

SOCIAL INNOVATIONS

IDEAS FOR PROGRESS

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Message

**from Antoine Frérot,
Chairman and Chief Executive Officer of Veolia Environnement**

A corporate mission is first and foremost a human endeavor that brings together employees, customers and partners behind a common goal. For Veolia Environnement, this is reflected in the drive to “be a benchmark for sustainable development; a company that sets the standard for reconciling human growth with the need to protect the environment”. Among other things, being a benchmark in sustainable development means being a beacon on social issues. This social aspect is a reality that permeates our every activity worldwide. It is part of Veolia’s history and lies at the heart of our commitment to providing people with essential services and safeguarding their surroundings. It represents an undeniable source of strength in terms of cohesion, creativity and competitiveness.

This quest for social excellence manifests itself on a daily basis through a raft of initiatives. All are driven by the commitment of our employees who are fully focused on promoting an ambitious social model and helping it thrive. A model which is reflected in the initiatives included in this document, although this collection represents only a snapshot of the many, many projects undertaken by our teams.

So what is it that drives our employees as individuals and our company as a whole? What is the real essence of Veolia’s social model? The answer lies in a commitment to constantly foster the human side of our business, taking into account the individual interests of all involved; a determination to unite our people through strong values; an unwavering dedication to meeting the immediate needs of customers and employees as effectively as possible while actively shaping the future of our business.

The wide-ranging experiences laid out in the following pages attest to Veolia’s ability to adapt to specific circumstances, always with the same outstanding perception and professionalism. We hope that bringing these initiatives to the fore will serve to further spur social innovation—a vital performance driver for our company as a whole, whether it involves giving proper recognition to individual talent and achievements, or sharing knowledge to encourage collective improvements.

I would like to thank all those at Veolia Environnement who do their utmost to promote social innovation on a daily basis. It is through their commitment that we have built a reputation as a standard bearer in the field. It is through their dedication that Veolia will continue to be a benchmark in the years to come.



Interview

with **Jean-Marie Lambert,**
Executive Vice-President in charge of Human Resources



What role does social innovation currently play in Veolia Environnement's HR management strategy?

It is essential because the impetus and long-term success of our business depends in part on our ability to support employees in their work, ensure they share the same vision of the future, and help them develop their skills to meet the expectations and challenges we face. Social innovation involves implementing individual projects in line with real needs, honing human

resources to further enhance quality and performance. Our social initiatives all embody this active approach to improving the way we do things. Although focused on the specific needs of a given business unit, activity, region or division, each can be a source of inspiration for many other employees around the world. We set out to identify and draw on company-wide initiatives to share what we have learned and cultivate creativity.

All of them represent best practices which directly contribute to the well-being of our employees, customers and the people who use our services each and every day.

Are Veolia Environnement employees aware of this social-innovation campaign?

Yes. Our success in compiling initiatives for this brochure is a clear indication of widespread awareness. This year, we collected information on over 300 social innovations implemented since 2007 in all areas of Veolia's business worldwide.

These initiatives also give our central human resources management crucial insight into

genuine concerns in the field, along with the diversity of HR practices and, more broadly, the cultural diversity of business units, each of which is firmly focused on promoting our company's social standards and values. That gives us a detailed overview of the ongoing campaign by the people who make up Veolia Environnement. I would like to extend my sincere thanks to everyone who shared their initiatives with us.

How did you select the initiatives included in this brochure?

Although there is a comprehensive list of initiatives at the end of this brochure, there were simply too many to describe them all in detail. As a result, we focused on initiatives that we felt reflected the diversity of issues and contexts at play. Whether individual or collective, local or far-ranging, these are the kind of initiatives that don't just appear out of thin air: all were designed to provide long-term solutions to real needs while strengthening our social model. Naturally, we wanted to highlight the most outstanding examples with regard to both their innovative approach and their united front.

“We set out to identify and draw on company-wide initiatives to share what we have learned and cultivate creativity.”

Social initiatives are an opportunity to channel our efforts to achieve ambitious goals; they provide a true source of motivation for our employees as they work together to promote collective improvements.

SOCIAL INITIATIVES

Around the globe, our employees tackle the environmental and urban challenges of today's society on a daily basis. We live in a rapidly changing world, marked by increasing urbanization and different approaches to the use of resources. Veolia employees offer a wide range of sought-after expertise, embodying a sense of commitment and creativity that sets us apart the competition. It is through them that we are able to bring lasting improvements to people's living conditions by meeting vital needs in water, energy, waste management and transportation. Our employees shape Veolia's successes on a daily basis, which is why we must work hand in hand with them to help them fulfill their personal and career goals. That means developing an effective, ambitious social model. Veolia Environnement seeks to expand its social initiatives in four key areas: equity, solidarity, employability and health & safety.

The initiatives presented in this booklet capture the ongoing commitment of our teams to make front-line advances on each of these aspects of our human resources policy.

GUARANTEEING SOCIAL EQUITY

Creating conditions conducive to ensuring proper recognition of what each individual brings to the company to help all employees raise their game.

PAGE **6**

STRENGTHENING SOLIDARITY

Cementing Veolia's position as a socially responsible employer working alongside its employees to help them grow with the company.

PAGE **17**

ENHANCING EMPLOYABILITY

Helping employees develop their skills while encouraging them to share ideas, innovate and overcome occupational challenges.

PAGE **26**

STEPPING UP PREVENTION, HEALTH AND SAFETY INITIATIVES

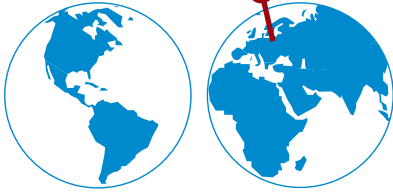
Working daily to improve prevention policies in close cooperation with employees.

PAGE **38**

Guaranteeing social equity

At Veolia Environnement, we believe that employee diversity is a major asset in our ability to provide successful services. We strive to give due recognition to individual contributions and merits. In the same way, it is crucial that employees share our vision and values, and sense that they are an integral part of company achievements. Their everyday commitment hinges on the extent to which they feel fully integrated and fairly treated. That is why we aim to offer our employees motivating opportunities throughout their career.

Location – Poland



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Dalkia Polska

“Mobilizing Employeeship”: a coaching program for all employees

IMPACT

2,700 employees have already taken the course, representing more than half of the entire Dalkia Polska workforce. The program began in 2009 with training for middle managers to ensure their support for the project, notably by demonstrating its potential to improve team performance. Mobilizing Employeeship now continues to support the development of managerial skills and changes in the company as it moves forward. Buoyed by this initial success, Dalkia is seeking to apply the initiative to other business units.

Ongoing program improvements

Twice a year, coaches meet with the program’s “country committee” to take stock of progress and adjust their goals. The initiative is coordinated on a local level by human resources departments. A steering committee reviews scope for improvement based on feedback from program participants with a view to unearthing new ideas and dealing with any stumbling blocks.



ACTION

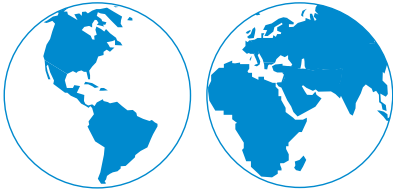
“Mobilizing Employeeship” is the name of a program launched in 2009 to promote a shared vision and culture among all employees. It aims to bring about lasting improvements by promoting creativity, productivity and employee empowerment. The program reflects a belief that drawing on the individual abilities of each employee can lead to a real team dynamic. Mobilizing Employeeship has something for everyone: from managers at every level seeking to improve their managerial skills to the workforce as a whole by setting new goals and encouraging people to play an integral part in company strategy.

Jointly financed by the European Social Fund and recognized by the Polish Agency for Enterprise Development (PARP) since 2011, Mobilizing Employeeship focuses primarily on skills development, with **109 in-house coaches** running discussion groups for a dozen employees over a series of five sessions. The instructors were initially trained by external consultants, who have since been replaced by four in-house “master coaches”.

CONCEPT

In line with its commercial successes, Dalkia Polska—the country’s leading private heating network operator, working with some 40 local authorities—is mobilizing its entire workforce to take on new business challenges in Poland.

The goal is to boost business performance by bringing everybody on board.



Dalkia

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Reference material to improve the consistency of human resources policy worldwide

CONCEPT

Dalkia is active in over 40 countries around the world, where it seeks to develop its business in keeping with local cultural considerations and the individual needs of each customer. However, the company is also well aware that part of its appeal stems from a strong identity. It is this identity that provides an overarching framework for its service solutions and ensures that employees feel they are instrumental to the drive to develop Dalkia's energy expertise. As a result, the human resources department has set out to improve the consistency of HR policy across its various business units worldwide. The goal is to strengthen employee loyalty and improve the overall visibility of human resources management.

ACTION

Human resources management worked in conjunction with HR departments around the globe for over six months to design and draw up reference materials. The resulting resources detail fundamental HR procedures and policies in a manner that is clear to all involved, including management, members of the HR community and the workforce as a whole. Chosen topics were selected in line with the corporate HR action plan. The aim is to cover core issues through straightforward

yet versatile media that can be easily used in the field. They provide better insight into key aspects of HR policy, procedures and resources available on the intranet while promoting best practices. As a result, **the initiative has helped ensure the availability of similar, tailored tools for everyday HR management around the globe.**

The initiative was rolled out in several stages:

- Relevant procedures were approved by Dalkia's Executive Committee prior to inclusion in the integrated management system.

- Information was sent out to senior executives around the world. Although the reference material provides a shared HR database, documentation will be adapted and updated to suit local requirements.

- A new "My-Dalkia" intranet site was set up to give employees compatible communications tools. All policies and procedures are available in English, French and Spanish.

IMPACT

The broad coverage of these documents has helped establish clear, essential rules shared by all Dalkia business units. This has brought a number of benefits:

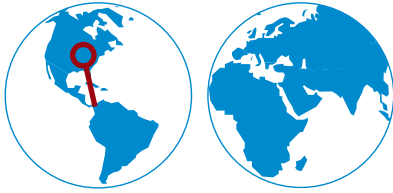
- Stronger employer branding within the company;
- More equitable conditions for employees worldwide;

- A better understanding and awareness of the differences inherent in Dalkia's wide range of activities and locations through a shared approach to HR communications;
- An optimal approach to sharing experience and best practices in employee management;
- More detailed insight into the responsibilities of managers, HR managers and other employees to better pool individual strengths within the company.

The seven benchmark HR procedures approved by Dalkia's Executive Committee include:

- Recruitment
- Integration
- Mobility
- Jobs and skills
- Compensation and benefits
- Appointments
- Training

Further details are available at my.dalkia.com



Proactiva de Servicios Integrales, S.A.E.S.P

A corporate culture committee to enhance team unity



CONCEPT

Proactiva de Servicios Integrales S.A.E.S.P. employs over 700 people in Colombia spanning a range of different nationalities and cultures. Although they cover a variety of projects in the field of water treatment and solid-waste management, all ensure the same high standards of public service, drawing on innovative technology to protect the environment.

Every employee helps shape the image of the company. That is why it is vital that Proactiva creates a group dynamic in which all employees share the same culture.

ACTION

A corporate culture committee was set up in 2008. The goal was to give impetus to the

drive to bring all employees on board in promoting the same organizational culture. The initial committee consisted of seven employees representing a range of profiles and fields, and was given clear guidelines and targets.

The first objective involved a detailed review designed to pinpoint key aspects of a corporate culture. Committee members began by looking at concepts such as leadership, well-being in the workplace, team spirit and dispute management. Targeted initiatives were then put forward **to promote company values**. The first involved a campaign to better inform employees about Proactiva Media Ambiente through the use of a video and handbook on adopting the “right approach”, followed by a survey to identify values that

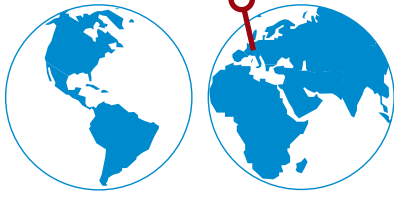
employees associated with their company. The move was a real success, with 92% of employees taking part in the survey. The resulting feedback underscored key company principles: **respect, responsibility, loyalty, and honesty, alongside a commitment to society and the environment**. A number of initiatives were then used to sound out employees’ views on applying these values.

IMPACT

The committee’s success in making its work a cornerstone of Proactiva’s employee support and loyalty policy has been crowned by the introduction of an award for employees who best embody company values. Through the committee, employees can get to know one another better and really feel part of a team. This contact in a different context leads to smoother ties between operational and administrative staff. Six more members joined the committee in 2012, underscoring the success of the initiative and its contribution to company life.

“Ten outstanding employees at Proactiva de Servicios Integrales S.A.E.S.P.” (PSI)

The “outstanding employees” campaign ran from April to December 2010 and was designed to ensure due recognition for employees whose conduct best embodies company values by presenting diplomas and sending out congratulation messages.



Transports urbains de l'agglomération chambérienne (STAC)

An exhibition promoting employees as ambassadors for company values

CONCEPT

STAC, which operates passenger transportation services in and around the French city of Chambéry, launched an initiative to bolster its internal and external communication. The campaign involves projecting an image of employees who are proud of and completely invested in the work they do, mirroring the example of the company and its commitment to the local community. This led to a full fledged communication strategy, rolled out in 2010, and involving the men and women who are the building blocks of the company. The goal was to provide an image boost and cultivate employee loyalty.

ACTION

This communications campaign comprised two consecutive stages:

1. A photo exhibition was organized to show the many faces of employees, who are the company's greatest assets. The exhibition also took an original approach, portraying employees both in their work environment and in surroundings that reflect their personality. Each picture was accompanied by a description of ways in which different aspects of life inside and outside the company can be a source of mutual enrichment. Each employee was presented as an ambassador for company values covering respect for the environment, ties with the local community, outreach programs, awareness of responsibilities, and

a willingness to tackle new challenges. **The diversity of employee profiles** was also brought to the forefront, showing how each individual has ample scope to pursue a rewarding career with the company. This led to a series of initiatives:

– The photo exhibition took place during the first open day organized to coincide with European Heritage Day. The event attracted many local people with an interest in art or a desire to see something new, along with the families of employees, who relished the opportunity to tell their friends and close relations more about their daily undertakings, their work environment, their buses, their colleagues and more.

– Buoyed by the initial success, the "Community and Commitment" exhibition (Exposition des Territoires et des Passions) has now become a travelling exhibit,

shown in places like town halls, shopping centers and cultural attractions.

– The exhibition was then captured in a booklet sent out by the company as seasonal greetings in 2011.

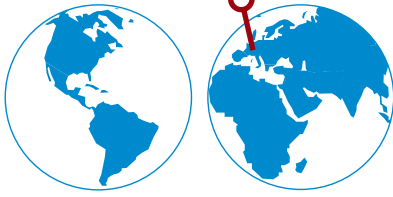
2. A partnership was set up with the local newspaper. In 2010, Le Dauphiné Libéré had already introduced a column entitled "A bus window on the community" (Territoires vus du bus), looking at local surroundings from vantage points along a STAC bus route. In 2011, the column shifted its focus to the company's employees. Free copies of the newspaper given out on buses over several months made the partnership a major in-house event, forging ties between employees and boosting the brand image. The initiative led to the creation of new greetings cards in 2012 based on the press book of articles published about the initiative.

