

IMPACT REPORT 2015 - 2016

Africa Middle East



Africa Middle East Impact Report 2015-2016

About this report

Veolia is the global leader in optimized resources management. Operating since **20** years in the Africa Middle East region, our **9,900** employees present in **26** countries provide solutions to some of the greatest challenges of our time.

This report has been created for our stakeholders: employees, customers, suppliers, regional and global peers, NGOs, governments and global investors.

You will get an overview of our **2015/2016** performance, read about our marketing and innovation highlights, and learn how we are preparing to meet the challenges of a changing world such as rapid urbanization, climate change and scarcity of natural resources.

We will share how Veolia rethink relationship with natural resources so that water, materials and energy are valued as precious, limited resources to be protected and preserved. With a series of features and case studies, we will demonstrate the impact of our Resourcing the world strategy is having on people, planet and the communities.

Table of contents

A message from our Chairman and CEO	03
About Veolia	05
Innovation: catalyst of growth	14
Creating business value through partnership	16
Contributing to local development	18
Facing climate change	26
How we manage sustainability	30
■ Resourcing the planet	32
■ Resourcing the regions	44
■ Women and men we employ	54
Guiding our performance: governance, ethics	66

A message from Patrice Fonlladosa

“Innovation and performance at the heart of Africa Middle East growth”



Patrice Fonlladosa,
Chairman and Chief Executive Officer,
Veolia Africa Middle East

How to apply the innovation dynamic in the Africa Middle East ?

Innovation is all about adapting to the needs of our markets through efficient and sometimes new business models. The digital economy has challenged the boundaries of traditional markets. While we are in a transition phase, these new emerging business models with high added value are the key to our future development.

To cope with the scarcity of natural resources while offering our customers leading-edge solutions in an increasingly competitive environment, the co-creation with technological, financial or industrial partners has become more than a priority, a necessity. This is what we strive to do for example with Dubai's first energy saving center in the Middle East launched two years ago by Enova, the joint venture that brings together Veolia and Majid Al Futtaim Ventures. Thanks to it Enova processes in real time the data of **5000** customers and helps to lower the energy consumption of buildings in the city.

Innovation is also the synergies we can develop in the Veolia international network. We launched in **2016** an “InnovationFab LATAMO” with the Latin American region to carry out innovative projects identified as growth drivers.

How does performance rhymes with growth ?

Being efficient means to improve the performance of our operations while providing better service to our customers. We believe that performance encompasses the integration of new and multi scales digital solutions.

Moreover environmental performance remains at the heart of Veolia value creation that meets the challenges of our business development, operational performance and expectations of our stakeholders.

In Gabon, for example, thanks to an efficient management of the Tchimbele dam, the Société d’Energie et d’Eau du Gabon (SEEG) is a benchmark for renewable energy production reaching a **40%** of hydropower production in its energy mix. In the field of water, SEEG was also more successful in **2015** and in **2016** increasing by over **10%** the production of drinking water throughout its perimeter thanks to optimized planning to improve the drinking water supply of Libreville and other centers of the country thereby meet the growing demand.

What are the development specificities of Africa Middle East ?

Despite a sometimes volatile global economic situation, the GDP of Africa and the Middle East continued to progress in **2015/2016**, confirming the resilience of this area in a difficult regional context with marked disparities. Resilience also features more than ever the work done every day by our teams. Our adaptation speed is key in dealing with these external shocks.

We develop many services for the oil and gas industry such as management of hazardous waste where we support our customers. This

is the case for example in the Emirate of Abu Dhabi where we collect, transport and dispose the hazardous waste for one of the polymers plants of Ruwais industrial complex.

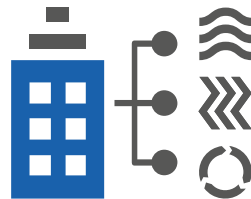
Our teams are also working on new digital offerings to optimize our operating and distribution needs. We want to better support our clients in their digital transformation for the benefits of the citizens and territories.

Our development is therefore based on different levers of growth but above all on Veolia employees, their enthusiasm and commitment.

Africa Strategy



Contribute to **sustainable economic development** and **social progress** of African countries



Allow project financing making possible to secure access to **essential services**: water services, waste and energy.

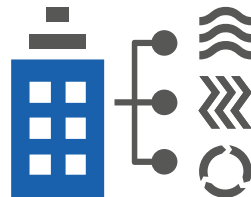


Accompany industrial development while respecting **international environment standards**

Middle East Strategy



Meet the infrastructure needs and offer quality management activities in the areas of water, waste and energy.



Smart models: energy services to buildings, waste conversion to produce energy, smart networks



Become an environmental service provider of choice for the oil and gas industry

About Veolia

Resources are critical for all of us whether private individuals, local government authorities or industrial concerns. For Veolia, this is a reason to act that demands ever more inventiveness, responsibility and efficiency. As experts in water, energy and waste, we leverage our capacity for innovation to serve human progress and to improve the performance of companies and regions. Our desire to protect the planet drives us to develop

unprecedented solutions that foster local circular economy loops. Committed to seeking out new sources of growth, we push the boundaries of our traditional businesses and create new ones so that we can provide the best possible support to cities and industries. Improving access to resources, while preserving and replenishing them: resourcing the world is what we do at Veolia.



Energy Solutions

Our energy solutions decrease energy consumption, helping to tackle climate change and rising energy prices.

- **53** million MWh produced
- **3.4** million collective housing units managed
- **779** heating and cooling networks managed
- **2,027** industrial sites managed



Water Solutions

Our water solutions minimize water consumption, reducing pressure on water resources.

- **4,245** water production plants managed
- **100** million people supplied with water
- **3,303** wastewater treatment plants managed
- **63** million people connected to wastewater systems



Waste Solutions

Our waste solutions recover materials to be reused in a circular economy, reducing reliance on raw materials.

- **39** million people provided with collection services on behalf of municipalities
- **42.9** million metric tons of treated waste
- **553,500** business customers
- **601** waste-processing facilities operated

Source: Veolia 2015 annual sustainability report

Africa Middle East highlights 2015 | 2016

Growth

Turnover 2015* (*Managed Perimeter)

Africa : 950 Million €

Middle East : 366 Million €

Africa Middle East Turnover : 1.3 Billion €

20 Years of Experience

26 COUNTRIES

MAJOR WINS 2015

- We inaugurated Az Zour South new desalination plant
- We produced 100 million m³ of water at Sur Desalination Plant in the Sultanate of Oman since 2007
- We now manage the contract to improve Guinea Conakry electricity grid
- We won our first seven-year waste management contract in the Sultanate of Oman
- Through Enova, we deliver energy saving solutions for seven Dubai Electricity and Water Authority (DEWA)

2016 is the Year of Innovation!

4 projects were launched by our InnovationFab

People

Number of Employees

9,900 employees



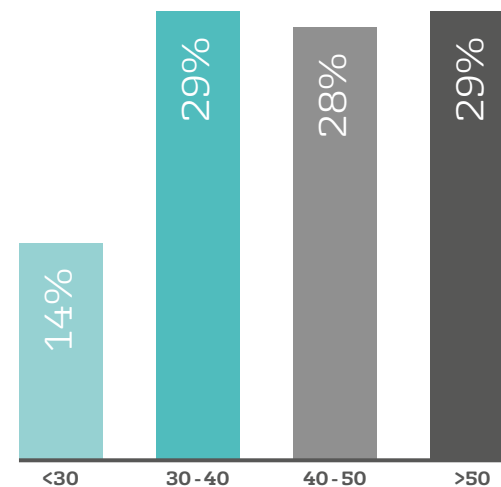
We are Empowering

More than 150,000 hours of training delivered

WE ARE DIVERSE

56 Nationalities

AGE PYRAMID



Territories

Contributing to the Social and Economic Development in Africa

>7 Billion € redistributed to stakeholders in Morocco, Niger and Gabon since 1997

1.2 Billion € dedicated to investments in Morocco, Niger and Gabon since 1997

Providing Access to Water and Electricity

With our 132 production plant we served more than 9,031,500 inhabitants with drinking water

We produce 1,731,639 MWh of energy

We help to provide and maintain access to essential services through social connections:

- 145,854 for drinking water
- 49,937 for energy
- 53,588 for sanitation

85% of our clients benefits from a progressive tariff to encourage efficient use of water

Resource Efficiency Indicators

More than 40% of our energy is produced with renewable or alternatives energies

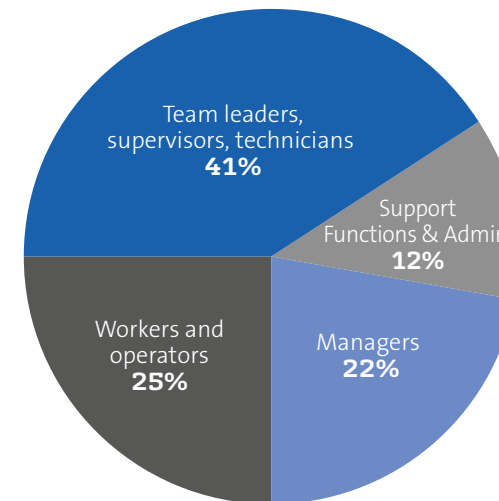
We recycled 165,589,000 m³ of water

We collected 120,000 tons of waste

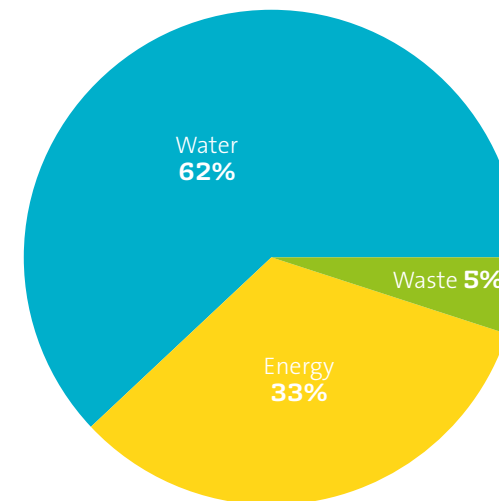
Our partnership with Etihad Energy Service Company (Etihad ESCO) on energy efficiency solutions has led to save more than:

- 23,634,425 GWh of energy
- 406,525 m³ of water
- 27,200 tons of CO₂

Breakdown of Headcounts by Professional Category (in average)



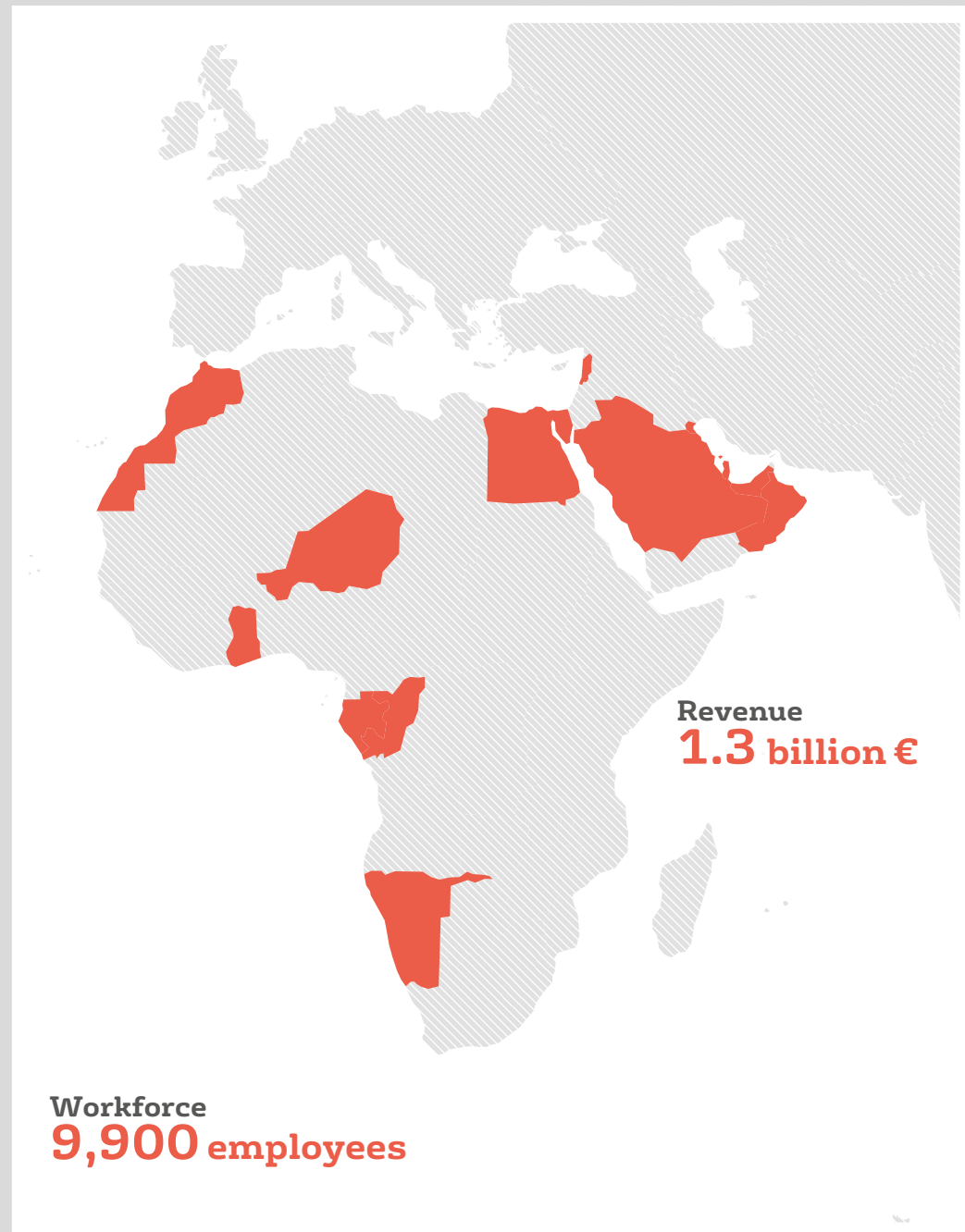
Breakdown of Headcounts by Fields of Activities



WE ARE SAFER

- 5.8% Loss Time Injury Rate

AFRICA & MIDDLE EAST AT A GLANCE

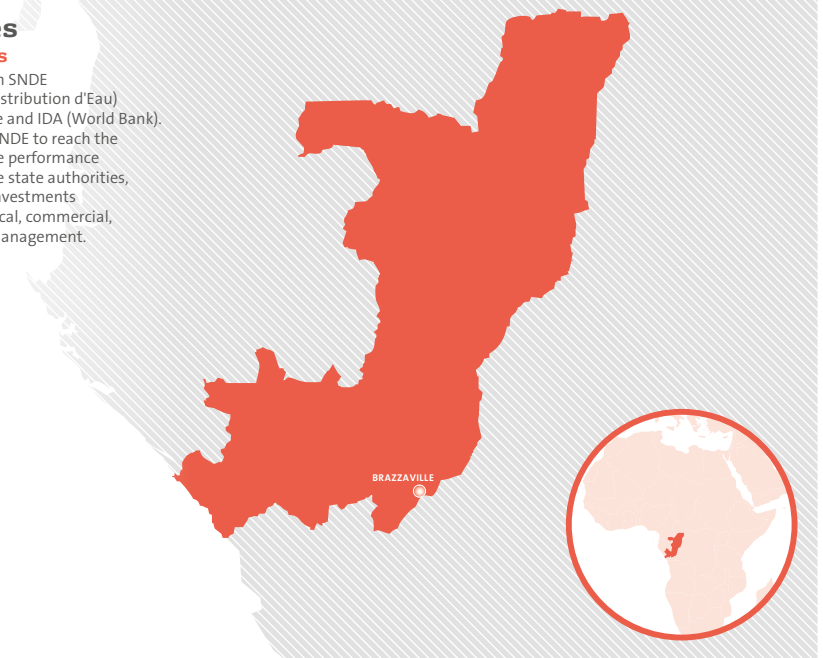


CONGO

■ References

Local Authorities

Assistance contract with SNDE (Société Nationale de Distribution d'Eau) financed by Congo State and IDA (World Bank). The purpose is to help SNDE to reach the objectives defined in the performance contract signed with the state authorities, namely assistance for investments implementation, technical, commercial, financial and training management. Duration: 3+1 year.



