



2024 ESG Report

# **GREENUP: A HIGH-IMPACT STRATEGY FOR OUR STAKEHOLDERS**



Multifaceted performance:  
an ESG booster at the heart of everything Veolia does



Three pillars – environmental, social and governance – are integral to Veolia’s multifaceted performance, which also includes financial and commercial dimensions not covered in this report. GreenUp, Veolia’s new strategic program for 2024-2027, aims to accelerate the rollout of practical solutions, while stimulating innovation to depollute, decarbonize and regenerate resources.

This second edition of the Veolia ESG Report, presents the Group’s 2023-2024 strategy and its outcomes concerning the company’s main challenges in environmental, social and governance terms. These are the three pillars of responsible management that drive our multifaceted performance (see diagram opposite).

The objective is to deliver transparent information with which to measure the materiality of sustainability issues and their impact on our performance, to share it with our stakeholders – in particular, investors and analysts – and to identify areas for improvement in regard to these issues.

With preparation for the CSRD (Corporate Sustainability Reporting Directive) – the successor to the NFRD – looming large, the business year 2024 demands a higher level of control over how the governance of our non-financial information is structured. This is about more than reporting. It is, more than ever, a question of communicating about the strategies that commit us to our stakeholders.

PAGES 2   3	Veolia’s ESG performance leadership ESG highlights for Veolia
PAGES 4   5	A global champion of ecological transformation
PAGES 6   7	<b>EDITORIAL</b> Estelle Brachlianoff, Chief Executive Officer of Veolia
PAGES 8   23	<b>OUR STRATEGY ANCHORED IN ESG</b> <ul style="list-style-type: none"><li>• Reconciling human progress and environmental protection</li><li>• Our value creation model</li><li>• Governance: the embodiment of our purpose</li><li>• Ecological transformation: the challenge of the century</li><li>• A high-impact strategy with and for our stakeholders</li><li>• GreenUp: accelerating ecological transformation</li><li>• Amplifying the positive impacts of ecological transformation</li><li>• 2023 taxonomy results: 75% of Capex eligible</li></ul>
PAGES 24   27	<b>OUR ESG AIMS AND CHALLENGES</b> <ul style="list-style-type: none"><li>• Contributing to a sustainable and desirable future</li><li>• Double materiality analysis: our impacts, risks, and opportunities</li></ul>
PAGES 28   39	<b>ENVIRONMENT</b> <ul style="list-style-type: none"><li>• Decarbonizing to limit climate change</li><li>• Depolluting and protecting nature</li><li>• Preserving and regenerating resources</li></ul>
PAGES 40   47	<b>EMPLOYEES AND SOCIETY</b> <ul style="list-style-type: none"><li>• Being an attractive, dependable and fair company</li><li>• Providing dependable and resilient essential services to local communities</li></ul>
PAGES 48   53	<b>GOVERNANCE</b> <ul style="list-style-type: none"><li>• Making dialogue a powerful performance lever</li><li>• Establishing responsible relationships with the Group’s suppliers</li><li>• Satisfying customers and end users</li><li>• Being vigilant on ethics and proper business conduct</li></ul>
PAGES 54   56	Appendices



# VEOLIA

## A LEADER IN ESG

Every year Veolia publishes climate reports in line with TCFD (Taskforce on Climate-related Financial Disclosures) guidelines. The Group also follows the guidelines from the TNFD (Taskforce on Nature-related Financial Disclosures) on nature-related risks, and it was recognized by the taskforce at the January 2024 Davos Forum as an “early adopter” for having applied its recommendations, one of 320 companies and financial institutions worldwide to have done so, including 19 in France.

It is precisely because Veolia is regularly recognized in the most selective stock market sustainability indices, and by ESG scoring organizations noted for the quality of their analysis, that the Group is actively contributing to evolution in the methodologies used. To remain relevant, these must consider in greater detail the specific challenges in each of a company’s business sectors.

### INCLUSION IN THE LEADING SUSTAINABILITY INDICES

- **FTSE4Good**
- **DJSI (Dow Jones Sustainability indices) Worldwide and Europe<sup>(1)</sup>**
- **CAC 40 ESG**

### RECOGNIZED BY LEADING RATING AGENCIES

- **S&P Global**  
No. 1 in the Multi and Water Utilities<sup>(2)</sup> sector, rated “Top 1%” in the Sustainability Yearbook 2024, CSA score of 83/100<sup>(3)</sup>
- **Moody’s Analytics**  
72/100, leader in the Waste and Water Utilities Europe sector (average sector score 53/100)
- **ISS ESG**  
“Prime” rating, top 10% in the Multi-utilities sector, scored B<sup>(4)</sup>
- **CDP Climate Change 2023**  
“Leadership” rating, scored A-
- **EcoVadis (2022)**  
75/100, 98<sup>th</sup> percentile (i.e. top 3%)
- **CDP Water Security 2023**  
“Leadership” rating, scored A-

### A direct impact on 14 of the 17 UN SDGs

SDGs linked to the Group’s activities



SDGs linked to the Group’s organization and responsible conduct



SDG 17: a lever for achieving other SDGs

(1) These highly selective indices rate only the most advanced companies in terms of sustainability within each business sector (the top 10% of the 2,500 largest multinational companies from the S&P Global Broad Market Index for the World Index, and the top 20% of the 600 largest European companies from the S&P Global Broad Market Index for the Europe Index).

(2) As of December 22, 2023.

(3) Corporate Sustainability Assessment.

(4) As of October 17, 2023.

# ESG HIGHLIGHTS

## FOR VEOLIA

### In 2023...

- January 12** Success of the Sequoia 2022 employee share ownership plan, which sees our employees become the Group’s leading shareholder.
- March 2** Launch of the GreenPath Zero Carbon solution, designed to help our customers accelerate their decarbonization.

**March 23** Commitment to invest \$1.5 billion in access to water and sanitation worldwide.



**December 2** Confirmation, on the margins of COP 28, of our €1.6 billion investment in phasing out coal in Europe by 2030.

**December 14** Success of Sequoia 2023, with which our employees consolidated their position as the Group’s leading shareholder with 7.5% of the capital.

### So far in 2024...

**February 29** Announcement of our new GreenUp strategic program and our ambitious multifaceted performance targets (economic, financial, and ESG), and publication of our first Climate Report, which sets out our Net Zero 2050 trajectory.

**March 18** Inauguration in Arras (France) of the first campus for Terra Academia, the ecological transformation school launched by Veolia.

**April 22** Publication of the second Veolia x Elabe global Ecological Transformation Barometer.

**May 22** Renewal of our Act4nature international commitments to biodiversity protection.

- April 14** Open-source publication of the “+1, for an ecology in action” method, which aims to promote joined-up dialogue with our stakeholders around ecological issues in order to enhance cooperation and innovation.
- August 2** Publication of our ESG report 2022-2023.
- September 11** Rollout of Veolia Cares, a social benefits program for all our employees.

# A GLOBAL CHAMPION...

## OUR PERFORMANCE...

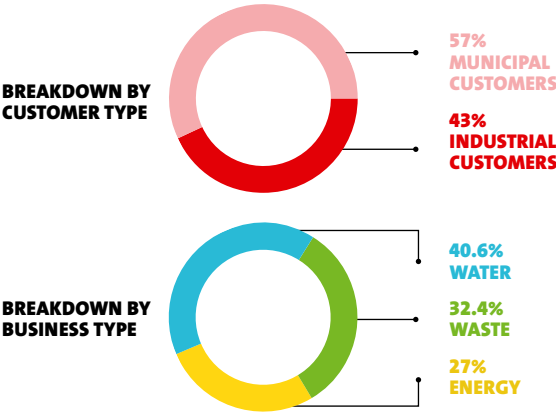
**€45.4 billion**  
in revenue

**57** countries<sup>(1)</sup>

**€6.54 billion**  
EBITDA

**218,288**  
employees<sup>(2)</sup>

**89%**  
engagement rate



**no. 1** No. 1 WORLDWIDE IN WATER TECHNOLOGIES  
No. 1 WORLDWIDE IN WATER SERVICES  
No. 1 WORLDWIDE IN HAZARDOUS WASTE TREATMENT  
No. 1 IN EUROPE IN CIRCULAR ECONOMY

**no. 2** No. 2 IN EUROPE IN ENERGY EFFICIENCY  
No. 2 IN EUROPE IN URBAN HEAT NETWORKS

## ... WITH POSITIVE IMPACTS

**13.8**  
Mt CO<sub>2</sub> eq. eliminated<sup>(3)</sup>

**1.1**  
billion m<sup>3</sup> of wastewater reused

**113**  
million people supplied with drinking water and **103 million people** connected to sanitation services, including **7.27 million** who benefited from inclusive measures for access to these services

**46**  
million inhabitants provided with waste collection services

**~8.4**  
million people worldwide supplied with heating from our heat networks

**Jobs supported worldwide by Veolia's businesses:**

**1,561,629**  
Full-time equivalent (FTE) jobs:  
Every direct job with Veolia supports **7 additional jobs** in the economy.  
Every **€1 of added value** created by Veolia generates an additional **€2.40** of added value in the economy.

**Over 90%**  
of the Group's expenditure was reinvested locally in 2023

# ... OF ECOLOGICAL TRANSFORMATION

With GreenUp, Veolia is confirming its ambition to combine growth in its business activities with an increased impact on ecological transformation. It is also a statement of the Group's triple ambition for 2027: to be the world's most decarbonizing, most regenerating and most depolluting company.

**Decarbonization**  
18 Mtons CO<sub>2</sub>e erased in 2027 (scope 4) and emission trajectory reduction compatible with 1.5 °C (scopes 1 and 2)

**Regeneration**  
1.5 bn m<sup>3</sup> fresh water saved in 2027

**Depollution**  
10 Mtons of hazardous waste and pollutants treated in 2027

Strategic program 2027  
**GreenUp**  
Unique positioning in a growing market

- **Solid and resilient growth<sup>(1)</sup>**  
inc. boosters: bioenergy, flexibility and energy efficiency, water technologies, hazardous waste treatment
- **≥€8 bn EBITDA in 2027**
- **Leverage 13x**
- **Current Net income to grow ~10%<sup>(2)</sup> CAGR over 2023-2027**
- **Dividend to grow in line with EPS**

This positive impact for the planet goes hand-in-hand with solid and resilient growth and ever-increasing profitability for the Group. These results enable Veolia to intensify its efforts in rolling out existing solutions and **innovating** to create new ways to decarbonize, depollute and regenerate resources.

A leading player in the R&D of environmental solutions, with 14 research centers worldwide, more than 600 dedicated employees, and

almost 5,000 patents, the Group will significantly boost its investments in the **disruptive technologies** of the future with an additional €200 million over the course of the program. This may be to **decarbonize**: creating value from biogenic carbon; to **regenerate resources**: working on recycling and recovering strategic metals from used batteries; or to **incorporate artificial intelligence** into its operations to detect leaks or to optimize energy production and consumption.

2023 figures

(1) Countries where Veolia has a permanent installation with employees and more than €5 million of capital employed.

(2) Excluding concession employees in China.

(3) Applying the new methodology adopted by the Group from 2024 onward. This corresponds to 15.5 Mt CO<sub>2</sub> eq. under the methodology used during the Impact 2023 program.

(1) Excluding the impact of energy prices.

(2) At the current exchange rate.



**“The beginning of 2024 was marked by the launch of GreenUp, whose ambition is clear: to accelerate, transform, and provide tangible, affordable, replicable decarbonization, depollution and resource regeneration solutions.”**

# Editorial

**ESTELLE BRACHLIANOFF**

Chief Executive Officer of Veolia

**Just a year ago**, Veolia published its first ESG report, illustrating the progress made on maximizing the Group’s positive impact for all its stakeholders, in line with its purpose, since the Impact 2023 program launched in 2020.

**One year on**, I am delighted to be introducing this second edition, which highlights the Group’s most recent achievements and commitments and outlines its ESG ambitions for the new strategic program, GreenUp. Driven by the momentum of its multifaceted performance approach, Veolia’s ESG policy is inseparable from its strategy, its economic and financial model, and its sustainability.

**The beginning of 2024** was marked by the launch of GreenUp, whose ambition is clear: to accelerate, transform, and provide tangible, affordable, replicable decarbonization, depollution and resource regeneration solutions. In a world suffering a climate and biodiversity crisis, destabilized by geopolitical uncertainties, and where universal access to essential services remains a challenge, Veolia is proposing an ecological approach to transform and protect human health and the environment, in answer to the concerns being voiced by people all over the world. According to the second edition of the **Ecological Transformation Barometer<sup>(1)</sup>**, **68% of the**

**world’s population** feel exposed and vulnerable to a decline in their quality of life, and **64%** to health risks.

**GreenUp sets out the Group’s strategic priorities** of making Veolia a sustainable and prosperous business in a livable world by continuing the pioneering multifaceted performance approach launched in 2020. As the operational manifestation of Veolia’s purpose, which holds that its “prosperity is founded upon its usefulness to all its stakeholders in the various regions where [it] operates – whether customers, shareholders, employees, suppliers, current populations or future generations”, multifaceted performance enables the Group to anticipate the requirements of the CSRD (Corporate Sustainability Reporting Directive). Our performance and our ESG commitments emphasize the positive impact of Veolia’s activities for its stakeholders, and the exacting standards the Group has set for conducting business, everywhere in the world. At the same time, our business model is built on solid foundations (operational excellence, geographical and sectoral balance, resilience, and protection against inflation) for implementing a sustainable, self-financed economic model that creates long-term financial value for our shareholders and the regions where the Group is active.

**By establishing itself as integral** to successful ecological transformation, Veolia is emphasizing more than ever what sets it apart: the richness of its interactions with its stakeholders. Ecological transformation requires collective momentum within the company and with our customers and end users, our suppliers, our shareholders, and civil society. Our updated multifaceted performance is testament to this, with ever-higher targets for health, safety, and well-being at work, customer satisfaction, and our employee engagement rate.

