

GARY CRAWFORD

36-38 Avenue Kléber
75116 Paris, France

CAREER:

2014 – Date: **Veolia**, t/o €22.3bn, 202,800 employees

2014 – Date: **Vice President, Emerging Markets, Paris**

In a newly defined Corporate role, is responsible for:

- Establishing active partnerships with key global stakeholders and institutions to support the Company's current activities and developing business.
- Identifying new business models for developing economies that deliver sustainable development benefits and business value.
- Co-coordinating partnerships on specific transversal subjects such as the Circular Economy, Climate Change and Smart Cities.

2001 – 2013: **Veolia Environmental Services (VES), Waste Management Division of Veolia Environnement**

t/o €9.1bn, 63,500 employees.

2010 - 2013: **Vice President, Sustainable Development, Paris**

As part of a Corporate reorganisation, was asked to lead the Sustainable Development function which resulted from the fusion of the Greenhouse Gas, the Quality, Health and Safety, and Environment Departments.

- Piloted the newly formed VES Center of Excellence - Environment (CoEE) consisting of appointed representatives from the major operating countries designed to accelerate performance improvement and sharing of best practice and expertise.
- Working with the CoEE, defined the 2015 Environmental Objectives for the Group covering five focus areas (Pollution Prevention, Resource Conservation, Biodiversity, Climate Change and Awareness Actions). Communication plan was successfully launched on World Environment Day.
- Developed and rolled-out internal tools to help Business Units to adapt and implement objectives including: Objectives / KPI Dashboard, E-learning environmental awareness module, Carbon Footprint tool, Biodiversity assessment kit and Energy and Water efficiency guides.
- Provided support to commercial staff to help leverage Veolia's expertise and tools to address clients' sustainability goals concerning their environmental footprint.
- Moderated internal and external senior executive roundtable discussions and conference sessions (ex. CEO roundtable on Safety at the VES International Safety Conference, 2013).

2007 - 2010: **Vice President, Greenhouse Gas Department, Paris**

Recognizing the importance of greenhouse gas (GHG) emissions and climate change and the need to demonstrate its leadership on this important subject, VES created a department dedicated to this area, headed by Mr. Crawford.

- Developed a Corporate Carbon Management Strategy for the Group that was presented to and validated by the VES Executive Committee.
- Hired and directed team that provided technical assistance to international Business Units on emission reduction projects resulting in the successful registration of 11 Clean Development Mechanism projects by the UNFCCC.
- Created an internal user-friendly tool "GHG Tracker" for calculating the carbon footprint associated with the waste services and activities performed for our clients. Over 500 employees have been trained to use this unique tool that has become an integral part of our commercial offers. (the tool was cited in the 2012 Business in the Community Climate Change Award won by VES UK)
- Co-ordinated the marketing of emission credits including the negotiation and signing of Emission Reduction Purchase Agreements on behalf of Business Units.

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Veolia Environmental Services (cont'd.)

2001 - 2007: **Vice President, Environment / Quality, Paris**

Hired to create a new Corporate Environment and Quality Department in order to develop, communicate and ensure implementation of world-wide environmental policies and standards and to provide support to company's operations in over 30 countries.

- Implemented a Corporate Environmental Management System which included the establishment and tracking of the Company's first set of global environmental objectives.
- Coordinated the preparation of a remedial assessment report concerning a purchased hazardous waste treatment facility that was used as part of a claim that led to a favorable settlement.
- Prepared Environmental Audit Standards that define the key elements of the internal compliance verification programme (> 95% of the priority sites conducted audits in the first 5 years).
- Developed and implemented innovative internet-based environmental reporting tool, enabling the consolidation of indicators covering all of the Company's activities comprising over 1200 sites.
- Leading an international workgroup of internal experts, established Minimum Design and Operations Standards for Landfills which were distributed for application throughout the Group.
- Provided internal expertise on environmental and technical matters and communicated best practices amongst the different country organisations.

1984 -2001: **Waste Management Inc., t/o \$13bn, 65,000 employees.**

1996- 2001: **Director, Environment, Health & Safety (EH&S), International Operations, London.**

Promoted to lead EH&S organisation in 15 countries throughout the world (Europe, Far East, Australia and South America) – 20 staff.

- Orchestrated the successful integration of the environment and the health and safety functions, resulting in a 15% reduction in the lost time accident incidence rate.
- Prepared detailed cost assessment of the environment liability (closure, post-closure, and remediation) associated with the complete portfolio of international facilities that was used to establish reserves on the Company's Balance Sheet.
- Served as the Company spokesman on EH&S matters to customers, government agencies and the public; also organized and chaired 3-day Annual EH&S and Technical Conferences.
- Conducted environmental due diligence on businesses in Brazil, Denmark, and the Czech and Slovak Republics as part of the Company's scrutiny, leading to successful acquisition in each case.
- Initiated an annual planning process to establish and track objectives, targets and corresponding projects, budget and resource allocation for the coming year for all Countries.
- Developed and implemented innovative Windows-based compliance management and reporting tool, enabling all levels of management to monitor compliance.
- Created a cohesive international EH&S team and transformed role from primarily an audit function to a fully integrated part of operations.