GABON

■ References

Local Authorities

The 20-year concession contract covers the production, and transmission, distribution of water and electricity around the country, in particular for the three major cities of Libreville, Port-Gentil and Franceville. More than 1 million people are supplied, over half of which are in Libreville. The contract also covers responsibility for making the necessary investments to develop the water and electricity sectors by improving service quality, expanding the areas supplied and lowering tariffs.



Water provided to **172,000** customers
Electricity provided to **294,560** customers
52,000 social pipes
76,850 hours of training

GHANA

■ References

Industrial

O&M Contract with AGA (AngloGold Ashanti) Iduapriem to optimize the treatment of wastewater from the gold mine. First industrial outsourcing contract in Africa.
Duration: 2 years.



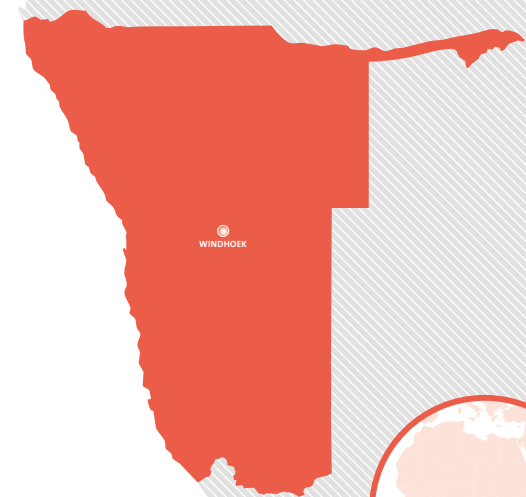
NAMIBIA

■ References

Local Authorities

City of Windhoek - WINGOC
20-years contract: Operation & maintenance of the Goreangab plant, which resource is the treated wastewater from the Gammam reclamation plant.

City of Windhoek - UJAMS
BOOT 21 years - operation contract: industrial water reclamation plant with a capacity of 5,200 m³/day.



Potable water provided to **300,000** inhabitants in Windhoek
21,000 m³ produced per day
Treatment of **5,200 m³/day** industrial wastewater

MOROCCO

■ References

Local Authorities

REDAL
30 years-concession contract. Electricity and drinking water distribution; wastewater treatment for inhabitants of Rabat-Salé - Zaër - Zemmour Wilaya.

AMENDIS Tanger - Tetouan
25 years-concession contract. Electricity and drinking water distribution; wastewater treatment for inhabitants of Tanger and Tetouan wilaya.



157 million m³ of water provided to **950,000** customers
Wastewater collected and treated for **950,000** customers
Electricity provided to more than **1,125,000** customers
3,800 GWH distributed/year

NIGER

■ References

Leasing contract for urban and suburban centers in Niger (54 in total). More than 2 million people supplied with water.



54 cities and towns served in the country
76 million m³ water produced per year
64 million m³ water distributed per year
Water provided to **192,000** customers

MIDDLE EAST: EGYPT, KUWAIT, IRAQ, LEBANON

■ References, Egypt

Commercial
Alexandria City Center, Alexandria
Building Energy Services - 62,600 m²
Maadi City Center, Cairo
Building Energy Services - 31,500 m²
Mall of Egypt, Cairo
Building Energy Services - 440,000 m²

■ References, Kuwait

Local Authority
Az Zour South
Build and operate for 5 years a desalination plant with a capacity of 136,000 m³/day.
Az Zour North
Build a thermal desalination plant with a capacity of 486,400 m³/day.

■ References, Iraq

Local Authority
Basra
Build and operate for 5 years a desalination plant with a capacity of 200,000 m³/day serving 2.3 million inhabitants.

■ References, Lebanon

Tertiary
Beirut City Center
Building Energy Services
150,000 m², 200 outlets



MIDDLE EAST: UNITED ARAB EMIRATES

■ References

Local Authority
850 references in Design & Build solutions and chemicals business - 12 MED desalination unit + one RO plant
Abu Dhabi & Al Ain
Build Own operate and Transfer contract
Duration: 25 years
Activity: 2 wastewater treatment plants serving 1.6 M pop.
Fujairah 2
Operate and Maintain Contract
Duration: 12 years
Activity: Hybrid desalination plant serving 500,000 population equivalent
Abu Dhabi City
Environmental services contract
Duration: 5 years
Activity: collection, transport and street cleaning
Dubai Sport City
Operate and maintain
Duration: 10 years
Activity: Sewage treatment plant, RO plant and related asset
Ajman
Wastewater Concession
Duration: 25 years since 2009
Activity: a 50,000 m³/days /wastewater treatment plant serving 250,000 population equivalent + customer services including collection and billing (3 front offices)

Tertiary
Mall of the Emirates & Ski Dubai
Facility Management, MEP services, Energy Management
ADAC - Abu Dhabi, Al Ain and Al Bateen Airports, MEP services
Sharjah International Airport
MEP services
Dubai Aviation Engineering Projects (Dubai Airport)
Saadiyat Island (Abu Dhabi)
Cooling District Cooling System, BOOT
Duration 29 years
Ski Dubai - Energy Management services
Jebel Ali Free Zone Authority
Building Energy Services
Energy Performance Contract
157 Buildings
Dubai Electricity & Water Authority
Building Energy Services
Energy Performance Contract
7 Buildings
Abu Dhabi Airports
Facilities & Specialised System Management
Sharjah International Airport
Building Energy Services & Specialised System Management
Emaar Retail Group
Technical Services - Aquarium, Kidzania, SEGA World and Reel Cinemas in Dubai Mall and the Marina



MIDDLE EAST: OMAN, QATAR, BAHRAIN

■ References, Oman

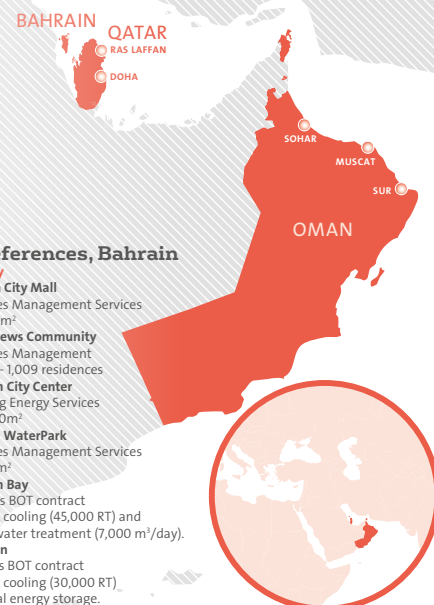
Local Authority
Be'Ah
2 Waste landfill plants in Ibri and Buraimi (350t/day)
Contract: 7 years O&M
Public Authority of electricity and water (PAEW)
Management contract including 8/10 regions of Oman, 5 year-contract, serving 2.3M population equivalent
Sur Desalination plant
Build, Own and Operate contract
Duration: 22 years
Activity: reverse osmosis plant serving 350,000 population equivalent.
100 million m³ of water produced at the end of 2014.
Industrial
Sohar Port
Strategic alliance partnership water and wastewater utilities of the industrial area
BP Khazzan
Design, Build and Operate
1 year + 5 years extension contract
6,000 m³/day raw water treatment plant
Tertiary
Muscat City Center
Building Energy Services - 350,000 m²
Qurum City Center
Building Energy Services - 58,700 m²
Almouj Golf
Facilities Management Services
2 km of Beachfront

■ References, Qatar

Local Authority
Doha South
Operate and maintenance
Duration: 7 years
Activity: 2 sewage treatment plants serving 460,000 population equivalent Municipal and industrial treatment works.
Industrial
Ras Laffan Independent Water & Power production project
Client: Mitsui Bahrain/End user: Ras Girtas
Activities: 10 desalination units for a total capacity of 286,400 m³/day
Tertiary
Doha City Centre
MEP services, Asset Management
300,000m²

■ References, Bahrain

Tertiary
Dragon City Mall
Facilities Management Services
115,000m²
Riffa Views Community
Facilities Management
270 ha - 1,009 residences
Bahrain City Center
Building Energy Services
380,000m²
Wahoo WaterPark
Facilities Management Services
15,000m²
Bahrain Bay
50 years BOT contract
District cooling (45,000 RT) and wastewater treatment (7,000 m³/day).
Al Areen
25 years BOT contract
District cooling (30,000 RT)
Thermal energy storage.



MIDDLE EAST: SAUDI ARABIA

■ References

Local Authority
The Ministry of Electricity and Water
signed in 2008, 6 years +2 performance contract signed. Develop and operate water (5.2M people served) and wastewater (3M people served) services for the city of Riyadh.
Industrial Customer
SADARA signed in 2013 DBO 10 + 20 year operations. Desalination plant for Petrochemical complex in Jubail, 178,000m³/day.
SIPCHEM signed in 2009 for 5 +2 years O&M.
Wastewater collection from 3 different production units and treating 21 different polluted flows.
ARAMCO signed in 2015, Clearing & Rehabilitation.
583,000m² of illegal waste dumping site in the Safaniya area.
KEMYA signed in 2015 for 2 years, commissioning, preservation, start-up, O&M for the Secondary Waste Water Treatment Unit (SWTU) for the Kemya Saudi Elastomers Project (SEP)

Tertiary
Al Nakhla Residential City
MEP services
Building Energy Efficiency Services
Chaloub Group
Facilities Management Services
160 Outlets
Riyadh Gallery Mall
Facilities Management Services
165,000m²
Jubail Mall
Facilities Management Services
10,000m²
General Organisation of Social Insurance (GOSI)
Facilities Management
Olaya and madinah Towers
King Fahad Medical City
Facilities Management Services

More than **2,000** references in Design & Build (municipal or industrial units), solutions, chemical business
46 desalination plants built by SIDEM



Innovation: catalyst for growth

To carry out its mission to resourcing the world, Veolia defined objectives of development, which are based on a strategic plan, a growth plan and a marketing plan. The innovation process is essential in achieving these objectives.

Implement innovation is to develop innovative technologies, imagining alternative solutions and develop effective business models for a new growth that respects the environment. Moreover, our business change, our customers needs evolve; and we must identify new opportunities by digitalizing our offers and our services. In this regards, human resources and our operations also innovate to optimize the effectiveness of our organizations.

2016 is the year of innovation for Veolia Africa Middle East. And with the involvement of our collaborators, we have identified four growth levers projects:

The innovation ambassadors

To animate the innovation process as close to the field, an ambassador per entity has been appointed for a one-year mandate. The main objective of this network is to boost internal innovative capacity. We believe that each employee is a potential innovator that can offer ideas to improve the business and the performance of Veolia.

Water: development of a water electricity offer for the rural area, decentralized and suburban locations in Africa

This project aims to provide a complete response in remote and rural areas in line with the United Nations sustainable development goal number six, which provides up to **2030** universal access to water and minimum sanitation. This initiative also meets the public policy objectives regarding water ensuring balance and equity in urban and rural access to water resources.



Revitalizing our partnership approach

To enable co-construction, there is a great diversity of potential partners (technological, financial, industrial, etc.) according to the objectives which we wish to achieve. Our vision of partnership is based on a real collaborative approach where the shared value creation comes from complementary skills of Veolia and its partners. This initiative aims to identifying them specifically for our projects in the Africa Middle East region.

Innovation LATAMO

Because they have a lot of similarities, Africa Middle East and Latin America areas have decided to work together on innovation under the umbrella project "Innovation LATAMO". The ambition is to establish a set of common and innovative projects at the service of growth and performance in both areas. For its first season, "Innovation LATAMO" will be structured around two pillars: Performance / efficiency and development.



Dorothée Lénès
Program Director,
Research & Innovation

What is the link between innovation and performance ?

"In a world which evolves so quickly, innovation is essential.

VERI (Veolia Research & Innovation) is a catalyst for business development and also operational performance while preparing the Group for tomorrow's needs.

Our customers expect from Veolia tailored solutions. We must cultivate this innovation capacity in order to keep a competitive advantage and adapt to new markets and new environmental challenges.

Similarly to operational performance, innovations can directly increase performance, productivity and the reliability of our infrastructure and operations. To remain number one in front of our competitors requires a constant effort.

Innovation is not only technological; we must also invest in the "business model". The first objective being to create value for Veolia's customers."

Did you know ?

With the Veolia Innovation Accelerator (VIA) program, the Group positions itself as technology integrator for detecting, evaluate and deploy the most innovative for the environment.

VIA studies each year approximately four hundred proposals for innovative solutions presented by pioneering start-ups in the "clean-techs" field. After selection, Veolia provides the most promising of these teams, its R&D infrastructure and operational facilities to turn their ideas and deploy their solutions worldwide, especially by integrating them within the Group's offerings.

Creating business value through partnership

Every day, the globalisation and technological innovation transform our economic landscape. Companies evolve in a fast moving environment and engage with more and more diverse stakeholders. All those changes question traditional business models and contribute to the emergence of new partnerships based on co-construction. They allow companies to leverage on new relationships, get access to additional resources and expertise to develop new integrated offers and increase its competitiveness.

As energy specialist, Veolia offers smart technologies designed to optimize energy consumption and green solutions, or renewable energy, whose primary objective is to reduce GHG emissions. Energy efficiency services performed by Veolia ensure production efficiency, reduced consumption, and improved energy mix.

Enova is a relevant example of successful business partnership in the energy management field.

Thinking bold with Enova

Established in **2002**, Enova is a joint venture between Majid Al Futtaim Ventures (which is the growth engine responsible for developing new businesses that complement and reinforce the Majid Al Futtaim Group leadership in its core businesses), and Veolia.

Enova benefits from Veolia's global knowhow in energy management and Majid Al Futtaim's local expertise enabling the company to enhance international best practices, giving them a local touch.

This long term partnership allowed Enova to become the leading Integrated Energy and Facilities Management Services in the Middle

East. Enova services today **1.5** million meters square of retail space, **650,000** meters square of residential space and managing over **3,000** hospitality suites and has an impressive portfolio of integrated energy and facilities management services, spanning seven countries.

Facility and energy performance management

Throughout the years, Enova has reinforced its portfolio of offering. Today Enova manages facilities & energy in buildings helping its customers to accelerate their growth thanks to a higher attractiveness of the building, control their costs, extend the useful life of their infrastructure, and reduce their carbon footprints.

Building Energy Efficiency Services (BEES) are organized in three offers, each delivering a specific guarantee, each through the provision of the relevant services. Under results-based contracts, services are delivered in order to achieve clearly defined Service Level Agreements, measured by Key Performance Indicators within the framework of a well-established Performance Management System. In cooperation with partners and subcontractors, Enova provides its clients the comfort of full solutions from the design review, strategic consultancy, commissioning and the implementation of asset and energy management systems through to the maintenance and operation of those systems and assets over the long-term.

