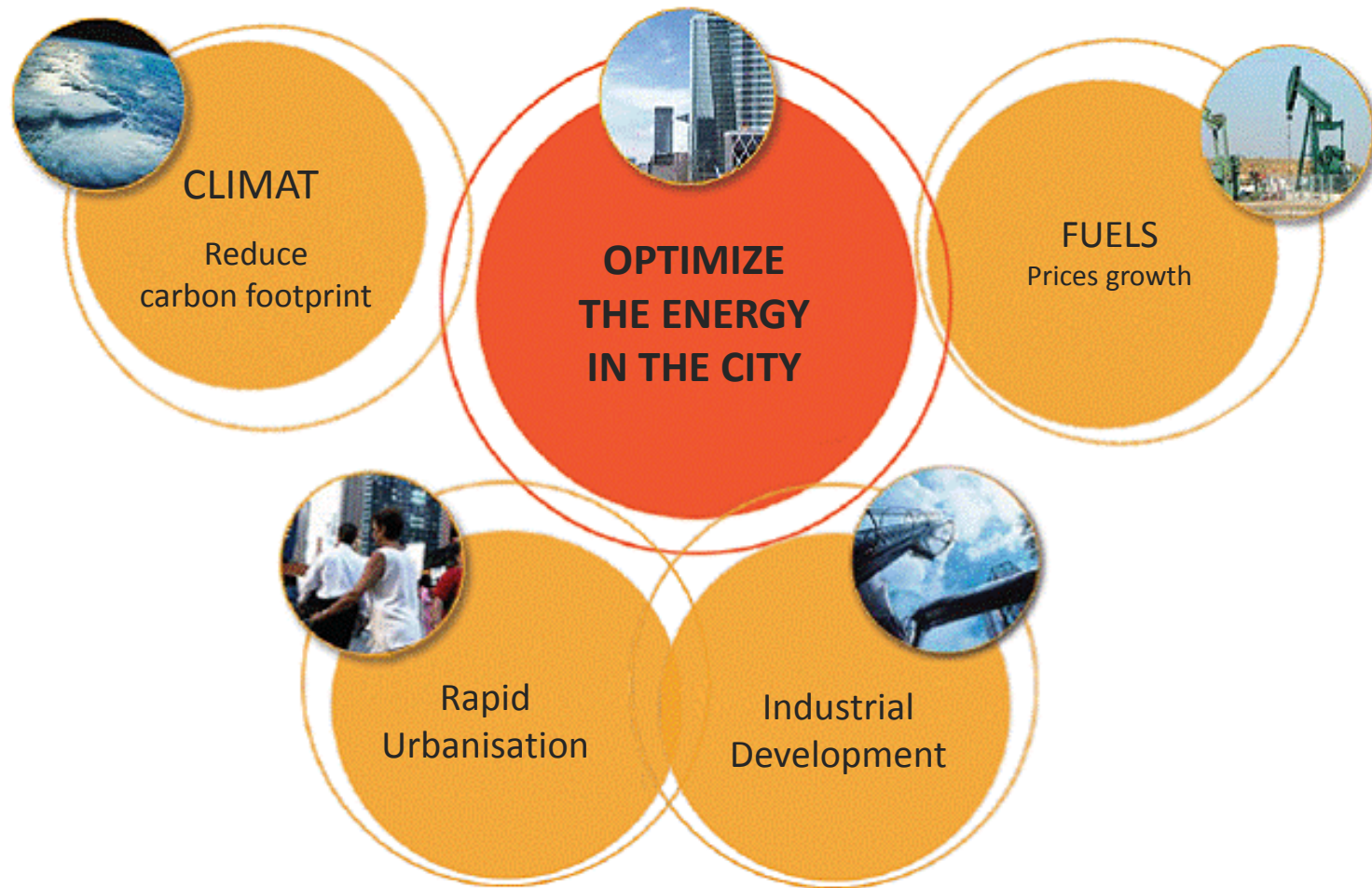


# The district heating human resources of the future

Adam Opaliński, Member of the Board, Dalkia Polska



# The world energy context



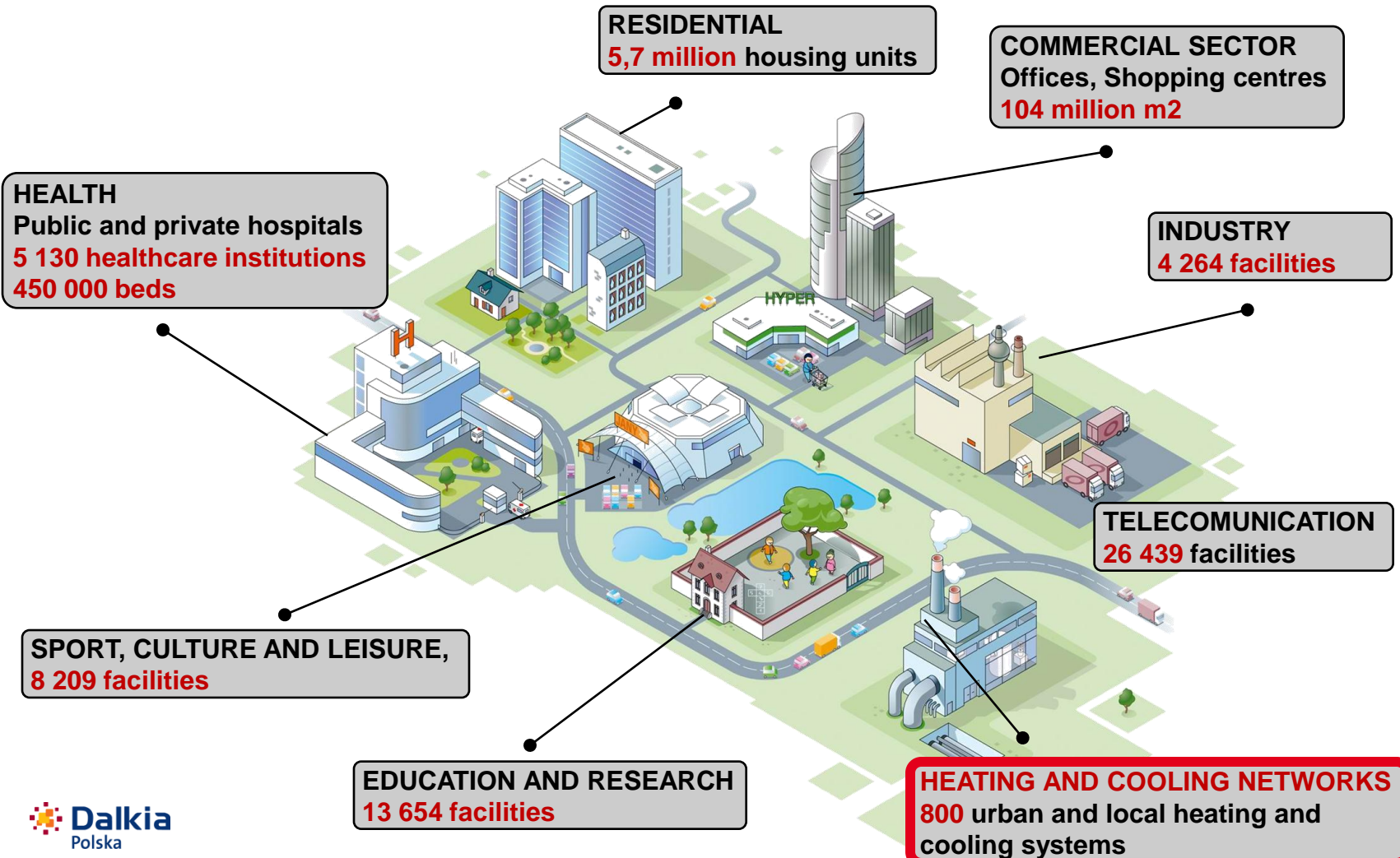
# Future challenges: HR targets

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- Setting up efficient competence structure
- Accelerate market and portfolio change while catching all strategic streams