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Waste Management Inc. (cont'd.)

1992-96: **Country Environmental Manager, France & Spain, Paris**

One of only two Americans selected to participate in the setting-up of a new country Head Office in France and then tasked to introduce operational standards and environmental management programmes into the new company, with additional responsibility for their implementation in Spain.

- Rapidly adapted to new European environment – including learning French from scratch – and tailored US parent Company's approach to meet new cultural requirements.
- Recruited and trained French and Spanish environmental and engineering staff to high level of expertise and ensured that they were fully involved in operations.
- Upgraded the design, construction and operation of 9 acquired landfills throughout France to meet the Company's standards within 24 months.
- For each of 15 sites, designed and implemented cost effective environmental monitoring programmes while fully complying with French and Spanish government regulations.
- Created a unique regulatory database and compliance management system for all facilities, allowing each facility to proactively monitor its performance against internal and national regulations.
- Established a government affairs/public relations programme which successfully promoted the Company's proactive environmental approach.

1991-92: **Manager – Environmental Engineering, Waste Management of North America, Philadelphia**

Promoted to direct 7 staff and environmental engineers in region covering Pennsylvania and New Jersey.

- Oversaw all environmental management programmes, engineering projects and licensing (annual budget over \$15 million), negotiating with government agencies and consultants.
- Successfully gained approval for modified groundwater monitoring programme for hazardous waste treatment facility resulting in cost savings in excess of \$100,000 p.a.
- On special assignment for International Operations, remediated and upgraded recycling facility in Central Spain, completing project in 10 weeks and under budget.
- Implemented comprehensive environmental management systems at major facility, and achieved first-ever corporate audit with zero compliance issues.

1984-91: **District Engineer to Senior Environmental Engineer**

Recruited after completing graduate course work in 1984 (thesis completed 1990) and progressively promoted through various environmental engineering positions in the region.

- From the outset (aged 24) given full responsibility for all engineering projects and environmental matters for the company's sites in the state of New Jersey.
- Managed the development of a solid waste landfill from project inception to the site opening. Permits were received 15 months after project was initiated, contributing in excess of \$100 million p.a.
- Directed 4 Superfund projects including remedial investigations and design, liaison with government agencies and legal counsel, and closure activities, resulting in reduced exposure and significant cost savings for the company.

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QUALIFICATIONS: Master of Science Degree, Engineering Geology, Drexel University, 1990.
Bachelor of Science Degree, Geology, Cook College, Rutgers University, 1982.

COURSES: Strategic Planning Program, Wharton, University of Pennsylvania
Leadership Training, Babson Executive Education
Financial Accounting - CIMA.
Finance for Non-Financial Managers – IoD.
Various others: Leadership Development, Project Management, Computer Skills.

LECTURING: 1987 - 1992: Drexel University – Instructor. Taught evening undergraduate / graduate courses in Engineering Geology, Static & Fluid Mechanics and Landfill Design.

ASSOCIATIONS: International Solid Waste Association; Climate and Clean Air Coalition; FNADE, French Association of Waste and Environmental Industries.

APPOINTMENTS: Chair of the International Solid Waste Association (ISWA) Working Group on Waste Management and Climate Change; nominated in 2010

- Co-ordinate Working Group meetings and preparation of deliverables
- As part of initial Task Force on the subject, co-authored the ISWA White Paper on Waste & Climate
- Prepared the follow-up document and dedicated website on Waste & Climate entitled “In the Know”. Both documents have been widely distributed and used in various international discussions.
- Lead for Waste & Climate Change Focal Area and Steering Committee member in the Global Partnership on Waste Management (Launched by the UNEP).
- Lead Partner and Member of Steering Group for the Climate and Clean Air Coalition (CCAC), Municipal Solid Waste Initiative.

SPEAKING

ENGAGEMENTS:

Recent speaking engagements include:

- Panel Discussion, “Using Recycling Materials: Closing the Loop”, European Commission Green Week Conference 2014, Brussels, June, 2014
- Presentation: “Waste to Resource Management – Role of Private Sector in moving towards the Circular Economy” 2014 IPLA Europe Forum, IFAT, Munich, May, 2014
- Presentation / Panel discussion: “Overview of the Climate and Clean Air Coalition” at Sweep-Net 4th Regional Forum, Amman, May, 2014
- Presentation: “The Importance of the Waste Sector in achieving substantial GHG emission reductions”. One of three presentations at side-event entitled, “A shared vision of NAMAs: practical application and their role in an ambitious 2015 agreement”, COP19, Warsaw, November, 2013.
- Numerous others on topics including Waste Management & Climate Change, Circular Economy, and Public-Private Partnerships

LANGUAGES: English (mother tongue), French – fluent, Spanish – basic.