Impressive results capitalizing on two world class players

Enova is able to deliver a proven approach by which a broader range of outcomes and end results can be measured. To Enova's clients, the value of BEES translates as increased profitability and competitiveness, reduced contract risk and exposure, greater sustainability of the services provided and enhanced image.

Enova tomorrow

In March **2016**, the company has announced major expansion plan. It marks a new era for Enova and affirms the success of the company's achievements to date including becoming the leading provider of energy management services in the region, with a total commitment of nearly **150** million AED in energy savings, and over **5,000** points connected

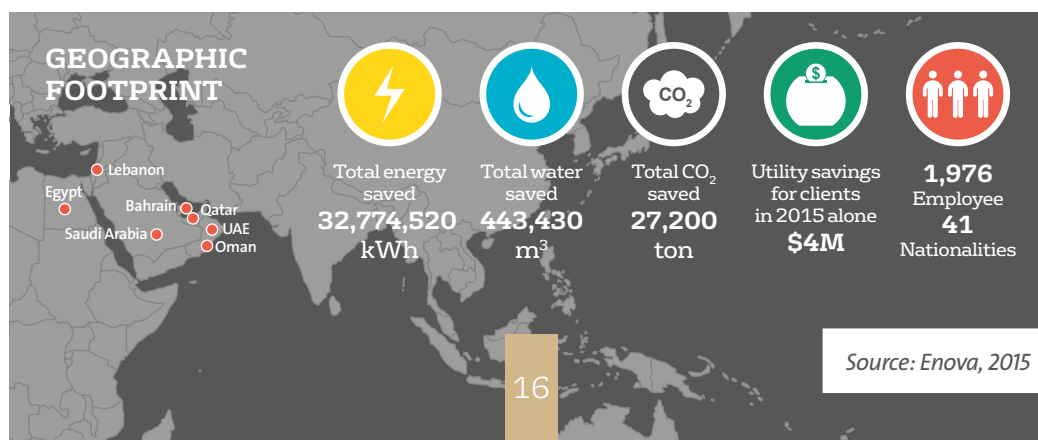
to the innovative Energy Saving Center. The agreement considerably extends Enova's business scope to include renewable energies such as solar projects and operations, and maintenance services relating to water, waste water, energy services, and waste management projects. Enova is also expanding its geographical scope to include Turkey, Kazakhstan, Tajikistan, Turkmenistan, Georgia, Armenia and Azerbaijan and several countries in Africa.

"The signing of this agreement (...) demonstrates Enova's success to date. It is fitting that we continue to build off of Veolia's expertise in collaboration with Enova's existing knowledge as we expand and take our services to more markets, and we are confident that the strong partnerships we have forged will continue to drive our future aspirations as we move forward into this new era."

Antoine Frérot,
Chairman and Chief Executive Officer
of Veolia Group

"Enova has firmly positioned itself as a leading player in the region's growing energy and facilities management services sector, combining in-depth regional expertise with global best practices. The company continues to play an important role in transforming the industry by educating stakeholders on the long-term cost and environmental benefits of greener and more economical energy solutions. We look forward to bringing our knowledge, expertise and technical services to more customers and projects across the region, particularly those related to renewable energies."

Ahmed Galal Ismail,
CEO of Majid Al Futtaim Ventures
and Chairman of Enova



Contributing to local development

Acting for economic and social development in Africa

Veolia strongly contributes to the economic and social development of Gabon, Niger and Morocco, not only by the nature of the services it manages but also by the distribution of revenues generated by the activity of its subsidiaries (investment, employment creation, use of subcontractors, etc.).

In Tangier and Tetouan, more than half of the turnover generated by Amendis's activities (subsidiary of Veolia in Morocco) was distributed to suppliers and service providers. Nearly **13%** of the turnover was dedicated to investments related to the water sectors, sanitation and electricity. In Rabat, nearly two thirds of the turnover generated by Redal's activities (subsidiary of Veolia in Morocco) benefited suppliers and service providers, generating hundreds of jobs. And more than a quarter of the generated revenue was divided between; the employees salaries and the investment.

In Niger, from the beginning of the contract in **2002** until **2015**, **62%** of revenues benefited suppliers and service providers and more than **20%** have involved the employees' salaries.

SEEN's activities strongly boosted local employment.

Lastly, in Gabon, more than **20%** of the wealth created by the SEEG was devoted to investments since the beginning of the contract in **1997**. Moreover, more than half of the turnover benefited national suppliers and providers, with a very positive effect on the local economy.

Morocco (AMENDIS)

Turnover 2015

Water

617.3 million MAD
(56.9 million €)

Subscribers by end of 2015

460,722

Sanitation

118.5 million MAD
(10.9 million €)

Subscribers by end of 2015

161,202

Electricity

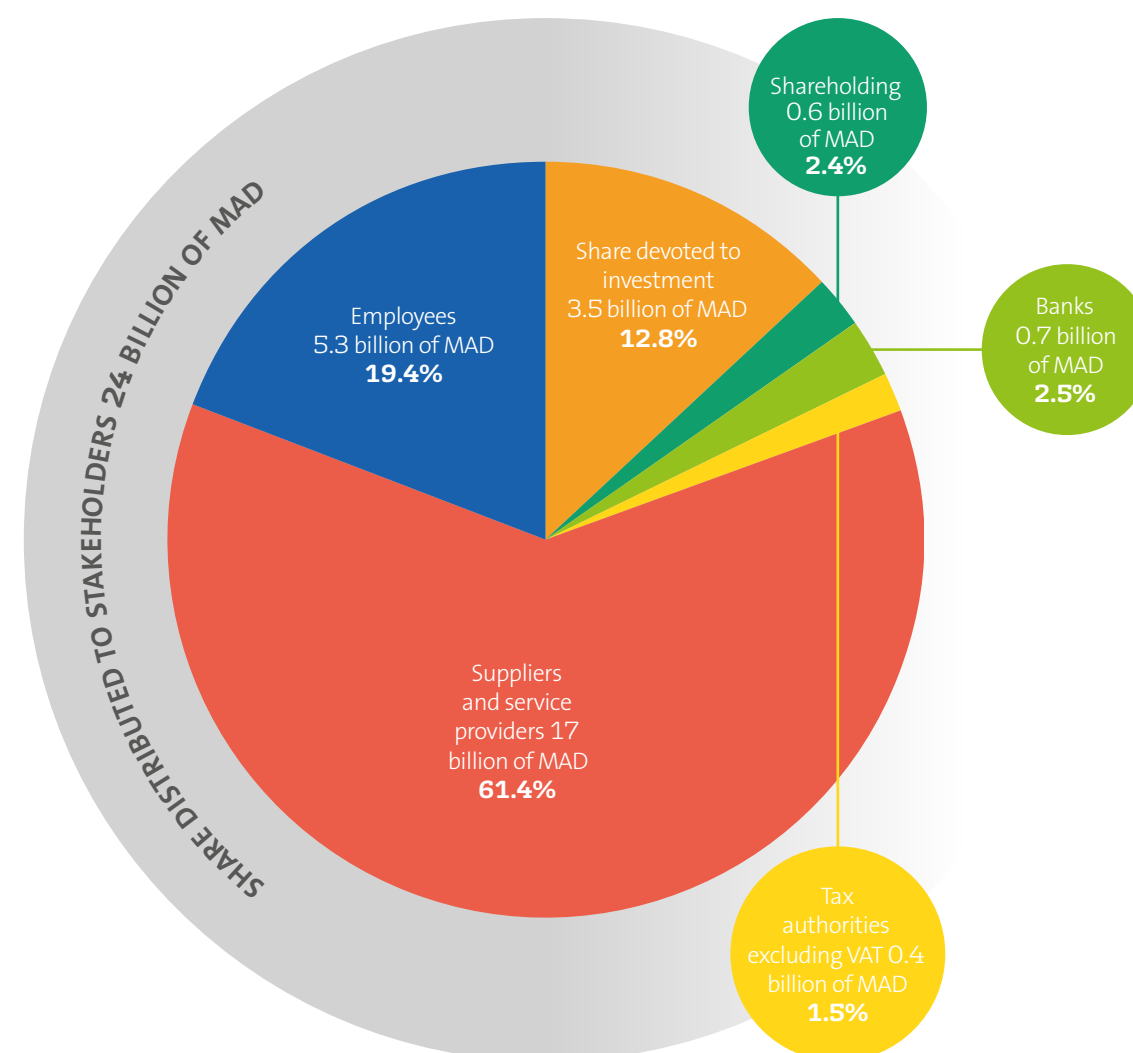
2.1 billion of MAD
(189 million €)

Subscribers by end of 2015

537,748

Distribution of the turnover generated by AMENDIS from 2002 to end of 2015:

27.5 billion MAD (2.8 billion €)



Morocco (REDAL)

Turnover 2015

Water

684 million MAD
(63 million €)

Sanitation

182.4 million MAD
(16.8 million €)

Electricity

2,194 million MAD
(202.2 million €)

Subscribers by end of 2015

488,518

Subscribers by end of 2015

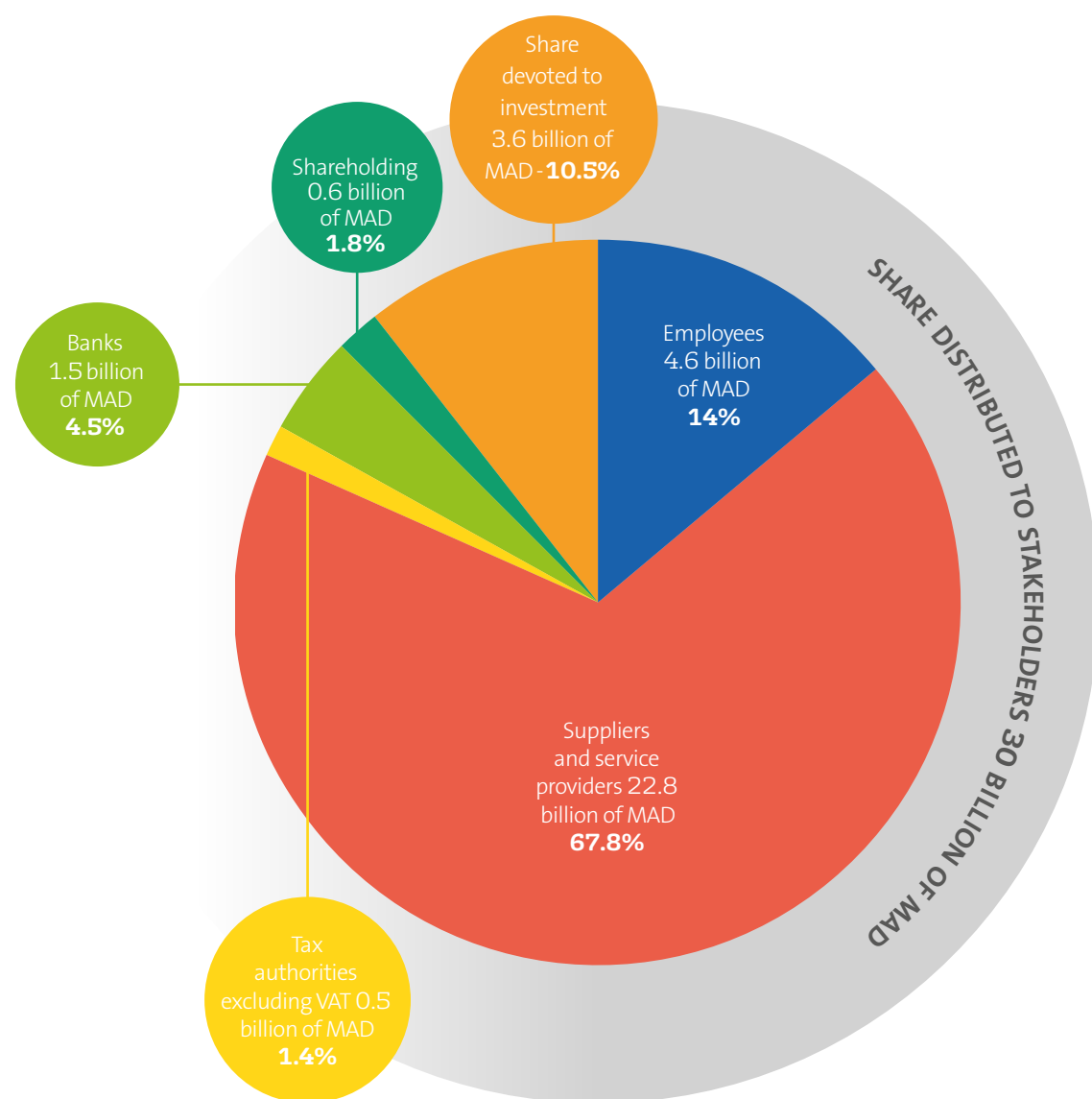
488,518

Subscribers by end of 2015

606,128

Distribution of turnover generated by REDAL from 2002 to end of 2015:

33.6 MAD billion (3.1 billion €)



Niger (SEEN)

Turnover 2015

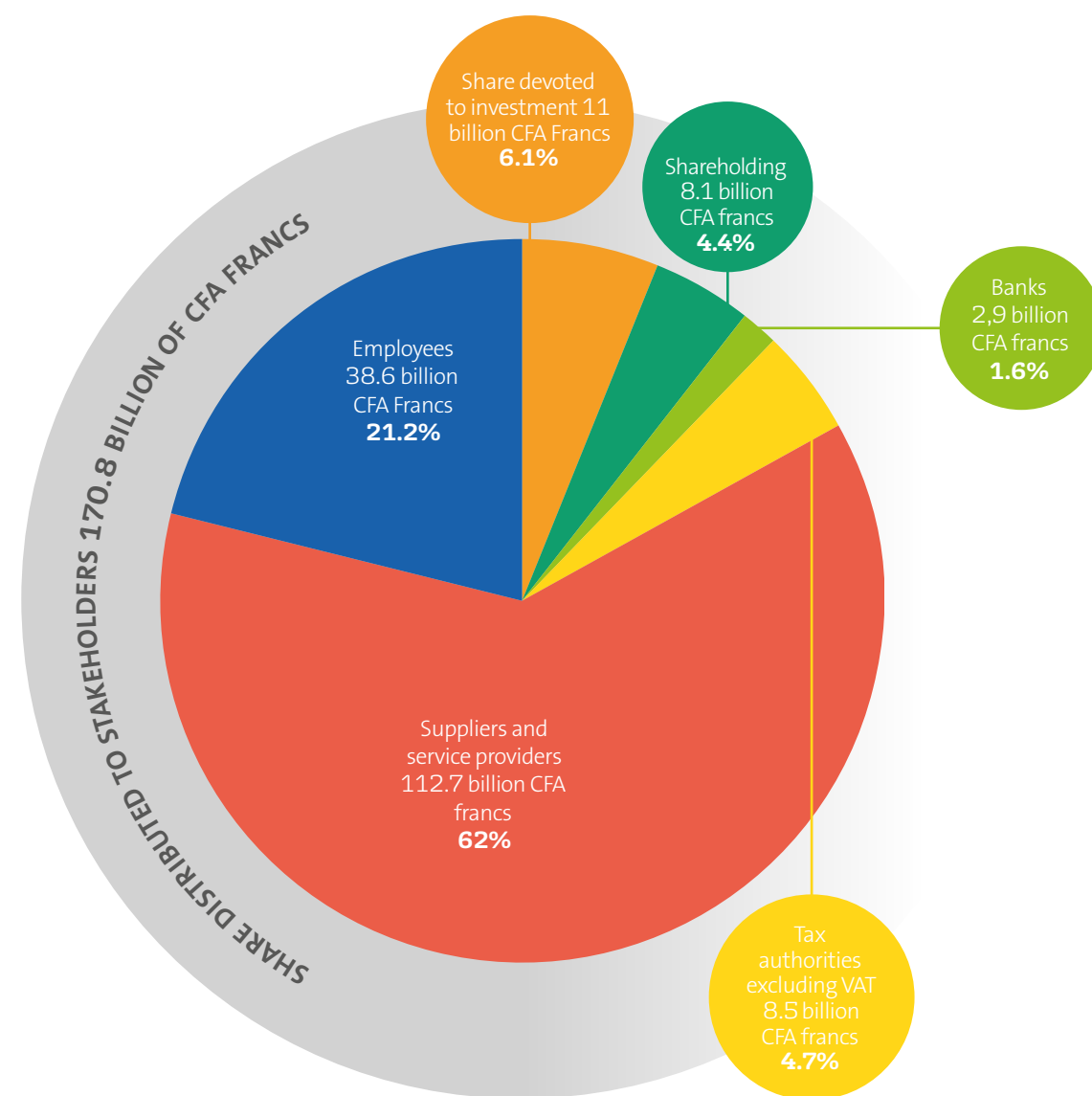
WATER

19,052 million CFA Francs
(29 million €)

