

# PLANET

#June 2018

#we are  
RESOURCERS

**Forum**

What does it mean to be a resourcer manager?

**Outfront**

The digital transformation, a resource to be nurtured...

**Gallery**

Rude, the resourceful design duo

**Explainer**

The professional trajectory by Veolia

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# THE POST



**Antoine Frérot**  
Chairman and CEO  
of Veolia

**April 19 General Shareholders' Meeting - "We are the heirs of the future!"** Our 2018 General Shareholders' Meeting represented a new step in Veolia's history. After 2017, which was an intense and successful year marked by a strong upturn in business and solid, profitable growth, this Meeting was an opportunity for the Group to look forward to the future and in particular the new sectors of activity that it is now preparing to meet the challenges of tomorrow's world. These new sectors concern either new forms of pollution, such as those that affect air quality, or resources that will become scarce in the future, such as food. As a complement to and in synergy with our traditional business lines, they will become additional sources of growth for Veolia in the long term. Our activities are gradually developing to respond to the new expectations of our age, enrich our expertise and create a smooth transition between emerging and mature business lines. Our areas of activity are part of cycles lasting several decades. Today, we are sowing activities that will reach maturity in 10 or 20 years. For all our successes, both today and in the past, are the result of long-term investment.

### May 15 Launch of the "Potable\* !" campaign - For Veolia, "Potable" means "Exceptional"!

Whereas drinking water represents an extraordinary challenge in many countries, in France the word "potable" is associated with something banal. To all appearances, what could be simpler than drinking water, and yet what could be more difficult to produce? Did you know that in Europe water must comply with over fifty parameters to be deemed

drinkable? We have chosen to place this paradox at the heart of our campaign launched in France in May. With a touch of humor, we wanted to show all the value that lies behind quality water and reveal the expertise and commitment of the 13,000 staff members in Veolia's Water business line in France, who strive each day to offer consumers irreproachable service. For them, and for Veolia as a whole, "potable" means "exceptional"!

### June 5 World Environment Day - "Beating plastic pollution"

Behind cement and steel, plastic is mankind's third most manufactured material. Its invention was one of the 20th century's major revolutions, to the extent that it has become indispensable in almost every area of daily life. Global production currently stands at 330 million metric tons and is set to quadruple by 2050. However, the plastics recycling rate is less than 10%, the sign of an economy that remains profoundly linear. When you realize that around a third of plastic packaging ends up in nature and, given its resistance, can take almost a thousand years to break down, urgent action must be taken! This year's World Environment Day has enlisted the public authorities, companies and citizens in this fight. Veolia's ambition is to reinvent the plastics market, incorporating it into the circular economy. To this end, we want to build a global plastics recycling and recovery sector to offer a credible alternative to virgin plastic. Our Group anticipates increasing its revenue fivefold in this activity to reach €1 billion by 2025. With over 250,000 metric tons of plastic recycled, Veolia is already one of the leaders on the European plastic recycling market.

\*playing on the double meaning of the word "potable" in French, which can mean either "drinkable" or "passable"

# CONTRIBUTORS



## Editor-in-chief Arthur Thoux

Internal and Regulatory Communications Director

I have always been convinced that what makes a strategy successful is the desire there is to implement it. So when we have a mission as great and demanding as Resourcing the world, along with community as engaged as Veolia's 168,800 members of staff, sparks are sure to fly!

This is what we wanted to express and consolidate with our new employer brand #WeAreResourcers. And that's what you'll find in this latest issue of Planet, which offers a behind-the-scenes peek at Veolia. With stories of people who see the world as it should be. And projects that show that with optimism, never giving up and always moving forward together, yes, we can Resource the world!

### Also in this issue

#### Isaac Getz

Leadership and Innovation Professor at ESCP Europe (Paris business school)

Ranked as the fourth most influential living author in the world in the field of management by FNEGE in 2016 (according to a survey conducted among 1,600 French managers), Isaac Getz was Visiting Professor at Cornell and Stanford Universities before teaching at ESCP Europe (École Supérieure de Commerce de Paris). Heading up numerous research projects into subjects linked to innovation, creativity, organizational transformation, employee involvement, corporate liberation and liberating leadership, he has studied over 300 companies in 30 countries. An international speaker and co-author of the work "Freedom, Inc." (2009), published in a dozen countries, he is the man behind the corporate liberation movement in France, a theme that he tackles in his latest book, "L'entreprise libérée !" (The liberated company!), published in 2017.



#### Rude

A graphic artist and designer duo

Since they met in a London design agency in 1998, Abi & Rupert Meats have joined forces both personally and professionally. Ten years ago, they took over a chocolate factory in the Stoke Newington district and turned it into their design, illustration and animation studio. Seasoned graphic designers, their passion for prints initially inspired them to launch a collection of screenprinted T-shirts and open a concept store "Let's make T-shirts." The street brand Rude was launched. Then Rupert specialized in hand-drawn typography and bespoke works of art, while Abi developed an Animation department. Twenty years later, British Airways, Absolut, Transport For London, the Royal London Hospital, the BBC, the Tate, the National Theatre, the Science Museum, Amnesty International, Carnaby, Veolia, London Zoo and WorkSpace have adopted the Rude attitude.



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AUGUST 26-31, 2018 - STOCKHOLM (SWEDEN)

WORLD WATER WEEK

# "WATER, ECOSYSTEMS AND HUMAN DEVELOPMENT"

EXPERTS, PRACTITIONERS, DECISION-MAKERS, ETC. FROM DIFFERENT SECTORS AND COUNTRIES WILL EXCHANGE THINKING AND SOLUTIONS TO FIND ANSWERS TO THE MOST PRESSING WATER CHALLENGES.



[HTTP://WWW.WORLDWATERWEEK.ORG/](http://www.worldwaterweek.org/)

# TRENDS



6/7

€10 M

Facebook is going to invest an extra €10 M by 2022 to accelerate the development of artificial intelligence in France.

3

Google counts three basic research centers for artificial intelligence worldwide. Following on from Mountain View (California) and Zurich (Switzerland), the Paris center opened its doors in March 2018.

8.7

According to recent estimates, our planet counts almost 8.7 million species of plants and animals; 86% of terrestrial species and 91% of marine species remain to be discovered.

Source: "Census of Marine Life" study conducted by Census of Marine Life researchers

80%

In its natural state, 80% of the biomass available on land areas is contained in the soil. Earthworms alone represent between 1 and 4 t/ha. Intensively farmed soils do not contain more than 200 kg of biomass per ha.

Source: IPBES, the Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services

120,000

There are almost 120,000 protected natural areas around the world, covering a total surface area of 19.6 million km<sup>2</sup>. This represents 1/5<sup>th</sup> of land masses or almost twice the size of the European continent.

Source: HAL – Open archives

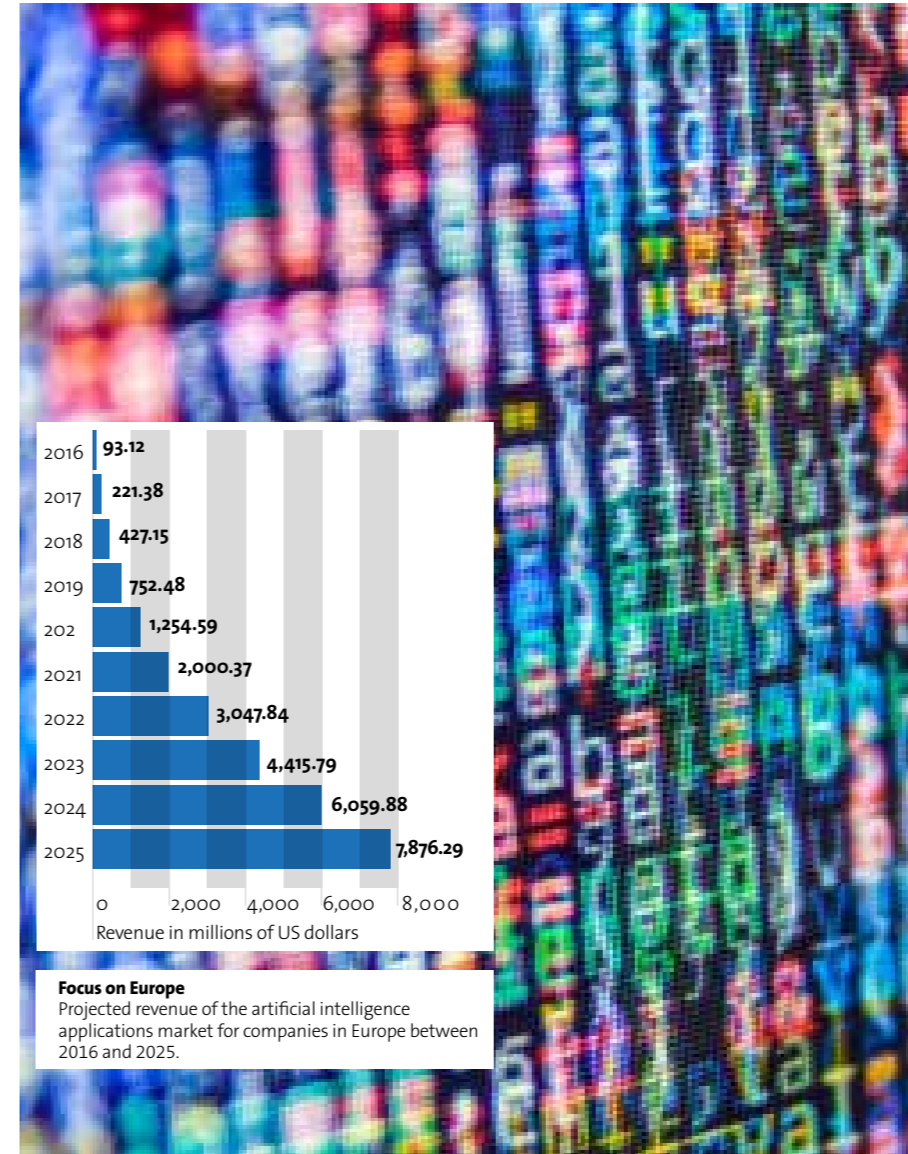
## 2018 World Environment Day dedicated to beating plastic pollution

Given the environmental urgency on a global scale, 2018 World Environment Day looks to lastingly combat the scourge of single-use, non-recyclable plastic pollution. From political decision-makers through citizens to business heads, everyone must combine their efforts to develop the alternative practices required to meet this imperative. This year, India will host WED on June 5. A symbolic choice that encourages the country to make an even stronger commitment to recycling waste. The Indian government, which has made public hygiene a national priority over the past decades, is also looking to take advantage of the event to raise environmental awareness among citizens: large-scale cleaning operations are being deployed for the occasion in public spaces, forests and coastal areas.



## Young people increasingly vulnerable to occupational risks

The human cost of deaths due to a workplace accident or occupational disease worldwide — over 2.78 million deaths per year — is substantial and the International Labor Organization (ILO) estimates that the economic burden of poor occupational health and safety practices represents 3.94% of global GDP each year (2,990 billion dollars). The data also reveals that for young workers (aged 15-24), the risk of being the victim of a workplace accident or occupational disease increases by 40% compared to older workers. The key event in the ILO's preventive arsenal, the World Day for Safety and Health at Work ("Safeday"), organized every April 28, came together in 2018 with the World Day Against Child Labor (WDACL) in a joint campaign to improve the health and safety of young workers.



