



**2015**  
**Activity Report**





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## CORPORATE FOUNDATION SERVING OUTREACH AND HUMAN DEVELOPMENT

The Veolia Foundation supports community-oriented, non-profit projects contributing to sustainable development, in France and abroad.

Its priority areas of action are humanitarian emergencies and development aid, employment and social links, and environmental conservation and biodiversity.

It takes an original approach by having each project supported by a Group employee acting as sponsor and by encouraging skills sponsorship, which gives its partners – nonprofits and institutions – access to the know-how of its “Veoliaforce” network of employee volunteers.

Since its creation in 2004, the Foundation has supported more than 1,350 projects and carried out more than 150 skills volunteering missions.

# “Prevent the world from destroying itself...”

Antoine Frérot,  
Chairman and Chief  
Executive Officer of  
Veolia and Chairman  
of the Veolia Foundation

Once again, the year just ended was marked by terrible tragedies, whether sudden or foreseeable, in every part of the globe, leaving behind them a legacy of human suffering and a natural world impoverished by the impact of modern civilization.

And once again, the Veolia Foundation was called upon, only too often, since each of these calls for help is born of a tragedy and each of these tragedies has its own unique and distressing causes and effects. Each of them needs a rapid, specific and effective response that requires skills and professionalism, passion and devotion, inventive-

ness and hard work. In reality, these are the only weapons available to the Veolia Foundation’s volunteers, backed by its many and faithful partners, whose support amplifies its means. But they are weapons that have proved invaluable in bringing vital services to populations who have lost everything, caring for the sick, refugees and vulnerable people struck down by terrible scourges such as Ebola in Guinea, war in Syria, migration in the Balkans and social exclusion in France.

Since calamity has no statutory limitation, the Foundation imposes no limits on its response. It is always ready to act; it is structured to intervene, where necessary, in absolute emergencies; it has the capacity to respond to urgent needs, here or on the other side of the world, to save lives, rebuild the future and revive hope.

Protecting human health, employment and the environment: these are the three great priorities of the Foundation. It acts in the framework of humanitarian assistance, long-term development projects and social-integration programs. But it also supports scientific research, notably through the Tara expeditions that have enabled an audit of pollution of the seas by plastic waste and the creation of an extraordinary database on plankton biodiversity.

When he received the Nobel Prize for Literature in 1957, Albert Camus declared: “Each generation doubtless feels called upon to reform the world. Mine knows that it will not reform it, but its task is perhaps even greater. It consists in preventing the world from destroying itself”. Preventing the world from destroying itself is what the Veolia Foundation strives to do, humbly but with perseverance, in the dark corners of our time, in the places where history is made. Its impact is tiny compared to the limitless ocean of human needs, great compared to the means implemented, immense for those who have benefitted from its support. Preventing the world from destroying itself is perhaps the best definition of the role of our Foundation – it is also one of the finest compliments we can pay it.





2015 was a very eventful year for the Foundation. It culminated in strong mobilization around COP21, the international climate summit.

Thierry Vandevelde,  
Executive Officer  
of the Veolia Foundation.



**Now refocused on supporting high-impact programs**, the Foundation has moved from a “non-specific” philanthropy to an “impact” philanthropy that draws on the skills of Veolia’s employees. Today, as partners to the big NGOs and foundations, we are involved in ambitious programs with an international dimension. The “cross-fertilization” of different areas of expertise that these often large-scale projects require prompts a certain humility to go beyond the traditional approaches and practices. For instance, with the Education Above All foundation and its many partners, carried out under the aegis of the UNHCR, we act as part of a consortium in refugee camps in Africa, in Kenya and South Sudan in particular. Each partner works in its own field, which for us means sanitation and promotion of hygiene in the schools. In the Democratic Republic of the Congo, we are participating in a major program to combat cholera in towns in the east of the country, in a partnership with REGIDESO (Congolese water production and distribution agency), the big NGOs, and financial backers like the Agence française de développement, the European Union and Unicef. And to take this complementarity of expertise even further: at the request of the World Health Organization (WHO), I lead the international WASH (Water, Sanitation and Hygiene) working group set up in the framework of the Global Task Force on Cholera Control (GTFCC), which aims to combat the epidemic.

**Its desire for innovation prompts the Foundation to co-build original and replicable models with its partners.** Our interest in promoting jobs for the most disadvantaged is why we support projects like “Lulu dans ma rue”, which reinvents the neighborhood concierge service. Here we work alongside four other foundations: Vinci, Carrefour, PAI Partners and Accenture. With them, we are proud that this project – which

has already demonstrated its capacity to create jobs – is one of the prizewinners of the “La France s’engage” label initiated by the French government\*.

The Foundation, which is deeply involved in the field of health, won plaudits from the health authorities of the Guinea-Conakry government for its work during the Ebola epidemic. In support of the SNAPE (national water points service) in Guinea and in barely six months, we installed several water networks in forest regions. In this way, the Foundation helped provide water for tens of thousands of people and contributed to improving health resilience. In addition, the strategic partnership with Médecins Sans Frontières (MSF) enabled co-development of water and energy production equipment in refugee camps. Again with MSF and with the assistance of a Toulouse SME, we designed an innovative water production unit with the capacity to meet the needs of 15,000 people in humanitarian emergency situations.

**At the COP21 summit in Paris in December**, the Foundation was present at the Grand Palais in support of several partners, among them Tara,



“For a positive-impact philanthropy”

Tara and the Ocean and Climate platform mobilized during COP21.

director of the Ocean and Climate platform, which succeeded in having the oceans included in the Paris Agreement. This step recognizes their vital role in climate equilibrium and is a strong signal of international awareness of the importance of the links between oceans and climate. On this occasion, Tara announced its next expedition, which will set sail in May 2016 to study coral in the Pacific Ocean. Among other landmark events at the Grand Palais, we note the presentations delivered by the prizewinners of the 10<sup>th</sup> Environment Book Prize – the authors of the *Dictionnaire de la pensée écologique* (Dictionary of ecological thinking).

**We still have other challenges to meet in 2016**, including how to respond to the migrant crisis for instance. We are already providing growing support to nonprofits assisting refugees in the camps, where we act as partners to ensure access to water and basic services. During the summer of 2015, at the request of the French Foreign Affairs Ministry, the Foundation was active in Syrian refugee camps in northern Iraq

alongside the NGO Première Urgence Internationale (PUI) and is pursuing talks on setting up services in “hot spots” on the Balkans route taken by migrants.

**In Aubervilliers, an area the Foundation knows well** since it has been working there for many years and which has been chosen as the site of the new Veolia head office, the Foundation will be supporting new initiatives. It is partnering the Paris Philharmonic Orchestra there as part of the Démos project that works on social integration of young people from disadvantaged neighborhoods through the playing of music. With Adie, it supports a program that helps young people in the region set up their own companies. By creating links with local nonprofits and stakeholders, we are doing our bit to promote acceptance of the Group in this area of Plaine Commune.

\* Seven of the prizewinners of the “La France s’engage” label are supported by the Foundation.



A photograph of three children sitting on a dirty, littered ground. The child in the foreground is a girl with long brown hair, wearing a pink shirt, looking up at the camera with her black-painted hands held out. Behind her is a boy in a white tank top, also with black-painted hands. To the right, another child is partially visible, smiling. A large white circle containing text is overlaid on the right side of the image.

## DEVELOPMENT AID AND HUMANITARIAN EMERGENCIES

To live well, people need safe drinking water, food and energy. They also need adequate hygiene and access to healthcare to protect their health. The projects supported by the Foundation, its sponsors and Veoliaforce volunteers are designed to satisfy these basic needs, especially for the most vulnerable communities.



