

Resourcing the world

Seeing things differently



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Seeing things differently

To us, sustainability means a world without waste. A world with clean energy and water. A smarter world committed to preserving resources for generations to come. And that makes sustainability our business.


Report overview



Our strategy: resourcing the world



Manufacturing green products and energy



Developing innovative solutions that help our customers to manage resources efficiently



Creating sustainable value

Throughout our Report, you will see how we are innovating to resource the world, adding value to our business, to our customers, to the environment and to society.

Thank you for reading, and do please [let us know what you think](#).

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“Being responsible is not just the right thing to do, it is the best thing to do –

people want to buy from and work with socially responsible businesses. We have gone through transformational change to address the challenges of the future, adapting our business model to contribute to the circular economy through closed-loop solutions, prioritising the employment of disadvantaged people and reducing our carbon emissions.”

Estelle Brachlianoff, Senior Executive
Vice-President UK & Ireland, Veolia



[Click here to watch the full video](#)

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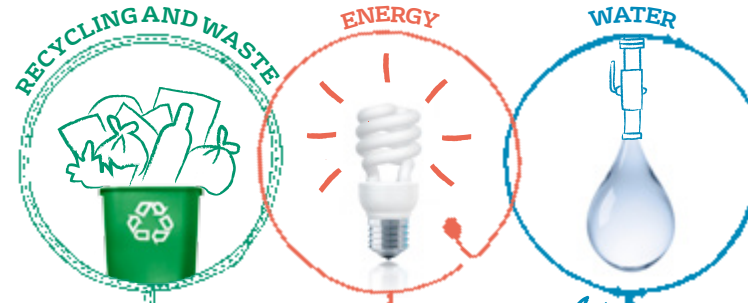
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Over the last year, we have been reducing resource use, turning waste into green products and clean energy, and cutting carbon emissions – and helping our customers to do the same. We are also creating sustainable value for our people and our local communities – see our 2014 highlights below.



22% of our revenue was derived from circular economy solutions that turn waste materials, water and heat into new products and clean energy

222 apprentices gained vocational qualifications, improving skills in our talent pipeline

18% reduction in the frequency of time in the workplace lost from injuries – a step nearer to our ambition of zero accidents

More than **2,300 tonnes** of solvents recovered and reused in paint and thinners, saving resources and avoiding waste

We captured **88.65%** of the methane emitted by the landfill sites we operate, reducing our emissions and helping to combat climate change

1.7 million tonnes CO₂e* emissions avoided, meaning we saved more carbon than we emitted

Generated over **1.1 million MWh** of electricity from our Energy Recovery Facilities and **550,000 MWh** of electricity from landfill – enough to power **510,000 homes** and avoid **830,000 tonnes** of CO₂e* emissions

90 MWth of renewable heat generated – enough to warm **65,000 homes**

12 million litres of liquid fuel created from waste and transformed into renewable energy and heat

470,000 tonnes of CO₂e* emissions avoided by recycling materials, including paper, plastics, glass and metals – the same as avoiding **400 flights** from London to Sydney

Each year, we send over **150,000 tonnes** of biosolids from wastewater treatment to agricultural land in the UK to be used as an alternative to chemical-based fertiliser.

46 ex-offenders on work experience placements, of which **12** were employed, developing the skills we need and boosting the life chances of marginalised groups

Over **300,000 m³** of wastewater on customer sites recycled and reused in industrial processes, reducing withdrawals of water from the environment

£6.8 million awarded to community and environmental initiatives through The Veolia Environmental Trust making our local communities stronger and healthier

OUR TROPHY SHELF



Our creativity and innovation has inspired others, and has helped us win awards along the way.

13 circular economy ideas approved for testing by our Innovation Forum, empowering our people to grow our business with their own suggestions

* Carbon dioxide equivalent (CO₂e) includes carbon dioxide (CO₂), methane (CH₄) and nitrous oxide (N₂O).

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Resourcing the world



In 2014, we merged our three businesses into one strong, dynamic organisation to provide our customers with a full service approach and to show a clear strategic vision to resource the world.

About us

Veolia is the UK's leader in resource management. We design and provide a wide range of water, waste and energy management products and services that contribute to sustainable development.

Since 1990, we have:

	<p>Generated £5.7bn in economic activity</p>		<p>Invested £2bn in UK plc</p>
	<p>Created 57,000 jobs</p>		

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Our strategy

The world's natural resources are used to create and do so many things. They keep households running, businesses growing and communities thriving.

But as a society, we've taken them for granted for too long. Between 1980 and 2020, we will have doubled how much we extract from the planet. And our increased demand for energy, water and materials has affected their availability, volatility and cost, and created unsustainable amounts of waste. Our dependency on finite resources such as fossil fuels has also increased carbon emissions, leading to a changing climate with more extreme weather events affecting our communities.

The need to act now is clear and, at Veolia, we are well placed to make our customers' operations – and our own – more carbon and resource efficient.

And we are not alone in our thinking; the UK now has stronger carbon reduction targets and events such as the UN Climate Change Conference (COP21) help to determine global commitments.

“With scarce resources under ever-more pressure, business as usual just isn't enough. The complex challenges we face are driving change in business and we are keen to lead from the front.”

Gavin Graveson, Chief Operating Officer – Public & Commercial, Veolia

Our business model

There are no quick fixes but we've already changed our business to fit the circular economy model. We have transformed our business from a provider of water, waste and energy services to one that brings resource efficiency to our customers and reduces their impact – and our own – on the environment. We call this resourcing the world.



We design and provide a wide range of **water, waste and energy solutions** that create sustainable value

Why

- Reduce resource dependency
- Mitigate climate change
- Create healthier cities
- Protect the environment
- Improve quality of life

Our activities

Manufacturing green products and energy

Providing tailored solutions for our customers to help them preserve and save resources

Our approach

We create a diverse workforce that operates in a safe and innovative environment. We promote the green economy, build new markets and develop technological, financial and social solutions

Our value creation

- Circular**
Efficient resource management
- Resilient**
Improved efficiencies and risk management
- Liveable**
Reduced environmental impact
- Inclusive**
Improved social sustainability and stakeholder engagement

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Achieving our vision

Our aim is to reuse and preserve resources wherever possible.

We achieve this by engaging and empowering our employees, customers and other external stakeholders to create sustainable value.

This approach to responsible business, which ensures we focus on the issues that matter most to our business and our stakeholders, has been recognised with a number of accolades.

Seeing the potential

We commissioned Imperial College London to examine the business case for the circular economy in the UK and the potential is considerable. The resulting report, *The Circular Revolution*, shows that it could contribute £29 billion (1.8% of GDP) and create 175,000 new jobs in the UK, around half of them through the increased recycling of plastics.

Already, 22% of our revenue comes from our circular products and services, making our business successful and helping our customers to manage their resource use and make a more positive impact on the environment.


“What we were looking for was transformation rather than simply the evolution of business; Veolia demonstrated leadership, engagement of people and the building of collaborative partnerships to generate innovative streams of sustainable products and services across the business.”

Mike Barry, Director of Plan A, Marks and Spencer (Chair of BITC Responsible Business Awards judges)

What is the circular economy?


As an alternative to a traditional linear economy, where products are made, used and disposed of, resources in the circular economy are kept in use for as long as possible, to extract the maximum value from them. Eventually, they are recovered [at end of life and turned into other products, sources of energy or recycled raw materials.]

¹ Based on a definition by WRAP.




40%
Our target turnover from circular economy solutions by 2020


Our awards include:




Winning the Business in the Community (BITC) Sustainable Products and Services Award



Being awarded the Queen's Award for Enterprise in Sustainable Development



Receiving four stars in the BITC Corporate Responsibility Index



Being named a finalist in the BITC Responsible Business of the Year Award

Estelle Brachlianoff, our Senior Executive Vice-President, was also named 2degrees Leader of the Year in 2015

Estelle Brachlianoff received CBI's 'First Women Business of the Year' Award in 2014

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Living our values

Our values are vital to the company’s economic, social and environmental performance. Our 350 Veolia Connectors – our most senior managers – help everyone in the business to behave in line with our values and deliver our strategy and objectives.

Our values shape the business

Customers
Deliver
Teamwork
FOCUS
Empowerment

Innovate
Measure
Truth

A focus on innovation

Innovation is the lifeblood of our business. Creative thinking around issues ranging from recycling cardboard to decommissioning oil rigs and extracting precious metals from industrial waste is the key to helping us meet the environmental challenges we and our customers face today – and will face in the future.