192,263 active connections end of 2015

Distribution of turnover generated by SEEN from 2002 to end of 2015:

181.8 billion CFA Francs (277 million €)



Gabon (SEEG)

Turnover 2015

Water

33.48 billion CFA Francs
(51 million €)

Electricity

167.61 billion CFA Francs
(255.5 million €)

Subscribers by end of 2015

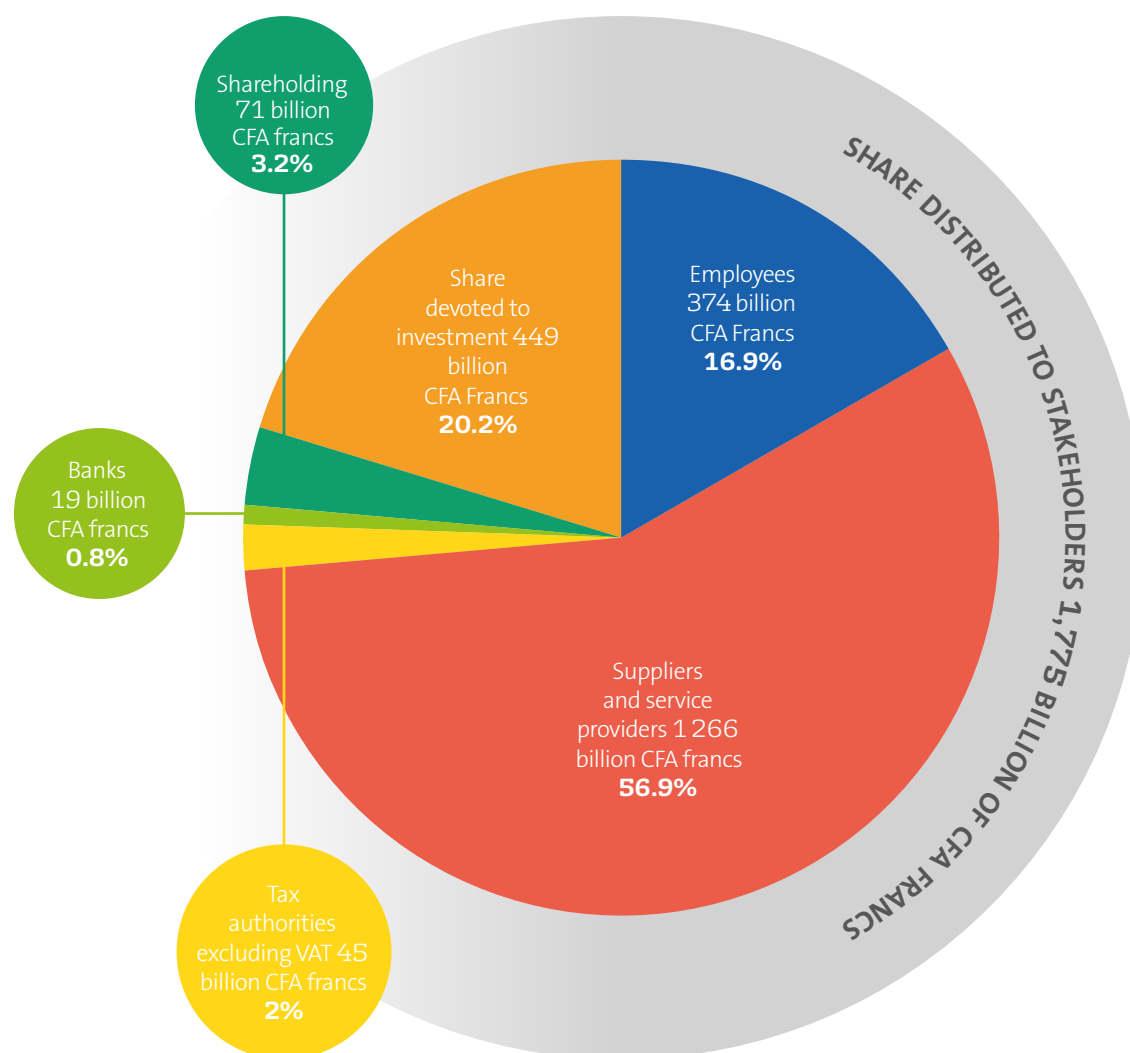
171,981

Subscribers by end of 2015

294,557

Distribution of turnover generated by SEEG from 1997 to end of 2015:

2,224 billion FCFA (€ 3.4 billion €)



The Veolia Foundation

The Veolia Foundation supports, in France and abroad, projects of general interest and non-profit contributing to territories sustainable development. Its focus areas are the humanitarian emergency and development aid, support to employment and social link, environment and biodiversity protection. Its originality is to accompany each project by a sponsor, employee of the group, and promote skills sponsorship, providing its partners, associations and institutions, composed of volunteering employees. Since its creation in **2004**, the Foundation has helped more than **1,350** projects, and conducted nearly **150** skills missions.



Emergency Actions

Improving access to care and the quality of health services in Togo

SOlem, in collaboration with Supportive Neighbors Togo (SNT), will expand a public health center located in the village of Segbé, in the South of Togo. This will improve the care of pregnant women and access to biological analyzes for seven villages and benefit **20,000** inhabitants.

Helping migrant children from the town of Ouallam in Niger

The project to create an educational and psychosocial support structure for vulnerable children in the town of Ouallam, convinced the jury in June. Winner of the Student Solidarity Prize (SSP) organized by Veolia Foundation, the association of Nigerian students AEJT created an **educational and psychosocial support structure**.

Located at **90** km north of Niamey, the city of Ouallam accounts **37,000** Malian refugees and many migrants' children are on their own. During a field action last October, students have been identified and benefited from the activities of the program (literacy and job vocational training). This first step helps to validate the approach and to continue the program, which aims to support **200** children on the long run.

Women, at the heart of the circular economy

Women weave fashion accessories from recycled plastic

Strategic Development Initiatives (SDI) provides collection, weaving material and train commercial management to employees of a social Burkinabe enterprise, PagaBags, creating fabrics from plastic bags from garbage.

PagaBags values the plastics bags and helps **clean the district**, as well as **educate the people to pollution**. The company also has a social vocation: create **sustainable jobs for women**, which improve their quality of life as well as their families. But PagaBags wants to go further by **training these women in business** management to empower them and enhance human dignity.

In **2016**, **50%** of the production will be done with **biological dyes**, complex technique to which we must train traditional weavers. Wastewater will be filtered with jatropa, native plant of Burkina Faso.



Waste recovery and employment of women in difficulty in Ouagadougou

The Burkinabe Association of Flushing and Cleaning collects organic waste of Ouagadougou outskirts and turns them into compost for farmers in the region.

A Burkinabe, Sylvain D’Almeida, founded BURKINA FASO AB Curnet in 2010, which worked for many years at Veolia in the waste management field.

Thanks to its experience and the help of a network of former colleagues, he started the project of collection and agricultural recovery of organic waste in Ouagadougou.

Curnet’s ambition is to turn human, animal and plant waste into different varieties of compost. These are obtained by mixing the waste collected with organic waste and drain sludge provided by the Burkinabe Office of Water and Sanitation. The production of finished products (odorless) is estimated at 50 tons per year. They may have different uses, including home gardens, green spaces and agricultural land. This initiative helps women in challenging situation to get a job. They perform the collection, sorting and processing of the organic waste.

In order to launch the waste center operation Curnet will acquire, with the help of the Foundation, composting material as well as suitable safety equipment.

(Re)sources

Created in 2004, (Re)sources is a laboratory of ideas on access to water, sanitation and electricity in developing countries. Its ambition is to establish a dialogue by organizing regular debates to highlight local initiatives and to give impetus to the solutions that are part of a dynamic economic progress and social inclusion.

Part of the public debate, (Re)sources organizes several meetings throughout the year, in the form of Symposium, panel discussion or side-event on the sidelines of major international conferences. Place of debate and proposals, (Re)sources is intended, through these meetings, to offer solutions in the area of basic services access - water, sanitation and electricity - for the forgotten of the development producing pleas meant to be shared with the players in water and energy and disseminated in international forums.

The think tank brings together twenty members from various backgrounds from the business world, politics, institutions and ideas. All share the conviction that access to essential services is a top priority for development and a responsibility of the international community to the people.

AWARD

The satisfecit of the Guinean authorities
Following the program to support the management of water supply projects begun in 2014, the Veolia Foundation has received a glowing report (a “satisfecit”) from the authorities in Guinea-Conakry. The distinction crowns the “effective involvement” of the Foundation in the “sustainable satisfaction of the drinking water needs of rural populations”.

Position statements

- 1. Consider access to water and energy as a catalyst for human development
- 2. Promoting the rights for access to water, electricity and sanitation
- 3. Working for international governance and a multi-stakeholder cooperation

Priority issues

- 1. Consideration of urban pressure in developing countries
- 2. The impact of climate change

Urban growth and access to essential resources

The (Re)sources think tank held on February 11 and 12, 2016 its 11th Symposium in Tangier on the theme of access to essential services in the context of rapid urbanization in developing countries. (Re)sources brought together many personalities of its network, experts from various backgrounds and a panel of Moroccan participants (local elected officials, association, entrepreneurs, etc.).

The discussions led to the emergence of recommendations to build sustainable and resilient cities. The (Re) sources think tank issued 21 recommendations for improving access to essential services in developing cities around urban governance, territory planning, and funding and climate risk management. Consult them on www.thinktank-resources.com.



Facing climate change

Drinking water and sanitation, waste collection and treatment, power distribution... Access to essential services is one of the cornerstones of economic development and poverty reduction. The impact of climate change on access to essential services is a stake, which Veolia took the measure.

It is urgent to develop competitive local solutions promoting cities resilience. Namely, advise them upstream to protect from risks and then assist in building efficient infrastructure enabling them to adapt to climate change and limit the impacts. A transfer of know-how and a real data sharing must accompany this.

How to respond to resource scarcity in the Middle East

In the Middle East, the expected scarcity of resources has led to a real awakening. And this especially as, for example, although approximately **5%** of the worldwide population lives in this area, it includes less than **1%** of the water resource available on the planet.

Recycling wastewater

In the Middle East, water resources are indeed very limited, however they may become unlimited if recycled into raw materials. This is the key issue of wastewater management and recovery. Our two plants in Abu Dhabi and Al Ain, Abu Dhabi, treat each day **430,000 m³** of wastewater. The treated water is then used to irrigate both crops and green spaces. Sludge is also recycled, for example into bioplastics (cellulose). This represents substantial savings for the local authority and enabled it to launch a major reforestation programme.



Energy Saving Center: an energy efficiency solution

As regards to energy efficiency, our subsidiary Enova developed an Energy Saving Center in Dubai, providing a unique “energy intelligence” service. It monitors in real time the energy performance of buildings, whose management was entrusted to us. As a result, we save between **5** and **35%** energy. Enova thus provides energy performance audits and advice for administrations (e.g. the Dubai authority in charge of water and electricity - DEWA) and commercial buildings. We have also carried out an audit for the airport of Dubai. And the scope of possibilities is vast: the Emirate aims to reduce its energy consumption by **30%**, by **2030**.



Ensure and secure the supply of drinking water

The provision of drinking water is a major issue for cities in the Middle East. In this field, red algae is a serious threat as it clogs the filters of our desalination plants and may lead to the shutdown of the installations. We have therefore developed techniques making it possible to directly agglomerate these particles. Our priority is to enhance the performance of our plants in order to improve their energy efficiency and more generally, limit their environmental impact. As an example, in Sur (Oman), we use sand as a natural filter through a catchment system on the beach.



Drinking water for all in Niger

Even in the poorest countries, being deprived of access to water is not a fatality. In Niger, infrastructure adapts: installation of fountains in urban centers and peri-urban allows millions of people to access clean drinking water.

In this West African country, the water access issue is crucial. Niger is ranked last in the Human Development Index established by the United Nations Development Program (UNDP). Its population is growing strongly, by **4.2%** a year, resulting in a dramatic increase in the number of inhabitants in the cities. These two factors combine to cause a sharp increase in the demand for drinking water. "The challenge is to meet this demand and to find the skills locally," says Rémi Bourgarel, director of Société d'Exploitation des Eaux du Niger (SEEN). The Group works with donors like the World Bank and the French Development Agency, which finance infrastructure development in order to supply the districts as quickly as possible.

Water resources are widely present in the country: the Niger River, which crosses

the capital, Niamey, has sufficient but irregular flow over certain periods of the year. Veolia treats this water with the same technology and the same quality standards as in Europe. But the Group does not only supply the capital: it is present in **54** provincial towns. For those too far from the river, groundwater is captured by drilling. As for the countryside, devoid of any infrastructure for drinking water and outside the scope of the Veolia contract, they are supplied by wells and boreholes installed by the residents. Niger does not have infrastructure for sanitation, but this subject is being studied with the French Development Agency. However, even if the lack of sanitation is a problem in some areas, "the majority of the water distributed is not rejected, and thus can not be retreated, says Rémi Bourgarel. Indeed, consumption of individual water is low, about **20** liters per person per day, against **180** liters in France." This is why Veolia remains focused on pressing needs: access to drinking water for the greatest number.

"The issue of access to water is crucial. Niger is ranked last in the Human Development Index established by the United Nations Development Program (UNDP)."



In Windhoek, every drop counts

Located in central Namibia, one of the driest countries in Africa, Windhoek lives under the constant threat of a water shortage. In the Namibian capital, which is home to **250,000** people, every drop counts. So in **1968** the municipality built the Goreangab wastewater recycling plant. And Windhoek became the first city in the world to produce drinking water directly from municipal wastewater. For over **30** years this unique solution has provided an additional source of water for the population.

In the **1990**'s, facing high population growth, Windhoek Municipality must upgrade its facilities. In **2001**, she signed an operating and maintenance contract with WINGOC (Windhoek Goreangab Operating Company), a consortium of Veolia, Berlinwasser International and WABAG, to improve water treatment processes and increase the production capacity of the Goreangab site. Commissioned in **2002**, the new plant can now satisfy **35%** of the drinking water needs of the city and its suburbs, supplying nearly **300,000** people with a capacity of **21,000 m³** per day.

This water, which comes from the Goreangab dam and Gammans treatment plant, undergoes a complex treatment process. WINGOC adopted a multi-barrier approach, an advanced system that consists of several processing steps to eliminate all pollutants and contaminants. These different treatments, coupled with rigorous bio-monitoring programs, ensure quality drinking without danger for health.

