



Resourcing the world



# RESOURCING A SUSTAINABLE FUTURE TOGETHER

Our current progress and a look ahead

SUSTAINABILITY REPORT 2020  
VEOLIA IRELAND AND NORTHERN IRELAND



Together,  
we're making  
a difference

If the COVID-19 pandemic has taught us anything, it is how essential it is that we care for and protect one another. Keeping people safe and secure in uncertain times is more important than ever.

The virus also reminds us of the planet's fragility. Protecting and preserving our natural environment is critical if we are to sustain life on Earth.

As we face up to the new economic, social and environmental challenges that COVID-19 has presented, companies like ours are well placed to take action – and help others do the same.

Throughout this latest Sustainability Report, we demonstrate how we are already helping communities and businesses rise to the challenge. They are using more clean energy, recycling more of their waste, and finding ways to reduce the volumes of water they use. All to make their products and services more circular.

Every day, the employees of Veolia Ireland and Northern Ireland deliver tangible solutions that are making a difference by finding efficiencies, reducing costs and lessening the environmental impact of all of our actions.

But more importantly, we are working collectively with our customers, suppliers

and the residents who live in the communities in which we operate to build back stronger and create more resilient and more sustainable organisations that will be able to survive and thrive - now and in the future.

We made some significant progress in sustainability in 2020 and we're excited to continue that progress – and go further – for people, customers and the environment as part of our Impact 2023 strategy and the green recovery.



**GAVIN GRAVESON**

*Executive Vice-President,  
UK & Ireland*

RESOURCING  
A SUSTAINABLE  
FUTURE  
TOGETHER

At Veolia, we are committed to a multi-faceted performance that aims for a new balance between economic, social and environmental demands. This approach is a powerful driver for recovery from COVID-19, and for creating a positive impact on our people, our customers and the sustainability of our society in balance with the planet. This has been the mission of our business for more than 160 years.



**A shared approach to progress**

Multi-faceted performance shows just how far the way we conduct and develop our business has evolved. As a Group, we assess our operations based on financial, environmental, commercial, HR and social criteria to develop holistic solutions.

**UN Sustainable Development Goals (SDGs)**

Continuing from last year, we are also mapping our performance against the UN SDGs, 13 of which are directly relevant to our activities.

This latest Sustainability Report, shows how right across the island of Ireland, Veolia's team is continuing to deliver sustainable solutions for our customers and our communities, while looking after our people.



**JOHN ABRAHAM**

*Chief Operating Officer - Industrial, Water & Energy UK; Country Director for Ireland*

Throughout 2020 we continued our active involvement in Business in the Community in Ireland supporting the **Sustainability: Beyond the Rhetoric** series of high level webinars. We continued our involvement in the Low Carbon Pledge which we signed in 2018.



**SINÉAD PATTON**

Chief Financial and Commercial Officer, Veolia Ireland and Regional Director - Veolia Northern Ireland

Our 20-year Energy Performance Contract with St James's Hospital in Dublin is a great example of how we use our expertise in energy to help society, communities and our customers to improve energy efficiency, reduce CO<sub>2</sub> emissions and costs. This contract delivers long term, sustainable benefits.



**FERGUS ELEBERT**

Regional Director - Energy, Industrial Operations and Facilities Management

The way our teams responded to the COVID-19 pandemic is an incredible example of business continuity in action. We adapted our waste management services to deal with increased demand. Our water operations teams kept our water, wastewater and sludge treatment facilities fully operational. Our industrial customers were able to continue production as our teams delivered reliable, secure energy and utilities. But, most importantly, we changed the way we work to keep our people safe and healthy at all times.



**DECLAN WHITE**

Regional Director - Water and Hazardous Waste

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# Our response to COVID-19

As our governments implemented a range of exceptional measures to curb the spread of the COVID-19 virus, Veolia responded by continuing to deliver essential services to our customers and communities while minimising the risk to our employees.

## Business continuity



Business  
Continuity  
Management

By prioritising Business Continuity Planning, any impacts to our employees, customers and operations were minimised. Our certified ISO 22301 Business Continuity Management System (BCMS), which is audited externally, delivered direct benefits. The BCMS is championed by the Chief Risk and Assurance Officer who ensures the Business Continuity arrangements are in alignment, meet corporate objectives and support customers.