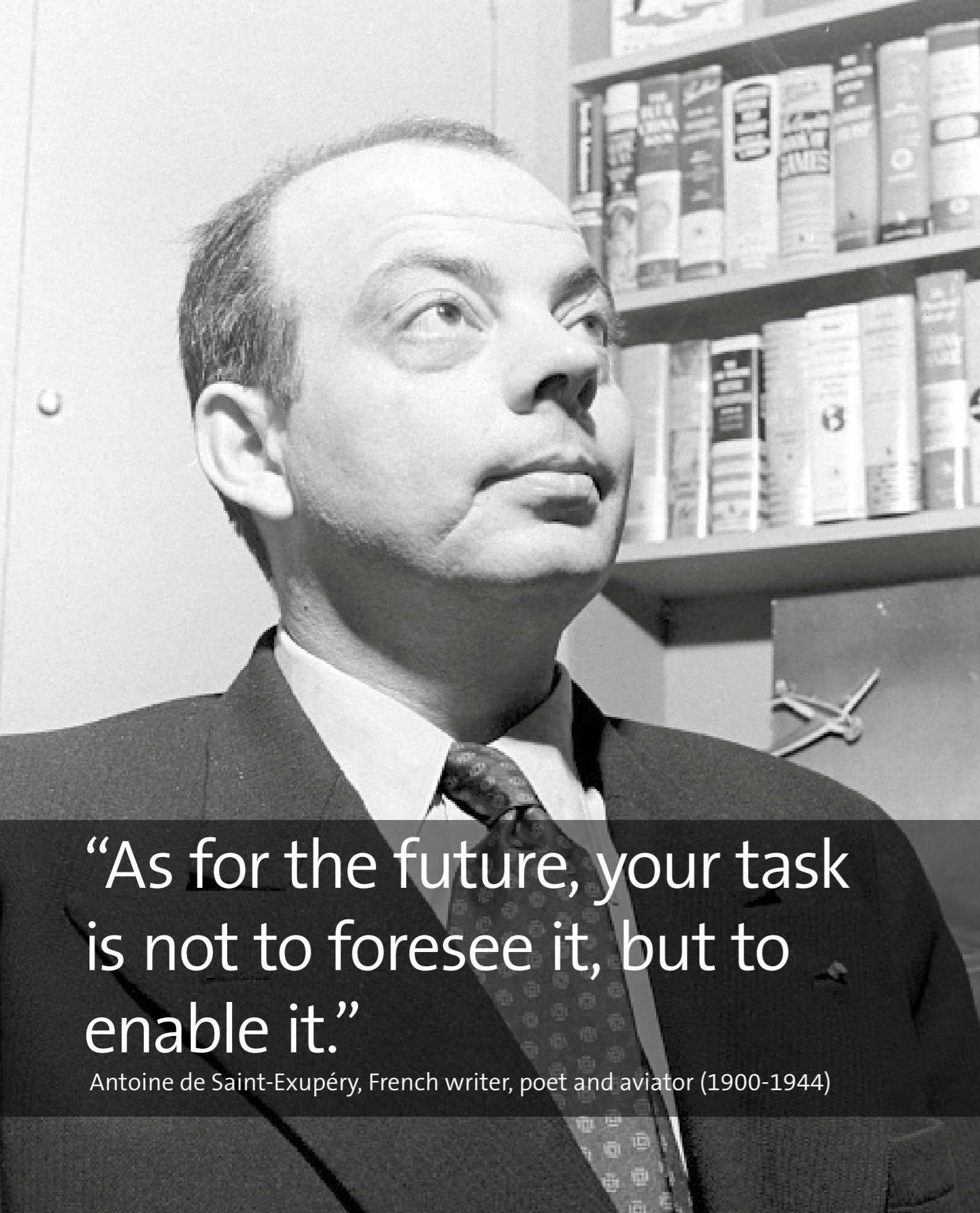
## Artificial intelligence has already transformed the working methods of three out of four companies

The global "Leadership in the Age of AI" study reveals that using algorithms is already a firm fixture in companies, from email management through forecasting clients' purchase intentions to optimized legal document processing and customized advertising targeting. The rise of artificial intelligence has already changed how they work.

## Appealing companies: future graduates' criteria

How do Generations Z and Y and millennials view the working world? What are their expectations regarding their future employers? The ranking of engineering and business school students' favorite companies drawn up by the Swedish firm Universum\* offers some insights. After the prospect of high earnings, which remains a strong expectation in most countries, different criteria emerge as priorities according to location. Among engineering students, innovation tops the criteria of choice in Canada, India, Great Britain and the United States. In Brazil and China, companies known for providing good career advancement opportunities take precedence. In Italy and Japan, companies offering motivating work are popular. In France, ethical criteria have become more important in 2018. It is worth noting that this year Veolia has moved up into the top third of Universum's ranking. The latest survey conducted by the firm Deloitte\* among millennials also highlights the importance of ethics in this young generation's professional choices. They believe that a company should be evaluated not only on its financial performance but also the way that it develops its talent, treats its clients, and helps to change society.

\*Sources: Universum (<https://universumglobal.com/rankings>), survey conducted among 290,000 students in the world's twelve most developed economies, and Deloitte, "The 2016 Deloitte Millennial Survey - Winning over the next generation of leaders"



“As for the future, your task is not to foresee it, but to enable it.”

Antoine de Saint-Exupéry, French writer, poet and aviator (1900-1944)

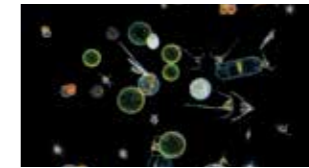
# INSIDE

## SATAWAD, A MORE SECURE AND MOBILE DIGITAL ENVIRONMENT

The SATAWAD (Secure AnyTime, AnyWhere, Any Device) project aims to accelerate the development of collaborative tools available to Veolia employees and make their working environment more mobile and agile within an extremely secure infrastructure. Protection against cyber attacks represents one of the major challenges of the digital transformation that the Group is undertaking. The project's rollout across all of the divisions at headquarters should be completed by summer 2018, before being extending to all members of staff by the end of 2019. Active preparations are underway in the business units for the move to SATAWAD, and some of them have already begun migrating to the new environment.

### Telex

Research from the Tara Oceans expedition, supported by the Veolia foundation, has been published on two occasions in *Nature Communications* magazine. Collecting plankton samples from the globe's oceans has made it possible to analyze over 100 million genes, over half of which were previously unknown.



### Ringsend wastewater treatment plant

in Ireland is undergoing a vast infrastructure modernization program to meet Greater Dublin's needs. Within the framework of a partnership with Irish Water, Veolia is participating in this large-scale renovation costing 80 million euros.

### In Northampton,

the borough council has awarded Veolia a ten-year contract worth some £130 million. It involves collecting waste and recycled materials, street cleaning and providing maintenance services for municipal areas.

### ACWA Power, Veolia

and Dhofar International Development & Investment Holding SG (DIDIC) will develop the Salalah Independent Water Project (IWP) for the Oman Power and Water Procurement Company (OPWP). This will be the first autonomous seawater desalination project in the Dhofar Governorate.



## VEOLIA IS COMMITTED TO INCREASING THE NUMBER OF WOMEN IN ITS ACTIVITIES

Veolia is committed to guaranteeing gender parity at work and encouraging gender equality within its teams. The Group has therefore set itself the target of achieving 30% female managers by 2020. It is also involved in initiatives encouraging female employment, such as "Girls on the Move Week" launched in line with International Women's Day by the association Elles bougent, of which it is a partner. To mark the occasion, female staff members from 22 of the Group's entities spread over ten countries on four continents presented the technical and scientific aspects of their work to one thousand female pupils and students aged between 12 and 24.



DuPont has signed a contract with Veolia to modernize, run and maintain the central technical services' infrastructure for its Richmond plant in Virginia (USA).



## THREE PRIZEWINNERS FOR THE STUDENT SOLIDARITY AWARDS

In June 2018, the Veolia foundation will distinguish three projects championed by higher education students in the following fields of action: humanitarian emergencies and development aid, social cohesion and pathways toward employment, and the environment and protecting biodiversity. This award will allow the three prizewinners, whether they are based in France or abroad, to promote their work and consolidate their projects through the patronage of a Veolia staff member and subsidies.

# INSIDE



## CAMPUS VEOLIA, A MULTICULTURAL EXPERIENCE

To strengthen teamwork and sharing best practices within the Group, the Campus Veolia is linking two international training programs — STREAM and NEST. The first is aimed at Asian managers, while the second is for their Northern European counterparts. Both schemes fall under the human resources policy designed to develop skills through an intercultural and inter-sector approach. Discussions between participants have already improved the understanding of their respective activities and strengthened networking between zones.

## A MOOC to find out all about ecological engineering

Remediating the degradation and pollution of terrestrial and aquatic ecosystems, improving and diversifying the services provided by agricultural and urban ecosystems, etc. Ecological engineering is distinguished by its reliance on solutions based on living organisms. Following the success of a first MOOC on the subject in 2017 — which garnered over 11,000 registrations, the Virtual University for Environment & Sustainable Development (UVED) launched a second course in April 2018. Supported by the Veolia foundation, this free program calls on the skills of 28 renowned experts. It is aimed at professionals from local authorities, design offices and companies, as well as individuals.

[https://www.uved.fr/fileadmin/user\\_upload/Documents/pdf/Fiche-MOOC\\_IngEco.pdf](https://www.uved.fr/fileadmin/user_upload/Documents/pdf/Fiche-MOOC_IngEco.pdf)

### Telex

In the English town of St Helens near Liverpool, a high-tech site dedicated to glass recycling has been established thanks to the combined efforts of Knauf Insulation and Veolia. At the end of a scrupulous treatment process, 60,000 metric tons of glass will be transformed each year into energy efficient insulation.

Georgia Renewable Power (GRP) has tasked Veolia with managing two new sites in Georgia (USA), which will be operational as of 2019 and treat 500,000 metric tons of biomass each year. Veolia already runs the Lumberton site in North Carolina with GRP, which specializes in transforming the waste generated by poultry manure into energy.

Intel, the world's leading semiconductor manufacturer, has once again given Veolia the Preferred Quality Supplier – PQS award for 2017. This distinction recognizes the achievement of high performance targets in terms of continuous progress and quality.

The Veolia foundation is using its expertise in access to water and sanitation on behalf of the new Loumbila Multi-Purpose Training Center in Burkina Faso, funded by the Monacan Red Cross and directed by the Burkinabé Red Cross.