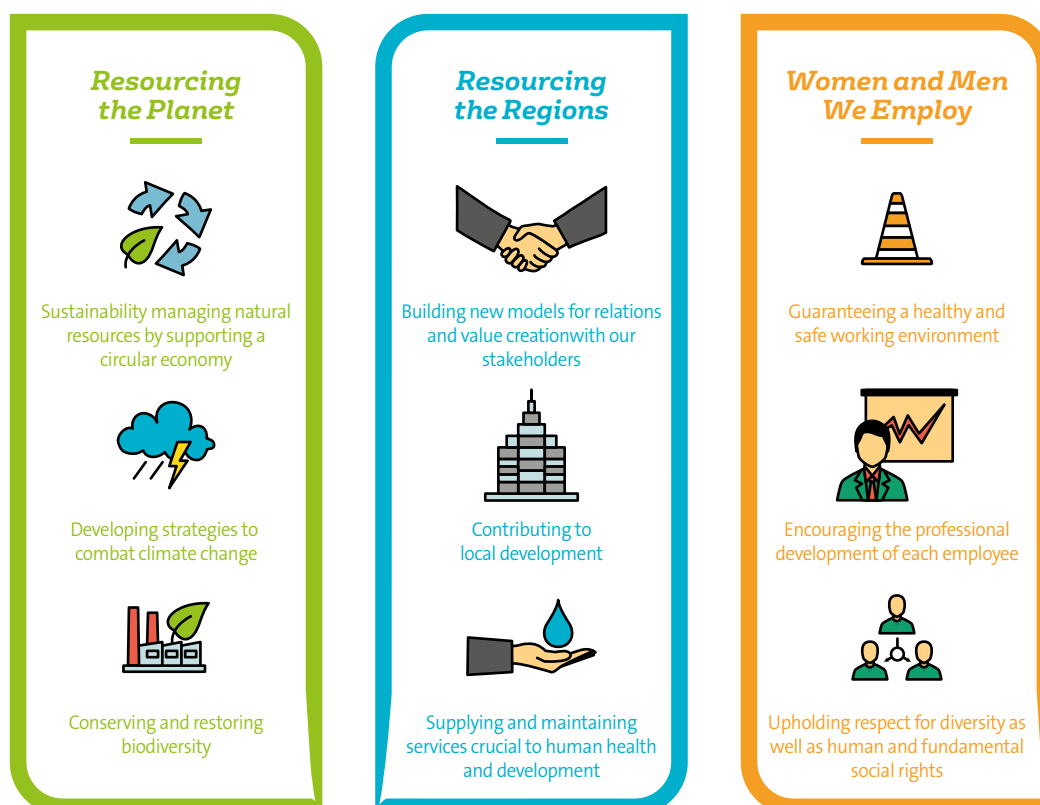
If wastewater recycling can increase the amount of drinking water available, it also has a double benefit for the environment: it avoids tapping into natural resources while significantly reducing the discharge of pollutants into the environment. Aware that water resources of the country are limited, Windhoek residents have long accepted the idea that part of the water they use had been recycled. Better still, they are proud of it! Few plants in the world produce drinking water from wastewater. There is one in Singapore and another one was inaugurated in **2014** in the United States in the state of Texas. And it is just a start. The Goreangab plant in Namibia is the oldest and largest in the world. It has become an international benchmark, a model of innovative and sustainable water management and an example of successful public-private partnership.



How we manage sustainability

The sustainable development of our planet is a necessity and the sustainable development of the areas where we operate is our purpose. The wellbeing of our collaborators determines our performance. For all these reasons we have decided to build our new sustainability strategy, which was launched in **2014** after an in-depth review of our sustainability work, including discussions with key stakeholders.

Nine commitments to sustainable development



Sustainability commitments are built along three lines aiming at protecting the environment and the human development of both our clients and ourselves.

Veolia fully supports the **17 Sustainable Development Objectives (SDGs)** initiated by the United Nations



*Transforming our World:
The 2030 Agenda for Sustainable Development*



To mark the United Nations' **World Environment Day** and continuing on from its nine sustainable development commitments, Veolia has presented in June **2016** its Environmental Objectives Plan for the period **2016-2018**. This sets precise targets for protecting the environment under six main topic headings:

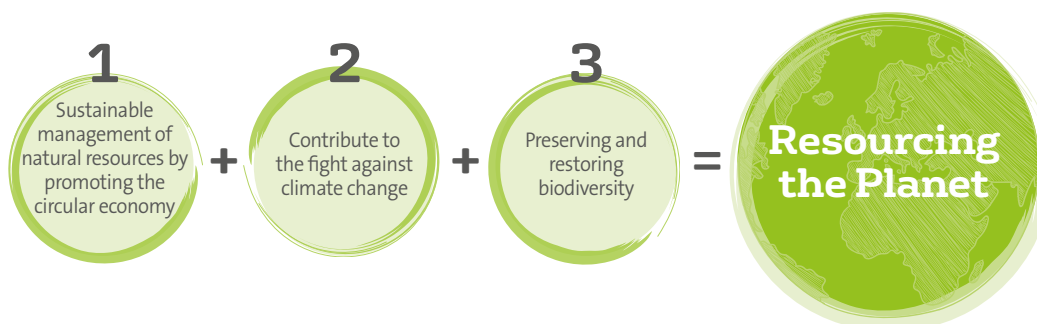
- Reducing greenhouse gas emissions
- Energy efficiency
- Recycling materials and energy
- Managing water resources
- Water and air quality
- Managing ecosystems

Resourcing the planet

Our ambition to resourcing the world addresses the major environmental issues. We are delivering this ambition every day with the will to manage in an exemplary way, the sites we operate and offer the most efficient and innovative solutions to our customers.

- 1 Sustainable management of natural resources by promoting the circular economy
- 2 Contribute to the fight against climate change
- 3 Preserving and restoring biodiversity

“Resourcing the world” means developing highly efficient technologies and systems and constantly innovating to challenge the status quo.



Bahrain Bay benefits from Veolia's latest innovative cooling solutions

In Manama, the capital of the archipelago, the innovative central cooling network Veolia has developed makes use of both seawater and wastewater.

To support the development of the bay, Veolia and the investment fund Arcapita joined forces in the “Bahrain Bay Utilities” joint venture. From the outset, the major challenge was to provide air conditioning for all the buildings.

Half of the year, the country endures a humid heat - a real challenge given that air conditioning systems often create inconvenience and are voracious consumers of energy and water.

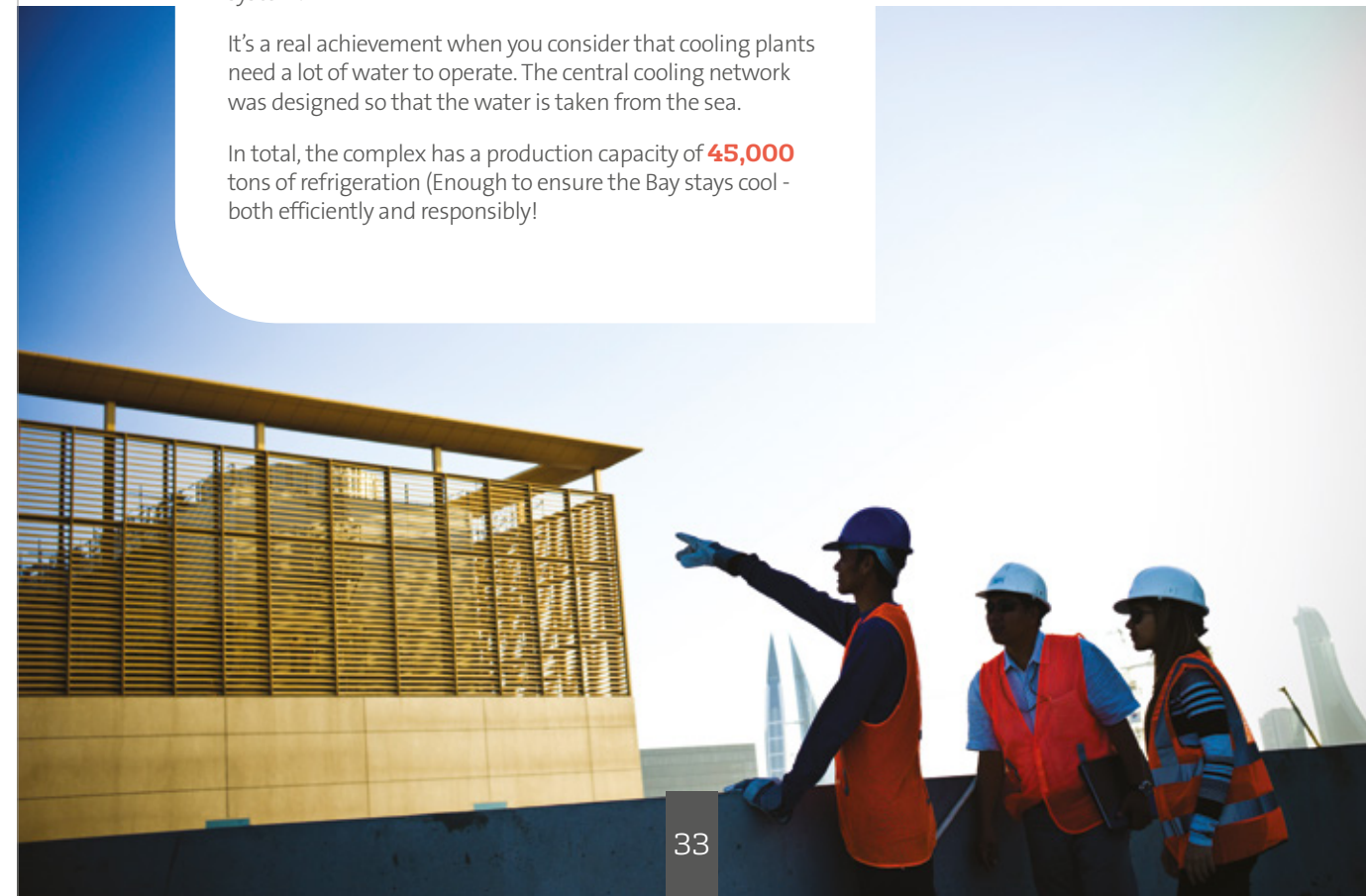
To meet this challenge, Bahrain Bay Utilities made the usual choice in such circumstances: rather than give each building its own cooling system it set up a network covering the whole development. This innovative system was commissioned in **2011**.

The complex that was designed consists of a cooling system and a wastewater treatment plant. It is connected to **30** energy transfer stations which then feed all the buildings in the bay.

Its special feature? No municipal water flows through the system!

It's a real achievement when you consider that cooling plants need a lot of water to operate. The central cooling network was designed so that the water is taken from the sea.

In total, the complex has a production capacity of **45,000** tons of refrigeration (Enough to ensure the Bay stays cool - both efficiently and responsibly!)



Two treatment plants in Abu Dhabi treat the Emirate's growing amount of wastewater and recycle it for agricultural and industrial purposes

The United Arab Emirates has one of the most dynamic economies in the world. A population boom and a dazzling amount of urban development have accompanied growth, which accelerated in the **1990s**. In the Abu Dhabi Emirate, which covers **80.5%** of the territory, the population is expected to reach somewhere between three and five millions by **2030**.

How can all this development be achieved either without any water or with so little? How can the people be supplied and the needs of agriculture and industry be met while also pursuing a sustainable development objective?

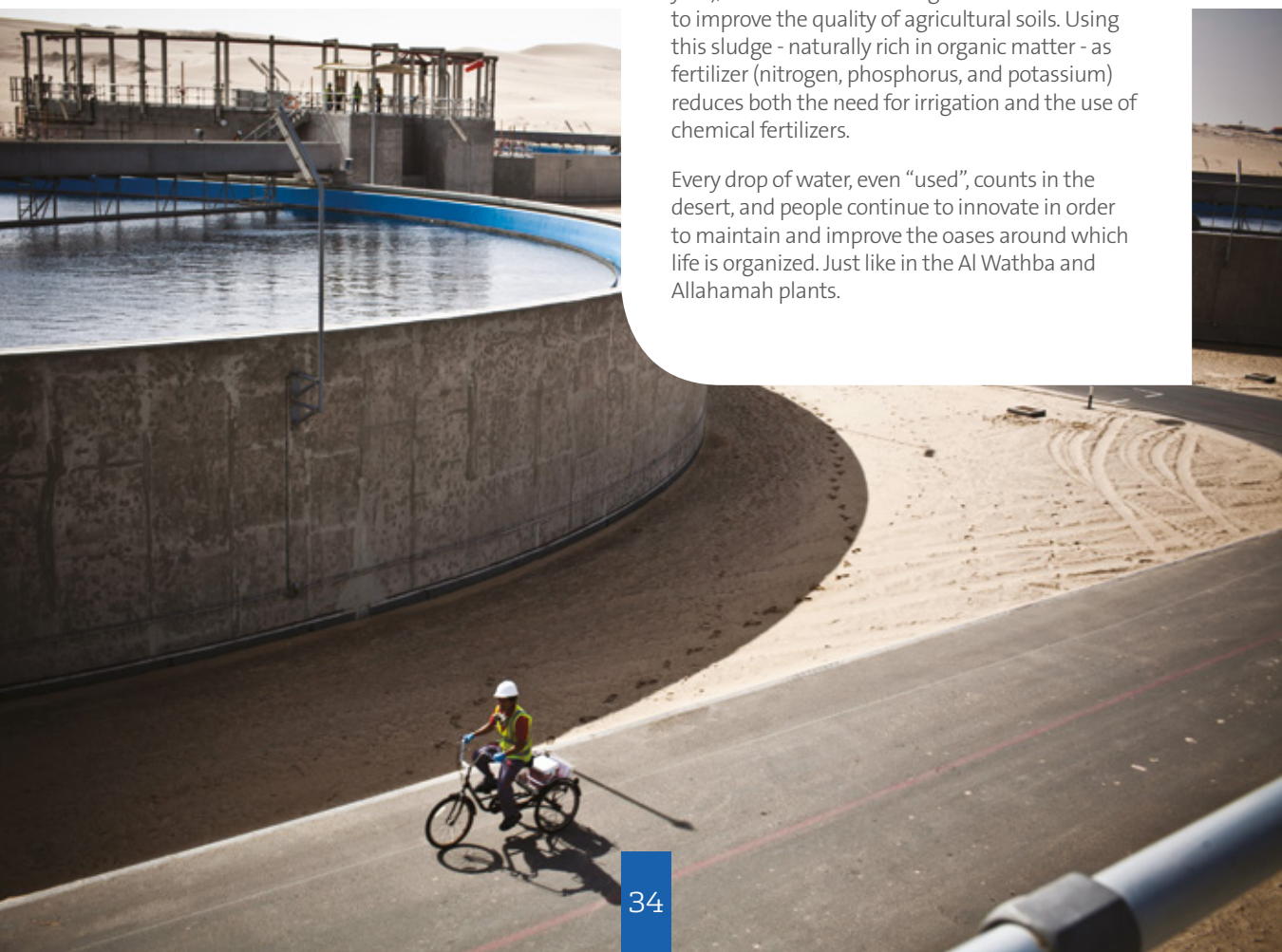
In order to not only survive but also thrive in the desert, people have always had to adapt - they create oases. But now they build environmentally friendly cities and futuristic installations among the sand dunes. The ISTP2 (Independent Sewage Treatment Plant) project, in which Veolia is major partner and stakeholder, is a good example of this tremendous adaptability.