**Among the achievements of the past year, three in particular stand out:**

- **Publication of our Net Zero 2050 strategy.** Detailed in our Climate Report, it shows that it is possible to pursue growth in our busi-

nesses while also reducing our greenhouse gas emissions in a trajectory compatible with limiting warming to +1.5 °C.

- **The implementation of Veolia Cares**, a social benefits program for all our employees. This unprecedented program ensures social protection for our employees, even where none is legally required (a minimum 10 weeks of parental leave, health cover, insurance coverage, support for employees who are carers, etc.).
- **The success of our Sequoia 2023 employee share ownership plan.** Almost 79,000 employees took part, consolidating their position as

**“Veolia’s ESG policy is inseparable from its GreenUp strategy.”**

the Group’s leading shareholder and showing their confidence in the company’s vision.

**These accomplishments are a source of pride that drives our success and long-term commitment.** With GreenUp, Veolia is accelerating its efforts to become the champion of decarbonization, depollution, and resource regeneration. In terms of impact, the Group intends to eliminate 18 Mt CO<sub>2</sub> eq. (scope 4), treat 10 million metric tons of hazardous waste, and save 1.5 billion m<sup>3</sup> of fresh water in 2027.

Our ambition for Veolia is equal to the world’s challenges. We are determined to show, everywhere the Group operates, that it is possible to reconcile environmental protection, human progress, and economic and financial performance.

(1) Survey conducted by Veolia in partnership with Elabe in 26 countries on 5 continents, involving more than 29,500 individuals (between 1,000 and 2,000 in each country). Overall, these countries represent almost 60% of the world’s population, 67% of worldwide GHG emissions, and 77% of global GDP.



# OUR STRATEGY ROOTED IN ESG

With GreenUp, Veolia is positioning itself as the most decarbonizing, depolluting and regenerating company in the world and the benchmark for ecological transformation. An innovative group that forms alliances with its stakeholders to co-build high-impact initiatives – innovative models for relationships and value creation.

## RECONCILING HUMAN PROGRESS AND ENVIRONMENTAL PROTECTION

Veolia firmly believes that businesses can usefully contribute to meeting society's expectations and, in 2019, was one of the first French groups to define and adopt a purpose.

Four years later, Veolia decided to complement the initial text with a shorter version to make it easier for employees to take ownership, more clearly highlight its key elements for all stakeholders, and accelerate its take-up. Today, 70% of employees are familiar with the Group's purpose (up 11 points compared with 2022) and 93% believe they contribute to it on a daily basis (Voice of Resources 2023 internal survey).

### **Our purpose guides our multifaceted performance**

In its Purpose, Veolia expresses an ambition to meet the expectations of its stakeholders in creating and sharing value. To do so, the Group is committed to delivering multifaceted performance that places the same level of attention and the same exacting demands on its economic, financial, commercial, human resources,

social, and environmental performance. The same rigor is applied to all Group processes, to ensure that our multifaceted performance objectives guide the management of all our activities. The related progress indicators, which are approved by the Board of Directors and its committees, and regularly audited and measured by independent third parties, are factored into the variable compensation of Veolia's senior executives and corporate officers.

For the Impact 2023 program, 19 progress indicators for 2023 had been defined, and 17 were achieved. This near-complete success illustrates the impressive conclusion to the Impact 2023 strategic program.



Read more  
about our  
2023 results

### **Ecological transformation, that is our Purpose.**

Ecological transformation means acting to reconcile human progress and environmental protection. We develop and implement locally solutions to depollute our vital resources and preserve them from depletion, solutions to decarbonize our ways of living and producing and adapt them to the consequences of climate change. All over the world, attuned to local cultures, we strive to improve the health and quality of life of communities. At Veolia, we tackle economic, social and environmental issues as an inseparable whole to the benefit of the largest number of people.

*Find the full version of our Purpose at [veolia.com](https://veolia.com)*

# OUR VALUE CREATION MODEL

In the fast-growing ecological transformation markets, Veolia is operating its three essential services businesses (water, waste and energy) to meet three major ecological challenges: decarbonization, depollution, and resource preservation and regeneration. The Group is leveraging its three strong positions in municipal water, district heating and cooling networks, and solid waste management, and its three boosters (bioenergies, flexibility and energy efficiency, water technologies and new solutions, hazardous waste treatment), into which it intends to channel half its investments, to target accelerated development potential for all its stakeholders.





# GOVERNANCE

## THE EMBODIMENT OF OUR PURPOSE

Since its creation, Veolia’s purpose has been supported and steered at the highest level of the business. Having been a source of inspiration and vital management tool for the previous Impact 2023 strategic program, it has also served to guide the creation of the new strategic program, GreenUp.

The Board of Directors, which validated the purpose statement and the multifaceted performance objectives and related indicators, must now ensure its proper application. For this, it relies in large part on the Purpose Committee.

The day-to-day implementation of Veolia’s purpose is the responsibility of the Executive Committee, each member of which is also the sponsor of a multifaceted performance objective. The Management Committee also plays a role in monitoring this performance.

### ESG commitment monitoring by the Board of Directors

**1. The Purpose Committee** monitors the Group’s progress and guides its decisions in this area. For example, it was asked to review the multifaceted performance indicators for the GreenUp strategic program.

**2. The Nominations Committee** makes recommendations on the future composition of the Group’s governing bodies and assists the Board in its periodic evaluation work.

**3. The Compensation Committee** makes proposals to the Board on the overall compensation awarded to company directors and the terms of performance-related compensation. It defines quantitative financial and non-financial criteria based on the Group’s multifaceted performance and determines the objectives used to calculate annual variable compensation and long-term compensation for senior executives.

**4. The Accounts and Audit Committee** scrutinizes the interim and annual accounts before they are submitted to the Board and periodically assesses its own work. It monitors the effectiveness of internal control and risk management systems, which include the risk mapping and materiality matrix (incorporating CSR issues) and the Group’s insurance plan. It is also responsible for reviewing the strategic program, the action plan in regard to the Group’s compliance system, and the Ethics Committee’s annual report on its activities.

**5. The Research, Innovation and Sustainable Development Committee** evaluates Veolia’s strategy and policies in relation to its purpose. In 2023, it focused on decarbonization and innovation strategies for tackling pollution, climate change, and the increasing scarcity of natural resources.



### GOVERNANCE AND ORGANIZATION

	BOARD OF DIRECTORS				
Governance	1	2	3	4	5
	Purpose Committee	Nominations Committee	Compensation Committee	Accounts and Audit Committee	Research Innovation and Sustainable Development Committee
	Ethics Committee				
	Executive Management				
	Risk, internal control and internal audit management				
Topics	Environment and Social Responsibility		Human resources	Preventing corruption and Human rights	
Functional committees	ESG Committee		Group French Works Council and Group European Works Council		Ethics and Compliance Committee Human Rights and Duty of Care Committee
Operational sectors	Sustainable Development <ul style="list-style-type: none"><li>• Multifaceted Performance and Sustainable Development Department</li><li>• Sustainable Development Officers (zones)</li><li>• Technical and Performance Department (Environmental Management Systems)</li></ul>		Human Resources <ul style="list-style-type: none"><li>• Human Resources Department</li><li>• HR network (Business Units)</li><li>• Health and Safety Center of Excellence</li><li>• Labor relations bodies</li></ul>		Compliance <ul style="list-style-type: none"><li>• Compliance Department</li><li>• Network of Compliance Officers (zones)</li></ul>
	Development, Strategy and Innovation, Business Support and Performance, Purchasing, Insurance, Legal, Finance, Public Affairs, Information Systems, Security, Communications, Tax, Governance, Veolia Institute, Veolia Foundation				
Internal collaborations					
External stakeholders	Critical Friends Committee, Terra Academia and the “+1, ecology turned into action” initiative.				
	Prospects, clients, economic partners, suppliers, public institutions, non-financial rating agencies and investors, NGOs and local opinion leaders, local communities, academic experts				

REGULATIONS  
EXTERNAL AUDIT

REGULATIONS  
EXTERNAL AUDIT

### AND ESG NOW HAS ITS OWN COMMITTEE

Veolia established an ESG Committee in 2023. Co-chaired by the Group General Counsel, the Senior Executive Vice President for Strategy and Innovation and the Senior Executive Vice President for Human Resources, it brings together the functional departments in charge of environmental, human resources, social, compliance, and governance matters and ensures their coordination. It defines the Company’s strategic priorities and approves its environmental policy, objectives, and management system.



THE BOARD OF DIRECTORS  
AS AT DECEMBER 31, 2023

14 DIRECTORS AND  
1 CENSOR



Estelle Brachlianoff  
Chief Executive Officer



Antoine Frérot  
Chairman of the  
Board of Directors

1 2

9  
INDEPENDENT  
DIRECTORS

1  
NON-VOTING  
DIRECTOR



Enric Xavier  
Amiguet i Rovira

2  
DIRECTORS  
REPRESENTING  
EMPLOYEES



Franck  
Le Roux



Pavel  
Páša

1  
DIRECTOR  
REPRESENTING  
EMPLOYEE  
SHAREHOLDERS




Agata  
Mazurek-Bąk


1 3 4

4


5




Pierre-André  
de Chalendar




Olivier  
Andriès




Maryse  
Aulagnon




Véronique  
Bédague




Isabelle  
Courville




Marion  
Guillou



Julia  
Marton-Lefèvre



Francisco  
Reynés



Guillaume  
Texier

1 2 3

1 3 4

2 3

4

1 2 5

3 5

5

3

1 4 5

- 1 Purpose Committee.
- 2 Nominations Committee.
- 3 Compensation Committee.
- 4 Accounts and Audit Committee.
- 5 Research Innovation and Sustainable Development Committee.

INDEPENDENCE RATE — FEMALE REPRESENTATION RATE — NON-FRENCH DIRECTORS —

73%

Excluding the two directors  
representing employees  
and the director representing  
employee shareholders

54.5%<sup>(1)</sup>

5

VARIABLE COMPENSATION TAKING  
MULTIFACETED PERFORMANCE INTO ACCOUNT

Variable compensation  
of the Chief Executive Officer  
2024 Criteria

50% QUANTITATIVE  
FINANCIAL

20% Profitability (CNIGS)  
15% Investment capacity  
(free cash flow)<sup>(2)</sup>  
15% Capital return (ROCE)

30% QUANTITATIVE  
NON-FINANCIAL

5% Health & Safety  
and Well-Being  
5% Ethics and integrity  
5% Decarbonization of our assets  
5% Growth and innovation drivers  
5% Employee commitment  
5% Depollution – biodiversity

20% QUALITATIVE

Strategic aspects  
Managerial performance  
Equity story

Long-term compensation for senior  
executives, high-potential employees,  
and key contributors<sup>(3)</sup>  
2024 Criteria

50% FINANCIAL  
CRITERIA

25% Profitability (CNIGS)  
25% Relative TSR  
(stock market performance)

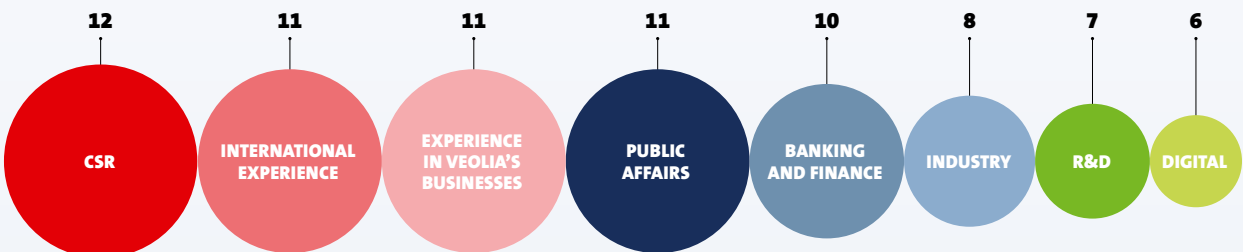
50% QUANTITATIVE  
NON-FINANCIAL  
CRITERIA

20% Climat  
(decrease in scopes 1 and 2  
and increase in scope 4)  
10% Diversity and inclusion  
10% Fresh water saved  
and resource regeneration  
5% Customer satisfaction  
5% Social/support  
for local communities

(1) Excluding the two directors representing employees and the director representing employee shareholders pursuant to Articles L. 225-27-1 and L. 22-10-7 of the Commercial Code.  
(2) Target free cash flow used to determine the bonus excludes discretionary investment.  
(3) Approximately 550 beneficiaries in 2024.

KEY AREAS OF EXPERTISE<sup>(1)</sup>

The number of directors with expertise in each key area



(1) Following the Veolia Shareholders' General Meeting on April 25, 2024.

THE SUSTAINABLE COMPANY  
A TRAINING TOOL  
FOR DIRECTORS

Veolia has developed materials to raise its directors' awareness of CSR. Entitled "The Sustainable Company", this six-to-eight-page dossier forms the basis for a three-year training cycle. Prepared with support from Group experts, the first edition, published in June 2023, covers non-financial reporting. The second edition was published in October 2023 and explores carbon neutrality.

More than  
16,000 managers involved

Multifaceted performance  
indicators are taken  
into account in the  
compensation of at least  
16,000 Group managers  
to unite all employees  
around this ambition.

# ECOLOGICAL TRANSFORMATION: THE CHALLENGE OF THE CENTURY

In a world rocked by crises (climate, energy, the natural world, etc.) and systemic changes, ecological transformation demands a change in our methods of production and consumption. Veolia is uniquely positioned to seize the opportunities in this market, estimated to be worth €2,500 billion.

**Biodiversity**  
**75%<sup>(1)</sup>** of the Earth’s surface has been significantly altered by multiple human factors, **66%** of its oceans are subjected to increasingly significant cumulative impacts, and more than **85%** of wetlands by area are at risk of disappearing.

**Adaptation to climate change<sup>(2)</sup>**  
**Between 3.3 and 3.6 billion** people live in regions extremely vulnerable to climate change. They are 15 times more likely to be killed by flooding, droughts or storms than people living in less vulnerable regions (measured over the period 2010-2020).

