



Letter of commitment of the Human Resources department and
Veolia's European Works Council

**“In support of business and skills development particularly
in connection with the Group’s strategic guidelines”**

FOREWORD

Veolia's success is closely related to its staff. It is based on the quality of the services carried out by trained and accountable employees, and therefore on the high-level know-how they possess.

The human resources that make up the Veolia group are a primary and essential asset in a context of changing social and economic environments.

The quality of its human resources and its organization is a key factor in the company's overall performance in each of its territories.

In all the countries in which we operate, and as part of the Group's strategy, human resources players together with social partners ensure that we anticipate the consequences, for all employees, of the emergence of new activities, changes in our roles or organizational changes.

Today, our businesses and the way we operate are being renewed: training, mobility, anticipating change and commitment to and understanding of its development are determining factors in the collective success of all the company's stakeholders.

The management team and the members of the European Works Council, who agree with this analysis, wanted to create, as provided for in Article 6.2 of the agreement of June 22, 2015, a working group to define shared commitments in terms of supporting business development and skills.

The working group of the European Works Council met on November 3, 2016, January 25, 2017, November 9, 2017 and January 17, 2018.

In this framework for discussion, 10 (ten) commitments were made with a view to strengthening information and social dialog on these issues in order to support employees in developing their skills, career paths and mobility.

This letter of commitment was submitted to officers of the European Works Council for approval during the plenary meeting of May 30, 2018.

The working group comprised the following officers and designated members of the European Works Council:

- Hervé Deroubaix (France)
- Bruno Martin (France)
- Nicoleta Oltolina (Italy)
- Abdelkhalak Kajjal (Belgium)
- Marco Poll (The Netherlands)
- Alberto Romaozinho (Portugal)
- Ian Ciezki (Poland)



1) 10 (ten) commitments in order to anticipate, particularly in terms of changes to roles and/or organizational changes, support for employees in developing their skills, career paths and mobility

The signatories hereby state their wish to implement, as part of an open social dialog, anticipatory actions to promote:

- Information and exchange through social dialog on company strategy
- The development and employability of employees
- Anticipation of changes in organization or skills
- The safeguarding or development of competitiveness

The aim of this anticipation is to adapt skills to economic and organizational changes, thus preserving employment as much as possible in the areas where we operate.

2) Overview of the 10 (ten) commitments

1. Strengthen social dialog on strategic guidelines and their social consequences.

As a reminder, in this context, a group agreement for France was signed on April 30, 2015, which provided for the joint participation of the French and European officers to discuss, on a yearly basis, the group's strategic guidelines and their social consequences. Feedback on this exchange of views is given in plenary meetings of the works councils at the end of each year. This exchange of views at the group level is set to be rolled out to the country-specific labor relations spaces.

2. Anticipate how to manage and support change within businesses or organizations and define action plans that take account of social and economic issues.
3. Help our employees to develop their skills and their careers throughout their working lives to boost their employability.
4. Prioritize the follow-up of employees who are in businesses or jobs that change rapidly, in hard-to-fill and/or emerging positions or even in new roles, by defining specific action plans.
5. Develop diversity and gender equality policies in each job and increase women's access to all levels of employment.
6. Promote and support mobility within entities/countries in order to develop skills and adapt labor needs to changes in businesses and organizations, in order to preserve employment as much as possible. This commitment is fully in line with the Group's Corporate Social Responsibility commitments, as it empowers each employee to be a stakeholder in his/her own development as the Group evolves.

7. Strengthen information on how businesses and organizations are changing by sharing good support practices.
8. Involve the most experienced employees through a process of internal skills transfer in the form of tutoring or acting as a contact person for young employees and develop innovative approaches to the transmission of skills between generations.
9. Define the most appropriate procedures within the countries of the European Works Council for the inclusion and training of young employees in the form of apprenticeships or work-study programs, allowing the enterprise to fulfill its role as a responsible employer in its territories.
10. Pay special attention to the most vulnerable populations, especially during periods of change.

3) Information and procedures for implementation and follow-up

This letter of commitment will be distributed within the country-specific labor relations spaces.

These commitments are part of the framework of prerogatives of the countries' legal bodies for social dialog and may not, under any circumstances, contradict or contravene them, but should only complement them.

The commitments made should be discussed and shared within the country-specific labor relations spaces, following discussions on the strategic guidelines and their economic and social impacts.

Within the framework of country-specific labor relations spaces, the country-specific HR departments and the members of the dialog spaces will be asked to prioritize two (2) commitments in addition to those defined within the European Works Council.

These priorities should be re-discussed every year in relation to the strategic guidelines and their economic and social consequences.

A European Works Council monitoring committee has been established. It is made up of representatives of the Group's Human Resources department, and 4 members of the board and 3 members of the EWC.

It is responsible for ensuring this letter of commitment is implemented and for its follow-up. This committee will meet once a year to review the situation. This review will then be presented at the plenary meeting of the European Works Council.

ANNEX 1: GLOSSARY

- **Apprenticeship or work-study program**: special contract that allows young people to alternate periods of training and practical work experience.
- **Skills Development Contract (SDC)**: this program implemented in connection with the France group agreement of October 4, 2004, on skills development and career progression, is an example of best practice in terms of support for skills and professional development. Leading to the obtaining of a diploma or qualification, this contract guarantees that employees will be given the resources necessary to develop their knowledge, aptitude and skills without which they would not be able to successfully pass the VAE. This contract is reflective of a project developed with and approved by company management, which examines the opportunities for career development for the employee concerned within Veolia.
- **Employability**: an individual's ability to acquire and maintain the necessary skills to find or retain a **job**.
- **Businesses or jobs that change rapidly**: jobs (1) for which staffing requirements are likely to increase or decrease rapidly or (2) jobs with risks linked to the population pyramid and for which the company must ensure the sustainability of its expertise or (3) jobs whose nature and related skills are likely to undergo significant changes.
- **Hard-to-fill positions**: jobs for which recruitment is difficult due to a reduction in labor supply or because they require a long training period.
- **Our Corporate Social Responsibility (CSR) commitments**: among the 9 sustainable development commitments made by the Group, commitment no. 8 is "Encourage the professional development and commitment of each employee", which aims to (1) recognize and develop each person's skills to facilitate mobility and support career progression and (2) support our managers in their leadership role by giving them a shared framework of values and involving them in decisions. To find out more, please refer to "Our commitments to sustainable development" in the brochure.
- **Most vulnerable populations**: less-qualified employees and/or employees in hard-to-fill positions or in jobs that change rapidly and/or employees in positions identified as difficult and requiring a move to other roles in the medium term.
- **Contact person**: the role of the contact person is to pass on the company's values, rules, customs and best practices in order to facilitate a young person's integration into the company.
- **Tutoring/tutor**: the tutor's role (in the context of a tutoring project) is to teach the apprentice the professional knowledge and skills needed for the role, following a defined progression route in the context of an apprenticeship.