## AI AND NEW CITIES: CONSIDERING THE DIGITAL TRANSFORMATION OF THE URBAN FABRIC

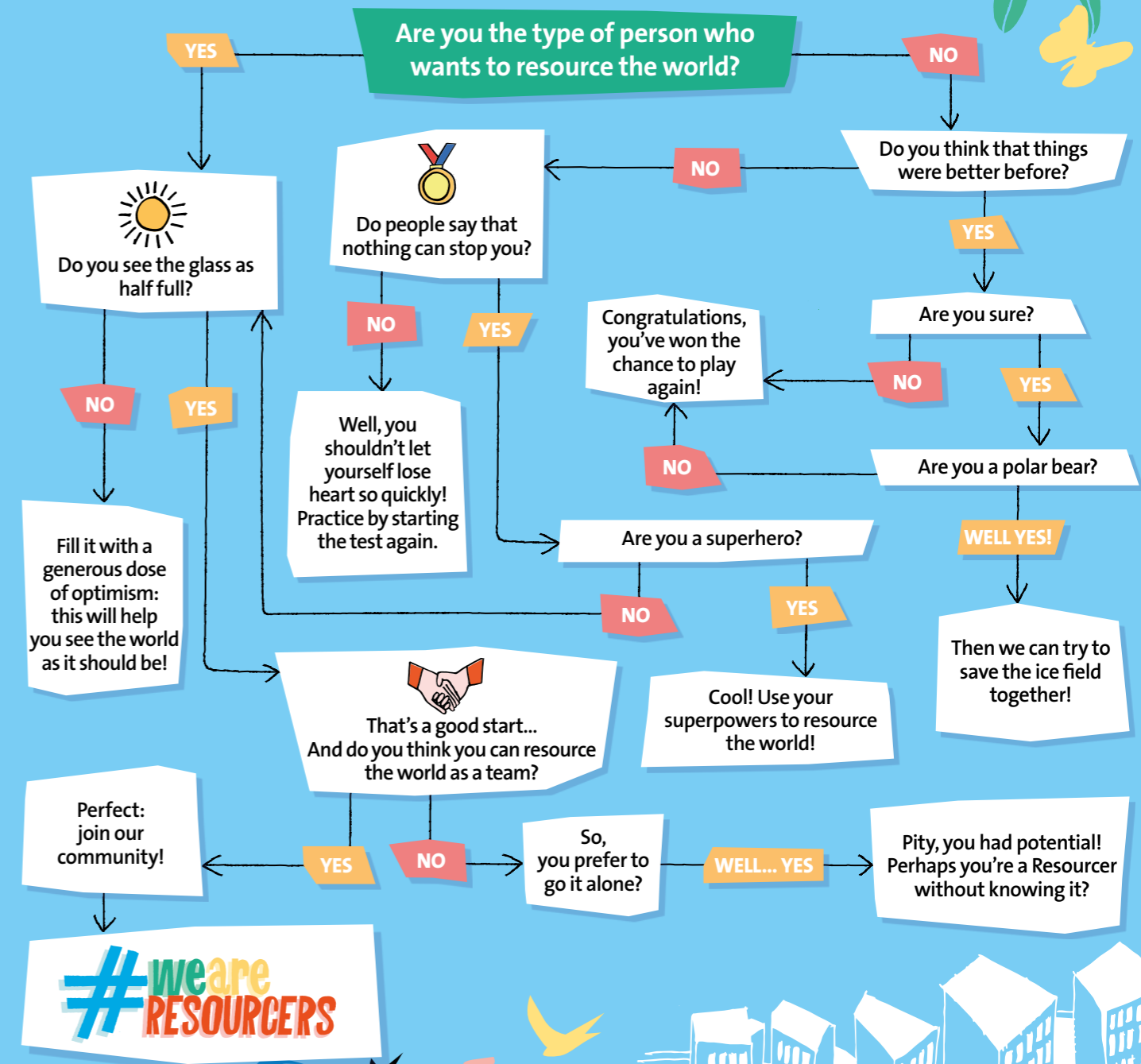
To offer a better understanding of artificial intelligence's (AI) role in transforming the urban landscape, a debate was held in February 2018 at the Veolia Institute's initiative in partnership with The Future Society, a non-profit think-and-do tank. In order to start thinking now about the model that will allow us to meet this challenge, four contributors took the floor: Nicolas Miaillhe, President of The Future Society, Mathieu Saujot, coordinator of the Linking the digital and ecological transitions initiative at IDDRI, Julien Hendrickx, Professor at Leuven School of Engineering, and Claire Falzone, Managing Director of Nova Veolia, a subsidiary dedicated to developing innovative services.



## Helping the most vulnerable to join the labor market

In the United Kingdom, Veolia helped set up an urban cleaning training institute that offers unemployed people most excluded from the job market the opportunity to join a six-day training program. The beneficiaries are also coached in sitting for job interviews. This promising initiative enabled 35% of the participants in the training program in 2016 to find stable employment.

# ARE YOU A RESOURCER?



At Veolia, we like to go beyond first impressions. To come up with solutions where others see problems. We are united by our attitude: **we are optimistic, we never give up, and we move forward together.** **Resourcers are optimistic.** They transform problems into opportunities and come up with innovative solutions to meet the challenges that surround them. **Resourcers never give up,** they demonstrate tenacity, determination and commitment. They never stop until they have found the solution. **Resourcers always move forward together.** They are open to the world and to others. Their ability to bring people together enables them to form a strong, united community.

# Optimistic, determined, collaborative... What does it mean to be a resourcer manager?

## We meet Jean-Marie Lambert and Isaac Getz.

12/13



**Jean-Marie Lambert**  
Senior Executive Vice-President,  
Human Resources Veolia



**Isaac Getz**  
Leadership and Innovation  
Professor at ESCP Europe  
(Paris business school)

*Over and above his expertise, the way in which a manager behaves and works is a source of inspiration for their team. At Veolia, this behavior is based on three fundamentals: “We are optimistic,” “We never give up,” and “We move forward together.” This is showcased in the Group’s new employer brand campaign. How can this attitude be embodied and shared on a daily basis in the company? A dialogue.*

**The #WeAreResourcers campaign showcases the distinctive attitude demonstrated by Veolia staff: “optimistic, determined, collaborative.” How has it been received internally?**

**Jean-Marie Lambert:** The campaign was an instant success among the Group’s younger generations, whatever their position. Today, when we see how it is attracting attention on social media, the way in which everyone communicates and talks about their job very simply through videos, we see that it is working well. And that in the end even the most skeptical are won over. Like any good communication campaign, it only works if it has an impact on the social fabric and corresponds both to a given moment and a vision of what we want to do. Over and above motivating senior management, what interests me is getting the staff on board. If they embrace it, management will follow.

**Isaac Getz:** Seen from the outside, if the Group wants its staff to embrace the corporate vision, i.e. “resourcing the world,” they have to be able to work in an environment conducive to this: taking action and responsibility must be facilitated if this vision is to become a reality. The manager plays a key role in this. If they don’t do the work that feeds their staff’s basic psychological needs, you may as well forget any contribution to this vision from staff.

**Which managerial practices should be adopted to encourage a sense of initiative in the company?**

**I. G.:** Whatever the company, managers must abandon traditional impulses to control members of staff. Instead, they should put themselves at the service of their teams and create the conditions that enable employees to decide for themselves the best thing to do. In other words, create an organizational environment that treats employees with respect, makes it easier for them to fulfill their potential, and allows them to manage themselves. This suggestion is not theoretical but the result of observing hundreds of companies of all sizes and across all sectors that have adopted this approach, some for several dozen years. Managers are sometimes unsettled by this transformation, because in this new model, rather than directing and controlling, they are being asked to trust people and give them responsibility. Of course, some managers embrace this transformation and choose to become “resourcers,” facilitators, coaches... But the majority hesitate, or even refuse. You must then offer them support, training, coaching or any other alternative to advance in the company that will allow them to move in this direction.

**J.-M. L.:** We have gone from a time when secrecy and discretion determined power, with the

**“We are moving into management via support and acknowledgment.”**

Jean-Marie Lambert

...

... obligatory traditional communication channels — an internal magazine, a “central body” and memoranda — to a situation where employees have access to an unequal level of information and are developing an unprecedented analytical ability. All the same, they expect both to be allowed to take part in decision-making and for senior management to make the decisions. We therefore have to change the way we function and move into innovation management, which is more demanding than before. I’m thinking, for example, of the approach initiated by Veolia’s CEO for the future strategic plan. It’s now a matter of expanding the previously confidential thinking to discussions with executives beyond the Top 500 (Ed.’s note: the Group’s 500 senior managers). We’re not burying our heads in the sand, we must successfully manage three kinds of innovation: that of which we are on the receiving end, that to which we agree, and that which we initiate. It’s far from simple, because this involves shaking up management’s genetic code. Some are ready, others less so. The key is to steer the transformation with people who inspire confidence across the whole social structure and at all levels of hierarchy.

**In this respect, do imperatives such as integrating the digital innovation and meeting the needs and expectations of up-and-coming generations involve profound changes to the managerial culture?**

**J-M. L.:** As long as it’s working, there won’t be any opposition. Staff expect these tools to make their lives easier. They won’t forgive us if the new collaborative tools that we put in place with the program don’t work! But tools don’t make the company’s HR policy. This requires new training for the teams, and management is ready to facilitate this change. Bit by bit, we are moving into management via support and acknowledgement. This entails Veolia organizing staff creativity at every level. If the Group wants to move forward, it must be able to take advantage of the vast innovation work carried out on the ground. This means adopting clear strategies, not just on a Group level but also in the business units. This also means providing sufficient human and material resources to win staff over. We must be able to offer alternative positions to those whose jobs are going to disappear and train others in the professions of the future. Take the plastic waste recycling market, in which Veolia is involved. To win this market, we must be credible in three or four years in terms of human resources. It’s through innovation that we are going to be able to improve our core business. That’s where people will be waiting to pounce on us! We have started to thoroughly change the Group’s training policy, focusing more on

**“Whatever the company, managers must abandon traditional impulses to control members of staff.”**

Isaac Getz



forward planning with respect to jobs and skills.

**I. G.:** Digital practices are only contemporary tools. They are reinventing learning methods and sometimes smoothing interactions between members of staff and their managers. However, if they are not based on trust, working relationships will stay the same, along with the unwillingness to collaborate. On the contrary, if the manager works to serve their teams, these teams are going to make the most of digital tools to collaborate with each other.

**How does the Resourcers’ commitment and performance take concrete form? What inspiring initiatives would you like to share?**

**J-M. L.:** Lots of members of staff need to express themselves externally, in every way possible, and take part in social and humanitarian actions, etc. We must be able to tap into this underexploited source of individual creativity and not miss out on interesting ideas, opinions and views. Veolia must at all costs enrich the jobs and the content of the missions, so that everyone finds something to interest them and develops solid, motivating and engaging projects that they can have a stake in. Tomorrow’s manager must provide meaning. Even though — as shown by the Social Initiatives brochure — employees haven’t waited to get involved, whether in the area of training, social responsibility, health and safety, help with reintegration, etc. The whole point of this compilation is to encourage best practices across the Group and make people want to duplicate them.

The #WeAreResourcers campaign also provides a way of formalizing these practices that had been rather scattered up to that point. I expect management all around the world to be inspired by it and take a daring approach.

**To what extent is the “Resourcer” attitude, as defined by Veolia, in line with your concept of a “liberating leader”?**

**I. G.:** I would specify that a “liberating leader” is the head of an operational entity — a Business unit, subsidiary, etc. — who initiates a transformation approach, which I call “liberation,” across their entity. From then on, everyone has the responsibility of doing something that they believe is in line with the company’s vision. This boss sets up a new organizational mode: new structures and new organizational practices, including managerial ones. Neither a manager nor an HRD can transform the company’s organizational mode; it’s not their remit. However, an HRD can help the liberating leader by providing them with their training expertise and supporting the managers, for example. On the whole, HR experts can become Resourcers, too. In particular, they can help review the manager recruitment and promotion practices: it is no longer a candidate’s performance and expertise that take precedence, but their ability to serve teams and help them advance.

**The outlines of the “liberated company’s” organizational mode are “borderless.” On a global scale, do you think that we have to take into account cultural**

**and economic differences from one country to the next to adjust their approaches?**

**I. G.:** It’s good to specify that we are talking about an organizational mode and not a model. It’s organic and therefore takes shape within the context of specific cultures and over time... In big groups, there isn’t an organizational model either. With their staff members, they have to co-construct an organizational mode distinct to their specific cultural context. The liberated company is a philosophy, the belief in human beings who prefer freedom and responsibility to control and subordination.

**“Resourcing the world” implies coming up with solutions and creating synergies between sectors. How can Human Resources support managers in achieving these goals?**

**J-M. L.:** The “Resourcing the world” promise was quickly understood by management. Staff really grasped the idea that it gives meaning and perspective to the company’s strategy. Besides, Veolia’s Executive Committee totally supports the campaign, which sets the example. Another sign is that the “cooperation” aspect has more weight when assessing senior management. And this performance is beginning to boost the Group’s indicators... All this creates an important feeling of solidarity. Today, my focus is not so much the perception of Resourcing the world, or the need for change and the actions to be carried out, but rather consolidating them on the ground by relying on everyone involved. ■

**“The ‘Resourcing the world’ promise was quickly understood by management. People really grasped the idea that it gives meaning to the company’s strategy.”**

Jean-Marie Lambert



## SPOTLIGHT

Whatever their area of expertise, sector of activity or the country where they work, Veolia's 168,800 members of staff help "Resource the world" every day. These optimistic workers never give up and always move forward together. They see the world as it should be and not just as it is. They form the "Resourcers" community.