**Climate change mitigation**  
**+1.1 °C**, is how much the global surface temperature increased over the period 2011-2020 compared with 1850-1900. To limit global warming to 1.5 °C by 2100<sup>(3)</sup>, it would be necessary to reduce CO<sub>2</sub> emissions **48%** by 2030, **65%** by 2035, and **99%** by 2050.

**Natural resource scarcity**  
**50%** at least of the world’s population — almost four billion people — live in conditions of high water stress at least once a year<sup>(3)</sup>. **50 billion** metric tons of sand were extracted in 2022, according to an alert from the United Nations Environment Program. This overconsumption is having major environmental impacts<sup>(4)</sup>.

**Health and environment**  
**75%** of the world’s population are certain that “climate change is the biggest health threat facing humanity<sup>(5)</sup>.”

**Strategic independence and reindustrialization**  
Massive investment programs are being introduced around the world to support local installations in strategic industries (US Chips Act, European Chips Act, Made in China 2025, etc.) and green investments (Inflation Reduction Act, NextGenerationEU, etc.).

**Affordability**  
**74%** of the world’s population are certain that “climate change is an acute threat for the world’s poorest people, with the potential to plunge more than **130 million** into poverty by 2030<sup>(5)</sup>.”

€2,500 billion  
potential size of the ecological transformation market

**DECARBONIZATION**  
• **€500 billion**  
• **400 GW** reserve of untapped low-carbon energy in Europe alone

**RESOURCE REGENERATION**  
• **€600 billion**  
• A potential **50 billion m<sup>3</sup>** of fresh water to be saved

**DEPOLLUTION**  
• **€1,400 billion**  
• Largely untapped potential of **300 million metric tons** of pollutants and hazardous waste to be treated with strengthened regulation and local legislation

(1) Global Assessment Report on Biodiversity and Ecosystem Services, IPBES, 2019.  
(2) Summary for Policymakers of the Sixth Assessment Report, IPCC, March 2023.  
(3) Aqueduct Water Risk Atlas, World Resources Institute, August 2023.  
(4) Sand and Sustainability: 10 Strategic Recommendations to Avert a Crisis, UNEP, April 2022.  
(5) The Barometer of Ecological Transformation, 2<sup>nd</sup> edition, Veolia x Elabe, April 2024.

# A HIGH-IMPACT STRATEGY WITH AND FOR OUR STAKEHOLDERS

To achieve successful ecological transformation, Veolia needs cooperation from every quarter: public opinion as a stimulus, government bodies as instigators, industry and the regions as partners and co-builders, and banks and public funding bodies as investors.

Veolia has identified five categories of stakeholders with whom it interacts: customers, employees, shareholders, planet, and society. The Group has developed a sustainable trust relationship, which it has named “Resourcing Together.” It is organized into three areas: listening and dialogue; cooperation and seeking solutions; and commitment and honesty about the impacts created.

### Listening and dialogue

Stakeholder needs and expectations are identified through a range of surveys and constant dialogue with each of them, to provide Veolia with a more detailed view of ecological transformation issues and the best ways to address them.

### Cooperation and seeking solutions

To extract the benefits from listening and dialogue, Veolia and its stakeholders have established a number of cooperative bodies, which are a real driving force for ecological transformation. This helps the Group understand the different points of view involved and provides a full and fair overview for making informed trade-offs and arriving at appropriate solutions.

### Commitment and honesty about the impacts created

Through its multifaceted performance, Veolia is committed to its stakeholders and reports back to them on the multiple impacts of its activities.

### OUR PRIMARY TOOLS FOR MANAGING INTERACTION WITH OUR STAKEHOLDERS

**Ecological Transformation Barometer**  
Opinion survey covering 66% of the world’s population<sup>(1)</sup>.

**Voice of Resources**  
A survey to measure our employee engagement.

**Voice of Customers**  
A measure of customer satisfaction with all Group BUs.

**Shareholder Advisory Committee**  
The role of its members, who are all volunteers, is to improve communications with shareholders.

**Veolia Institute Foresight Committee**  
A platform for discussion and debate between researchers, public bodies, NGOs, international organizations, and businesses.

**Critical Friends**  
This committee of independent experts is regularly asked for its opinion, with the aim of challenging the company and helping it stay on course.

**Dialogue with local communities and residents**  
Distribution of information through neighborhood gatherings, meetings with elected representatives and local nonprofits, site visits, public open days, and volunteer programs with local nonprofits and charities.

**“+1, for an ecology in action”**  
An innovative method devised by Veolia to unite and engage its stakeholders in accelerating ecological transformation.

**Terra Academia**  
A school and project to boost ecological transformation initiated by Veolia, bringing together a coalition of economic, academic, public, and nonprofit partners.

*Find more information about the Group’s relationships with its stakeholders on pages 48 and 49.*

(1) Survey of more than 29,500 individuals (between 1,000 and 2,000 in each country) conducted in 26 countries on 5 continents. The countries were selected for their demographic and GHG emissions weightings, and to ensure the inclusion of diverse political histories and ecological cultures. Overall, these countries represent almost 60% of the world’s population, 67% of worldwide GHG emissions, and 77% of global GDP.

# GreenUp

## ACCELERATING ECOLOGICAL TRANSFORMATION

The increasingly tangible effects of global warming mean that the demand for ecological transformation – and for the solutions to make it happen – has never been so strong.

In a world committed to carbon neutrality, which means gradually phasing out fossil fuels, industries and regions need help finding proven, affordable, replicable solutions. Solutions that enable them to reduce their carbon footprints but also help them adapt to the already visible consequences of climate change – especially in regard to water resources; protect public health; and harness new local resources to boost sovereignty and autonomy.

Veolia is focused on becoming the vital link in this ecological transformation in order to meet growing demand in what has always been a

demand-led market: decarbonization, mitigation of and adaptation to climate change, management of scarce resources, preservation of people’s health and quality of life, and the pursuit of competitiveness and sovereignty for organizations and regions.

With its unique solutions across the entire value chain of businesses vital to ecological transformation, the Group has never been stronger or so well positioned to support its customers in their response to these various challenges. This is the context in which Veolia launched GreenUp, its new strategic program for 2024-2027.

### A VALUE PROPOSITION EMBRACING CLIENTS’ MAJOR STAKES

**Veolia, an integrator of solutions**  
in 3 complementary businesses  
delivering essential services  
WORLDWIDE

#### Clients’ challenges

##### Cities

- Public health through access to essential services
- Decarbonization
- Adaptation to climate change
- Affordability

##### Industries

- Licence to operate
- Resource efficiency
- Compliance with environmental regulations
- Security of supply chain
- Affordability and savings

#### WATER

#### WASTE

#### ENERGY

#### Impact

##### To decarbonize

- Towards Net Zero CO<sub>2</sub> with local decarbonizing energy

##### To regenerate resources

- Towards Net Zero Water

##### To depollute

- Towards Net Zero Untreated Pollutants

With GreenUp, Veolia can take effective action for ecological transformation, expediting and offering practical, affordable and replicable solutions. But it can also stimulate profitable growth in its activities worldwide. To achieve this, the Group will consolidate its position as a world and European leader in its main markets – municipal water, solid waste recycling and recovery, and heat networks – and activate its most effective high-impact boosters: new technologies and solutions for water, hazardous waste treatment and bioenergy, electricity flexibility, and energy efficiency.

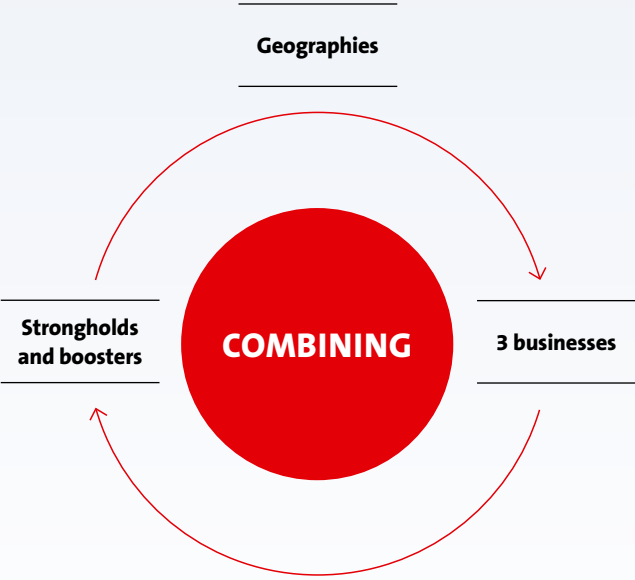
To achieve this growth and help its customers decarbonize, depollute, and regenerate resources in the 57 countries<sup>(1)</sup> where it operates, Veolia acts as a solutions integrator, combining its different businesses: Water, Waste, and Energy.

## ONE YEAR OF THE “+1” COLLECTIVE TO INSPIRE GREENUP

Developed by Veolia, “+1, for an ecology in action”, the innovative methodology for stronger dialogue between stakeholders, was used to enhance the new GreenUp strategic program by incorporating their main priorities. From Japan to the United States, via Colombia, Australia, the Czech Republic, Italy, the United Kingdom and France, Veolia spent a year talking with more than 200 stakeholders around the world. The main priorities expressed were: regulations and economic models moving toward greater frugality, the strong local roots of our solutions and support for cooperation between stakeholders, and raising awareness and mobilizing different players. One example of a project that emerged directly from this consultation was the Éco d’Eau initiative in France, which has brought together 600 players committed to preserving water resources. Following the same principle, employee representatives were consulted during the creation of GreenUp, and employees were able to give their views and make suggestions through a dedicated survey.

(1) Countries where Veolia has a permanent installation with employees and more than €5 million of capital employed.

### COMBINING BUSINESSES TO DESIGN CUSTOMIZED SOLUTIONS



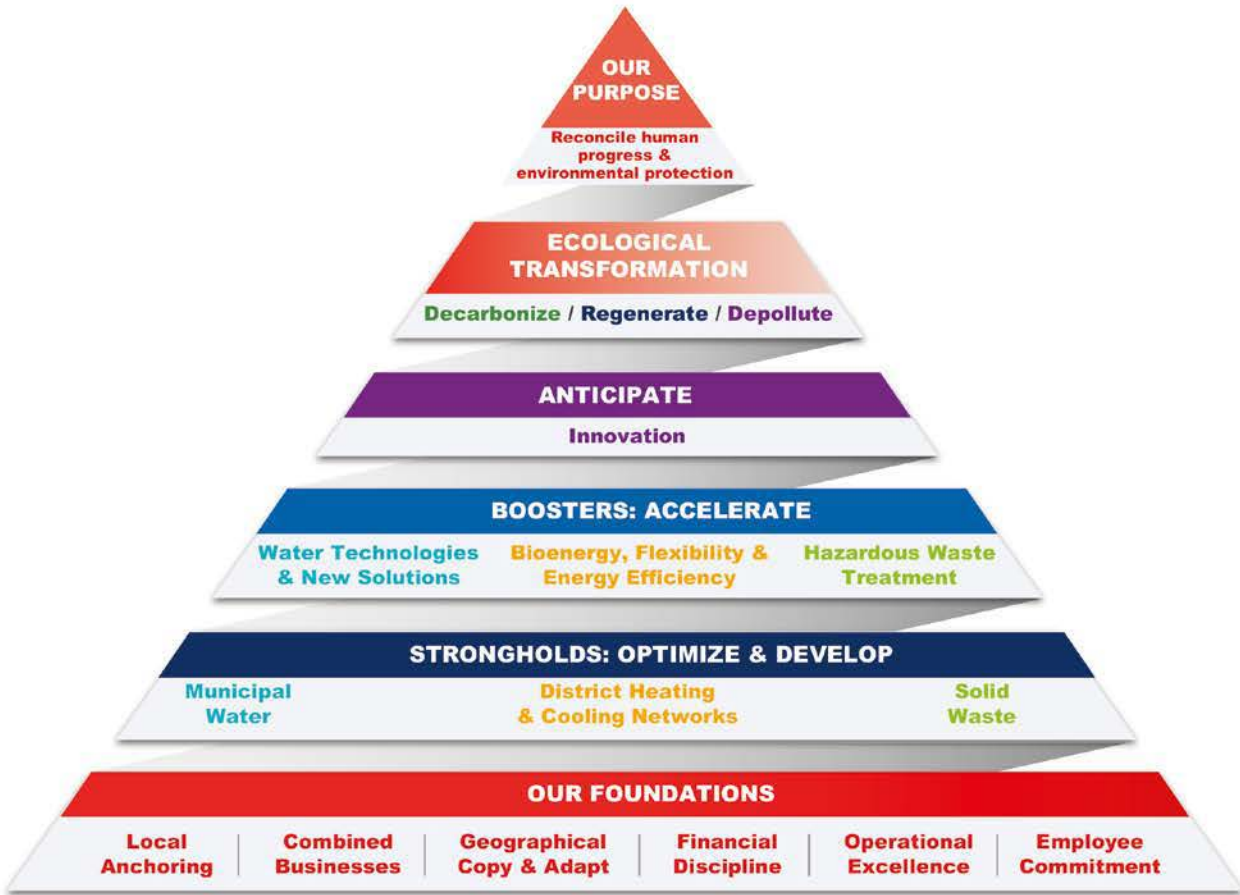
To accelerate the rollout of solutions tailored to local contexts.





# AMPLIFYING THE POSITIVE IMPACTS OF ECOLOGICAL TRANSFORMATION

Guided by Veolia’s purpose, GreenUp builds on the Group’s foundations to develop its strengths and growth boosters.



To manage this new program, Veolia will be using its monitoring instrument – multifaceted performance – and its 15 objectives. To unite all our employees around this ambition, these 15 indicators will be taken into account in the compensation of at least 16,000 Group managers. Each of the indicators associated with these objectives is measured and published regularly throughout the program to help monitor our progress. They are all verified by an independent external third party. A member of the Executive Committee has been appointed as a sponsor to support each objective and ensure it is achieved.