IMPACT

The campaign easily achieved its goals:

- A company with a clear identity and a solid reputation among passengers.
- A stronger image embodied by the men and women who are crucial to the company's success.
- Enthusiastic employees driven by a **heightened sense of solidarity** and even more motivated to further improve company performance.





Transports publics de l'agglomération stéphanoise (TPAS)

Working to improve attitudes towards people with disabilities



abilities, who were hired on short-term summer contracts following the introduction of France's Disability Law in 2005. This led to a campaign to broaden the company's scope on the matter.

ACTION

General management and human resources management opted to extend the recruitment of disabled workers throughout the company as temporary replacements for employees away during summer vacations. They set up a partnership with Idées Intérim, a consultancy specializing in the field, with a view to combat prejudice through the temporary integration of disabled employees.

Between 2009 and 2010, a series of initiatives helped offset any reservations among teams and management: they included theme-based activities, a film made in partnership with Adecco, tailored training programs, a practical approach to explaining disabilities to promote a better understanding, and in-house communications on the issue.

These combined efforts paved the way for hiring disabled workers for all types of contracts and profiles.

In addition, the company has focused on providing the right conditions for disabled workers. It has implemented long-term initiatives in conjunction with managers and employees to ensure a suitable work environment, giving new hires all the tools needed to succeed.

TPAS has also pursued an active policy to promote ongoing employment for people

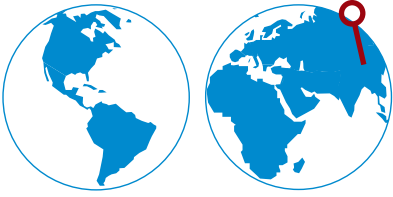
with declared disabilities or deemed unfit to continue in their job, either temporarily or permanently. The goal is to **find tailored solutions**, helping those in question receive the necessary training or reassignment. As a result of **the company's well-publicized, positive stance**, a number of employees have found the strength to request acknowledgement as disabled workers. The company doctor works with them to complete the necessary steps as part of a successful campaign to overcome any apprehensions regarding recognition of what makes them different.

IMPACT

In 2010, the company surpassed the 6% employment quota for disabled workers required by law, demonstrating the success of this proactive approach to bringing on board people with disabilities. In addition to exemption from levies paid to the French government agency Agefigh, the move has opened up a number of special subsidies. TPAS has also received the official endorsement of Handi-Loire Entreprises, which seeks to promote best practices in the employment of people with disabilities in the Loire region of France.

CONCEPT

Veolia Environnement's Diversity & Equal Opportunity plan has helped the company step up its campaign against discrimination while promoting diversity as a source of social and economic improvement. Veolia has implemented an awareness-raising drive among all business units to better integrate employee differences in activities and managerial practices. Against this backdrop, the public transit operator for the Saint-Etienne area—Transports Publics de l'Agglomération Stéphanoise (TPAS)—has taken steps to strengthen its commitment to employing people with dis-



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A Charter on Gender Equality Policy



CONCEPT

Guaranteeing equal opportunities for employees is one of Veolia Environnement's key priorities in pursuing its diversity policy. Ensuring gender equality in a manner that also takes into account the differences between women and men is a vital part of creating conditions that promote equal opportunity. That is why Chengdu Générale des Eaux Marubeni Waterworks in China drew up a "Charter of Gender Equality Policy" in late 2009. The goal is to prevent any form of discrimination in the recruit-

ment process, covering everything from management positions to vocational training. More broadly, **the initiative represents a move to promote a work environment in which everyone is an integral part of the company, reaching their full potential and reaping the rewards they deserve.**

ACTION

The human resources department drew up the Charter of Gender Equality Policy by detailing the company's commitments in the field.

It embodies two key principles:

1. "Breaking down barriers and promoting opportunities for women, notably through access to and involvement in every aspect of the decision-making process, with a focus on management."
2. "Ensuring the welfare of women, especially those who are pregnant or nursing, through safety measures to prevent any bodily harm resulting from work activities, in strict compliance with any legal requirements in effect in the country."

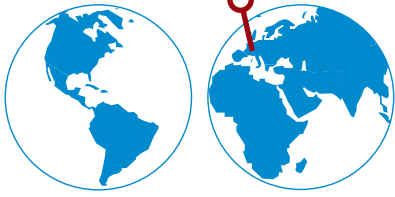
The charter is displayed on the premises and posted on the company intranet. It has helped establish a proactive policy on promoting the role of women in the company. As part of the initiative, women are given a half-day's leave during International Women's Day, along with other special holidays.

The Charter of Gender Equality Policy also encourages all employees to strike a balance between life inside and outside the company. The initiative involves 50 people in all, including 12 women.

IMPACT

The campaign to promote equality has boosted the company's image as a responsible employer, with the Charter of Gender Equality Policy helping bring women's skills to the fore, highlighting their role and the added value they bring to the company. This has produced gains in employee satisfaction, motivation and loyalty.

Location – France



Veolia Propreté France

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Veolia Environmental Services makes an unwavering commitment to attract more women

CONCEPT

Veolia Environmental Services' approach to managing and promoting diversity is the backbone of its entire HR policy. In addition to receiving the national Diversity Label for its solid-waste activities from Afnor Certification in France, the division has set out five key priorities for its initiatives, covering employees who are foreign nationals, employees age 55 and over, people with disabilities, diversity training for middle management, the HR network and employee representatives, and gender equality. On this last issue, the division has set out to increase the number of women at every level of the company. To this end, it introduced an agreement on gender equality in the workplace in July 2010. The goal is to increase female representation in the workforce to 20% by 2013, and a range of initiatives are already underway.

ACTION

The company has identified a number of focal points to bring women on board more effectively and help them pursue their career with Veolia Environmental Services:

– a major awareness-raising campaign targeting key stakeholders (including management,

HR and employer/employee representatives) drawing on resources designed to promote diversity: the online diversity-management training resources unveiled in late 2010 provide a common ground on the issue, clarifying the challenges at stake, combating prejudice, nurturing the right reflexes in recruitment and assessment, and outlining methods of dealing with discrimination. The company has also introduced other tailored resources including a booklet entitled Women at Veolia Environmental Services, showing how the division's fields of expertise are open to everyone, with an entire chapter in the Veolia Environmental Services Diversity Report devoted to gender diversity, highlighting a range of related initiatives.

– a proactive approach to employing women: achieving the 20% target for women in the workforce hinges on an ability to attract the right talent. The company has distributed a leaflet for employment service providers showing how the wealth of different fields covered by Veolia Environmental Services offers real opportunities for women and men interested in pursuing a career with the division.

It is also vital that the company listen to feed-

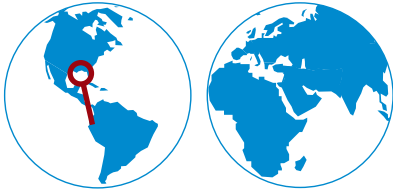
back from those in the field to better adapt its approach to bringing women on board. This has led to the provision of separate changing rooms for women at sites—a simple, practical move that has helped foster a more welcoming environment. In addition, the introduction of annual in-house audits at sites has provided a means for monitoring application of the policy and promoting best practices on a local level.

– mobilizing women employees: the company aims to help women achieve their full potential and grow with Veolia. To this end, a pilot training program to provide support in the workplace—“Rythmes de vie, rythmes de carrière” (finding a work-life balance)—was introduced in 2010 to better provide support for women in management positions. In addition, the “Veolia Environmental Services women's network” was introduced in France in 2011, providing twice-yearly meetings for seasoned managers to share their experiences and work together on key company issues from their own unique perspective.

IMPACT

Veolia Environmental Services has made great strides in increasing the number of women in its workforce, and has extended its campaign to include women from the company's other divisions, who are invited to take part in the next women's network meeting.





Interagua C. Ltda

A personal development plan to promote each employee's individual career path

CONCEPT

Training is an essential part of business growth and is crucial in cultivating employee loyalty. It gives people a means to pursue their own personal development and career mobility options. As a result, a raft of programs are available worldwide to help employees acquire and build skills or enhance their well-being. In Ecuador, Interagua C. Ltda has set out to focus and streamline its training policy through a single strategic vision that involves clearly communicating employee needs.

ACTION

The company now offers an individual development plan (PID) corresponding to the needs of each employee in their specific field. Some training courses are aimed at staff working in the same department; others cater to employees with similar backgrounds, such as administrative staff. Health and safety training modules are designed for employees from a host of different fields and cover a wide range of issues, such as hygiene standards. The content of training programs is discussed in advance with middle management to accurately target real need. **Backed by a team of 22 in-house instructors, the**

company has the skills and expertise needed to help its entire workforce grow.

External service providers are brought in to cover non-technical areas such as improving customer services, promoting self-confidence and dealing with emotions. The PID training program incorporates three focal points: prevention, training by specialty and support for families. Some modules are designed for all types of trainees; others are provided on a needs basis, or in line with volunteer programs. One example is a training module that has helped 113 women from employees' families learn how to grow their own business.

Some courses reflect the need to adapt to new work assignments; others lead to qualifications and steps along a career path.

The overarching aim of this highly diverse program is to help each employee thrive as an integral part of the company.

IMPACT

A centralized approach to coordinating the training program has made it possible to better monitor employability within the company. **The focus on taking into account the needs of not only the company but also of each employee has shown all per-**

sonnel that Interagua C. Ltda is keenly aware that their well-being and motivation are vital to the success of the company as a whole. This tailored approach is in sync with the company's business development strategy. Training employees in a manner that encourages mobility and internal promotion has for instance been instrumental in the move to successfully set up call centers.

The personal development plan (PID) currently covers:

- 1. PHSS:** promoting a culture of prevention through awareness of standards and regulatory provisions regarding health and safety in the workplace.
- 2. PHD3:** developing leadership skills for supervisors to foster effective human resources management.
- 3. PAE:** developing the technical skills of employees in support functions to help them better assist managers.
- 4. PFC:** promoting and developing technical and service skills for customers inside and outside the company.
- 5. PTF:** developing technical skills and working methods for managers and foremen.
- 6. PTO:** providing qualifications for technical expertise and skills in system maintenance and wastewater services.
- 7. PEMP:** helping employees' families build the skills needed to create sources of income and improve their standard of living.



Servicios de Tecnología Ambiental (Guadalupe)

Providing basic skills training

CONCEPT

Proactiva is an international company keenly focused on its role in the local community. Its commitment to service quality has earned it a solid reputation for skills development and social initiatives for employees. When Proactiva took over the waste-collection contract for the city of Guadalupe in 2005, it conducted a review of incumbent personnel. This revealed a lack of basic skills training, which contrasted with Servicios de Tecnología Ambiental's goal of providing high-quality services built around a workforce of employees skilled in their field and driven by the prospect of a career with the company.

ACTION

As a result, the company decided to introduce a training program that would allow employees to finish their studies by taking classes at times that would suit their work schedule. It drew up an annual course timetable based on eight hours of training per week spread over two days. Servicios de Tecnología Ambiental made a solid commitment to rise to the challenge of optimizing its business to allow employees to study for nationally recognized qualifications.

Courses were optional but broadly promoted by managers, who identified relevant personnel based on job profiles.

The targeted employees were then given details of the opportunities provided by the training programs.

The company set up three modules, with employees assigned to the pertinent program based on their basic skillset:

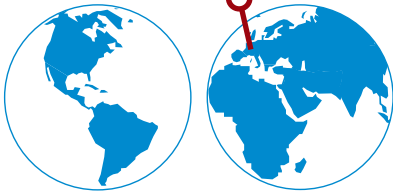
- a literacy program;
- a primary studies module;
- a secondary studies module.

Courses are run by Mexico's National Institute for Adult Education (INEA), which is well versed in issues related to training for people who need to juggle work commitments. The institute's reputation extends worldwide and in 2011 it received a UNESCO award for its literacy work.

IMPACT

In addition to improving staff skillsets, the program has also helped foster employee loyalty. Absenteeism dropped by 73% between 2003 and 2008, with turnover falling from 8.2 to 0.75 over the same period. Over 70% of employees have now taken courses, which have been a real springboard to improving integration in society and in the workplace. The program demonstrates Servicios de Tecnología Ambiental's commitment to helping employees pursue their career path and has strengthened ties with trade unions, which have played a major part in telling employees about the training programs on offer.





Veolia Propreté France

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Standardizing staffing procedures to highlight skills: Proveo



The kit was introduced in conjunction with training for management on how to get the most out of the new resource. That provided an opportunity to talk to managers about their expectations and real needs. It also promoted discussion on Veolia Environmental Services values, performance targets and requirements with regard to combating discrimination among employees and promoting diversity. Proveo has contributed to the recruitment of all workers in the region Île-de-France since 2010, along with nearly all hiring in every other region: Veolia Propreté Méditerranée, Veolia Propreté Sud Ouest, Veolia Propreté Nord Normandie, Veolia Propreté Rhin-Rhône et Veolia Propreté Centre Ouest.

IMPACT

Proveo has been very well received by managers as it has significantly streamlined their staffing strategy. Candidates and new hires have also found it very useful as a means of clarifying Veolia Environmental Services recruitment methods in France. Employees already working for Veolia Propreté have seen Proveo as a chance to highlight their skills and experience by using the tests to work with their supervisors on new career opportunities. Proveo is a clear, practical tool that provides an excellent way to promote internal mobility.

Standardizing staffing processes throughout France is part of the drive to ensure equal opportunity and combat discrimination, allowing Veolia Environmental Services to guarantee greater consistency in its human resources and diversity policies.

CONCEPT

The quality of solutions provided by Veolia Environmental Services is closely tied to the company's ability to build the skills of its employees, ensuring they have the qualifications they need and identifying compatibility between competence and job requirements. Based on the knowledge that two thirds of Veolia's jobs in France involve manual labor, and with a view to prevent excessive use of temporary personnel, the Veolia Propreté human resources department has taken steps to assist HR managers and other supervisors in hiring employees. The initiative took shape as a drive to improve procedures, identify the interpersonal skills of candidates, and provide a whole range of resources to support the

staffing process and ensure relevant monitoring. All of these resources were compiled in **the Proveo recruitment pack.**

ACTION

Two Proveo assessment tools—one for people able to write French and another for those lacking the necessary literacy skills—were compiled and tested in-house based on feedback from workers to tailor them to real needs. Results provide a clear list of not only the candidates' skills but also their motivation and ability to work as part of a team. The Proveo pack also includes a presentation of potential openings for the candidate, along with a folder detailing each position, providing **a database of jobs used by all business units in France.**

Strengthening solidarity

Given the nature of their jobs, our employees actively improve the lives of the people who rely on their services.

