



WORKING IN PARTNERSHIP

CAMDEN

ANNUAL SERVICE REPORT
2017 - 2018



This annual service report provides information relating to the performance and service delivery of the contractual agreement between Camden and Veolia in 2017/18, as outlined in the Contract Management Schedule. It consists of this document and three appendices which provide additional detail on structures, fleet and health and safety.



Statement from the Contract Manager

The new contract gave us extra responsibilities with the inclusion of Communications & Education and Call Centre teams supporting the Operational Services. Introduction of fortnightly refuse collections and a move to a more flexible outcome-based cleansing service were some of the early challenges we faced but performance has steadily improved and we now feel we are moving in the right direction.



Russell Griffiths
Senior Contract Manager



Statement from the Client

The new contract is focused around an outcomes approach, with Veolia taking increased accountability for increasing recycling, maintaining a clean borough, customer services and public engagement. The recycling-led solution is paying dividends with an improved recycling rate of 30.3% in 2017/18. Performance across the

contract continues to progress with improvement areas for 2018/19 detailed at the end of this report. We look forward to developing the partnership over the coming years.

Richard Bradbury
Head of Environment Services



CONTRACT OVERVIEW & PARTNERSHIP STRUCTURE

Camden's Environment Services Contract with Veolia started in April 2017 and is managed and monitored with a view to the contract outcomes, which are:

Managing
Camden's local environmental quality to an agreed standard

Maximising
recycling - minimising waste and driving up reuse and recycling

Driving
extra surplus from business recycling and waste services

Increasing
local employment opportunities and local economic development



The contract outcomes are managed through key outcome and annual targets, performance indicators, and agreed methods of measurement in line with the Contract Management Schedule and Payment and Performance Schedules. Performance reports are reviewed monthly and a live dashboard and daily data sets are used to review daily performance. Financial deductions penalise Veolia for failures to meet key targets across different areas of the service. Details of Veolia and Camden structures are in appendix 1.

In order to meet these outcomes, service policies were developed which comprised:

- Providing wheeled bins for the storage of residual waste, where suitable, and branded sacks, where wheeled bins are not suitable, which restrict the amount of waste residents can put out (e.g. no side waste)
- Weekly dry recycling and food waste collections
- Same-day residual waste, dry recycling and food waste collections
- Fortnightly residual waste collections in some areas of the borough
- Property boundary collections where residents present their bins/sacks
- Weekly collections of household batteries, small electrical items, textiles
- Nappy collections for families with children under the age of 2.5 years or incontinent residents
- Charged-for seasonal garden waste collection service

The contract has been operational for 12 months and progress of service implementation against the service policies are:

- Around 20,000 low-rise properties have wheeled bins for the storage of residual waste and 50,000 houses split into flats or flats above shops have orange branded sacks collected from the boundary of their property
- Bags are delivered to properties every six months providing each property with either two bags a week or four a fortnight
- Properties receive a weekly collection of recyclables, food waste, household batteries, small electrical items, and textiles, which is on the same day as residual waste collections
- Around 36,000 properties, mainly in the north of the borough, receive fortnightly residual waste collections
- There are around 1,200 users of the weekly nappy collection service and over 4,700 subscribers to the chargeable garden waste service
- Camden informed residents that waste must be presented in wheeled bins or orange bags for collection but we continue to collect any additional waste presented for collection in black bags. This means that currently the waste restriction/no side waste policy has not been introduced

CONTRACT DELIVERY CHALLENGES IN 2017/18

Implementation of the policy changes presented a number of challenges and required additional temporary resources, taking three months for services to bed in, and return to business as usual. Challenges in the 2017/18 implementation are outlined in the following sections:

- There was a **high level of customer contact through the Veolia call centre** in the early weeks of the contract with a daily average of 1,900 calls in the first week and 1,000 calls in the second week. Call centre resources increased along with operating hours and days for five months following implementation.
- **Requests for containers were very high** early in the contract, with over 40,000 requests in the first four months. Additional delivery crews were required to meet demand and Camden's Post Room supported by posting food caddy liners to residents.
- Over the first three months of the new contract, many residents continued to place **garden waste** for collection on their normal collection day believing the free collection still occurred, even though Camden had over 3,600 subscribers at that point. Old containers were removed and streets continued to be monitored by officers for an additional couple of months.
- A **spike in missed collections** was an expected result of such a significant service changes. There were several contributing factors including residents getting used to new collections and collection days, crews getting used to new rounds, and in particular, residents now required to present their containers for collection, rather than operatives collecting containers from anywhere on their property. Container presentation required a significant change of behaviour for Camden residents and continues to be an issue that Camden and Veolia staff are reinforcing to residents.
- The service changes negatively influenced **resident satisfaction**, particularly in the early weeks of the contract which is reflected in the decrease in satisfaction in the Annual Resident Survey.



ANNUAL CONTRACT TARGETS

Annual contract targets are shaped around the contract outcomes and are listed below in table 1 along with the 2017/18 outcomes.

Annual Contract Target	Definition	2017/18 Target	2017/18 Outcome	Difference
Household recycling target	Increase collected household recycling tonnages	33% see explanatory note below	30.3%	-2.7%
Cleansing standards target	% of areas falling below Grade B standard	Litter: 6% Detritus: 5% Graffiti: 3% Flyposting: 1%	5.74% 5.01% 7.18% 4.81%	0% 0% -4% -4%
Customer satisfaction target	Maintain a high level of customer satisfaction year on year	Refuse collection: 72% Recycling services: 68% Street cleansing: 72% Customer services: 90%	62% 59% 65% 84.8%	-10% -9% -7% -5.2%
Environmental	CO ₂ emissions	2,648 tonnes	2,556 tonnes	4% reduction in CO ₂ emissions
Business recycling and waste service targets	Increase the number of business customers in the recycling portfolio	+5%	+9%	+4%
Social return on investment (SORI) target	Improve the social value associated with the contract	£2.51 (baseline)	£2.51	0%

Table 1. Annual contract targets

The 33% recycling target was based on a model of fortnightly waste collections for kerbside properties, along with a restriction on the amount of waste that can be put out for collection of 120L (two standard bin bags) per week. This waste restriction policy has not yet been applied, which has curtailed the ability of Veolia to meet the Year 1 recycling target of 33%. The full impact of waste restrictions accounts for around 3% of the annual recycling rate.

The annual contract targets were exceeded for CO₂ emissions. Veolia failed to achieve the contract target for graffiti and fly posting cleansing standards and for refuse, recycling and street cleansing customer satisfaction targets. Contract deductions relating to these contract targets can be seen in section 8.1.