# PAGABAGS\*

## Social and sustainable design in Burkina Faso

How can we recycle the plastic bags polluting the streets of Ouagadougou while at the same time helping women become financially independent? By creating fashion accessories! This is the innovative idea behind the company PagaBags.



Garbage collection does not function well in Ouagadougou: the majority of residents have to pay private collectors to transport garbage to outside the city. A group of women weavers came up with a solution to help solve this serious problem of pollution: producing a fabric that combines plastic bags and the cotton woven on their traditional looms.

### Combining recycling and beauty

Initiatives de Développement Stratégique (IDS), an international outreach and cooperation NGO, transposed this recycling experiment to an outlying district in the capital of Burkina Faso. Female garbage collectors, weavers and designers agreed to work together, and PagaBags was set up in 2013 (*paga* means "women" in Moré, the local language). One year of trials was necessary to test the production of the fabrics, the design and the colors and create the end products, primarily handbags for export to Europe.



In collaboration with other local craft workers, PagaBags also produces jewelry: necklaces and bracelets in recycled plastic or cotton.

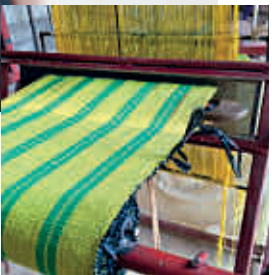
### Training people to become independent

PagaBags recycles the plastic bags, helping clean up the neighborhood and also raising residents' awareness of pollution. The company also has a social vocation: to create sustainable jobs for women, enabling them to improve quality of life for themselves and their families. But PagaBags is keen to go further by training these women in company management to empower them, make them independent and give them greater dignity.

PagaBags needed to acquire equipment (carts for collecting the plastic, weaving and sewing machines). It also needed to finance commercial management training for the women (tracking specifications, orders, managing accounts, etc.). The support of the Veolia Foundation helps strengthen the management capacities of the beneficiaries, who then become stakeholders in the company's growth.

In this way, the Veolia Foundation is accompanying PagaBags in transforming its development project into a financially viable social and inclusive enterprise.

\* PagaBags/Initiatives de Développement Stratégique.



### ETHICAL TECHNIQUES

In 2016, 50% of production will be carried out using organic dyes, a complex technique which entails training traditional weavers. Wastewater will be filtered using jatropha, a plant native to Burkina Faso.

**Location:** Ouagadougou, Burkina Faso  
**Sponsor:** Boris Efremenko  
**Grant:** €20,000



Meredyth Bowler Alliou,  
Member of IDS and  
founder of PagaBags

**The team of seamstresses learned to structure and organize their work better: they can produce 400 bags or baskets a month.**

The entire activity – collection of garbage, sorting and cutting up the plastics bags, weaving, sewing – is now fully integrated. The Veolia Foundation's support was crucial to help the women gain confidence in their skills and restore their dignity. One of my main tasks in 2015 was to set up professionalization training courses in drafting invoices, delivery vouchers and running meetings effectively. One of our goals in 2016 is to develop in Europe a base of loyal customers motivated by the opportunity to buy ethical and ethnic products. On the production side, we are perfecting wastewater collection and management techniques to continue improving working conditions. The women employed to cut up the bags have asked to be taught weaving, and we will be training them: we are very happy to see their new-found motivation.

**PagaBags brings women into contact around a project to produce beautiful objects that they can be proud of.** It's like a taxi in Africa, which stops at different points to pick up more and more people who want to go in the same direction!



EDS\*

## Water for Mali

**MALI** In the framework of its cooperation agreement with the Mali Ministry of Energy and Water, the Foundation is pursuing its efforts to improve the population's access to water. After work on the water supply system in Sikoro Farada in the suburbs of Bamako in 2013 and in the neighboring district of Banconi Diaguinébouguou and Saraféré near Timbuktu in 2014, the Foundation, again working with the nonprofit Énergie, Eau, Environnement du Sahel, took action this year in the Cercle de Kolokani in the Koulikoro region north of Bamako. Located on the edge of the Mali desert, it is a very arid region where the local population has growing difficulty in securing water supply. Residents of the villages of Koumi (3,000 people) and Nerekoro (900 people) suffered from a total lack of modern infrastructure. With the help of the Foundation, EDS installed two water supply systems in these villages in just a few months. The two wells, equipped with solar-powered pumps, supply a metal water tower and a network of standpipes. The program is managed on a communal basis, with project management entrusted to the Ministry's hydraulic department. A water point committee and an association of users are responsible for everyday management and recovery of operating expenses.

\* Energy, water and environment in the Sahel

**Location:** Koumi and Nerekoro  
**Sponsor:** Pierre Ascencio  
**Grant:** €150,000



MARP NIGER

## Resilience to climate change

**NIGER** With three quarters of its land desert, Niger, whose economy is based very largely on its natural resources (water, vegetation, soil, etc.) is facing rapid degradation of this capital due to increasingly unfavorable climate conditions. Access to water, combating soil depletion and food security are major concerns for the country. UNICED (United Nations Convention to Combat Desertification) is leading and financing an integrated program based on three priorities – rehabilitation of 230 hectares of degraded land with plantation of the gum acacia, food security and village hydraulics – to strengthen the population's resilience to climate change in the departments of Dosso and Logo, particularly hard hit by drought. The Foundation will be taking responsibility for the hydraulics component of this project that aims to equip the wells drilled in the communes of Kargui Bangou and Falwel with two potable water supply systems. Installation will be handled by the nonprofit MARP Niger and the Vergnet Hydro company.

**Location:** Dosso and Falwel  
**Sponsor:** Akine Atta  
**Grant:** €110,000

EDS\*

## Developing water networks and training technicians

**GUINEA** In 2014, the Foundation signed a cooperation agreement with the Republic of Guinea's Ministry of Hydraulics and Energy to provide expertise, financing and training for SNAPE, the national water points service attached to the Ministry, responsible for developing potable water supply for rural and semi-urban populations. This agreement was materialized in March 2015 by construction of a first water supply system in Damaro. A 35 meter-high water tower, ten standpipes and a 50-unit solar array were installed following a mission of expertise carried out by the Foundation in the field. Almost 25,000 residents benefit directly from this infrastructure inaugurated on World Water Day (March 22, 2015) in the presence of the Minister. In 2015, the Foundation and its partner nonprofit EDS continued with its development program in the region of Kérouane in the east of the country. The Kérouane prefecture is located in the Haute Guinée natural park and belongs to the administrative region of Kankan. The prefecture covers a pre-forestal region dominated by the Simandou hills. Mining operations have lead to a massive influx of people but the region lacks hydraulic and sanitation resources to cope with this

situation. Two new water supply systems powered by solar arrays were installed in the communes of Komodou (23,500 inhabitants) and Sibiribaro (25,000 inhabitants), each of which consists of a water tower and a network of standpipes. However, the Foundation's engagement goes further than simple technical assistance – it includes transfer of know-how to upgrade the skills of the people working for SNAPE. In partnership with Campus Veolia, training courses have been designed in management of hydraulic projects in the rural and semi-urban environment. The Guinean Ministry of Hydraulics and Energy and the SNAPE together applauded the Veolia Foundation “for its effective action to durably satisfy rural populations’ need for safe drinking water by building water supply systems powered by solar pumps” – an accolade that confirms the validity of the sustainable approach implemented by the Foundation in all the projects it supports.

