

MULTIFACETED PERFORMANCE PROGRESS REPORT

2023

FSG

*THE HEART OF VEOLIA'S
MULTIFACETED PERFORMANCE*





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ESG – THE HEART OF VEOLIA'S MULTIFACETED PERFORMANCE

Estelle Brachlianoff,
Chief Executive Officer of Veolia

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ABOUT THE VEOLIA GROUP

- Veolia – the world leader for decarbonizing, saving and regenerating resources, and depolluting
- Ecological transformation, that is our Purpose
- Proactive governance
- A commitment to multifaceted performance
- An approach of shared progress with and for our stakeholders

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OUR AMBITION AND OUR STRATEGY

- To be the benchmark company for ecological transformation
- To create solutions to decarbonize, save and regenerate resources, and depollute
- To direct our investments toward ecological transformation

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OUR ESG AIMS AND CHALLENGES

- To address the climate emergency and its impacts on human activity
- To grow the circular economy and save and regenerate water resources
- To depollute to protect environments and biodiversity
- To create wealth locally
- To provide access to essential services
- To engage and protect employees, promote inclusion and diversity, and share value
- To ensure robust governance, compliance and risk management

Appendix: [our ESG performance indicators](#)

ESG – the heart of Veolia's multifaceted performance

ESTELLE BRACHLIANOFF

Chief Executive Officer of Veolia

In its 170-year history, the Group has helped reshape the way we use resources to be more respectful of ecosystems and meet everyone's basic needs.

Decarbonizing, saving and regenerating resources, and depolluting: this trio of ecological transformation is enshrined in our Purpose and sets a clear goal: to improve health and quality of life for human communities. This is a huge ambition that motivates the 220,000 employees in our water, waste management and recovery, and energy businesses.

And we have the results to prove it! In 2022, 14 million metric tons of CO₂ were eliminated from our customers' carbon trajectories, and more than 320 million cubic meters of water saved, equivalent to the annual consumption of Singapore. In terms of social responsibility and governance, the Group launched numerous initiatives: basic package of social benefits for all employees worldwide; a purchasing policy of spending 85% in the places where we operate; gender balance on the Board of Directors; and a policy to encourage employee share ownership which has made them the Group's leading shareholder in January 2022.

In 2020, with the launch of our strategic plan Impact 2023, we made environmental, social and governance (ESG) criteria central to the Group's operations through multifaceted performance. More than a simple reporting method and more than just a communication plan, this is a genuine tool for steering and transforming the Group. This multifaceted performance is second nature to Veolia, which defines its success by its usefulness, and views economic, social and environmental concerns as an indivisible whole.

We therefore devote equal attention to all our stakeholders by setting ourselves clear performance targets in five areas: commercial, economic/financial, environmental, human resources, and social, all underpinned by robust, proactive governance.

This multifaceted performance guides not only our development choices but also the way in which we run our businesses. These are just a few of many examples:

→ We made the responsible rather than the easy choice by investing significantly to eliminate coal from our heat networks in Central and Eastern Europe, resisting the temptation to simply divest these businesses, and we are investing in biogas capture at our landfill sites in Latin America;

→ We increased the proportion of our business engaged in the circular economy (€8.4 billion in 2022), especially in plastics recycling (490,000 t of plastics recycled in 2022);

→ In our historically rather male-dominated business areas, we are now showing strong growth in female representation in our teams (25.2% in 2022 vs. 18.2% in 2019) and 30% female managers;

→ We are pursuing an ambitious policy regarding top management compensation, with a bonus that is 50% based on quantitative criteria, with 50% relating to non-financial criteria.

And we'll keep building on this momentum! But we will also continue to explain the unique features of our business models and activities, as Veolia has become a unique company in the world, the first to achieve top-tier status simultaneously in water, waste and energy. Our strength



"Everywhere Veolia operates, our stakeholders must see a 'before' and an 'after' thanks to our solutions, our standards of excellence, and our multifaceted performance approach."

is derived from the combination of our business areas, which allows us to offer our customers groundbreaking solutions for ecological transformation.

Committed to working tirelessly to support our customers in their ecological transformation, we are also acting to reduce our own environmental footprint:

– by intensifying our efforts towards Net Zero Carbon by 2050, while explaining how some of the activities that inflate our carbon figures – converting assets on behalf of our customers, eliminating hazardous waste, etc. – are actually good news for the planet,

– by advocating for recognition of the emissions we reduce, avoid or eliminate for our customers,

– by restating that our role is to provide drinking water for people in regions often subject to water stress; that we lead the way in identifying and anticipating risks to our own and our customers' infrastructure; and above all, that we are there to provide solutions (efficient networks, wastewater reuse, etc.) to help improve their resilience.