Veolia has naturally made solidarity a key component of its social policy worldwide. Encouraging employee-employer dialogue, assisting employees in times of need and focusing on individual growth are all vital aspects of our human resources management policy.



Veolia Propreté France

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Honing the skills of employee representatives



CONCEPT

In 2009, Veolia Environmental Services created an Employee-Employer Dialogue Body (IDS) in France tasked with addressing issues affecting all regions and subsidiaries to cement a lasting commitment to social dialogue. Members are appointed by local bodies and divided into three groups (workers-employees, supervisors and executives). They cover a range of different profiles and backgrounds, all pooling their experience to enhance the forum's discussions. The IDS plays an important role in promoting progress on key issues, such as the agreement

on employing and assisting disabled workers, and the agreement on gender equality in the workplace, signed in 2010. The division's human resources department launched the initiative in a bid to improve the skills and qualifications of employee representatives who are members of the IDS, helping them fulfill their commitment to improving company life.

ACTION

A partnership was formed with L'Institut d'Etudes Politiques (often referred to as "Sciences Po"), a renowned political science school in Paris, and the association "Dialogues" to devise a specific training program to hone the skills of employee representatives.

In 2010, ten IDS members began a ten-day course on a range of issues covering **three topics: management and HR efficiency, social and economic culture, trade unions and labor relations.** To conclude the course, participants wrote a paper highlighting the experience and qualifications they have acquired throughout their career.

The first session ended in June 2011, when students presented their papers orally. There was a palpable sense of pride and achievement among the 9 out of 10 participants who attended the graduation ceremony at Sciences Po on November 10, 2011, in the presence of the Chief Executive Officer of Veolia Propreté France.

A second session is now underway, with eight employees who began their studies at Sciences Po in late 2011.

IMPACT

The initiative—designed to provide a practical, interactive course to help employee representatives achieve their goals—has been well received by all involved. The move reflects the company's drive to promote employee-employer dialogue and has motivated everyone to pool their strengths in seeking the most effective ways to tackle the key challenges ahead. Based on this experience, **Veolia Environnement headquarters decided to make the course available to its own employee representatives** to better assist them in their work as part of the agreement on the quality and development of employee-employer dialogue.



Dalkia France

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Clearer communications to move forward as one: employee-employer dialogue training for managers

CONCEPT

Employee-employer dialogue is an essential part of the drive to promote loyalty and increase motivation among personnel. It covers a whole range of issues, ensuring that employee expectations are understood, improving working conditions, and anticipating and supporting changes in labor relations within the company. Because human capital is so central to Veolia Environnement solutions, Dalkia

France has long demonstrated a commitment to use employee-employer dialogue as a source of progress. This means making managers more aware of the issue, with a focus on those who supervise employees on a daily basis at sites and in the field.

With this in mind, Dalkia has taken tangible steps to encourage solid communications between management and employee representatives.

ACTION

Backed by senior management, Dalkia's HR department in France set up training programs designed to assist managers in achieving these goals. Courses are now held regularly and provide a forum to freely discuss the role of employee-employer dialogue within the company in a constructive manner. Each session involves approximately ten people, usually from the same site, although the program covers a wide target group. Offered throughout France, courses are aimed at every level of management, from members of the Executive Committee to branch supervisors.

The goal is to give managers greater insight into the role of employee representative bodies and the impact of the latest trade union agreements. The approach involves a business dinner with trade union representatives to clarify the role of collective bargaining, followed by a day's training on laws and regulations, existing agreements and dealings with employee representatives.

IMPACT

These programs allow Dalkia's corporate office and HR management to provide clear information on current issues and prevent any ambiguity between different business units. In addition to streamlining communications and sharing knowledge, the courses have helped foster **smoother labor relations on a local level**, promoting solid agreements between management and employee representatives.

The underlying value of these measures lies in an ability to streamline communications between all involved, making **employee-employer dialogue a cornerstone of everyday company life**.





Proactiva Meio Ambiente Brasil Ltda – Barueri

Convincing employees of the importance of learning: a computer-based literacy program

CONCEPT

Self-esteem is vital to any employee's ability to fully invest in their job with a view to improving their skills and responsibilities. Proactiva Meio Ambiente in Brazil has risen to this very challenge by giving people working in waste collection who lack qualifications the opportunity to acquire basic academic skills which enable them to play a more active and fulfilling role in society and to **see their future in a new light.**

ACTION

Proactiva has launched a major campaign to demonstrate to waste-collection employees the benefits of reading and writing classes. Managers have been closely involved in explaining the courses and their content. To help kindle interest and promote a fun, modern approach to learning, classes are computer-based. They are organized in partnership with the municipality of Barueri and led by teachers who are recruited and paid by the local authorities. The company provides classrooms on its own premises to make it easier to conduct the sessions. Proactiva has also implemented a proactive mobility and internal

promotion policy to give employees who seek to improve their skills the option to pursue a career with the company.

IMPACT

This highly pragmatic approach to training has paid off. The idea was to help employees build their skills. Being able to read, write, interpret written instructions, understand manuals and use a computer are all **prerequisites to improving quality of life and opening up a world of opportunity.**

The campaign has also changed the company's relations:

- with its employees, by demonstrating a commitment to their well-being and personal growth;
- with **local organizations, who no longer see the company as a simple service provider but as a committed partner.** Ties fostered with these organizations have been instrumental in ensuring the success of the literacy campaign.

Employees now enjoy new-found motivation in their work. Empowerment has led to a drop in absenteeism and an increase in productivity. At the same time, the company has managed to clearly convey the



connection between skills development and career prospects. Examples include employees who have moved on from their previous work as waste collection operatives to collection truck drivers, with both hands firmly on the wheel.



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Veolia Environmental Services

A focus on “foreign employees” at Veolia Environmental Services

CONCEPT

The wealth of expertise inherent in the solutions provided by Veolia Environmental Services and its HR policy have helped bring together people with a wide range of cultures, social backgrounds and qualifications. One of Veolia Environmental Services’ top priorities is to help all of these people find their place within the company, convinced that **a wide range of profiles helps optimize business performance.** Over 10% of Veolia Environmental Services employees in France hold foreign citizenship, representing over 80 nations in total. As Pascal Decary, Vice-President Human Resources, has made clear, supporting employees from foreign countries is an important responsibility. The company has introduced a range of measures to make that commitment a reality.

ACTION

The HR network and middle management have been made fully aware of the importance of **pursuing an active policy on integrating employees from other countries.** Naturally we must avoid employing people who do not meet the necessary legal requirements to work in a given country. However, the campaign does aim to help employees complete the relevant administrative procedures and settle into their lives and jobs at Veolia. In the UK, the company has an employee whose sole role is to focus on this core issue. VES has also signed an agreement with the United Kingdom Border Agency. Regular checks are carried out to monitor management of employees currently under contract to ensure compliance with administrative criteria regarding work permits. Over one hundred cases have been processed in this way, making it possible to avoid the tough legal penalties enforced for failure to comply with relevant regulations. In France, the Veolia Propreté human resources department has had a support system in place since 2008 to assist employees in completing official procedures to obtain work permits. The goal is to clarify registration processes nationwide and to work with government officials to use the full range of options available. This is done in

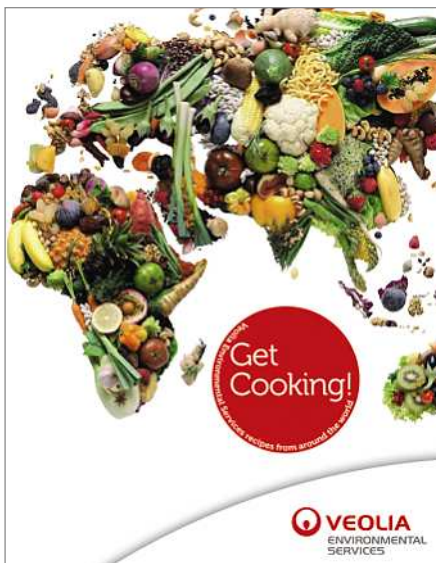
conjunction with the French trade union CGT and helps Veolia Propreté employees maintain their high standards while preventing social dumping and illegal practices. **Veolia Environmental Services is active in a number of countries, where it shoulders an innate responsibility to promote equal opportunity.**

The division is well aware of the support needed by middle management in dealing with sensitive personal issues. In the UK, managers have been given clear guidelines on the matter. In France, Veolia Propreté published its first annual report on its management policy for foreign employees in 2011, providing a clear overview of the issue within the company.

Foreign employees play a key role at Veolia Environmental Services, providing a much-valued source of strength. This is a principle ably reflected by a cookbook VES has published entitled “Get Cooking!”, featuring contributions by over 40 employees from different countries and providing a colorful snapshot of the cultural diversity within the Veolia Environmental Services teams worldwide.

IMPACT

Veolia Environmental Services has established a solid reputation as a socially responsible employer. Three key components of this campaign involve highlighting the contribution of foreign employees at Veolia Environmental Services while recognizing and promoting the diversity of nationalities found among its workforce. The goal is to help employees settle in effectively and pursue career prospects in line with their individual skills and ambitions.



The employees who contributed to the publication all submitted a recipe from their home country to compile a cookbook which beautifully mirrors the diversity at Veolia Environmental Services.



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VWS & Technologies Australia (PTY) Ltd

Employee Assistance Program: looking after the well-being of employees



CONCEPT

Australian culture is particularly focused on issues related to well-being in the workplace. As a result, the authorities strongly encourage companies to tackle the issue effectively. Against this backdrop, Veolia Environnement is cultivating a clear, consistent brand image with a strong commitment to sustainable development across its four core businesses: water, energy, waste management and transportation. The four divisions have joined forces to rise to the challenge of ensuring employees' well-being in the workplace, allowing each of the divisions to benefit from a wide range of experience above and beyond their individual fields. This initiative

laid the foundations for the Employee Assistance Program (EAP), unveiled in 2010. The EAP is managed by an independent body and is open to employees and their families. It offers a free prevention program designed to promote employee motivation and loyalty while reducing absenteeism, injuries and illnesses. It covers a wide range of issues related to health and well-being, such as addiction, debt, depression and harassment in the workplace. EAP is not only for those facing emergencies or in dire straits: it is open to anyone seeking to improve their quality of life.

ACTION

Each division is responsible for rolling out the EAP among its workforce in line with the needs of individual business units. **Veolia Water Solutions & Technologies decided to make the program a comprehensive part of its policy on health and well-being**, using it to the full as a resource for employees, managers and teams.

This led to a number of tangible initiatives:

- Business luncheons were organized at each site with the service provider handling the EAP.
- The human resources department sent out a message to each employee to tell them about the program.
- Booklets and posters were made widely available.
- The intranet was gradually updated to

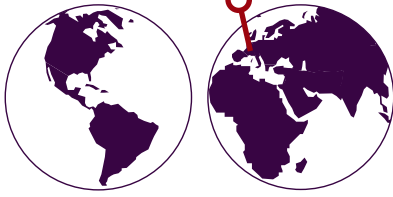
provide all information needed by employees interested in the program.

– Managers were made aware of the benefits of the prevention initiative.

Managers may recommend the EAP to employees experiencing difficulties inside or outside the workplace, though anyone can apply to the program for help in dealing with specific challenges linked to their work or private lives. Interviews are conducted by telephone or in person. The initial interview can be arranged during working hours with the approval of the employee's manager, although the exact nature of the discussion need not be disclosed. This confidentiality is crucial to the success of the program—the effectiveness of the entire initiative depends on its ability to inspire employee trust.

IMPACT

The program has been used by nearly 4% of Veolia Environnement personnel in Australia, and 9.14% of Veolia Water Solutions & Technologies employees. These figures are proof of the extent to which employees are well informed and aware of the scope of the program. The EAP also provides data on psychosocial risks within the company through the number of applications to the program. As such, it provides a useful means of identifying ways of improving the company's policy on health and well-being in the workplace.



Veolia Propreté France

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Helping employees in times of need

CONCEPT

Employees can face a whole range of problems varying in severity, which can upset the balance of life on and off the job. This can lead to an inability to focus while they are at work and, as a result, lead to an increased risk of accidents. Irrespective of whether the root of the problem lies at work or at home, Veolia Environmental Services believes it is vital to provide employees with the tools needed to cope with these difficulties while at the same time helping managers deal with situations that can sometimes be very complex.

ACTION

In France, Veolia Propreté Île-de-France has introduced an individual support system involving a network of counselors to assist employees who are dealing with difficult circumstances, such as a car accident, the death of a colleague or a suicide. The coordinator for the region Île-de-France network of

counselors teamed up with the region's human resources department **to highlight the importance of reacting quickly and professionally to help employees and assist management.** Since 2008, a host of initiatives have been taken following traumatic events, carefully calibrated to each situation: group debriefing with or without the employee directly affected by the event and employees who witnessed it; expertise and technical assistance provided to supervisors; counseling for the employee directly affected and, in certain cases, administrative support and referrals to internal departments and the company's external partners. Nearly a dozen employees dealing with traumatic events received support from the network of counselors in 2010.

Similar measures have been put in place by Veolia Propreté Sud-Ouest. As a result of personal problems linked to issues such as debt, addiction and housing issues, a number of employees have needed specific assis-

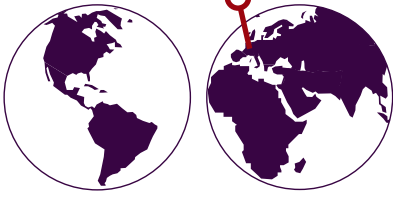
tance, with their immediate supervisors required to handle situations for which they are not always fully equipped. The company has set up a center to provide assistance with personal and social issues at Veolia Propreté Aquitaine, bringing in an external service provider and drawing up a code of ethics. Employee assistance is based on open discussion and a neutral stance, along with an understanding of real-life constraints. In practice, it is the employee's supervisor who refers the employee to the center, after which the employee is free to turn down assistance or accept the offer with the proviso that he or she may leave the program at any time. The center guarantees the confidentiality of any action taken. Any discussions with a third party, including the employer, will not take place without the approval of the employee in question. An eight-month trial period gave the center an opportunity to assist 22 employees. Based on its initial success, the program was extended to include all Veolia Propreté branches in the region around Bordeaux.

IMPACT

These measures have had a significant impact on employees and managers by giving them a real opportunity to seek assistance when they do not know where to turn. As a result, the initiative has greatly improved **relations within the company.** In addition, the move to address individual situations has enabled a more global approach through an overarching commitment involving prevention plans and training programs covering areas such as basic insights. Given the severity of certain situations and the extremely encouraging results so far, Veolia Propreté France has taken steps to roll out similar measures nationwide.



Location – France



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TVO Île-de-France

An “online” response team to promote service continuity

CONCEPT

Anti-social behavior, quarrels and deteriorating circumstances on bus routes previously led drivers working for the public transportation company TVO Île-de-France to regularly exercise their right to withdraw from service. To improve safety on the public transportation system, TVO introduced an “Online Response Team” (EIL) in 2007. The teams handle disputes, talk to passengers and raise awareness, assisting drivers and strengthening ties with law-enforcement officers and the authorities.

