

Providing Safe, Innovative and Environmentally Responsible Solutions.



For more than 30 years, Veolia ES Industrial Services has been providing full-service, turnkey industrial cleaning and maintenance services, supported by comprehensive environmental waste management solutions, that keep industrial facilities operating under peak conditions. With a staff of more than 4,500 employees, the company provides solutions to the oil and gas, chemical, power, metal, auto and paper industries from more than 100 locations across the United States and Canada.

Headquartered in League City, Texas, Veolia ES Industrial Services is part of the Veolia Environmental Services (VES) group

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— *Darryl Schimeck, Veolia*

of companies — the global reference in waste, cleaning and resource management. From industrial cleaning and maintenance to waste collection, treatment, recovery and recycling, VES provides innovative, efficient and sustainable waste solutions that turn waste into a resource for municipal, commercial and industrial clients.

In late 2011, Darryl Schimeck was named president and CEO of Veolia ES Industrial Services. He arrived with a vision to make the company a leader in industrial services by providing safe, innovative and environmentally responsible solutions.

To bring that vision to life, Schimeck and his team developed a strategy that builds a foundation centered around four long-term goals, creating a roadmap for how the company works on a daily basis. Schimeck's long-term goals are fundamental, but by keeping them top of mind every day, his teams remain disciplined and focused on the future. The goals include:

1. Goal zero: The company takes care of

itself and its members, and no one gets hurt.

2. Best team: To retain, develop, reward and attract the best people in the industry.

3. Value beyond cost: To partner with its valued customers, providing innovative solutions that ensure safety, quality and enhanced efficiencies.

4. Financial performance: To achieve its promised financial results through improved systems and processes.

Schimeck said these goals are “crayon simple,” which allows employees to easily understand and adopt them into their daily tasks. “The fundamentals of this message are easy for people at every level of the organization to understand,” he said. “There’s nothing complex about any of these goal areas. There may be complexity in achieving these goals, but there isn’t anything here that everyone in the organization can’t easily understand or see the value in. It makes it a lot easier for everyone to get behind.”

As a way to stay energized and do things that make sense for the company, Veolia is in the process of refocusing on its core services: hydro blasting, vacuum truck services, chemical cleaning, tank cleaning, waste separation and treatment, and oil regeneration. In addition, the company partners with customers who value what Veolia does beyond cost — things like safety, innovation, quality, reliability and enhanced efficiencies. The expected outcome from this more engaged direction is stronger customer relationships, sustained business growth and a clear leadership position within the industry.

Safety trumps all else

The work Veolia does for its customers can be inherently dangerous. Therefore, providing a safe workplace for employees and customers is paramount. The company participates in various state and federal programs that institutionalize safety standards and processes, and all of its employees undergo rigorous training to meet stringent safety standards.

As part of the company's training program, employees are instructed they have the

power to stop work at any time if safety hazards are perceived. This is part of Veolia's “Act Now For Safety” program, an employee empowerment program that gives Veolia employees not only the authority but also the obligation to correct all unsafe situations or conditions on any job they are performing. The program has been recognized by OSHA as a best practice.

Additionally, Veolia ES Industrial Services has worked diligently to achieve acceptance into OSHA's VPP. To date, four worksites have been accepted with others currently going through the approval process. According to Schimeck, while this program recognizes workplace safety, it also has residual benefits. “The benefit of VPP is not the Star, it's the process,” he said. “Our field safety programs are built around a foundation of VPP processes and disciplines. So, regardless of whether or not a given site has Star VPP status, there is commonality in the way we manage our safety programs, with elements of VPP in every workplace.”

VPP is also viewed by Veolia as a collaborative process with the customer. “When we achieve a Star, that's also something our customers take pride in because they have played a big role in it,” said Schimeck. “And VPP also fits with our goal of ‘value beyond cost’ because it involves partnering with valued customers who share our culture, which in turn strengthens our relationship.”

In addition to being recognized by OSHA's safety standards, the company has also been acknowledged by its clients.

Veolia ES Industrial Services was the recipient of a 2011 Chevron Phillips Chemical Safety Excellence Award, recognizing contractor companies that achieved outstanding safety performance while working at combined Chevron Phillips facilities. As a result of this achievement, Veolia was invited to submit an application for the Chevron Phillips Chemical President's Contractor Safety Award, an award given to a single contractor. Following the review of Veolia's submission, the company was named the recipient of the 2011 President's Contractor Safety Award.

Other safety recognitions include the receipt of 17 Meritorious Safety Performance Awards at the 20th Annual American Fuel &



Darryl Schimeck, president and CEO of Veolia ES Industrial Services.

Petrochemical Manufacturers Association Safety Banquet and winning the Contractors Safety Excellence Award from Marathon Petroleum Co. by two separate Veolia teams for six years running.

These accolades all boil down to training and managing human behavior, according to Schimeck. “We're doing a very good job of managing the human behavior aspect of achieving ‘goal zero’ through training, management commitment, auditing in the field and a behavioral-based approach to field health and safety,” he said. “But because we are dealing with human behavior, and by nature we know people will make mistakes, we want to do everything we can from a human behavior standpoint to keep people aware and eliminate those mistakes.”

Safety through innovation, technology

The final step to achieving “goal zero” is taking workers out of the line of fire to significantly reduce the likelihood of an accident. Veolia is driving change in the industry by viewing its technology initiative as a safety initiative.

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Veolia has changed the nature of the work it performs by instituting remote operations. With historic industrial cleaning technology, workers cleaned heat exchangers by holding a hydro blasting lance in their hands and manually cleaning the equipment. Veolia has introduced technology that takes that wand out of the operator's hand and allows him to remotely perform the operation, reducing fatigue and allowing for reduced PPE requirements.

