

Position paper:

Learning and Development



April 2013



At a Glance.

The energy, hard work and dedication of our people is a **vital ingredient** to drive success.

It's vital that staff throughout our organisation have the education and skills they need to help them deliver our service to maximum effect.

People perform best when they feel motivated, valued and believe they are achieving their full potential.

Where we Stand.

At Veolia one of our overarching aims is to be an **Employer of Choice**. We have a People Strategy in place that encompasses four main objectives:

- 1 To provide skilled employees to meet the growing needs of the business
- 2 To create a culture of performance
- 3 To build a customer-focussed agenda
- 4 To be the best, the reference in which people look to for leadership

Together they form the pillars of our Learning and Development Strategy to create a highly engaged workforce. A strategy that places great emphasis on the continued education of our people, so they are able to deliver the best service to our customers.

The Situation.



In today's competitive environment customers expect nothing less. That's why organisations must demonstrate a **commitment** to the education and training of all their employees.

There are two key elements which **drive the success** of Veolia Environmental Services.

The first, as you'd expect from a commercial organisation, is our shareholders' funds and financing that enables us to invest in business opportunities.

The second, which we deem to be equally as important, is the energy, hard work and dedication of our people. So it's vital that staff throughout our organisation have the education and skills they need to help them deliver our service to maximum effect.

People perform best when they feel motivated, valued and believe they are achieving their full potential. But how customers feel is important too. When framing any learning and development programme it is essential to understand, and

address the fact, that customers have high expectations. So staff must have the right technical skills to perform their roles as well as being customer focussed and prepared to go the extra mile.

Today's recycling and waste management industry is rife with change;

Changing regulations
Changing technology
Changing solutions
Changing environment.

Treatment and disposal has moved from 'shift and dump' to a vast array of collection methods, treatment technologies and disposal options.

It's also become one of the most complex and regulated areas in UK industry. Employees, both new and old, must possess the most up-to-date skills and knowledge if they are to deliver the very best, sustainable service.

In today's competitive environment customers expect nothing less. That's why organisations must demonstrate a commitment to the education and training of all their employees. After all, it is the effectiveness of a company's learning initiatives that will ultimately contribute to its future success.

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Campus Veolia

Campus Veolia plays a key role in enhancing the skills and capabilities of every employee in the Group – from Senior Executives to Apprentices and school leavers to long serving members of staff. Recognised by leading institutions, it became the first organisation in the UK to achieve full accreditation from Standards Verification UK, part of the Institute of Learning. OFSTED also reported that the Campus was “Outstanding in terms of achievements and standards”.

Veolia take two approaches to learning

We provide learning, education and development in two principal ways:

- 1 Through in-house training based around Campus Veolia, our dedicated learning and development arm.
- 2 Through a variety of external providers.

Campus Veolia is our preferred approach because it allows us to tailor programmes to our specific requirements and make them specific to our business and its culture. But we also recognise that some areas of development are best delivered by specialists.



Talent programmes

Our three Talent Programmes are designed to suit individuals of all abilities.

- 1 The Talent Forum** provides a platform for growth and development for people with aspirations and abilities to work at a senior level.
- 2 Fast Track** is a high-profile talent programme for staff who want to progress into new or bigger leadership roles.
- 3 Our 2-year Graduate Programme** is designed to take academic graduates with an aptitude for commercial leadership and transform them into future operational managers.

By growing and managing talent in this way, we believe we can help everyone to develop the skills to take on any challenge. Skills that they will need to make sure our business and the greater resulting economy is a success in the future.

A range of accredited qualifications

We believe it is important to provide our staff with a recognised qualification because they gain formal recognition for their efforts. Our qualifications include:

National Vocational Qualifications

Developed in partnership with the City and Guilds Institute and other providers, from Level 1 in Waste Management to Level 4 in the Certificate of Technical Competence.

Apprenticeships

An ambitious programme for over 300 Apprentices that provides an opportunity to learn on the job and qualify for a variety of roles.

Supported learning

We also support employees, both financially and with study time, to gain qualifications externally, including degrees, MBAs and chartered status.

Teaching techniques

We prefer a blended approach to learning that uses a mix of techniques.

From on-site visits to dedicated classroom environments, role play, written assignments and on-line learning. We also recognise the importance of getting our employees feedback on our approach so we can continually refine it.

The importance of career pathways

At Veolia we know that internal mobility is key to maintaining a robust, dynamic and highly skilled workforce. It helps to avoid losing quality people and incurring high recruitment costs. We aim to encourage it wherever possible by providing career opportunities, talent programmes and succession planning to continually transfer skills around the business.



Where do you stand?

Join the debate at: www.veolia.co.uk