## Meeting Resourcers around the world



### Lisa McKenzie

Strategy Manager, Water - United Kingdom

### Wastewater? I see a source of energy!

Lisa McKenzie demonstrates great determination and nerves of steel, traits particularly forged by her experience as a reservist in the Royal Air Force. Since 2014, the young British woman has found herself on the frontline dealing with the logistical challenges of the new Seafield wastewater treatment works, the largest in Scotland. Since its transformation, this site, which serves 800,000 people per day, has optimized its environmental performance.

For Lisa, the staff who work at the site are characterized by their attitude — a blend of perseverance, team spirit and methodicalness. This proves advantageous in finding solutions when faced with extremely difficult and unexpected situations.

### Zouhir Boudi

Site Manager, Waste Recycling & Recovery - France

### A trash can? I see valuable materials!

A young site manager for Veolia's Waste Solutions activity in France, Zouhir Boudi works every day alongside the retailers in Les Terrasses du Port, a shopping mall that opened in Marseille in 2014. With perseverance, he takes an educational approach to raising their awareness of the different recycling steps. Concrete actions, such as collecting organic waste from restaurants using a mobile biowaste cart, encouraging retail chain staff to pre-sort their waste and correcting everyone's little mistakes, have put recycling firmly at the heart of the shopping mall.

Thanks to Zouhir, 75% of the waste produced on the site is now recycled, making Les Terrasses du Port a benchmark shopping mall from an environmental perspective.





**Sandrine Castano**  
Head of interventions, Water - Easter of France

**A mere technical tool?  
I see an opportunity to work  
better together!**

Designing an unprecedented smart water management system was the challenge met by Sandrine Castano, who heads up Veolia's Hublo supervision center. Developed for the Lyon Metropolis four years ago, this mapping system allows you to see all the data concerning the water service continuously in real time. Thousands of sensors attached to facilities offer an ultra-simple interface. It makes it possible to detect leaks in real time, avoid additional costs, better target responses and limit waste. While Sandrine is proud of the benefits that this tool offers the local authority, she also appreciates the openness that it has created between the different sectors, consolidating teamwork and improving response times.



**Robert Menzer**  
Manager of Berlin-Brandenburg's agency - Germany

**Commercial waste?  
I see biofuel!**

Eight years ago, Robert Menzer was given the ambitious project of renovating a factory that had been abandoned for years and transforming it into a site dedicated to alternative energy. Now Manager of the Berlin Brandenburg subsidiary, where he supervises six sites and 170 employees, Robert drew on his management and on-the-ground experience to prepare this plant for its new lease of life on its acquisition by the Group in 2010. The specific requirement running throughout the project was to generate new solutions using few economic resources. The plant now produces biofuels using commercial waste and sawdust, which represent a sustainable alternative to fossil fuels such as coal. For three years, Robert didn't miss a day of the site's transformation!

**Julia Gu**  
Vice-Président Water Concessions - China

**Processes? I see new skills!**

Julia Gu oversaw the modernization of the water supply system in the Pudong business district of Shanghai. How? By demonstrating ingenuity and adapting her teams' skills and know-how to the city's fast-paced development. For example, the technicians — more at ease using a smartphone than a computer — were asked to photograph the water meters and send the pictures to the control center managed by the Group. This initiative boosted the technicians' enthusiasm, while the accuracy of the readings took a spectacular jump from 70 to 98%.



**Radim Jirota**  
Deputy Director, Most Plant - Czech Republic

**An abandoned mine?  
I see a nature reserve!**

Radim Jirota has always wanted to link his professional future with his attachment to nature. Determined to protect his country's ecosystems, he belongs to a team of Veolia experts who have embarked upon a unique adventure: revitalizing a former open-seam mine. Nestled in the Bettynka water reserve, which boasts an extremely rich biodiversity, the mine left a gaping hole when it closed. To intelligently rehabilitate the abandoned site, Radim and his team covered the pit with sludge treated in a neighboring wastewater plant, before letting it naturally fill with rainwater. Little by little, the Bettynka reserve transformed into an area open to all. You can hear the pride in Radim's voice when he describes the educational trail funded by his company, where children can walk and discover nature in an unspoilt setting!



Could we already see the world as it should be? Imagine the Veolia of the future, with a “digital twin,” a digital copy of all its physical assets, from wastewater treatment plants to energy recovery facilities. While digital is seen as the fourth industrial revolution, this culture must be instilled in both the Group and its clients. This is the roadmap for Veolia’s Resourcers.

# THE DIGITAL TRANSFORMATION, A RESOURCE TO BE NURTURED...



Data science, the cloud, the Internet of Things, start-ups, to name just a few: all the attributes of digitalization are being called on to further the ambitious path taken by Veolia. The process is underway and is beginning to influence the transformation of the Group's business model and its staff's working methods, all the better to serve market needs.

**“Fully committed** to digital transformation, Veolia puts both the external and internal user at the center of its digital culture,” explains Estelle Brachlianoff, the Group's Senior Executive Vice-President UK & Ireland in charge of its digital transformation. The first step was to conduct digital perception surveys among some 5,000 staff members, clients from every sector of activity, and end consumers

(water service customers, waste collection users, etc.). The aim being to understand their expectations in order to meet them more effectively.

### Reinventing the customer experience

The number one priority of this transformative approach is customer focus. The idea is to

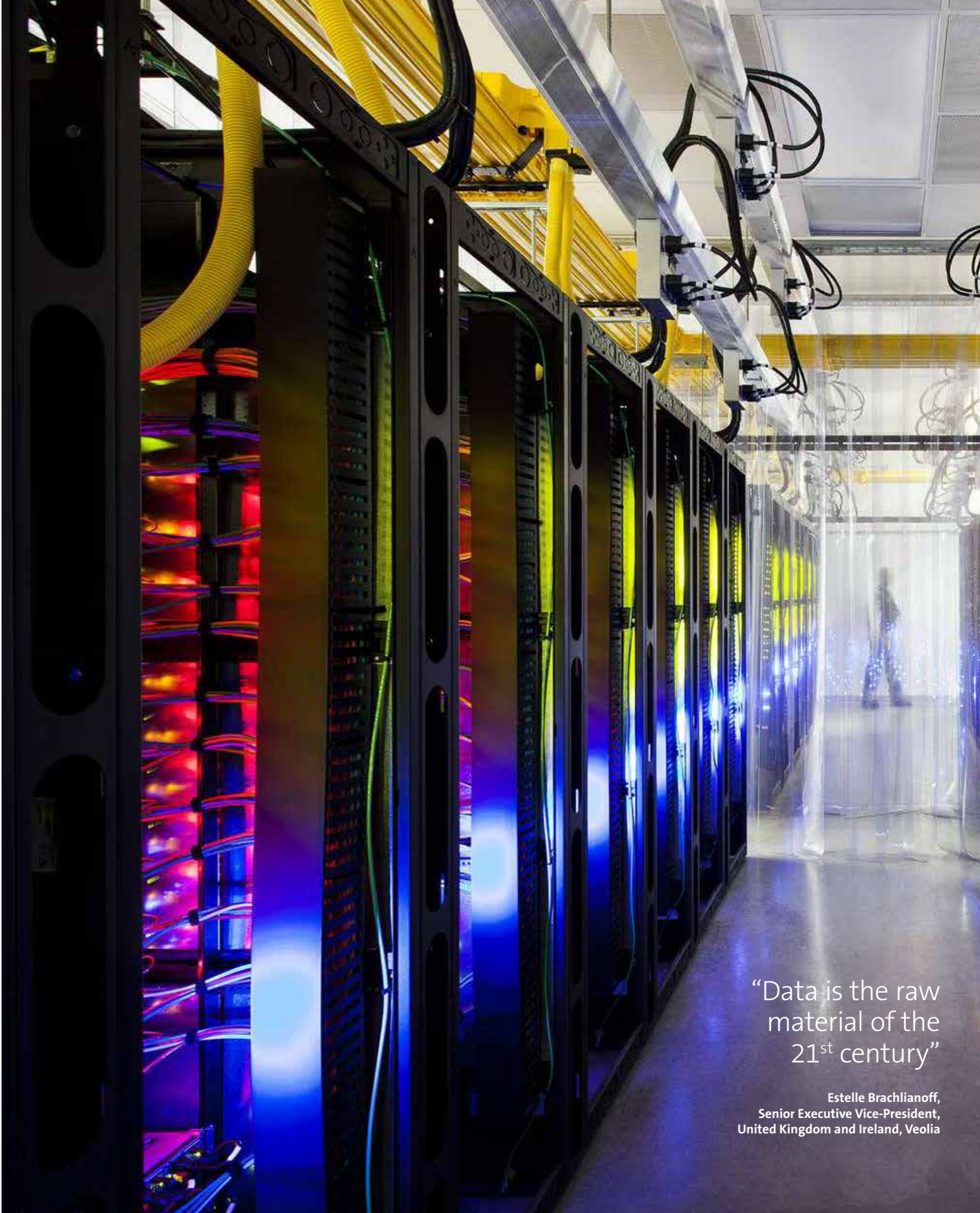
make customers' lives easier by offering them services precisely tailored to their needs. This goal is achieved by introducing customer relationship management (CRM) tools drawing on artificial intelligence and machine learning. In the United States, these technologies have improved interaction with customers, refining the Group's knowledge and understanding of their needs.

Digital also enriches the range

of solutions offered to clients. For instance, Veolia Water Technologies has developed Aquavista, an innovative tool that monitors and manages water treatment equipment in real time. In the event of an anomaly, an automatic alert reduces the response time and operating data is used for preventive maintenance. Operational in Europe and the United States, Aquavista is currently being implemented in ...

“Data is the raw material of the 21<sup>st</sup> century”

Estelle Brachlianoff,  
Senior Executive Vice-President,  
United Kingdom and Ireland, Veolia



Questions for Estelle Brachlianoff

Senior Executive Vice-President, United Kingdom and Ireland, Veolia

“A digital roadmap to promote the Group’s strategy”



**What do you expect from Veolia’s digitalization?**

Digitalization is not an end in itself. The big question is to know which tools we want to have at our disposal. What do we want to do with them to put them

at the heart of our strategy? How can we be in a position to respond better to market needs and make our staff’s job easier? First of all, these new resources must make us faster and more agile in terms of value creation for our clients and improving our mutual experience. The functions offered by digital are fast becoming indispensable. Nowadays, what would we do without Amazon, Uber, Airbnb and so many other apps? Internally, what we are looking for is greater efficiency at work and the ability to take better advantage of our strengths to

keep one step ahead. Ultimately, the Group’s digitalization must be seen as a cultural and not simply a technical dimension.

**What skills do you have to see the digitalization project through?**

They are already in place, even if implementing our digital roadmap calls for additional talent, especially regarding data. This talent is often found in the up-and-coming generation. To attract them, we are using millennials’ favorite codes and communication channels, hence our strong social media presence on Twitter, Instagram and Facebook. Our #WeAreResourcers hashtag fits in with this reasoning. It also gives meaning to what we do at Veolia, which is a high priority for younger generations.

**Why are you prioritizing the theme of data?**

For companies looking to grow and stay competitive, data is unquestionably the

global raw material of the 21<sup>st</sup> century. Just like the natural resources that our Group strives to preserve and protect, data must be extracted, refined, distributed and used concertedly. These characteristics are not dissimilar to the “Resourcer” concept. Which is yet another reason for us to be the best in this area, too.