## Crisis management



We also set up a COVID Response Team (CRT) chaired by the Chief HR Officer and supported by the Chief Risk and Assurance Officer. It comprised experts in Health & Safety, Risk & Assurance, Business Continuity, HR, Operations, External Affairs, Internal Communications and Supply Chain.

This team was fundamental in shaping our robust response to the pandemic. Through regular meetings, risks were mitigated and new threats and concerns reviewed. We delivered an effective response that safeguarded the interests of all stakeholders.



## How our teams responded

Our teams worked together with our customers to ensure the best response to their evolving requirements during the pandemic. We also adjusted our internal activities to provide full support to our operations teams and looked at ways in which we could help the wider community.

**Donating 11,500 pairs of protective gloves** to local hospitals in Cork having agreed with a customer that these were surplus.



**Performing critical maintenance tasks** at customer sites, while still adhering to the social distance requirements.



**Helping teams transition seamlessly to working from home** using our well-established remote working IT system within our SATAWAD philosophy.

**SATAWAD**  
UP to collaboration  
and beyond



Testing wastewater as part of a project put in place by the Department of Agriculture, Environment and Rural Affairs in Northern Ireland to **help develop a COVID-19 early warning system.**

Department of  
**Agriculture, Environment  
and Rural Affairs**



Continuing our policy of **working with our district heating customers** to manage any difficulties in paying their bills.



Advising our industrial customers on the importance of **correctly managing ventilation and air conditioning** to minimise the risk of spreading COVID-19 in production facilities.



**Proactively organising extra tankers** to help manage additional hazardous waste.



Conducting team and customer meetings using **online video.**



**Managing energy usage remotely** using our Hubgrade platform to minimise visits to sites and facilities.

**Hubgrade**

**Adopting a calm attitude and team effort** to keep water and wastewater treatment plants operating.



**Delivering training courses online** by our People Development and Health & Safety teams.



**Diverting fruit boxes** normally delivered to our office to hospital staff in partnership with The Fruit People.

**THE  
FRUIT  
PEOPLE**

**Introducing remote handover procedures** between shift teams to minimise contact between people.



# People



## Health & Safety

### Mental health awareness



During 2020 we placed a special emphasis on mental health and wellbeing as the COVID-19 restrictions impacted our people in different ways, starting with the Bright Side Newsletter which was initiated and published weekly from April to August 2020. This focus continued into our International Health & Safety Week in September.

The next phase of this strategic programme included a series of local events in Veolia Ireland. These included videos from our Regional Directors speaking about their approach to mental health and wellbeing and a special series on mental fitness prepared by an external partner to our CPD team. These complemented the resources available from our Employee Assistance Programme.

In addition, we ran a special virtual Lunch and Learn event on mental wellbeing and made it the focus of one of our virtual Connectors meetings, where circa 70 senior and middle managers come together three times a year.



### Safety statistics

Our LTIFR\* was

**3.03**

with Combined Days Lost as % Total Days Worked of

**0.14%**

**1,641**

opportunities to prevent injury were reported

\*LTIFR = Lost Time Injury Frequency Rate.

The Frequency Rate is the number of accidents per one million hours worked that resulted in lost time or modified duties.



## Human Resources

We launched our four year HR Strategy based on four pillars.



STAKEHOLDER  
ENGAGEMENT



FUTURE OF WORK



PURPOSE LED



CHANGE CAPABILITY

## HR Highlights

Total number of  
employees at the  
end of 2020 was

**669**

We hired

**70**

new people

Our approach to  
succession  
planning led to

**23**

internal promotions

**24%**

of employees took  
up the option  
to buy shares  
in Veolia

## Learning and Development

As part of our drive towards digitisation, a new learning and development platform called SABA was launched in 2020. Accessible everywhere, this platform puts employees in control of their learning and development. It is changing how we learn at Veolia by allowing employees to browse and book courses and accreditation updates online, anytime, anywhere. In 2020, we recorded 35,589 hours of training, almost tripling the number of hours recorded in 2019.