Developed under a BOOT (Build - Own - Operate - Transfer) contract, the ISTP2 includes two treatment plants with a combined processing capacity of **430,000 m³** of wastewater per day, built in the Abu Dhabi Emirate: the Al Wathba plant, located **40 km** southeast of the capital, and the Allamah plant, near Al Ain.

The project has two objectives: to process the increasing volume of wastewater from the two cities, and reuse **100%** of the treated water for agricultural and industrial purposes, thus covering some of the needs currently being met by desalinated water - which is very expensive to produce and requires large amounts of energy.

The wastewater takes a complex route. The process, optimized at every step to reduce its carbon footprint, not only produces water for irrigating fields, parks and forests, but also sewage sludge or "biosolids" (up to **22,000 tons** per year), which is used as an organic amendment to improve the quality of agricultural soils. Using this sludge - naturally rich in organic matter - as fertilizer (nitrogen, phosphorus, and potassium) reduces both the need for irrigation and the use of chemical fertilizers.

Every drop of water, even "used", counts in the desert, and people continue to innovate in order to maintain and improve the oases around which life is organized. Just like in the Al Wathba and Allamah plants.



Desalination: slaking a thirst for drinking water

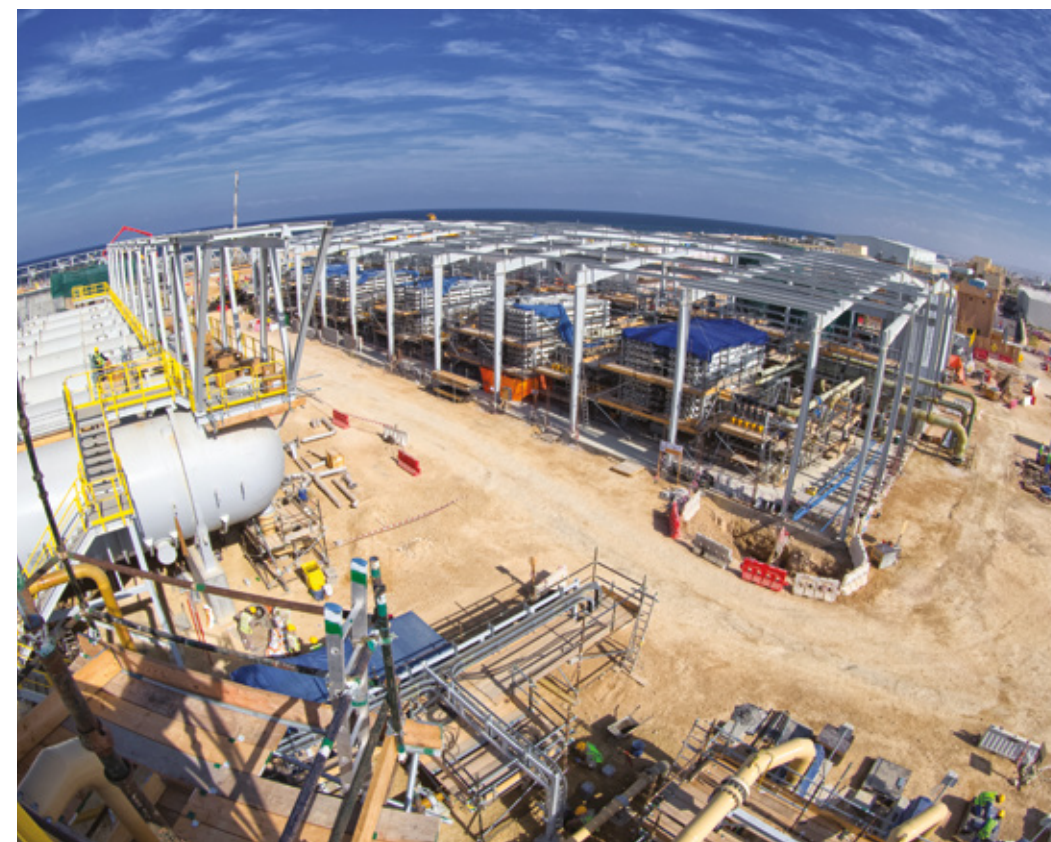
Around **300 million** people worldwide depend directly on desalination plants for their drinking, washing and irrigation water. Of the **17,000** or so plants in service globally, **10%** are large-capacity. Each year, an additional **10 to 20** are built, mostly in the Gulf States. Source: France **2**, July **25, 2015** and L'Usine nouvelle, October **9, 2014**.

Desalination of seawater provides a viable solution when faced with potable water scarcity. Thanks to innovative technologies, desalination has become increasingly more ecologically and economically efficient. Limited resources and growing needs for water have triggered an increased focus on water conservation in the Sultanate of Oman.

Veolia has been a partner of Oman Power and Water Procurement (OPWP) since **2007**. In January **2015**, the company celebrated the extension of the Sur desalination plant contract. At the same time, the plant marked the **100 millionth m³** of water produced.

Under the contract extension, **51,000 m³** will be added to the plant's existing **80,000 m³** capacity, taking its daily total to more than **130,000 m³**.

The Sur Desalination Plant has put much effort into reducing the environmental impact of the desalination process. To that end, two avenues were selected: a system to recover energy from its saline concentrate that has an efficiency rate of **97%**. This represents energy savings of around **10%** for the plant. Additionally, the seawater is extracted through a beach-well catchment, thereby providing natural filtration based on detailed modeling of the sand's properties. As a result of this technical choice, no chemical products are needed for the water's pre-treatment, which also minimizes the impact on the coastal marine ecosystem



A growing interest for building energy efficiency services in the Middle East

Dubai is explicitly demonstrating its capability in being a leading example in energy efficiency for the region and the world. In November **2015** Enova was awarded an Energy Saving Performance Contract (ESPC) to deliver guaranteed energy savings for **157** Jebel Ali Free Zone Authority (JAFZA) buildings, hosting **42,000** inhabitants.

A statement from HE Sultan Ahmed Bin Sulayem, Chairman of DP World and Ports, shows the size of the challenge: "The utility cost is the second largest expense for JAFZA. The power and water consumption level in JAFZA crossed **75** million KWh and **750** million IG per year respectively."

Significant impacts for the planet

26.4 GWh electricity saved per year

equivalent to the annual consumption of

2,400

UAE inhabitants

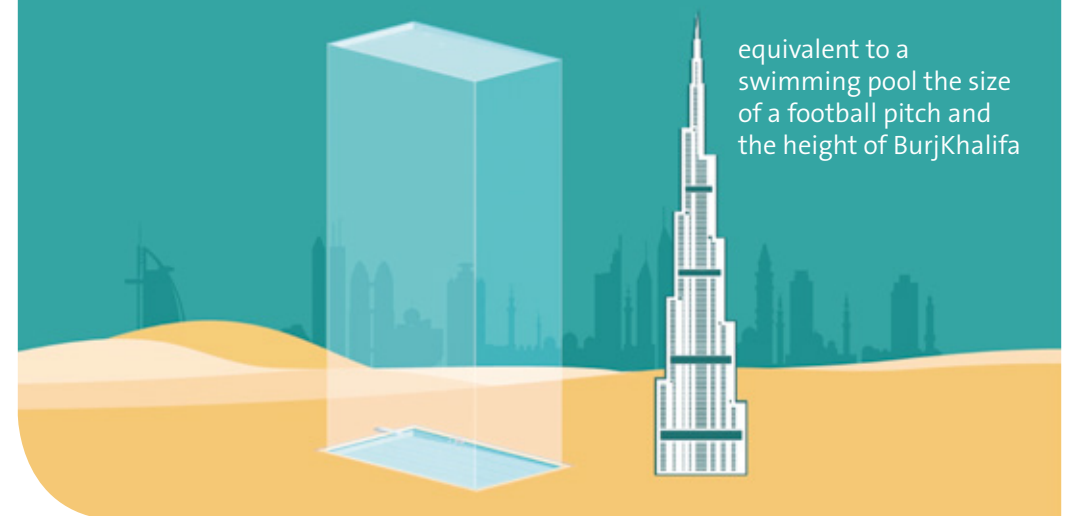


Reduction of **18,500 tons** of CO₂ emissions per year



equivalent of planting a forest a 1/3 the size of Paris

1.2 billion IG water saved over 6 years



equivalent to a swimming pool the size of a football pitch and the height of BurjKhalifa

It is the largest energy efficiency project in the region, generating up to **30%** savings on the electricity and water consumption. It is an outstanding example demonstrating how Enova creates value and financial benefits for the customers rather than cost cutting on maintenance costs.

Taking the circular economy to the oil & gas industry

As part of its **2016-2018** global strategy, Veolia has been focusing on developing partnerships with the oil & gas industry. When we talk about this industry, one name prevails: Saudi Aramco, officially the Saudi Arabian Oil Company.

End of **2015**, Veolia got awarded a contract by Aramco for the clearing and rehabilitation of a waste landfilling site, located South East of the Safaniya area, in the Tanajib complex.

Tanajib is an oil complex owned by the Saudi Arabian Oil Company (Saudi Aramco), located on the coast of the Persian Gulf, about **200** km north of Dammam in the Eastern Province of Saudi Arabia

Since several years the landfill was used for different types of waste: Construction & demolition, commercial & industrial, yard waste, municipal solid waste and hazardous waste. Veolia's role is to provide the necessary competencies, vehicles, and tools in order to carry out core sampling, sample preservation and laboratory analysis. This will enable Aramco to remove and treat the hazardous waste the most efficient way.



Future of electricity in Africa: using solar energy to enable water supply in rural areas

In Africa, Veolia operates many electrical networks (two in Morocco, **49** in Gabon) and ensure the production of electrical energy in Gabon. We are therefore experienced in electrical distribution, as well as in operating production plants (thermal and hydroelectric power plants).

With Africa seeming to turn resolutely to renewable energy, our expertise in operating biomass plants is a definite asset. We also have a small-scale experience in implementing and operating photovoltaic solar power plants to supply an installation or a group of installations.

In rural areas, an estimated **59%** of the population has "reasonable" access to safe water as defined by World Health Organization and UNICEF. Therefore small-scale potable water supply through photovoltaic system helps to improve the living conditions of rural communities by ensuring sustainable access to safe water.

With a huge energy potential, Niger has included in its policy and development strategy of water, energy and communication sectors, promoting the use of photovoltaic energy. The Société d'Exploitation des Eaux du Niger (SEEN), by its presence in the territory and its expertise in the operation of the public service of drinking water for **15** years, was entrusted with continuing the work of control supply and installation of photovoltaic pumping systems and ancillary works for drinking water supply of **128** water supply systems distributed in two regions of Niger (Third phase of Mini Supply Program in Drinking Water by photovoltaic system (MSPDWS III)).

Improving Yaoundé drinking water supply

Seureca, Veolia's Engineering consultant division, won with the Cameroon Ministry of Water and Energy, the **5** years period contract for the project supervision of Paepys project of construction of a drinking water treatment plant, which will triple the production of water of the city of Yaounde.

This project represents an investment of **600** million euros and will ultimately meet the needs of the Cameroon capital population, thanks to a new drinking water production plant increased to **300,000 m³** per day.

Under this contract, Seureca is in charge of the engineering studies, supervising and inspecting the works, including the construction of **58** kilometers of network, **63** kilometers of transfer pipes, two pumping stations and distribution tanks.

Seureca is present in Africa for over **50** years, through several project offices and its subsidiaries in Nairobi (Kenya) since **1984** and Libreville (Gabon) since **2004**.



"This success, within the context of a major water supply project in Africa, is confirmation of Seureca's expertise in international project management contracts in the field of water. The Paepys project will benefit from our extensive experience in major projects in Africa for water treatment, conveyance and distribution."

Philippe Bloch,
Managing Director of Seureca

The cleanup of the bay of Tangier

Since **2002**, significant investments have been made to equip all regions of Morocco with an important infrastructure for wastewater treatment. Veolia through its two subsidiaries Redal and Amendis greatly contributed to improving the water quality to preserve the cities immediate ecosystem where it operates and in particular the waterfront of cities like Tangier.

As we approach the marina in Tangier, no one doubts that the Moorish Kasbah style building, typically Tangier style, houses one of the largest wastewater treatment plants in Morocco. This infrastructure at the forefront of technology and processes, has mobilized a budget of **600** million Dirham, treats the wastewater of the city, more than **120,000 m³/day**, prior discharge to the sea via an emissary at **2.2 km** from the shore. The construction is designed to ensure the pretreatment of **218,000 m³** per day in **2027**, in order to support the development of the city and its region.



The clean-up program of the Bay of Tangier set up by Amendis has, in addition to improving the inhabitant's quality of life, contributed to the city tourism and economic development. The pretreatment station of Tangier harbor helped to preserve the coastline and gave the opportunity to the city residents and visitors to reclaim this living space.

The treatment plant processes are certified **ISO 14001** [certification for Environmental Management System] and it allowed Tangier beaches to be accredited the famous Blue Flag label, labeling awarded to beaches whose bathing water quality is among the best in Morocco.

- **8** pumping stations
- **50 km** of new collectors
- **167,000 m³** treated/day by the station
- Marine emissary of **2.2 km**



Strengthen access to drinking water in Gabon

The Société d'Electricité et d'Eau du Gabon (SEEG) invested significantly in the increase of drinking water capacity production to meet the growing demand (additional **6%** of new requests each year). The investments made in Gabon have produced a cumulative **56,000 m³** of additional water per day. This increase represents for the agglomeration of Libreville **50,000 m³** per day, or **40,000** additional households now regularly supplied with drinking water. Improved water treatment system and the various drill holes around Ntoun enabled to increase the plant production capacity from **170,000 m³** to **215,000 m³** day.

Since December **2015**, the connection of the Bel-Air and Diba Diba neighborhoods to the water network in Libreville is effective. In total, **1,600**

households, or nearly **10,000** people now have access to drinking water with this network expansion, which also supplies drinking water to Diba Diba high-school.

To optimize the performance of the network and continuously supply the Greater Libreville and the town of Akanda with water, SEEG made available to customers, a toll-free number "**8586**" to report network water leaks. Thanks to the cooperation and citizen contributions, we treat **35** leaks network daily.

SEEG strives to implement sustainable solutions to meet the needs of its customers. SEEG has invested **449** billion CFA francs between **1997** and **2015**.

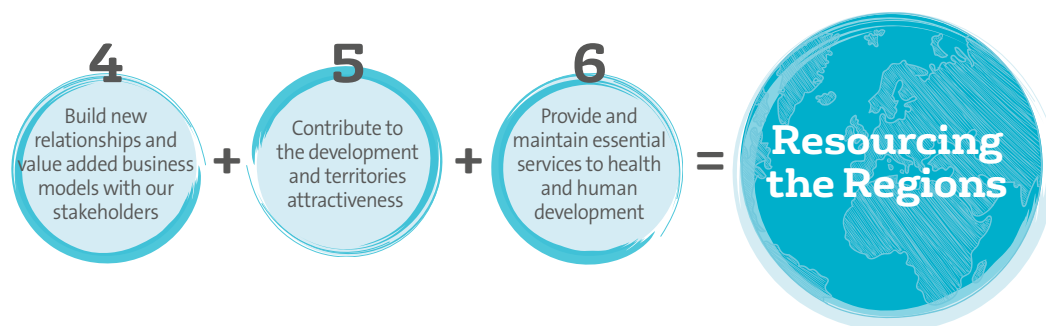
A Memorandum of Understanding was signed between the Gabonese Fund for Strategic Investment (GFSI), the Méridiam Investment Fund and the SEEG in February **2016**. The agreement covers the establishment of a group of companies that is committed to developing a hydroelectric dam project on the Kinguéle Aval site. The constructions of the new dam downstream of the Kinguéle plant meet the future energy needs of the urban area of Libreville. With a nominal capacity of **60** MW, the dam will complement the existing hydro pole of the Mbei Valley, composed of Kinguéle and Tchimbélé plants, of a current output of **110** MW. The choice of the hydroelectric development of Kinguéle Aval promotes the exploitation of a renewable energy source and at low cost. It thus contributes to the improvement of Libreville energy mix, according to the requirements of the Gabon Emergent Strategic Plan. From an investment estimated at **100** billion CFA francs, Kinguéle Aval dam will create the necessary conditions for the acceleration of economic development and the improvement of Libreville agglomeration inhabitant's quality of life by **2020**.