**How has digitalization permeated the Group’s managerial culture?**

Over and above technology, digital is imposing a new culture. By transforming the way we communicate, it lightens the traditional pyramid organization and encourages cross-sector interactions, which used to be more hierarchical between zones, entities and headquarters. Far from being reticent, our teams have warmly welcomed this new paradigm, as shown by the surveys conducted internally. It’s a key to success.

to answer the occupational safety concerns expressed by employees working in high-risk environments. Augmented reality headsets, equipment featuring toxicity sensors, an on-board camera, bracelet, etc., allow operators to constantly interact with their central base, which is immediately alerted if an incident occurs.

**Taking inspiration from start-up methods**

With a view to accelerating the implementation of a digital culture, Veolia is relying on an

**U-Start, conclusive demonstrations**

The U-Start approach initiated by Veolia in Germany, which encourages close collaboration with the start-up ecosystem, has already successfully fulfilled its role as a catalyst. The Wastebox app, for instance, offers construction companies a turnkey solution for treating their waste. After six months’ tests on the ground, the professional version of this experiment will be developed and incorporated by the Group into its Hubcycle project for rollout in several countries. Another example is the POC (proof of concept) carried out with an embedded intelligence vibration sensor, developed by the French start-up Cartesiam. Capable of receiving alerts as part of predictive maintenance, it has been tested on three sites in Germany. The interest that it has aroused among several of the Group’s entities could lead to its integration into their operating systems.

••• Asia. Another innovative service, the performance control center Hubgrade relies on over 300,000 smart sensors that convey data in real time from thousands of sites to fifteen digital platforms across 13 countries. This data makes it possible to continually optimize facilities’ energy performance and environmental impact. For example, the air conditioning system can be automatically adjusted using information sent by the sensors about the premises’ occupancy rate. Digital also rises to the second challenge of meeting staff expectations. The development of connected prevention measures has allowed SARP, a Group subsidiary specializing in hygiene and sanitation,



**Digitalization: all on board**

The internal digitalization survey was enthusiastically welcomed by the members of staff consulted. Several additional actions have been taken to involve as many people as possible in the Group’s digitalization process: the Digital Passport, open to all, is an online program for becoming familiar with a digital vocabulary that can sometimes be difficult to grasp. Some 1,000 employees have already taken part. The Digital transformation certificate is aimed at employees more familiar with digital. 200 people have already participated. The Disrupt training program (see Focus, page 44) is designed for young talent, who are invited to come up with digital solutions to meet business challenges. Finally, the Accelerate module for managers offers more strategic content: better identifying the main challenges to be met while facilitating the digital transformation, putting in place fluid management and more flexible working methods, and making communication a driver for a more effective and influential business strategy.

in remote water consumption readings, is now extending its expertise to electricity and fuel oil consumption. It is also developing solutions in the realm of waste. On this market, it has developed dumpster filling sensors that optimize the collection service in real time. With some three million connected meters installed and a vast flow of data collected daily, Birdz particularly meets the needs of smart cities.

Last but not least, digital offers the advantage of greater ease of collaboration within organizations. At Veolia, the SATAWAD project (see New, page 9) will allow each staff member to access data wherever they are in the world, as if they were in the office. Teleworking will be encouraged and the flow of communication between zones and entities facilitated,

particularly through instant chatting between staff and the creation of community spaces. It is not merely new tools that are being deployed, but a new, more agile, collaborative and stimulating way of working together.

“We have an exciting task ahead of us!” states Estelle Brachlianoff. “It involves identifying existing initiatives and giving them direction, visibility and acceleration. Direction to ensure that they are aligned with our global strategy. Visibility to boost dialogue, share best practices and retain talent internally. And also to demonstrate our ability to innovate and attract the best partners externally. Acceleration because digital is fast and agile. If we do not take advantage of what we already have, others will do it.” ■

array of methods borrowed from the start-up world. Agile project development, for instance, consists in testing ideas over a limited scope and quickly assessing their viability at a lower cost before considering — or rejecting — the possibility of a wider application. Experiments are conducted by digital labs, which can be organized in skills pools connected via a network of experts from different fields, such as data sciences, data analysis, machine learning, and the cloud. “In Great Britain, Bio-Trading, an auction platform between organic waste producers and users, was born in the space of three months using this method,” explains Chloé Dupont, the Digital Transformation Leader for Veolia,

UK and Ireland. The Group is fostering these win-win relationships with start-ups worldwide. In Germany, the U Start initiative (see boxed text) looks to reduce the time taken to bring new solutions to market in the areas of the circular economy, climate protection and resource efficiency.

**Prioritizing data as a raw material**

Data has become raw material, whose collection largely involves the Internet of Things. This is a key element in Veolia’s digitalization process. Birdz, a Group subsidiary and pioneer



## Female entrepreneurs have their Oasis in Niger

In Africa, to raise communities' awareness of environmental concerns, the French NGO Empow'Her relies to a large extent on women, who are today a major driver of entrepreneurship on the continent. Empow'Her has therefore co-created with Veolia a venue in Niger dedicated to boosting female entrepreneurship: L'Oasis.

Located in Niamey, L'Oasis is one of its kind: this 1,000-square-meter space, built according to eco-friendly principles, has a socially responsible purpose. Inaugurated in January 2018 by Niger's First Lady, Dr. Lalla Malika Issoufou, it welcomes women entrepreneurs to an incubator dedicated to developing their projects. Various cultural areas — an educational vegetable garden, library and projection room — are organized around spaces designed for entrepreneurial training and coworking. Inspired by the REcyclerie, an eco-aware third space created in Paris in 2014, of which Veolia is the main partner, the development of the L'Oasis concept

was driven by the Africa and Middle East zone and supported by the Veolia foundation. Equipped with solar panels that ensure its electrical autonomy, the building was fitted out and decorated using salvaged materials: recycled plastic, newspapers, dead wood, old tires, cans, fabrics, newspaper cuttings and aluminum sheets. Under Empow'Her's impetus, female entrepreneurs at L'Oasis will be able to work on developing their project, draw up market studies and marketing plans, and benefit from legal advice. The program's creators intend to train ten thousand women over the next three years and highlight fifteen of their projects.

Empow'Her in Niger

➤ **Empow'Her**, an NGO founded by Soazig Barthélemy and based in Paris, concentrates its actions on women's social and economic empowerment in a dozen countries.

- By creating programs devised in line with the concerns of each region, Empow'Her has already been able to support and guide a thousand women in founding and developing their business.
- According to a study jointly conducted by Empow'Her and local NGOs in Niger, 75% of the country's female entrepreneurs have never had access to training, but over 90% of them expressed "the desire to access it."

<https://empow-her.com/fr/>

event

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# Every employee is a talent: the professional trajectory by Veolia

Every Veolia staff member, at every level of the company, is a talent. Based on this key principle, Veolia is keen to promote its employees and match them with its entities' needs.

This conviction permeates the Group's human resources policy. Its challenge is synchronizing the company's needs in terms of skills with employees' career development aspirations. To do so, Veolia designs efficient processes, methods and tools and an organization that makes career development within the Group visible and possible. To help people fulfill their potential and encourage career advancement – one of the Group's nine CSR commitments, priority is given to career development and internal mobility. To make this priority a reality, Veolia has taken the transparency route with Joblink, a newsletter for managers around the world, which lists all of the available job openings. It has also introduced a standardized individual assessment form template for use during the annual performance review, allowing each manager to evaluate personnel's skills and performance using a shared language and standard criteria incorporating Veolia's values, among other things. This array of methodologies

ultimately enables managers to oversee teams' career development as best possible and win the loyalty of Resourcers. The fact that talent development is an evaluation parameter in their own managerial performance is an even greater incentive. For the Group's Human Resources division, these measures help develop talent pools, identify staff's skills and motivations, and catalyze them by supporting them in their career. Two initial talent programs were launched in 2016 to give this HR policy concrete shape: Accelerate (see Outfront, page 25) for managers in the Information Systems & Telecommunications (IS&T) sector, and Disrupt (see Focus, page 44) for young talent from the millennial generation. "To have truly borderless collaboration, we are currently enriching our programs by encouraging 'cross talent' initiatives to invite Resourcers to collaborate across different sectors of activity," states Samantha Bowles, International Deputy Director of Human Resources, responsible for Veolia's HR Development. "Each employee is a talent and their professional trajectory within the Group is our priority." ■

## Key figures

**11,500:** the number of managers that receive the bi-monthly newsletter, Joblink.

**7,427:** the number of promotions arising from professional development actions at Veolia in 2017.

## HOW VEOLIA GROWS ITS TALENT

### Talent pool

Talent management on a Group level is organized per sector in the HR Development Division: the talent pools. The aim is to have overall visibility regarding the talent in the sector, identify and develop their skills in line with the sector's needs, and facilitate their career development. The HR sector representatives in the division are at the helm of this international dynamic, working in close collaboration with HR in the countries and entities.

### Talent programs

Steered by the Human Resources Development division and assured by the corresponding HR channels, these international programs are designed to discover and win the loyalty of the Group's talent. They allow staff to get to know their sector and its role better, understand Veolia's strategy and vision, meet and interact with their colleagues around the world, and have visibility regarding their future in the Group.

### The ECHOS method (Collective evaluation of human resources, organizations and structures)

Conducted approximately every 18 months in the divisions and countries/entities, ECHOS sessions offer the entity's manager an overview of the organization they lead, in order to better identify talent and positions available. In concrete terms, the ECHOS session brings together the entity's director, their direct staff and human resources representatives. A global review of the personnel and jobs is then carried out with a view to identifying training needs and advancement opportunities and implementing an action plan.

### The annual performance review

During this discussion with their manager, the member of staff states their career development aspirations and reviews their career path so far. The performance review grid, which also incorporates Veolia's values, is standardized across the Group, allowing the manager to evaluate the Resourcer fairly and objectively based on shared criteria.