\* Energy, water and environment in the Sahel

**Location:** Komodou and Sibiribaro  
**Sponsor:** Clément Petit  
**Grant:** €334,000





MÉDECINS DU MONDE

Protecting the recyclers  
of Manila

**PHILIPPINES** Since July 2012, Médecins du Monde (MdM), in association with the Foundation, launched a program to prevent and mitigate health, social and environmental risks for the people that earn a living from recycling waste electrical and electronic equipment (WEEE). The Philippines has no protective legislation and have become one of the “preferred” destinations for this category of waste. In the suburbs of Manila, sorting the waste is the main source of income for informal “recyclers”. These workers are exposed, along with their families – including pregnant women and children – to toxic chemical substances and hazardous heavy metals such as mercury. These products, until then handled without any precautions, also polluted the immediate environment and the places where these communities live.

The NGO, with the help of the Foundation’s volunteers, set up several actions to benefit the workers’ communities: building awareness of risky behavior, supply of suitable protective equipment and information about health precautions.

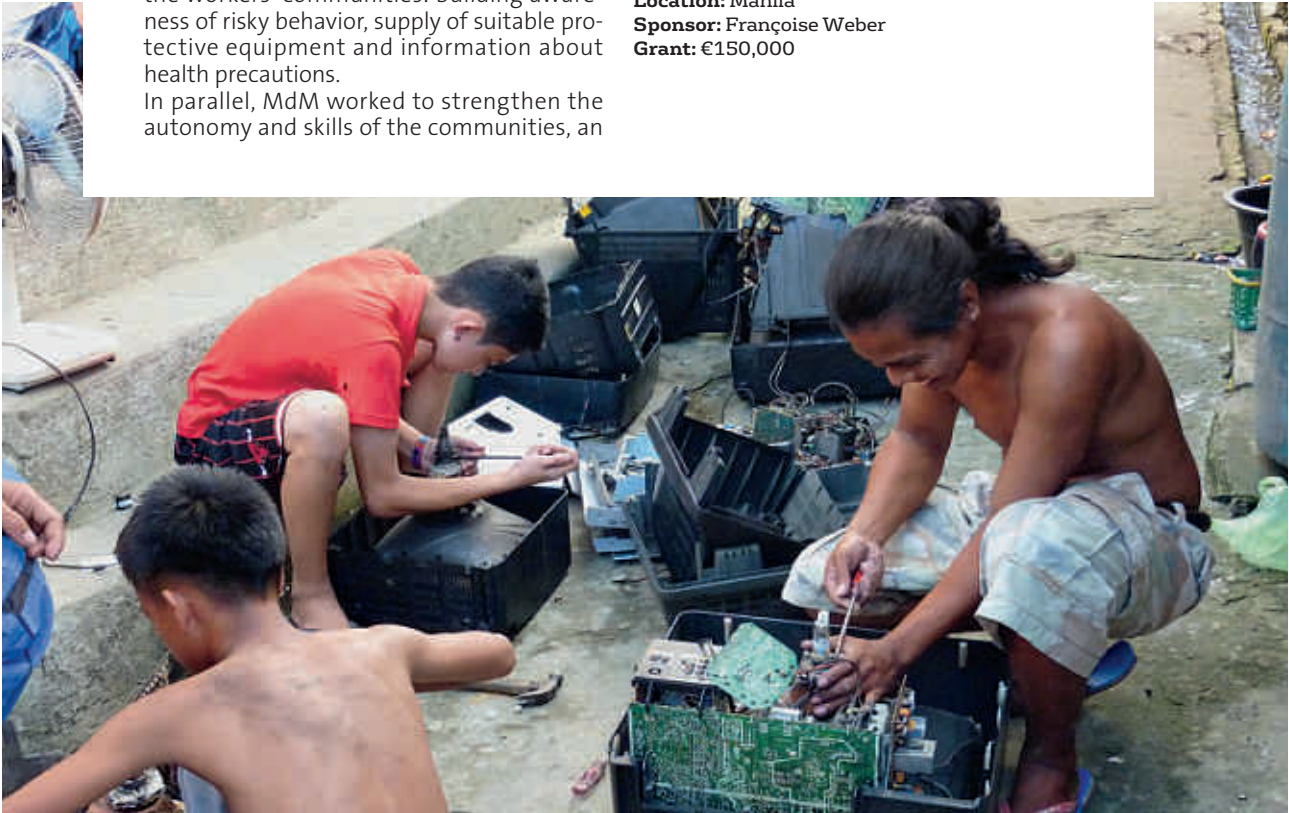
In parallel, MdM worked to strengthen the autonomy and skills of the communities, an

essential prerequisite for their recognition by government or local authorities.

Lastly, MdM has trained local health partners to deal with the needs identified by a precise study of workers’ health and environmental health issues.

The second phase of the project, structured in line with the findings of studies carried out by Veoliaforce volunteers, provides for installation of four sites dedicated to dismantling activities, designed with technical support from Veolia experts. The goals: to isolate the most hazardous practices and ensure less risky dismantling operations through use of suitable equipment and separate collection of the most toxic products. Another goal is to continue with information, education and communication initiatives, provide protective equipment for the recyclers and conduct a cycle of advanced training within their organizations.

**Location:** Manila  
**Sponsor:** Françoise Weber  
**Grant:** €150,000



AB CURNET\*

Compost produced  
by women

**BURKINA FASO** AB Curnet was founded in 2010 by a Burkina Faso national, Sylvain D’Almeida, who has worked with Veolia Propreté for many years. Drawing on his experience and the help of a network of former colleagues, he set up his organic waste collection and agricultural recycling activities in Ouagadougou.

AB Curnet’s goal is to transform human and animal excrement and plant waste into different grades of compost. The compost is obtained by mixing the organic waste collected with the sludge supplied by the Burkina Faso Water and Sanitation Office. Production of the (odor-free) end products is estimated at 50 metric tons per year. They have various applications, notably in individual gardens, green spaces and agricultural parcels. Collection of the organic waste is carried out by women excluded from mainstream society, who sort and process it on the nonprofit’s site.

AB Curnet has already built the infrastructure required for its project: office, sorting shed, composting basins, wastewater storage basins and a waste storage area. But to launch operation of the waste center, it will be acquiring composting equipment (a small crusher for green waste, probes for taking composting temperature, a motor-driven pump for spraying the compost in fermentation phase, scales for the small laboratory, etc.), and suitable safety equipment, with the help of the Foundation.

\* Burkina Faso nonprofit involved in sludge treatment and cleaning activities

**Location:** Ouagadougou  
**Sponsor:** Boris Efremenko  
**Grant:** €20,000

HARMONIE MÉKONG

Cleaning up  
Cam Ranh

**VIETNAM** Harmonie Mékong, which focuses on the countries of the Mekong (Cambodia, Laos, Vietnam, Burma, China), works on sustainable development and cultural diversity projects. The Foundation is supporting its plans to set up a durable waste management service in three villages of the Cam Ranh peninsula in Vietnam. After organizing collection of garbage and cleaning the beaches, the nonprofit is now installing containers for collecting household waste and developing actions to build the awareness of the population, while also creating communication media on this issue.

**Location:** Cam Ranh peninsula  
**Sponsor:** Thierry Vandeveld  
**Grant:** €10,000



SKILLS VOLUNTEERING MISSIONS

HAITI  
Testing cholera  
detection kits

For three years now, the Foundation has been working with the Fondation Mérieux and the NGO Pharmacie et Aide Humanitaire to develop a kit for detecting cholera in the environment. This innovative tool, adapted to use in the field, inexpensive and easy to use, enables detection of the presence of Vibrio cholerae in water resources serving human consumption. In June, a skills volunteering mission carried out by the Mérieux and Veolia foundations successfully tested the kits in the field.