KEY OUTCOME TARGETS

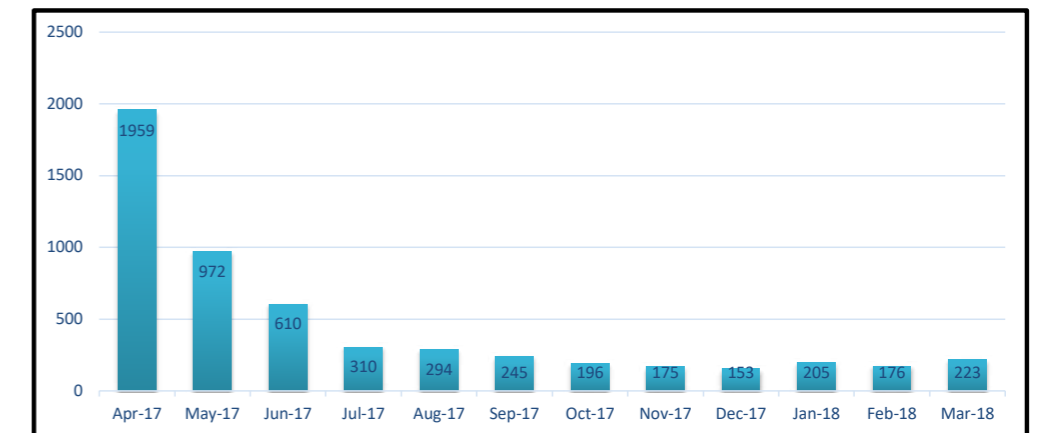


Key Outcome Targets (KOTs) in the contract measure the performance of the services provided by Veolia and are reviewed monthly in the Performance Report. Contract Management records summarise incidents of key outcome target failures and the calculation of performance deductions payable by Veolia.

Graphs 1-3 and 6 show contract data for the year 2017/18.

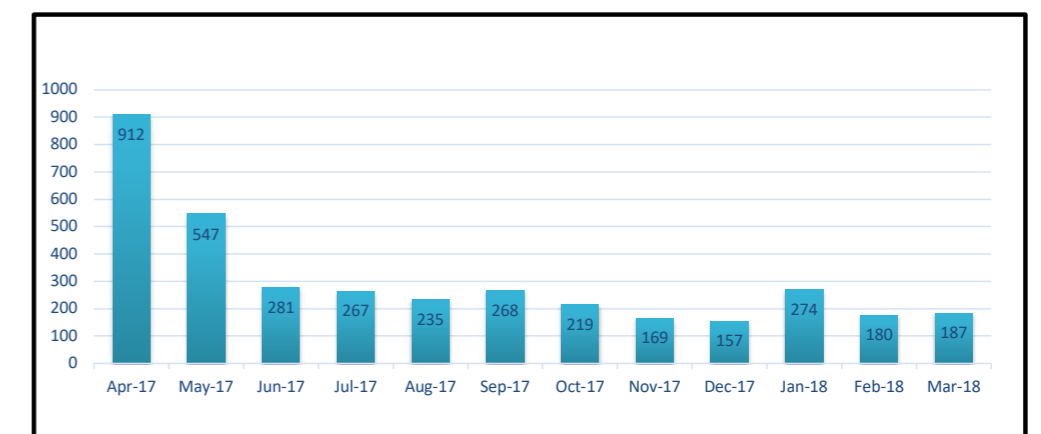
Collection Services

Missed domestic waste collections (for both estate and kerbside residents) peaked at the beginning of the contract in April 2017 with 1959 missed collections, and returned to more normal levels after four months, see graph 1.



Graph 1. Total monthly missed domestic waste collections from April 2017 to March 2018

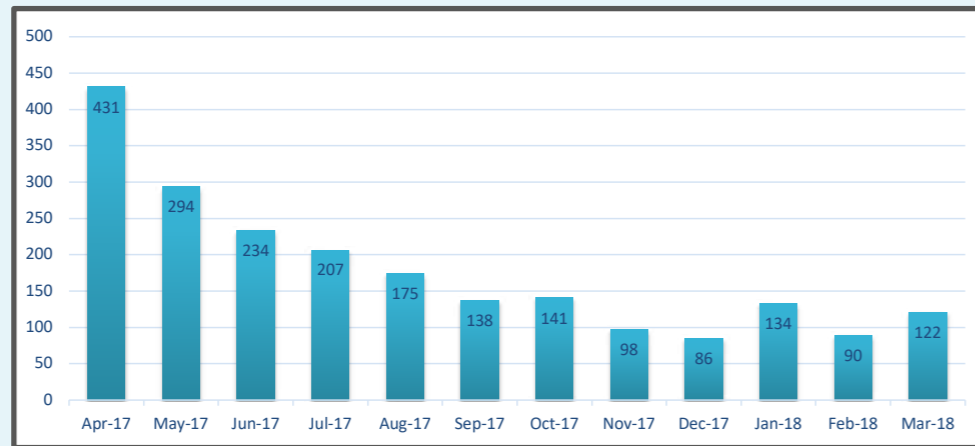
Missed dry recycling collections also peaked at the beginning of the contract in April 2017 with 912 missed collections, returning after a couple of months. They continue to improve - see graph 2.



Graph 2. Total monthly missed domestic dry recycling collections from April 2017 to March 2018

Collection Services

As with other collection services, **missed food waste collections** peaked in the first few months of the contract and then reduced. Food waste recycling is not yet a universally-available service in Camden, which accounts for the lower actual figures.



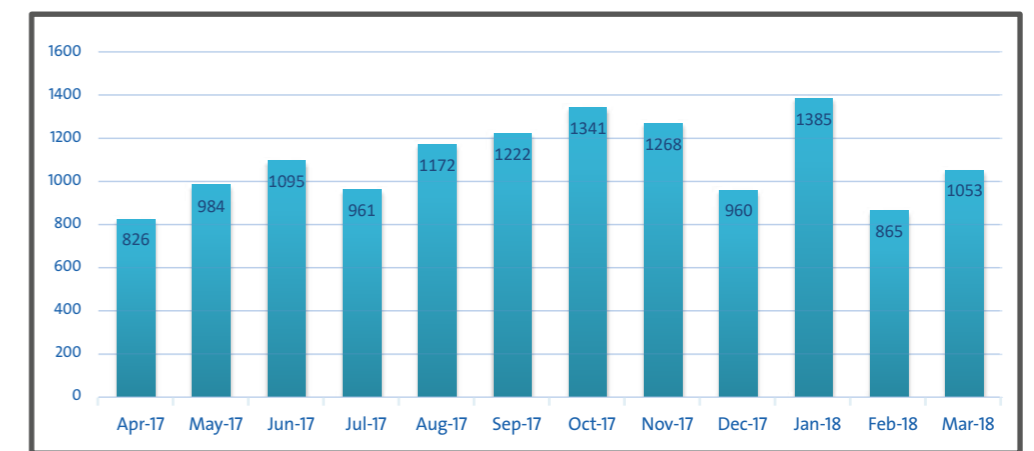
Graph 3. Total number of missed domestic food waste collections from April 2017 to March 2018