## MULTIFACETED PERFORMANCE IN THE GREENUP PROGRAM

Dimension	Commitment	Objective	Indicator-definition	2023 reference	2027 Target	Sponsors comité exécutif
Economic and financial performance	Increase prosperity and results over time	Profitability	Current net income, Group share	€1,335 million	CAGR ~10% (constant FX 2023)	Claude Laruelle
		Investment capacity	Free Cash Flow (before discretionary growth Capex)	€1,683 million	Annual target	
		Return on capital employed	Post-tax ROCE	8.3%	Annual target	
Commercial performance	Guarantee results over the long-term through innovative services	Customer and consumer satisfaction	Customer satisfaction rate calculated using the Extended Net Promoter Score methodology (score and revenue coverage)	Not applicable	score ≥30 with 80% of revenue covered	Frédéric Van Heems
		Scope 4 – Decarbonization of our customers	Erased GHG emissions (new methodology)	13.8 million metric tons	≥18 million metric tons	Christophe Maquet
		Growth boosters and innovation	Revenue growth in priority business segments (energy, water technology, hazardous waste)	€20.6 billion	CAGR ≥5% at constant energy prices and exchange rates, excluding divestitures planned at 01/01/2024	Anne Le Guennec (Water Technologies) Jean-François Nogrette (Hazardous Waste) Gavin Graveson (Energy)
Environmental performance	Combat pollution and accelerate ecological transformation	Decarbonization – scopes 1 and 2 reduction	Scopes 1 and 2 GHG emissions reduction	–5% vs. 2021 (33.6 million metric tons vs. 35.5 million metric tons)	–18% vs. 2021 (29 million metric tons vs. 35.5 million metric tons)	Claude Laruelle
		Decarbonization – transformation of our assets	Decarbonation Capex, including phase out of coal and methane capture (aggregate 2024-2027)	Not applicable	€600 million	Philippe Guitard
		Fresh water saved and resource regeneration	Fresh water saved	1.4 billion m³	≥1.5 billion m³	Gustavo Migues
		Depollution – biodiversity	Biodiversity preservation on sensitive sites	59% progress on action plans (new scope)	≥85% progress on action plans	Sébastien Daziano
Human resources performance	Give meaning to our employees work and help them with career development and engagement	Health, safety and well-being	Loste time injury frequency rate (Veolia employees)	4.95	≤4.1	Estelle Brachlianoff
		Employee commitment	Employee commitment rate (Voice of Resourcers Survey)	89%	≥85%	Laurent Obadia
		Diversity and inclusion	Proportion of women in the Group Management Committee	25.6%	≥30%	Helman le Pas de Sécheval
Social performance	Support regional development through responsible means	Ethics and integrity	Positive answers to the ethics and compliance question in the Voice of Resourcers survey	88%	≥83%	Eric Haza
		Support to local communities	Residents benefiting from inclusive solutions to access essential services (all activities)	7.8 million people	8.4 million people (constant 2023 scope)	Isabelle Calvez

# 2023 TAXONOMY RESULTS:

## 75% OF CAPEX ELIGIBLE

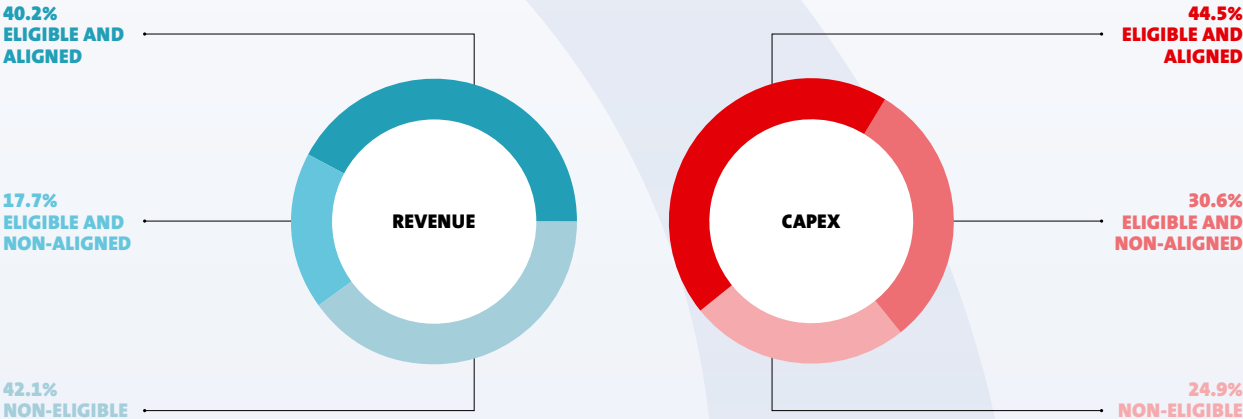
Expectations are high in terms of investments in ecological transformation, with a sizeable majority of public opinion (66% of the world’s population) fearing that the costs of inaction will be far harder to bear than the financial costs of action on decarbonization and depollution<sup>(1)</sup>.

The onus is therefore on companies to adapt their business models to making positive contributions to ecological transformation. To help them, the green taxonomy defines the sustainable activities that make such contributions. For Veolia, this classification brings standardized recognition of the positive impacts its activities generate.

In 2023, close to 58% of Veolia’s revenue was eligible for the European taxonomy and more than two-thirds of this was aligned with the

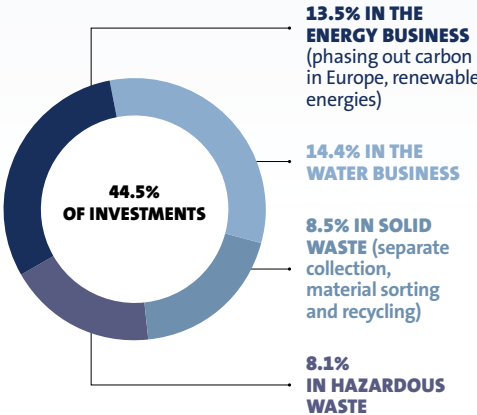
extremely stringent environmental criteria associated with each activity, highlighting the excellent performance of the Group’s operations worldwide.

In the same period, 75.1% of Group Capex was eligible and 44.5% aligned, higher than the rates for revenue: this demonstrates the Group’s priority focus investments expanding its sustainable activities.



(1) Results from the second Veolia x Elabe Barometer of Ecological Transformation (April 2024).

THE 44.5% OF ALIGNED INVESTMENTS FOR 2023 BREAK DOWN AS FOLLOWS:



The list of eligible activities defined by the European Union is likely to expand and will hopefully include other Veolia activities, such as pre-discharge treatment of industrial wastewater, some types of hazardous waste landfill, and energy recovery from non-recyclable refuse-derived fuel (RDF).

Of the 42.1% of non-eligible activities, 23.2% are currently considered “neutral”, i.e. with no major direct environmental impact covered by the taxonomy. This notably includes basic services that Veolia provides to its municipal and industrial water customers, for example, when Veolia provides services on behalf of third-party operators but is not itself a network or treatment plant operator.

The remaining non-eligible activities include in particular non-selective waste collection, energy recovery from non-hazardous waste, and non-hazardous waste landfills. Though they are excluded from priority ecological transformation finance, these activities are nevertheless an investment priority in some countries worldwide that remain under-equipped. This stance, which the EU justifies in terms of a need to invest selectively in best practice, excludes activities that are nonetheless helpful to the smooth operation of environmental services and whose operational performance levels have a direct impact on levers for combating climate change and protecting the environment.





# OUR ESG AIMS AND CHALLENGES

With its commitments and environmental and social performance underpinned by robust, engaged governance, Veolia aims to speed up ecological transformation by fostering dialogue and cooperation with and for its stakeholders.

## CONTRIBUTING TO A MORE SUSTAINABLE AND DESIRABLE FUTURE

From the 2024 business year onward, Veolia is preparing to adopt the CSRD (Corporate Sustainability Reporting Directive), the new sustainability reporting framework, which will replace the current Non-Financial Performance Statement (NFPS) in 2025. This new chapter in reporting is an opportunity for the Group to better communicate about the impacts, risks, and opportunities arising from its various businesses, based on a principle of double materiality: identifying the Group's positive and negative impacts on the outside world; and recognizing the financial risks and opportunities created for Veolia by external factors. It serves as a reminder that reducing environmental impacts is central to Veolia's activities and purpose.

### Double materiality: the foundation of the CSRD

Double materiality analysis has allowed the Group to confirm the crucial material challenges it faces. These are grouped into six action areas: decarbonize to limit climate disruption; depollute and preserve the nature; spare and regenerate resources; provide safe and resilient essential services to territories; be an attractive, safe and fair company; and engage our stakeholders in ecological transformation. This analysis identified 43 impacts, risks and opportunities (IRO) associated with these challenges, which are also at the heart of the GreenUp program. It serves as a reminder that reducing environmental impacts is central to Veolia's activities and purpose.

This approach includes listening attentively to the stakeholders we consulted on the Group's environmental, social, and governance commitments. It is designed to provide stakeholders with an even clearer picture both of our positive contribution for the environment through our policies and action plans and of the levers they themselves hold: ecological transformation requires all our stakeholders to mobilize. It also aligns naturally with the multifaceted performance approach the Group has followed since 2020 and is continuing in the new GreenUp strategic program.

**“At Veolia, we attach the same importance to our corporate non-financial performance – environmental, social and governance – as to economic, financial and commercial performance, and have done so since 2020, through our multifaceted performance policy. This pioneering approach, which includes the concept of impact on our stakeholders, is now giving us a head start on meeting the requirements of the CSRD.”**

**Claude Laruelle**  
Deputy CEO Finance, Digital and Purchasing



# DOUBLE MATERIALITY ANALYSIS: OUR IMPACTS, RISKS, AND OPPORTUNITIES<sup>(1)</sup>

<b>Decarbonize to limit climate disruption</b>	
<b>Align Veolia's greenhouse gas emissions trajectory with the 1.5 °C goal.</b>	
Significant GHG emissions (scopes 1, 2 and 3) requiring the implementation of a transition plan	–
Reduce fossil fuels in the consumption of our treatment plants by increasing the share of low-carbon energy and energy efficiency	+
Reduction of our Opex by developing the energy efficiency of our facilities	+
Attractiveness to financial actors due to decarbonization	+
Additional costs generated by increasing regulatory requirements on GHG emissions	–
Exclusion by the financial sphere if we do not exit coal-based energy production	–
<b>Increase erased GHG emissions for the value chain</b>	
Increase in the volume of erased emissions (scope 4) for our value chain: material recycling, decarbonization of customers, etc.	+
Development of solutions to reduce our customers' GHG emissions, in particular: energy efficiency, flexibility, local decarbonizing energy	+
<b>Depollute and preserve the nature</b>	
<b>Develop and deploy depollution solutions</b>	
Pollution generated by our own activities (air, water, soil, hazardous waste, etc.)	–
Development of our remediation activities serving our clients, favored by new requirements, in particular concerning emerging pollutants in water (micropollutants, endocrine disruptors, etc.)	+
<b>Increase and improve the treatment of hazardous waste</b>	
Increase in HW treatment capacities of the various sectors to meet the growing needs of our clients	+
Commercialization of innovative solutions to regenerate resources from hazardous waste (e.g. battery recycling)	+
<b>Preserve biodiversity on Veolia and value chain sites</b>	
Contribution to the preservation of biodiversity and ecosystems through pollution control	+
Impact of our sites and value chain on ecosystems and biodiversity	–
<b>Spare and regenerate resources</b>	
<b>Enable a sustainable use of water resources</b>	
Increase in volumes of fresh water not withdrawn thanks to the performance of municipal networks and the use of alternative resources (reuse, desalination)	+
Supporting our industrial customers towards sustainable water resource use	+
Gap between customer expectations and volume-based remuneration models: need to innovate in new business models	–
Pressure exerted on the resource by water withdrawals, carried out in strict compliance with the authorizations issued by the competent authorities, and leading to promote efficient use	–
<b>Valorize waste in the form of secondary raw material and/or energy recovery</b>	
Development of activities for the recovery of certain materials due to resource constraints and the need to limit the use of virgin resources	+
Energy recovery from non-recyclable waste (CSR-RDF), contributing to decarbonization	+
Adaptation to the evolution of the waste value chain: need for technical and commercial innovation	–

(1) Conclusion of the double materiality analysis as of July 17, 2024.

Impact materiality: 

–

 Negative 

+

 Positive      Financial materiality: 

–

 Risk 

+

 Opportunity

## Provide safe and resilient essential services to territories

### Participate in the development of territories: access to essential services, creation of value...

Contribution to local wealth and employment in the territories (value chain)	+
Inclusive mechanisms adapted to different types of contexts, particularly for access to essential local services such as water	+

### Ensure the resilience of environmental services

Guarantee of continuity and quality of essential services thanks to the safety of our operations	+
Resilience to environmental crises, particularly due to climate disruption or health issues, in order to ensure an essential minimum service	+
Cost of remediating a large-scale cyberattack (operational control systems and personal data), associated with a loss of image	–
Operational risks related to climate disruption (direct + supply chain)	–

## Be an attractive, safe and fair company

### Take care of employees in a healthy and safe working environment

Exposure of employees to physical or psychological risks incurred due to the activities carried out	–
Promotion of well-being at work through adapted mechanisms	+

### Attract, retain and develop skills

Development of employability through skills acquisition and career paths	+
Homogeneous minimum social guarantees for all Veolia employees	+
Business risk in case of inability to mobilize the necessary skills to develop our activities	–
Strengthening employee engagement and attracting new talent by sharing our Purpose, values and strategy with them	+

### Deploy a responsible social policy, promoting inclusion and diversity

Potential exposure of employees to discrimination, harassment or prejudice in their workplace, requiring the implementation of listening and alert devices	–
Promotion and valorization of social dialogue worldwide to contribute to the appropriation of the collective project	+

## Engage stakeholders in the ecological transformation

### Engage with stakeholders in service of a sustainable transformation

Risk of challenge and contestation by a stakeholder due to their perception of our activities	–
Improved understanding of the respective levers for accelerating the ecological transformation, thanks to mutual listening with our stakeholders	+

### Ensure responsible management of the supply chain (responsible purchasing)

Risk of our reputation being called into question in the event of serious events in the value chain (human and labor rights, environmental damage, etc.).	–
Strengthening our positive ESG impact thanks to suppliers' contribution to our ethical, environmental, social and resilience issues	+
Contribution to the development of local economic fabrics through local purchasing and sourcing	+

### Satisfy customers, as well as end users

Satisfaction of customers and end users thanks to the quality of services	+
Renewal and gain of new contracts due to the recognition of our operational excellence	+

### Ensure ethics and proper business conduct

Loss of contracts or defense costs related to controversies over unethical practices or non-compliance with our employees, suppliers, customers and communities	–
---	---

ENVIRONMENT

**Our commitment:**  
to combat pollution and accelerate  
ecological transformation.



DECARBONIZING  
TO LIMIT  
CLIMATE CHANGE



**Aligning our greenhouse  
gas emissions trajectory with  
the 1.5 °C target**

Veolia has set out its Net Zero 2050 trajectory compatible with limiting global warming to +1.5 °C. Details of this are provided in the Climate Report published by the Group on February 29, 2024.

