

Cultural Transformation & Collaborative AI

The Blueprint for Organisational Success



A large circular graphic on the left side of the slide contains silhouettes of several people walking towards the right against a sunset sky. The background of the entire slide is a dark blue gradient with faint binary code (0s and 1s) and a subtle pattern of light blue lines.

2023

Group Chief Data &
Analytics Officer

2022

Head of Group Data Strategy

2017

Head of Data & Analytics
for UK / Northern Europe

2016

National Business Performance
Manager, BI, GIS, Data Science

2010

Data Analyst
Westminster Municipality



karlohanlon





CHAMPION OF ECOLOGICAL TRANSFORMATION

3
CORE
BUSINESSES



STRONG
GLOBAL
PRESENCE

218k
Employees
worldwide

45_B
Revenue

57
countries

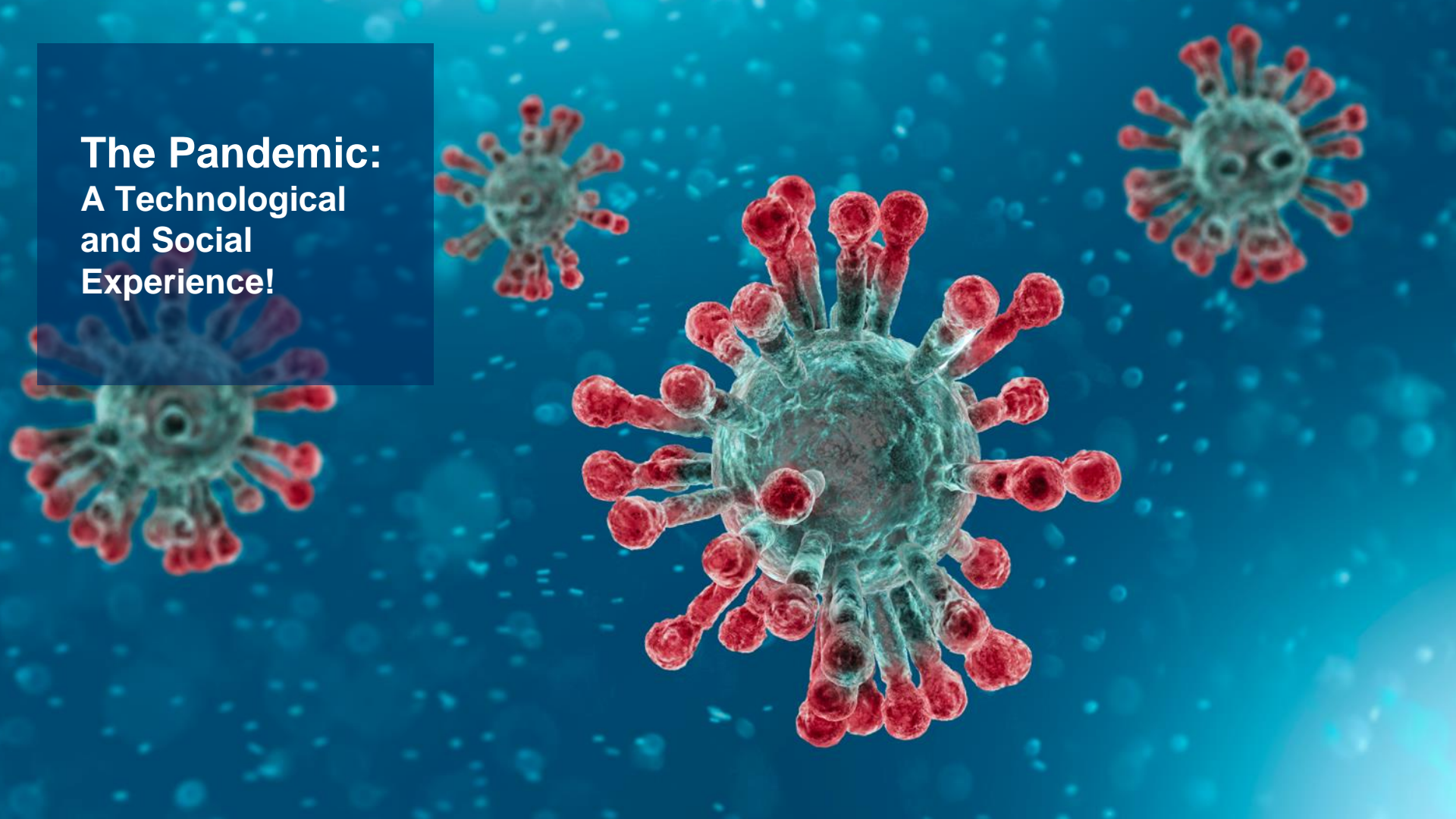
Digital and AI to Accelerate Ecological Transformation!