£10 million

invested in innovations to date

£500,000

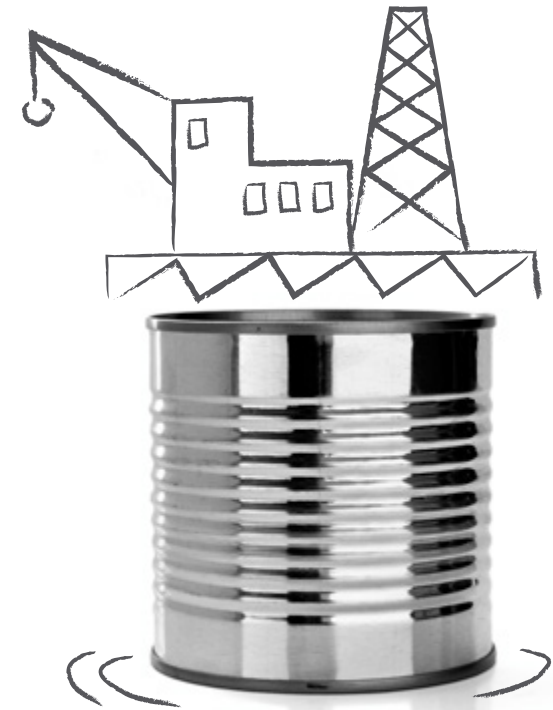
invested in seed-funding for 23 innovation projects

£2 million

of revenue expected from incubation projects in 2015

More than 1,700

employees involved in innovation



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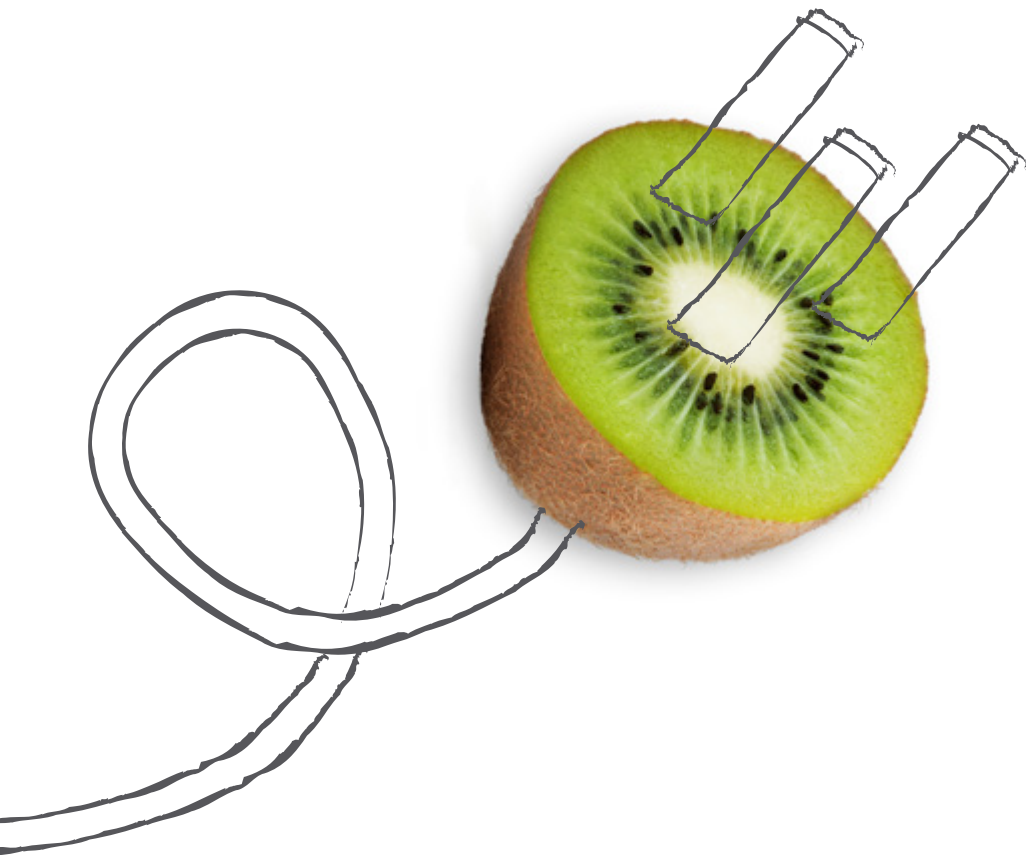
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Manufacturing green products and energy



We use smart techniques and technology to turn waste, wastewater and wasted heat into green products and green energy.

Our approach

Because our three business activities – water, waste and energy – are interlinked, we are able to help address even the most complex resource management challenges. We increasingly focus on creating clean, renewable energy; extracting value from waste and wastewater; and turning end-of-life materials into new products. But we can't do it all alone. That's why we work alongside our customers, suppliers, industry partners and other stakeholders to create solutions that cut waste, create power and heat, improve resource efficiency and reduce carbon emissions.

Our objective for 2015

- ① We will help to preserve resources by creating more green products and clean energy.



22%

Share of company revenue derived from producing green products and clean energy

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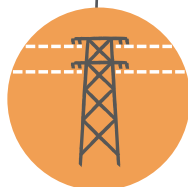
How we create value

Manufacturing green products and energy

Our main areas of activity



Reducing carbon emissions



Producing and recovering energy from waste and wastewater



Reducing resource dependency

What we've achieved

1.7 million tonnes of CO₂e emissions avoided
 Over **550,000 MWh** of electricity generated from landfill
 Over **1.1 million MWh** of electricity generated from Energy Recovery Facilities

What we've achieved

12 million litres of liquid fuel created from waste
60 MW of green electricity generated by our Combined Heat and Power facilities
90 MWth of renewable heat generated

What we've achieved

We sold **78,000 bags** of organic compost made from green waste collected at our Household Waste Recycling Centres
 More than **2,300 tonnes** of solvents recovered and reused in paint and thinners

A view from **Dr Forbes McDougall**, Head of Circular Economy, Veolia

“We continue to focus on the delivery of our corporate objective,

to resource the world, through our portfolio of green products and clean energy, each of which brings economic and environmental benefits to our customers. Several green products are at the regulatory compliance stage of development, while others are undergoing performance testing with potential customers.

Innovation continues to be a key driver for us: we encourage employees to identify and develop new solutions from concept to reality, while increasing our efforts to identify more external opportunities for innovation. Our partnerships to date have proved essential to the creation of truly circular solutions, and we continue to engage with many existing and potential customers to explore new opportunities.”

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Reducing carbon emissions

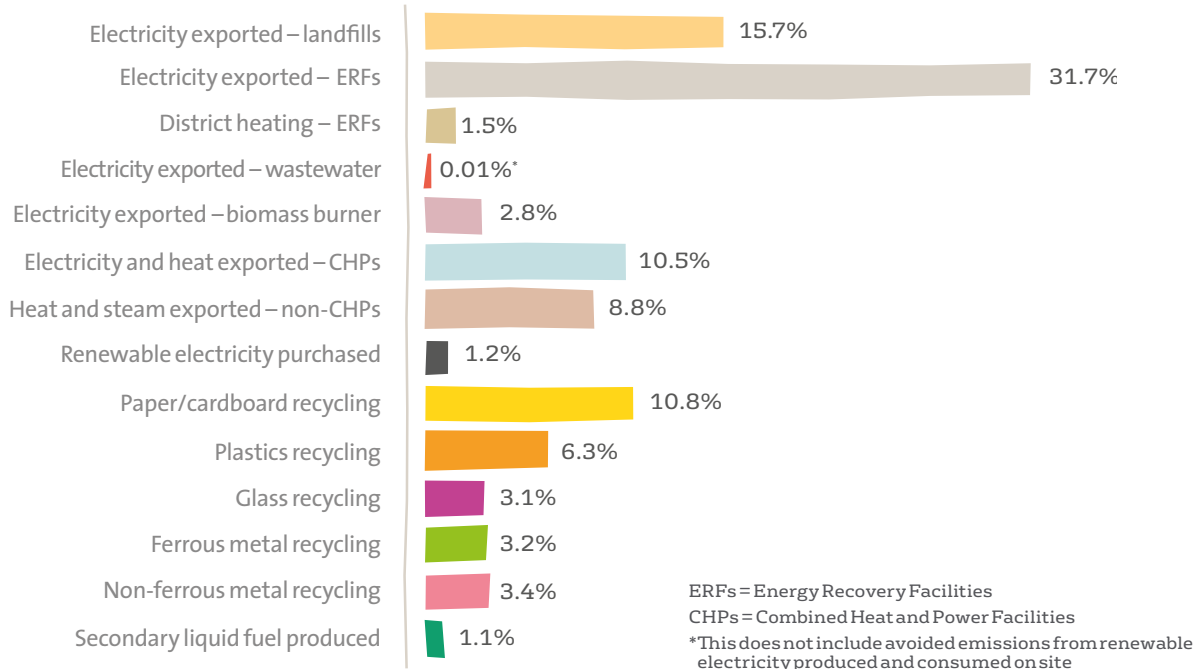
Climate change is one of today's biggest global challenges and we are committed to helping to reduce the UK's reliance on fossil fuels, as illustrated by our [campaign for a low-carbon economy at the COP21 summit in Paris in December 2015](#).²

Our global objective is to reduce our CO₂e³ emissions by 100 million tonnes by 2020. In 2014, direct emissions⁴ from our UK operations totalled over 1.6 million tonnes of CO₂e, while indirect emissions⁵ reached 87,000 tonnes of CO₂e.