When it comes to assessing companies' ESG performance, the co-benefits of their activities for their own value chains and those of their customers are not given sufficient recognition. For Veolia, these co-benefits come in the form of emissions avoided, resources untapped, and water not extracted.

The purpose of this document is to highlight Veolia's ESG achievements since 2020. Since our strategic plan launched in 2020, we have constantly pursued our ESG targets to ensure the consistency and success of our multifaceted performance. And we will introduce our strategic plan for 2024-2027 at the beginning of next year with renewed determination.

A simple message to end on: everywhere Veolia operates, our stakeholders must see a "before" and an "after" thanks to our solutions, our standards of excellence, and our multifaceted performance approach, which combines ESG and corporate strategy.



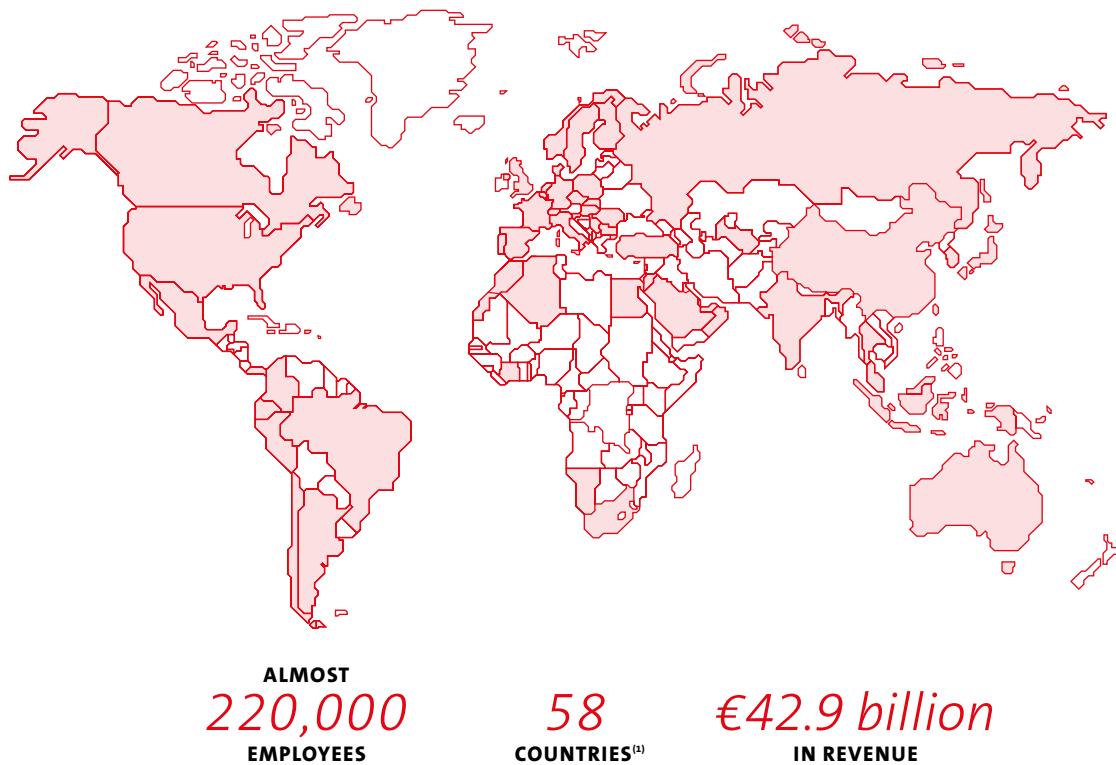
ABOUT THE VEOLIA GROUP

WITH NEARLY 220,000 EMPLOYEES working in water, waste, and energy on five continents, the Group designs and provides solutions to decarbonize, save and regenerate resources and depollute that are useful and practical for local authorities, industry, and the commercial sector.