Resourcing the regions

Veolia is deeply rooted and involved in the territories. With all local stakeholders, we are working to improve access to resources. Our solutions contribute to the attractiveness and competitiveness of communities and businesses that operate in these territories.

- 4 Build new relationships and value added business models with our stakeholders
- 5 Contribute to the development and territories attractiveness
- 6 Provide and maintain essential services to health and human development

Our world has abundant natural resources. However, these resources are unevenly distributed and increasingly challenging to access, especially in the developing world. Veolia is rising to this challenge by developing sustainable strategies to maximise people's access to resources. Our goals are three-fold: ensuring the well being of communities, making regions attractive, and amplifying the performance of businesses.



Strengthen electrification, drinking water supply and sanitation of the schools in Gabon

The Société d'Énergie et d'Eau du Gabon (SEEG) and the United Nations Program for development (UNDP) have signed a memorandum of understanding on electrification, water supply and sanitation of schools in Gabon. For the first time in the country, a unique collaborative framework will put together various actors who will each bring their specific skills in this type of project. It is also expected that other economic operators provide financial support to this initiative. A dozen companies have already agreed to join. This partnership allows the SEEG, with the UNDP, to accompany the Gabonese Government in its effort for youth education. This project has a strong societal value that promotes education, training and integration of young Gabonese.

"The innovative partnership between UNDP and SEEG marks a new approach in the support that UNDP brings to the Gabonese Government. This initiative will enable young boys and girls from Gabon to have equitable access to education and thus contribute to the achievement of sustainable development goals in Gabon."

Marie Evelynne Petrus Barry,
UNDP Resident representative in Gabon

The first initiative of this project was to electrify and connect water to the public school of Matanda II in Port-Gentil, for which the city hall of Port Gentil is also involved. It will be complemented by a first deployment phase which will aim to achieve electrification, connecting water and minimum sanitary facilities of thirty schools, currently deprived of these essential resources.



Awareness campaign on tap water quality

In Gabon, tap water is one of the most controlled food products. SEEG strives to provide its customers daily with drinking water in the best and safest conditions, cost and environmental friendliness. Tap water is subject to continuous quality control to ensure safety. To ensure safe drinking water distributed in accordance with WHO standards, SEEG has a national network of **38** laboratories, competent on all water sectors. They perform analysis on water treatment plants and on the distribution network, every **40** minutes on average. Its central laboratory accredited **ISO 17025** provides its expertise to laboratories in the regions.

Like the international community, Gabon celebrated on **22 March 2016** the World Water Day under the theme of “water and employment.” This was a great opportunity for SEEG to value the jobs of its businesses related to hydraulic resources and

distinguished men and women who pursue their job with passion. Through several public blind tasting sessions, organized in various districts of Libreville, SEEG sought to reassure its customers and all users of the water quality coming out of the tap.

“Water is life. It is essential for health and population social well being. We need to preserve water because it is a resource that contributes to our country's sustainable development.”

Serge Obiang,
Director of Operations SEEG

Celebrating the 15 year anniversary of SEEN in Niger

In **15** years of operations in Niger territory, SEEN significantly contributed to the development of access to water in **54** urban and semi urban center of Niger. One of the challenges was to be able to meet the needs of the increasingly growing population.

Key figures (2001-2016)

+130%



Installation of **2,286** km of networks

+118%



Increase of the population served with **73,805** social connections

+52%



3,569 standpipes

+220%



192,363 customers at the end of 2015

+114%



76,015 M m³ produced in 2015



Bringing international expertise to the electricity sector in Africa

Energy is a crucial issue for ensuring the growth of Africa. A new momentum of the sector is gradually taking place. New initiatives, if accompanied by governmental reforms, could boost the economy of African countries by more than **30%** by **2040**. These initiatives undoubtedly need a better management of resources and the promotion of renewable energies. Veolia, the first private energy distributor in Africa, has more than ever a role to play in developing the continent's access to energy.

Guinea-Conakry electricity networks strengthened and jointly managed by Electricité de Guinée and Veolia

Guinea Conakry's government strategy to support the recovery of the electricity market has been implemented through an ambitious modernization plan launched in **2012**. Veolia will help improve the efficiency of the country's energy distribution network and the expansion of the network within the country. In addition

to technical performance including planning of operations and maintenance of installations, Veolia will manage the inventory, finances, human resources and customer resources. Veolia will strengthen EDG's services with experienced operational staff to oversee operations: it will provide complementary expertise to improve IT systems and improve operational performance. Veolia and EDG staff will work together to strategically manage the public company; in particular on the basis of strong, reliable and relevant key performance indicators. This contract demonstrates the willingness of the Guinea Conakry authorities to develop, improve and strengthen the capacities and the quality of energy infrastructures in the country.

Technical Assistance to the power and water company of Guinea Bissau (EAGB)

The government of Guinea Bissau has implemented a major program to improve its water and power services, known as PURSEE, with support from the World Bank.

Through the construction of a new power plant (gasoil), prepaid meters and water tower, this program aims to increase the capacity of electricity generation and water distribution. A portion of these funds are used by the government to commission a consultant, Seureca, to improve the financial and operational performance of EAGB.



Optimized treatment plant in Boukhalef Morocco

Designed in a first phase to treat the wastewater generated along the Atlantic coast between Cape Spartel and Houara area, as well as the town of Gzenaya, this project involved the commissioning of a complete wastewater treatment that allows the reuse of treated wastewater for irrigation of green spaces in the southern area of Tangier. The Boukhalef treatment plant received a Royal inauguration on October **6, 2015**.

This plant will allow, in a first phase, treating a volume of **11,000 m³** per day (**140,000** population equivalent) intercepted wastewater, with a tertiary treatment of **5,000 m³** per day capacity, or an irrigation area around **100** hectares per day. In a second phase, scheduled for **2017**, the extension of the pollution control system will allow the collection and processing of the rest of the Atlantic coast area between Houara and Assilah for a total volume of **16,000 m³** for (**210,000** population equivalent), as well as the extension

of the treated water distribution network to reach a watering and irrigation area of about **200** hectares per day. This project reinforces the various structural projects launched at the capital of the strait, particularly those engaged in the "Tangier Metropolis" flagship program which gives prominence to environmental issues.

The "Reuse" project now allows reusing the treated wastewater for watering green spaces and golf courses of Prestige Houara projects. The project ensures the economy of **3 million m³** of water per year.



Efficient waste management solutions in the Sultanate of Oman

Oman Environmental Services Holding Company, Be'ah awarded the consortium Veolia and Al Ramooz National LLC (Oman) a contract for waste management in the Sultanate of Oman. Be'ah Strives towards a vision to conserve the environment of a beautiful Oman for future generations.

The contract will include collection, transportation, and landfilling for the North West Region of Oman for municipal waste and will benefit more than **250,000** inhabitants. Veolia will act as the technical leader of the contract and will operate two Landfills, whereas Al Ramooz will be in charge of the waste collection and the development of a Material Recovery Facility (MRF).

This waste management contract in the Sultanate of Oman is a milestone for Veolia, its first ever contract for this activity in Oman. This contract shows how seeking complementary local expertise can be a driver of growth. In line with the development ambition of Veolia in the

region, partnership with local players is pivotal for creating value in the territories and for the Communities. The seven year contract will focus on establishing the required services across the Governorates of Al-Dhahirah and Al Buraimi, restructures the municipal waste collection services and Improve public awareness of waste management.

"Together with our Omani partner Al Ramooz National, Veolia looks forward to Supporting Oman and its people with the best-in-class expertise in waste management. Our key focus for this contract will be to contribute to the implementation of the best standards for the waste management operations in the Sultanate, as well as support the Omani economy through in-country value."

Xavier Joseph,
Managing Director, Veolia Middle East



Greater performance of our operations

Our Technical and Performance team in the Middle East has been working hard to develop a new Performance Benchmark Tool to help analyze plant's performance in three steps: technical, financial and contractual, to end up with a ranking of the performance of each plant in their own context.

With this global plant overview, efficiency priorities can be identified and action plan set. Savings can have different impact for each stakeholder. Last but not least, by plotting the potential saving for each plant in their own context, it allows to track the overall improvement of operating costs, and Identify best performing plants and plants with the greatest saving potential.

Supporting Saudi Arabia utilities sector

In order to support the development of public entities in Saudi Arabia and increase the competencies and expertise of major projects, Veolia has provided two major utilities companies with technical assistance support. The largest desalination entity in the world has awarded Veolia a technical assistance contract for one of its desalination plants located in the Western Province of Saudi Arabia. This plant is one of the world's largest fossil fuel power plants, and the world's third largest integrated water and power plant. The services to be implemented through this project aim at improving performance of the

desalination plant, personnel efficiency, and work practices in close coordination with their technical department. The second entity manages the development of industrial cities with integrated infrastructure and services. Veolia is bringing here an expert eye on its water and wastewater treatment services in order to improve current practices, covering aspects from management of BOT (Build-Operate-Transfer) contracts to tendering of new projects, review of technical proposals, feasibility studies and monitoring performance.



Building Energy Efficiency Services (BEES)

Enova's Building Energy Efficiency Services are organized in three offers, each delivering a specific guarantee:

- **BEES Reliability:** Guaranteed level of comfort and cost of operations & maintenance, achieved through design and delivery of all technical services;
- **BEES Focus:** Guaranteed energy savings, achieved through a three-step approach: audit, implementation, and monitoring of energy conservation measures;
- **BEES Performance:** Guaranteed level of comfort, cost of operation & maintenance and energy savings, combining all services delivered respectively in BEES Reliability and BEES Focus offers.

This complementary range of Building Energy Efficiency Services (BEES) offers integrated tools combining human and technological capabilities, and defines methodologies to deliver guaranteed performance management services. Rather than

listing all the services Enova delivers, the idea is to emphasize on the outcomes, which are measured by a well-defined performance management system therefore providing, guaranteed results on:

- **Attractiveness,** providing end users and guests with an optimum comfort warranty
- **Visibility,** providing asset managers with reduced costs and increased financial visibility
- **Compliance with Increasing regulation and stricter environmental standards**
- **Sustainability,** providing value creation & durability of assets for investors and owners

In the Middle East region's current context, Enova's range of offers enables to exploit a largely untapped market while capturing the economic, social and environmental benefits of energy efficiency. The company strongly believes in the shift of energy efficiency's current reputation as a "hidden fuel" to "first fuel".



The women and men we employ

Veolia has the primary responsibility for ensuring the well-being and development of its staff. We strive to be an employer of choice for our employees across all territories. Our five values of responsibility, solidarity, respect, innovation and customer focus, guide all our actions.

- 7 Ensure a healthy and secure work environment
- 8 Promote professional development and commitment of each employee
- 9 Ensure the respect for diversity and fundamental human and social rights in the company

Environmental service is a people business. For Veolia, this means a “people first” management approach that makes no compromises on health and safety.



Setting up a Green Team in the Middle East

Day to day the Veolia ambition is “Resourcing the World” to address the major environmental and sustainability issues across the world and the region: conserving natural resources, combating climate change, protecting biodiversity, our people, our business and our cultures. **This starts with us, our everyday lives at home and work, to show how Veolia employees lead the way.**

The Green Team led by Veolia employees aims to help with this ambition and align to the Veolia Group sustainability targets so to **Support, Share and Encourage**.



The Green Team has already started to raise awareness with a waste reuse workshop around the festive season, providing ideas for making new meals from leftovers, what type of Christmas tree is the “greenest”, and how to reuse unwanted gifts! For world water day we undertook the water bill challenge comparing employees' water consumption causing much discussion and all sorts of “plausible” reasons! Increasingly there are green initiatives being recorded and shared across the region, including personalized mugs (to reduce washing from numerous cups), Nespresso cap artwork (reducing the waste from coffee), video conferencing (to reduce flights) and even simple paper recycling.

Each initiative contributes to the whole taking us, one step at a time, towards “Resourcing the World” by protecting the environment each of us live and work in every day.



Veolia Summer School

The Veolia Summer School program is an initiative developed by Veolia's headquarters and has reached in **2016** its seventh edition.

Its aim is to welcome in one of our French Campuses between **40** and **50** students from around the world and give them the opportunity to discover our environmental services but also meet with operational staff, visit sites, study real business cases, have group discussions and make cultural visits during a full week.

Since **2014**, this initiative allowed us sending eight students coming from different horizons and educational backgrounds to represent the Middle

East. They were all able to exchange, network and be immersed in the Veolia world for which they have a strong interest. While the networking and exchanges helped many of them orienting their career paths and/or refine their topic's thesis, others have been solicited for a work mission by our local entities.

In addition of building a pool of young local talents, this program is also the occasion for us to maintain and develop our relationships with the local schools and universities, promote the diversity of our zone and support the strategy of Nationalization which is key in all our contracts in the Middle East.

This year seven students (four different nationalities and from four different universities) have been selected to represent the Middle East.

"I enjoyed the whole learning experience with the experts, the sustainable project and site visits. Veolia Summer program was my first experience of having a summer school outside United Arab Emirates and it was really amazing. I met a lot of great people from Veolia Company and learnt a lot about environmental solutions and services in the field of water, waste management and energy in a short time. In addition, I gained new friends from different countries that share the same interest in the domain of environmental solutions and services. I would like to thank all the presenters for sharing their knowledge, expertise and encouragement."

Chaza Hoteit,
UAE - Veolia Summer
School **2015**



"There is no doubt in saying that Veolia Summer School has met my expectations. It's once in a lifetime opportunity to be part of a huge international community like Veolia and I am extremely thankful for that. Yes, every student must consider applying for this program because according to me this program can help students in implementing a right path where they can easily cooperate with industry experts and can exchange their ideas while stimulating self-awareness regarding the environmental issues in the fields of water, waste management and energy."

Fazal Balaj,
Oman - Veolia Summer
School **2015**



"Resourcing our talents"

In June **2015**, Veolia Middle East launched its first regional leadership program to grow and retain its best talents and send them back to their place of work with renewed energy, accrued ability to empower their people and relevant attitudes to better manage their team's efficiency.

The program, which took place in Dubai over a period of **10** months gathered **26** managers from **15** various entities across the region, representing a great blend of nationalities, cultures, countries of assignment, functions, genders and ages.

This initiative was developed to meet operational business needs and enhance both the motivation and capabilities of our staff. It also resulted in

successful cross sharing between the entities of Veolia and fostered a greater alignment of our top employees with the values of responsibility and creativity that we stand for.

This custom-made program enabled the participants to develop their interpersonal skills and contributed to develop their pride of belonging to Veolia becoming actors of our daily performance and innovation.

Considering the success met by this first edition, a second program is already under preparation, with a first three-day workshop to be held at the end of May, with **25** new participants.