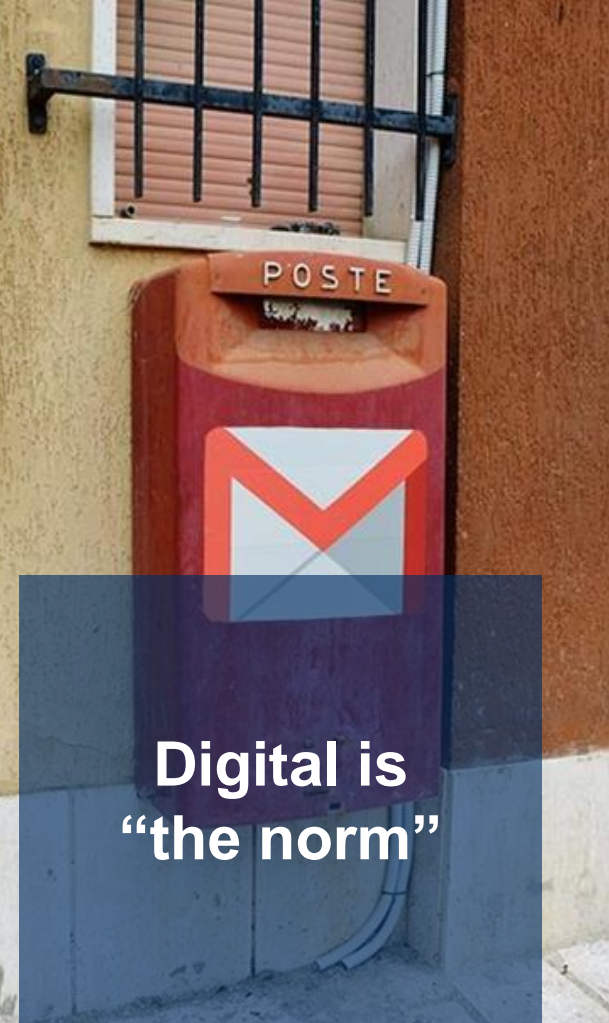
Decarbonization

Regeneration

Depollution

**The Pandemic:
A Technological
and Social
Experience!**



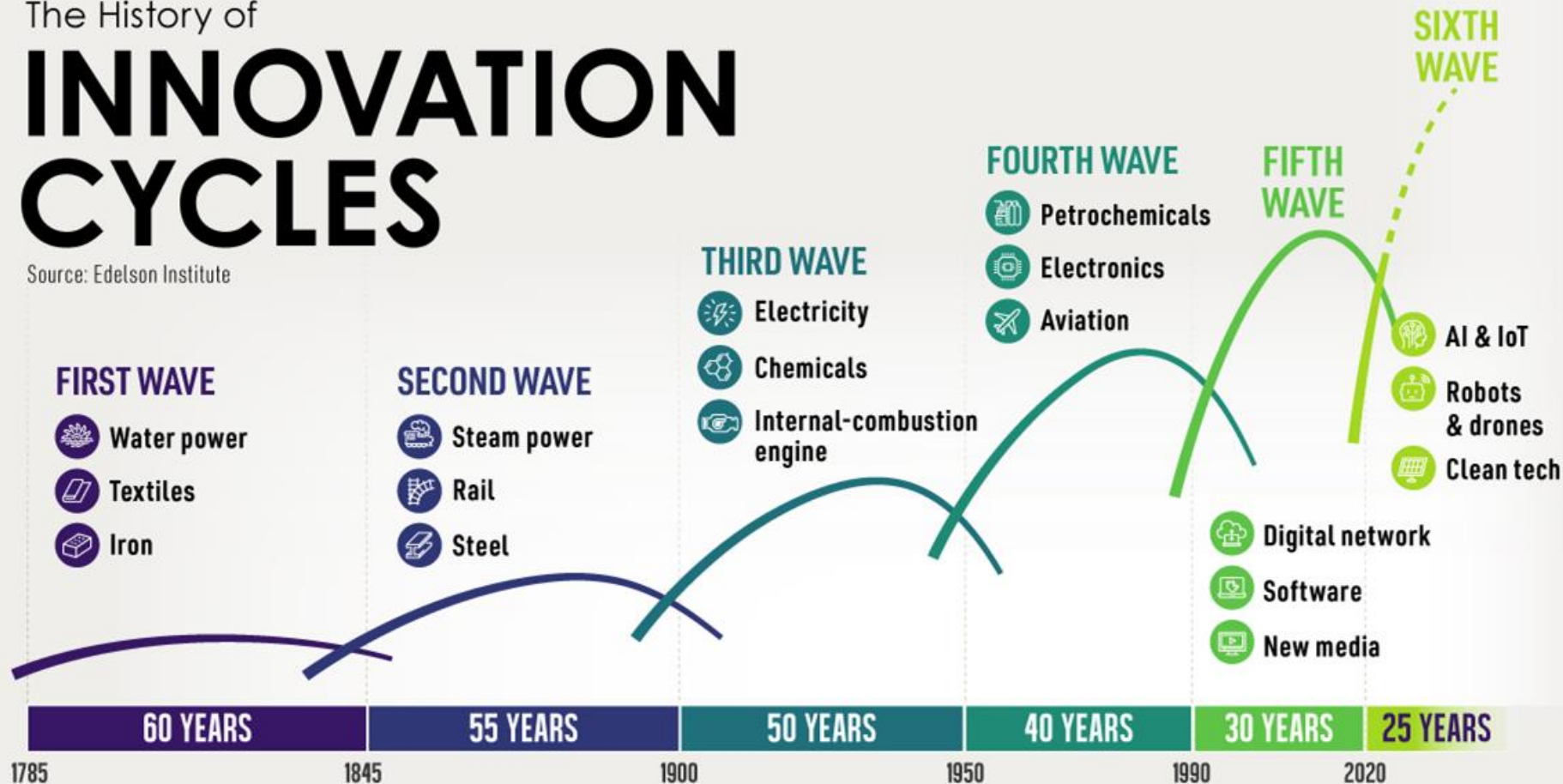




(Gen) AI
is changing
our lives

The History of INNOVATION CYCLES

Source: Edelson Institute





AI GreenUp

Our ambition is to provide scalable AI solutions that offer the optimal combination of performance, value and sustainability in line with our segment core strategies.

By leveraging AI, the goldmine of data we're sitting on and the power of our group, we aim to generate €1 billion of annual value by 2027 and accelerate ecological transformation.

Strategic program
2027
GreenUp

€1B
of tangible
value generated on
a yearly basis by 2027





1



to support
**decarbonization,
regeneration,
and depollution**

Municipal Water	Water Technology	Solid Waste	Hazardous Waste	Building Energy Services	Local Loops of Energy	On-Site Services	Support Functions
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STRENGTHEN OUR FOUNDATIONS

 Veolia, the INNOVATIVE technology leader of ecological transformation	 AMPLIFY the value of our digital assets by scaling our Hubgrade Digital and AI product range	 UNLOCK the value potential of our DATA	 Transitioning to a GLOBAL APPROACH to CHANGE the GAME
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4

ambitions

OUR DATA AMBITION

UNLOCK the value potential of our Data

*By making data a global **strategic asset** that can enhance our data driven **decision making** ability, transforming Data into a **differentiator** between Veolia and its competitors*