In July 2024, the Science-Based Targets initiative (SBTi) validated Veolia’s short-term emissions reduction target (–50% by 2032) and registered the Group’s commitment to reduce its long-term emissions to achieve the target of net zero emissions by 2050. The international rating agency Moody’s also analyzed and recognized the quality of Veolia’s transition plan, awarding

the company an overall score of NZ-2, praising in particular the ambition and solidity of its short-term implementation. This is based in particular on the mobilization of technologies proven by the Group and above-average profitability of transition investments.

With this trajectory, the Group has further stepped up the efforts it has been making for many years to decarbonize its activities, in particular with its plan to phase out coal in Europe, an investment program of €1.6 billion between 2019 and 2030.

The trajectory includes strategic milestones for 2032: a 50% reduction in scopes 1 and 2 emissions compared with 2021, and a 30% reduction in scope 3 emissions<sup>(1)</sup>.

<sup>(1)</sup> Across 67% of the scope 3 total in line with the medium-term target defined by the SBTi.

Veolia’s commitments to invest in decarbonization have increased from €400 million over the 2020-2023 duration of the Impact 2023 program to €600 million over the 2024-2027 period spanned by GreenUp.

The decarbonization of business activity relies in the short and medium term on clearly identified projects and action levers to which the Group can apply proven experience in each of its businesses:

- methane capture at landfill sites;
- alternatives to coal for powering urban heat networks: an energy mix comprising refuse-derived fuel, biomass, natural gas, biogas, recovered heat, geothermal energy, etc.;
- energy efficiency;
- on-site renewable energy generation and self-consumption;
- green energy supply (scope 2).

On scope 3, Veolia will reinforce its purchasing policy with its largest suppliers: by 2032, suppliers representing 30% of purchasing-related emissions will have to sign an SBTi commitment.

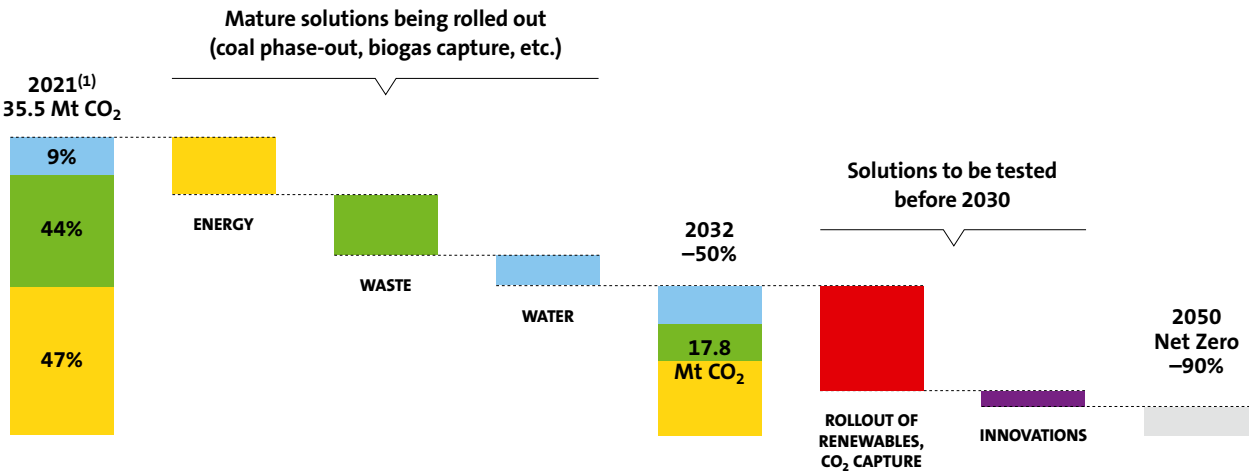
To fulfill its Net Zero 2050 ambition, the Group is also banking on further development and deployment of innovations currently on the drawing board or in their pilot phases, such as carbon capture, utilization, and storage.

The Group’s climate governance, which ensures that its commitments are honored, manages its carbon trajectory in a process similar to that used for financial commitments.

“Veolia’s activities contribute positively to protecting nature, by decarbonizing, depolluting, and regenerating resources. The GreenUp strategy will propel the Group toward its short-term emissions reduction target (–50% by 2032) validated by the Science-based target initiative.”

Sébastien Daziano  
Senior Executive Vice President, Strategy and Innovation

FOCUS ON VEOLIA’S EMISSIONS REDUCTION LEVERS TO 2050



Sources: IEA Net Zero scenario; BU data; work by O. Wyman; Veolia analysis.  
<sup>(1)</sup> The pro forma 2021 emissions presented here are the sum of Veolia’s emissions published in 2021 and the 2021 emissions from the Suez businesses acquired and still held on the publication date of this document.



## DECARBONIZING

### MORE THANKS TO SCOPE 4

Outside its own perimeter, Veolia is advocating the recognition of scope 4. In other words, fair consideration of all efforts in favor of decarbonization, which will encourage those best placed to pursue ecological transformation to play their part. Scope 4 is an appropriate tool for tackling those emissions that are most difficult to eliminate, since it measures the positive impact of decarbonization actions made possible by the Groups' solutions. Veolia is initiating dialogue with businesses, academic institutions, the financial sector, and NGOs to advance the development of scope 4, and raise awareness among decision-makers of its important role in a successful ecological transformation.



### Eliminating more emissions from our value chain (scope 4)

Alongside a reduction in its own emissions, Veolia is targeting a **50% increase in emissions eliminated** for its customers by 2030, with an interim objective of 30% (18 Mt CO<sub>2</sub> eq.) by 2027.

Emissions eliminated (scope 4) on behalf of the Group's customers are effectively the result of solutions rolled out across its energy businesses (energy efficiency, biogas production, energy recovery from waste in countries with a high-carbon energy mix) and waste recycling operations.

### Adapting to climate change

In addition to its efforts to reduce greenhouse gas emissions, the Group is working tirelessly to adapt its own and its customers' sites to the effects of climate change. The idea is to study the exposure and vulnerability of different activities in order to prepare for the impacts of climate change on doing business. A climate exposure analysis of 2,000 sites has enabled the Group to prepare dedicated action plans.



See the Veolia Climate Report for more information.

**Targets in line with 1.5 °C**  
**Net Zero 2050 Ambition**  
**Approved by the SBTi**



## WATER

### THE FIRST MARKER OF CLIMATE CHANGE

Water is the first marker of climate change, with the symptoms already visible. Veolia's businesses are at the forefront of the urgent need to adapt. Thanks to its numerous completed projects around the world (wastewater reuse, desalination, nature-based solutions, etc.), the Group is already supporting its customers and rolling out solutions to help them adapt and boost their resilience.

### OUR DECARBONIZATION COMMITMENTS IN FIGURES

**–50%**

fewer scopes 1 and 2 emissions by 2032 (compared with 2023\*)

**+50%**

on scope 4 by 2030 (compared with 2023)

**Net Zero**

In 2050 for scopes 1, 2 and 3, in line with the Paris Agreement 1.5 °C target (approved by SBTi)



**We have committed to massive investment in decarbonizing our activities, with €500 million already invested between 2018 and 2023.**

**2015**

Commitment to the UN's<sup>(1)</sup> 2030 Sustainable Development Goals, including Climate Action

**2017**

Commitment to defining a **firm GHG<sup>(2)</sup> reduction target** (scopes 1 and 2) for the medium term across the entire Group

**2018**

**Launch of the plan to phase out coal** and convert the plants powering the Group's heat networks

**2019**

**Commitment SBTi: 22% reduction by 2034** compared with 2018 (trajectory to limit warming to 2 °C)

**2024**

**Net Zero 2050 strategy** Rollout of Net Zero strategy in 2024. Veolia near term and Net Zero targets have been validated by SBTi. Recognized NZ-2 by Moody's.

**2032**

**50% reduction in GHGS (scopes 1 and 2):** (vs. 2021)

**2050**

**Net Zero** 90% reduction in GHG emissions and neutralization of the residual emissions

\* Veolia's pro forma 2021 emissions are the sum of Veolia's emissions published in 2021 and the 2021 emissions from the Suez businesses acquired and still held at the publication date of this document.  
(1) United Nations.  
(2) Greenhouse Gas.



## ENVIRONMENT

# DEPOLLUTING AND PROTECTING NATURE

Through its waste and water businesses, Veolia has numerous depollution solutions available for protecting natural environments (water, air, soil), biodiversity, and human health. GreenUp will enhance this contribution, accelerating the priority rollout of activities with a strong positive impact: technologies and new solutions for water and the treatment of hazardous waste.

Another priority for the Group's innovation program is the development of nature-based solutions for managing the large water cycle, such as artificial wetlands.

Lastly, in conducting business and operating its own and its customers' sites, the Group strives to limit any residual pollution from its operations.

### Scaling up depollution solutions

The world leader in technologies and new solutions for water, with its revenue in this area increasing from €1.5 billion in 2019 to €4.9 billion in 2023, Veolia offers solutions for achieving the following three objectives:

- **To meet the challenges of preserving the quality of aquatic environments:**
  - Monitoring, measuring, analyzing and forecasting pollution with support from artificial intelligence and smart sensors on the infrastructure that we manage.
  - Purifying wastewater using membrane technologies and biological process intensification – which can be coupled with nature-based solutions – and accelerating the rollout of wastewater reuse solutions.
- **To treat micropollutants in drinking water** by creating treatment processes combining

proven solutions (such as activated charcoal) and proprietary cutting-edge technology (membranes, ozonation, UV, etc.)

- **To supply industrial processes and produce ultrapure water** for cutting-edge technologies (semiconductors, pharmaceuticals, etc.). With more than 4,400 patents in water technologies to its name already, Veolia is pursuing an ambitious innovation policy underpinned by a network of 14 R&D centers and its partnerships with external ecosystems.

### Expanding and improving hazardous waste treatment

As the world leader in the liquid and hazardous waste treatment segment, with revenue of €2.5 million in 2019, rising to €4.2 billion in 2023, Veolia is aiming to treat 12 million metric tons by 2030 and increase its revenue by 50% in the same timeframe. To this end, the Group continues to expand its network of hazardous waste manage-

ment and treatment infrastructure on every continent. The eight assets currently under construction (in Germany, France, the United Kingdom, the Czech Republic, Taiwan, Saudi Arabia, and the United States) will further boost its treatment capacities.

To treat pollutants, and recycle them where possible, Veolia is rolling out a range of proven solutions (physico-chemical treatment, high-temperature incineration, solvent regeneration, and vitrification) to protect ecosystems and human health. The Group is also innovating in the management of hazardous and complex waste, such as electric vehicle batteries (see box on page 39).

In synergy with its water technology activities, Veolia is developing integrated solutions for treating the most complex pollutants, such as PFASs (per- and polyfluoroalkyl substances).



## PROACTIVE ON EMERGING POLLUTANTS

To meet its customers' expectations, drawing on its proven expertise in the United States in particular, Veolia is determined to remain proactive in the area of emerging pollutants, drawing on its technologies and capacity for innovation. In France, in 2023, the Veolia Group launched a national campaign to measure PFASs (per- and polyfluoroalkyl substances) as soon as reliable analysis protocols became available. In mid-April 2024, having analyzed, in just five months, two-thirds of the production points managed by Veolia, affecting 15 million French people, the Group announced that drinking water was compliant with new PFAS standards for 99% of these contracts.



Find out more





Protecting biodiversity on our sites and across our value chain

Since 2019, the Group has been implementing action plans on more than a hundred of its sites worldwide identified as the most sensitive in terms of the richness of local ecosystems or the type of activity. An integral part of the Group’s multifaceted performance indicators, the progress rate of these action plans was 85% in 2023, well above the target of 75% set in 2020. This approach will be continued and expanded between now and 2027, and will include new sites acquired in the merger with Suez.

In 2023, the Group rounded out this initiative by assessing the impacts and dependencies of its own activities and value chain on biodiversity using the LEAP (Locate, Evaluate, Assess and Prepare) method recommended by the TNFD<sup>(1)</sup>. Following this assessment, dialogue was initiated with the main suppliers in the most-affected purchasing categories. This should ultimately result in the inclusion of criteria related to biodiversity protection in the selection and assessment of these suppliers.

OUR GROWTH AMBITIONS

	Results 2019	Results 2023	Ambition 2030
WATER TECHNOLOGIES	€1.5 billion	€4.9 billion	+50%
HAZARDOUS WASTE	€2.5 billion	€4.2 billion	+50%

12 Mt of hazardous and polluting waste treated in 2030, with an interim target of 10 Mt by 2027.

BIODIVERSITY PROTECTION

	Results 2020	Results 2021	Results 2022	Target 2023	Results 2023 <sup>(2)</sup>	Target 2027
PROGRESS RATE OF ACTION PLANS FOR BIODIVERSITY PROTECTION on identified sensitive sites	1.7%	30%	66%	75%	85%	85%
OR, IN NUMBERS OF SITES COVERED	103 for the period 2020-2023			165 for the period 2024-2027		

(1) Taskforce on Nature-related Financial Disclosures.  
(2) New reference for 2023 (linked to the increase in the number of sites): 59%.