## MATCHING OUR TALENT'S ASPIRATIONS WITH OUR ENTITIES' NEEDS

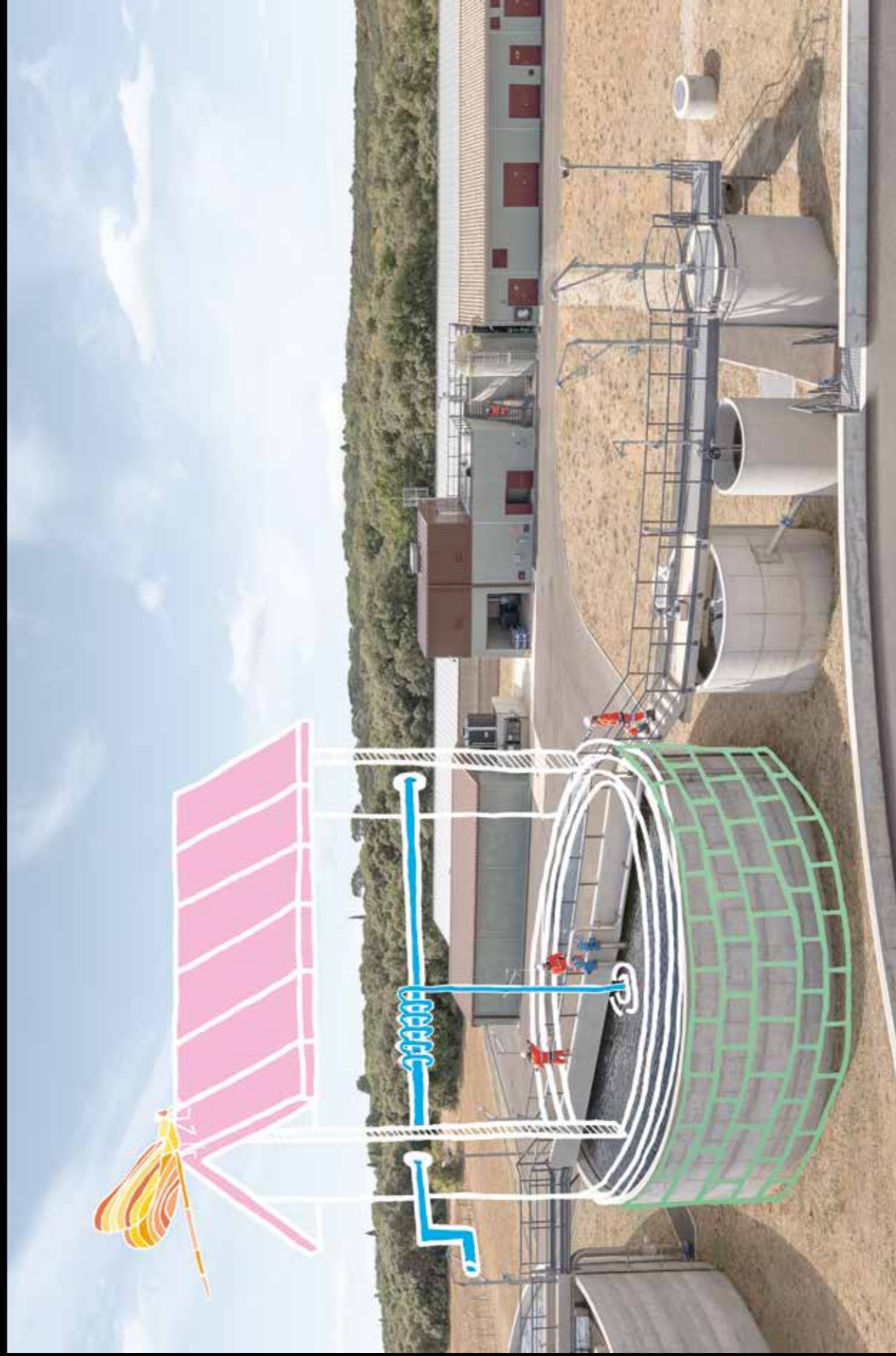
# “Seeing the world as it should be”

## The perspective of Rude, the resourceful design duo

On April 19, 2018, Veolia launched a new communication campaign: #WeAreResourcers. It looks to showcase the distinctive attitude of the Group's 168,800 staff members, christened “Resourcers” for the occasion. They are optimistic, never give

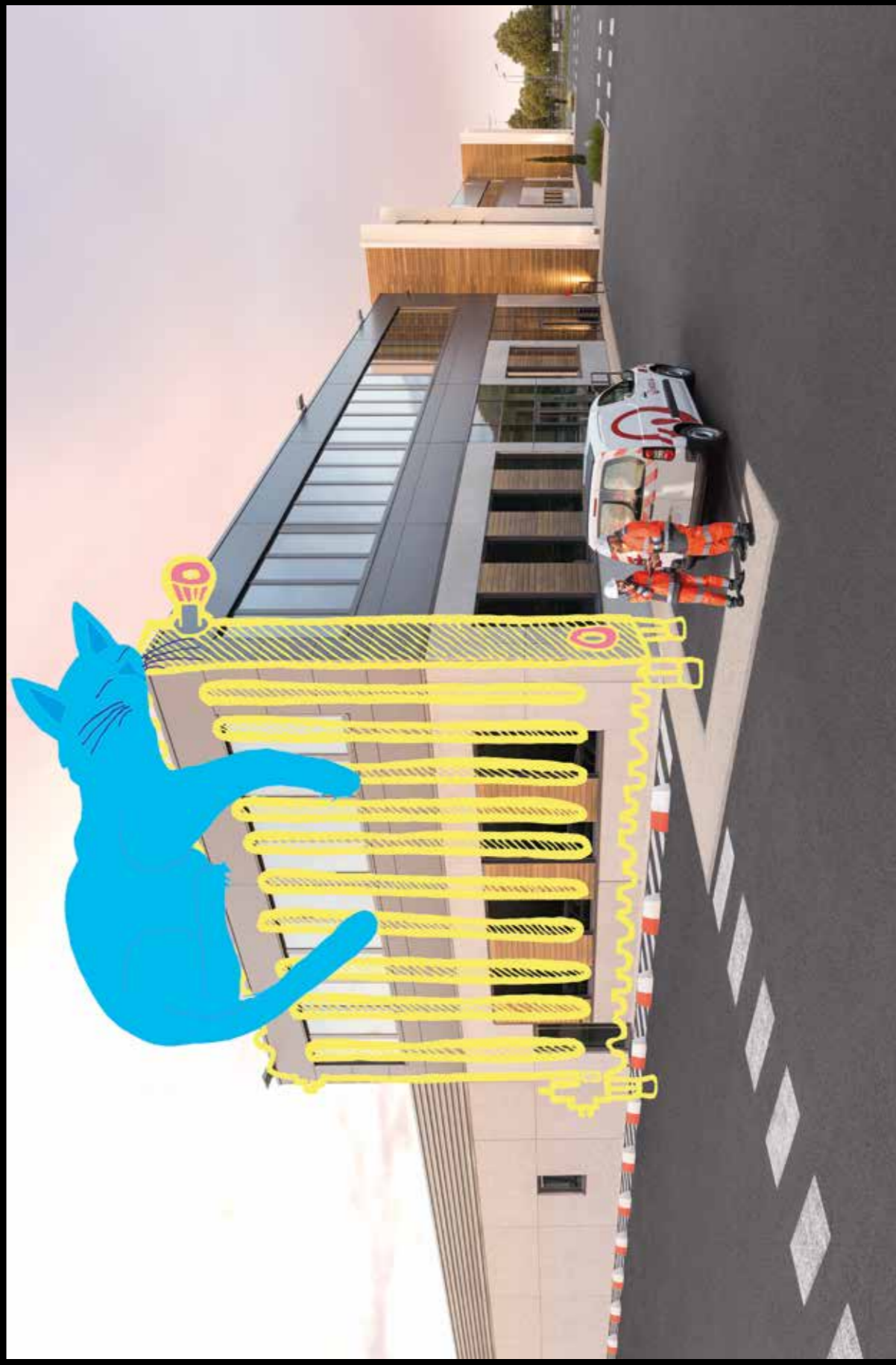
up, and always move forward together. They see the world as it should be and not just as it is. That's how they help Resourcer the world each day. To bring this campaign to life, Veolia turned for the third time to the London artistic duo Rude. Their singular

illustrations symbolize the Resourcers' vision of the world: they see waste as a valuable material, wastewater as a new water source, and waste energy as a new energy source. An optimistic vision naturally embodied by Rude's positive and joyful style.





Being a resourcer means seeing waste as a valuable material.



Being a resourcer means seeing waste energy as a new source of heat.

Being a resourcer means coming up with new solutions for waste, water and energy.



#### Your first collaboration with Veolia dates back to 2015.

##### What was it about?

In early 2015, we collaborated with Veolia for the first time for the launch of the Group's new tagline: "Resourcing the world." For this campaign, orchestrated by Havas Paris, we drew the neighborhoods of several French cities, such as Marseille and Bordeaux, along with Asian and American metropolises, such as Singapore and Milwaukee. During COP21 in late 2015, we designed a new series of illustrations for a second

advertising campaign depicting Veolia's solutions for fighting climate change. These illustrations were even used for a fresco in the Paris metro station Franklin Roosevelt. Finally, they also formed the basis of a commercial, which was broadcast on a selection of French and pan-European

television channels.

##### How did the new campaign launched in 2017 inspire you?

Without a doubt, we found it interesting to work on both illustration and photography in the same project! It's extremely rare that things come together that way. But here, the two art forms were very skillfully combined. It was really exciting to create a friendly — even familiar — atmosphere from illustrations that on the whole are relatively simple. I place a lot of emphasis on this aspect of our work, which is particularly pertinent for a large group like Veolia, which deploys a wide variety of solutions worldwide. I think that simplicity is apt for getting their message across effectively.

##### Why was your very intense and vibrant visual world chosen?

We have always used a lot

of color, which does indeed lend itself to the feel of this campaign. I think that it's important for Veolia to be able to reach a wide audience through an easily identifiable large-scale campaign. Hence the relative simplicity of our illustrations, which work really well.

##### Over and above this campaign, what does a client like Veolia represent for you?

It is especially nice to collaborate with clients whose work you admire and with whom you are in sync. For us, working with a brand like Veolia is a very positive step, as it's a group that finds effective solutions for the environment. In the same way, we have been involved for several years in charity projects in England, which adds a very rewarding dimension to what we do.



#### Bio

Rude is the pseudonym for a real-life husband and wife duo of British artists based in London. Rupert Meats and Abi Williams founded Rude in 1998, just a few months after meeting in a West London design studio. Graphic designers and illustrators as well as product designers, their first creations were collections of objects and clothing combining typography and illustration. For twenty years, their lively, playful style has caught the eye of a host of prestigious clients — NGOs, cultural institutions such as the Tate, record labels, T-shirt makers, and hospitals, to name just a few.

[https://www.youtube.com/watch?v=zAAmaa1Bm\\_Q](https://www.youtube.com/watch?v=zAAmaa1Bm_Q)



# Singapore

*Proud of being able to hold her own in a male-dominated professional environment, Chieh Inn Tan, Veolia's CEO in Singapore, has followed a career path that is exemplary for many women in the Group. To encourage these kinds of female success stories, in 2014 Veolia launched the WIL (Women in Leadership) program. It is a remote coaching scheme that helps women increase their personal performance and visibility in the company.*

## Gender diversity has resources at hand

**Today Chieh Inn Tan** is a female executive who has worked in sectors often characterized by their "masculinity," such as finance and management. Convinced that there is no job a woman cannot do, she has made promoting gender equality a priority, especially in operational posts. Incidentally,

she is extremely proud of having initiated the hire of the first female heavy truck driver. At Veolia in Singapore, she has set up a program to promote gender equality: W@VES, which originally stood for Women@Veolia Environmental Services before becoming We@Veolia Singapore, reflecting the promotion of diversity on a wider scale. For Chieh Inn

...



### Issue at stake

► Promoting gender equality in the company.

### Objective

► Boost women's representation in technical, engineering and scientific sectors and increase the number of female managers.

### Veolia solution

► Roll out the WIL, WEDO and Women@Work programs.



they create a suitable framework so that each woman can follow her training under optimal circumstances.

## WIL triples women's representation

The year after its North American launch, WIL was exported to the UK and Ireland. The program quickly proved its effectiveness there: three times more women had access to a promotion after participating in these sessions between 2014 and 2016. This positive move illustrates the overall progress in gender diversity at Veolia, where the rate of women hired rose by 33% in 2017. The same year, the percentage of women in the Group reached 20.71%, i.e. a 10% increase (35,000 women) over the previous year.

To support this momentum and improve these encouraging figures, WIL has been rolled out in Europe along with Africa and the Middle East since spring 2018. The latest version will include two sessions of twenty people, one in French and the other in English. ■

North America in 2014 to help develop gender diversity within teams. The gamble paid off in barely two years: in the course of 2016, over thirty Veolia female staff members in North America, across all business lines, joined the program.

For nine months, the participants follow seven remote coaching sessions, which allow them to tackle a whole range of issues linked to their professional fulfillment: work-

life balance, communication and self-confidence, workplace performance and international mobility. The digital platform for these coaching sessions is proving to be a fabulous tool that helps increase the participants' flexibility, performance and responsiveness.

The manager is fully involved in organizing these sessions throughout the process. Through facilitation sessions,

... Tan, "Changing attitudes and helping Veolia's women follow their path involves everyone. I can say that where some people see gender first, I see talent first."

