

ORGANISATIONAL ANALYSIS: Veolia

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Veolia Environment S.A. is a French transnational company whose vision is to rescue the world through its main four activities and utility areas managed by public authorities- energy services, water management, waste management and industrial cleaning. *"We use waste to produce secondary raw materials, biofuels, biogas and fertilizer. We use wastewater to produce clean water, bioplastics, heat and electricity."* - Antonie Frerot, Chairman and Chief Executive Officer

Introduction

Founded in 1853, Veolia was first known under the name of Compagnie Generale des Eaux (CGE), created by an Imperial decree of Napoleon III. For over a hundred years, Compagnie Generale des Eaux was largely focused on the water sector, supplying water to the public in Lyon. However, it diversified its operations into waste management, energy, transport services, and construction and property. In 1998, as it changed its name from CGE to "Vivendi", it sold off its property and construction divisions soon after, in the following year. In order to consolidate its environmental divisions, Vivendi Environment formed in 1999. At the formation, it had the following divisions:

- Vivendi Water (only renamed in 1999)
- Dalkia (originally CGC and already renamed since 1998)
- Onyx Environment (originally part of CGEA and already branded since 1989)
- Connex (remaining part of CGEA)

Sector, Size, Structure and Goals

Veolia had 2,573 subsidiaries established in 48 countries across the globe in 2012: France 28%, Europe (not including France, Central and Eastern European countries) 23%, Central and Eastern European countries 13%, China and Asia-Pacific 12%, South America 10%, Africa and Middle-East 6% and North America 5%. Veolia Water is the world leader in water services. It operates water and wastewater services for clients in the public sector and in various industries. It also creates and constructs the required technology and infrastructure. In 2012, Veolia Water employed 89,094 people and recorded revenue of €12.078 billion 37.2% of its revenue comes from France, 30.2 from other European countries, 8.8% from Americas, 16.2% from Asia and 7.6% from Africa and the Middle East. Veolia is owned by The **Caisse des Dépôts et Consignations** (*Deposits and Consignments Fund*), which is a French public sector financial institution created in 1816, and part of the government institutions under the control of the Parliament defined as a "public group serving the public interest" and a "long-term investor", with Éric Lombard as its CEO.

Veolia has as goals to manage and preserve natural resources, control impacts on natural environments, care for the health and living environments and develop alternative sources of energy. The aim of the Veolia Group is to collect, sort and beneficially re-use waste which is collected by its employees every day, and not only. It wants to ensure the sustainability of cities and building management, and ensure that their services across all sectors have the best quality and a minimal impact on the environment- Veolia aims to create a greener environment as well as greener services.

Costumers

Operating in several areas Veolia has a wide range of clients ranging from Individual households consuming potable water, individual household and companies connected to sewage networks, household recycling and waste management, local or regional heating or cooling networks, energy consumers from regional or industrial units, producers of hazardous waste, to companies that manage 50 or more tones of packaging per year. Veolia's costumers expect the highest quality services from the company. The costumers expect innovative ways of recycling waste and water which have the lowest effects on the environment, at low and accessible costs. They expect Veolia to offer a range of services fulfilling their diverse needs and preferences. The costumers purchase and demand the highest quality of services with reliable customer support and understatement which supports the needs of individual households and professional clients from around the world.

PESTLE Analysis

Political:

As one of the biggest waste management companies, Veolia works under the expected waste management laws that govern the transport, storage, and disposal of all manner of waste, such as municipal solid waste, nuclear waste, and hazardous waste among many other types. Veolia records and manages its greenhouse emissions every year, making sure they keep them as low as possible so that they protect the environment. They have also developed innovative ways of reducing the radioactivity of nuclear and hazardous waste, and they work with multiple other companies, by safely getting rid of nuclear waste. Moreover, Veolia uses special techniques with low carbon dioxide emissions to recycle and reuse the plastic collected either from other companies or from local councils. Therefore, in the future. Veolia can not be affected in any way by any political factors as their main aim is to respect the waste management laws, meeting specific government guidelines.

Economical:

The European market has reached maturity and the big water companies are now appealing to developing markets. A quick external diagnosis allows us to make a list of Veolia threats and opportunities. The threats Veolia faces are minimal. The water deficit is an issue that should be considered because it is an indispensable resource that is likely to become smaller and therefore more expensive. As the resources of water are becoming smaller and the demand of water is increasing, the prices will increase so companies will be

able to keep balanced their profit. If more water is used and not recycled and reused, companies such as Veolia are at risk of being threatened by the water deficit, having extreme impacts on their economy.

Social:

Today, Veolia is increasingly demanding ethical, socially responsible and environmentally friendly companies. Sustainable development is set on a pedestal. This is a positive point for groups like Veolia. At the cultural level, however, there may be difficulties in some countries where environmental policy remains behind and has not yet entered the country. Also, this year Veolia decided to implement a risk assessment and prevention process and reinforcement measures in order to guarantee the flexibility of cities: smart solutions dedicated to real-time management and supervision, critical infrastructure audit and social and financial planning. They identify the risks, measure the impacts, and recommends actions plans for countries at risk of natural hazards concentrating on investment-saving solutions.