Cleansing

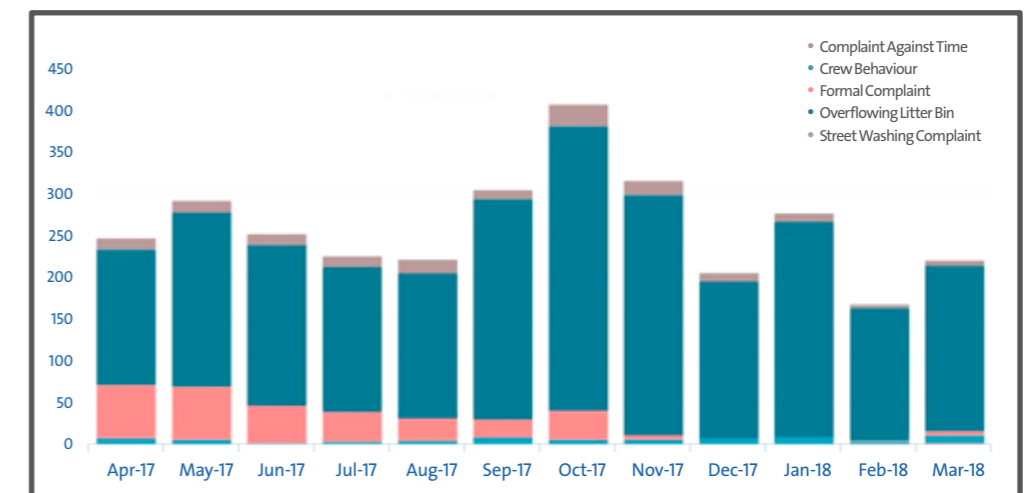


The Clean Camden App introduced in April 2017 allows residents and staff to report dumped rubbish and litter more easily and enables Camden to be more responsive to issues. Easier reporting also increases the number of reports and data we receive. Camden now has 12 months of litter and dumped rubbish data, which is used to target resources more effectively to clear up dumped rubbish quicker and take enforcement action where appropriate. Graph 4 shows the number of reported fly tips from members of the public and staff from April 2017 and 2018.



Graph 4. Total number of reported monthly fly tips from April 2017 to March 2018

An external survey undertaken by Keep Britain Tidy on behalf of Camden showed that littering levels across the borough increased slightly compared to last year* but remained within the target levels for the contract. Action is being taken to use resources and target enforcement more effectively in these hot spot areas to reduce littering levels in 2018/19. Graph 5 shows the street cleansing complaints by type and that overflowing litter bins continue to be the highest reported issue from members of the public.

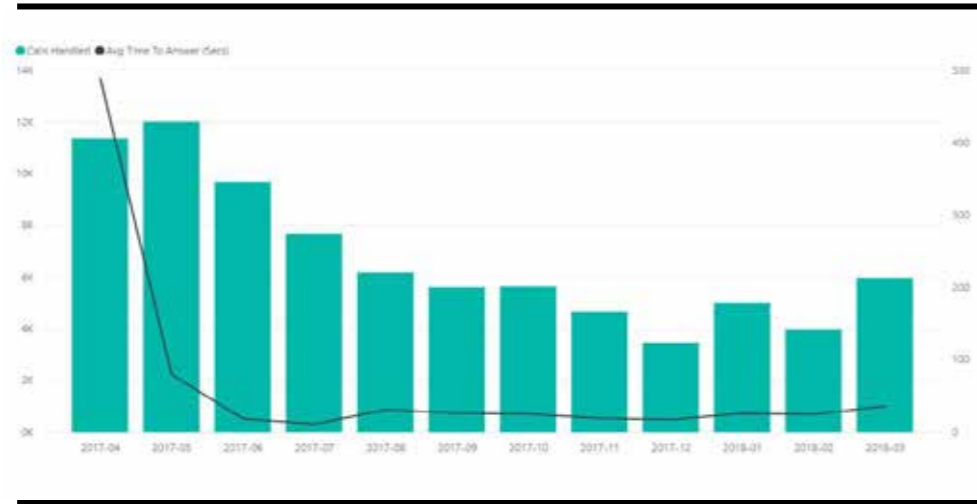


Graph 5. Street cleansing complaints by type from April 2017 to April 2018

*See table 1: Annual contract targets and outcomes for the cleansing standard targets and results

Customer Services

There was a high level of customer contact through the Veolia call centre in the early weeks of the contract. The call volumes decreased four months into the new contract and the average time to answer calls reduced to contract target levels. The bars in graph 6 show the number of calls handled and the line shows how the average call answering time reduced significantly in the second month of the contract (May 2017) as resources were increased.

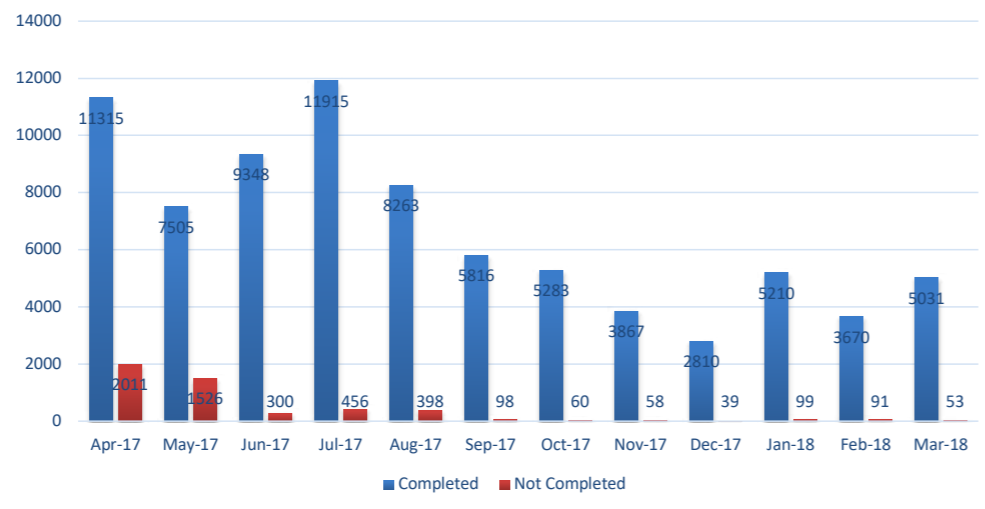


Graph 6. Call centre calls handled and average answering time (seconds) monthly from April 2017 to March 2018

Container Management

The level of container requests was extremely high at the beginning of the contract. There were 9,000 requests for food waste containers alone between April and July 2017. The new waste collection model allows for storage of waste in either a wheeled bin or orange branded sack. This choice for residents resulted in 1,500 swaps from a bin collection to a bag collection in the first three months, which added additional work for the container delivery crews.

Graph 7 shows how the number of container requests has reduced but still continues to be high. Most of the financial deductions incurred by Veolia relate to the failure to meet container delivery targets. However, particularly in the earlier months of the new contract, the contractual agreement to deliver all containers within three working days turned out to be logistically difficult for Veolia to meet. There is a proposal for this to be extended during the next contract year to a more practical and realistic five working days.



Graph 7. Monthly container requests from April 2017 to March 2018



Health and Safety

Health and safety data can be seen in Appendix 3. The first few weeks of mobilisation, which preceded the start of the contract, had an unacceptably high number of accidents but this quickly stabilised and improved to within target levels. A full re-induction of health and safety management was carried out for all Veolia employees at the start of the contract.