RENEWED COMMITMENT WITH ACT4NATURE INTERNATIONAL

The renewal in May 2024 of Veolia’s Act4nature international<sup>(1)</sup> commitment for the period 2024-2027 aligns the Group with the recommendations of COP15 and the requirements of the CSRD. It also consolidates the actions already being implemented worldwide in relation to:

- operational excellence in on-site biodiversity protection, including a rollout target for ecological management solutions across 95% of sites by 2027;
- accelerated deployment of solutions acquired through the Group’s innovation policy, such as nature-based solutions and biomonitoring;
- more prominence for biodiversity in the Group’s governance and in its dialogue with stakeholders across its value chain.



THE TNFD A COMMON LANGUAGE FOR ASSESSING BIODIVERSITY POLICIES

In its Universal Registration Document 2023, Veolia adopted the recommendations for identifying nature-related risks and opportunities published by the TNFD in September 2023. In a similar vein to the TCFD for climate issues, this framework provides issuers and investors with common guidelines for assessing company policies on biodiversity. At the Davos Forum in 2024, Veolia was recognized as one of 19 French companies and financial organizations to have been “early adopters” of the TNFD.

(1) Launched in 2018 by Entreprises pour l’environnement, the Act4nature international initiative collates and promotes the biodiversity commitments of more than 70 major French companies. Find details of Veolia’s commitments at <https://www.act4nature.com/wp-content/uploads/2024/05/VEOLIA-VA-2024.pdf>.



ENVIRONMENT

PRESERVING  
AND REGENERATING  
RESOURCES

Enabling sustainable use  
of water resources

The world leader in water management for public authorities and in water technologies, the Group generated €18.4 billion (41% of the Group’s revenue) in its Water businesses in 2023. It produced 8,137 billion m³ of drinking water in the 3,809 Group-operated production plants and operated 386,218 km of distribution networks.

By 2030, the Group aims to save **2 billion m³ of fresh water** with the implementation of its desalination, wastewater reuse, and network performance improvement solutions. Worldwide, Veolia estimates the potential for fresh water savings from the application of existing network performance, treated wastewater reuse and desalination solutions alone to be 50 billion m³.

Veolia offers its municipal and industrial customers, especially those in water stress contexts, specific solutions for preserving resources, including water treatment and wastewater recovery.

More generally, every Veolia business plays a role in the preservation and sustainable management of water resources. For example:

- **leak reduction in drinking water networks and raising awareness** around efficient and responsible water use, including through the use of smart meters and the introduction of progressive tariffs, will reduce extraction;
- **wastewater collection and treatment** encourages other uses downstream of the discharge point and, in some cases, sustains river flows during low-water periods;
- **recycling and reuse of treated wastewater and the desalination of seawater** can help safeguard access to water in locations where tensions are high and contribute to the preservation of precious fresh water resources;
- **the treatment of industrial wastewater** and leachates, collection and treatment of hazardous liquid waste, sludge recovery, and soil



decontamination all contribute to considerable reductions in discharges and pollutant transfer into water resources;

- **the collection, management, and recovery of solid waste** helps make the environment healthier, avoids the diffusion of waste into the environment, and protects water resources;
- **the energy savings** achieved by Veolia help reduce its customers’ fuel consumption and, indirectly, preserve water resources.

Under its innovation policy, Veolia is developing technological and nature-based solutions to address issues of water quality and availability. The Group is also innovating in contractual terms: it promotes “performance-based” contracts, which attach value to efforts made to reduce water consumption.



ADVOCATING MORE FRUGAL USE OF  
WATER

Launched by Veolia in France in 2023 and subsequently certified by the government, the Éco d'Eau initiative has already made 10 million people more aware of frugal use and actions that can sustainably transform our use of water. Since then, the collective movement to promote the preservation of water resources continues unabated: hundreds of partners – regional authorities, federations, nonprofits and charities, NGOs, schools, and media organizations – and increasing numbers of businesses are joining the cause. Water frugality is also integral to the water distribution contract that Veolia secured in 2023 with the European Métropole of Lille in France: Veolia has committed to saving 65 million m³ of extracted water over 10 years, the equivalent of a year’s consumption.



	2019	2020	2021	2022	2023	Target
Efficiency rate of drinking water networks (pro forma 2019-2023) <sup>(1)</sup>	72.5%	73.4%	75.6%	76.3%	76.4%	≥75%
Volume of wastewater collected and treated and reused (in millions of m³)	401	350	299	989	1,144	—
Number of smart meter solutions deployed (in millions)	5.8	6.3	6.3	9.5	10.1	—

(1) For networks serving more than 50,000 inhabitants. At constant scope.

VEOLIA IS A MEMBER OF CEO WATER MANDATE AND THE WATER RESILIENCE COALITION





Reclaiming waste  
as a secondary raw material  
or energy source

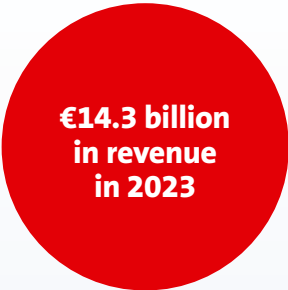
The world leader in the collection and treatment of solid waste (revenue of €14.3 billion in 2023), Veolia’s objectives are to reintroduce waste into the industrial production cycle and to improve recycling and material recovery rates.

To achieve these, the Group works upstream to shape the sorting and recycling streams, in partnership with regions and manufacturers. Veolia operates high-performance sorting centers for common industrial waste and waste from selective collection, ensuring recovery rates of over 50%, and has developed TSA2 (auto-adaptive sequential sorting). This patented process, currently in the industrial application phase, offers a number of benefits: improved sorting performance; the production of high-quality secondary raw materials; and recovery rates in excess of 95% thanks to remotely operated sorting, which refines the operation further still.

Downstream, Veolia is consulting with manufacturers on eco-design solutions (such as CIRCPACK) and recycling plastics (PE, PET, PP, etc.) to supply its PlastiLoop solution (see box on page 39). A key player in the production of recycled polymers to meet the higher performance levels required by the market for mechanical recycling processes, the Group produced 465,000 metric tons of recycled plastics in its transformation plants in 2023. Veolia also provides recycling of complex waste, such as electrical appliances, electronics, and fluorescent lights.

The energy recovery solutions for waste on offer from Veolia provide decarbonized local energy, which contributes to regional energy autonomy:

- non-recyclable common waste is transported to incinerators or landfill facilities. The incineration process produces energy in the form of steam, which can power urban heat networks or industrial heat plants, or be transformed into electricity. In its landfill facilities, the Group captures the biogas released by the fermentation of organic waste. This can be injected directly into the distribution network, used to generate electricity, or become fuel for vehicles;
- Veolia is also working on the transformation of residual non-recyclable waste into refuse-derived fuel (RDF) to power furnaces and other combustion or energy production processes for local authorities and manufacturers;
- in 2023, Veolia’s Waste businesses produced **10.7 TWh of renewable or recovered energy.**



in the collection and treatment  
of hazardous waste.

	2019	2020	2021	2022	2023
Weight of recovered material from treated waste (millions of metric tons)	9.8	9.4	9.9	12	12.1
Revenue linked to the circular economy (€ billions)	5.2	5.2	6	8.4	9.2

INNOVATING  
TO RECYCLE BATTERIES

A historical player in the treatment of batteries and accumulators, Veolia has unequalled expertise in every stage of the recycling process. Its experience in managing hazardous waste flows and the associated risks have enabled the Group to develop safe and highly effective dedicated processes. Also a pioneer in recycling electrical vehicle batteries, Veolia is striving to create a circular loop around all the materials used in batteries, and strategic metals in particular. The Group operates four sites with the capacity to treat 30,000 metric tons of batteries, corresponding to around 100,000 EV batteries. A chemical separation site (using a hydrometallurgical process) is currently under construction in France.

Find out more:  
<https://www.veolia.com/en/pollution/hazardous-waste/recycling-electric-car-batteries>



PlastiLoop  
by VEOLIA

PLASTILOOP  
GLOBAL PLASTICS  
RECYCLING SOLUTION

In 2022, Veolia launched the innovative integrated platform PlastiLoop, a network of more than 30 factories, to enable its customers all around the world to procure recycled plastic resins. Its range of polymers organized by application enables the Group to meet every specific need. In March 2024, the new Circular PET plant in Tsuyama, Japan, joined the PlastiLoop network.



Find out more

## EMPLOYEES AND SOCIETY

**Our commitments:**  
to give meaning to our employees' commitment and support regional development in a responsible way.

**BEING AN  
ATTRACTIVE,  
DEPENDABLE,  
AND FAIR  
COMPANY**



Veolia's global performance depends on its power to attract and retain customers. This is why the Group is particularly concerned with cohesion, social dialogue, and promoting professional gender equality. Now more than ever, Veolia spares no effort to be an employer of choice for its talented people.

### Taking care of employees in a safe and secure work environment

Veolia is responsible for the physical and mental health of its employees and contractors, and for the continuous improvement of their working conditions. Health and safety are therefore considered "non-negotiable", and "zero accidents" is both an objective and a performance lever.

As part of its multifaceted performance, Veolia monitors its lost time injury frequency rate, with a target of under 4.1 by 2027. In 2023, the Group achieved a rate of 4.95 (compared with 6.6 in 2020), in line with the target set.

This success can largely be attributed to the deployment of significant resources for an accident prevention, health, and safety policy built on five main pillars:

- **involvement of the entire management chain:** 150,000 safety visits made in 2023 (up 15.4% from 2022);
- **health and safety risk management:** implementation of the 12 life-saving rules and the 10 management standards for high-risk activities; systematic feedback on serious accidents and potentially unsafe situations;

- **communication and dialogue:** organization of an annual health and safety week; enhanced dialogue around health and safety arrangements, including with social partners, temporary workers, and contractors;
- **training and engaging** with all employees:
  - launch of a new international OHS Leadership training program,
  - continuing rollout of the Paths (Prevention and training on health and safety) program, with 75% of teams covered as of the end of 2023 (up 13 points compared with 2022) and a target of 90% for the end of 2024,
  - health and safety training module delivered to **83%** of Veolia employees in 2023, and 42.3% of training hours devoted to health and safety,
  - 94% of employees consider health and safety to be extremely important in their field of work;
- **monitoring and control of health and safety performance:** the 55 health and safety performance contracts signed with the Group's BUs and Zones are managed by the Health and Safety Center of Excellence, which comprises around 30 international experts from the Group.

Veolia has also implemented safety management systems (SMS) based on standards such as ISO 45001, ILO OSH 2001 and/or OHSAS 18001. Every year, Group entities are certified, awarded labels, or otherwise rewarded for their progress in terms of prevention, health, and safety. At the end of 2023, the percentage of Veolia's revenue covered by an SMS was **57.7%**.

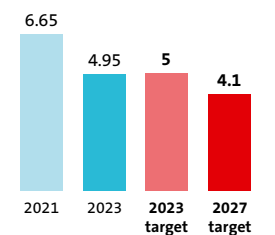
**"Veolia has a duty of care for its employees' health, well-being, development, and fulfilment. The Group has a strong local focus and works with all stakeholders to reinforce access to essential services for all, contribute to local, responsible economic development, and commit to sustainably improving living conditions and health in communities and regions."**

Isabelle Calvez  
Senior Executive Vice President, Human Resources

The Group prioritizes well-being and support for employees, with specific measures in place:

- medical check-ups; prevention of occupational diseases and psychosocial risks, including mental health issues, with best practice identified within entities to be replicated elsewhere (for example, the implementation of a training course on "Responding to Mental Health and Psycho-social Hazards at Work" initially provided to managers in Australia);
- So'well program to promote best practice and incorporate well-being into employees' daily lives;
- Veolia Cares, a worldwide social benefits program (see box);
- exemplary Corporate Sport scheme with WAC (Workplace Active Certification) certification;
- well-being at work indicator included in the 2022 Voice of Resources engagement survey.

**Changes in workplace  
accident frequency<sup>(1)</sup>  
since 2010: 72.6%  
reduction in 13 years  
and 25.6% since 2021**



(1) Lost time injury frequency rate per million hours worked.

## VEOLIA CARES

### SOCIAL BENEFITS PROGRAM FOR ALL EMPLOYEES

Veolia set itself the goal of providing all its employees – regardless of gender or seniority, and from the first day of employment – with social guarantees to protect them against life's difficulties. Fully deployed in all the Group's geographies since September 1, 2023, the Veolia Cares program is based on five pillars:

- **parental leave:** basic salary maintained over 10 weeks for the first parent and 1 week for the second parent;
- **death cover:** capital equivalent to a least 6 months' salary paid to beneficiaries;
- **health cover:** guaranteed access to medical care for all our employees, whatever local organizational methods exist (legal health insurance and corporate schemes);
- **support for employees who are carers;**
- **community volunteer work:** every employee is entitled to devote one paid day off a year to a charity or environmental protection organization.

**VEOLIA CARES**  
Employee benefits for all Resources





Being the employer of choice in ecological transformation professions

Veolia gives meaning to its employees’ commitment. It provides them with opportunities throughout their professional lives **to train and develop their skills** to help them enjoy a rewarding career:

- between 2020 and 2023, the average number of annual training hours per employee increased from **17 hours to 29 hours**, surpassing the target for 2023 of 23 hours. This represents an investment of 5.9 million employee training hours, which the Group intends to continue over the long term;
- according to the 2023 Voice of Resourcers survey, **84%** of respondents consider that they have enhanced their skills (up 2 points compared with 2022).

Veolia introduced the **Veolia Academy**, which supports the Group’s transversal training offer, to address a number of priorities: the dissemination of Veolia’s shared management culture; the assimilation on the part of all employees of ecological transformation issues; the development of new training programs on the strategic skills required to make the GreenUp program a success; and the acceleration of digital learning in support of a learning culture for all (the Learning@Veolia platform welcomed 100,000 users in 2023).

To secure the expertise required to fulfill its missions and strategic ambition, Veolia follows a dedicated policy for recognizing and

valuing its experts. The objective is to identify, train, suggest career paths, and ensure knowledge transfer.