ACTION

The team has more than ten agents. They devote 20% of their time to resolving disputes and focusing on prevention. The rest of their time is spent informing passengers and checking the quality of the transportation system, carrying out between 120 and 140 inspections every day. Agents work in teams of three and travel by scooter to ensure a quick response. In line with the focus on providing service, dialogue and mediation, the team comprises former policemen, members of the armed services and prison offers. TVO receives financial backing from the region Île-de-France transit authority—the Syndicat des Transports d’Île-de-France (STIF)—as part of its campaign to bring a more personal touch to the public transport system in areas covered by the city’s transportation policy.

IMPACT

Results have already been extremely encouraging: no drivers felt the need to exercise their right to withdraw from service in 2008, 2009 or 2010. **This has improved continuity of service in an area**

where people are highly dependent on public transportation. The initiative also helps ensure compliance with quality commitments set out in the contract signed with STIF since the mobile response teams can quickly and effectively intervene and provide up to the minute information. The teams also provide a direct contact with local law-enforcement officers and the authorities overseeing public safety, helping in the campaign against violence and delinquency, and promoting prevention in areas covered by bus routes.





Société Nouvelle des Transports de l'Agglomération niçoise (ST2N)

Coming together to tackle challenges as a team: a committee to reduce absenteeism



CONCEPT

Absenteeism is often a result of employees' difficulties in dealing with personal issues. Société Nouvelle des Transports de l'Agglomération Niçoise (ST2N) in Nice has taken steps to tackle absenteeism by working alongside employees who are clearly experiencing problems linked to health, family or social issues. The initiative involves underscoring the company's readiness to help without stigmatizing those affected or undermining their position. The human resources department has launched a campaign designed to ensure that no employee is forced to deal

with problems alone by offering solutions including changes to their position at work or their schedule, along with opportunities for internal mobility and training.

ACTION

A special committee comprising company doctors, HR managers, counselors and employee representatives meets once a month. Its role is to come up with tailored solutions for each employee facing problems related to reassignment, invalidity or sick leave. The originality of the approach lies in the ability to also offer solutions

linked to personal issues such as divorce, childcare, or the illness of a spouse. All of which can affect employees at work.

Although the human resources department coordinates the committees' endeavors, it is the committee members' diversity that helps it **address individual issues from different perspectives to devise a solution truly adapted to each individual case.** The combined efforts of health specialists, labor relations experts and employee representatives has ensured tangible progress in dealing with difficulties faced by employees, along with their skills and expertise, all the while ensuring the strictest standards in maintaining the confidentiality of medical files and without infringing upon employees' personal feelings. The goal is to promote a joint approach to finding the best way to continue supporting them in their work within the company.

IMPACT

The committee's regular meetings ensure that employees facing difficult situations receive effective ongoing support. Over 50 people use these services every year. The level of discretion guaranteed by the initiative has ensured an enthusiastic response from managers and employees alike. This has helped foster trust-based relations with employees, who are encouraged to improve their situation. On the one hand, the employer identifies ways in which employees can pursue their work; on the other, employees feel greater **loyalty to the company as a result.** Restoring the balance in the employee's work environment and demonstrating a real show of support provides a definite source of motivation. Interim solutions can help employees weather difficulties while maintaining ties with their employer. This has led to a significant drop in absenteeism to below 5% over the past few years.

Enhancing Employability

Employee expertise is a service company's greatest asset. Our drive to improve human resources management on a daily basis is backed by a proactive approach to vocational training and career development. This is part of a commitment to continuously adapt to ongoing changes in our different fields as effectively as possible. Veolia is well aware of the inherent value of employee skills, which is why we seek to pool our experience and share our knowledge.

Location – France



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Veolia Eau – CGE (Northwest and Center-East regions)

Providing training to help frontline managers fulfill their responsibilities

CONCEPT

Veolia Eau – CGE is firmly focused on maintaining close relations with its customers in France, where operations consist of teams targeting a given geographic area or business line. Each is relatively small—comprising 5 to 15 people—and well integrated on a local level. Team managers play a crucial role in ensuring everything runs smoothly and promoting business growth. Changes in the organization of the Water division and the drive to continuously improve the way the company meets the needs of authorities have underlined the importance of a solid support system for frontline managers. Senior management is well aware of the daily challenges they face and has set out to help them fulfill their responsibilities. As a result, the Center-East and Northwest regions worked in partnership with their human resources departments to devise a training program tailored to individual needs.

ACTION

Since 2010, courses have been up and running for 30 managers split equally between the Center-East, Normandy and Flanders-Artois-Picardy regions. The move to ensure an even balance of participants helps promote interaction and networking—which is enhanced by an ability to work together over an extended period: the program comprises a three-day module at the Veolia

Environnement Campus in the Paris region Île-de-France, followed by two two-day regional modules.

Course content was developed with Campus Veolia Environnement, working closely with the different regions to clearly identify relevant issues and offer tangible solutions to real needs.

To effectively communicate Veolia Eau – CGE's practices and procedures, all **business-related topics are presented by in-house specialists in their field**. This provides a solid foundation of knowledge covering financial and commercial management, human resources and safety. The aim is also to clearly convey Veolia's standards by outlining its strategy and policy on research and innovation while bringing sustainable development issues to the fore.

Management training is, however, provided by an outside body to offer an objective approach giving each employee a solid grasp of all related challenges, such as dispute management and team building.

IMPACT

The instructors' dedication and the regional departments' backing have made the program a real success among frontline managers. Over 200 employees have already taken the course, and have been impressed by the results. Participants have improved their skills while **developing a strong attachment to Veolia Eau – CGE**,

buoyed by the knowledge that they can rely on colleagues providing support services in the various regions. Employee representatives have also praised regional management's commitment to continuously improve managerial practices. Helping frontline managers grow in their job is a real asset in cultivating a healthy work environment and powerful team dynamics on a local level.



Location – United Kingdom



Veolia WS (UK) Ltd

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A program that offers tailored training courses for managers

CONCEPT

Veolia Water Solutions & Technologies provides state-of-the-art services and technologies worldwide. The company draws on extensive experience in engineering and development, buoyed by the skills of managers and executives from a wide range of backgrounds, in most cases with a high degree of specialization. The human resources department in the UK has taken steps **to build on the unwavering commitment of these men and women to hone their managerial skills which have mainly been learned on the job.** The goal is to support them in their role, encouraging them to share the same values and shape their own career.

ACTION

Over the past two years, 160 executives in the UK have taken the Management Leadership Development Program (MLDP). The country's human resources department worked alongside Campus Veolia Environnement UK to structure course content as effectively as possible in line with targets and based on feedback from the managers themselves. The program comprises a series of modules taught over 30 months, spanning the entire country. This wide geographic coverage is designed to allow managers to meet their colleagues around the UK and get to know other business units. The managerial melting pot is a

cornerstone of the initiative's success: it brings together financial and commercial managers, directors of operations, sustainable-development experts and other executives, giving them an opportunity to meet one another, find out about different fields, and share a vision filled with fresh perspectives. The program now involves representatives from other European countries. This sense of diversity reflects the spirit of the program, which has built its success around a highly flexible approach. Participants can shape their own training course as they go along. At the end of each module, they assess their personal gain and look ahead by describing what they feel should be the next step on their path to personal development. They then choose their next module, creating a training program to suit their individual needs. As a result, course content has immediate application. The flexibility of the program also lies in a commitment to review each module on completion to determine ways in which it can be improved next time around. The goal is to continuously optimize resources and better respond to the trainees' actual needs.

Participants improve their managerial skills and knowledge through a series of working groups, roleplaying sessions, practical and technical workshops, and even e-learning. Some aspects of the course directly involve the company's senior management and



executives. The initiative has helped forge strong ties between employees and the company by promoting a joint approach to business communications and culture.

IMPACT

Managers have been enthusiastic about the course, relishing the opportunity to enhance their management acumen and interpersonal skills. They are also encouraged to step outside their immediate field to think more broadly about new career opportunities. This has had an extremely positive impact on motivation, **with managers driven to raise the bar both individually and collectively.** The program's success and flexibility have given rise to similar initiatives in Germany and the United States; other Veolia Environnement divisions are also considering potential applications.



Dalkia Ceska Republika

“Investors in People”: a certificate promoting improved HR management

IDÉE

“Investors in People” is an internationally recognized standard based on a comprehensive set of 39 indicators in the field of human resources management. Launched in the UK in the nineties, it has helped a host of companies to improve their approach in this field.

Dalkia Czech Republic has long been committed to ways of **allowing everyone to share the same corporate culture and ambition**. In 2008, this led the company to focus on meeting the “Investors in People” HR management targets. What followed was a determined campaign to strike an effective balance between promoting individual interests and achieving company objectives, underscoring the vital importance of effective human resources management in ensuring business growth.

ACTION

Dalkia Czech Republic received its “Investors in People” certificate in July 2008. The announcement was proof of a human resources policy that comprised clear goals with respect to promoting skills management and development, improving managerial practices and giving greater responsibility to teams and individuals while monitoring personal performance. The certificate was awarded based on the results of an independent audit involving one hundred employees, prior to which

everyone had made a concerted effort to fine-tune their approach, setting clear targets to improve individual commitment and motivation. Another advantage of the audit lay in providing an overall snapshot of human resources management and identifying scope for improvement. At the same time, managers were given a better understanding of key aspects of people management—a linchpin in improving overall business performance.

IMPACT

The certificate has further enhanced Dalkia’s image in the Czech Republic. The company is seen as an employer dedicated to the human side of business and focused on helping employees achieve their full potential. A second audit in 2010 extended the award for another three years, highlighting Dalkia’s lasting commitment to the highest standards in human resources. Cultivating strong ties with employees and helping them achieve their career goals are an integral part of the company’s strategy.

Ten HR policy standards included in the “Investors in People” audit checklist

1. Clearly defined and understood business development strategy.
 2. Learning and development planned to achieve company objectives.
 3. Employee management strategy that promotes equal opportunity.
 4. Management and leadership strategy.
 5. Management effectiveness.
 6. Recognition of individual contributions.
 7. Employee responsibility and involvement in decision-making.
 8. Skills development and training.
 9. Performance assessment.
 10. Continual improvements to the way people are managed and developed.
- “Investors in People” advocates three watchwords to improve performance in each of these areas: plan, act, evaluate.



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Veolia Environmental Services UK

Encouraging employees to develop their skills through “Talent Forums”



CONCEPT

In a highly competitive environment, in which technical, managerial and leadership skills are crucial to business growth, promoting employee loyalty and identifying talent are vital aspects of the company's strategy.

Veolia Environmental Services is careful to reassure employees that their contributions to its overall success will be rewarded. This goes hand in hand with effective human resources planning, which involves retaining employees with the potential to move into management positions.

The “Talent Forum” initiative launched in the UK in late 2010 is an extension of the Talent program headed by VES’s corporate human resources department.

The goal is to show skilled employees that

the company is ready to offer them real career prospects and is prepared to help them achieve their full potential.

ACTION

Veolia Environmental Services UK set out to identify employees among its 12,000-strong workforce with the potential to take up key positions in the company. The twelve-month program offers selected individuals a chance to participate in workshops, attend conferences, receive personal coaching and work on projects to prove their management acumen. The initiative gives the company considerable insight into the skills and abilities of participants through a compilation of results from the various assessments.

Four Talent Forums were already up and running by January 2011, covering London, the Midlands, and the northern and southern United Kingdom. The program is supported by the Executive Committee and senior managers, who play a hands-on role—one of the key features of the Talent Forum being to ensure that participants all share the same vision of the company and to encourage them to embrace its values to better underpin their leadership potential. Interaction between employees from a range of backgrounds gives everyone the opportunity to **better understand the com-**

pany’s different business lines and share best practices. Creating a professional network is a crucial step in helping managers hone their skills by pooling their experience. The one-year program gives fully invested participants plenty of time to get to know one another, with a special “Talent Club” forum available on the company intranet to nurture networking.

IMPACT

The initiative set out to stimulate talented employees and has been very well received. Participants gain a heightened sense of recognition from the company, along with proof that Veolia is there to help them achieve new milestones in their career. They are encouraged to focus on far-reaching personal goals within the company, which leads them to picture a bright future with Veolia Environmental Services.

The training program has been an overwhelming success in providing a seedbed for “high-potential” talent.

Three Talent Forum watchwords

- 1. “Connect” potentials:** meetings with the Executive Committee, synergy with senior management, “Talent Club” forum.
- 2. “Develop” skills:** assessment of performance and profiles, workshops on leadership, mentoring and coaching
- 3. “Deploy” expertise throughout the business:** projects, career development, internal mobility.



Sade CGTH

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“Sade Performance”: training to promote a shared vision of management

CONCEPT

Day after day, Sade employees work diligently on projects worldwide, rising to technical and environmental challenges while offering customers a range of solutions tailored to their needs. The management committee seeks to highlight and nurture this wealth of personal experience, which underpins the company's solid reputation around the globe, fueled by its employees' professionalism and creativity. **The introduction of a training program for operational and functional managers was seen as an effective way of acknowledging their contribution to Sade's success.** It also provides an opportunity to hone their managerial and commercial skills.

ACTION

Senior management was directly involved in selecting candidates for the program from a mix of fields and backgrounds to promote rewarding interaction and cultivate networking within the company. Between 2008 and 2010, one hundred managers tackled issues related to company strategy, management, personal development and leadership using a three-pronged approach:

– Modules focusing on methods of people management and project management;

– Support from independent consultants to help managers structure their vision and thus develop operations more effectively;

– Roleplaying on personal conduct and dealing with emotions.

The initiative gave everyone a chance to present their business plan to Sade senior management.

Another aspect of the program, entitled “Projet fil rouge”, or “Guiding Principle”, involved looking at best practices in management. This part of the course asked managers to devise and shoot short, theme-based films in small groups to illustrate proper conduct and good ideas, at the same time giving managers the chance to visualize their contribution to the company. Participants worked with an actor and director to come up with a script on a topic and practice important to them while discussing their concerns and day-to-day experiences. Everyone was also given the opportunity to work on their verbal skills and body language in front of the camera. The films were then shown to the executive committee. The initiative boosted the participants' self-esteem and gave company leaders essential insight into core managerial issues.

IMPACT

The program neatly captures the Sade ethos: a practical approach to business with a bond of trust between senior management and company executives. The close involvement of the executive committee and the human resources department has shown employees the extent to which they are genuinely valued. **Managers taking part in the program were happy to have the opportunity to discuss approaches, queries and improvement ideas.** The videos provided a creative means for sharing their efforts with their teams, strengthening ties between management and the workforce through the promotion of best practices. These films, shown at various events, provide a valuable resource for internal communications.