Winter Service

The winter service was successfully delivered maintaining priority routes and footpaths as per the Winter Maintenance Plan from October 2017 to March 2018. The service was challenged, but coped well with the bitter cold snap at the end of February/early March 2018. In all, 569 tonnes of grit were spread across key locations in Camden.



Fleet

The new contract saw the roll-out of a new fleet of vehicles including six electric vans, 15 Compressed Natural Gas (CNG) refuse collection vehicles, hybrid cages and six euro-compliant diesel refuse collection vehicles, which contribute towards reducing air pollution in Camden. As part of this commitment, Veolia invested in a new CNG fuelling plant at their Alperton depot in west London. Details of Veolia's fleet are in appendix 2.

Vehicles have on-board systems to track service tasks and dynamic and underbody bin-weighing technology is now fitted to the entire refuse collection fleet which will enable accurate tonnage records following further IT development in 2018. 360-degree cameras are fitted to collection vehicles for the purpose of health and safety monitoring and accident investigations, and these have proved to be very useful.

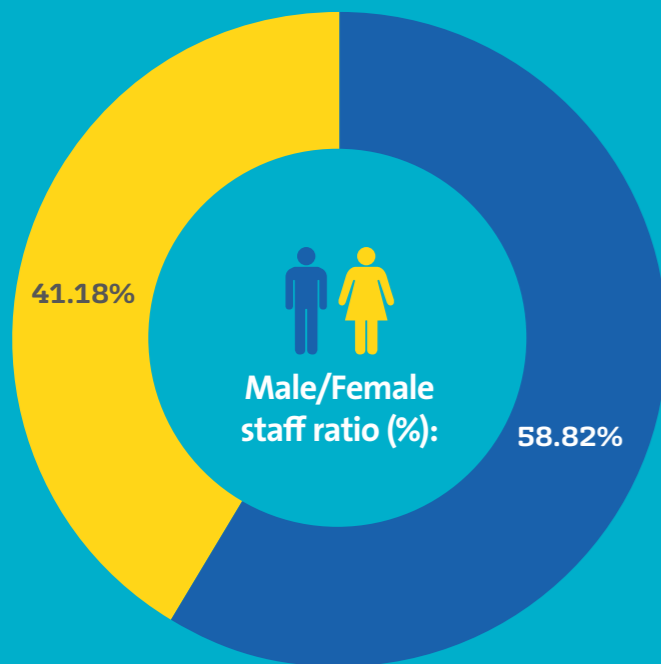
Staffing

The new contract required fewer staff than were previously employed. However, the reduction in staffing levels was achieved with fewer than expected redundancies. Other staff were either redeployed within the contract or within the wider Veolia group. A staff engagement survey carried out in August 2017 demonstrated engagement levels held steady at 75% despite having been through significant organisational and service changes.

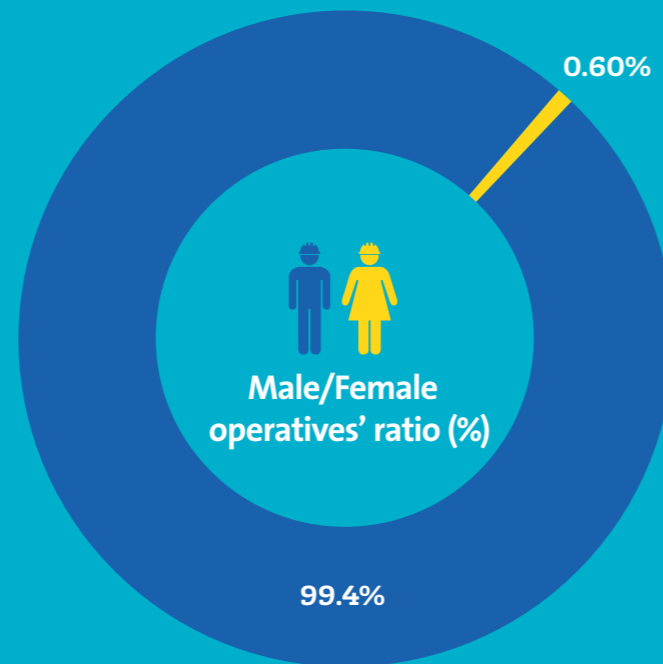
Employee Performance:

HR Statistic	Quantity
Staff turnover	Leavers 66 - Starters 37
Average service length	12 Years
Number of unauthorised absences	454
Number of employees who received training	368

