in the Czech Republic organises a clothing collection from its employees. Once sorted, the garments are sold in aid of a charitable association, to fund the reintegration of underprivileged people. The remaining garments are simply recycled into everyday objects in sheltered workshops. This is an initiative that gives pride of place to the circular economy.

CZECH REPUBLIC

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PREVENTING GENDER BIAS AT RECYCLING AND WASTE SOLUTIONS

Recycling and Waste Solutions in France has decided to take action against gender bias in the workplace, to combat a form of harassment which is not always easy to define.

GLOBAL APPROACH

A survey of Veolia employees in France conducted in 2016 on gender relations in the workplace revealed that 30% of female employees and 4% of male employees at Recycling and Waste Solutions said they had been victims of gender bias. The response selected by management and Human Resources calls for an holistic approach that is aimed at both women and men.



NATIONAL ACTION PLAN

Following the results of the survey, management sent a letter of undertaking to all employees. A working group of diversity and human resources advisors coordinated the implementation of communication tools (production of a booklet of best managerial practice), awareness tools (such as a poster campaign on gender attitudes), and a training programme (“Approaching working relationships between men and women with confidence”).

STATED OBJECTIVE

The aim is to raise awareness of the stereotypes at the root of gender bias and to sanction such conduct to ensure it is not repeated. The approach also provides managers with guidance on how to deal with this type of situation and the importance of taking all factors into consideration.

FRANCE

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A MOBILE APP FOR COMMENDING EMPLOYEES WITH JUST ONE CLICK

Veolia in the United Kingdom has designed VERA (Veolia Employee Recognition Application) as an online tool that can be used to acknowledge employees' efforts.



VERA has been spearheaded by the Talents team, who came up with the idea of commending employees who go above and beyond their remit or who spontaneously

assist a colleague. The app provides users with a range of thumbs up emojis to congratulate their colleagues with a single click, as well as sending them comments.

The project team ran an internal communication campaign to publicise the application and maximise buy-in for the tool. VERA was launched in 2018 and is accessible to all employees, as well as to customers and suppliers.

Half of all employees downloaded it in the first year, proving that the concept quickly hit the mark and also deserves an emoji!

UNITED KINGDOM

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➤ Social responsibility, diversity and cohesion

BE INSPIRED AND SHARE

A COLLECTIVE DYNAMIC FOR AN AMBITIOUS CSR

The nature of the group's activities makes it an important player in terms of social, societal and environmental responsibility in the geographical areas where it is located. This is demonstrated by the numerous initiatives by various entities around the world that benefit both regions and employees.



A club to make employee CSR projects a reality

The idea of creating a local CSR club came in 2016 from the management of Water France Méditerranée activity and a group of employees. Its mission is to provide support for any employee

who wishes to get a project with a social, societal or environmental dimension off the ground in the area. The club is run throughout the region and is administered by employees who make up the steering committee. All fields of CSR are covered, such as protection of the environment and biodiversity, disability, well-being, safety and the fight against exclusion. The proposed initiatives include arranging disability golf competitions that involve meeting golfers with disabilities and employee visits to schools to raise pupils' awareness of issues related to water. To date, nearly 90% of the projects put forward have been approved and rolled out. A booklet is also published every two years to showcase all these initiatives.

FRANCE

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COLOMBIA

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Mapa Humano, a project that leaves no-one behind

Ensuring that employees have good living conditions is important to Veolia in Colombia. In 2014, this led the company to implement Mapa Humano, a "human mapping" project aimed at identifying the socio-economic characteristics of employees to meet their needs in terms of access to public services and essential goods. Various services are available, with support from external partners: free legal assistance, agreements with stores for the purchase of household appliances, and housing assistance. As a result, employees are able to plan for the future more effectively by reconciling their personal and professional goals. A win-win project!

FIND OUT MORE



From CSR to Veolia's corporate purpose

The nature of Veolia's activities within the regions means it plays an active role in social, societal and environmental progress, with a mission to "Resourcing the world". The group has held this conviction for 160 years and it is exemplified in the group's corporate purpose. Illustrating how every employee is involved and can find meaning in what they do, the corporate purpose adds to the nine commitments made by Veolia in 2015, three of which focus on the development of the group's employees. These commitments are monitored at the highest level and involve HR teams on an ongoing basis, with a view to continuous improvement.