Our sponsored education programme allows employees to participate in courses offered by educational institutions as part of their career development plans.

In January 2020, Veolia was re-accredited as an Engineers Ireland CPD Accredited Employer. Veolia was awarded the highest possible award: full three-year accreditation. The Engineers Ireland CPD Accredited Employer award demonstrates Veolia's commitment to the professional development of our staff.

In 2020  
we recorded  
**35,589**  
hours of training





## Employee Engagement Survey

Every year we carry out our “Voice of Resourcers” employee survey. Employees are encouraged to share their views on working in Veolia. We use the feedback to constantly improve our employee experience.

### 2020 key numbers

Participation rate:

**62%**

Overall engagement score:

**89%**

Recommend working for Veolia:

**83%**

Veolia took the right steps to respond to the COVID-19 pandemic:

**91%**  
positive

Proud to work for Veolia:

**88%**  
positive

## Diversity and Inclusion

#weare  
**RESOURCERS**

Our 2018-2020 inclusion strategy focuses on:

1. **Building** inclusive teams with the right skills for success
2. **Increasing** STEM and intergenerational working
3. **Developing** the talent pipeline

### In 2020 we:

Marked **International Women’s Day** by bringing all our female colleagues together throughout our offices in Dublin, Fermoy, Kilkenny and Belfast to share thoughts and experiences on being a woman in the traditionally male Environmental Services sector.

It was a fantastic opportunity to take the time to discuss how we can work together to challenge stereotypes and persuade more women to pursue careers in organisations like Veolia.



Photo taken before COVID-19 restrictions were introduced

Created a series of video interviews with a selection of people from all aspects of our business. These videos, entitled **We Are Resourcers**, showed the diversity of people, skills and experience we have in Veolia Ireland.

Welcomed **five new graduates** during the year with **two apprentices** participating in a four year apprenticeship.

Expanded **EQUAL**, our internal network committed to building a more inclusive workplace for all employees at Veolia. The group plays an important part in sharing our colleagues’ stories and experiences around inclusion and diversity.

Continued to work closely with BITC Ireland as part of the Leaders Group on Sustainability **sub group on Diversity and Inclusion** building on the Inclusive Employer Blueprint.



### Focus for the future:

Implementing our HR Strategy and our 2021-22 Inclusion Strategy

# Social

# 10

YEARS

## OF VEOLIA CONNECT



### Global awareness days

We use relevant global awareness days to talk internally and externally about what we do as individuals and as a company to live our mission to resource the world and protect our planet.



For **Earth Day 2020** we challenged our teams around Ireland to take one action, big or small, to mark Earth Day. The response was incredible! Across Ireland and Northern Ireland we all took part in a huge variety of activities to help celebrate and protect our planet. We turned off lights to save energy. We ran, walked and cycled instead of driving. We planted trees, wildflowers and other plants. We reduced our water usage and composted our food waste.



We also shared a series of posters created by our experts in water, waste and energy giving tips on how to reduce resource consumption at home, in the office and on industrial sites.

### Veolia Connect community fund

Veolia Connect celebrated 10 years of supporting community projects right across Ireland and Northern Ireland where our employees are personally involved. Each year we open up three rounds of funding so that our employees can help improve their local communities, thereby building Veolia's connection with the places where we live and work.



**10 YEARS**  
of Veolia Connect



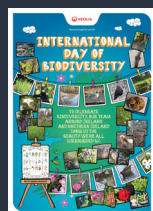
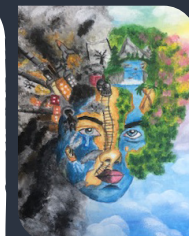
**307 APPLICATIONS**  
from 24 counties



**120 PROJECTS**  
funded to a total of  
**€150,000**

Types of projects included environment, education, community, disabilities and sport.

In the lead up to **Environment Day 2020**, we held an art competition for the children of Veolia's employees. Their task was to explain, through the medium of art, what they thought our mission of Resourcing the World meant to them. The winners were announced on Environment Day.