Themes covered by the 30 films shot as part of “Projet fil rouge”

1. Organization and synergy.
2. Strategy and business.
3. Prevention and safety.
4. Human resources.

A wide range of issues were addressed in the field of human resources:

- Recruitment
- Discrimination
- Promotion and career development
- Appraisals
- Transfers
- Dismissals
- Mobility
- Cultural adaptation

Location – France



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Dalkia Centre Méditerranée

A community of operations managers promoting best practices

CONCEPT

Operations managers are a linchpin for the company in their role as frontline supervisors. To assist them in coordinating teams on a daily basis and prevent any feeling of isolation, Dalkia's human resources department in France began a range of initiatives in 2005, such as introducing management training in partnership with Campus Veolia for some 60 operations managers and supervisors. Dalkia Centre Méditerranée felt

it necessary to build on this approach and set out to further empower operations managers by pooling their experience and expertise.

ACTION

The idea took shape in 2008 with the creation of **a community of practices dubbed "COPRA"**. The goal was to use collaborative tools to promote the most effective approaches, encourage feedback and iden-

tify common issues. Operations managers now meet twice a year with senior management while working groups get together on a regular basis to discuss common issues. Resources such as a newsletter, website and blog continuously inject fresh impetus into the community. The initiative's dynamic approach stems largely from the dedication of the Dalkia Centre Méditerranée human resources department and contributing operations managers, with an independent consultant providing additional input at bimonthly meetings.

IMPACT

The initiative has been a boon to operations managers. The energy and enthusiasm surrounding COPRA reflects their interest in developing a network to share information on best practices. Far more than a simple resource, COPRA is a community that operations managers can build and grow in line with their needs. The initiative gives everyone involved a real sense of responsibility, highlighting their role and creating a strong identity. It provides a means of drawing on and spreading best practices, which is also a source of motivation and integration for employees.

COPRA is a true asset to the company as a whole, a means of circulating information more quickly. As a result, clear feedback on frontline management issues makes the process of finding solutions easier and faster. This provides a real fillip to company performance.



Location – France



Dalkia France

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Tutor Day



practices. Campus Veolia Environnement has also set up a special intranet forum to cultivate ongoing contact between Dalkia tutors worldwide.

IMPACT

A powerful way to acknowledge skills acquired over the course of a career, the tutoring scheme has gained a real following. An increasing number of employees are now joining the community and discovering an extremely rewarding, motivating management experience. Nearly 800 Dalkia tutors were trained by Campus teams in 2010.

A report on tutoring schemes requested by France's Junior Minister for Employment was written by Veolia Environnement's training manager in 2009, underscoring the company's expertise in the field.

CONCEPT

Work-study programs are a cornerstone of Veolia Environnement's approach to training future employees. In addition to knowledge building, work in the field involves passing on the kind of highly specific expertise that only experience can bring. Over the years, tutors have become an increasingly important part of Dalkia's campaign to hone vocational skills and promote work-study programs. Above and beyond their professional expertise, they need strong personal qualities like patience, perseverance and generosity. Dalkia aims to give its full support to employees who take on the challenge of tutoring. That means identifying those with the potential to work as tutors, providing the necessary training—mainly through the Campus Veolia Environnement network—and highlighting their contributions. Every two years, "Tutor Day" is an

event designed to reward the commitment of these in-house mentors.

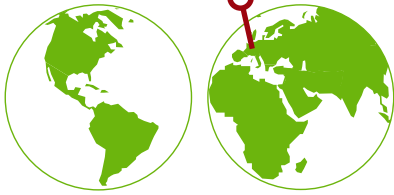
ACTION

Dalkia organized its third Tutor Day in 2010, involving some 300 contributors, to highlight their role and importance to the company.

The event was an opportunity to present 11 tutors with national certificates of recognition for their work in providing vocational training. The afternoon was given over to events focusing on issues related to coaching and specific mentoring methods. Senior executives also spoke to employees about their outlook on tutoring, with guest speakers from outside the company adding a wider perspective. An evening concert rounded off a fruitful day on a high note.

"Tutor Day" is a convivial opportunity for the tutor community to talk about their different experiences and to share best

Location – France



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Sade CGTH

A practical approach to tutoring challenges: Sade rises to the occasion

CONCEPT

Sade is Europe's leading hydraulic contractor, and has been building unparalleled skills in pipe laying since 1918—a particularly demanding field that provides a showcase for company expertise. However, in 2009, shortcomings appear in the work-study training program for pipe technicians: apprenticeship supervisors and tutors in the field were trained by outside bodies, an ineffective method that disrupted worksite organization; course content was insufficiently tailored to real needs, and managers were unable to put these external recommendations into practice on an everyday level. As a result, many of the 200 trainees on work-study programs eventually left the company, citing a lack of training or support. Given its impressive business performance, Sade needed a better way of training highly competent, satisfied pipe technicians keen to stay with the company.

ACTION

The company's training manager launched a wide-ranging campaign to find the right program for apprentice pipe technicians, working alongside human resources representatives from regional departments and Campus Veolia. Based on an overview of the situation and related needs, **a working group was set up comprising instructors from the vocational training course for**

pipe technicians at Campus Veolia in the Greater Paris region Île-de-France, along with foremen, works supervisors and the training project manager. An outside body, C-Campus, was brought in to develop tailored resources to train tutors such as human resources representatives from regional departments, apprenticeship supervisors and field instructors. They were given a range of resources including booklets, films and diaries in May 2009, with HR consultants trained in how to use these tools. They in turn worked with small groups to train apprenticeship supervisors and tutors from each regional department.

The close involvement of HR representatives in monitoring the system down to the finest detail in frontline applications was a real organizational and cultural turning point.

IMPACT

Following a complete course (two years), 80% of pipe technician trainees who followed the program were hired on permanent contracts or went on to pursue more advanced training with Sade. This helped stabilize turnover, while the program continues to train some 40 people who teach apprentices every year. The project has shown the extent to which the company's commitment to training future employees has been a motivating factor for all involved:

- Trainees benefit from better supervision, integration and learning.
- Tutors and apprenticeship supervisors feel their contributions are more appreciated and have an opportunity to build their expertise.
- HR consultants have forged a closer relationship with frontline managers.

The in-house training program has now been adopted by a number of Sade regional departments to train apprentices in other fields.





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Veolia Environmental Services China

A shared resource to develop employee skills



CONCEPT

Veolia Environmental Services spans a range of different yet complementary fields of expertise, and is fully focused on promoting staff integration. In 2008, with this in mind, Veolia Propreté France introduced its Professional Pathways initiative for newly hired workers in France. The program comprises four shared modules—knowledge of the company, interpersonal skills & behavior, health & safety, and environmental awareness—plus modules specific to different fields. It is designed to help those joining the company settle in. It has since proven to be a valuable resource

with the potential for application in other countries. Veolia Environmental Services China, the leading international operator in the country's waste management industry, set out to help its employees benefit from similar measures in 2009.

ACTION

The Professional Pathways initiative was taken on board by Veolia Environmental Services HR teams in Asia and adapted to specific regional requirements and local legislation. The program is aimed at all newly hired workers. In addition, employees at Veolia Environmental Services head office in Asia have been given training in the shared modules as well as the specific technical modules already available, in areas such as energy recovery, hazardous and industrial waste management, and landfill management. Resources are provided in Chinese and allow new employees to **cover all core company issues**. Based on individual needs, employees take part in specialized sessions attuned to different business lines, with a sound balance between practical experience and theory. The initiative required extensive work to adapt resources to Chinese culture while continuing to promote Veolia Environmental Services' own standards and values. Human resources managers and health & safety managers helped design the shared modules included in the training program, with experts asked to contribute to modules specific to their field. The operational advantages of the

Veolia Environnement Professional Pathways program have ensured effective frontline application. The figures reflect this success: more than 340 trainees signed up for the "health & safety" module in 2011, with more than 130 employees taking the technical module on managing industrial and hazardous waste.

IMPACT

The approach has underscored Veolia Environmental Services' commitment to developing the skills of all employees. **Professional Pathways underpins the company's policy on improving the vocational skills of newly hired workers and helping them settle in at the division.**

The program covers key Veolia values, such as diversity, environmental awareness, customer service, respect and teamwork. The initiative is an outstanding example of the ability of all Veolia Environmental Services teams to design and deploy HR resources worldwide.





Veolia Water Shared Services

CONTACT

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Business planning: clarifying the connection between company performance and individual employee contributions

CONCEPT

The “SMART Goals” management concept holds serious appeal, since it covers project targets as well as individual career and personal goals. SMART stands for “Specific, Measurable, Attainable, Relevant and Timely”. Each component emphasizes one of four core features of the SMART approach: set a clear goal; use suitable indicators; provide clear milestones; keep targets realistic and relevant; and follow a timetable. Veolia Water Shared Services has adopted this method as an effective framework for business planning.

The goal is to convey the company’s strategy and vision through tangible targets to give employees a better understanding of their role and boost performance.

ACTION

Veolia Water Shared Services’ 600 employees were all involved in applying smart business planning approaches. Initially backed by the human resources department and the Employee Engagement unit, the initiative now has the support of all managers, who set corresponding targets in their field and monitor progress on a

monthly basis. Performance indicators help optimize financial and human resources management based on measurable criteria.

The SMART business planning approach now permeates every level of the company, improving the performance of business units, departments, teams and employees across the board. This multi-layered approach to business planning makes everyone more closely involved in achieving a common goal.

The target-based management strategy was adopted by Veolia Water Outsourcing Scotland in October 2010, followed by Veolia Water Outsourcing Omega (Northern Ireland), and gradually by all Veolia Water Shared Services units.

IMPACT

A survey conducted in 2011 showed that employees had a better understanding of company strategy and saw a closer connection between their own targets and team objectives. The business planning initiatives have also been **a real asset in overseeing business operations**, giving everyone a clear understanding of com-

pany priorities—a means of throwing down the gauntlet to employees and, more importantly, helping them rise to the challenge!

Veolia Water’s “Employee Engagement Programme” in the UK: promoting employee empowerment

The initiative aims to:

1. Give everyone a common understanding of the company’s vision and growth strategy.
 2. Communicate clear business objectives.
 3. Help employees take on board company values and culture.
 4. Ensure that each employee has a clear understanding of their own role.
- Employee Engagement is a wide-ranging program encompassing a raft of human resources issues:
- Hiring
 - Compensation policy and employee benefits
 - Talent management and career development
 - Employee recognition
 - Promotion and mobility policy
 - Management performance

Location – United States



**Veolia Energy
North America**

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“Efficiency Suggestion Program”: a challenge to identify and reward innovative approaches



CONCEPT

Veolia Energy works daily to improve the safety, efficiency and environmental impact of its business activities. In line with these goals, Veolia Energy North America has set out to empower employees through an “Efficiency Suggestion Program”, a contest designed to stimulate creativity and share best practices among sites by awarding prizes to the best three entries from employees. The competition

aims to spur the campaign to **share good ideas more effectively and promote a performance culture.**

ACTION

The company’s 600 employees took part in the initiative in 2010 and did so again in 2011 after the success of the initial Efficiency Suggestion Program convinced management to make it an annual event. Entrants work individually or in groups to

submit ideas by highlighting a best practice already implemented or presenting a new idea.

Ten entries are then shortlisted and presented in detail to Veolia Energy North America senior management. A monetary prize is awarded to the best ideas in three areas: economic efficiency, innovation, and sustainable development. In the space of two years, **200 employees (over 30% of the total workforce)** submitted 140 suggestions on ways to promote best practices throughout the company. Topics cover a variety of issues such as improving heating network efficiency, streamlining procedures, optimizing facilities, saving energy and reducing waste.

IMPACT

The Efficiency Suggestion Program has had a positive impact in a number of ways:

- It has helped improve the corporate culture while highlighting the skills of employees, who feel their contribution is being acknowledged by company management.
- It has also made management more aware of **the outstanding expertise and enthusiasm of employees.**
- Lastly, it has helped identify ways in which the company can improve in the future: putting ideas into practice led to an estimated savings of \$9 million in 2010, a feat repeated in 2011.

The Efficiency Suggestion Program has proven that bringing employees on board is an effective means to improve business practices in many ways while cultivating creativity and communication between management and the workforce.

Stepping up prevention, health and safety initiatives

Our commitment to health and safety stems from our ability to create effective solutions to improve the everyday working conditions of our employees. We do our utmost to identify best practices for application across Veolia's activities, covering a range of areas such as preventing occupational illnesses and accidents in the workplace, raising awareness among managers and employees, and promoting a balance between life inside and outside the workplace.



Empowering employees to overcome challenges with respect to quality, safety and the environment

CONCEPT

The need to manage a fleet of over 700 buses and around 1,000 employees divided between several sites and regions led CAIMA to undertake a comprehensive review of its brand image. The goal was to promote a united front in the way customers perceive the company, consistent with Veolia's standards with respect to the environment, sustainable development and safety. To this end, CAIMA introduced an approach involving integrated management of these performance criteria. The "Integrated Quality, Environment and Safety Management System" allows all managers to work together effectively on improving safety and reducing the company's impact on the environment.

ACTION

The starting point for this approach was to identify specific indicators to manage databases on vehicles and employees, covering information such as gas consumption, repair costs, fines and accidents, all of which is monitored and analyzed to provide a vital resource for understanding and improving operations and introducing effective quality

standards for general application. Meetings are held on a regular basis to keep managers up to date on results, as well as discuss corrective measures and establish a communications strategy to **clarify the full range of issues at stake, enabling employees to focus on targets.**

This led to:

- "Quality, safety and environment" indicators clearly posted to raise awareness among drivers.
- Field meetings spread over several months to convince employees of the importance of modifying their approach—both on a per-

sonal level and for the company—with a view to enhancing quality and safety.

- A major campaign to improve customer service, with a clear monitoring program and spontaneous surveys to gauge satisfaction.
- Audits conducted at every level and at all sites.

IMPACT

Through this integrated approach to dealing with issues related to quality, the environment and safety, the company successfully ensured compliance with the stringent criteria of internationally recognized standards such as ISO 9001, OSHAS 18001 and ISO 14001. The initiative paved the way for improvements throughout CAIMA on an organizational and behavioral level. This rejuvenated the company image among customers to reflect a more modern business keen to limit the impact of its activities on the environment. Employees were asked to review their working methods and encouraged to fully understand the extent to which they play an integral part in providing high-quality comprehensive public services. As a result, the Integrated Quality, Environment and Safety Management System has had much wider ramifications for the company's business culture as a whole. **The initiative has helped CAIMA make its employees proud of their company.**





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Samsung Veolia Incheon Wastewater Co.

Involving employees in safety reporting to improve business practices

CONCEPT

The two wastewater treatment plants run by Samsung Veolia Incheon Wastewater Company in South Korea were certified in 2007 for their high standards in health, safety and environmental (HSE) performance. The company has now taken safety matters beyond simple manufacturing practices to pursue natural integration into human resources management after an extensive, anonymous survey conducted among all employees revealed that relevant procedures were not always applied to the letter. Based on these findings, managers, safety coordinators and employees began a campaign to bring everyone up to speed on this key issue.