Technological:

Technology is always developing and new and more advanced technology is created, which makes companies harder to adapt to these changes. Veolia is one of the companies that works to constantly develop their technology and make sure they have the ultimate, innovative technology. The digital revolution is delivering a step-change in the potential for our company's action. Veolia's innovation teams are highly active in this area, and their work is reflected in proposals for differentiating services with high value-added. Last year, Veolia opened Vig'iléo, the control centre for the Greater Lille (France) water supply system. All data from their departments and distribution network is fed to this centre in real-time, which enables them to improve the network performance and ensure greater water supply security. This innovation – now included in several other contracts in France and other countries – represents a quantum leap in the day-to-day operation of large urban services, while also advancing their resilience in the event of a crisis.

Legal:

Veolia achieves ISO 9001, ISO 14001 and OHSAS 18001 certification for all its 350 sites. The company has been inspected by Lloyds Register Quality Assurance (LRQA) representing an important third party validation of Veolia's involvement to managing and improving the quality of its services to customers, the influence of its operations on the environment and the health and safety of its staff and the public.

Environmental:

The priority Veolia places on safety and environmental compliance reflects the increasing importance it has to both existing and potential costumers. *“By working closely with key stakeholders including the Environment Agency, Health & Safety Executive and Trade Unions and continuing to focus on staff training and development, we are aiming to set even higher standards in these vital areas and achieve greater recognition for our pro-active approach.”* -Jean-Dominique Mallet, Chief Executive Officer of Veolia Environmental Services (UK)

Role of employees

Veolia's employees share the same drive and vision for providing smart environmental solutions. Veolia has over 174,000 employees across the world with a wide range of roles which unites them through their passion and ambition. Veolia has an innovative and inclusive vision and is supporting and encouraging everyone to contribute to their goals. This is done by helping their employees with exceptional learning and development programmes, offering everyone the chance to excel and advance their function.

Training and Development

The vocational training activity pursued the best alignment of the training programs with the concrete development needs of the employees in relation to the company objectives at a high-quality level and cost-efficiently. This, therefore, helping them have high performance of their employees and achieve their goals. In order for this to happen, Veolia gives its employees the chance to expand their knowledge and skills by offering them the chance to acquire work experience, giving training opportunities, learn from professionals and complete the Veolia graduate scheme. The Graduate Programme offered by Veolia is an opportunity to develop the knowledge and skills needed to progress in a senior role or into a long term career at Veolia. By working with Veolia, employees will have lots of opportunities for interesting challenges which will help them advance in their career and develop personally. This is important as it motivates employees who can work more efficiently and achieve higher profits. Veolia also offers apprenticeships for everyone willing, despite the current state, and opportunities from level 2 through to masters degree apprenticeships at level 7. They offer endless opportunities for development open to all ages.

Role of Foreman at Veolia

As main responsibilities, a Foreman has to ensure that members of the workforce are correctly dressed at the commencement and throughout their period of duty, with special attention to be paid to high visibility vests, protective footwear and I.D cards; they have to assist the manager, ensuring that check-ups of vehicles, barrows, other equipment and appropriate forms are completed daily at the commencement of each shift and make sure that any keys that have been issued are returned and secured. Moreover, they have to ensure that the their workforce maintain a courteous and professional relationship amongst themselves, with client staff and with members of the public. It is very important as a Foreman to make sure all employees are correctly signed on any sickness, lateness or absenteeism reports and handed into the Manager, and that the workforce gets and returns all worksheets and log sheets duly completed and signed. Finally, at Veolia, as a Foreman, you have to ensure that completed checks for vehicle and equipment are carried out and any damage or defects are reported, documented and forwarded to the Manager

Skills and Knowledge needed

When it comes to a foreman's role, often the experience in the particular sector is more important than formal education. Any education or training followed, which is related to the field in question can be beneficial. Moreover, there are other skills necessary for the job,

which range from good communication, problem-solving and critical thinking skills to time and budget management, organisation and team-building abilities. As a Foreman, it is essential to have a full Driving Licence.

As Veolia is a disability confident employer, it wants to attract the best talent in all sectors, despite the disability of the employee. Therefore, they want to welcome the best-disabled talent into their company and ensure that they can thrive in work and use constructively their ideas and abilities.

Conclusion

Veolia makes the recovery of the waste life cycle a priority as it is involved in this cycle from collection to final treatment. As a company which emphasizes innovation and research, and as a stakeholder in the circular economy, Veolia works to increase the rate of waste recycling and conversion into matter or energy by developing innovative solutions. For example, they transport solid waste to centres which are specialised in sorting, where the waste from the selective collection of non-hazardous industrial, household waste and commercial waste are sent to other high-performance centres. These then become secondary raw materials for industry. Veolia deals with the following businesses: waste collection, changing waste to energy, material recovery of organic waste, waste material recovery, urban cleaning, dismantling and remediation and industrial maintenance and cleaning. Moreover, Veolia supports activities related to sustainable professional continuous development, through The Veolia Foundation, which is a non-profit foundation and aims to protect the environment in France and overseas. This is done by supporting projects through voluntary services provided by Veolia's employees and financial aid. They also collaborate with humanitarian organisations, supporting emergency relief operations. Veolia's Research and Innovation division has as main focus four main issues: developing alternative sources of energy, managing and preserving natural resources, controlling impacts on natural environments and caring for health and living environments. In order to continue growing, Veolia supports its employees by offering training and skill development as well as many other opportunities for them to exceed in their career.

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