Carbon positive

We avoided 1.7 million tonnes of CO₂e emissions, saving more carbon than we emitted

This is how we have avoided emissions in 2014:



² COP21 is the 21st annual Conference of the Parties, created during the United Nations Framework Convention on Climate Change (UNFCCC) held in Rio de Janeiro in 1992.

³ Carbon dioxide equivalent (CO₂e) includes carbon dioxide (CO₂), methane (CH₄) and nitrous oxide (N₂O).

⁴ Direct 'scope 1' emissions are those associated with fuel consumption and emissions of carbon (eg from vehicles, the operation of materials recovery facilities and methane emissions from landfill).

⁵ Indirect 'scope 2' emissions are those associated with electricity consumption at facilities.

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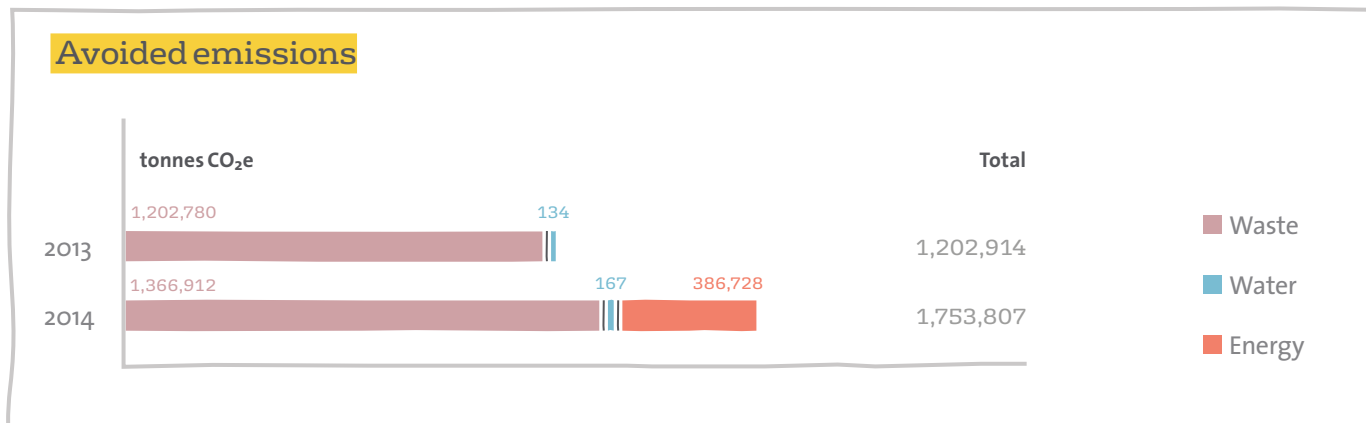
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We are continually working to reduce our carbon footprint through improving the efficiency of our operations, recovering waste materials for recycling and turning waste into electricity and heat. In the UK, we avoided more than 1.7 million tonnes of CO₂e emissions in 2014, while our global target is to avoid 50 million tonnes of emissions over the next five years. Learn more about our [low-carbon solutions](#).

Overall, our progress in carbon reduction continues to be positive, having achieved our target to save more carbon than we emit across our operations in 2014. Now that our Dalkia energy services brand has officially become part of Veolia, we will include our energy business in future carbon targets.


Globally, we also aim to capture over 60% of the methane released from our landfill sites. We operate just nine of the UK's 600 landfill sites and, in 2014, we captured 88.6% of the methane they emitted, well above our global target.

To evaluate the carbon footprint of the waste management activities we provide to our customers, we have developed a carbon footprinting tool. The Veolia Greenhouse Gas (GHG) Tracker is used to measure each customer's carbon footprint and to highlight where opportunities for improved environmental performance can be made.





75
Employees given GHG Tracker training (end of June 2015)



Over 100
GHG Tracker reports produced for customers (end of June 2015)

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Producing and recovering energy from waste and wastewater

The UK could produce 10% of its renewable energy from waste so we are always searching for ways to turn residual waste into power or heat.

Since 2013, we have been creating a fuel product from waste that emits far less carbon than coal, oil or gas. The fuel is sent to Energy Recovery Facilities to produce renewable electricity, and Combined Heat and Power (CHP) plants to generate both electricity and heat.

In 2014, we produced more than 50,000 bales of this fuel product at our refuse derived fuel (RDF) facilities in Southwark, Basildon, Cardiff and Warren Farm, diverting large amounts of waste from landfill.


We also have District Heating Schemes in Sheffield and South-East London (SELCHP), where we generate electricity and heat from household black-bag refuse. The SELCHP scheme provides heat and hot water to more than 2,500 homes in Southwark (read more [online](#)), while the 45 km network in Sheffield supplies heat to three universities, one hospital, several hotels and many other customers in the city centre.

We also have 9.173 MW of installed renewable energy generation capacity on wastewater sites in the UK.

Value from sludge

In the past, sludge – a by-product of treating wastewater – was seen as having no potential value. Our water and wastewater facilities in the UK and Ireland are able to turn it into energy and useful materials. These include:

- our Seafield Wastewater Treatment Plant, which turns sludge into renewable energy (see case study below)
- our site in Lossiemouth, which dries sludge from wastewater treatment plants into solid pellets that are used in agriculture



>150,000 tonnes

Each year, we send over 150,000 tonnes of biosolids from wastewater treatment to agricultural land in the UK to be used as an alternative to chemical-based fertiliser.

Switched on to the power of sludge

Veolia operates a number of Wastewater Treatment Plants (WWTPs) and network stations for Stirling Water Seafield Ltd in Scotland.

The wastewater treatment plants with Anaerobic Digestion (AD) facilities produce biogas, a renewable energy, which is then combusted in Combined Heat and Power (CHP) gas engines. The electricity generated is used on site, reducing reliance on grid electricity. The renewable heat generated is used to maintain the temperature for the digestion process.

A pre-treatment process to AD, called Thermal Hydrolysis, has been introduced at Seafield WWTP. Thermal Hydrolysis acts like a pressure cooker, breaking down the sludge so it is more digestible during the AD process. As a result, the quality and quantity of biogas produced increases. Increased biogas production allows more to be combusted within the CHP engines, increasing the site's electrical self-sufficiency and further reducing demand from grid electricity.



Plugged in

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Fuel from food waste

Around seven million tonnes of food are wasted in the UK each year. To help tackle this, we have developed a way to turn food and beverage waste into a renewable liquid fuel. This can be transformed into renewable energy and heat through processes such as anaerobic digestion, providing a sustainable alternative to energy crops or biomass, leaving the land free for food crops.



12 million litres
Liquid fuel created from waste

Seeing liquid waste as a fuel

Using a blend of liquid wastes that can't be recycled, such as organic sludges, oils and solvents, our Norwood facility in Sheffield produces a Secondary Liquid Fuel (SLF) that is used to power cement kilns in South Ferriby. We have produced over 400,000 tonnes of SLF to date, replacing up to 40% of the energy previously provided by fossil fuels, like coal and gas.

Oil fired up!



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Reducing resource dependency

Many industrial processes create by-products that can be reused or turned into new products, thereby addressing the growing concern over resource scarcity.

We use circular economy processes to harness the potential of waste and improve resource efficiency, as well as creating cost and energy savings (read more [here](#)).

For instance:

- we are looking at how to clean glass from our recycling centres so that it can be turned into glass wool insulation
- our Bag2Bag pilot project, in co-operation with Southwark Council, collects some of the eight million carrier bags used in England each year and sends them to be turned into new bin bags
- we have worked with a paint recycler to reclaim used paint tins from our Household Waste Recycling Centres, turning the leftover paint into new recycled paint that can be sold to businesses or the public.