ACTION

The initiative comprises four parts:

- **Part one: An Incident Predictive Report** sheet was made available to all personnel, designed to improve incident reports based on frontline feedback and suggestions from employees.
- Part two: A **Task Force Team** was set up to provide a link between management and workers, notably by collecting and forwarding reports to managers.
- Part three: Once a month, each team reviews incidents and solutions. In addition, **employees** take turns in **raising col-**

leagues' awareness on a subject of their choice.

- Part four: **“Best Safety Team” and “Best Trainer” awards** were introduced as an added incentive to incident reporting.

IMPACT

The initiative had immediate results:

- From a quantitative standpoint: 84 incidents were reported, 48% of which led to improvements in the field.
- From a qualitative standpoint: the “safety culture” quickly changed, with **employees more directly involved and an increase in incident reporting**. Workers are more satisfied in the knowledge that their feedback is being put to good use. Cross-functional workshops involving different teams have also been key motivating factor for everyone. As a result, any barriers to change have been removed and safety procedures significantly improved. The initiative has helped forge a bond of trust between the company and each employee, all of whom feel more empowered and involved in continuously improving safety policy.

An “Incident Predictive Report” to better identify root causes of safety issues.

The incident report features three main parts:

- A description of the incident and a risk assessment.
 - Action leading to the problem: a list allows employees to check one or more specific categories (rushed job, poor posture, careless behavior, poor hygiene, use of unsuitable equipment, etc.).
 - The context of the problem: this section also includes a list of options (lack of barriers, noise, poor lighting, slippery surface, etc.).
- The employee filling out the report can use these guidelines to better clarify the causes of the incident to colleagues or managers. Completing this sheet is a vital step in making people clearly aware of ways to prevent any recurrence.



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Veolia Environmental Services North America

Health and well-being

CONCEPT

The company makes employee health a key priority. The cost of replacing absent personnel, along with the potential adverse impact on the organization and motivation of teams, and the need to renegotiate insurance coverage are some of the most high-profile consequences of employee health problems. The company's commitment to addressing this issue is crucial in ensuring employee satisfaction and loyalty, provided, of course, that such measures do not infringe on employees' private lives. As a result, Veolia Environmental Services North America (VESNA) launched a "Veolia

Wellness" program in 2010 to raise employees' awareness of lifestyle issues.

ACTION

Veolia Wellness consists of an optional, confidential assessment of employees' health in the workplace. The program was designed with the help of Viverae, a company specializing in health management solutions, and involves a series of questions and biometric tests. US legislation on the use of biometrics is different from that of other countries and allows the collection of medical information regarding individuals. Employees then receive a report on

their health status based on the data they have provided. This includes information about habits that could affect health and well-being, such as poor diet or insufficient exercise, along with tips on how to improve their lifestyle. All employees also receive a regular newsletter.

The program ensures more effective monitoring of employee health, which is a key factor in arranging medical coverage.

Monetary prizes were awarded to sites with the highest participation rates in 2010 to encourage all business units to commit to the Veolia Wellness initiative: Veolia Environmental Services Solid Waste's Charleston, Illinois site topped the rankings, with a participation rate of 84.4%. As an added incentive, all employees who joined the program received a bonus in 2011. Those who signed up two years in a row were given a free comparative analysis of their health showing which aspects they need to monitor most closely.

IMPACT

The initiative is up and running at 100 Veolia Environmental Services sites in North America and has been a resounding success. Over 2,000 employees take advantage of the Veolia Wellness program every year. **The number of days' absence due to illness dropped by 10% between 2008 and 2010, while the campaign has helped offer employees medical coverage at affordable prices.**

In 2011, VESNA restated its lasting commitment to help employees look after their health and well-being in the long term. The company is currently conducting a detailed review of the program to optimize content and significantly increase the participation rate. This commitment to health and well-being will naturally improve team unity and loyalty.





Veolia Transdev Perth

Encouraging employees to look after their health



CONCEPT

Veolia Transport has 800 drivers in Perth, with an average age of 54. These employees often suffer from a lack of physical activity and poor diet, which can be compounded by a feeling of isolation at work, largely due to the nature of the job, constantly being behind the wheel.

With this in mind, Veolia Transdev in Perth has developed and implemented a health and wellness program to encourage drivers to look after their health.

The goal is to **help drivers manage the constraints of the job more effectively and offset inherent limitations through prac-**

tices designed to promote positivity and responsibility. The idea involves motivating employees and helping them handle relevant issues more effectively using tailored tools, methods and resources—while clearly conveying the idea that such measures can only produce the desired results when paired with a solid commitment on their part.

ACTION

The program has led to a wide range of initiatives to help employees stay in good physical condition. These include:

– A partnership with gyms.

– An anti-smoking campaign and assistance for employees who want to quit the habit.

– Sessions with professional counselors.

– A “health day” organized in all bus depots in partnership with the company’s insurer and universities, providing an opportunity to check each employee’s health and offer helpful advice.

– Registration of volunteers for the “Global Corporate Challenge”, a virtual foot race around the world, designed to encourage each participant to increase their daily physical activity.

– Health monitoring by the company doctor to develop specific action plans, with a focus on those declared unfit for work.

IMPACT

The health and wellness program has already produced tangible results:

– **The company has forged a highly constructive partnership with an insurance company** that is directly involved in its health improvement campaign (through “health days” and business lunches designed to raise awareness of dietary habits). This has led to a fair reduction in the cost of health insurance.

– Awareness-raising campaigns have helped prevent future problems while conveying an important message: people can only do their job properly if they feel well, and it is up to the employer to ensure this well-being.



Proactiva Servicios Urbanos, S.A.

Working together to improve company safety culture

CONCEPT

Proactiva enhances its brand image by underscoring its commitment to sustainable development. This also reassures customers that they are dealing with a company determined to continuously improve its contribution to society and the environment. That is why Proactiva Servicios Urbanos is firmly focused on providing good working conditions for its employees. Yet despite this proactive approach, a recurring number of accidents in waste collection in Santiago's Las Condes district revealed shortcomings in the company's safety policy.

A raft of initiatives including warnings, training programs and reminders had proven ineffective, underscoring the need for a fresh approach. As a result, Proactiva set up a multi-disciplinary working group in 2009 headed by the HR department to give fresh impetus to the company's safety policy.

ACTION

The working group—comprising trade union representatives, members of the joint committee, contract managers for Las Condes and health inspectors—was initially tasked with raising awareness among relevant parties. **The introduction of a participatory process to improve safety procedures has enabled a methodical approach to the issues at hand.** Following a detailed analysis of reported incidents, the group—meeting once a week over six months—drew up measures to promote a safe

approach to waste collection. This led to a number of initiatives:

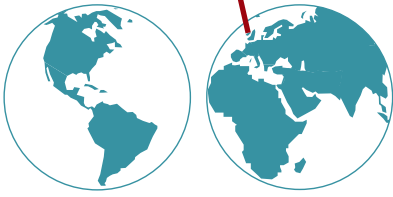
- Two monitors were appointed to train new employees in adopting the right safety reflexes and conduct.
- A video summarizing safe practices was filmed with input from Chile's national safety association to raise the awareness of employees involved in waste collection.
- A quantitative and qualitative review of reported accidents was used to ensure a

long-term commitment to safety management for employees by setting clear, realistic targets.

IMPACT

The campaign quickly led to results, with the lost-time injury rate dropping by a third. The decision to develop a training program to build on existing practices rather than applying pure theory seems to have paid off. Progress has been tangible: **employees have been instrumental in the success of the safety training policy.** It has brought a sea change in the drive to make safety a cornerstone of the collective identity of company employees.





Dalkia Ireland

“Walkabouts” to promote a joint approach to improving safety

CONCEPT

Ensuring the safety of employees is a key priority for Dalkia’s HR department. A number of subsidiaries have begun tackling the subject to create practical solutions on a local level. Dalkia Ireland introduced the “Walkabouts” program to build a solid safety culture “step by step”. The backing of managers well informed on the subject aims to ensure safety issues are more readily taken on board and shared by all company employees.

ACTION

The Quality, Health, Safety and Environment (QHSE) department has invited senior managers to play a hands-on role in promoting safety by regularly visiting sites and talking to people in the field about any scope for improvement.

Contributing managers let QSHE know when they are available each quarter, and the department decides which sites they will visit. One of key innovations in the approach is the ability **to encourage managers to visit sites they do not have to supervise, allowing them to offer a fresh insight into layout and practices**. On-site teams have been very receptive to the idea of meeting different managers and talking to people responsible for the safety culture of other sites. These visits are clearly designed as get-togethers rather than inspections. However, each visit does give

rise to a written report from the manager to outline progress made over time.

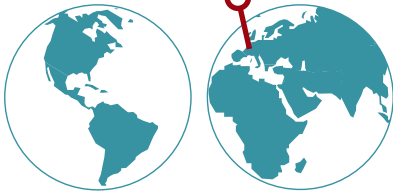
The senior manager prepares for the visit by looking at previous reports made by colleagues who have already been to the site in question. This is followed by on-site discussions with the director, teams and possibly customers. As a result, the approach is

especially rewarding for management: it addresses everyday safety issues within the company while forging a bond of trust and dialogue between different teams.

IMPACT

The Walkabouts program received an award from the National Irish Safety Organisation and the Northern Ireland Safety Group in 2010. The distinction is a real boost to the image **Dalkia Ireland** projects to customers and gives further impetus to its in-house safety policy. The company now monitors its injury frequency rate very closely. The initiative supports the use of safety performance indicators with a view to helping all employees rise to the challenge. The safety visit by a senior manager is also one of the five key practices set out in Dalkia’s health and safety plan.





Veolia Transdev France

Drawing on experience to assess and understand absenteeism

CONCEPT

Due to its impact on the financial and organizational performance of the company, absenteeism is a core issue for human resources departments and site managers. The transportation division, which is largely dependent on the services provided by employees, is closely affected when staff are absent. As result, service disruption brings a need for an immediate solution to respond to customer demand and maintain healthy relations between management and employees. Veolia Transdev set out to address the matter with a focus on well-being in the workplace. The goal was to demonstrate a clear determination to help employees achieve their goals through solid support and shared responsibility. This gave rise to the health and safety department's prevention initiative, set up based on recommendations from a working group on absenteeism.

ACTION

Operators, supervisors and human resources managers spent a year working together on the issue of absenteeism. Drawing on qualitative and quantitative analysis and sharing their experience and expertise, they reviewed absenteeism **from every angle:** monitoring, legal perspectives, the role of management, constraints related to company organization and workstations, health and safety risks, etc. On each of these issues,

the working group offered a wide range of suggestions targeting **the drive to devise and define preventive and corrective action to assist managers.** The review led to a report published in July 2011 to share the group's findings with sites and human resources departments. The move to post findings online at Expert.net ensured broad distribution of information on what is a key issue for long-term business.

IMPACT

The findings showed that a wide range of situations and backgrounds can have a direct impact on the way in which absenteeism is handled on an everyday level. By drawing on the individual experience of everyone involved, the initiative has led to a look at ways in which the initiative can be tied to new and versatile solutions elsewhere. The Expert.net site has made the fruit of these labors widely available, along with regular updates, analyses, press articles and information on best practices. The goal is to give impetus to the collective campaign through solid insight on the issue. Managers have an extensive set of resources at their disposal to improve their understanding and management of absenteeism.

Expert.net: creating a joint knowledge base

The Veolia Transdev knowledge management platform is designed to provide an effective collaborative tool, complete with forum, theme-based blogs, and a library of shared documents. Expert.net promotes secure networking.

It currently comprises:

- 17 groups of experts backed by members of the Veolia Transdev Executive Committee.
 - 35 online international communities.
- Expert.net shares information and builds on experience, identifying skills and expertise among employees all over the world to better meet the needs of customers.

Over 300 social initiatives

Employees worldwide submitted a host of best practices in human resources, covering all aspects of our business. The following pages provide a snapshot of the many ideas out there.

SOCIAL INITIATIVES	DIVISION or other entity	SUBSIDIARY	COUNTRY
Brainstorming workshops	Proactiva	Proactiva Avellaneda S.A.	Argentina
“Es tu día – Estudia” program encouraging completion of primary and secondary studies	Proactiva	Proactiva Avellaneda S.A.	Argentina
Appropriate methods in waste processing	Proactiva	Lamcef S.A.	Argentina
Study of working conditions for disabled employees at Yerevan Djur	Veolia Water	Yerevan Djur CJSC	Armenia
“Report to Us” health and safety campaign	Veolia Water	Veolia Water Asia Pacific	Asia-Pacific region
“Healthy Living Campaign”	Veolia Water	Veolia Water Asia Pacific	Asia-Pacific region
“Managing Others, the Veolia Way”	Veolia Water	Veolia Water Asia Pacific	Asia-Pacific region
Behaviour framework	Veolia Water	Veolia Water Australia and New Zealand	Australia
V-Learning (e-learning portal)	Veolia Water	Veolia Water Australia and New Zealand	Australia
V-Awards	Veolia Water	Veolia Water Australia	Australia
“Employee Assistance Program”: looking after the well-being of employees	Veolia Water	Veolia Water Solutions & Technologies Australia	Australia
Website based training in Basin Water chemistry	Veolia Water	Veolia Water Solutions & Technologies Australia	Australia
Preventing back pain	Veolia Environmental Services	Veolia Environmental Services Australia	Australia
Reducing risks related to obesity and smoking	Veolia Environmental Services	Veolia Environmental Services Australia	Australia
Promoting equality	Veolia Environmental Services	Veolia Environmental Services Australia	Australia
A comprehensive check-up to promote health awareness	Veolia Environmental Services	Veolia Environmental Services Australia	Australia
Attracting female to bus driving	Veolia Transdev	Veolia Transdev Australasia	Australia
“Be Ferry Safe”: health and safety campaign	Veolia Transdev	Veolia Transdev Australasia	Australia
Bus awareness	Veolia Transdev	Veolia Transdev Australasia	Australia
Encouraging employees to look after their health	Veolia Transdev	Veolia Transdev Perth	Australia
Continuous professional development to build on the skills of drivers	Veolia Transdev	Belgium Connex N.V.	Belgium
E-learning for Brazilian managers	Veolia Energy	Dalkia Brazil	Brazil
To progress within Veolia Environmental Services	Veolia Environmental Services	Veolia Servicos Ambientais	Brazil
Oral hygiene and schooling	Veolia Environmental Services	Veolia Servicos Ambientais	Brazil
Healthy living program - Exercise at work	Proactiva	Proactiva Meio Ambiente Brasil Ltda	Brazil
Convincing employees of the importance of learning: a computer-based literacy program	Proactiva	Proactiva Meio Ambiente Brasil Ltda	Brazil
Therapy through entertainment	Veolia Environmental Services	Veolia Environmental Services Canada	Canada
“Tu te cuidas... Nos cuidamos”: prevention, health and safety campaign	Veolia Energy	Dalkia Chile	Chile
Scholarships for employees' children	Proactiva	Proactiva Servicios Urbanos and Proactiva Servicios Industriales	Chile
Changing job descriptions	Proactiva	Proactiva Servicios Urbanos S.A.	Chile
Working together to improve company safety culture	Proactiva	Proactiva Servicios Urbanos S.A.	Chile
A charter on gender equality	Veolia Water	Chengdu Générale des Eaux Marubeni Waterworks	China
“Blue Book”: a booklet on improving health and safety	Veolia Water	Kunming CGE Water Supply Co Ltd	China
Young Talents Cultivation Program	Veolia Water	Tianjin CGE Water Co.	China
Employee engagement survey	Veolia Water	Veolia Water Solutions & Technologies Shanghai and Taiwan	China
Team building outing	Veolia Water	Veolia Water Solutions & Technologies Beijing	China
To improve the shift duty arrangement	Veolia Water	Veolia Water (Zhuhai) Wastewater Treatment Operations Co Ltd	China
Joining forces with universities to improve hiring	Veolia Environmental Services	Veolia Environmental Services Asia	China
A shared resource to develop employee skills	Veolia Environmental Services	Veolia Environmental Services China	China
Helping victims of a violent earthquake	Veolia Environmental Services	Veolia Environmental Services China & Veoliaforce	China
Making it easier to find a new job	Veolia Environmental Services	Veolia Environmental Services China	China
Tailored benefits	Veolia Environmental Services	Veolia Environmental Services Hong Kong	China
Workplace safety inspection team - Siso tour	Proactiva	Proactiva Aguas de Monteria S.A. E.S.P.	Colombia
“Progress through education program”	Proactiva	Proactiva Aguas de Monteria S.A. E.S.P.	Colombia
Workplace health workshop for children of employees	Proactiva	Sera Q.A. Tunja	Colombia
Personal hygiene campaign	Proactiva	Sera Q.A. Tunja	Colombia
Workplace safety analysis	Proactiva	Proactiva de Servicios Integrales S.A. E.S.P.	Colombia
A corporate culture committee to enhance team unity	Proactiva	Proactiva de Servicios Integrales S.A. E.S.P.	Colombia
Awareness-raising campaign to combat drug addiction	Proactiva	Proactiva de Servicios Integrales S.A. E.S.P.	Colombia
Corporate Social Responsibility Days	Proactiva	Proactiva Colombia and subsidiaries	Colombia