Particular attention is paid to career management and to retaining older people in the workforce, through a global strategy covering health, training, and retraining in the local employment market.

Promoting inclusion and diversity with a responsible social policy

Because it encourages employees to adopt our collective project as their own, Veolia considers **social dialogue**, particularly in staff representative bodies, to be an important performance lever. This dialogue takes place at the highest level of the organization and is led by the two directors representing employees and a non-voting member, who sit on the Board of Directors.

Veolia takes care to create a working environment where **every employee feels valued**, respected and included, regardless of their ethnicity, gender, sexual orientation, age, disability, or any other personal characteristics. The Group’s diversity and inclusion policy is based on three guarantees:

- air, non-discriminatory HR processes, from induction to retirement, for all employee categories;
- non-discriminatory access to employment at Veolia.



- Social dialogue and freedom of expression for employees (1,713 new collective agreements signed in 2023, with more than 86.2% of employees covered by a social dialogue scheme).

The Group continues to implement action plans to promote diversity and gender equality (recruiting and retaining, reducing salary gaps, furthering and supporting women’s careers, and fighting against sexism and sexual harassment):

- between 2016 and 2023, the proportion of female Executive Resourcers increased from **15% to 26.7%; the next target is 40% by 2029**;
- the target for 2027 is to reach **30%** women on the Group Management Committee.

A signatory in 2022 to the ILO **Global Business and Disability Charter**, Veolia designs inclusion programs for the employees concerned: induction and integration, keeping disabled people in the workforce, improved accessibility, a partnership-based policy, and raising awareness among non-disabled employees. The Group is also working to promote **inclusion for its LGBT+ employees** worldwide, in compliance with local legislation. Numerous action plans are in place to promote social and cultural diversity, ranging

VOICE OF RESOURCERS, EVERYONE COMMITTED

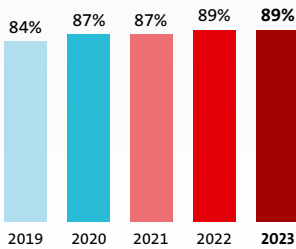
Every year since 2019, Veolia’s employees have had the opportunity to voice their opinions by responding to the anonymous online survey Voice of Resourcers, which is available in 29 languages. For the 2023 survey, a panel of 155,000 employees from 55 countries was invited to participate, representing 75% of the workforce. With 122,000 responses (compared with 114,000 in 2022), the participation rate reached a record high level of 79%, seven points higher than in 2022. This reinforces our employee engagement rate, which stands at an impressive 89%.

The Voice of Resourcers survey also highlights increases in two important indicators:

- “Quality of life and working conditions” received 75% positive responses in 2023 (up 1 point from 2022);
- “Diversity and inclusion”, which measures how employees view the subject, achieved 82% in 2023 (up 1 point from 2022).

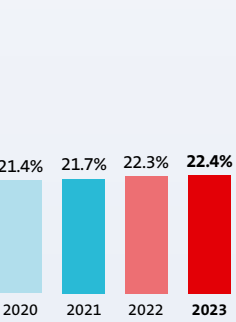
The Voice of Resourcers survey is also a useful way to measure how broadly employees have assimilated Veolia’s purpose. In 2023, no fewer than 70% were familiar with it (up 10 points compared with 2022), and 93% of those employees felt that they contributed to it through their work (up 1 point from 2022).

Engagement through the years

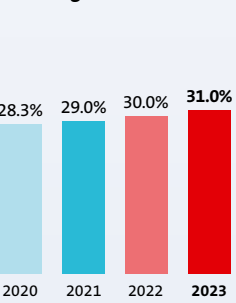


DIVERSITY WITHIN THE GROUP  
CHANGES IN THE GROUP’S FEMALE REPRESENTATION RATE

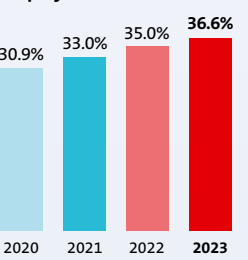
Female representation rate



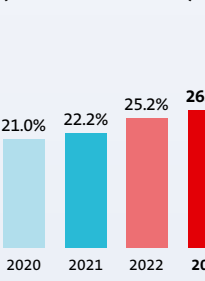
Female representation rate – management



Female representation rate in external recruitment for permanent management employees



Female representation rate – senior executives (Executive Resourcers)



from improved access to employment for the people most exposed to discrimination to the creation of social promotion conditions and combating racial discrimination.

In addition, **Veolia launched a decent salary pilot scheme** in six countries representing a significant proportion of the Group’s workforce and covering all the main operating regions: France, United States, United Kingdom, Japan, Colombia, and Poland. Work was initiated at the end of 2023, during meetings organized with local HR officers.



Veolia is a signatory to the ILO’s 2008 Seoul Declaration, which recognizes the fundamental human right to a safe and healthy working environment. In 2022, Veolia also signed the Global Business and Disability Charter, which commits the Group to 10 undertakings.



## EMPLOYEES AND SOCIETY

# BRINGING DEPENDABLE AND RESILIENT ESSENTIAL SERVICES TO LOCAL COMMUNITIES

### Providing access to essential services

In 2023, the Group supplied 113 million people with drinking water (including new access for 8.5 million) and 103 million with sanitation services (including new access for 9.8 million since 2015). Additionally, 43 million people benefited from a household waste collection service on behalf of local authorities, and 8.2 from heating services. In support of the objectives set by the UN Water Conference in March 2023, Veolia committed to investing \$1.5 billion in access to water and sanitation worldwide.

### Protecting vulnerable populations

Veolia promotes schemes to help the most vulnerable populations gain access to essential services. Its regional network and proximity to local issues are an opportunity for the Group to develop services adapted to specific contexts. More broadly, it is able to engage in development aid or emergency assistance activities for vulnerable populations.

These inclusive measures can be financial (social tariffs, bill payment assistance, etc.) to support consumers in difficulty, or technical (standpipes, water kiosks, distribution using tanker trucks, social connection programs, etc.) to promote

access to water infrastructure. In 2023, around 7.27 million people benefited from improved access to services through the Group's water and sanitation contracts.

Veolia also promotes reasonable and responsible use of water resources through communication campaigns and the implementation of technical measures and incentives, such as smart meters and progressive tariffs based on quantities consumed.

### Creating regional value

Veolia's activities make it a contributor to economic and social vitality in the regions where it operates. As a force for solidarity, the Group fights against exclusion, especially through the efforts of the Veolia Foundation, and strives to build long-term responsible relationships with its suppliers.

To understand and explain its impact, every year, Veolia measures its worldwide socio-economic footprint, quantifying the impact of its activities. In addition to the Group's direct impacts (jobs and added value), the study includes indirect impacts in connection with its supply chain and the use of its solutions by households and public authorities. The results

obtained in 2023, based on 2022 data, show that for every €1 of added value created by Veolia, the local economy generates another €2.40. And the economy supports seven additional jobs for every direct job with Veolia. In total, more than 90% of the Group's expenditure was reinvested locally in 2023.

### Dialogue with local communities

As it conducts its activities, Veolia implements initiatives to encourage dialogue with communities and residents in a region: distribution of information through neighborhood gatherings, meetings with elected representatives and local nonprofits, site visits, public open days, and volunteer programs with local nonprofits and charities. In 2023, the Group organized 7,675 sessions to raise awareness of sustainable development during visits to sites that it operates. These involved more than 550,000 people, including 120,000 young people and students.

Another initiative designed to facilitate Group employees' direct engagement with local nonprofits is the citizen mobilization program,



See the Veolia  
Foundation's 2023  
Activity Report for  
more information.



## THE VEOLIA FOUNDATION CELEBRATES 20 YEARS

Celebrating its 20<sup>th</sup> anniversary in 2024, the Foundation is a long-term fixture on the international humanitarian scene, with its three priority action areas: humanitarian emergencies and development aid; social inclusion through work and social links; and environmental conservation and biodiversity. As well as Group employees, the Veolia Foundation mobilizes sponsors for supported projects (financial sponsorship) and volunteers from the Veoliaforce network (skills-based sponsorship provided in the field or remotely). In 2023, it provided increased financial support of €821,310 to 31 new or ongoing projects. Of these, 10 involved development aid or humanitarian emergencies, such as the earthquake that struck Southeast Turkey on February 6, 2023.





Resourcers for Communities. Tried in several pilot entities in France (including the Group’s headquarters in Aubervilliers) and in Morocco, it equated in 2023 to 3,500 full-time equivalent personnel mobilized for 1,400 actions with more than 700 partners. And this does not reflect the boost provided by Veolia Cares, a key guarantee of which is that every employee in every Group BU can devote one paid day off a year to these projects.

In addition, in 2024, Veolia renewed a partnership agreement with the French National Guard to support its reservist employees in France.

Property security and personal data protection

Due to the nature of Veolia’s businesses, and the extent and diversity of its installations, the Group pays particular attention to the security of its tangible and intangible property and its information systems. The Security Department is responsible for managing security breaches and preventing threats to the Group (tangible and intangible property, including information systems) and its employees. It also coordinates alerting and crisis management systems. It further contains the organization that ensures the security of information systems (ISS, cybersecurity) in line with the Group’s cybersecurity strategy, which is focused on risk reduction and business resilience.

Implemented across all Veolia entities, information system security policies, including in the industrial domain, are the responsibility of the Cybersecurity Director and local security managers. For this reason, several Group entities have ISO 27001 or equivalent certification. For the most at-risk, and the most exposed systems,

specialist external partners using international standards (e.g. NIST) provide auditing and assistance. The cybersecurity roadmap is enhanced with awareness-raising campaigns and training, which include regular cyber crisis exercises.

In the area of data protection, Veolia is committed to applying national provisions as well as the European regulation covering the processing of personal data (GDPR). It has therefore drawn up a Group policy and defined minimum standards in this area. Reporting to the Group Compliance Director, the Global Data Protection Officer manages the implementation of these standards, coordinating a network of DPOs and working with the Information Systems, Legal, and Security Departments



THE EIMS  
DEPLOYMENT AT 99.2%

Veolia’s environmental and industrial management system (EIMS) enables it to measure its impacts, with the ultimate aim of reducing them, but also to manage environmental risks and opportunities in line with its strategic objectives. With a deployment rate of 99.2% in 2023 (in % of revenue covered), this EIMS is based on a continuous improvement approach in operational entities. This framework, common to all Group BUs, is strengthened locally by externally recognized environmental and industrial management systems: ISO 14001 and ISO 50001, Process Safety Management, labelling, honoring contractual commitments, etc.

Through its businesses, relationships forged with local communities, and strong regional roots, Veolia contributes to the United Nations Sustainable Development Goals, in particular SDGs 6, 7, 8, 10, 11 and 17.



Beneficiaries (in millions)  
of inclusive mechanisms (Veolia contracts)  
for access to water and sanitation services

GreenUp expands Veolia’s commitment  
by implementing inclusive measures  
across all its businesses

2019: 5.71	2023 baseline 7.8 million people
2020: 6.12	
2021: 6.71	
2022: 6.92	
2023: 7.27	
27.4% increase since 2019	2027 target 8.4 million people (at 2023 constant scope)
2023 target: 12% increase (vs. 2019 at constant scope)	

## GOVERNANCE

**Our commitment:**  
to accelerate ecological transformation  
by acting together with our stakeholders.

# MAKING DIALOGUE A POWERFUL PERFORMANCE LEVER

While Veolia is committed to developing a culture of dialogue at the local level, opening the Group up to its stakeholders goes far beyond consultation alone. Its objective is to build a community that acts as one to build and deploy useful, sustainable solutions with a strong positive impact: ecosystems of alliances.

### Always listening

Veolia's principal tools for identifying stakeholder expectations are the Ecological Transformation Barometer – the innovative annual opinion survey that samples over 60% of the world's population across five continents; Voice of Customers – the program that measures customer satisfaction in every business unit; and Voice of Resourcers – the employee engagement survey. Not forgetting the Shareholder Advisory Committee, an advisory and consultative body and source of proposals for enhancing discussions with shareholders and the information communicated to them.



### Debating, cooperating, engaging

Veolia's pursuit of dialogue and cooperation with its ecosystem is based on regular interactions with academic, scientific and technical partners, meetings with high-level experts, and participation in working groups, conferences, and international events. Various spaces have been formalized for interaction with its stakeholders:

#### • The Critical Friends committee

For more than 10 years, this committee has presented Veolia's senior management with the opinions of external observers on strategic subjects in connection with corporate responsibility. It comprises around a dozen independent experts in CSR issues, drawn from institutions, the academic community, non-profits, and company partners.

## SEQUOIA

EMPLOYEES: THE GROUP'S  
LEADING SHAREHOLDER

With the Sequoia 2023 operation, employees consolidated their position as the Group's leading shareholder, holding 7.5% of the capital as of December 13, 2023. More than 190,000 employees in 49 countries took advantage of the so-called "leveraged" offer in addition to the standard offer. The General Shareholders' Meeting on April 25, 2024, was an opportunity to confirm that employee share ownership could reach 10% of the company's capital, making it possible to associate even more employees with the value creation generated by the Group.

#### • The "+1, for an ecology in action" consultation process

This is an innovative method devised by Veolia to unite and engage its stakeholders in accelerating ecological transformation, in the form of:

- A +1 members' collective: a panel of stakeholders working to identify concrete actions for ecological transformation across eight business units.
- An open-source method that works in numerous contexts – at BU, contract or project level.
- "+1 Actions": efforts to address specific issues, and the inspiration behind new collectives such as: "+1 Arianeo" – an unprecedented opening-up of contract governance to stakeholders in Nice; "+1 Employee Representatives" – supporting social dialogue; and "+1 Inspire 24-27" – dedicated to the GreenUp strategic program (see box on page 19).

#### • The Veolia Institute

This foresight body is a platform for high level discussions on key social and environmental issues through its publications and conferences. It maintains an ongoing dialogue with the scientific and research community and more broadly with civil society and various experts in their fields.