An ambitious CSR programme to serve the community



Let's Serve the Community Programme! Or how to prompt employees to give their time to serve the local population... This is the ambitious idea of the Human Resources department at Moalajah in the United Arab Emirates, where staff wanted to encourage employee action in the area of corporate social responsibility. The initial objective was to conduct at least one CSR-type activity per quarter. Initiated in 2018, the programme has already led to various charitable events (including a visit to a children's hospital and collections of money and clothing) and environmental protection efforts (planting trees, removing plastic bottles and cups within the company, and collecting paper). The ban on plastic has helped reduce the company's carbon footprint by 6.4%, while the number of volunteers is steadily increasing.

UNITED ARAB EMIRATES

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Taking local action to assist integration

Veolia Mexico's move in 2018 into the heart of Atlampa, a district of Mexico City known for its high level of insecurity, is first and foremost a demonstration of social inclusion and solidarity. By establishing a presence in the heart of a problematic area, Veolia Mexico wanted to develop a support and integration project for residents of this neighbourhood. Various events have been provided for them, such as workshops on Veolia's business lines with a view to assisting their professional integration, and discussions on safety with the aim of improving their living conditions. A drawing competition also provided the opportunity to involve children in this programme. This local relationship has helped in hiring five residents and improving life in the neighbourhood, while maintaining caring relationships with the community.



MEXICO

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A solidarity fund to help underprivileged employees

In 2018, the Human Resources department of Veolia in Ecuador gave fresh impetus to an outreach fund for employees. Created in 2008, the fund was initially supported by voluntary contributions from employees and was accessed by drawing lots. Intent on assisting its employees in the event of health or housing problems, funeral expenses or family emergencies, the company now pays a monthly contribution to match the amount paid by employees. This increase in the fund is particularly beneficial for employees living in substandard conditions and who, thanks to the support of volunteer colleagues, have been able to carry out work on their homes. The process of accessing the fund has also been strengthened with a social "georeference" tool that provides information on employees' living conditions and thereby identifies the most vulnerable. 495 grants have been awarded since the scheme was founded.

ECUADOR

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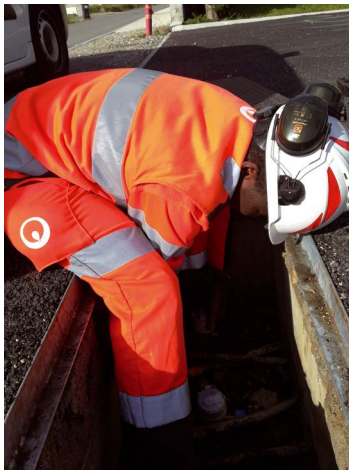
➤ Social responsibility, diversity and cohesion

(SPECIAL JURY PRIZE)



WELCOME AND INTEGRATION OF REFUGEE POPULATIONS

To alleviate some of the difficulties seen in recruitment, in 2018, the South-Western France Veolia Campus set up a project for integrating refugee populations into the workplace by means of apprenticeships.



The project, undertaken in collaboration with the prefecture of Hautes-Pyrénées and the charity Atrium FJT and in partnership with the Mission Locale young people's centre in Tarbes, has helped to hire three refugees on apprenticeship contracts. To maximise their chances of obtaining their vocational certification in civil en-

gineering pipeline construction, individual follow-up was provided by the Campus to identify organisations that might employ them, help them prepare for job interviews and improve their skills in French and mathematics. The objective is to help them obtain their vocational certification by 2020, possibly even with a view to securing a permanent contract.

FRANCE

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Interview with...



Jean-Marc Pastor
Head of Training
for Water France activity

"We went into this project to fulfil a dual objective: overcoming the difficulty in hiring for our operations business lines and providing a response, at our level, to the issues in integrating refugee populations."

« **T**he human dimension features strongly in this initiative, making it not just a groundbreaking project, but an exciting adventure".

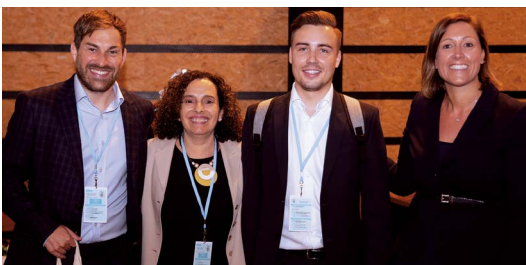
Barbara Landouar
HR Manager, South-western Water France activity



ALL PRE-SELECTED HR INITIATIVES ALSO AWARDED AT THE INTERNATIONAL HR SEMINAR



A big thank
to all participating teams
who made the 2019
campaign a success



Photos credit : Laurent Sigwald

➤ Index of initiatives

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