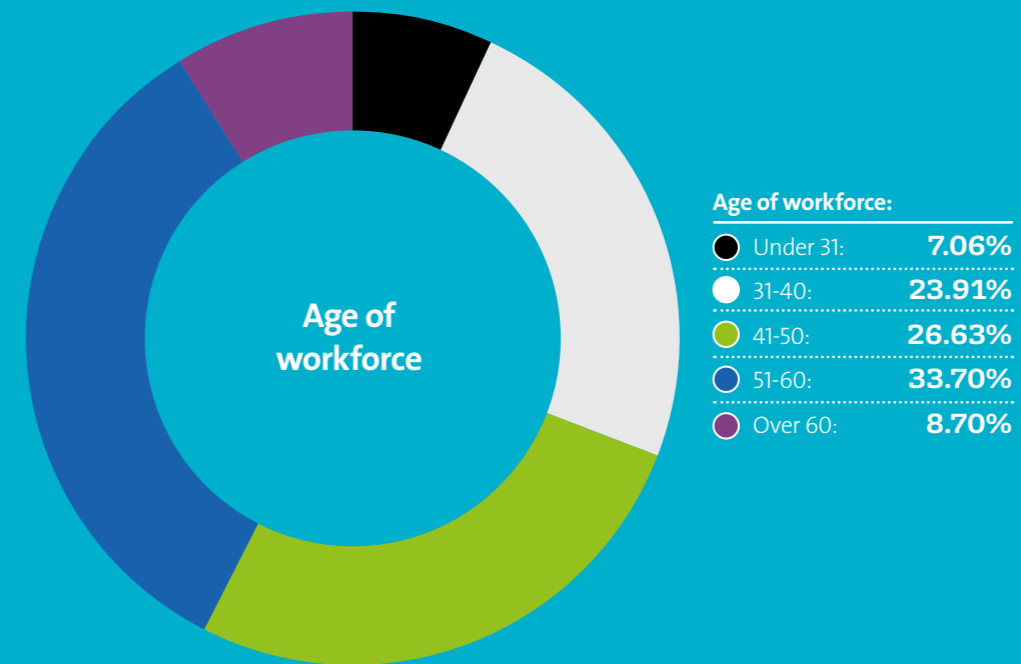
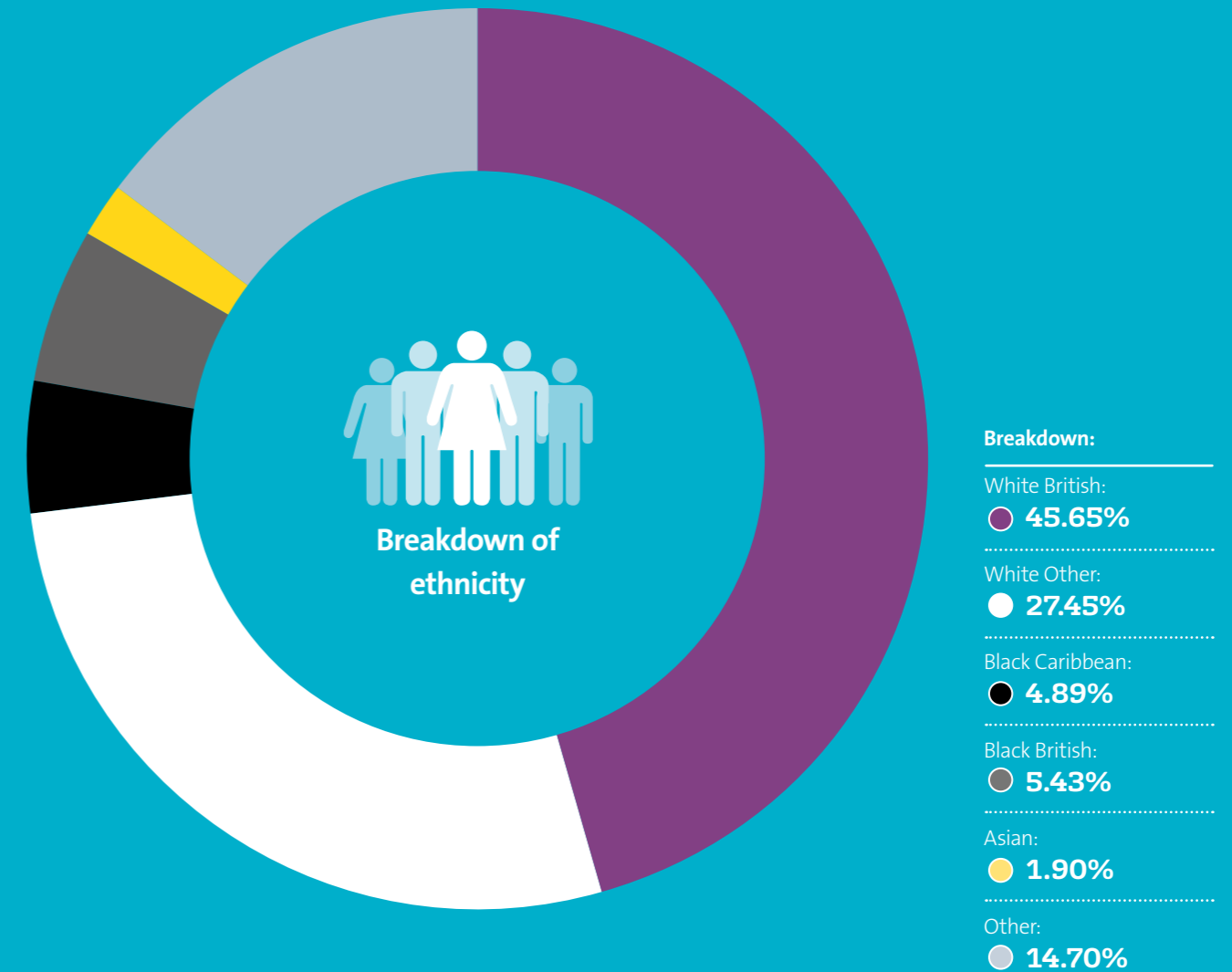
Equal Opportunities:



Number of females in senior positions:
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Number of disabled staff:
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Finances, deductions and corrections

The annual contract targets for 2017/18 are in table 2 along with the deductions where Veolia have failed to achieve the agreed target.

Annual Contract Deductions			
Annual contract target	2017/18 Target	2017/18 Outcome	Contract deduction
Household recycling target	33%	30.3%	£39,848
Cleansing standards target	Litter: 6% Detritus: 5% Graffiti: 3% Flyposting: 1%	5.74% 5.01% 7.18% 4.81%	£0 £0 £20,000 £10,000
Customer satisfaction target	Refuse collection: 72% Recycling services: 68% Street cleansing: 72% Customer services: 90%	62% 59% 65% 85%	£50,000 £45,000 £35,000 £25,000

Table 2. Annual contract targets and confirmed contract deduction payments

Monthly Contract Deductions

Table 3 shows the final monthly contract deductions resulting from key outcome targets and once the period of grace default deductions are applied. The contract penalty deductions continue to reduce since the start of the contract in April 2017.

Month	Penalty £	%paid during period of grace	Agreed penalty
April	65,066.00	0%	0
May	47,673.00	25%	11,918.25
June	53,800.00	50%	26,900.00
July	52,544.00	100%	52,544.00
August	48,457.00	100%	48,457.00
September	31,857.00	100%	31,857.00
October	16,384.00	100%	16,384.00
November	15,601.00	100%	15,601.00
December	12,081.68	100%	12,081.68
January	23,154.92	100%	10,000.00
February	10,290.30	100%	10,290.30
Total	376,908.90		236,033.23

Table 3. Monthly contract deductions

Annual Contract Deductions by Service

Table 4 shows how the annual contract deductions are split between the service areas before grace default deductions are applied. The high number of container requests and difficulty in meeting a three-day delivery commitment is reflected in the contract deductions.

Key outcome service areas	Contract deduction
Waste collection and recycling services	£57,298
Cleansing services	£77,479
Winter Service	£0
Customer services	£7,058
Container management	£234,965

Table 4. Annual contract deductions split between the service areas



Business Recycling and Waste - Statement of Net Profit Margin

The business recycling and waste service did not achieve surplus revenue in 2017/18 but nevertheless provided Camden with the guaranteed income of £895,000.

Excess Profit Share Deduction

There was no profit share out turn in 2017/18.

Annual Incentive Payment

There is no incentive scheme payment for 2017/18.

Additional performance areas

Management Approach, MIS and Technology

Cutting-edge technology underpins the service delivered by Veolia, with GPS vehicle tracking, address data, service delivery, tasks and correspondence records all being maintained in real time within a single system, known as ECHO. This allows for the delivery of a tailored service which can react to day-to-day occurrences across all services. This system also integrates directly with user-facing applications including the website and CleanCamden App, allowing for residents and Council officials to log issues and raise requests themselves.

Cross-Service Working

Veolia's approach across all services sees the borough divided into three zones, with managers responsible for each local area. This increases ownership and local knowledge and allows for swifter resolution of any issues. This division of the borough also mirrors that of Camden's Borough Monitoring team, allowing for close collaborative relationships to develop across service delivery, information, education and enforcement. The links with Camden's Borough Monitoring Team enable Veolia to more easily secure support from other council departments when required, including Estate Services and Highways Management.

Within Veolia, efficiencies are also delivered by working together across commercial and domestic recycling and waste collections. Sweeper rounds have been redesigned to clear a street one day after their recycling collections, enabling clean streets to be maintained with fewer resources.

Commercialisation and Growth

With the new contract, the team managing business waste and recycling in Camden also moved across to work for Veolia and there was naturally a period of transition. In the first year, the team generated additional revenue/growth of £526K (£724,157 growth against £198,000 lost business), as well as increasing business recycling by 9% through promotion and behaviour change-led sales.