To celebrate **Biodiversity Day 2020**, our teams all across the island of Ireland showed us the beauty that surrounds us by sharing photographs of biodiversity in their localities. We also launched our own internal biodiversity group, which aims to boost biodiversity at our sites and offices.



## Fundraising and community support

Despite the restrictions implemented due to the COVID-19 pandemic, Veolia's employees continued to engage in fundraising activities to support local charities.



In Northern Ireland our teams donated over **50 gifts and £420 in cash** to the Cash for Kids Christmas appeal.



Two volunteers helped out once more at Mission Christmas HQ, and we have a volunteer working with Age NI on their Check in and Chat service.

Also in Northern Ireland, we continued our support for Euston Street Primary School and visited Glenwood Primary School as part of the Young Enterprise Our City and Our Community and the Business Beginnings programmes.



The Finance/Legal team in Ireland completed the Irish Cancer Society Marathon in a Month in July 2020 to raise money and support this important charity.

Our HR team took part in the 100 Miles in a Month challenge to support the Mater Foundation.

**Together we raised €4,873.**



### Focus for the future:

Target increased CSR goals for 2021-2022 and deliver increasing benefits for our teams and communities.

# Environmental



## Waste recycling and reuse in 2020

Total waste managed:  
**96,817 TONNES**

Waste recovered:  
**60,819 TONNES**

Waste disposed:  
**35,998 TONNES**

SLF:  
**19,168 TONNES**



We are continually looking to improve our carbon footprint reporting. So, from 2021, we will produce an independent carbon report to increase our transparency and accountability.

## Biodiversity

Veolia in Ireland and Northern Ireland signed up as a business supporter of the All-Ireland Pollinator Plan. We assembled local teams to develop plans for our sites in Fermoy, Kilkenny and across Northern Ireland to make those sites friendly to pollinators and to local biodiversity. We installed biodiversity boards across our Northern Ireland treatment sites and grass cutting cycles were lengthened at other sites.



As the COVID-19 pandemic restricted our on-site work, we switched to encouraging our staff to think about biodiversity at home. We ran an internal webinar entitled "Introduction to Biodiversity" and a Lunch & Learn session on Propagating Biodiversity, presented by Jonny Agnew from our Duncrue Street facility in Belfast.



## Raising awareness and promoting discussion

Veolia was pleased to support the Business in the Community (BITC) Ireland's **Sustainability. Beyond the Rhetoric** webinar series. These one hour high level sessions featured international speakers discussing how we can drive change on Environmental, Social and Governance (ESG) issues as we build a new post-pandemic economy. Sinead Patton was a speaker in the Social webinar.



We were also delighted to share our experiences of helping our customers to become more circular with the attendees at a **Demystifying the Circular Economy** webinar organised by BITC Ireland. Declan White was one of the panellists.

The aim of the France Ireland Chamber of Commerce **Climate Response Working Group - La Vie en Vert** is to work to harness the actions taken by member companies towards mitigating the impact that human society is having on our planet. Aine Murray is deputy chair.

Veolia is proud to be a signatory of the **Low Carbon Pledge** powered by BITC Ireland. The goal of the Pledge is to reduce our emissions intensity by 50% by 2030. Cormac Nevin represents Veolia on the Low Carbon Sub Group of the Leaders Group on Sustainability.



Drawing on our experience across the UK and Ireland, as well as our work on the ground, we contributed to Northern Ireland's **Public Consultation on Recycling**.



## Focus for the future:

Focusing on Scope 1, 2 and 3 emissions and signing up to the Climate Action Pledge in Northern Ireland.

# Commercial



Energy



## Feature Contract: St James's Hospital



ST. JAMES'S  
HOSPITAL



St James's Hospital in Dublin signed an Energy Performance Contract (EPC) with Veolia in partnership with the Carbon and Energy Fund Ireland (CEFI).

Under the EPC agreement, Veolia will install and operate energy-efficient equipment in the hospital. The 20-year contract will deliver €26 million in guaranteed energy and operational savings. The hospital's carbon footprint will be reduced by approximately 118,380 tonnes, cutting electrical consumption by 26% per annum. The new energy-efficient equipment will also reduce the dependency on the National Grid and places the hospital in an optimum position to reach its 2030 climate targets.