## With WIL, gender diversity is gaining ground

The WIL (Women in Leadership) program originated in Veolia in

## Yes, WEDO!

The aim of the WEDO network is to help promote gender diversity among the male population, through three primary goals: gender equality in the workplace; gender parity in the operational business lines and sites; and a gender balance in management. Set up in 2016, this initiative looks to fully involve men in

the gender equality policy encouraged by Veolia through its different programs worldwide, such as WIL or Women@Work (see opposite). From the United States to China through Ireland and Germany, WEDO has now been rolled out in 49 countries around the world and is tailored to a variety of contexts in line

with different cultures and sensibilities. Bringing together members of staff on the subject of gender balance, little groups have formed into workshops — mostly made up of women! — to discuss different themes. Two years after its launch, WEDO counts 2,200 members with almost perfect gender

parity: 1,120 women to 1,080 men. The WEDO digital platform offers a host of discussion topics about the concrete application of gender equality in the company: they have been consulted thousands of times and received over 600 comments from staff.



## Female representation and energy: on the same wavelength in Belgium

Greater female representation in technical sectors is a key driver in sustainably developing gender equality in the Group. For this reason, Veolia in Belgium decided to welcome female interns who had not planned on working in the male-dominated energy service sectors. Via the

organization Bruxelles Formation, twelve young women aged between 18 and 30 followed a year-long internship in 2016 to become electricians. In 2017, seven of them reached the end of their training and signed a contract with Veolia. The new training cycle, which began in 2018, also counts twelve candidates

ready to join the first battalion of female electricians! In parallel, Veolia in Belgium organizes the annual Women@Work event. At the Anderlecht Abattoirs site, this gathering allows a targeted female audience (young adults changing careers) to discover "typically

masculine" professions. For its third year, the event held on April 24, 2018 brought together 18 companies looking to promote the recruitment of women in technical sectors, along with pupils from several schools in Brussels and the surrounding area. The operation attracted a high level of media

and political interest. Accompanied by the first graduating class of young electricians, Veolia's Human Resources Director in Belgium was invited to present the project during a meeting of the European Parliament's Committee on Women's Rights and Gender Equality.



# Incheon

## SOUTH KOREA

## Meeting the concerns of industrial clients through training and skills transfer

*Faced with ever more critical and global concerns in terms of sustainable development and competitiveness, Veolia's industrial clients are expressing increasingly complex needs. Far from run-of-the-mill responses, they now expect bespoke solutions incorporating diverse expertise, techniques and sectors. Given this new state of affairs, for the past few years Veolia has been rolling out a training policy closely in touch with market needs, along with heightened flexibility to encourage skills transfer. Across the five continents, the Veolia Campuses give concrete form to this approach. In Asia, the ITTC (Industrial Technical & Training Center) located in South Korea makes the Group's training policy a daily reality.*



### KEY FIGURES FOR THE ITTC

1,400 people trained per year

60,000 samples processed each year in the central laboratory, for both the Group's internal and external clients.

#### Issue at stake

› Supporting Veolia's development strategy on industrial markets.

#### Objective

› Develop stand-out, integrated and made-to-measure solutions to meet our industrial clients' increasingly complex needs.

#### Veolia solution

› A training and skills transfer policy rolled out via a network of Campuses established on every continent.

## Located about fifty

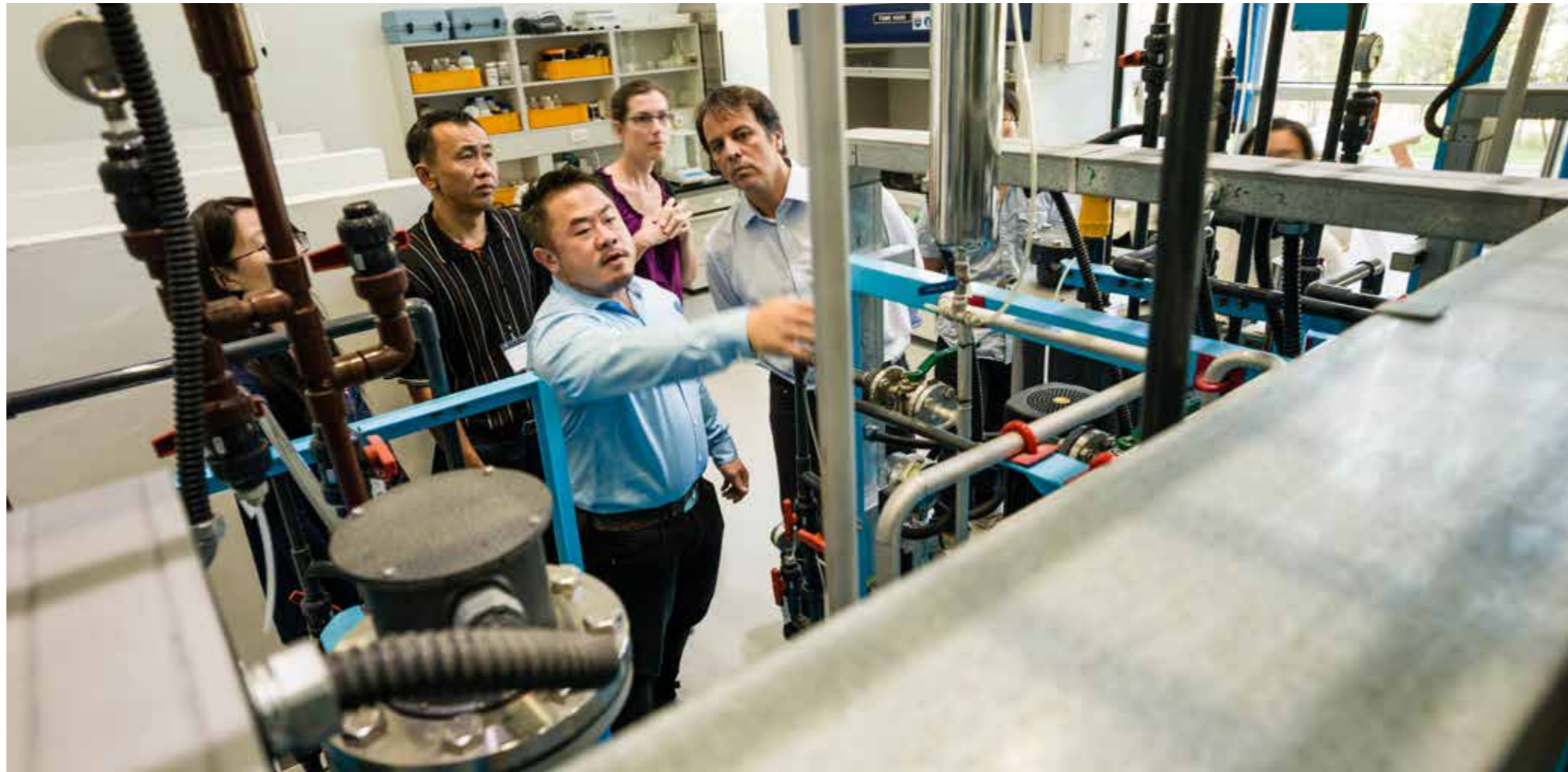
kilometers from Seoul, Incheon free economic zone spans some 20,000 hectares. It was here in 2013 that Veolia founded the ITTC, the new training center for the Asia region. This 3,300-square-meter Campus is entirely dedicated to training the industrial departments in the field of water. The Water business line holds significant weight for the Group, which has been present in South Korea since 2000: after winning a first water management contract for a Hyundai Petrochemicals site, Veolia consolidated its presence on the three Korean sites owned by Hyundai Electronics, now SK Hynix, which specializes in semiconductors and is a major consumer of ultra-pure water.

## Serving the industrial strategy

Before the ITTC opened, Veolia counted three training centers in Asia, all located in China (Shanghai, Zhuhai and Changzhou). These Campuses specialize in training in water-related activities for the municipal sector. The ITTC was created to supplement this structure and support the Group's development strategy on industrial markets. The center groups together pilot industrial units with cutting-edge laboratories, while the training modules are designed in line with industrial clients' concerns. This has given rise to a water quality analysis laboratory that is one of a kind in Asia and treats some 60,000 samples each year on behalf of Veolia and clients.

## Training and skills transfer

The ITTC also serves to assess the proficiency level of Veolia staff in order to identify their training needs better and allow them to acquire the necessary industrial technical skills. The aim is sharing



**Olivier Carlat**  
Director of Social Development and Labor Relations

## One Veolia: training to combine skills

### What place does training hold in Veolia's strategy?

Training is part of the Group's DNA and its place will prove even more crucial in the new organization, One Veolia, whose success is largely based on our ability to gain the loyalty of talent, develop skills and accelerate knowledge transfer. These are the key aspects of our training policy.

### In concrete terms, how can you establish the correlation between training and market needs?

Our training programs are the fruit of networking between all the divisions concerned. They are drawn up in close liaison with the local operational units and rolled out through our Campuses established in nine countries, as well as partnerships, especially with universities and top schools in France, China, Poland, etc. This diversity ensures that our training courses match the reality of our clients' expectations all over the world. The Smart Growth program is a telling example. Specially designed to allow teams to introduce solutions developed elsewhere in the world to their local market, it has already been implemented in South Korea. I would also mention SPARK, a program devised by our Polish teams to encourage knowledge transfer between generations to maintain the level of expertise provided to clients.

### How does Veolia's training policy incorporate the Resourcers' attitude?

Right from the induction seminars, this attitude permeates all our training programs. Knowledge and skills acquisition are provided with an attitude that enables each Group staff member to feel that they are contributing to the solutions delivered to our clients to meet their global sustainability concerns. This really embodies the "We move forward together" aspect!

**KEY FIGURES**

**72%** of Veolia's **168,800** staff members took part in training in 2017. The aim is to reach **75%** by 2020.

**545** trainers and contributors

**13** Veolia Campuses established in **9** countries

**Disrupt: a breath of creativity**

15 talented young people from Mexico, the UK, the United States, France and Italy, working in the Communication, Human Resources, Information Systems & Telecommunications, Safety, and Technique & Performance divisions, met in Birmingham at the end of 2017 to take part in a new training program. Known as Disrupt, it calls on participants to come up with digital solutions to meet a number of the Group's concerns.

This first session devoted to the theme of waste and wastewater gave the young talent the opportunity to expand their network, improve their professional knowledge and become familiar with innovation methodologies such as design thinking and lean start-up. The outcomes are just as positive for the Group, which gains the benefit of new ideas. A second Disrupt session was held in April 2018 in Paris on the theme of accidentology in the water sector. A third is already planned for mid-November 2018 in Kuala Lumpur, Malaysia.



deficits, all the better to remedy them. The center has made this its top priority and communicates this approach widely across the Group.

**A One Veolia tool**

Currently entirely devoted to water activities, the ITTC will shortly be taking advantage of its modular nature to host pilot units specializing in the Group's two

other major areas of expertise – energy and waste management. Personnel from these two sectors are already coming to discover the Campus' organization. "In the long term, it's about working for the whole Group," highlights Malongna Chein. "With the ITTC, we benefit from an extremely flexible platform of excellence, which offers a common core linked to Veolia's activities worldwide and is able to adapt to local market realities." ■

... in every sense of the word: know-how, infrastructure, equipment management, etc. "At the ITTC, Veolia trains Veolia," states Malongna Chein, Vice-President, Learning & Innovation at Veolia in China. "This sets the tone for our training culture, in which everyone in the company is responsible for other people's development and therefore knowledge transfer throughout the Asia region."