Communications, Local Relationships and Economic Impact

The new contract saw Veolia taking over the Communications and Education responsibilities, obviously in very close collaboration with colleagues at the Council who maintain control of most communications channels. The capacity of the communications team in Veolia was reduced for several months due to a lack of senior manager but still maintained its commitments within the contract including mobilisation communications, regular information and stories for Camden's magazine and social media channels and the promotion of the new, paid-for garden waste service.

Although Veolia is a multinational company, 40% of Veolia's Camden staff live within the borough and are therefore members of the community they serve. Many have worked in the service for years, being previously employed directly by the Council. Where new job vacancies arise, Veolia seeks to work with local employment agencies including the Job Centre in Kentish Town, with a specific view to finding opportunities for the local long-term unemployed. Work experience and apprenticeship opportunities are also made available to local young people.

Cleaning the streets and emptying the bins are tough jobs, however the staff welfare and the benefits package for employees of Veolia Camden was judged to be of such a high standard that it qualified for a London Healthy Workplace accreditation. Veolia's policies address health and safety, equality in the workplace and physical and emotional wellbeing, by offering free health checks, eye care, physiotherapy and mental health support.



Contract improvement plan 2018/2019

The eight-year contract has annual targets and therefore has to use technology and innovation to continually improve. Projects and improvements proposed for contract year 2018/19 are listed below.

Increased Recycling

- Recycling facilities are still not available to all Camden residents. In the contract year 2018/2019 we will audit the waste and recycling facilities across Camden's housing estates and – working together with Estates Services – seek to ensure that all residents have the facilities to recycle their household waste.
- Food waste recycling technology has improved to help address issues with contamination and participation. Plastic bags can now be separated from food waste allowing residents to use plastic bags as well as compostable and paper bags. At present, compostable caddy liners are delivered to residents. This works well with kerbside properties, but has proved problematic for residents on estates. This element of the service will be reviewed.
- Orange bags were introduced to restrict the amount of waste residents could produce, alongside the introduction of wheeled bins. Currently waste restrictions are not enforced and all additional waste is collected. To achieve future recycling targets enforceable waste restrictions need to be considered including the mechanism to purchase additional bags if required.
- Currently residents recycle their mixed dry recyclables using a variety of containers (bins, boxes, reusable bags and single-use clear bags). This increases the complexity of collections and container deliveries. Work will be undertaken to review the range of containers used across the borough. This feasibility study will also consider smaller bags for flats and a proactive approach to delivery to bags customers, flats above shops and estates.



Management of Wheelie Bins on Streets

- Remedial work is being carried out for some streets across the borough where residents had wheelie bins but no space to store them inside their property, resulting in them being left permanently on the street. These residents are moved to a more appropriate orange bag service and can choose to receive a replacement old-style dustbin.
- Ongoing work with collections crews will take place to ensure that containers are returned to the area where they were left for collection.

Environmental Cleanliness

- A trial of having street sweepers separate recyclable litter on their cleansing rounds will be conducted on some of the high-footfall areas of the borough.
- The second year of the contract will see increased application of the outcomes approach and greater use of data to define cleanliness hot-spots and focus services.
- The introduction of environmentally-friendly, smaller electrical cleansing appliances allows for greater mobility in reaching the required standards across the borough as demand requires.

Fly-tipping

- There will be a focus on tackling fly-tipping. Work will be carried out to ensure clearance operatives correctly log fly-tips within the data management system, providing more accurate data. There will be an effort to discourage fly-tipping in the first place with greater visibility of enforcement efforts and potential fines. This will be led by Camden Council but informed by Veolia's data of hotspots and supported by Veolia's communications team.
- Time-banded collections have proved to be successful along high streets and busy areas across the borough. They could be expanded to cover additional areas to help maintain clean streets and promote responsible waste management from businesses.
- Clearer and more effective signage will be developed to inform residents and visitors to prohibitions on fly-tipping and restrictions on time-banded collections.

Garden Waste - New Options

Garden waste delivery changes will be considered in 2018/19 that could see the Saturday service transfer to a weekday service in line with the resident's other recycling collections, improving the experience for customers and increasing operational efficiency. Garden waste collection subscriptions will start to be offered on a pro rata basis, providing more convenience for residents.