June 2015

RCD  
Eradicating  
cholera in Uvira

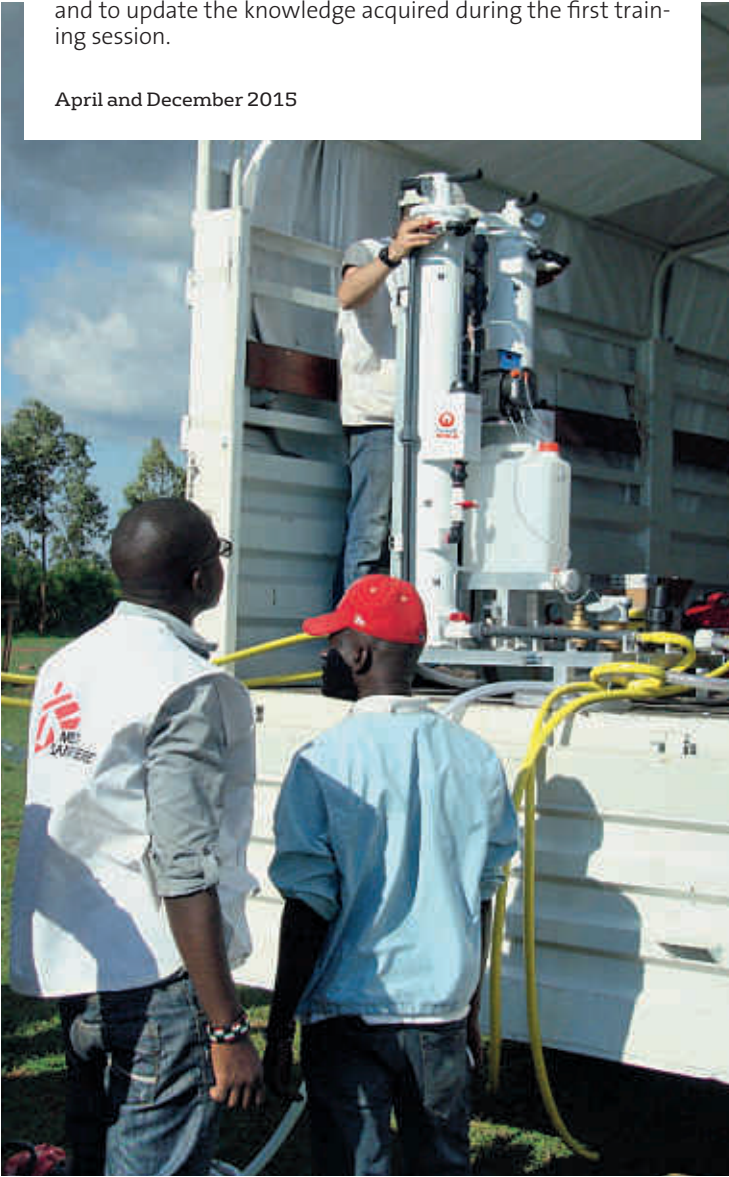
Every year, cholera aims 100,000 to 120,000 victims, half of them in the Democratic Republic of the Congo (RDC). The Veolia Foundation has been supporting the Congolese Health Ministry in combating this disease since 2007. It intervenes primarily in Uvira, South-Kivu, one of the main hotspots of the disease in the country, where it is leading a project to improve access to water and hygiene. Financed by the EFS (French Development Agency) and the

European Union, and carried out with REGIDESO, the Congolese Water Agency, it is planning substantial works to rehabilitate and extend potable water infrastructure. Three years of work are required, with a series of skills sponsorship missions to prepared for launch of calls for tender and bring this ambitious program to a successful conclusion.

January, February, March, July, August 2015

KENYA  
Supplying water  
for mobile health  
centers

In the west of the country, Médecins Sans Frontières (MSF) is conducting a program to combat HIV. A mobile detection and minor surgery center has been designed to serve the county of Ndhiwa, particularly hard hit by the virus, over a two-year period. Partner to MSF, the Foundation supplied an Aquaforce 500 mobile treatment unit to supply water for the health center. Two volunteers travelled to the country in April to train MSF personnel to assemble and operate this Aquaforce unit. A second mission, in December, was organized to ensure that the unit was functioning satisfactorily and to update the knowledge acquired during the first training session.



April and December 2015



IRAQ  
Water  
for the refugees

The advance of Daesh in Iraq led to massive displacement of the population starting in June 2014. The autonomous region of Kurdistan had to cope with an influx of refugees fleeing the combat zones. After a first intervention with the French Red Cross in the summer of 2014 to provide emergency assistance, the Foundation's volunteers intervened again to secure and improve water supply in the Bardarash camp at the request of the French Foreign Affairs Ministry crisis center. Two missions were conducted in the camp, in June and later in December, to assess existing infrastructure, ensure production from wells to distribution in the tents and define the urgent work required.

June and December 2015

PHILIPPINES  
Protecting the  
Manila recyclers

Veolia RVD Triade volunteers are participating in the program conducted by the Foundation with its partner Médecins du Monde (MdM) in the Philippines. The NGO works in Manila to prevent and mitigate environmental risks and reduce the exposure of informal recycler communities to the diseases inherent to their activity. Teams relay each other on the ground to inform the waste recyclers and their families of the dangers of toxic products and inculcate practices to protect their health and the environment. The 2015 mission focused in particular on setting up dedicated dismantling spaces (see page 12).

March 2015





A man with a beard and short hair, wearing a dark polo shirt, is smiling at the camera while working on a mechanical device. He is in a workshop with a stone wall in the background. To his left is a large industrial drill press. In front of him is a workbench with various tools and components. A large white circular graphic is overlaid on the right side of the image, containing the title text.

## SOCIAL INCLUSION THROUGH WORK AND SOCIAL LINKS

Work provides dignity and independence and gives meaning to people's lives. The Foundation supports initiatives and structures helping people who have dropped out of mainstream society return to work: non-profits and enterprises running subsidized employment schemes and projects that offer training and mentoring or that help strengthen social links. Each of these projects is supported by a Group employee acting as sponsor.



# ELISE

## The circular, social and inclusive economy

French leader in recycling of office paper, ELISE is a franchised network of sheltered workshops and subsidized employment enterprises. It is keen to build on its success by replicating its model and diversifying into different types of waste. Its goal: to create 300 jobs between now and 2020.



ELISE has been active in environmental protection since 1997, while also creating jobs for people with little access to the labor market. The group signed a commercial partnership with Veolia Recyclage et Valorisation des Déchets in 2012: it delivers all the paper collected to Veolia recycling centers. Over the next three years, 275 jobs have been created on 24 sites and 17,000 metric tons of paper collected and recycled every year. In 2016, Veolia and ELISE are keen to expand their partnership to include all types of office waste and envisage processing 68,000 metric tons of paper and plastic every year, together with 50,000 tons of other office waste (plastic cups, metal cans, organic waste, textiles, etc.).

The Veolia Foundation supports ELISE in two ways to help it achieve these ambitious goals: speed up creation of sites over the whole of the country and conduct R&D initiatives to diversify the waste collected.

**Replication and professionalization**  
ELISE is keen to develop its network of franchisees in this increasingly competitive waste collection market.



The Veolia Foundation is financing a “start-up kit” (crusher and wheelie bins) for loaning to new entities in start-up phase. It also needs to conduct communication campaigns with local companies to inform them about ELISE’s services. It wants to acquire new technological tools to optimize the traceability of the waste from collection to the recycling sites. Lastly, it will be strengthening and unifying employee training on all its sites and standardizing procedures thanks to a detailed manual, as a step towards ISO 9000 certification.

**R&D and diversification**  
ELISE offers customers the possibility of collecting plastic cups, the second largest source of recyclable waste in offices. The recycling stream exists but is costly given the low numbers of cups involved. The nonprofit will be seeking new technical solutions. Preliminary studies and equipment are required to collect and sort other waste such as non-specific organic waste and infectious-risk waste from healthcare activities. ELISE intends to identify players with specialized skills and carry out tests. In this way, the ELISE network will maintain a lead over the competition thanks to this forward-looking vision of its activity.