Unlocking the value of plastic

Some plastics, such as clear bottles, are simple to recycle. Others require specialist treatment, such as plastic that is rigid, laminated, coloured or contaminated with food or chemicals, so they often end up in landfill or Energy Recovery Facilities. At our site in Rainham, Essex, we turn household plastic packaging into plastic flake that can be made into anything from fleeces to garden furniture. We are also trialling a process for recycling old wheelie bins, garden furniture and outdoor toys made from rigid plastic, which are shredded and cleaned before being returned to the manufacturer.



Recycling floats our boat



Exhausting all the options

Mining catalysts for precious metals

Working with our technology partners, we are exploring ways to harvest the valuable metals from the catalysts used in the petrochemical and car industries. For example, catalytic converters in cars use platinum, rhodium and palladium to convert the pollutants in vehicle emissions into carbon dioxide, nitrogen and water vapour. These precious metals are relatively rare and difficult to mine, and the process for refining them is complex, so recycling them from spent catalysts helps to conserve natural resources.

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Producing fertilisers

Working with Diageo’s Cameronbridge Distillery, we are trialling a process that recovers phosphate from biomass ash. Once collected and granulated, it can be repackaged and sold for use in the agricultural industry. If successful, this initiative will create an opportunity to expand into other nutrient-rich waste streams. It will help businesses to conserve natural resources and develop more sustainable ‘closed-loop’ waste solutions.



Over **2,300 tonnes** Solvents recovered and reused in paint and thinners, saving over 1,200 tonnes of CO₂

Green fingers from green waste

We turn the green waste collected at our Household Waste Recycling Centres into Pro-Grow, a high-quality, nutrient-rich organic compost and soil conditioner, ideal for landscaping, agriculture and gardening. This is a good alternative to peat-based products, as our depleted peatland ecosystems are needed to support biodiversity, carbon storage and flood management. In 2014, we sold over 78,000 bags – an increase of 24% from 2013 – and plan to sell one million by 2016. We have also extended the Pro-Grow range to include multi-purpose compost, woodchip mulch, bark chips and lawn conditioner, making this one of our most successful Innovation Forum suggestions.



A growth market

My innovation idea: recycling fibreboard kegs

Strategic Account Manager Debbie Revell was named one of the best Innovators of 2014 when she pitched her idea to the Innovation Forum for the full recycling of our chemical and pharmaceutical customers’ fibreboard kegs.

The 60,000 barrels we manage are currently recycled by another company, which involves long transport journeys, or end up in landfill. To ensure 100% recycling, we are installing equipment to remove the metal strengthening rings so that the remaining fibreboard can be baled and sold to reprocessing mills. Should the technology prove successful, we will look to roll it out to other areas of hazardous waste.

“The equipment needs to be compact and portable. If it can be moved easily between sites, we can provide a localised service, reducing transportation costs and our carbon footprint.”

Debbie Revell, Strategic Account Manager, Veolia



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Preserving and saving resources



We collaborate with our customers to provide tailored solutions that help to save and preserve precious resources.

Our approach

We work closely with our customers to understand their priorities and develop innovative services to help them manage, optimise and reuse materials, and gain more value from them. Using our water, waste and energy expertise, they are able to cut their dependency on natural resources, generate less waste and save money, contributing to their own sustainable development. Our closed-loop solutions are often highly specialised and we pioneer bespoke approaches to address a particular customer’s challenges.

Our objective for 2015

We will work with our customers to understand their resource challenges and develop tailored solutions to meet their needs.

A view from **Pat Gilroy**, COO - Industrial Customers UK, and Country Director Veolia Ireland

“We collaborate with customers to preserve and save resources.

By addressing their specific challenges through bespoke closed-loop solutions, we bring them value, not just in terms of cost savings but also in reduced emissions, and from a reduced risk from resource volatility.”



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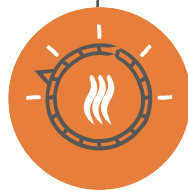


Helping customers to save resources



What we've achieved

470,000 tonnes
CO₂e emissions avoided by recycling materials
99%
of materials recovered from decommissioned oil rigs



Rethinking the supply of energy to customers



What we've achieved

90,000 tonnes
of customer waste by-products used to generate carbon-neutral energy on one site
Avoiding over **106,000 tonnes**
of CO₂e emissions for our hospital customers through on-site Combined Heat and Power (CHP) plants



Smart ways to reduce water use



What we've achieved

Recycled over **300,000 m³**
of wastewater on customer sites for use in industrial processes
Helped our customers **waste less water** by managing water networks 'intelligently'

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Helping customers to save resources

We are always exploring innovative solutions for our customers that save costs and resources, and avoid the use of virgin materials.

For instance, we have designed a system to extract the sodium nitrate solution found in the water-based waste of an industrial chemical customer, so that it can be sold for use in fertilisers, pyrotechnics, dental products and food preservatives. The system also allows the distilled water produced to be reused in the company's production process.

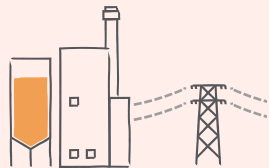
We've also worked with Procter & Gamble to develop a cleaning products recycling business. Waste detergent that has passed its commercial sell-by date and can't be sold will be repurposed for use in high-performance cleaning solutions. We've been trialling the resulting new car wash on our own vehicles and initial results have been positive; after further trials, we hope to start manufacturing the new product for sale.



Recycling water for food production


Working with a leading food producer in Kent – a region of water scarcity – we have designed, built and maintain a recycling facility that treats 72% of the company's factory's wastewater to drinking water standards. This was the UK's first example of recycled water being used in food production and saves the customer more than 300,000 m³ of water each year.

Food for thought



138,000 tonnes

End-of-life wood diverted from landfill to power biomass-fuelled energy plants



470,000 tonnes

CO₂e emissions avoided by recycling materials

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Extracting value from industrial and hazardous waste

We have 11 sites and a dedicated fleet of vehicles to handle a range of hazardous materials, from batteries and aerosols to oils, sludges and gases. Many of these come from the manufacture of ordinary products.

Many of the hazardous wastes we manage for our customers can be difficult to separate and recover, so we continue to invest in new infrastructure to deal with an ever-wider range of hazardous materials. Recent developments include the processing of low-level radioactive waste and even materials used in Syrian chemical weapons – a project we undertook on behalf of the British Government and for which we received a Reputation Award from the Chemical Industries Association.

Preserving resources also entails treating complex wastes. We can now recycle gas cylinders, and our emergency spillage service handles industrial pollution incidents, helping to avoid impacts on the soil, underground water and air.

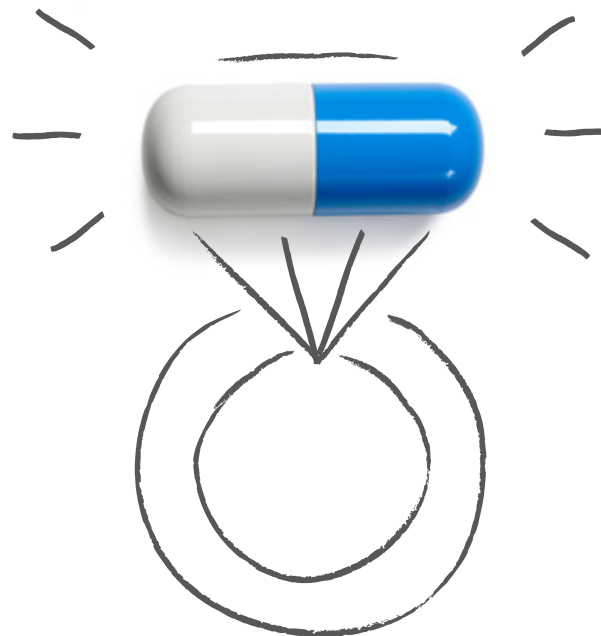
We are also proud to join forces with the British Coatings Federation and PaintCare to maximise resources and change how leftover paint is viewed in the UK. Through this voluntary commitment, we aim to create a sustainable circular economy for paint and have launched our own paint recycling service. We have also invested £3.2 million in a fully commercial Thin Film Evaporator facility capable of recycling 10,000 tonnes of thicker solvents, typically found in the paint, printing and coatings industries, and reprocessing them into green products such as paint thinners.

Decommissioning

The value of the UK decommissioning market for redundant gas and oil rigs is significant, at roughly £16 billion. However, the scope and complexity of moving, dismantling, recycling and disposing of the structures in line with relevant legislation and standards is a real test of our technical and industrial capability. Working with other specialists, we have

dismantled rigs around the world and successfully recovered almost 99% of the materials from Shell’s redundant North Sea platforms. Looking forward, we plan to offer our oil and gas customers more services such as chemical cleaning, high-pressure jetting and hazardous waste control before their equipment is dismantled and brought onshore.