Communications and Data Management

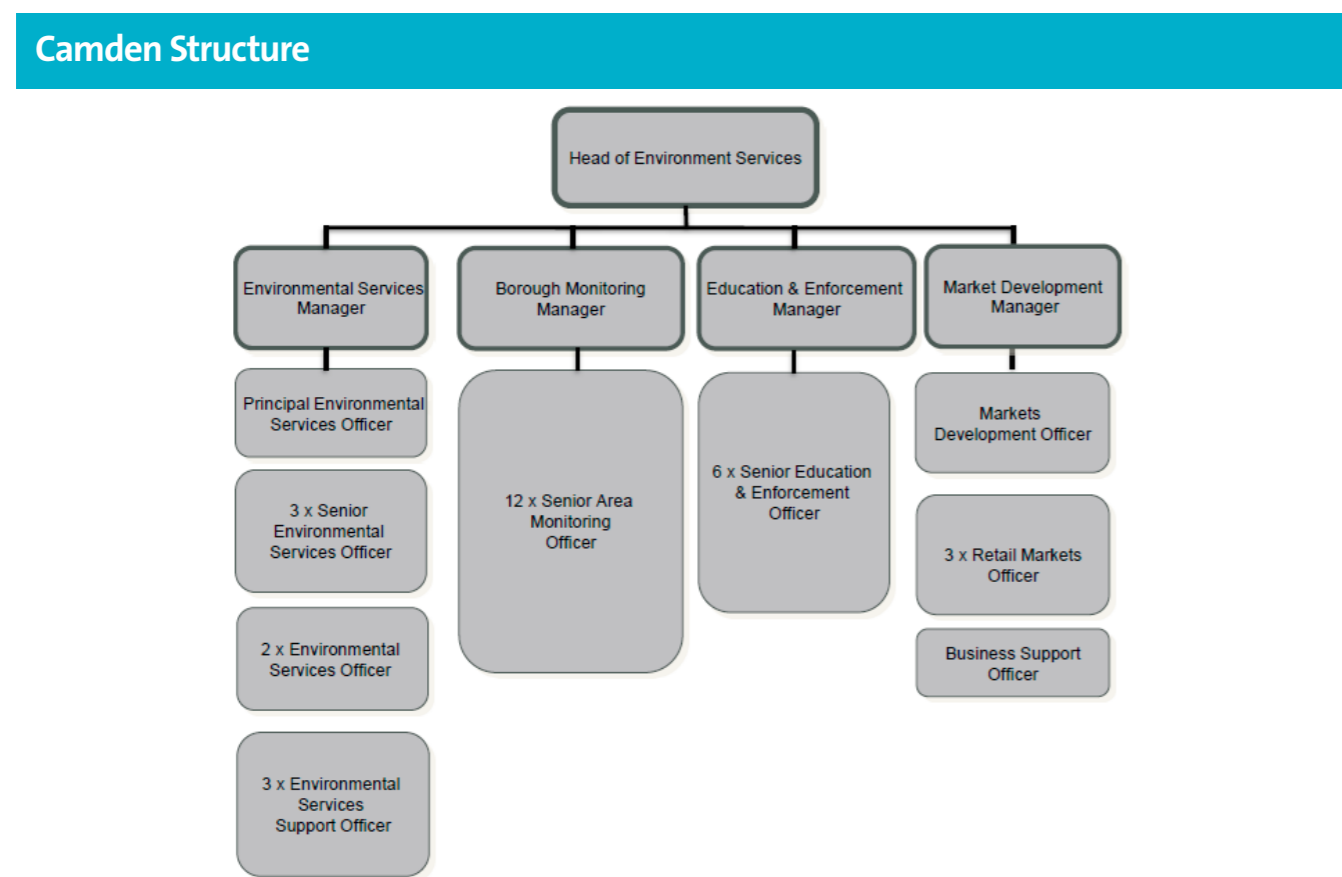
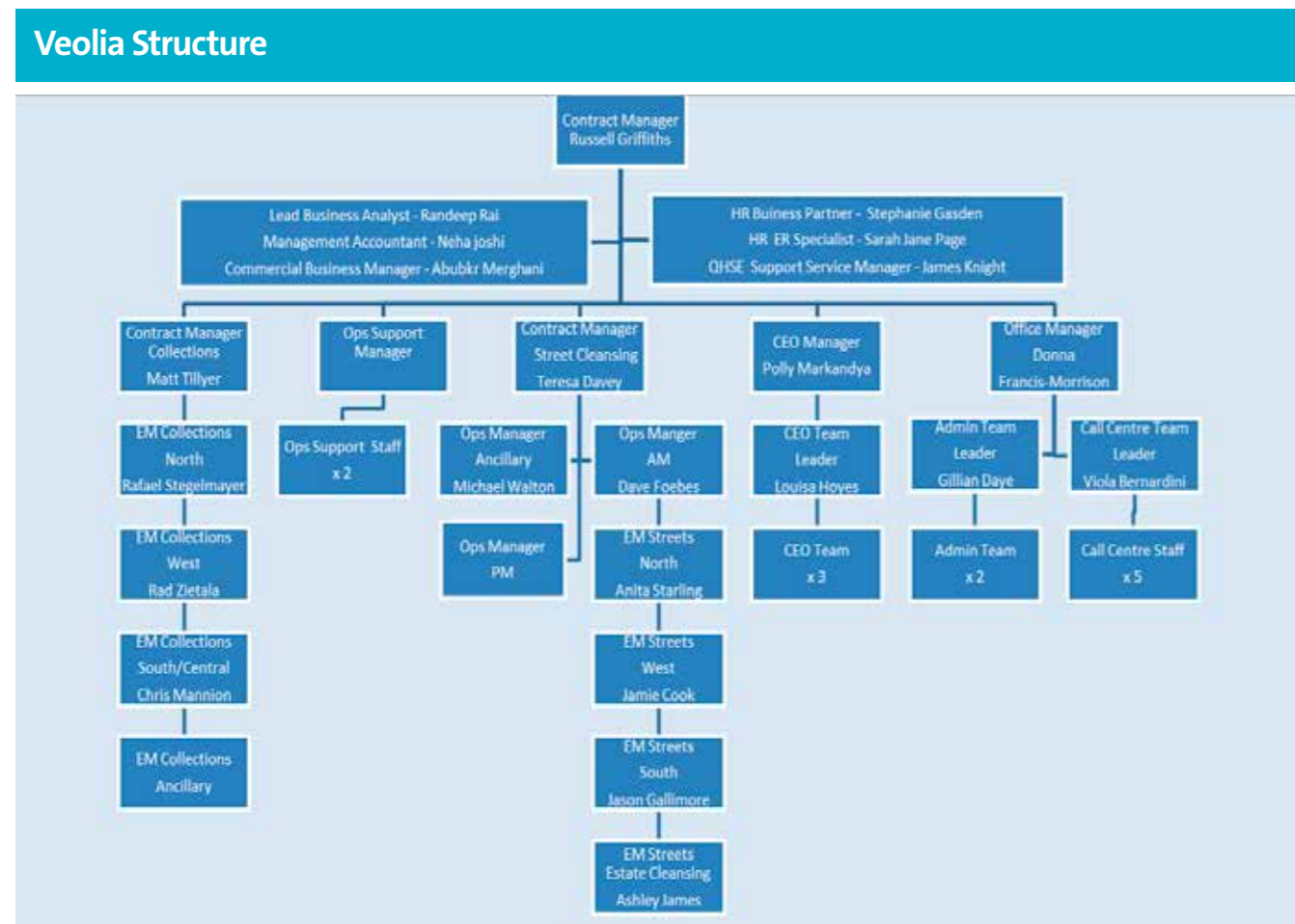
- The responsibility of communications was transferred to Veolia under the new contract. Veolia and Camden have worked closely to communicate service changes to residents. In 2018/19 the team will be focusing on improving the business-as-usual communications as well as a focus on reducing contamination, increasing recycling and participation on estates and working with houses of multiple occupation.
- The microsite and website are being redeveloped to improve the customer experience, and reporting and ordering functions. Veolia's communications team are working closely with Camden's web redevelopment team to produce a better online experience for users. This includes continual iterative improvements to the Clean Camden App to improve customer reporting and experience. Regular monitoring of customer satisfaction with the call centre and Veolia communications will be carried out.
- On the technical side, container weighing for business waste services and residential recycling rates will be rolled out. This will allow for the development of local recycling data for streets and other defined areas which can then be used to target hot spots as well as providing valuable, motivational feedback to local residents.
- In 2018 the contract management database, ECHO, was connected to a flexible performance information dashboard called PowerBI. This provides visual interpretation and representation of all aspects of the contract and service delivery allowing for the identification of trends and hotspots.

Other

- The nappy service is currently offered to all residents including those on weekly waste collections. The current collection and disposal methodology needs to be reviewed to ensure that only families on fortnightly rubbish collections receive the additional capacity.
- Veolia will try to reduce use of agency staff and continue to work with local employment agencies to improve social inclusion and further opportunities for local people. This includes outreach work with prisoners coming up to release and seeking employment, apprenticeship schemes and a collaborative project with the local job centre.
- Veolia will continue to innovate and apply lessons learned from others. This includes trialling deposit-return-scheme machines for plastic bottles within Camden in 2018/19.