**A PROMISING MARKET**  
–400,000 metric tons of office paper collected out of the 850,000 tons produced.  
– A government bill provides for mandatory recycling of waste by all companies producing more than 1,100 liters/week.

**Location:** France  
**Sponsor:** Marc-Antoine Belthé  
**Grant:** €155,000



Alexis Pelluault,  
founder and director of  
ELISE

**ELISE has been active from the opening of the office waste collection and recycling market, twenty years ago.**  
The support of the Foundation and the partnership with Veolia has enabled us to keep our position as leader in France. We currently have 32 sites and hope to have 40 or so by the end of 2016. There is still a great deal of potential in both collection and recycling.

**The Foundation’s support will initially enable us to optimize the traceability of the waste collected,** category by category, thanks to an extranet set up for our customers – yet another step towards the image of expert that ELISE is keen to convey. We also want to strengthen training in our existing activities and to anticipate the new services (organic waste, textiles...). This fits well with a goal of interest to us as well as Veolia: to create bridges between our two structures so that Veolia employees with a disability could join ELISE, and vice versa. We have many operational projects to develop, but we do not forget our primary vocation – to create jobs for people with disabilities or those in difficult circumstances.



VOISINMALIN

Making  
contact  
with the  
community

**FRANCE** The nonprofit VoisinMalin is fostering a network of dynamic residents to recreate community cohesion in low-income neighborhoods. These “smart neighbors” make contact with all the residents in their area, mostly by knocking on their front doors. They listen to their concerns, pass on useful information and help them understand the changes taking place in their daily lives. In this way, they allow residents to emerge from their isolation and play a more active role in their lives and their community. Primarily active in the Paris region, VoisinMalin is keen to replicate its network in 20 towns covered by the NPNRU (new national program for urban renewal). To this end, it has set up a Partners Club to replicate the initiative. The Veolia Foundation is supporting this ambition.

**Location:** Paris region  
**Sponsor:** Benoît Ringot  
**Grant:** €30,000

ADIE\*

One hundred jobs created  
by young people in Plaine  
Commune

**FRANCE** Adie is a non-profit organization that helps people excluded from the labor market and the traditional banking system create their company and their own job thanks to microcredit. The Foundation committed to supporting the nonprofit in 2006 by providing help with tools and solutions to assist micro-entrepreneurs, in particular young people from disadvantaged neighborhoods. Adie and the Foundation renewed their partnership with the goal of helping 75 young Plaine Commune (Seine-Saint-Denis) residents create companies over the next three years, with an even broader remit: each of the young people benefitting from an Adie micro-credit loan will be mentored for a period of up to forty-eight months. This support should enable creation of 75 companies and almost 100 jobs.

\* Nonprofit for the right to economic initiative

**Location:** Plaine Commune, Seine-Saint-Denis  
**Sponsor:** Éric Lesueur  
**Grant:** €150,000



LA BERGERIE DE BERDINE

Eco-construction of a new living space for beneficiaries of a nonprofit involved in social re-integration of people in very precarious circumstances.

**Location:** Saint-Martin-de-Castillon, Vaucluse, France  
**Sponsor:** Franck Haaser  
**Grant:** €40,000

LILLE SUD INSERTION

Support for development of activities involving upkeep of green spaces for a back-to-work nonprofit in the southern neighborhoods of Lille.

**Location:** Lille, Nord, France  
**Sponsor:** Thierry Delobelle  
**Grant:** €10,000

NOVAM SPEMUS

Creation of sewing workshops equipped with machines powered by solar energy.

**Location:** Dolisie, chief town of the Niari department, Congo-Brazzaville  
**Sponsor:** Nicolas Desprez  
**Grant:** €20,000

INITIATIVES SOLIDAIRES

Refurbishing the premises of a subsidized employment enterprise and purchase of the equipment required to open a carpentry workshop.

**Location:** Aubervilliers, Seine-Saint-Denis, France  
**Sponsor:** Dominique Boizeau  
**Grant:** €20,000



APCDS\*

“Lulu dans ma rue” opens  
its first kiosk in Paris

**FRANCE** After the success of Emmaüs-Défi, a work-integration enterprise that today has 200 employees working in recycling and sale of recovered objects, its founder Charles-Édouard Vincent wanted to go further by offering sustainable employment to people who have completed a back-to-work program but have not found a job in a conventional company. His project, called “Lulu dans ma rue”, aims to solve this problem by reinventing occasional services in the urban environment: minor repairs, deliveries, pet-sitting, IT assistance, child-minding, etc. All these services are offered through a neighborhood concierge service installed in a kiosk, with a web platform to facilitate contact between service providers and customers. The aim of the neighborhood concierge service is to find the right person at the right moment to provide a reliable, high-quality service.

The Foundation supported the upstream phase of the project by financing the feasibility study in Paris. Once the study had demonstrated the validity of the concept, the Foundation joined forces with four other partners (the Carrefour, Vinci, PAI and Accenture foundations) for the first trial of the project over one year, led by APCDS, a nonprofit tasked with producing the blueprint for this neighborhood service platform. In May 2015, APCDS launched the platform with the support of the fourth arrondisse-

ment municipality and the Ville de Paris, the idea being to create a local service that contributes to community life and combats joblessness among the less-skilled. The first neighborhood concierge kiosk opened next to the Saint-Paul metro station. A first audit carried out at the end of 2015 was very encouraging: the project has already enabled some 50 “Lulus” to acquire real sources of income and escape the traps of idleness and social isolation, while providing “meaningful” services to local residents. It is a powerful lever of social diversity that has enabled many “Lulus” to substantially improve their employment prospects, and the project has revitalized the life of the neighborhood. It has been warmly welcomed – even praised – by residents, shopkeepers, neighborhood associations and local nonprofits. Lulu dans ma rue creates a new economic activity that generates employment, and numerous cities (Brest, Bordeaux, Toulon, Lille and Grenoble, etc.) have already shown their interest in opening neighborhood concierge services on the same model.

\* Nonprofit working to develop local economy service centers

**Location:** Paris, France  
**Sponsor:** Christine Rodwell  
**Grant:** €150,000



ACTA VISTA

A training course, a qualification, a job

**FRANCE** Since 2002, Acta Vista has specialized in professional training for employees on subsidized employment schemes in projects to restore historic monuments, primarily in the PACA (Provence-Alpes-Côte d’Azur) region. With the help of the skilled worker-trainers of BAO, Acta Vista’s training arm, workers acquire the know-how and life skills essential in a demanding and productive professional environment. Thanks to their personal engagement and motivation, these employees are able to develop new skills materialized by a professional diploma (equivalent to the CAP trades qualification) recognized by the Ministry of Work: mason specialized in old buildings, stone-cutter, carpenter, etc. A partnership with the Association Ouvrière des Compagnons du Devoir (skilled craftsmen’s guild) enables Acta Vista to offer highly motivated young people additional professional training through a master craftsman “Tour de France”. In addition, socio-professional mentoring enables each employee to take concrete steps towards overcoming personal obstacles to employment (health or housing difficulties, etc.) during their work contract. At the end of the contract, the employees have gained real

experience in restoration of old buildings and skills that can be transferred to the construction, eco-construction, security and logistics sectors. In 2012, the nonprofit embarked on a very large project: restoration of the Fortin de la Cride, a 17th-century military fort. Organized in three twelve-month cycles, the operation allowed recruitment, training and validation for 45 jobseekers under the age of 26 not eligible for traditional training schemes, who lacked qualifications but were committed to acquiring professional skills in the construction and civil engineering industry. Restoration of the fort, supported by the Foundation from the outset, will be completed in 2016. It will house a Museum of the Sea and an underwater diving activity sponsored by Jean-Michel Cousteau. In 2015, Acta Vista launched a new back-to-work project on the Saint-Mandrier peninsula involving construction and installation of a noria (water-raising device) that will enable six employees to acquire skills and move back into the world of work.