#### • Terra Academia

Initiated by Veolia and backed by a coalition of committed supporters – economic, academic, public, and non-profit partners – this school for ecological transformation is organized in a regional network of campuses, the first two of which opened at the beginning of 2024 in Arras and Paris, France. Terra Academia is aimed at young people, active or retraining professionals, entrepreneurs, executives, elected officials, and local public service directors, and delivers qualification-based, introductory, and continuous training. The objective is to train more than 60,000 people by 2030 and introduce 100,000 young people to discovery programs for future-proof careers, thanks to a network of 15 regional campuses.

"The Group is aware that it cannot by itself bring about the ecological transformation being called for by a large part of the world's population, and so is committed to seeking dialogue wherever it operates, and also cooperation with its stakeholders, some of whom go on to become allies."

Helman le Pas de Sécheval  
General Counsel and Director of the Italy Zone

**More than 9 in 10  
of the world's  
population**

believe that companies have a role to play in seeking out and implementing practical, effective solutions for successful ecological transformation. Economic players are essentially placed level with citizens, local authorities, governments, and international bodies<sup>(1)</sup>.

(1) Source: The Barometer of Ecological Transformation – 2<sup>nd</sup> edition, Veolia x Elabe, April 2024. <https://www.veolia.com/en/2nd-edition-barometer-2024#webform>



## OUR STAKEHOLDERS

ON THE EXECUTIVE COMMITTEE AGENDA

Testament to a willingness to play a greater role in society and undertake a transformation of decision-making methods toward a new form of governance, the subject of stakeholders has been specifically assigned to a member of the Executive Committee. The idea is to innovate in stakeholder engagement strategies and support BUs in their interactions with their ecosystems and local stakeholders.



# GOVERNANCE

## ESTABLISHING RESPONSIBLE RELATIONSHIPS WITH THE GROUP'S SUPPLIERS

Veolia's highly diversified purchasing operation is divided into three areas:

- Energy and raw materials sourced locally from domestic companies or subsidiaries of international suppliers (36% of expenditure).
- Industrial and service outsourcing relating to maintenance, servicing and construction work for equipment and installations, logistics, and waste treatment. These purchases are made from small local suppliers (30% of expenditure).
- Industrial equipment and hardware and mobile equipment central to business operations carried out for the Group's key customers, representing a significant proportion of the Group's energy consumption (17% of expenditure). These are therefore subject to full life cycle costing.



Veolia's responsible purchasing policy is based on five pillars, each relating to a key theme, and a sixth transverse pillar supporting change management:

- **Decarbonizing the supply chain** through the implementation in 2024 of a Group engagement strategy, the result of a detailed study of Purchasing Scope 3 emissions and the identification of around 300 high-emitting suppliers.
- **Promoting the circular economy** by encouraging the consideration of impacts and services purchased throughout the life cycle and supporting internal and external reuse, repurposing, and recycling solutions.
- **Deploying the compliance program and protecting human rights**, based on identifying risks, engaging and assessing suppliers, and managing continuous improvement.
- **Creating value in our territories and encouraging inclusive sourcing.** In 2023, in France, Veolia spent €10.4 million, excluding tax, on purchases from the protected workers sector.
- **Supporting and working with our suppliers and partners:** the "Purchasing Compliance and CSR" e-learning course was used to train 989 buyer and compliance managers across the Group in 2022 (61.5% of the employees concerned).

In order to improve supplier performance, an online learning platform and training courses relating to CSR are available to all Group suppliers. In 2023, 526 of them successfully completed at least one online training course.

### Engaging suppliers

Percentage of contracts containing sustainable development clauses

2019: 71%
2020: 76%
2021: 88%
2022: 93%
<b>2023: 89%</b>

### Assessing supplier CSR performance

Percentage of strategic suppliers<sup>(1)</sup> assessed over the past five years

2019: 61%
2020: 70%
2021: 75%
2022: 81%
<b>2023: 77%</b>

Veolia purchases supported a total of **460,200 indirect jobs** in the supply chain and **generated €21 billion in GDP**.  
An average of **87% of purchases** are locally sourced.

## SATISFYING CUSTOMERS AND END USERS

Customer and consumer satisfaction has been a Group multifaceted performance objective since 2020, and, in 2024, will be assessed using the Net Promoter Score (NPS) indicator. In the same vein, Veolia has developed a unique program known as "Voice of Customers" to monitor the commercial performance of all Group BUs.

In its relations with its public and private customers and the people who benefit from the services the Group provides, Veolia strives above all to meet its legal and contractual obligations. The Group is committed to implementing solutions that meet the needs and expectations of its customers and end users.



**NPS at 53 with 82% of revenue covered in 2023**  
exceeding the target score  
set in 2020: NPS >30  
with 75% of revenue covered.

(1) A strategic supplier contributes directly to the Group's strategy and plays a critical role in Veolia's industrial processes (industrial equipment, production energies, chemical products, rolling stock, and major telecoms and IT operators). It represents a recurring expense at Group or BU level.

# GOVERNANCE

## BEING VIGILANT ON ETHICS AND PROPER BUSINESS CONDUCT

### Being vigilant on ethics and compliance

Veolia's Ethics Committee is composed of five members able to offer the necessary guarantees of independence and expertise. Its mission is to ensure the proper application of the values set out in Veolia's Ethics Guide and its appendix – the Anti-corruption Code of Conduct. These list Veolia's specific values and the rules of conduct derived from them, which form the basis of its multifaceted performance.

The Group also has an ethics whistleblowing solution, which enables any employee or third party to alert the Ethics Committee directly if they suspect any contravention of the values and rules of conduct set out in the Ethics Guide or Anti-corruption Code of Conduct.

### Preventing corruption, anti-competitive practices, and fraud

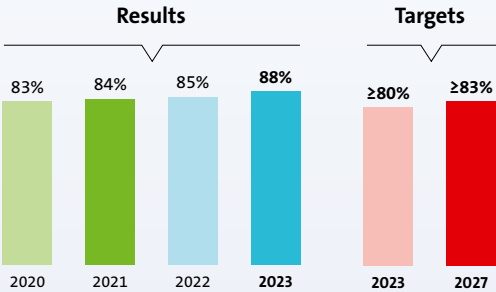
The Compliance Department operates a network of officers covering the whole Group; its mission is to instill a compliance culture. As part of this, it contributes to the Group's mapping of corruption risks, and oversees the application of internal standards designed to prevent practices contrary to Veolia's compliance values.

The department also provides employees with training on the prevention of corruption, anti-competitive practices, and fraud: 36,200 employees completed the mandatory online training in 2023 (up from 29,700 in 2022).

### Promoting respect for human rights

Veolia's human rights policy is centered on eight priority issues – three relating to the rights of people impacted by the Group's activities and five relating to fundamental labor rights. Its Human Rights and Duty of Care Committee, which met twice in 2023, is charged with overseeing the policy's implementation across the Group. A human rights e-learning course developed in 2022 was taken by 60% of Group employees in 2023.

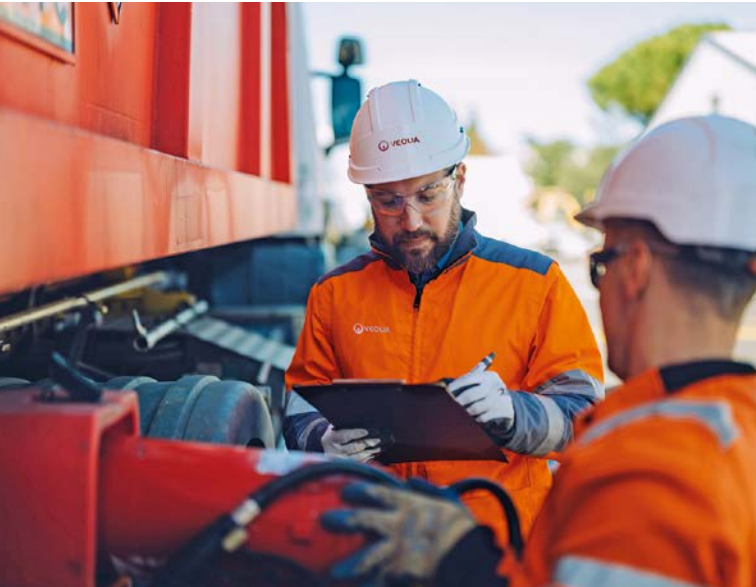
### % OF POSITIVE RESPONSES TO THE STATEMENT "VEOLIA'S VALUES AND ETHICS ARE APPLIED IN MY ENTITY"



Source: 2023 Voice of Resources internal survey.

## ASSESSMENT AND IMPROVEMENT OF OUR SUPPLIERS' CSR PERFORMANCE

Veolia identifies supplier risks at the call for tender stage, using a risk mapping organized by purchasing category. During these consultations, they are automatically sent a supplier charter to be signed by them. In addition, specific sustainable development and anti-corruption clauses are systematically included in new contracts and renewed/amended contracts, along with Veolia's Purpose and the Group's health and safety commitments. For purchasers, a compliance/CSR questionnaire is available for calls for tender in connection with supplier contracts in global risk categories three to five (based on the risk mapping). They use an assessment system to measure the performance of strategic and high-risk suppliers during calls for tender and also as part of an annual campaign. A supplier's CSR performance is taken into account when assessing their bid, assigned a weighting of between 5% and 20%. Where the resulting score does not meet Veolia's requirements, the supplier is asked to implement a corrective action plan and is then reassessed. It should be noted that suppliers and partners also have access to the Group's whistleblowing solution.



### VEOLIA: WINNER OF THE 2023 SUSTAINABLE GOVERNANCE AWARD

Veolia won the Sustainable Governance Award at the 2023 Sustainable Business & Finance Awards organized by the magazine AGEFI. This award recognizes the best-performing SBF 120 company in terms of sustainability, based on the core components of the Ethics & Boards Sustainable Governance scoring (more than 80 corporate governance data points and indicators and their ESG materiality).



# APPENDICES

## Involvement in discussion forums on corporate engagement

Veolia participates in, or works on behalf of, numerous national- and international-level organizations, networks, and initiatives that bring together various stakeholders and work to increase awareness of environmental, social and corporate governance issues. Discussions in these forums make a positive contribution to the Group's work around its multifaceted performance approach and purpose, helping to reconcile human progress and environmental protection.

### ORGANIZATIONS PROMOTING SUSTAINABLE DEVELOPMENT AND CORPORATE SOCIAL RESPONSIBILITY

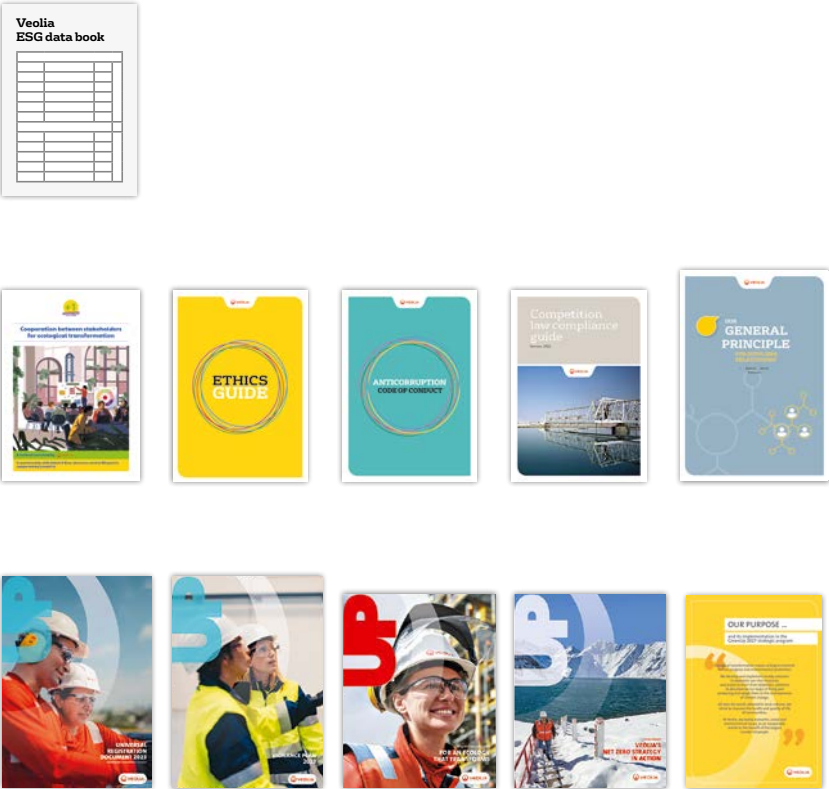


### THEMED INITIATIVES AROUND ESG ISSUES: CLIMATE, BIODIVERSITY, WATER, HUMAN RIGHTS, INCLUSION, DISABILITY



Since 2003, Veolia has been involved in the United Nations Global Compact, the social responsibility initiative with 10 principles based on human rights, working conditions, the environment, and the fight against corruption.

Find our publications at [veolia.com](https://veolia.com)





This document was prepared by Veolia's Strategy and Innovation Department, Stakeholders and Communication Department, and Finance Department.

Chief Editors: Fanny Demulier, Feryel Gadhoun, Pierre Maurin, Vanessa Filhol.

Photos and graphics: Laure Duquesne.

Photo credits: Sébastien Jarry, Christian Malye/La Générale du Solaire, Fondation Veolia, Humanity, Pierre Morel/La Company, Stefan Oosthuisen/Snowball.  
Médiathèque Veolia: Bobby/Fisheye, Martin Colombet/Fisheye, Christophe Daguët, Alexandre Dupeyron, Rodolphe Escher, Olivier Guerrin, Christophe Majani d'Inguimbert, Jean-Philippe Mesguen.

Creation and production: HAVAS Paris.

Printing: STIPA.



In order to protect the environment, this document has been produced by an Imprim'Vert® printer on Symbol Matt Plus paper. This product is made from materials from well-managed FSC® certified forests and other controlled sources.

# Resourcing the world

**Veolia**

30, rue Madeleine-Vionnet – 93300 Aubervilliers – France

Tel.: +33 (0)1 85 57 70 00

[www.veolia.com](http://www.veolia.com)