To date, the ITTC offers a comprehensive range of programs – 19 in total in 2017, including Cooling water system management, Optimizing the working environment, Energy performance and contract management in the building sector, An introduction to waste treatment, along with Veolia Empowe'Her/WIL and the organization of visits from external delegations (the energy company Woongjin, Hynix, Paris-Dauphine University, etc.). A sign of its openness to the outside world, the center also provides training programs linked to knowledge transfer for the Group's industrial partners and third-party contractors.

**Continuous assessment of talent**

The ITTC relies on the sophistication of its training programs and state-of-the-art equipped facilities to drive home to each Veolia staff member the need to prioritize competency-based training (CBT). Through the continuous assessment of talent, it provides a way of identifying training



**T-Park in Hong Kong, a showcase of skills transfer according to Veolia**

The largest sewage sludge incineration facility in the world is located in Hong Kong. Designed by Veolia, T-Park required multiple skills to be combined within a limited time frame to meet particularly complex and demanding specifications: built in an area far from any wastewater or electricity networks, the plant is completely self-sufficient in terms of water and energy. The Group's ability to gather and pass on know-how from experts from several geographic locations allowed it to brilliantly rise to the challenge. Today, T-Park is a benchmark: a real eco-friendly complex, the equipment includes a garden dedicated to local biodiversity and a bird reserve; an educational center focused on environmental areas of activity and a specific visitor circuit inside the site raise the general public's awareness of sustainability issues. For Veolia, an achievement of this kind represents a gold standard that could be transposed to other regions of the world in turn... So it's no surprise that in April 2018, 100 training managers from France, Great Britain and Australia met there for a seminar devoted to strengthening the international Veolia Campus network.



# Ecuador

## Model occupational health and safety initiatives

*Ensuring a safe and healthy working environment is one of Veolia's nine sustainable development commitments. Conscious of its responsibility to its staff, clients and partners, Veolia is developing a culture of prevention at every level of the company. Interagua, the Group's subsidiary in Ecuador, is particularly engaged in this domain. At the heart of the tools deployed are the creation of a dedicated training center – La Fortaleza – and the implementation of a fun and original awareness-raising scheme.*

### In Latin America,

galloping urbanization is increasing the amount of excavation or intervention work on networks. All across the continent, Veolia is developing targeted actions to protect teams faced with these heightened risks.

### La Fortaleza, a model center in Latin America

La Fortaleza opened its doors in 2016. Located on the Sede Progreso site in Ecuador, this training center offers courses to all staff members exposed to a high risk, managers and operators alike. Its distinguishing feature is facilities allowing trainees to be placed in ...



#### Issue at stake

› Carrying out our activities while safeguarding the health and safety of members of staff and stakeholders.

#### Objective

› Aim for excellence and “zero accidents.”

#### Veolia solution

› A continuous improvement approach to the health and safety prevention culture based on five pillars, with a particular effort to keep managers, the health and safety departments, staff and stakeholders “up to speed.”



**LA FORTALEZA, A TANGIBLE SUCCESS**

- 16** training sessions held since the center opened.
- 333** certified staff members (206 for working in a confined space, 127 for working at height).
- 0** accidents have occurred concerning these risks since 2016.
- 11** accidents, all risks included, in 2018 compared to **47** in 2015.



**Frédéric Goetz**  
Veolia's Chief Occupational Health and Safety Officer

**Health and safety: a commitment taken to the highest level**

**What are the key aspects of Veolia's health and safety policy?**

Our continuous improvement approach in the area of health and safety prevention is embodied at the highest level by the engagement of the Group's CEO. Veolia's occupational risk prevention policy is based on five pillars: the involvement of all employees, training, communication and dialogue, the continuous improvement of risk management, and performance tracking and control. Prevention measures are incorporated from the facilities' design and construction to guarantee the best level of protection for future operators.

**What are you doing to prevent occupational diseases?**

We use an analysis tool that lists the number of these diseases and characterizes them. It thus allows us to define suitable preventive measures. Lower back pain and musculoskeletal disorders are the pathologies most often encountered in the Group.

**How is the health and safety policy conveyed on an international scale?**

The chain of command is supplemented by the network of Safety officers, which covers every country where we are present. We also have a center of excellence tasked essentially with offering tools that comply with local regulations and ensuring that the cultural dimension is taken into account when deploying occupational risk prevention measures.

**Tomas Aguas or cartoon safety**

"How do you see yourself?" This is the name of the campaign launched in 2016 by Interagua to raise awareness among its staff on the importance of wearing the personal protective equipment provided for them. The fruit of close cooperation between the Communication and Health & Safety departments, the scheme centered on a cartoon featuring Tomas Aguas, a fictional operator who is a kind of safety antihero. Relatively unconcerned about safety rules at first, he becomes their staunch champion after being a victim of accidents. This decidedly playful campaign also called on actors who performed sketches showing the priority safety steps to take. The main rules to follow were also displayed in the agents' lockers and information screens placed in high-traffic areas. The campaign was a success: Tomas Aguas has become an example to follow, as the campaign's concluding message aptly puts it: "Tomas has changed. Now it's your turn!" ■



... near-real situations. This proves an effective way of helping them realize the risks and protect themselves against them by learning best practices in situ.

A fifty-hour series of training sessions is offered on the classification of ten management standards for high-risk activities defined by Veolia (see boxed text). Five of these standards have already led to the creation of specific programs: working in confined spaces, at height, in trenches, high pressure and traffic at work. They will be supplemented by three new modules from September 2018: electrical hazards, hot work, and handling hazardous goods or chemical agents.

**La Fortaleza finds a following**

For Interagua, this preventive approach is applied at every level of the company and concerns every member of staff. In 2017, to help management become aware of the risks operators face in confined spaces, a role-play session was designed for the executive committee members and managers from the Technical Operations division. The training was given by three already-certified managers. This awareness-raising approach also extends to Interagua's subcontractors and even operators' families, who are invited to discover where their loved ones work. A unique initiative in this part of the world, La Fortaleza is gaining a following: Interagua is already preparing to welcome Veolia staff from other countries and share its experience to encourage the set-up of similar centers elsewhere in the world.



**KEY FIGURES**

- Almost 60%** of Veolia's employees followed safety training in 2017
- 40%** of the total hours' training given in the Group in 2017 concerned safety
- 90** on-site safety audits were carried out in 2017
- A 1.8% drop** in occupational accidents (excluding commuting) in 2017 compared to 2016 (Veolia)
- A 13.34%** reduction in the frequency of occupational accidents between 2015 and 2017 (Veolia)

**The 10 management standards for high-risk activities**

- |   |  |   |
|---|--|---|
| <b>1.</b> Traffic at work                             | <b>4.</b> Hot work                         | <b>8.</b> Lifting operations                    |
| <b>2.</b> Working in confined spaces                  | <b>5.</b> Excavation and trenching         | <b>9.</b> Working at height                     |
| <b>3.</b> Handling hazardous goods or chemical agents | <b>6.</b> High pressure and water blasting | <b>10.</b> Making equipment safe (LOTO system)* |
|   | <b>7.</b> Using electricity                |   |

\*Lockout/Tagout, i.e. isolating and labeling a source of energy.

# Futurist

15/05



## The Digital Lab Serving operations on the ground

Designed by Veolia France's Water business line, the Digital Lab develops digital tools to meet the needs of teams on the ground. It is only logical that it is represented in the regions via the mobile Lab, offering very real solutions... A laboratory where tomorrow's technologies – augmented reality glasses, virtual reality headsets and virtual

assistants, IoT, etc. – reign supreme. Using virtual reality to improve staff training in safety and handling complex, even dangerous, equipment or turning to augmented reality to enhance the effectiveness of system interventions is no longer the realm of science fiction. Virtual reality totally immerses the user in

a virtual world, while augmented reality enriches the real world by incorporating virtual elements (images, sound, videos, etc.). In concrete terms, the user wearing a virtual reality headset can go on a virtual tour of a plant, wherever they are. Standing in front of an electrical cabinet or pump, a technician equipped with augmented reality

glasses will be able to view an interactive operating procedure or get in touch with an expert capable of remotely guiding them what to do, thereby greatly reducing the risk of error. Augmented reality can also transparently display kilometers of pipes and underground networks, which are complex to manage. Using the data

collected, a 3D model makes it possible to position the pipelines in space, to obtain their exact location, diameter or the materials of which they are made. This advance opens up significant possibilities in preparing and optimizing interventions.

### ➤ The Digital Lab in a nutshell

Inaugurated in October 2017 in the Paris region, this welcoming and modular 75-m<sup>2</sup> space meets three challenges: encouraging the emergence of ideas via collaborative methodologies, exploring and experimenting with new technologies, and diffusing a culture of innovation internally and externally. Brainstorming sessions and design and training workshops are regularly organized there, presenting prototypes and multimedia digital applications.

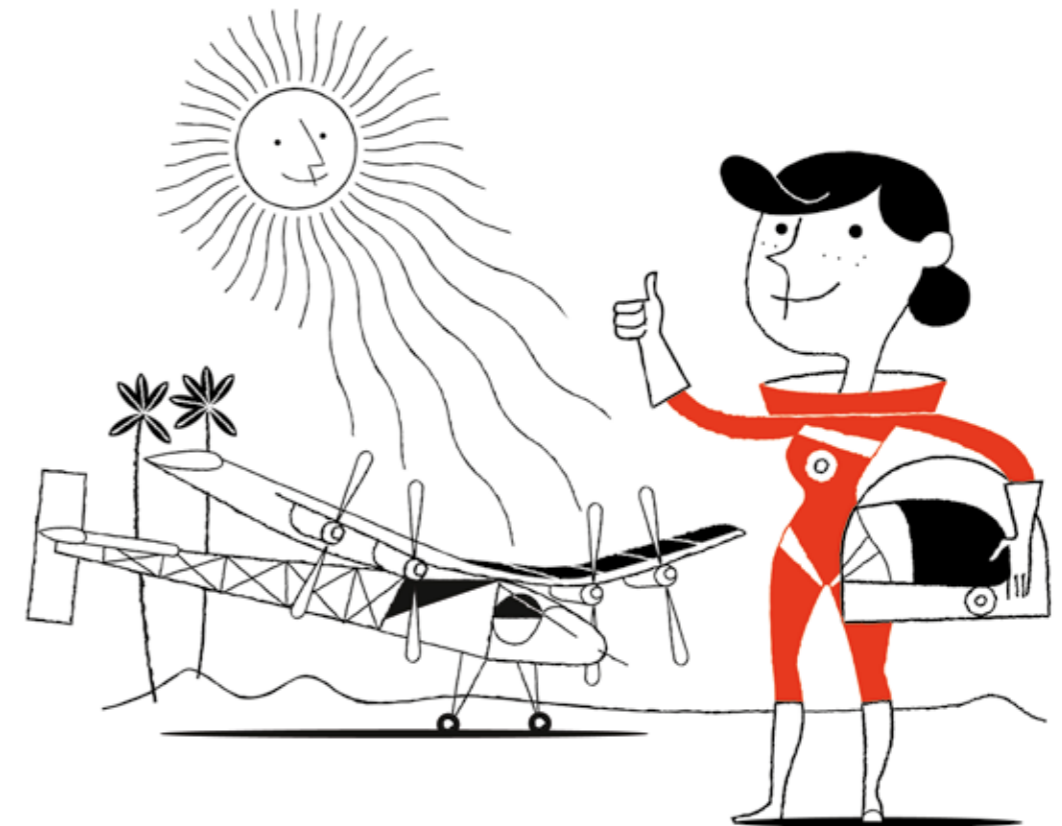
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IMAGINE SOLUTIONS WHERE OTHERS SEE PROBLEMS.  
SEE THE WORLD AS IT SHOULD BE, NOT AS IT IS.  
JOIN THE RESOURCERS COMMUNITY AND DISCOVER THEIR JOBS  
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