Linking metals and meds



Recovering platinum from hazardous waste

Sanofi, the global healthcare leader, works with Veolia to provide its waste collection services. One of its cancer drugs has high quantities of platinum, a valuable precious metal and resource, which requires the drug to be destroyed after the expiry of its shelf-life. Previously, Sanofi recovered the precious metal in-house but we were asked to undertake this process in 2013. At our Hazardous Waste Services Laboratory, we are able to isolate and successfully recover a significant amount of platinum, which can either be reprocessed into other cancer drugs or smelted down to be reused.

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Rethinking the supply of energy to customers

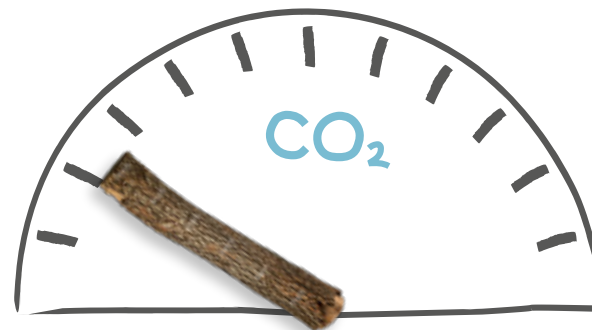
Our customers' energy consumption has an impact on their costs and carbon footprint, so we are constantly looking for ways to improve their energy efficiency and generate low-carbon and renewable energy on site.

We already have the capability to audit energy consumption in our customers' buildings and industrial processes, and travel emissions from company vehicles, and recommend appropriate action. This means we are well placed to help our customers to comply with the Energy Savings Opportunity Scheme (ESOS), the UK Government's response to the EU's Energy Efficiency Directive.

On-site renewable energy for customers

One renewable source of heat and energy is green waste and, in particular, life-expired wood. By turning discarded wood into energy, we can reduce the number of trees felled and send less wood to landfill. Veolia is a leading producer of renewable energy from wood biomass for both industrial and municipal customers' heating plants.

Combined Heat and Power (CHP) plants, which produce heat and electricity, are typically 2.5 times more efficient than electricity from the grid. Our CHPs supply more than 28,500 homes with low-carbon heat, hot water and electricity. We also supply a further 3,250 homes (7,800 residents) with zero-carbon heat and hot water from biomass heat plants that use waste wood as fuel, such as our plant in Chilton.



Wood you believe it?

New life for old timber

To make cheese at its Davidstow plant in Cornwall, Dairy Crest needs 100,000 tonnes of steam for pasteurisation and drying. When asked to find an alternative to fossil fuel, our solution was a new biomass plant, which was designed and installed to burn pellets made from clean waste wood no longer required by construction and manufacturing companies. Once any nails and staples have been removed for recycling, the wood is sorted, shredded, dried and made into pellets. This has reduced annual CO₂e emissions by 21,900 tonnes – a 60% reduction – and waste to landfill by 18,000 tonnes a year, helping the plant to win three renewable energy awards.



60MW

Green electricity generated by our Combined Heat and Power facilities – enough to light up 147,000 homes



110

Veolia biogas-fired CHP plants nationwide



90 MWth

Renewable heat generated – enough to warm 65,000 homes

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Smart ways to reduce water use

By 2030, we will need 30% more water globally, making water management a significant factor in helping our customers to use resources more efficiently.

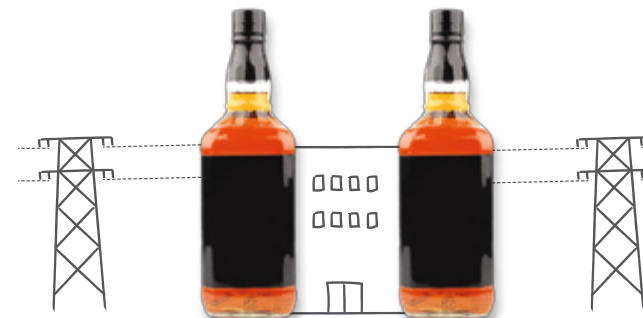
We are working alongside IBM to produce innovative tools and services to help our water utility customers reduce water use, tackle water scarcity and address water losses through better detection of leaks and faults.

Our smart network service, Veolia Integrated Intelligent Operations (ViiO), manages the network 'intelligently', using water quality, flow, pressure and temperature to help predict, identify and address problems before they affect customers or the environment. These smart solutions help our customers waste less water, reduce water bills and provide greater reliability and efficiency, as well as lowering energy use and CO₂e emissions.

We have already developed and installed intelligent networks at Tidworth Garrison in Wiltshire (see right), at Luton Airport and in Lyon, France.

Whisky-powered renewable energy

Whisky distillation is an energy-intensive process that traditionally relies on fossil fuels. Distillers are seeking sustainable ways to improve their environmental footprint and save energy. Working with Diageo in Scotland, we have developed technology to recover energy from the by-products at its distilleries. The system separates the residues into solids, for use as a biomass fuel, and liquids, for producing biogas. Both waste streams can be used to create steam or electricity, and the liquid can also be treated to create clean water.



Giving green energy a shot



Winning the war against leaks

Smarter water networks

The town of Tidworth in Wiltshire houses a large number of soldiers and their families, as well as civilians. Veolia is using a smart network service to manage its water supply and sewerage treatment works more efficiently, and provide water to the growing population without increasing abstraction. Our know-how and system management expertise have helped to significantly reduce the high leakage rate. We expect to reduce this further with the aid of our pioneering Smart Network Technologies.

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We engage with employees and external stakeholders to ensure we operate effectively and responsibly, and create environmental and social value.

Our approach

To maintain a diverse, customer-focused team that operates in an innovative, high-performance culture, we offer learning and development opportunities at all levels of the business, and we never compromise on the health, safety and wellbeing of our employees. To increase the positive, long-lasting social value we bring to our local communities, we also offer opportunities for employment, apprenticeships and work experience, invest our time and money in good causes, and protect the environment where we operate.

A view from Marguerite Ulrich, Human Resources Director, Veolia

“By sustainably engaging our employees, we believe everyone at Veolia can reach their true potential.

Through learning and development, our diverse workforce is better placed to meet our customers' needs.”



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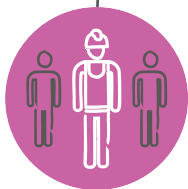
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How we create value

Our main areas of activity



Empowering our people



What we've achieved

30% of our Executive Committee are women

18% reduction in the frequency of workplace injuries where time was lost

13 employee ideas approved by our Innovation Forum



Protecting our environment



What we've achieved

Biodiversity Action Plans being implemented at **100%** of sites with significant biodiversity issues

Four Veolia sites hold The Wildlife Trusts' Biodiversity Benchmark certification



Supporting our suppliers



What we've achieved

SMEs comprised **87%** of our supplier database, receiving over **71%** of our annual spend

100% of delegates rated our latest supplier workshop as good or excellent



Engaging our communities



What we've achieved

222 apprentices gained accredited vocational qualifications

46 ex-offenders undertook work placements, and 12 were subsequently employed

More than 8,000 hours of employee volunteering

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Our people

We are committed to being a fair, responsible employer and a good neighbour, providing a safe and sustainable environment, and empowering our people to fulfil their potential.

2015 objectives for our people

- 1 Make our company a safer place to work by reducing accidents by 10% (or by achieving LTIFR <1).
- 2 On top of existing training, we will also offer all our managerial staff a minimum of half a day or four hours per year for leadership training development.
- 3 Inspirational Leadership course to be rolled out to around 1,400 managers.
- 4 Set up a network of 350 Connectors: 350 senior managers to help us cascade strategy and values, giving managers personal responsibility to cascade.

Health and safety

We have a responsibility to ensure safe working conditions and maintain the highest standards of operational health and safety throughout our business. We work to proactively identify risks and improve controls to prevent incidents, and our safety management system is accredited to OHSAS 18001.

We believe that one accident is always one too many. In pursuit of our ambition of zero accidents, we have put in place a number of initiatives to raise awareness of health and safety issues.

These include:

- Veolia Safety Week, with events to promote safety and raise awareness
- ‘Stand Down’ days, when selected sites cease operation to focus entirely on safety improvements
- ‘Think Safe, Work Safe, Home Safe’, our behavioural safety management programme
- regular depot-level ‘toolbox talks’
- seasonal campaigns to address issues like slips, trips and falls in winter
- learning through behavioural observation techniques to help colleagues intervene when they witness unsafe behaviour.

We also run a number of employee wellness programmes, including a cycle2work discount scheme, confidential helpline, welfare clinic and physiotherapy.