**Location:** Sanary and Saint-Mandrier, Var  
**Sponsors:** Paul-Émile Roblez, Emmanuel Plessis  
**Grant:** €30,000 and €20,000



LP4Y\*  
Entrepreneurship to  
move off the streets

**INDIA** Life Project 4 Youth (LP4Y) works to foster social and professional integration of young adults from 17 to 24 years living in very precarious circumstances. Located near to shanty towns, LP4Y develops incubators for entrepreneurial micro-projects. Known as “Life Project Centers,” these structures offer the young people they welcome (single mothers, school drop-outs, young people with disabilities, former prisoners, etc.) a specially designed program of mentoring: “Professional Training for Entrepreneurs”. This program entails a commitment by the young beneficiaries to undertake an eighteen-month training period devoted to development and management of the economic micro-activity of their choice, remedial education and personal development. Five hundred young people are currently benefitting from the mentoring provided by LP4Y, which, since 2009, has opened centers in the Philippines, Indonesia and Vietnam, supervised by more than 50 “Solidarité Internationale” volunteers. In 2015, the nonprofit is keen to expand its activities by opening four centers in India: two in New Delhi and two in Calcutta. The Foundation is supporting opening of a Life Project Center in the shanty town of Chetla, to the south of Calcutta.

\* Life Project 4 (for) Youth

**Location:** Calcutta  
**Sponsor:** Nicolas Germond  
**Grant:** €10,000

**AGOIE\***  
Redevelopment of the buildings housing a social and professional integration nonprofit for young people using eco-construction techniques.  
\* Nonprofit devoted to encouraging social inclusion through work.  
**Location:** Montigny-lès-Cormeilles, Val-d’Oise, France  
**Sponsor:** Philippe Brion  
**Grant:** €10,000

**LIGUE VAROISE DE PRÉVENTION**  
Creation of a shared garden for and with the residents of La Floriane, a priority action neighborhood in Toulon.  
**Location:** Toulon, Var, France  
**Sponsor:** Emmanuel Plessis  
**Grant:** €20,000

**LA CONCIERGERIE SOLIDAIRE**  
Acquisition of vehicles and equipment to develop the activities of a subsidized employment enterprise and enable it to respond better to their customers’ demands.  
**Location:** Bordeaux, Gironde, France  
**Sponsor:** Bertrand Auneau  
**Grant:** €15,000

**GÜSTROWER BILDUNGSHAUS EV**  
Restoration of a day center by and for socially isolated young people as part of a restoration project supervised by master craftsmen.  
**Location:** Rostock, Mecklenbourg-Western Pomerania, Germany  
**Sponsor:** Susanne Schmaal  
**Grant:** €24,000



A photograph of a fish, possibly a sea bream, swimming through a dense field of green seagrass underwater. The fish has a silver body with dark vertical stripes and a prominent dark eye. The background is a clear blue water surface.

## ENVIRONMENTAL CONSERVATION AND BIODIVERSITY

Living in harmony with nature, conserving resources and biodiversity, mitigating climate disruption – all these can help keep our planet habitable.

The Foundation encourages initiatives to build public awareness and teach eco-responsible behavior. It also backs ambitious projects to further our understanding of and restore natural environments. It contributes to their financing and helps raise their profile, with the attentive and enthusiastic support of a sponsor.



# TARA PACIFIC

## Protecting coral reefs

After having studied plankton in the oceans and analyzed pollution by plastics in the Mediterranean, Tara is launching its new expedition, Tara Pacific. It will focus on coral reefs with the aim of furthering understanding of their evolution in the face of climate change and the ecological disruptions taking place on our planet. The schooner will set sail in May 2016.

Coral reefs cover 0.02% of the area of oceans but house 25% of marine biodiversity. This biodiversity sustains almost one billion people, primarily in Southern Asia (“the Coral Triangle”). These three figures demonstrate the ecological and economic importance of coral reefs. And yet they are not adequately protected: 20% have disappeared, definitively; 25% are seriously endangered and another 25% may come under threat looking to 2050. Their greatest enemy: the combined effects of a growing world population and climate change.

To understand the state of health of coral reefs and inform both the general public and policy makers about this issue, Tara Expéditions is launching Tara Pacific, which will pursue its journey from May 2016 until July 2018. The schooner will visit a very large number of coral reef islands spread out over huge areas: French Polynesia alone counts 347 islands over an area of almost 6,800 square meters. Most of these islands are not affected by direct man-made pollution but are threatened by the global changes taking place on our planet. Whatever the cause, Tara Expéditions will focus on measuring both types of disruption and furthering our understanding of them.



### Understand and communicate

Tara Pacific is the schooner’s 11<sup>th</sup> expedition since 2003 and the third supported by the Veolia Foundation. Like the preceding voyages, Tara Pacific has chosen two fields of action: science and building awareness.

The scientists will be studying the adaptive potential and resilience of coral to climate change, and – in some areas – to man-made pollution; they will also be deepening their knowledge of the biodiversity of the reefs, from individual gene to the ecosystem. Lastly they will be looking at the possible applications of this research for human health.

Tara Expéditions will inform the public about the progress of the expedition through the press, its own website and those of its partners – including the Veolia Foundation – and international TV documentaries. The schooner will carry out two awareness-raising campaigns in Asia, in 2017 and 2018, with several stopovers currently being planned in Japan, South Korea and China. Before its return to Europe, Tara Expéditions plans stopovers in Singapore, the Middle East and the Mediterranean to publicize its work.

**Location:** Pacific  
**Sponsor:** Régis Calmels  
**Grant:** €600,000  
over three years to help meet the costs of the sampling campaign, the purchase of scientific equipment and awareness-building actions