SOCIAL INITIATIVES	DIVISION or other entity	SUBSIDIARY	COUNTRY
First-aid training	Veolia Water	Institute of Environmental Services	Czech Republic
"E-Campus" training system	Veolia Water	Institute of Environmental Services	Czech Republic
Health security and work protection	Veolia Water	Institute of Environmental Services	Czech Republic
Corporate Volunteering	Veolia Water	Severoceske Vodovody a Kanalizace	Czech Republic
"Veolia MiNiGRANTS"	Veolia Water	Veolia Water Czech Republic	Czech Republic
"Investors in People": a certificate promoting improved HR management	Veolia Energy	Dalkia Ceska Republika	Czech Republic
Health safety and prevention training for children and adults	Veolia Transdev	Veolia Transdev Morava	Czech Republic
Technical skills certification	Proactiva	International Water Services (Guayaquil) Interagua C. Ltda	Ecuador
"Mi Cuenta": online administrative information system	Proactiva	International Water Services (Guayaquil) Interagua C. Ltda	Ecuador
A personal development plan to promote each employee's individual career path	Proactiva	International Water Services (Guayaquil) Interagua C. Ltda	Ecuador
A New approach for orientation and integration	Veolia Water	VWS Egypt	Egypt
Believing in work-study programs	Veolia Environmental Services	Veolia Environmental Services Egypt	Egypt
Raising awareness of safety in the field	Veolia Environmental Services	Veolia Environmental Services Egypt	Egypt
An approach adapted to operational management	Veolia Environmental Services	Veolia Environmental Services Egypt	Egypt
Acting in situation of crisis	Veolia Environmental Services	Veolia Environmental Services Estonia	Estonia
Employee certifications	Veolia Water	Générale de Process Industriel	France
A practical approach to tutoring challenges: Sade rises to the occasion (tutoring program)	Veolia Water	Sade Cgth	France
Sade Performance: training to promote a shared vision of management	Veolia Water	Sade Cgth	France
Scholarships	Veolia Water	Veolia Eau	France
Action plan for disabled workers	Veolia Water	Veolia Eau	France
Job application pack and comparative skills assessment	Veolia Water	Veolia Eau	France
"Water Day"	Veolia Water	Veolia Eau	France
Diversity module built into training courses	Veolia Water	Veolia Eau	France
Hiring without a CV	Veolia Water	Veolia Eau – CGE (Centre-East region)	France
Self-assessment on preconceptions regarding diversity	Veolia Water	Veolia Eau – CGE (Centre-East region)	France
Promoting effective management of temporary workers and short-term contracts	Veolia Water	Veolia Eau – CGE (Centre-East region)	France
Cité de l'Eau as a motivation and development tool	Veolia Water	Veolia Eau – CGE (Centre-East region)	France
Guide on welcoming and working with new employees	Veolia Water	Veolia Eau – CGE (Centre-East region)	France
Sharing and standardizing hiring and integration processes	Veolia Water	Veolia Eau – CGE (Centre-East region)	France
Regular, informal personal reviews	Veolia Water	Veolia Eau – CGE (Centre-East region)	France
Absenteeism procedure	Veolia Water	Veolia Eau – CGE (Centre-East region)	France
Raising awareness of alcohol-related risks	Veolia Water	Veolia Eau – CGE (Flandres-Artois-Picardie region)	France
Company theater combating prejudice	Veolia Water	Veolia Eau – CGE (Ile-de-France region)	France
Financial compensation for career development of the employee representatives	Veolia Water	Veolia Eau – CGE (Ile-de-France region)	France
Providing training to help frontline managers to fulfill their responsibilities	Veolia Water	Veolia Eau – CGE (North-West and Centre-East region)	France
"Le Normand" lever arm	Veolia Eau	Veolia Eau – CGE (Normandie region)	France
Partnership with Exploratoire des Métiers de Rennes Métropole	Veolia Water	Veolia Eau – CGE (West region)	France
Self-service telephones and computer workstations	Veolia Water	Veolia Eau – CGE (Ile-de-France SNC)	France
Improved direct communications procedure with dedicated tools	Veolia Water	Veolia Eau – CGE (South region)	France
Individual training module on interpersonal relations for middle management	Veolia Water	Veolia Eau – CGE (South-West region)	France
Assistance for management in conducting individual appraisals	Veolia Water	Veolia Eau – CGE (South-West region)	France
Trial periods during job changes	Veolia Water	Veolia Eau – CGE (South-West region)	France
Taking up managerial responsibilities in a different environment	Veolia Water	Veolia Eau – CGE (South-West region)	France
Assistance in moving into management positions	Veolia Energy	Dalkia France	France
In-house coaching	Veolia Energy	Dalkia France	France
Business foresight committee	Veolia Energy	Dalkia France	France
A community of operations managers promoting best practices	Veolia Energy	Dalkia France	France
Stronger partnerships with in regions schools	Veolia Energy	Dalkia France	France
A digital training "passport" for new employees	Veolia Energy	Dalkia France	France
A dedicated reassignment officer	Veolia Energy	Dalkia France	France
Clearer communications to move forward as one: employee-employer dialogue training for managers	Veolia Energy	Dalkia France	France
Employee satisfaction survey	Veolia Energy	Dalkia France	France
Tutor Day	Veolia Energy	Dalkia France	France
On-site mobile training program	Veolia Energy	Dalkia Infrastructures de Télécommunications	France
Training for sterilization operatives	Veolia Energy	Sterience	France


SOCIAL INITIATIVES	DIVISION or other entity	SUBSIDIARY	COUNTRY
When innovation promotes integration	Veolia Environmental Services	Antares - Halluin	France
Safety bulletins	Veolia Environmental Services	Bartin Recycling Group	France
Mastering basic skills	Veolia Environmental Services	Veolia Environmental Services France	France
Making safety essential	Veolia Environmental Services	Veolia Environmental Services France	France
Providing support through reassignment	Veolia Environmental Services	SARP	France
Improved management for physically-demanding work	Veolia Environmental Services	SARP	France
Improving health costs	Veolia Environmental Services	SARPI	France
Improved risk management	Veolia Environmental Services	SARPI	France
A wage commitment	Veolia Environmental Services	SARPI	France
Multiple agreements through the Employee-Employer Dialogue Body	Veolia Environmental Services	Veolia Propreté France	France
A welcome promoting values	Veolia Environmental Services	Veolia Propreté France	France
Honing the skills of employee representatives	Veolia Environmental Services	Veolia Propreté France	France
Focus on diversity	Veolia Environmental Services	Veolia Propreté France	France
Using multimedia to promote our areas of expertise	Veolia Environmental Services	Veolia Propreté France	France
Recruitment and mobility of skilled workers	Veolia Environmental Services	Veolia Propreté France	France
Eco-driving: beneficial in more ways than one	Veolia Environmental Services	Veolia Propreté France	France
A fun and effective approach to raising awareness	Veolia Environmental Services	Veolia Propreté France	France
A single point of reference for management positions	Veolia Environmental Services	Veolia Propreté France	France
Veolution and the objective approach to career development	Veolia Environmental Services	Veolia Propreté Aquitaine	France
Preventing repetitive strain injury	Veolia Environmental Services	Veolia Propreté Centre Ouest	France
Integration and acknowledgement through tutoring	Veolia Environmental Services	Veolia Propreté Centre Ouest	France
"Reflét": breaking down social barriers	Veolia Environmental Services	Veolia Propreté France	France
Helping sales professionals achieve excellence	Veolia Environmental Services	Veolia Propreté France	France
Core issues for frontline management	Veolia Environmental Services	Veolia Propreté France	France
Boosting brainpower	Veolia Environmental Services	Veolia Propreté France	France
From integration to training	Veolia Environmental Services	Veolia Propreté France	France
Focus on PPE	Veolia Environmental Services	Veolia Propreté France	France
Disability awareness training for managers	Veolia Environmental Services	Veolia Propreté France	France
Improved safety standards for skip-side operations	Veolia Environmental Services	Veolia Propreté France	France
Key messages in through areas	Veolia Environmental Services	Veolia Propreté Sud Ouest	France
Preventing occupational illnesses	Veolia Environmental Services	Veolia Propreté France	France
Gateways to employment	Veolia Environmental Services	Veolia Propreté France	France
Workers without permits: ensuring equal opportunity	Veolia Environmental Services	Veolia Propreté France	France
Standardizing employee benefits	Veolia Environmental Services	Veolia Propreté France	France
E-learning diversity	Veolia Environmental Services	Veolia Propreté France	France
A proactive approach to employing seniors	Veolia Environmental Services	Veolia Propreté France	France
Dust protection	Veolia Environmental Services	Veolia Propreté France	France
Attracting more women to the business	Veolia Environmental Services	Veolia Propreté France	France
Strengthening entrepreneurship	Veolia Environmental Services	Veolia Propreté France	France
Adapting to changes in sorting	Veolia Environmental Services	Veolia Propreté France	France
Partnering with targeted job fairs	Veolia Environmental Services	Veolia Propreté France	France
Agreement and action plan on psychosocial risks	Veolia Environmental Services	Veolia Propreté France	France
Puncture-resistant gloves	Veolia Environmental Services	Veolia Propreté France	France
An operational e-learning module	Veolia Environmental Services	Veolia Propreté France	France
Developing a shared recycling culture	Veolia Environmental Services	Veolia Propreté France	France
Safer, more efficient driving	Veolia Environmental Services	Veolia Propreté France Recycling	France
Helping employees in times of need	Veolia Environmental Services	Veolia Propreté Ile-de-France	France
Fresh opportunities for frontline managers	Veolia Environmental Services	Veolia Propreté Ile-de-France	France
Coping with disability	Veolia Environmental Services	Veolia Propreté Ile-de-France	France
Skills training for underprivileged youth	Veolia Environmental Services	Veolia Propreté Méditerranée	France
Sheltered workshops: strengthening solidarity	Veolia Environmental Services	Veolia Propreté Méditerranée	France
Partnership in promoting employment of women	Veolia Environmental Services	Veolia Propreté Méditerranée	France
The comfort and safety of expectant mothers	Veolia Environmental Services	Veolia Propreté Nord Normandie	France
Promoting skills development	Veolia Environmental Services	Veolia Propreté Nord Normandie	France
Reintegration through employment	Veolia Environmental Services	Veolia Propreté Nord Normandie	France
Using sorting to promote rehabilitation in prisons	Veolia Environmental Services	Veolia Propreté Nord Normandie	France
Focus on frontline diversity	Veolia Environmental Services	Veolia Propreté Nord Normandie	France
Spotlight on mobility	Veolia Environmental Services	Veolia Propreté Nord Normandie	France
A proactive approach to reassignment	Veolia Environmental Services	Veolia Propreté Nord Normandie	France
Continuous improvement campaign	Veolia Environmental Services	Veolia Propreté Nord Normandie	France
Joining forces to combat alcoholism	Veolia Environmental Services	Veolia Propreté Nord Normandie	France

