



WASTE-TO-ENERGY

NORTH AMERICA

This letter has been written at the request of Mark G. Gardner, CEO of Avatar Management Services, Inc. and confirms the value we derive from our relationship with Avatar.

Veolia Environmental Services North America, is an international provider of solid waste management. Our Waste-To-Energy Division provides a green solution to waste disposal by converting solid waste into electrical energy. We operate several waste-to-energy plants throughout the United States. They are staffed by operators and maintenance personnel who work in a very hot and challenging environment. The job can be physically demanding and we began experiencing an increase in the frequency of our lost time injuries. Despite our internal efforts, we were unable to reverse the trend.

Our sister company, Veolia Transportation, referred us to Avatar. They explained the benefits of working with Avatar and suggested that we meet. Avatar analyzed our business, with an emphasis on our people and how work gets done. They were able to identify several opportunities for improving safety performance and provided us with a report describing ten strategies that could be used to achieve improved results. We prioritized our approach, based on the potential for achieving a positive return on our investment. We engaged Avatar to help in three key areas: 1.) increase responsibility for safety results among our operational and maintenance leaders, 2.) implement a comprehensive, on-going safety communication campaign, featuring custom educational materials and 3.) develop and deliver a *Safety Leadership* course for our management team.

Avatar's creative approach has begun to make a difference. Our injury rates have dropped by 30.5% percent and safety is getting a lot more mind-share with our managers. We realize that true organizational change takes several years and this is just the beginning. Avatar has proven its capabilities and we continue to rely upon their creative talents as we now turn our attention to the development of standardized recruitment and selection processes.



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If you have any questions, I would be happy to discuss Avatar with you and I recommend their services.

Sincerely yours,

A handwritten signature in black ink, appearing to read "C. J. Neu".

Christopher J. Neu
Vice President – Operations, FL