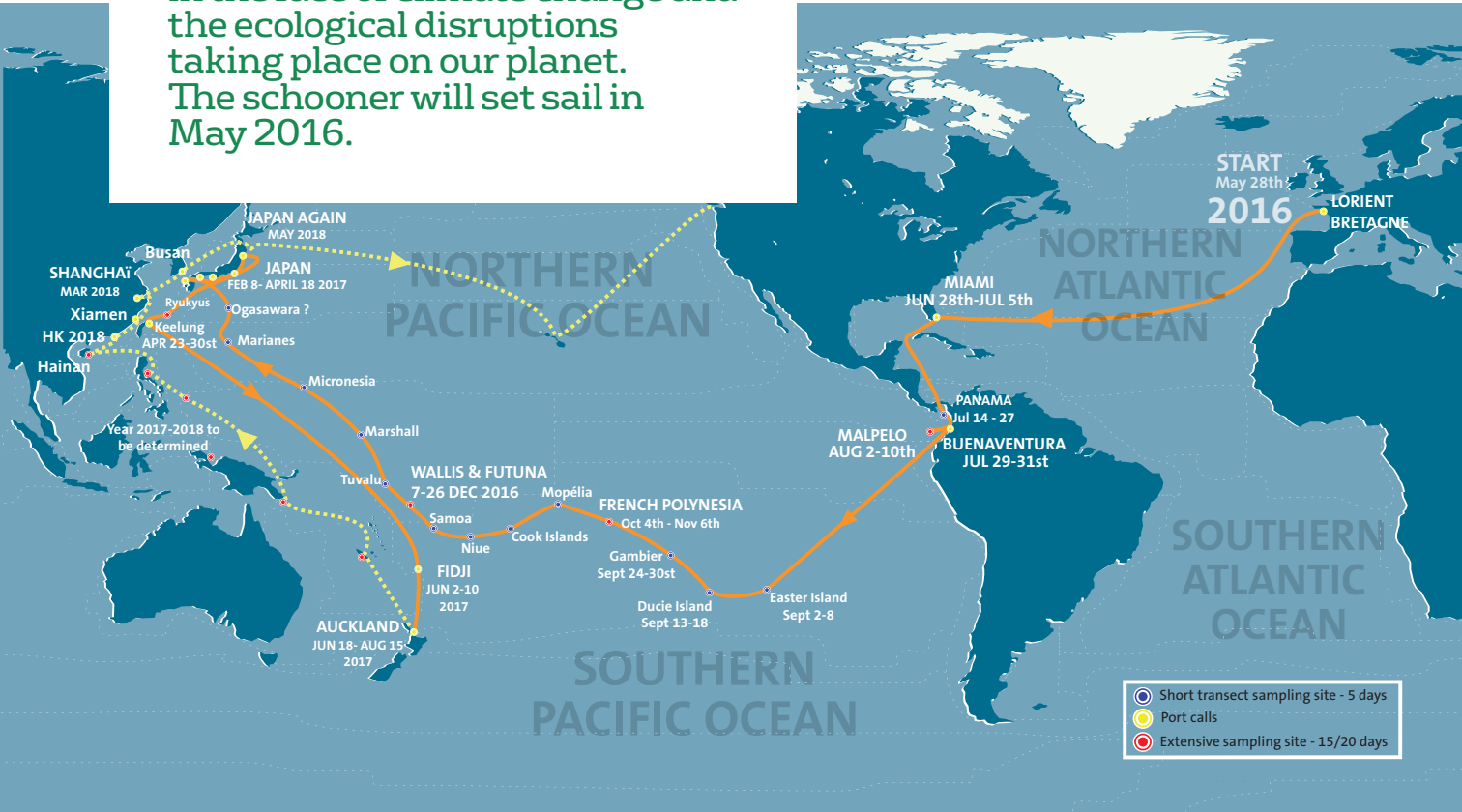


Étienne Bourgois,  
Chairman of  
Tara Expéditions

**For Tara, the idea is to give policy makers a better understanding of the role played by the ocean in climate** regulation and show them that the greater the impact on the ocean, the less it will be able to perform this role. The oceans produce 50% of the oxygen we breathe and sequester almost 25% of CO<sub>2</sub>. We don’t yet know a great deal about the major changes taking place in the ocean.

**But today, significant scientific advances have given us credibility in a number of areas.** For several years now, Tara Expéditions has committed to representing the voice of the ocean in climate talks. Since our experience at the Rio +20 meeting in 2012, Tara has developed an advocacy and insights for policy makers, and we need to attract a great many players to put this message across. Acting as advocate for the oceans is not something we can do alone! We have worked with other organizations to create the Ocean & Climate platform, which today brings together some 60 partners.

**Tara’s engagement and the mobilization of these players have already borne fruit during COP21.** The ocean is now included, for the first time, in the Paris Agreement. Twenty-two countries have also committed to supporting ocean-related issues in the United Nations climate policy mechanisms.





UVED\*

“Online”  
to tackle climate  
challenges

**WORLD** UVED, one of the seven virtual themed universities created and supported by the French Ministry of Education, Higher Education and Research, developed a new MOOC (Massive Open Online Course) for COP21 dedicated to the “Causes and challenges of climate change”. Hervé Le Treut, professor at the université Pierre-et-Marie-Curie and the École polytechnique, and Jean Jouzel (CEA) are its scientific sponsors. Some 40 experts from different higher education and research establishments are involved in this project. Fabienne David (Veolia Research and Innovation) is one of the lecturers and tackles the theme of “regional impacts and adaptation to climate change”. The videos included in the MOOC can be used independently of the initial France Université Numérique platform, and can be used freely by teachers and educational workers. The Veolia Foundation is supporting this project, as it did for the MOOC on biodiversity in 2014.

\* Virtual Environment and Sustainable Development University

**Location:** World  
**Sponsor:** Amélie Bouvin  
**Grant:** €25,000



NABU\*

Seas without  
plastics

**GERMANY** Nabu, set up over a century ago, has more than 550,000 members and partners and is Germany’s largest environmental conservation organization. It is active at every level: preservation of the natural environment, flora and fauna; improving the habitats of natural species but also prevention of the health risks linked to environmental degradation. One of its flagship projects, “Seas without plastics,” aims to put a stop to the accumulation of waste in the North and Baltic seas, primarily by reducing the pollution generated by development of tourist activities in coastal regions. Drawing on a network of committed partners, Nabu will be setting up a deposit and return system for the dishware used by beach restaurants in several municipalities on the coast of Germany. This concept will be rapidly duplicated in many other towns. The Foundation’s support is enabling Nabu to acquire re-usable dishware, build a dishware washing unit, and finance communication around the project and coordination with local authorities and project partners. The initiative will be scientifically monitored by the university of Magdebourg.

\* Naturschutzbund Deutschland eV

**Location:** Germany  
**Sponsor:** Michel Cunnac  
**Grant:** €150,000 over three years



PRIX DU LIVRE  
ENVIRONNEMENT

Reading to awaken  
people’s consciences

**FRENCH-SPEAKING WORLD** The Foundation created the Environment Book Prize in 2006 to support and promote writers and publishers who build public awareness of the major challenges facing the planet. During the Brive Book Fair, the jury, chaired by Roselyne Bachelot, former Minister of Ecology, nominated the 2015 prizewinners. **Dominique Bourg** and **Alain Papaux** received the prize for their *Dictionnaire de la pensée écologique* (Dictionary of ecological thinking), published by the Presses Universitaires de France. This dictionary brings together all the ideas, conceptual constructs and avenues for action inspired by the state of the planet and the functioning of the biosphere. Through 357 articles written by 260 authors, the reader will discover the latest developments around key concepts, landmark books and authors whose work is now part of the ecology canon. Since ecological thinking embraces a new and threatening scale in the disruptions inflicted on the environment, generating new questions about the place of human beings in the natural world, and because the experts in

ecology speak with many voices, the thrust of this dictionary is simultaneously critical, historical and forward-looking. It does not hesitate to propose contradictory view on ecology’s central concepts. The 2015 young reader’s prize was awarded to **Fleur Daugey** and **Sandrine Thommen** for *Les Oiseaux globe-trotters* (Globe-trotter birds), published by Actes Sud Junior. It is a beautiful work of documentation, a big and generously illustrated book, that lets young readers follow the north-to-south journey of the main migrating species. The migration of birds is a fascinating natural phenomenon that raises numerous questions. Why do birds migrate? How do they prepare for a journey spanning thousands of kilometers? What are the migration routes? When do they decide to make the return voyage? This comprehensive and beautifully illustrated work invites readers to follow the birds in their long voyage and lets them discover the techniques of observation used by ornithologists. **Location:** French-speaking world  
**Sponsor:** Fanny Demulier



PARC ET GRANDE HALLE  
DE LA VILLETTE\*

Educational gardens  
open to all

**FRANCE** In the heart of La Villette park, the gardens set out along the paths have a dual purpose: to act as a resource for urban ecology and sustainable development, and contribute to creating or re-creating social links for all, especially underprivileged or marginalized people. The Foundation has been supporting the extension and restoration of the gardens since 2010. In 2015, it is supporting creation of new educational cycles for an ever-growing public, which are also adapted to welcoming people with disabilities.