# Dalkia - 111 600 installations managed

52 500 employees in 42 countries



# Dalkia: key figures

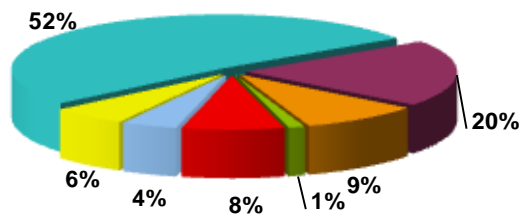
€ 8.14 Billion in managed revenue

€ 499.2 Million in managed operating profit

98,471 MW of managed heating capacity

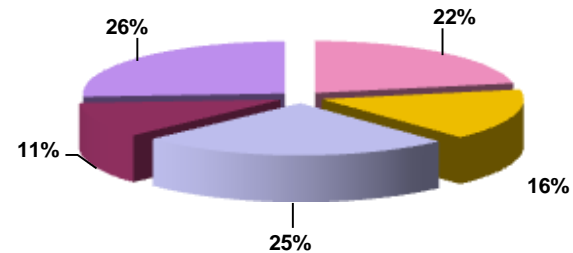
7,169 MW of power production capacity

## Revenue by business segment



- Heating and cooling network
- Industrial utilities
- Global building management
- Industrial maintenance
- Installation works
- Public lighting and other
- Other

## Revenue by customer segment

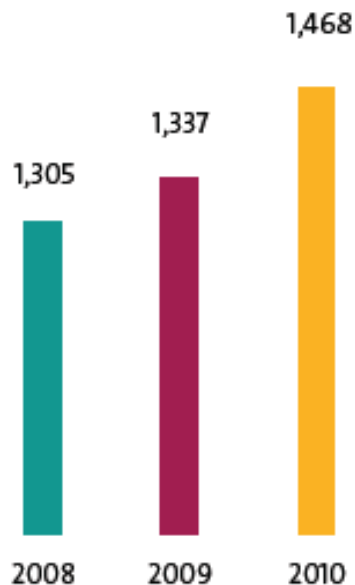


- Health & Education
- Commerces & Offices
- Industry
- Local Authorities
- Residential

# Dalkia Central Europe key figures

**9 500** employees    **11 500 MW** thermic power    **1792** electric power

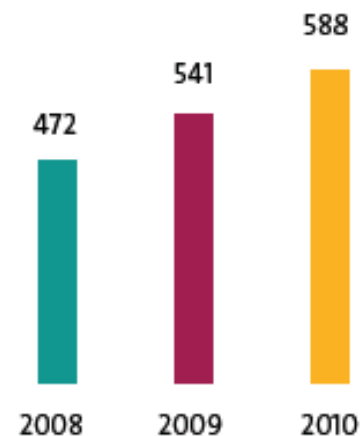
Revenue growth,  
Dalkia in Central Europe



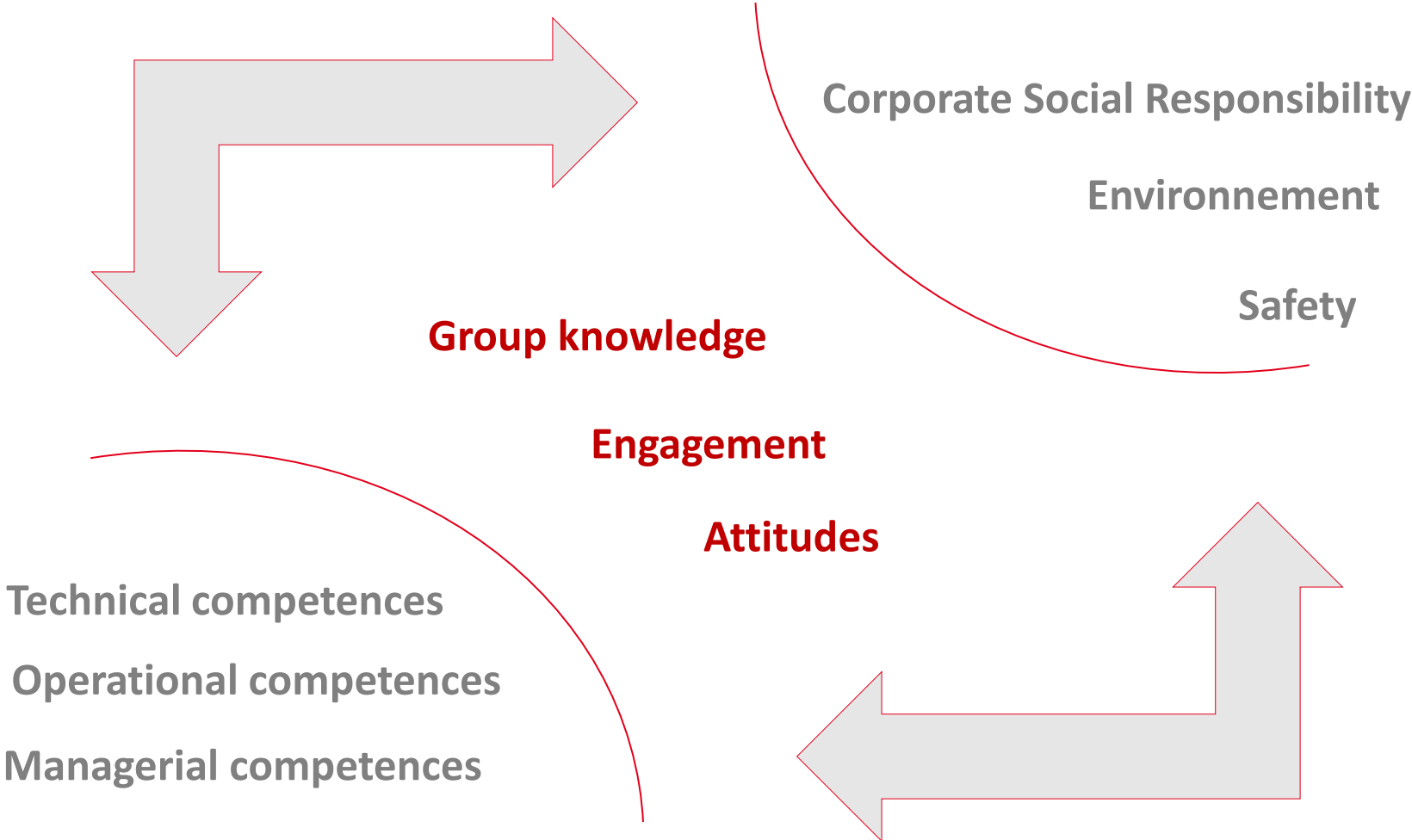
Heating sales  
(in € million)



