



**Sector: Beverages**

**Employees: 18,000**

## **Criteria 19: The COP describes CEO commitment and leadership.**

### **Description and implementation process:**

To ensure a structured CSR engagement throughout the decentralised Pernod Ricard organisation, a high-level CSR management strategy was put in place

- Joint governance of Human Resources & CSR: Extension of the Human Resources Managing Director's responsibilities to include CSR;
- The board reviews and evaluates the CSR Strategy through the nominations, governance and CSR committee;
- The Executive committee and the affiliates' managing directors have a part of their bonus linked to CSR Performance;
- A CSR Advisory Committee created at Group level, gathering senior people from all regions and functions (legal, HR, operations, CSR, public affairs, communication). Its main roles are to facilitate the implementation of CSR, to offer support to affiliates and provide analyses and recommendations on strategic CSR issues;
- A network of CSR leaders was developed in 2011, comprising employees from the affiliates' management team (or N-1) from more than 80 countries, and whose main role is to implement the CSR strategy at a local level; they are trained twice a year to allow for continuous training on CSR and on emerging issues.

### **Challenges encountered and response(s) provided:**

In 2011, when the Group implemented this high level governance strategy, the CSR objectives of the top management were, most of the time, qualitative. CSR Leaders found it sometimes challenging to engage their top management on key topics related to CSR or to evaluate the affiliate' CSR performance concretely. In 2014, quantitative objectives have been defined. It has allowed to strengthen top management involvement.

## **Impact and results:**

Thanks to the implementation of this dedicated governance, Pernod Ricard has gained in maturity on CSR and is now one of the Leaders in CSR in the beverage industry. The Group has a successful and dynamic network, greatly committed.

It is confirmed by the evaluation of the CSR rating agencies. For example, Pernod Ricard was ranked 9th in VIGEO ranking (CSR Rating agency) in the beverage category in 2011 and is now ranked 1st (2014 rating).

## **Links to reference documents / Links for more information:**

Link to reference document 2013/2014: [Click here](#).



**Sector:** *Gas, Water & Multi utilities*

**Employees:** *202,8000*

## **Criteria 19: The COP describes CEO commitment and leadership.**

### **Description and implementation process:**

Professional risks prevention, health and safety at work are the core values of Veolia, the leader in environmental services.

In 2013 at the headquarters of the International Labour Organization, Veolia, represented by its CEO, signed the Seoul declaration recognizing the fundamental human right to safety and health at Work.

At the beginning of 2015 the Veolia Chief Executive Officer renewed his commitment to health and safety at work for the entire workforce and to training as well as social dialogue.

The continuous improvement approach to prevention, health and safety at Veolia is supported at the top level of the company; it has been formalized by the CEO's commitment and is structured around five key areas:

1. Involving all the management chain of command;
2. Training and involving all the collaborators;
3. Improving communication and dialogue;
4. Improving risk management;
5. Monitoring health and safety performances.

The aim of the approach is to support and reinforce the efforts already undertaken to guarantee the physical and psychological integrity of all the collaborators from the organization and of the suppliers, sub-contractors and joint-venture partners involving them in the process.

## Challenges encountered and response(s) provided:

To avoid major accidents causing bodily injuries the Group implemented a procedure for immediate action over its whole perimeter.

The aims of this procedure are:

- Standardizing the analysis process of accidents causing bodily injuries in order to determine the preventive and corrective measures at all the levels of the organization;
- Describing the rules to communicate and share the information internally and externally;
- Making available tools for operational help

This procedure is sent to all the structures of Veolia; it concerns the Group's employees, temporary staff, subcontractors and contractors as well as any third parties involved.

## Impact and results:

To show commitment, the management, the members of the Executive Committee up to the first level of management are invited to make field visits dedicated to safety and to exchange regularly with the collaborators on good practices and safe behaviors. In addition, a criterion for improvement in the performance of prevention, health and safety is included in the global assessment of the managers' performance and in the calculation of their bonuses.

The Group sets itself the objective of a frequency rate of less or equal to 6.5 by 2020.

Reinforcing prevention and analyzing accidents are two essential elements of the social dialogue.

In 2014, almost 220 new agreements relating to health and safety were signed to cover the activities worldwide.

## Links to reference documents / Links for more information:

Link to the CSR Performance Digest (pages 137 to 141): [Click here](#).