What we achieved

- We reduced our Lost Time Injury Frequency Rate by 18%, well ahead of our 2014 target of 10%
- We won a Royal Society for the Prevention of Accidents (RoSPA) Occupational Health and Safety Gold Award, and the Preventive Health category of the Global Social Initiative Awards
- In conjunction with Transport for London and Cycle Confident, we delivered safe urban driving training to hundreds of drivers across the capital

Leveraging people’s differences for innovative growth

Diverse businesses are successful. We seek to attract, hire and retain people from different backgrounds with a range of skills and perspectives so that our workforce better reflects the UK population; this makes us more responsive to future challenges and better placed to serve our customers and communities. Our goal is to generate 150 ideas from within the business in 2015.

In line with our Equal Opportunities policy, everybody is given every chance to progress and fulfil their potential, regardless of colour, gender, origin, religion, age, sexual orientation or disability. As one of our key strategic priorities, inclusivity starts right at the top, championed by our Senior Executive Vice-President Estelle Brachlianoff.

We work with [OUTstanding](#), [Stonewall](#), the [Employers Network for Equality & Inclusion](#), and [BITC’s](#) gender campaign, [Opportunity Now](#), to foster equality and inclusion across our business. For us, it’s about making the most of individuality – attracting women recruits, for example, and retaining young employees – so that together, we can continue to develop better ways of working, maximise our potential and grow our business.

What we achieved

- Our Executive Committee comprises 30% female members, and 10% black, Asian and minority ethnic members
- We benchmarked our workforce against UK working population in relation to gender, age and ethnicity to help us set clear attraction and retention goals
- Our workforce comprises 89 different nationalities

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Developing our employees

Learning and development

We do everything we can to nurture, motivate and energise our employees. We offer Individual Development Plans to all employees to identify and evaluate learning opportunities. By bringing out people’s true potential, we are better able to serve our customers, improve employee retention and become a more attractive employer. In 2014, we delivered more than 15,300 learning hours via Campus Veolia, our dedicated learning and development centre.

Developing our leaders

We want to progress our leaders’ professional development, particularly in the context of our business transformation.

Our Inspirational Leadership course has been rolled out to 520 people, with a target of 1,399 by the end of 2015. Being an Inspirational Leader is all about ‘making a difference’ and playing an active role in Veolia’s transformation. On top of existing development, we will also offer all our managerial staff a minimum of half a day or four hours per year for leadership development in 2015.

“The Inspirational Leadership programme is ambitious, both in its scale and endeavour, in focusing managers on how they lead their teams, the business and others. Inspirational leadership is seen as being critical to the success of Veolia’s goal to ‘resource the world’. By recognising and adopting leadership behaviours that inform, involve and inspire, alumni of the programme become the drivers of transformational change and bring achievement of the goal nearer.”


Tim McPhillips, Transformational Leadership Manager, Veolia UK

✔ What we achieved

- Our employees undertook 1,884 days of training
- 520 managers attended our Inspirational Leadership course



14,000
Number of UK employees



£6.8 million
Awarded to community and environmental projects through The Veolia Environmental Trust

Our Inspirational Leadership course has been rolled out to:

520
people, with a target of

1,399
by the end of 2015



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An innovative culture

Our ‘resourcing the world’ vision was shared with all staff via roadshows, videos, presentations, blogs and a management conference to cascade a consistent message throughout the business, while tailored training helps our sales managers and business development staff to appreciate how sustainability relates to our customers.

The successful introduction of targeted learning and development programmes like ‘The Inspirational Leader’ (see page 26), as well as the creation of a coaching and mentoring culture, will help our managers to encourage innovation. As well as enabling them to develop the skills to lead and inspire our people more effectively, participants are also given the opportunity to develop their own ideas. This, in turn, supports the generation of ideas from within the business from our Innovation Forum (see below).

“The development of the circular economy will be dependent upon innovators who have the vision to improve the way we manage our valuable resources and find ways to build more sustainable products and business models.”

Richard Kirkman, Technical Director, Veolia UK

✔ **What we achieved**

- More than 1,700 employees were actively engaged and involved in innovation
- 13 employee ideas approved by our Innovation Forum
- £10 million invested in innovations to date

Governance and responsibility

Our strategy to cut dependency on natural resources was developed and championed by our Senior Executive Vice-President Estelle Brachlianoff, although responsibility for delivery is cascaded throughout the business. Full details of our governance structure and approach to risk management can be found [online](#).



Dragon-free den!

The Innovation Forum

The Innovation Forum provides an exciting opportunity for anyone in the business to share and develop their ideas. Employees pitch to a panel of experts, made up of Veolia executives and representatives from key customers, and the best ideas are given funds and colleague support so that they can be tested. If viable, they are applied in practice with the hope that they become an integral part of our business. In 2014, 13 ideas were approved for trials and two are now generating revenue – [Pro-Grow](#) and [catalyst recycling](#) – and we expect to generate £2 million of revenue from incubation projects in 2015.

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Our environment

Environmental regulation and legislation are constantly evolving, so we need to raise our standards and drive awareness of environmental issues to ensure we always operate in a responsible manner.

Environmental compliance

To ensure all our sites meet the compliance requirements of our permits, we are developing training for all employees to raise awareness of environmental issues and improve understanding of the impact of our actions. Relevant staff will also undertake more specific courses administered by the Chartered Institute of Environmental Health and the National Examination Board in Occupational Safety and Health.

The wastewater that we discharge is so clean that it hits all compliance, creating environmental and financial benefits for us and the customer. For example, in Scotland we have achieved over 99% contractual and 100% regulatory compliance on our wastewater operations. These excellent treatment standards ensure the utmost protection of our environment and human health.

Biodiversity

Many of our operating sites offer important habitats for wildlife. To ensure that flora and fauna flourish, we are working with environmental groups to conserve and protect endangered species. We are also implementing Biodiversity Action Plans (BAPs) in line with our global target to have BAPs at 100% of sites with significant biodiversity issues.



Through our long-standing partnership with The Wildlife Trusts, we distributed biodiversity kits containing beetle 'hotels' and bird boxes to schools around the UK, and installed beehives at our facilities in South-East London and Pitsea, Essex.

✔ What we achieved

- We avoided any prosecutions or summons to court for a fifth consecutive year
- Four Veolia sites hold The Wildlife Trusts' Biodiversity Benchmark certification



Our suppliers

We only work with suppliers that meet our social and environmental standards, as defined by our procurement policy, and audit those considered to be high risk.

Wherever possible, we do business with small, local suppliers. In 2014, small- and medium-sized enterprises (SMEs) received over 71% of the £869 million our waste and water operations spent during the year.

Our UK & Ireland procurement team engages with our suppliers through a variety of channels, such as our corporate responsibility workshops for suppliers. These involve presentations on a range of relevant sustainability topics and a group exercise, where attendees work in teams to address a particular challenge. Participants complete a survey after each event. After our most recent workshop in September 2014, attended by 25 suppliers:

- 88% said that the workshop has encouraged them to re-evaluate their organisation's position on corporate responsibility
- 84% said that the workshop provided them with practical ways to apply the theories and ideas discussed within their own organisation.

✔ What we achieved

- All delegates rated our most recent supplier workshop as either good (32%) or excellent (68%)
- 87% of our supplier database is made up of SMEs



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Our communities

Healthy communities are vital to our business, as they create a strong talent pipeline, a resilient supply chain and a thriving customer base.

2015 objectives for our communities

- 1 Recruit 10% of our new operatives from groups marginalised from mainstream employment: ex-offenders, young people not in education or training (NEETs), the long-term unemployed, the homeless and former military personnel.
- 2 Invest in 300 apprenticeships through Veolia development programmes.
- 3 Continue to address our skills gaps and enhance career mobility by ensuring all eligible people achieve minimum competencies in NVQ Level 2, or maths and English qualifications as part of their development programme.

Employment opportunities and apprenticeships

As an employer of almost 14,000 UK people and a provider of services to over half the UK population, we have a responsibility to the environment and to society.

We work hard to maximise the social value we create both directly, as a major employer and a taxpayer, and indirectly, through our infrastructure projects. This involves making job opportunities available to people marginalised from mainstream employment, as well as young people.

Working closely with social enterprises and charities, our placements can target marginalised groups such as the long-term unemployed and ex-offenders, providing employment, developing the skills our business needs and boosting life chances for many people.

We also run a two-year graduate development programme that offers on- and off-the-job training through four six-month placements across all areas of our business.

Recruiting apprentices and young people on work experience not only helps to address youth unemployment, but also builds a more inclusive and innovative business. Our focus on talent and skills has been recognised with reaccreditation for the BITC Workplace Talent and Skills Award.