Appendix 1 - Veolia and Camden Environment Services Structure



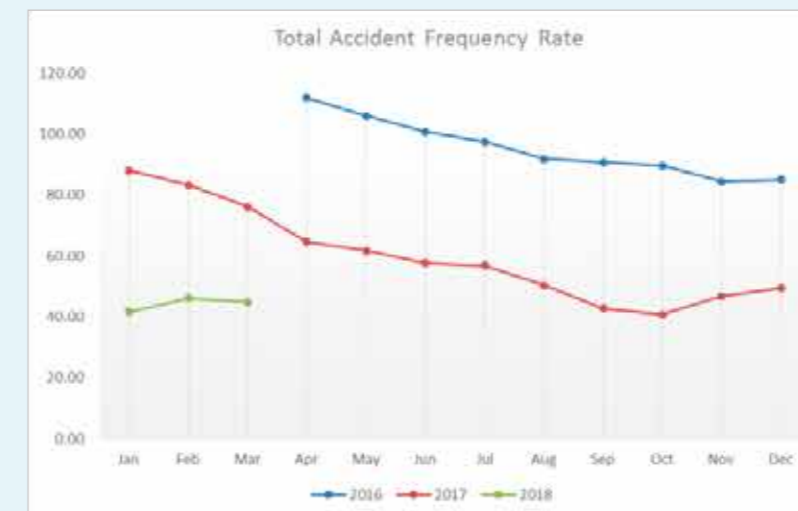
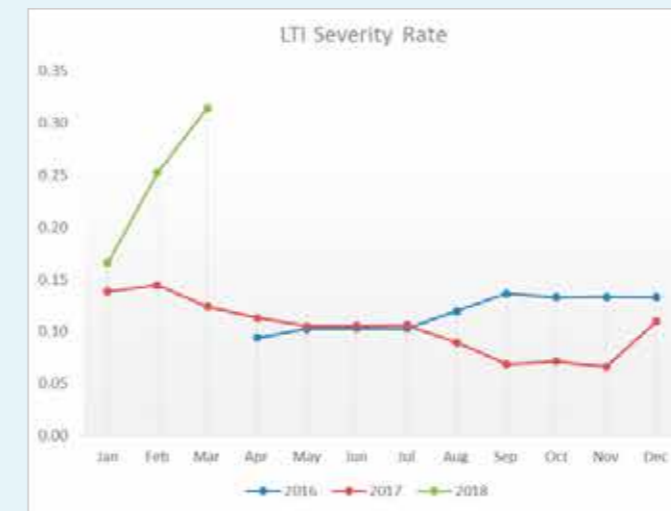
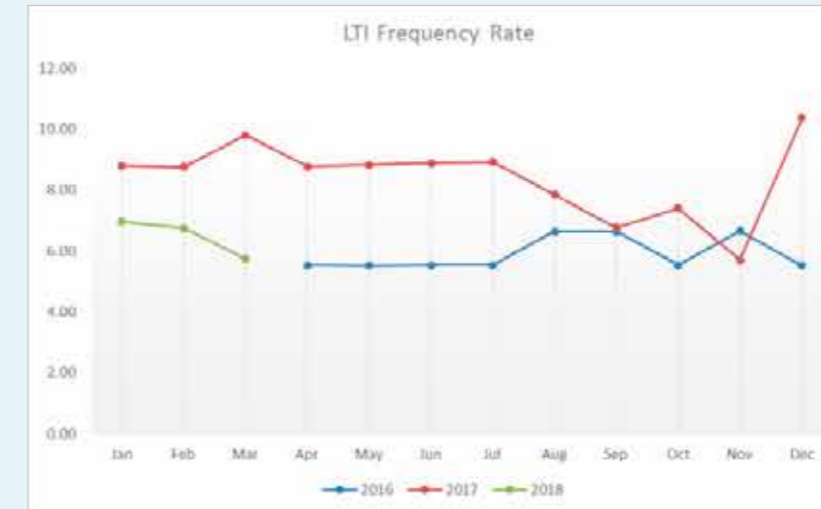
Appendix 2 - Veolia Fleet

Service	Vehicle Description	Quantity
Collections	CNG - 26t split body RCV	3
	CNG - 26t standard RCV	12
	Diesel - 26t split body RCV	14
	Diesel - 26t standard RCV	13
	Diesel - 22t standard RCV	3
	Diesel - 18t standard RCV	5
Ancillary	Diesel - 3.5t panel van	1
	Diesel - 7.5t box van	1
	Diesel - 7.5t cage tipper	1
	Hybrid - 7.5t cage tipper	2
	Electric - Nissan vans	6
	Diesel - Garchey tanker	1
Cleansing	Diesel - 18t standard RCV	1
	Hybrid - 7.5t cage tipper	9
	Hybrid - 5t cage with pressure washer	2
	Diesel - 12t mechanical sweeper	3
	Diesel - 7.5t mechanical sweeper	4
	Diesel - 4.5t mechanical sweeper	3
	Diesel - Karcher compact sweepers	3
	CNG - 3.5t vans	3
	Diesel - water tanker/flusher	1
	Electric - Goupil	3
	Electric - Bradshaw (buggy)	2
	Electric - pedestrian sweepers	5
	Diesel - 7.5t gritting vehicles	5
Parks and Estates	Diesel - 3.5t cage	3
	Diesel - 5t cage	4

Appendix 3 - Health and Safety Data

	April 2017	May 2017	June 2017	July 2017	Aug 2017	Sept 2017	Oct 2017	Nov 2017	Dec 2017	Jan 2018	Feb 2018	Mar 2018	YTD
Total Accidents	1	3	2	4	2	1	6	7	5	2	4	1	38
Total Incidents	0	2	0	2	0	0	2	0	0	0	1	1	8
Total Near Misses	1	1	0	1	0	3	3	5	1	1	3	0	19
Total Hazards/Safety Concerns	3	2	0	0	0	0	2	2	1	4	2	2	18
Total Lost Time Incidents (LTIs)	0	0	0	1	0	0	0	0	4	0	0	0	5
Total Modified Duties	0	0	0	0	0	0	0	0	0	0	0	0	0
Total RIDDORs	0	0	0	1	0	0	0	1	0	0	0	0	2

LTI Frequency Rate (LTIFR)	8.78	8.83	8.88	8.93	7.86	6.77	7.41	5.71	10.36	6.97	6.75	5.75	0.00
Frequency Rate Target	2.85	2.85	2.85	2.85	2.85	2.85	2.85	2.85	2.85	2.85	2.85	2.85	2.85
LTI Severity Rate (LTISR)	0.11	0.10	0.11	0.11	0.09	0.07	0.07	0.07	0.11	0.17	0.25	0.31	0.00
Severity Rate Target	0.08	0.08	0.08	0.08	0.08	0.08	0.08	0.08	0.08	0.08	0.08	0.08	0.08
Total Accident Frequency Rate	64.72	61.84	57.73	56.93	50.51	42.86	40.73	46.82	49.52	41.79	46.15	44.86	



Notes on Health and Safety Data:

LTI = Accident or injury that sees an Injured Person unable to return to his or her work beyond the day of the accident.

$$LTIFR = \frac{\text{Number of LTIs} \times 1,000,000}{\text{Hours Worked}}$$

$$LTISR = \frac{\text{Number of Days Lost} \times 1,000}{\text{Hours Worked}}$$

Total accident FR is calculated in the same way as LTIFR.

Note, the Total Accident Frequency Rate is calculated as per the previous 12 calendar months and not from the start of the contract.

The calculations are based on employees of the Company and not joint venture partners, members of the public, visitors to sites, contractors or sub-contractors, and are in accordance with Veolia counting rules.

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