Electricity sales  
(in € million)



# Competence structure components



# Technical & operational competences

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- Intensive certified trainings policy
- Veolia Environnement Campus Network: France (Paris, Lille), Czech Republic (Prague), China (Shanghai)
  - Multidimensional : group knowledge exchange:
    - Technical / engineering
    - Sales / marketing
    - others
- Veolia Environnement Research & Innovation network (VERI)



# Managerial competences

## For managers

- **LEAD** – international Senior Managers Program



- **SHERPA (international / local)** - Management Program, 9 months training cycle, managerial skills, best practices



## For non managers

- **3 D** - 2 days training for young potentials, exchanges of best practices, developing cooperation in teamwork



- **JIVES** – Dalkia Induction Day + 4 days training for new recruitments, workshops in international teams, lets participants know better Veolia Group



# Safety: an absolute priority

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- Safety factor in compensation system
- Clear information on risks at the work place
- Training for safe car driving
- Best practices: analyses, management reviews, follow ups
- Crossed safety audits for the common certification
- Advertising and informative campaigns

# Sustainability on each level

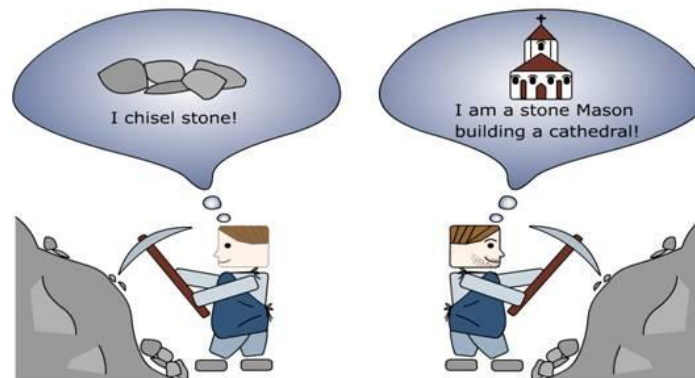
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- Biomass / green energy
- Energy efficiency / cost efficiency
- Sustainable development policy & trainings
- Sustainability education actions for local populations
- Corporate Social Responsibility projects for local communities

# Motivation becomes attitude management

- Teaching role importance in business process / value chain
- Improving of horizontal and bottom up communication
- Stimulation of sense of responsibility across the organization
- Creating sense of esteem for all crew members

**What are you doing?**



## Our ambition – accelerate change in:

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- High-performing solutions that look beyond the crisis
- Leadership in the local production of heat and electricity
- CHP & DH development as an environmental efficiency tool
- Success through innovation
- Energy services (incl. electric power)
- Diversify local energy mix using biomass