✔ What we achieved

- 222 apprentices completed their training, gaining accredited vocational qualifications
- We hired more than 130 people marginalised from mainstream employment, including 46 ex-offenders
- We aim to train our employees to at least NVQ Level 2, increasing literacy and numeracy, and the potential for mobility and progression

Recruiting ex-offenders

We have been working with social enterprise Blue Sky to provide work placements for ex-offenders. The scheme offers employment, training and mentoring, while promoting social inclusion, supporting financial independence and reducing re-offending rates. This scheme features ongoing support for participants, colleagues and line managers. Should we meet our target of providing more than 100 placements in 2015, the partnership will become the UK's largest provider of paid work placements for ex-offenders.

“I was in a bad way before I started this job so this opportunity has really changed my life. Having a stable and structured job has meant that I've been able to move out of the area I was living in and get far away from the bad crowd that was bringing me down. A few months ago I wasn't going anywhere and now I have some meaning to my life.”

29-year-old Blue Sky employee on the Veolia Croydon contract



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Apprentices

We know that three big issues facing UK businesses are developing the talent of our young people, upskilling our workforce and boosting productivity. At Veolia, we are working to tackle this through apprenticeships. We welcome the Government’s plans to create three million apprenticeships by 2020, which will create long-term economic, business and social value in the UK.

Led by Campus Veolia, our in-house learning and development centre, we have completed almost 1,300 apprenticeships in the last five years. Overall investment in apprenticeships amounts to some £12 million during this period. The opportunities are there, for men and women, particularly in engineering and technology where there is a great skills shortage in the UK, and we welcome more apprentices in the future.

Community investment

Community, environmental and restoration projects near our landfills and other facilities receive grants through The Veolia Environmental Trust, our regional Trusts and the Landfill Communities Fund. Educational and outreach programmes, such as offering recycling lessons to local schoolchildren and residents, also bring us closer to our communities.

We encourage our employees to get involved with community projects, for which we provide one paid day to volunteer. Volunteering helps our people to strengthen transferable skills such as project management, communication and teamwork, and give a helping hand to our neighbours.

Forty-seven community groups applied for funding through our EnviroGrant scheme in 2014; the six that were successful included projects to improve a community garden, a local park and a children’s playground, and to fund bat detectors for a wildlife group. These improvements increase the use of community space, build social cohesion and reduce the levels of crime or fear of crime associated with neglected neighbourhoods.

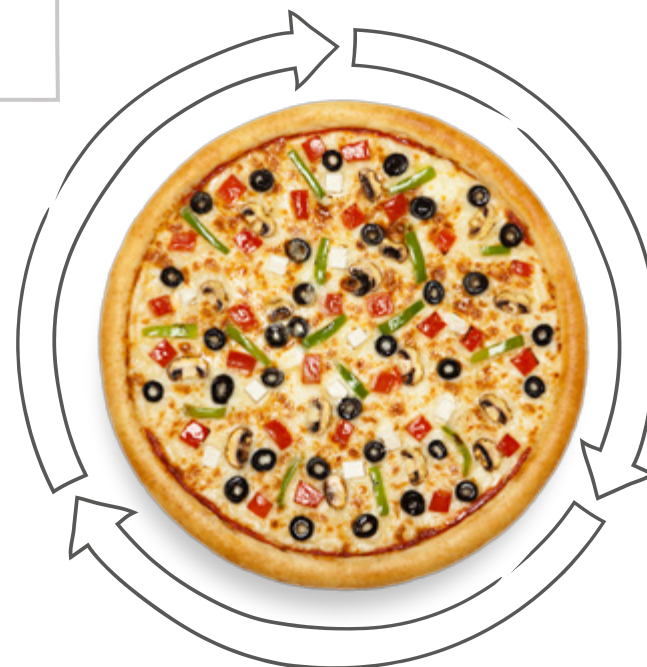
✔ **What we achieved**

- £6.8 million was awarded to community and environmental projects through The Veolia Environmental Trust
- More than 8,000 volunteer hours were spent in the local community
- Six projects received a total of £3,498 through our EnviroGrant scheme

Fighting food waste and food poverty

Having completed a two-year partnership with children’s charity Variety at the end of 2014, we have now launched a new partnership with FoodCycle. Running more than 20 projects across the UK, this national charity combines volunteers, surplus food and spare kitchen space to create tasty, nutritious meals for people at risk of food poverty and social isolation. We will be working with FoodCycle over the next two years, helping to reduce food waste, tackle social isolation and build stronger communities.

Making
a meal
of it



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Reuse schemes

We work with social enterprises and charities to facilitate the reuse of unwanted items collected at our Household Waste Recycling Centres (HWRCs). Many of our HWRCs collect items such as electrical goods for collection and reuse or resale by third parties at a local and regional level, and we are currently exploring ways to roll them out more widely.

A number of sites also have their own arrangements for collecting bicycles, furniture, garden tools and textiles for reuse by local charities, which benefit from the resale value of the items donated. They often offer disadvantaged groups training in the skills needed to repair these items or even employment opportunities.

What we achieved

- Two tonnes of books were collected by Southwark HWRC and donated to schools in Tanzania through a partnership with [READ International](#)
- 1,550 tonnes of waste electrical goods were sent from our Merseyside HWRCs to [Recycling Lives](#)

Giving waste the brush-off

Redistributing unwanted paint

Paint can pollute water courses or contaminate the ground. But disposing of paint, a hazardous waste, is difficult, and every year 50 million litres end up in landfill or are incinerated. To reduce the risk, our Community RePaint schemes at our Household Waste Recycling Centres encourage residents to bring in unwanted paint for redistribution to families, charities and community groups for refurbishment, craft activities and decorating. In Nottingham, more than 14,000 litres of paint were redistributed through RePaint in 2014 to community groups and local residents, bringing the total since the scheme started in 2010 to over 31,000 litres.



Green power



Turning used cooking oil into electricity

Used cooking oil collected at our HWRCs in Nottinghamshire is being used as a resource to create 'green' electricity, as well as helping to reduce the UK's reliance on fossil fuels and avoid the risk of pollution and blockages in wastewater pipes. Once collected, the oil is turned into a clean, green bioliquid called LF100, for use in [Living Fuels'](#) renewable energy facilities to provide carbon-neutral electricity to the National Grid. Just one litre of used cooking oil can create enough 'green' energy to make 240 cups of tea.

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Measuring social value

We have always tried to maximise the social value we create, both directly as an employer and taxpayer, and indirectly through our infrastructure projects. However, there is no simple or standardised way to measure our contribution to the communities where we operate.

To calculate the added value we create consistently, we worked with Professor Adrian Henriques, an external consultant, to develop our own approach, based on a framework for measuring a much broader concept known as Social Return on Investment (SROI). SROI attributes monetary values to activities that typically don't have one, such as wellbeing or crime reduction, so that they can be accounted for.