VEOLIA – THE WORLD LEADER

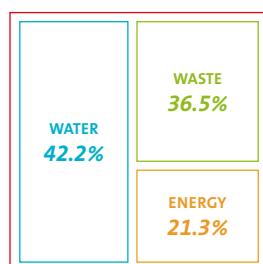
FOR DECARBONIZING, SAVING AND REGENERATING RESOURCES, AND DEPOLLUTING

A CONSOLIDATED GEOGRAPHICAL PRESENCE



OUR ACTIVITIES

BREAKDOWN OF REVENUE BY BUSINESS LINE



BREAKDOWN OF THE GROUP'S CUSTOMER BASE



OUR IMPACT

320 million m³
OF WATER SAVED⁽²⁾

14 MtCO₂eq.
AVOIDED

91%
OF VEOLIA'S EXPENDITURE
REINVESTED LOCALLY

89%
OF EMPLOYEES ENGAGED AND SATISFIED

Figures as of December 31, 2022.

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

(2) In 2022 compared with 2019, thanks to performance improvements in drinking water networks.

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

Created in consultation with our various stakeholders and approved by our Board of Directors, our Purpose is aligned with Veolia's 170-year mission of "Resourcing the world." As both a marker for the Group's chosen direction and a means of rooting its actions more deeply in the long term, it expresses the fundamental meaning of what we do.

Veolia's Purpose is shared with all our stakeholders – employees, customers, suppliers, shareholders, partners and the regions where the Group operates – so that they are aware of its meaning and participate in its effective application.

PROACTIVE GOVERNANCE

From its inception through to its implementation, Veolia's Purpose has been steered and supported at the highest level within the Group. As a source of inspiration and management tool for the Impact 2023 strategic plan, it is widely distributed and shared throughout the Group.

The Board of Directors validated the text and the multifaceted performance objectives and related indicators, and controls its proper application, in particular through a dedicated Purpose Committee.

The Group Executive Committee and Management Committee oversee its effective implementation. In 2022, a member of the Executive Committee was tasked specifically with stakeholder issues. The aim is to innovate in this area and support Business Units in its application.

The Critical Friends Committee of high-level independent experts is regularly asked for its opinion, with the aim of challenging the company and helping it stay on course.

The Purpose Steering Committee, made up of Executive Committee members and representatives of functional departments, is responsible for coordinating and promoting the initiative within the Group.

The Strategy and Innovation department steers Veolia's strategy with a view to achieving a multifaceted performance in line with the company's Purpose.

Together with **staff representative bodies**, Veolia has set up a Purpose monitoring committee to encourage all employees to take ownership of the Purpose.



THE FIVE BOARD STEERING COMMITTEES

Corporate social responsibility (CSR) issues are addressed at the highest level of Veolia's governance through several dedicated Board committees.

1. The Purpose Committee monitors the Group's progress and guides its decisions with reference to its Purpose and to multifaceted performance.

2. The Research, Innovation and Sustainable Development Committee

focused its efforts in 2022 on Veolia's stance in terms of carbon neutrality, the Group's CSR and non-financial ratings performance, and the roll-out status of its sustainable development commitments. It received an annual progress report on Veolia's plan to phase out energy production from coal.

3. The Compensation Committee validates the compensation awarded to company directors, ensuring in particular that it is consistent with the Group's multifaceted performance commitments

4. The Accounts and Audit Committee includes in its work the review of the risk management system, including the risk mapping and materiality matrix (incorporating CSR issues) and the Group's insurance plan.

5. The Nominations Committee is responsible for making recommendations on the future composition of the company's governing bodies and assists the Board in its periodic evaluation work.

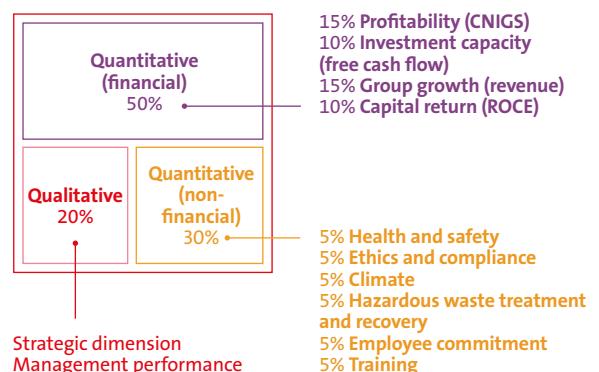
GOVERNANCE AND ORGANIZATION

BOARD OF DIRECTORS							
① Purpose Committee	② Research Innovation and Sustainable Development Committee	③ Compensation Committee	④ Accounts and Audit Committee	⑤ Nominations Committee			
GOVERNANCE							
Topics	Ethics Committee						
Executive Management Executive Committee , 1 sponsor for each multifaceted performance objective							
Sectors	Risk, internal control and internal audit management						
Environment & Social Responsibility							
Internal Collaborations (Purpose Steering Committee)	Human resources	Preventing corruption & Human rights					
• Strategy, innovation and sustainability							
• Human resources • Health & Safety Center of Excellence • Workforce dialogue bodies							
• Compliance							
Development, Purchasing, Insurance, Legal, Finance, Public Affairs, Information Systems, Security, Communications, Tax, Governance, Veolia Institute, Veolia Foundation							
External stakeholders							
Critical Friends Committee and “+1, the ecology turned into actions” approach							
Prospects, clients, economic partners, suppliers, public institutions, non-financial rating agencies and investors, NGOs and local opinion leaders, local communities, academic experts							