"We are in the process of changing the complexion of the jobs our employees are doing by elevating them from laborers to field technicians," said Schimeck. "Veolia is taking the people who know how to do the work and training them in this new technology. That gets folks excited. It's an opportunity for personal and professional growth."

Veolia has an in-house Methods and Development (M&D) department that designs, engineers and builds technology solutions and safety equipment. M&D is the vehicle that ensures work done in the field across North America is done consistently, with the right tools and with a mechanism for sharing best practices.

One such example of hands-free technology produced by the M&D department is the "Gator." Originally conceived by an employee involved in cleaning black oil tanks, the Gator is a robotic tank cleaning technology that can eliminate or greatly reduce the need for personnel entry into a tank. This proprietary technology is completely automated, much more efficient and more cost effective than the previous man-way cannon technique, getting companies back on line faster and at lower costs.

"A great aspect of our technology initiative is the genesis for many of these technologies comes from the field," said Schimeck. "It's then the job of the M&D group to take these great ideas and turn them into mechanically sound, engineered solutions for our customers." Similar innovative tools to the

Gator include the Viper, an automated flex lance system; the Armadillo, an automated tube cleaning system; and an automated shotgun, dubbed the Cobra.

These innovative tools make the process of industrial cleaning faster, more efficient and effective, and ultimately, safer. Remote operations greatly reduce worker fatigue and keep cleaning personnel away from the line of fire, significantly reducing the risk of injury.

A clear example of how Veolia is partnering with its customers to bring these innovative technologies to life is the company's work with Dow. Veolia ES Industrial Services has been working with Dow for four years, providing industrial cleaning services at multiple Dow locations. During this time, Dow instituted a global strategy that all on-site hydro blasting cleaning services become totally automated. Veolia responded by developing new and improved technology that allows for hands-free cleaning.

Designed, engineered and manufactured at Veolia's in-house facility, the hands-free equipment provides for a safer environment for hydro blasting personnel as well as an improved level of service delivery.

Kathy Krupp, maintenance process leader at Dow's Freeport, Texas, facility, explained how the two companies are working together to create a seamless process. *"The partnership between Veolia and The Dow Chemical Company enables the Veolia technology development organization to quickly understand customer requirements and develop value-added solutions to meet the shared vision of hands-free cleaning," she said. "Manufacturing representatives from Dow facilities provide feedback during pilot jobs to validate and improve initial designs."*

The automated equipment was piloted at the Dow Plaquemine,



A VES employee operating remote hydro blasting technology at the Dow Freeport, Texas, facility.

La., facility, where all hydro blasting operations are now 100-percent hands free. Dow continues to expand the application of automated technology throughout its global locations. Thanks to this advanced technology, Veolia's safety record with Dow is excellent, with zero OSHA recordables to date.

Environmental responsibility

Innovation also drives environmental sustainability. The company utilizes skilled personnel and proprietary technologies to manage, process, and minimize and recycle waste.

A clear example of this mindset is



The Gator offers a manless entry technique for robotic cleaning of tanks.

Veolia's oil regeneration plant in Saint Hyacinthe, Quebec, which will be opened later this year. The plant is based on a similar one developed by Veolia Propreté in France, which supports a sustainable used motor oil recycling business.

Through a sequence of dehydration, gas oil recovery/separation and fractionation, Veolia will re-refine used engine oil from automobiles, machines and heavy equipment to produce vacuum gas oil (VGO). The VGO will then be used by oil companies to produce new lubricating oils. Other commercial residual products will also be generated, including asphalt and LVGO (light vacuum gas oil), leaving no unrecoverable byproduct. Prior to new air emissions regulation that came into effect in 2011, these materials were mainly burned by

industries as auxiliary fuels. But starting in 2013, Veolia will be able to process and recycle all used oil in Quebec.

Veolia ES Industrial Services also uses portable technology to treat waste associated with the cleaning process to maximize the recapture of recoverable products and to minimize the amount of waste a customer needs to dispose of in the end. "Wherever possible, we want to minimize the amount of material that is disposed of and try to collect and treat everything to create a zero discharge environment," said Schimeck.

Co-located at many customer facilities, Veolia provides equipment and technology to manage the processing of waste and oily residual sludge streams generated from the following: API separators, DAF (dissolved air flotation), aboveground storage tanks, process sewers, de-salters, cooling towers, etc. The company does this through various techniques including centrifuge, filter press, belt press, and high and low temperature dryers to maximize waste minimization and promote beneficial recycle/reuse. Through these techniques, waste processed for off-site disposal can achieve 95-percent dry solids by weight, reducing transportation and disposal costs, an added benefit for Veolia's customers.

'Chief safety officer'

At the end of the day, Schimeck considers himself the "chief safety officer." He believes a company provides the best value through an absolute commitment to safety.

"If you start there, everything else falls into place," he said. Schimeck believes if things are going right from a safety standpoint, chances are you are planning well, communicating effectively, utilizing the right equipment at the right time, and ultimately, delivering a work product that is not only safe but efficient. "Doing our work and getting our customer back on line quickly is fundamentally what they are paying us to do," said Schimeck. "We're in the business of selling 'up time.'"

For more information, contact Nancy Morris, marketing manager, Veolia ES Industrial Services, at nancy.morris@veoliaes.com, call (713) 307-2143 or visit www.VeoliaES.com.



Enclosed trailer for viewing the inside of a tank cleaning job with the remotely operated Gator.