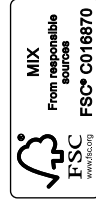
SOCIAL INITIATIVES	DIVISION or other entity	SUBSIDIARY	COUNTRY
Supporting integration in the community	Veolia Environmental Services	Veolia Propreté Rhin Rhône	France
Understanding disability through sport	Veolia Environmental Services	Veolia Propreté Rhin Rhône	France
Raising awareness of environmental services in prisons	Veolia Environmental Services	Veolia Propreté Rhin Rhône	France
Zero tolerance on dangerous behavior	Veolia Environmental Services	Veolia Propreté Rhin Rhône	France
Mobile classrooms for temporary workers better protected	Veolia Environmental Services	Veolia Propreté Rhin Rhône	France
Helping employees and supporting managers	Veolia Environmental Services	Veolia Propreté Sud Ouest	France
Changing perceptions of disabilities	Veolia Environmental Services	Veolia Propreté Sud Ouest	France
Developing partnerships with sheltered workshops	Veolia Environmental Services	Veolia Propreté Sud Ouest	France
Using boxing to promote integration	Veolia Environmental Services	Veolia Propreté Sud Ouest	France
Understanding disability	Veolia Environmental Services	Veolia Propreté Sud Ouest	France
Sharing best practices	Veolia Environmental Services	Veolia Propreté Sud Ouest	France
Driver qualification training program	Veolia Environmental Services	Veolia Propreté Sud Ouest	France
“Eurolines’Scan”: a corporate presentation tool	Veolia Transdev	Eurolines France	France
Coming together to tackle challenges as a team: a committee to reduce absenteeism	Veolia Transdev	ST2N	France
An exhibition promoting employees as ambassadors for company values	Veolia Transdev	STAC	France
Working to improve attitudes toward people with disabilities	Veolia Transdev	TPAS	France
An “online” response team to promote service continuity	Veolia Transdev	TVO	France
User-friendly self-service terminals	Veolia Transdev	Veolia Transdev France	France
Attendance and well-being in the workplace	Veolia Transdev	Veolia Transdev France	France
Helping those in need	Veolia Transdev	Veolia Transdev France	France
Encouraging more women to work as drivers	Veolia Transdev	Veolia Transdev France	France
A fun approach to safety awareness	Veolia Transdev	Veolia Transdev France	France
Promoting solidarity: “Visions solidaires”	VESA	Veolia Environnement France	France
A club for customers and target groups	VESA	Veolia Environnement France	France
Setting up a joint Veolia-customer subsidiary	VESA	Veolia Environnement France	France
Encouraging employees to broaden their skills	VESA	Veolia Environnement France	France
Promoting upward social mobility	VESA	Veolia Environnement France	France
Retaining and reassigning staff when taking over contracts	VESA	Veolia Environnement France	France
Providing systematic career assessments for employees as part of contract takeovers	VESA	Veolia Environnement France	France
“Azubi” workshops	Veolia Water	Veolia Water Solutions & Technologies Deutschland	Germany
Open day for new employees	Veolia Water	Veolia Water Solutions & Technologies Deutschland	Germany
Personalized online welcome for new employees	Veolia Water	Veolia Water Solutions & Technologies Deutschland	Germany
Involving employees in choosing PPE	Veolia Environmental Services	Veolia Umweltservice	Germany
Introducing the business to girls	Veolia Environmental Services	Veolia Umweltservice	Germany
Long-term partnership to promote jobs for people with disabilities	Veolia Environmental Services	Veolia Umweltservice	Germany
Training to share expertise	Veolia Environmental Services	Veolia Umweltservice	Germany
Apples and sport	Veolia Environmental Services	Veolia Umweltservice	Germany
Recycling and solidarity economy	Veolia Environmental Services	Veolia Umweltservice	Germany
Rising to the challenge of childcare	Veolia Environmental Services	Veolia Umweltservice	Germany
Competition for engineers in partnership with Budapest University of Technology and Economics	Veolia Energy	Dalkia Energia ZRT	Hungary
Improving employee access to healthcare	Veolia Energy	Dalkia Energia ZRT	Hungary
Introduction Program “Guaranteeing social equity”	Veolia Water	Veolia Water Ireland	Ireland
“Continuing Professional Development” accreditation from the association Engineers Ireland	Veolia Energy	Dalkia Ireland	Ireland
“Walkabouts” to promote a joint approach to improving safety	Veolia Energy	Dalkia Ireland	Ireland
Ideo	Veolia Water	SAP	Italy
A seedbed for graduates	Veolia Energy	Siram	Italy
Stress-free moving	Veolia Environmental Services	Veolia Servizi Ambientali	Italy
Help in times of crisis	Veolia Environmental Services	Veolia Servizi Ambientali	Italy
HR initiatives to reduce energy consumption	Veolia Water	Veolia Water Japan	Japan
Development of professional expertise	Veolia Water	Veolia Water Solutions & Technologies Japan	Japan
Integration for young engineers	Veolia Energy	Dalkia Lithuania	Lithuania
Improving quality of life	Veolia Environmental Services	Rimsa	Mexico
Providing basic skills training (balancing work and education)	Proactiva	Servicios de Tecnología Ambiental (Guadalupe)	Mexico
Managing safety data	Proactiva	Proactiva Medio Ambiente	Mexico
Health campaign	Proactiva	Proactiva Medio Ambiente	Mexico
Continuing education program	Proactiva	Proactiva Medio Ambiente	Mexico
Employee medical background	Proactiva	Proactiva Medio Ambiente	Mexico
Health and safety week	Proactiva	Servicios de Tecnología Ambiental (Nuevo Laredo)	Mexico
Safe demolition	Veolia Environmental Services	Veolia Environmental Services Norway	Norway

SOCIAL INITIATIVES	DIVISION or other entity	SUBSIDIARY	COUNTRY
Feedback from employees	Veolia Environmental Services	Veolia Environmental Services Norway	Norway
Campaign to attract new graduates	Veolia Environmental Services	Veolia Environmental Services Norway	Norway
A charter of Ethics for Guide	Veolia Environmental Services	Veolia Environmental Services Norway	Norway
Communication in Multicultural Team	Veolia Water	Bahman Veolia Water	Oman
“Omanisation”	Veolia Water	Bahman Veolia Water	Oman
HSE e-learning program	Veolia Water	Bahman Veolia Water	Oman
“Mobilizing Employeeship”: a coaching program for all employees	Veolia Energy	Dalkia Polska	Poland
A new approach to hiring	Veolia Environmental Services	Veolia Ustugi dla Srodowiska S.A.	Poland
Team spirit and skills development	Veolia Environmental Services	Veolia Ustugi dla Srodowiska S.A.	Poland
Environmental awareness for children	Veolia Environmental Services	Veolia Ustugi dla Srodowiska S.A.	Poland
Training across the board	Veolia Environmental Services	Veolia Ustugi dla Srodowiska S.A.	Poland
The environment explained to the younger generation	Veolia Environmental Services	Veolia Ustugi dla Srodowiska S.A.	Poland
Young people on the path to integration	Veolia Environmental Services	Veolia Ustugi dla Srodowiska S.A.	Poland
Reacting to an emergency	Veolia Environmental Services	Veolia Ustugi dla Srodowiska S.A.	Poland
Empowering employees to overcome challenges with respect to quality, safety and the environment	Veolia Transdev	Veolia Transdev Portugal	Portugal
“Integrated Human Resources Information Management System”: a computer-based system to improve insight and monitoring of employees	Veolia Transdev	CAIMA - Veolia Transdev Portugal	Portugal
Driver training	Veolia Transdev	Veolia Transdev	Portugal
Prevention of road traffic accidents	Veolia Transdev	Veolia Transdev	Portugal
Road safety and education in Schools	Veolia Transdev	Veolia Transdev	Portugal
Improving medical coverage	Veolia Environmental Services	Veolia Environmental Services Qatar	Qatar
Climate-specific housing	Veolia Environmental Services	Veolia Environmental Services Qatar	Qatar
Continuous vocational training	Veolia Water	Veolia Water Solutions & Technologies Saudi Arabia	Saudi Arabia
Electronic forms	Veolia Water	Veolia Water Solutions & Technologies Saudi Arabia	Saudi Arabia
Organizing sports events	Veolia Water	Veolia Water Solutions & Technologies Saudi Arabia	Saudi Arabia
Management of absenteeism	Veolia Transdev	Veolia Transdev Serbia	Serbia
Implementation of performance pay to all employee	Veolia Water	Showa Kankyo Systems (Singapore)	Singapore
“E-HR” system to improve HR management	Veolia Water	Veolia Water Solutions & Technologies (SEA)	Singapore
Welcome booklet for all operatives	Veolia Environmental Services	Veolia Environmental Services Singapore	Singapore
“Veolia to Children”: transport education at school	Veolia Transdev	Veolia Transdev Slovakia	Slovakia
Raising awareness of environmental values	Veolia Environmental Services	Veolia Environmental Services South Africa	South Africa
“Bottom-up Approach Embraced among Staff”: involving employees in safety reporting to improve business best practices	Veolia Water	Samsung Veolia Incheon Wastewater Co.	South Korea
Reading course	Veolia Water	Veolia Water Hynix Plant	South Korea
Training credit system	Veolia Water	Veolia Water Hynix Plant	South Korea
360 degree assessment system	Veolia Water	Veolia Water Hynix Plant	South Korea
Performance management	Veolia Transdev	Trambaix UTE/Trambesos	Spain
Improvement of management of salaries and Benefits	Veolia Water	Veolia Water Systems Ibérica	Spain
“Value Game” with a focus on business culture	Veolia Energy	Dalkia Sweden	Sweden
Setting up a safety committee	Veolia Environmental Services	Veolia Umweltservice	Switzerland
Standardization social coverage	Veolia Environmental Services	Veolia Umweltservice	Switzerland
A participatory health initiative	Veolia Environmental Services	Veolia Umweltservice	Switzerland
“Border School Environmental Project”: a center to promote respect for water and the environment	Veolia Water	Global Utilities Services Co.	Thailand
“Together Blue Spirit”: developing company culture	Veolia Water	Global Utilities Services Co.	Thailand
Building an Organizational Culture	Veolia Water	Veolia Water Thailand	Thailand
Helping those in need	Veolia Environmental Services	Altwater Kiev	Ukraine
Induction Process	Veolia Water	Veolia Water Solutions & Technologies UK	United Kingdom
Employee Survey	Veolia Water	Veolia Water Solutions & Technologies UK	United Kingdom
Information portal for managers	Veolia Water	Veolia Water Solutions & Technologies UK	United Kingdom
“Business Planning”: clarifying the connection between company performance and individual employee contributions	Veolia Water	Veolia Water UK	United Kingdom
Flexible benefits	Veolia Water	Veolia Water Solutions & Technologies UK	United Kingdom
Veolia Water UK’s Talent program	Veolia Water	Veolia Water UK	United Kingdom
Graduate and apprentice programmes	Veolia Water	Veolia Water UK	United Kingdom
Comunity trainee in King Place	Veolia Water	Veolia Water UK	United Kingdom
Assessment centres	Veolia Water	Veolia Water Solutions & Technologies UK	United Kingdom
“Management Leadership Development Program”: a program that offers tailored training courses for managers	Veolia Water	Veolia Water Solutions & Technologies UK	United Kingdom
IOSH Senior Executives Health and Safety Training	Veolia Water	Veolia Water Solutions & Technologies UK	United Kingdom
“My Talent Biography”: a self-assessment tool to identify talents	Veolia Energy	Dalkia UK	United Kingdom
Comprehensive communications	Veolia Environmental Services	Veolia Environmental Services UK	United Kingdom

SOCIAL INITIATIVES	DIVISION or other entity	SUBSIDIARY	COUNTRY
Informing and consulting with administrative staff and management	Veolia Environmental Services	Veolia Environmental Services UK	United Kingdom
Integrating temporary staff	Veolia Environmental Services	Veolia Environmental Services UK	United Kingdom
The success of participatory innovation	Veolia Environmental Services	Veolia Environmental Services UK	United Kingdom
Combating unlawful employment	Veolia Environmental Services	Veolia Environmental Services UK	United Kingdom
Optimizing management of temporary staff	Veolia Environmental Services	Veolia Environmental Services UK	United Kingdom
Responsibility through image	Veolia Environmental Services	Veolia Environmental Services UK	United Kingdom
Encouraging employees to develop their skills through "Talent Forums"	Veolia Environmental Services	Veolia Environmental Services UK	United Kingdom
Smoother employee-employer dialogue	Veolia Environmental Services	Veolia Environmental Services UK	United Kingdom
An on-site wellness center	Veolia Environmental Services	Veolia Environmental Services UK	United Kingdom
Half-day outreach programs	Veolia Environmental Services	Veolia Environmental Services UK	United Kingdom
Understanding environmental legislation	Veolia Environmental Services	Veolia Environmental Services UK	United Kingdom
Recruitment and selection	Veolia Water	Kruger	United States
Outsourcing Benefits	Veolia Water	Veolia Water North America	United States
A shared HR services center	Veolia Water	Veolia Water North America	United States
HR scorecard	Veolia Water	Veolia Water Solutions & Technologies North America	United States
Business coaching	Veolia Water	Veolia Water Solutions & Technologies North America	United States
"Efficiency Suggestion Program": a challenge to identify and reward innovative approaches	Veolia Energy	Veolia Energy North America	United States
Partnership with the Massachusetts Maritime Academy	Veolia Energy	Veolia Energy North America	United States
Helping parents pay for their children's schooling	Veolia Environmental Services	Veolia Environmental Services North America	United States
Highlighting employee benefits	Veolia Environmental Services	Veolia Environmental Services North America	United States
Information and a personal touch to promote integration	Veolia Environmental Services	Veolia Environmental Services North America	United States
Finding out what it's really like to work in the field	Veolia Environmental Services	Veolia Environmental Services North America	United States
Two methods of promoting employee loyalty	Veolia Environmental Services	Veolia Environmental Services North America	United States
Drawing up a health report	Veolia Environmental Services	Veolia Environmental Services North America	United States
Training at every level	Veolia Environmental Services	Veolia Environmental Services North America	United States
Promoting a shared culture	Veolia Environmental Services	Veolia Environmental Services North America	United States
Free health check-up	Veolia Environmental Services	Veolia Environmental Services North America	United States
"Encompass": communication in support of hiring	Veolia Environmental Services	Veolia Environmental Services North America	United States
Tax contributions to benefit prevention programs	Proactiva	Proactiva Libertador	Venezuela
Report on accidents during travel	Proactiva	Proactiva Libertador	Venezuela
Analyzing the root causes of accidents	Veolia Energy	Dalkia Group	Worldwide
Outreach campaigns	Veolia Energy	Dalkia Group	Worldwide
Reference material to improve the consistency of human resources policy worldwide	Veolia Energy	Dalkia Group	Worldwide
Recruitment and integration packs	Veolia Energy	Dalkia	Worldwide
"Lead": a skills development program for managers	Veolia Energy	Dalkia	Worldwide
"Pépinières"(incubator of Talents)	Veolia Energy	Dalkia	Worldwide
HR Meetings by Areas to promote diversity and consistency	Veolia Energy	Dalkia	Worldwide
International health and safety weeks	Veolia Energy	Dalkia	Worldwide
Acciline: secure safety information	Veolia Environmental Services	Dalkia	Worldwide
Implementing the IMS	Veolia Environmental Services	Dalkia	Worldwide
Promoting safety, day in, day out: International Health & Safety Day	Veolia Environmental Services	Dalkia	Worldwide
Gauging satisfaction to boost appeal	Veolia Environmental Services	Veolia Environmental Services	Worldwide
Overall campaign: "International Health & Safety Day"	Veolia Environmental Services	Veolia Environmental Services	Worldwide
A double DVD on safety	Veolia Environmental Services	Veolia Environmental Services	Worldwide
QHSE network newsletter	Veolia Environmental Services	Veolia Environmental Services	Worldwide
A standard to manage chemical risks	Veolia Environmental Services	Veolia Environmental Services	Worldwide
Analyzing accidents and incidents	VESA	Veolia Environmental Services	Worldwide
Management review	VESA	Veolia Environmental Services	Worldwide
Senior management safety visit	VESA	Veolia Environmental Services	Worldwide
Best practices in organization and cleanliness	VESA	Veolia Environnement	Worldwide
Organizing team meetings on health and safety	VESA	Veolia Environnement	Worldwide
Conducting a self-assessment on workstation safety	VESA	Veolia Environnement	Worldwide
Talents	VESA	Veolia Environnement	Worldwide

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