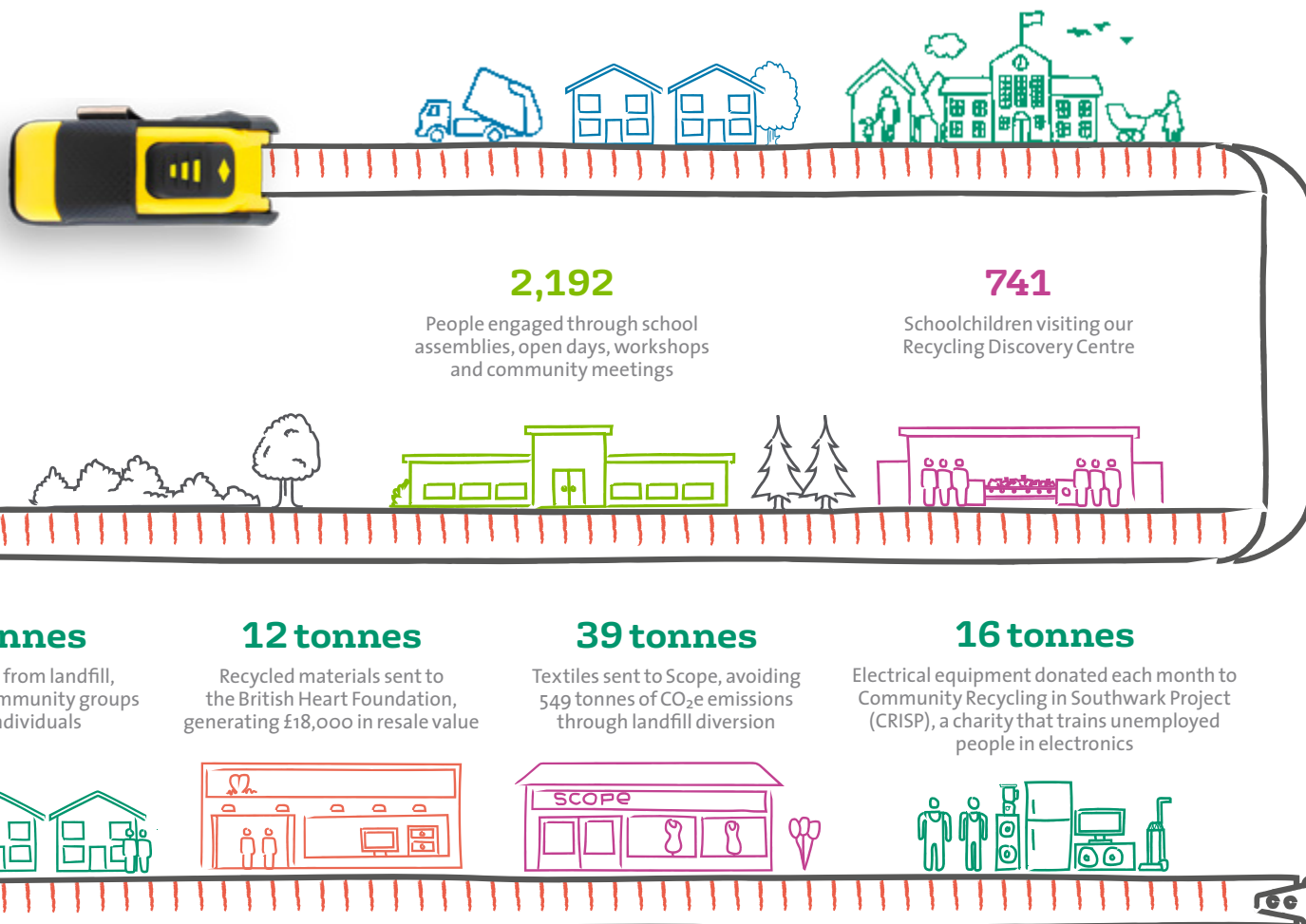
We piloted this approach by measuring the social value of our waste management contract with Southwark Council. Although not perfect, this approach now gives us a better understanding of where we interact with society and our importance to the community, enabling us to improve our social value over time. It was shortlisted for the BITC Experian Building Stronger Communities Award and we hope it will inspire others to develop similar approaches.

£2.09

Direct social value delivered for every £1 spent on waste management services

£28.05

Indirect social value contributed for every £1 spent on community projects



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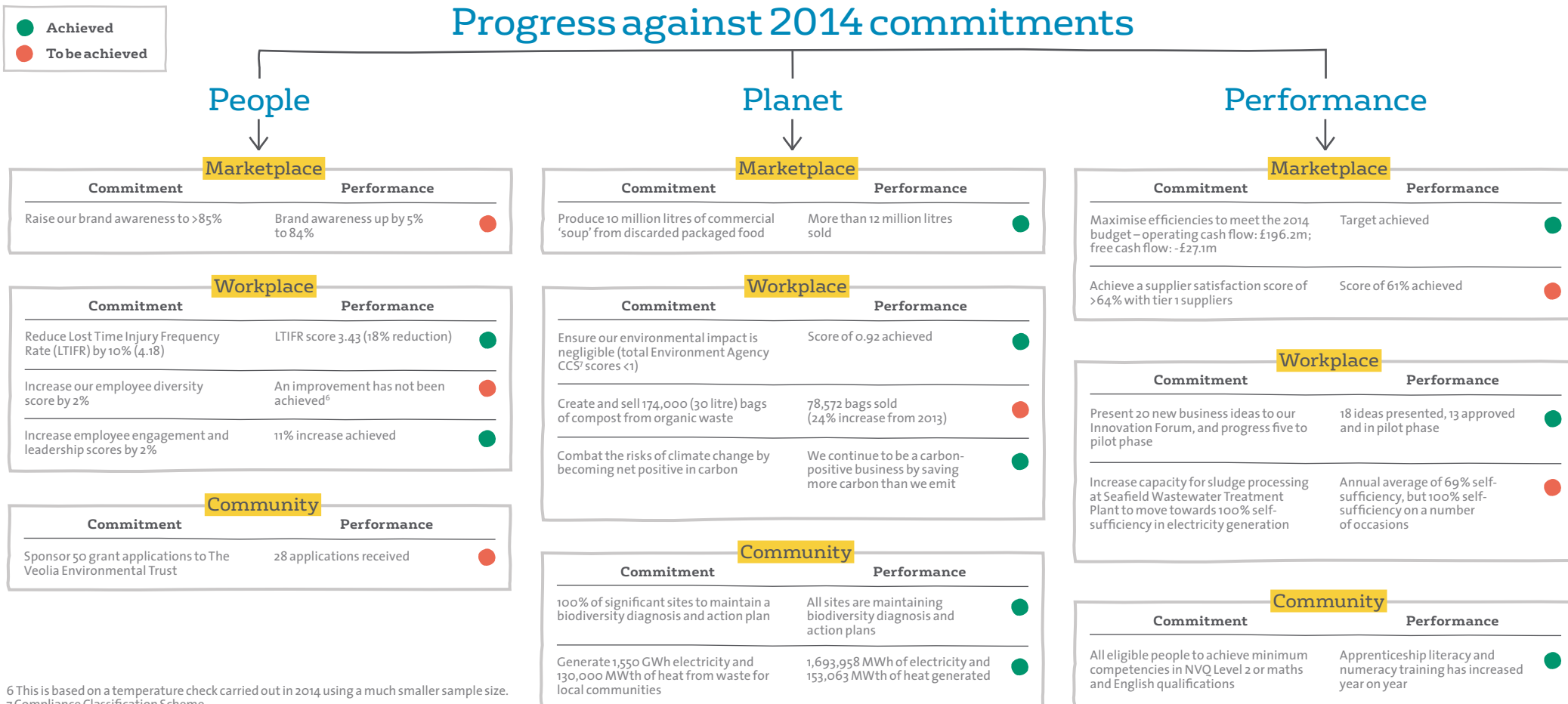
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Commitments and progress

Our integrated approach to sustainability involves setting ambitious corporate targets and commitments each year. While we are proud to have achieved or exceeded much of what we planned to, we know we need to keep challenging ourselves to do more.

Progress against 2014 commitments



6 This is based on a temperature check carried out in 2014 using a much smaller sample size.
 7 Compliance Classification Scheme.

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This Sustainability Report summarises our performance for the 2014 calendar and financial year.

Assurance

This Report covers all Veolia water, energy, recycling and waste management operations across the UK.

Lloyd's Register Quality Assurance Ltd (LRQA) was commissioned by Veolia to assure this Report.

Materiality

To focus on the issues that matter most to our business, and those that are of most concern to our stakeholders, we undertake an annual assessment of the environmental, social and governance risks and opportunities – a materiality assessment.

We asked a cross-section of stakeholders – customers, suppliers, employees and charities – to identify the issues and topics that Veolia should focus on as part of its sustainability strategy. We sent out more than 150 questionnaires and asked the recipients to rank the top 10 issues that they thought were most important to Veolia as a business, from a list of 24.

The top five issues were:

- health, safety and wellbeing of employees and contractors
- environmental impacts of our activities
- customer satisfaction
- innovation
- compliance.

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Health and safety performance

	2013	2014	Annual reduction
Accidents	1,910	1,885	1%
Lost Time Incidents (LTI)	104	97	7%
Days lost	3,609	3,276	9%
Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR)	139	120	14%
Lost Time Injury Frequency Rate (LTIFR)	4.18	3.43	18%
Lost Time Injury Severity Rate (LTISR)	0.12	0.11	8%

Environmental performance

Direct (scope 1) emissions (tonnes CO ₂ e)	2013	2014
Waste	1,133,663	1,244,562
Water	5,428	3,789
Energy	-	396,127
Total	1,139,091	1,644,478
Indirect (scope 2) emissions (tonnes CO ₂ e)	2013	2014
Waste	32,766	34,219
Water	36,613	41,601
Energy	-	11,231
Total	69,379	87,051
Avoided emissions (tonnes CO ₂ e)	2013	2014
Waste	1,202,780	1,366,912
Water	134	167
Energy	-	386,728
Total	1,202,914	1,753,807
Carbon performance ratio (CPR) ⁸	2013	2014
Waste and water	1.00	1.03

8. The CPR is the calculation of avoided emissions divided by the total of direct and indirect emissions.



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