\* Public establishment managing the La Villette park and covered hall

**Location:** Paris  
**Sponsor:** Helman le  
Pas de Sécheval  
**Grant:** €10,000



ASPARAGUS-  
EMPREINTE NATURE

Positive-energy  
families

**FRANCE** Asparagus-Empreinte Nature is an environmental education nonprofit active in the municipality of Argenteuil and its environs since 2001. It focuses on sharing knowledge and know-how to encourage citizens to adopt more environment-friendly practices. It proposes events and training courses, relying on the professional skills of its members and working

closely with other partners (nonprofits and local authorities). The Foundation is supporting rollout in 2015 and 2016 of a program to build awareness of energy savings and the stakes of climate change – the “Positive-energy families” initiative supported by Ademe.

**Location:** Argenteuil,  
Val-d’Oise  
**Sponsor:** Philippe Brion  
**Grant:** €15,000



CAMARGUE  
REGIONAL  
NATURE PARK

Sharing  
knowledge  
between deltas

**FRANCE-ROMANIA** After participating in programs to protect pink flamingoes and restore the marine ecosystem of the Gulf of Beauduc, the Foundation is supporting the cooperation initiative set up by the park with the biosphere reserve of the Danube delta, on issues of common interest around environmental conservation and biodiversity.

**Location:** Camargue, Danube delta  
**Sponsor:** Eva Kucerova  
**Grant:** €30,000

UNE OASIS  
DANS LA VILLE\*

An  
extraordinary  
garden

**FRANCE** Created by Ortrud Roch in Aubervilliers in 1994, the nonprofit Une Oasis dans la Ville – Autour de vous aimed to let children whose only playground was the street discover nature. Working with residents in the neighborhood, who come from many different cultures, it transformed a piece of wasteland belonging to the municipality into an “extraordinary garden”. Since then, this area of greenery has welcomed numerous children, offering them creative activities and discovery of gardening: sowing and planting, making masks and percussion instruments, watercolor and painting workshops using natural pigments – a whole range of activities aimed at stimulating the senses and letting them discover or rediscover nature. Une Oasis dans la Ville also welcomes parents, who can join literacy and tai-chi-chuan classes, and are invited to participate in the festive events organized by the nonprofit. It has many projects for building better communities: a Chinese garden, world cuisine workshops, homework clubs and helping adults prepare for job interviews. The Foundation’s support will allow it to purchase the equipment it needs to accomplish these different projects.

\* An oasis in the city – near you

**Location:** Aubervilliers, Seine-Saint-Denis  
**Sponsor:** Haidy Aron Campan  
**Grant:** €10,000



PLAY INTERNATIONAL

Playing to teach respect  
for the environment

**FRANCE** Play International has developed an education through play approach aimed at primary school children. This “playucation” technique based on games and sport facilitates transmission of educational messages and fosters positive behavior in the children. The nonprofit provides teachers with a “playucation kit” to help them organize sports and games sessions with an awareness-building dimension around various themes such as nutrition and obesity, violence, boy-girl relations and cooperation. The Foundation, which has already financed design and rollout of the kits, is supporting a new project to foster eco-responsible practices among children aged 6 to 11.

**Location:** France  
**Sponsor:** Claire Billon-Galland  
**Grant:** €20,000



# Encouraging innovative and inclusive initiatives

**WORLD** The Foundation is regularly asked to support student projects. To channel these requests and encourage the initiatives of student association, in 2008 the Foundation launched the Student Solidarity Award, in liaison with the Campus Veolia/Relations with schools and universities division. It rewards innovative outreach initiatives led by student associations in France and other parts of the world in one of the Foundation's three fields of action. For the 2015 edition, the scope was enlarged to include COP21 issues.

The winners receive financial support and technical back-up in the form of skills provided by a Group employee acting as sponsor.

Location: World  
Sponsor: Brigitte Durand  
Grant: €20,000



## Four associations rewarded

### First prize



### AEJT\*

## Helping migrant children

**NIGER** Set up in 2001 by Nigerian students, the Association des enfants et jeunes travailleurs (AEJT) in Ouallam set itself the task of developing access to education through a large number of initiatives supporting children's rights (literacy classes, leisure activities, support for displaced and migrant children, etc.). In Ouallam, located 90 km north of Niamey in the Tillabéri region (west Niger), AEJT volunteers mentor numerous migrant children who are potentially targeted by movements such as Boko Haram. Students at the Université Abdou Moumouni in Niamey are trained in workshops and have learned how to identify children at risk. Some 40 young migrants were approached to benefit from the program's activities and, in this way, access professional training to learn a trade: rural mechanics, plumbing, silk-screen printing, sewing, etc. In the longer term, and thanks to the Foundation's support, 200 children will have benefitted from AEJT's mentoring actions.

\* Nonprofit to help children and young workers

Location: Ouallam, Tillabéri region  
Sponsor: Maimouna Idrissa

### Second prize



### FAMILY FIRST

## Measuring the impact of NGOs

**CAMBODIA** Family First, founded by HEC students, offers NGOs that support families a way of measuring the social impact of their programs. It uses the methodology of the Planète d'Entrepreneur non-profit, which, enriched by the partnership with the Entreprise and Pauvreté (Business and Poverty) Chair of HEC, fosters a pragmatic and concrete grass-roots approach adapted to the needs and resources of social entrepreneurs. The Foundation supported Family First in monitoring the NGO Enfants du Mékong in Phnom Penh. After three weeks on the ground and interviews with almost 70 families, the association validated the efficacy of the NGO's actions in the area. The school enrollment program has a positive impact on the young beneficiaries' families. Family First noted an improvement in living conditions thanks to the 18 euros paid every month by sponsors, together with transmission of skills between the children themselves.

Location: Phnom Penh  
Sponsor: Benoît Ringot



Four associations rewarded

Third prize



YA+K\*  
A shared garden in the heart of a housing estate

**FRANCE** With YA+K, students from the École nationale supérieure d’architecture de Paris-Malaquais et La Villette (architecture school) and the université Paris-Panthéon-Sorbonne are working to rehabilitate an urban space. Located in the heart of a low-income housing estate in Bagnolet, the “lion’s pit” slab will undergo a metamorphosis. The space, hitherto abandoned and cluttered with garbage, will be rehabilitated to become a garden and a place for socializing. The Foundation is supporting this participative project: YA+K intends to rely on residents and local non-profits to ensure that people take ownership of the site thanks to a collective construction project. The initiative was, in parallel, presented at Le Bourget during COP21 under the “Exemplary sites and projects” category identified by the Seine-Saint-Denis department.

\* Young Architects + Konnexion

**Location:** Bagnolet, Seine-Saint-Denis  
**Sponsor:** Jacques Hayward

Special COP21 Prize



HYDR’OPEN  
An open-source micro-turbine

**FRANCE** With its hydraulic turbine project, Hydr’Open targets geographically isolated populations and offers them a sustainable clean-energy solution. This project supported by students at the ENSE3 (Groupe Grenoble INP) engineering school led to inauguration of a prototype in December 2015. The hydraulic turbine produced is designed to produce 1 kW of electricity. It will be tested in a watermill in the north of the Isère department, with the aim of subsequently developing turbines producing from 1 kW to 50 kW of energy. This power rating should cover all the primary needs of villages in developing countries: lighting, healthcare, education and emergence of economic activities. The turbine is an autonomous source of energy, not connected to the electricity grid and covering a limited geographical scope. It could provide a sustainable solution for communities that have problems accessing electricity but which possess water resources. The Foundation is supporting this project, developed on an open-source basis and using recovered materials to reduce production costs.

**Location:** Grenoble, Isère  
**Sponsor:** Jean-Marc Padoy

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**Corporate Foundation**

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