We mobilised a new utilities management contract with a **global leader in animal health** in Co. Wicklow. This contract was mobilised at the height of the pandemic in full compliance with all guidelines. We are providing Hard FM services while also managing the Wastewater Treatment Plant and will be providing waste management services as production increases.



A **pharmaceutical production site** in Co. Clare is in the process of being decommissioned and restored to a greenfield site. Veolia is providing facilities management services including management of all subcontractors as part of a five-year project.



Our utilities management and waste management contract with a **major food ingredients manufacturer** in Northern Ireland was renewed. During the previous contract we delivered an 83% improvement in reliability and a 30% improvement in energy performance while facilitating a move to seven-day production.



## Water

We completed a major upgrade to the **Liscarton Water Treatment Plant**, which supplies drinking water to 40,000 people in Navan, Co. Meath. As part of the upgrade we replaced and upgraded all infrastructure to ensure compliance with Irish Water Design Specifications and European Union Drinking Water Regulations. The plant can now produce 12.8 million litres of drinking water per day.



An upgrade to **Mullinahone Wastewater Treatment Plant** in Co. Tipperary improved the performance of the plant to ensure compliance with Urban Wastewater Treatment Regulations, the EPA wastewater discharge licence and Irish Water Design Specifications. The project, which involved the replacement and upgrade of all infrastructure, will also accommodate future growth and development in Mullinahone and the surrounding area.



We upgraded an **Effluent Treatment Plant** for one of the largest pharmaceutical facilities in Cork. The upgrade, which included the installation of Veolia's patented Actiflo system, will improve the quality of water treatment to meet the EU Best Available Technology directive.



Our waste team facilitated over 42,000 hours of production for a **global pharmaceutical company** in Cork over a five-year period by assessing and classifying 566 waste streams, managing 450,000 tonnes of waste and improving recycling rates by over 50%. This was achieved with no Lost Time Incidents and no Environmental Incidents.

A **leading speciality chemicals company** used our hazardous waste expertise to help them deal with a potential incident. They noticed that one of their chemical drums was leaking, having been damaged in transit. With full BE and PPE required, all 62 drums in the consignment were repacked and made completely safe.



During the COVID-19 pandemic we used the power of our European network of hazardous waste facilities to guarantee the extra capacity required by our customers to keep treating waste in a safe and compliant way with no business interruption.

## Waste



**Focus for the future:**

Working with our customers to create a roadmap to zero carbon.

# Economic and financial



## Investment in technology infrastructure

Over the last few years, Veolia has invested significantly in upgrading our IT infrastructure.

Our approach is to provide all Veolia employees with a secure and mobile workplace so that our teams can access the information they need, when and where they need it.

Additionally, we implemented a suite of collaborative and easy-to-use tools to allow all team members to work together on the same file, at the same time, across their different devices.

We have redesigned the way we work to make faster decisions, act in an agile way and harness the power of our people, as well as our technology, in a safe, secure way.

## Business continuity



The real impact of this investment was felt during the COVID-19 pandemic. Almost overnight, entire teams were able to change from office-based work to remote working. Administrative and support staff on customer sites could continue to provide the support the front line teams needed, but without having to go to site. On-site teams providing essential services continued to have full access to all the IT systems they needed to do their jobs.

Our investment allowed us to keep our employees safe and continue to collect and treat waste, operate water and wastewater treatment plants and deliver secure, reliable supplies of industrial utilities.

## Business as usual

As well as continuing to deliver for our customers, we were also able to continue to support our employees.



The AVA tool we deployed allows us to track health and safety performance across the business to keep our employees safe.

### VMS

VMS, the Veolia Management System, gives instant access to all approved policies and procedures to maintain the highest standards of performance.

### saba

The SABA online learning platform allows our employees to keep up to date on the skills and engage in Continuous Professional Development.



## Focus for the future:

Continued development of our Hubgrade platform, which uses real time reporting to improve customer performance.



## Resourcing the world

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