CHALLENGES

1

Solidify our
**Global Data
Standards**



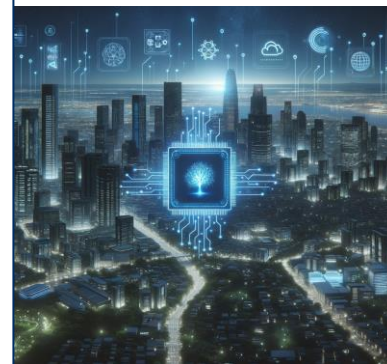
2

Strengthen our
**Data Value
Chain**



3

Become a leader in
**Ecological
AI**



STRATEGIC PRIORITIES



People

Enabling a sustainable data driven culture, aligned with Veolias vision and standards

Creating a community and a movement towards deploying our Data Standards at Scale



Process

Making the evolution from "Cooperation" to "Collaboration" for strategic AI/ML projects

Aligning our Global Data Science resources around key strategic programs



Technology

Creating a foundation for wide scale collaboration improving quality and value from data

Globally harmonising our technology stack across the key areas of Data Governance, Data Modelling, & Analytics.



Delivery Model

Creating a global service offer for all Data teams to accelerate our delivery roadmap

Rightshore partnership agreed and made available to all BUs for **run** and **build** activity



**Slight Turn
For a
Big Impact**

Estelle Brachlianoff

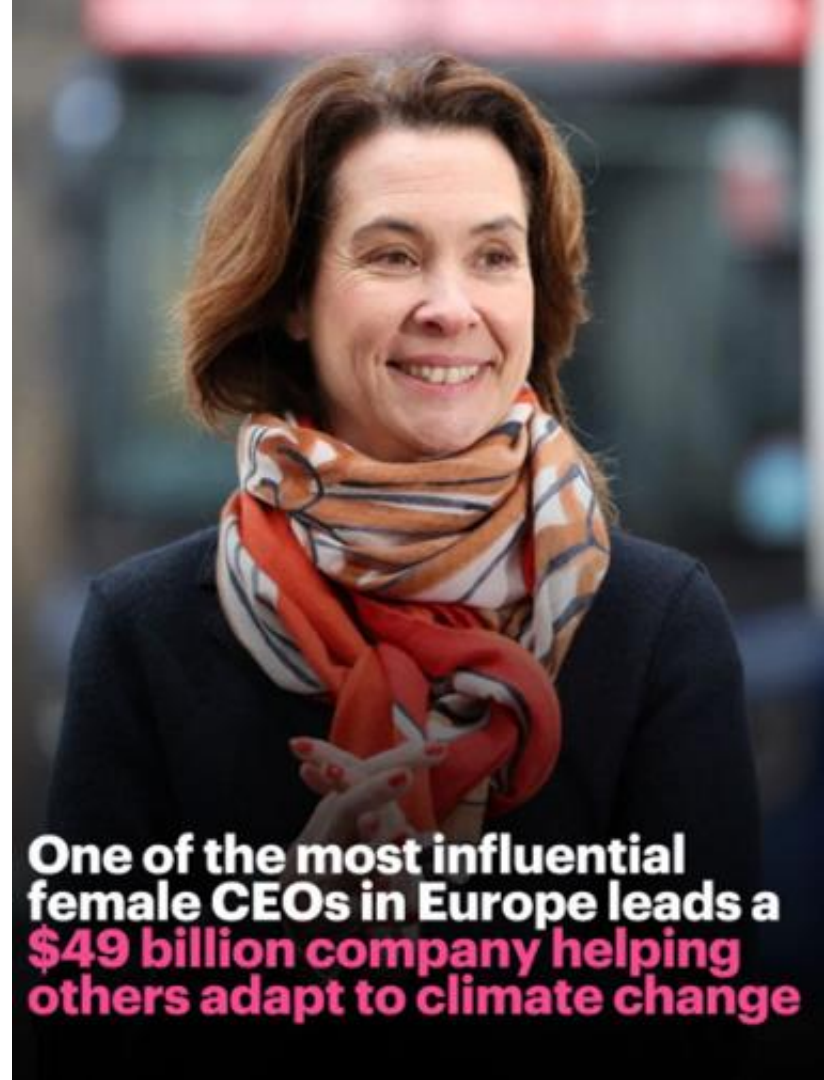
CEO Sponsorship

“Artificial intelligence can be part of the solution, and is a problem at the same time.”