Get Inspired*

In **2015** Veolia Middle East was initiating a cross pollination program which enables, through on the job training, a delegate from one site to get exposed to operational environment of another Veolia site in the region with the objective of bringing innovative practices back to her/ his site.

This project that allowed more than **12** employees to get exposed to other sites practices across the region was shortlisted in the frame of Veolia social initiatives contest organized each year.

In line with **2016** objectives of continuous improvement, innovation and digitalization, this program was renamed Get Inspired* and benefits now from digitalized steps.

The employee (delegate) and his/ her manager agree on the principle of an on the job training mission and commonly define their expectations, purposes and objectives.

These elements are communicated through a dedicated online form aiming at formalizing the request of the Get Inspired* mission. This Get Inspired* mission request form enables the program coordinator to identify the most relevant sites in Middle East where on the job training can be organized and performed. Contact is established with identified site's manager, feasibility, dates and draft agenda are validated as well as identification of the Mentor.

Veolia Middle East developed a specific methodology where mentor and delegate are invited:

- Meet on day one to go through the agenda, review objectives and get to know each other.
- Meet periodical to debrief achievements and prepare next steps of the mission.
- Meet at the end of the mission to discuss outputs and formalize benefits and achievements.

At the end of the Get Inspired* mission, an online evaluation form is filled by the delegate so that opportunities of improvements are identified. Today this program is deployed to the benefit of Veolia Middle East employees but is also open to our colleagues from other entities to ensure mutual understanding of relative business and to our clients' employees.

Falcons community

In **2014** Veolia Middle East conducted a project named "Phoenix" which enabled our organizations to become One Veolia. After having successfully walked this step, the challenge was to bring every manager in the organization on board of the new objectives and common vision and into a corporate culture of innovation, digitalization and continuous improvement.

To achieve such objective of sharing a common vision and culture, the Falcons community was initiated.

The Falcons community, which includes all the managers in Middle East (around **200**), aims at recommending specific learning and development

actions tailored to the needs of this audience, sharing information, sharing practices and of course developing inter personal relations so as to foster cohesion within our management teams across our activities, across the countries in Middle East, across the diversity that characterizes middle east's working environment.

This managers' community was launched in November **2015** at the occasion of the first Falcons Day in Dubai. It was the occasion for Veolia Middle East top management to share a vision, elaborate on the performance objectives and ways to reach them: innovation, digitalization, continuous improvement.



People of Veolia

According to a recent LinkedIn survey (2015), **53%** of people said they “would entirely rule out accepting a job offer from a company with a reputation for having poor job security, dysfunctional teams, or poor leadership.” Meaningless to say that if companies have a poor employer brand, they are losing out on top talents.

Inspired by the “Humans of New York” initiative launched by Brandon Stanton in **2010**, Veolia Africa Middle East launched at the occasion of the International Women’s Day **2016** a digital communication campaign featuring its employees

and how they are contributing to the company mission: Resourcing the world.

This initiative gathered short testimonies of women and men working on our regional operations sharing why they are proud of their job.

This allowed Veolia to increase the awareness of its employees’ daily jobs, and help the company build a compelling employer brand while building a meaningful community. This campaign shows the ability of Veolia to make use of social media for engaging with its employees, job seekers and stakeholders.



“Albert joined Veolia 5 years ago, he is Mechanical Supervisor in Abu Dhabi's wastewater treatment plant, he makes sure that all the equipments of the plant are available for operational use. Albert takes actions every day to protect our resources as he says “For me the world has its own resources, and we as humans are using them, but we also need to recover them.”

Albert Damo,
Abu Dhabi, UAE

“Faiza originally joined Veolia for a seven-month internship. Once completed, a job was offered to her and she accepted, that was 3 years ago. Today Faiza is working as Reporting Coordinator and she thinks water is a very critical resource of our planet - the water quality of our oceans and rivers are the principal measurement of how we live on land. Faiza is proud to work for a company that does something good for the environment, as she says “Something that makes me incredibly proud is that we are associated to the improvement of our environment not only for ourselves but also for the future generations.”

Faiza Hassan,
Wastewater Treatment Plant, Allahamah, UAE



“Jawahar is a Laboratory Supervisor in charge of checking the quality of the water produced. Jawahar thinks we are forgetting the importance and value of water as he says “water is life, without water nothing can survive on earth; we need to be more careful with it”. Therefore he tries to reuse water as much as possible; Jawahar also tries to cycle or use public transportation as much as possible.”

Jawahar Murugeasan,
Sohar, Sultanate of Oman



“Lofti is a Quality Health Safety Engineer on Saadiyat Island's district cooling plant in Abu Dhabi. He contributes to provide cooling services. Lofti feels enthusiastic about his job as he says “I am Proud because we are making people's life quality better by providing cooling while limiting the impact on the environment.”

Lofti Charafi,
Providing cooling to saadiyat island, Abu Dhabi, UAE

“Souleymane who works in procurement and is proud, as a woman, to contribute in improving the daily life of the Nigerian population, by giving more and more access to water.”

Souleymane Ramatou,
Société d'Exploitation des Eaux du Niger, Niamey, Niger



“Veronique Jacquat likes to take care of mother nature on a daily basis, and she is proud to be part of a worldwide group that cares about the environment and focuses on optimizing resources management. Veronique enjoys working with different cultures as it helps her develop new relationships and strengthens her skills.”

Veronique Jacquat,
Head Office, Paris, France

Vocational training in the Sultanate of Oman

Seureca developed, as part of its engineering projects skills transfer actions. Through sessions of training and exchange in workshops, Seureca experts contribute to the improvement of the know-how of agents exercising the environmental professions.

For example, in Oman in **2015** Seureca provided **40** training sessions to water and wastewater professionals, covering various technical and operational topics such as budgeting, hydraulics, leak search, management of unaccounted water,

or operating a SCADA (Supervisory control and data acquisition) and CMMS (computerized maintenance management).

In total, the consulting engineering company delivered to Oman **265** days of training in **2015**. These benefits are made possible thanks to the wide range of expertise developed daily by Seureca teams, their responsiveness and adaptability to local conditions.



Training and youth integration in Gabon

In terms of employment, the SEEG is among the major economic operators in Gabon. In the development of its services, SEEG (Société d'Electricité et d'Eau du Gabon) recruited **120** new employees in **2014** and **100** in **2015**. The commitment is to hire **100** additional people per year to support the growth of Gabon and meet the needs of SEEG. **10%** of these hires were for people with reduced mobility, in accordance with the signature of two hiring agreements with the National Employment Office for the young Gabonese. Since **2014**, the SEEG also strengthened its human resources policy, accompanied by **80,000** hours of training at the campus Jean Violas. These figures demonstrate the determination of the company to fulfill its public service mission. They confirm the commitment of the SEEG for job creation in Gabon and its active support for the policy of the Gabonese government for training and integration of young people into the working world.

In partnership with the Academy of Paris, and the Ministry of Vocational Training and Integration of Youth, SEEG held in June **2016**, at the campus Jean Violas, an awareness day related to the jobs of account manager, network plumber and electrician. SEEG trainer's agents have sensitized nearly **500** young Gabonese. This day was intended to introduce the candidates to the panel of proposed training and allow them to interact directly with the trainers. Organized in **12** months with an alternated rhythm of six months at the campus Jean Violas and six months in a company, courses will be certified and recognized by the State. As such, they are intended for customer services representative positions, to the Gabonese youth.

Finally the SEEG and Polytechnic School of Masuku (PS-USTM) signed in July **2016** a collaboration agreement under which licenses and professional masters will be accommodated at the campus Jean Violas located in Owendo.

Corporate social responsibility in Morocco

During the past five years, Redal one of the subsidiaries of Veolia in Morocco engaged in a social approach to improve the quality of life of the most challenged people. This is part of the company's DNA, since, by its businesses, Redal has an obligation to be concerned about the welfare of the people by ensuring their access to water, electricity and sewerage.

This approach allows Redal to support the local community and go beyond its obligations; by associating the company with real human values and confirming its commitment to corporate citizenship, vector of social development.

"Indeed, we have chosen to engage strongly with children, women, families living in poverty, but also to preserving the environment and the development of sport and culture. "Thus, we have implemented an action plan focused on five themes: The fight against school dropout, assistance to disadvantaged families, access to health, environmental protection and the promotion of sport and culture."

Bruno Collard,
Managing Director of Veolia Morocco

In order to encourage the social integration of women from disadvantaged families, Redal has implemented, over the last five years, partnerships with several organizations working in the areas of literacy and vocational training.

- **1,800** literate women
- **600** women trained in sewing
- **400** women trained in home crafts

In the context of health, Redal also renewed annually, three partnerships to improve access to health care for disadvantaged populations:

- A health caravan, which aims to help raise awareness of health risk and more specifically screening of cardiovascular risk in the disadvantaged neighborhoods of the cities of Rabat, Salé and Temara.
- A health center rehabilitation program set up by the Hassanante association, which aims to improve the access conditions to services and basic infrastructure including access to health.
- Each year, employees of Redal contribute to a blood collection operation that is organized in partnership with the Regional Blood Transfusion Centre in Rabat to contribute to this national cause.



Skills development in Niger

Major player in the access to water development policy in Niger, the SEEN operates in a context of strong urban development linked to rural exodus associated with natural population growth. This development significantly impacted the SEEN activities because of the growth demand regarding the access of potable water. On top of this, there is a need to improve the performance and streamline the customers' relationships management activities.

To support this development, coupled with an aging staff and an overall deficit of local skills, the SEEN has adopted a strategy of skills development policy alignment focused on identified needs named "Prospective Skills Development".

The goal is to position the skills development plan in the heart of human resources development.

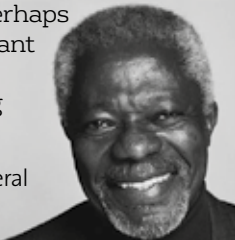
The approach is based on 4 successive steps leading to a skills development operational program, including a multi-year training, mentoring program, an exchange program between peers, partnerships and twinning, etc.

Guiding our performance: governance, ethics

Governance can be defined as the exercise of economic, political, and administrative authority to manage a country's affairs at all levels. It comprises mechanisms, processes, and institutions through which citizens and groups articulate their interests, exercise their legal rights, meet their obligations, and mediate their differences.

"Good governance is perhaps the single most important factor in eradicating poverty and promoting development"

Former UN Secretary-General
Kofi Annan.



Ethics is a cornerstone of Veolia's approach and it participates in promoting good governance. In a complex and multicultural world that is constantly changing, Veolia Ethic guide serves as a reference for all employees regardless of the geographical area.

Veolia uses awareness-raising and training activities to ingrain its ethical culture and prevent risks. Since 2004, thousands of executives and employees worldwide have been trained on topics such as ethics and business life, competition law compliance, prevention of criminal risk exposure and fraud control and prevention.

Providing a framework for practices

In addition to the Ethics Guide, Veolia has adopted several standards aimed at preventing risks. These include specific risks prevention procedures and reporting procedures. All procedures are available on the Group intranet site. Implementation of these procedures can be audited and training is also available.

The ethics committee

In March 2004, an Ethics Committee was established to examine any issues relating to ethics. It consists of three to five members selected by the Executive Committee. Its members are under strict obligation to act independently and maintain confidentiality. They may not receive instructions from the General Management and cannot be dismissed during their term of office (four years renewable).

The Ethics Committee makes recommendations concerning Veolia's fundamental values. It ensures that the Ethics Guide is accessible to all.

Any employee may refer any matter relating to ethics to the Ethics Committee, which may also deal with such matters on its own initiative. It may carry out "ethics visits" to operating sites. During such visits, individual interviews are conducted with a representative sample of employees. The aim is to assess the employees' level of ethical maturity, their knowledge of the Group's values, the ethical problems they may encounter, and the training they receive or that they provide on the subject.

.....

The whistleblower

Any employee who suspects a failure to comply with the rules set out in the Ethics Guide can refer the matter to the Ethics Committee. This whistleblowing procedure can be used when the said employee considers that informing his or her direct line managers could result in difficulties or when the employee is not satisfied with the response from the latter. The committee is authorized to hear any employee, the auditors, and third parties or request the assistance of any department of Veolia or external experts.

Stakeholders engagement

Understanding and responding to the needs of our stakeholders is a key component of Veolia' sustainability agenda. The ongoing dialogue with our stakeholders strengthens our commitments; we endeavor to continuously improve our economic models and our tenders, whether they are targeted at public or industrial clients. By doing this we can tailor our services in a way that improves the experience of those who access them and builds strong and long-standing partnerships.

In Niger, the Société d'Exploitation des Eaux du Niger (SEEN) has developed a new framework for employer-employee dialogue enabling it to improve the human resources management rules inherited from the original state company, while still taking account of the stakeholders' concerns. As it applies to the 630 existing employees and all operatives hired after this date, it will help improve performance in the areas of employer-employee dialogue, medical cover and access to healthcare, remuneration system transparency, career management and training.

Did you know?

The Ibrahim Index of African Governance (IIAG) measures the quality of governance in every African country on an annual basis. It does this by compiling data from diverse global sources to build an accurate and detailed picture of governance performance in African countries. The IIAG assesses progress under four main categories: safety and rule of law, participation and human rights, sustainable economic opportunity, and human development.



Out of 54 countries in Africa, 33 of them have shown some overall governance progress since 2011.

The results of the 2015 IIAG reveal that overall governance progress in Africa is stalling. Improvements in Participation & Human Rights and in Human Development are outweighed by deteriorations in Safety & Rule of Law and Sustainable Economic Opportunity. Over the last four years, only six countries out of 54 were able to achieve progress in all four components of the Index. If we drill down a little further, to sub-category level, gains achieved in Participation, Infrastructure or Health are of course heartening, but the drops registered by National Security, Rural Sector, and, most of all, Business Environment, are cause for concern.

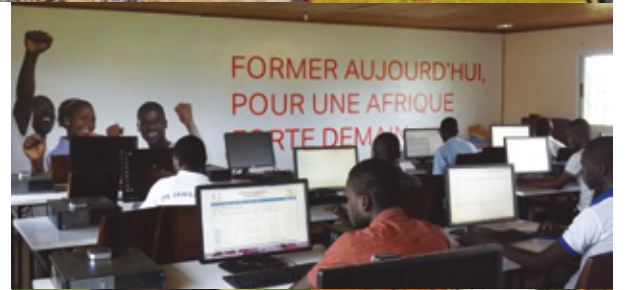
Source: Mo Ibrahim Foundation, 2015 Ibrahim Index of African Governance, executive summary



RESOURCING THE WORLD IS NOT ONLY OUR MISSION, BUT ALSO OUR CONTRIBUTION TO **SUSTAINABLE ECONOMIC DEVELOPMENT AND SOCIAL PROGRESS OF AFRICA MIDDLE EAST.**



TOGETHER COMMITTED TO THE ENVIRONMENT



INNOVATION AND PERFORMANCE ARE CATALYSTS FOR GROWTH



This image shows a full-page view of a digital note-taking application. At the top, there is a dark gray rectangular header bar with the word "Notes" written in white, sans-serif font. Below this header, the rest of the page is filled with horizontal, light gray lines, providing a space for writing notes. The lines are evenly spaced and extend across the entire width of the page.

Veolia Photo Library: Alexandre Dupeyron, Olivier Guerrin, Gilles Hureau, Stéphane Lavoué, Christophe Majani d'Inguibert, Jean-Philippe Mesguen.

Design and production: paristokyo™

Resourcing the world

www.veolia.com/middleeast • www.veolia.com/africa

 Veolia Middle East / Veolia Africa •  Veolia Middle East / Veolia Africa