“At 170 years, Veolia is as youthful, curious and eager to try new things as ever. It's up to us to make the most of groundbreaking technologies such as AI so that our next 170 years are even more creative, efficient, and innovative to achieve ecological transformation.”



“By integrating AI into the management of our sites and industrial processes, we are strengthening our ability to innovate and optimize our know-how in order to decarbonize, depollute and regenerate resources”



One of the most influential female CEOs in Europe leads a \$49 billion company helping others adapt to climate change

ARE YOU AI READY?

Who leads
your local
Data Strategy?

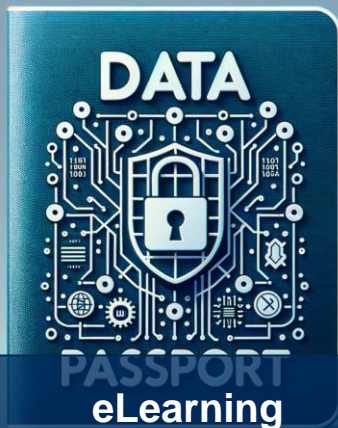
Do your teams have a
sufficient **Data Mindset**,
Data Culture and **Data**
Literacy?

Is your data stored in
a **data platform** or is
it isolated in various
applications?

Do you have common
data objects?

How do we secure **Veolia's intangible assets?** How do you ensure that we maintain Veolias Intellectual Property and not expose this to our competition?

OUR PROGRAM OFFERING



96

- Introduction for All
- Experts (Analysis, Engineering, Data Science)
- Persona (Executive, Site Engineer, Data Owner)



91

In Person Workshops

- Data Owners, Data Stewards, Project Teams
- Integrated into existing Executive Courses

AI Operating Models



1

Cooperation

Breaking down barriers of a decentralised organisation, sharing best practices and ideas.

Managing ongoing engagements through our communities and utilising the use case register

2

Collaboration

Working across countries on common projects to ensure scalability by design

Focus on key strategic initiatives that are prioritised through sponsorship of our board members

3

Democratisation

Providing the tools and services need to enable our employees

Deploy at scale our solutions for Gen AI and Time Series ML to quickly deliver local use cases

DEMOCRATISATION

COOPERATION

COLLABORATION



AI for ERFs

Deployment @ Scale

1

STEAM Performance

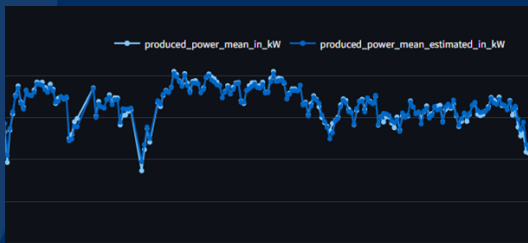
Detect drift in steam production taking into account incoming waste to increase the energy generated for the same waste flow



2

TURBINE Performance

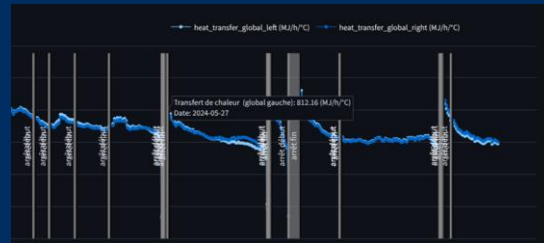
Detect drift of turbine power production in relation to incoming steam tonnage and steam extraction for the DHN



3

BOILER Fouling

Monitor the boiler fouling level indicator to make recommendations for soot removal actions



AI Development Principles



Start Simple

Deliver Fast

Show Everything

Understand the Process

Develop the Vision

AI Guiding Principles



Align on Strategic Priorities

Move from Cooperate to Collaborate

Leverage our Strategic Accelerators

Deploy our InnerSource Strategy

Democratise our Capabilities



The Times They Are A-Changin'

For Data Teams & Organisations

1

Generative AI & SaaSification of data solutions shifts the focus purely to use case delivery

2

Skillsets are evolving and new roles will continue to emerge, evolve and dissolve

3

True **democratisation is now a possibility** and we need to rethink our Data Office Organisations

4

Easier access to our traditional capabilities opens the door to **better cross functional collaboration**.

5

The cultural shift is already happening towards being more enabled / augmented employee

Q&A



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