Variable compensation taking multifaceted performance fully into account

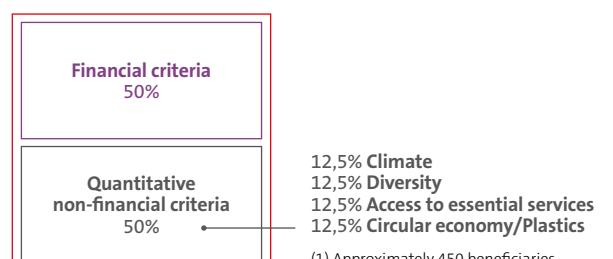
ANNUAL VARIABLE COMPENSATION OF THE CHIEF EXECUTIVE OFFICER

2022 CRITERIA



LONG-TERM COMPENSATION FOR EXECUTIVES, HIGH-POTENTIAL EMPLOYEES AND KEY CONTRIBUTORS⁽¹⁾

2022 CRITERIA



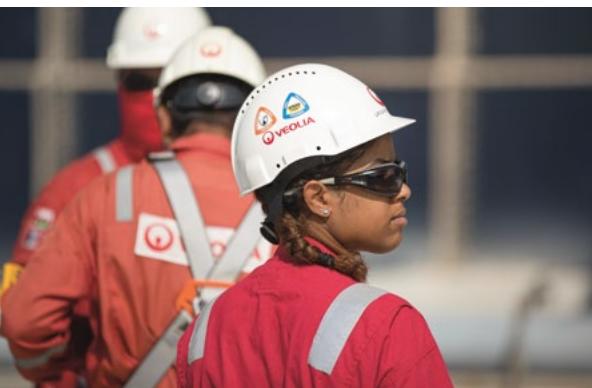
(1) Approximately 450 beneficiaries.

In addition, certain multifaceted performance indicators form part of the annual variable compensation policy for over 16,000 employees.⁽²⁾

(2) Estimated, data not audited

A COMMITMENT TO MULTIFACETED PERFORMANCE

To implement its Purpose, Veolia has developed a fundamental lever for transformation: multifaceted performance.



IMPLEMENTATION AT LOCAL LEVEL

Each multifaceted and indicator performance objective is co-managed by two people – an Executive Committee sponsor and a Group Objective key expert:

→ Executive Committee sponsors are appointed to support the objectives at the highest level within the Group.

→ Group Objective key experts:

- define an objective attainment strategy for the Group,

- propose ways to cascade this strategy through the different operational and functional entities concerned,
- participate in the design and analysis of action plans, monitoring and supporting performance,
- consolidate the Group multifaceted performance indicators at global level.

In its Purpose, Veolia expresses an ambition to meet the expectations of its stakeholders – employees, customers, shareholders, and advocates for society and the planet – in creating and sharing value.

The Group has therefore committed to multifaceted performance organized around 18 objectives for 2023 as part of the Impact 2023 plan. In pursuit of an impact balanced between its five main categories of stakeholders, the Group applies the same level of attention and rigor to its economic and financial, commercial, human resources, social, and environmental performance.

Each of the indicators associated with these objectives is measured and audited annually by independent third-party bodies to help monitor our progress. They will also be used **to calculate the variable compensation of Veolia's senior executives.** This requirement is applied to all Group processes, to ensure that our multifaceted performance objectives guide the management of all our activities.

MULTIFACETED PERFORMANCE RECOGNIZED BY NON-FINANCIAL RATING AGENCIES

2022

DJSI: inclusion in the World and European indices

FTSE4Good: inclusion in the index

Moody's ESG Solutions (formerly Vigeo Eiris): 71, sector no. 1

ISS-ESG: Prime, top 10%, B-

CDP Climate Change: A

CDP Water Security: A

EcoVadis: 75/100

– 98th percentile

2020

DJSI: inclusion in the World and European indices

FTSE4Good: inclusion in the index

Moody's ESG Solutions (formerly Vigeo Eiris): 68

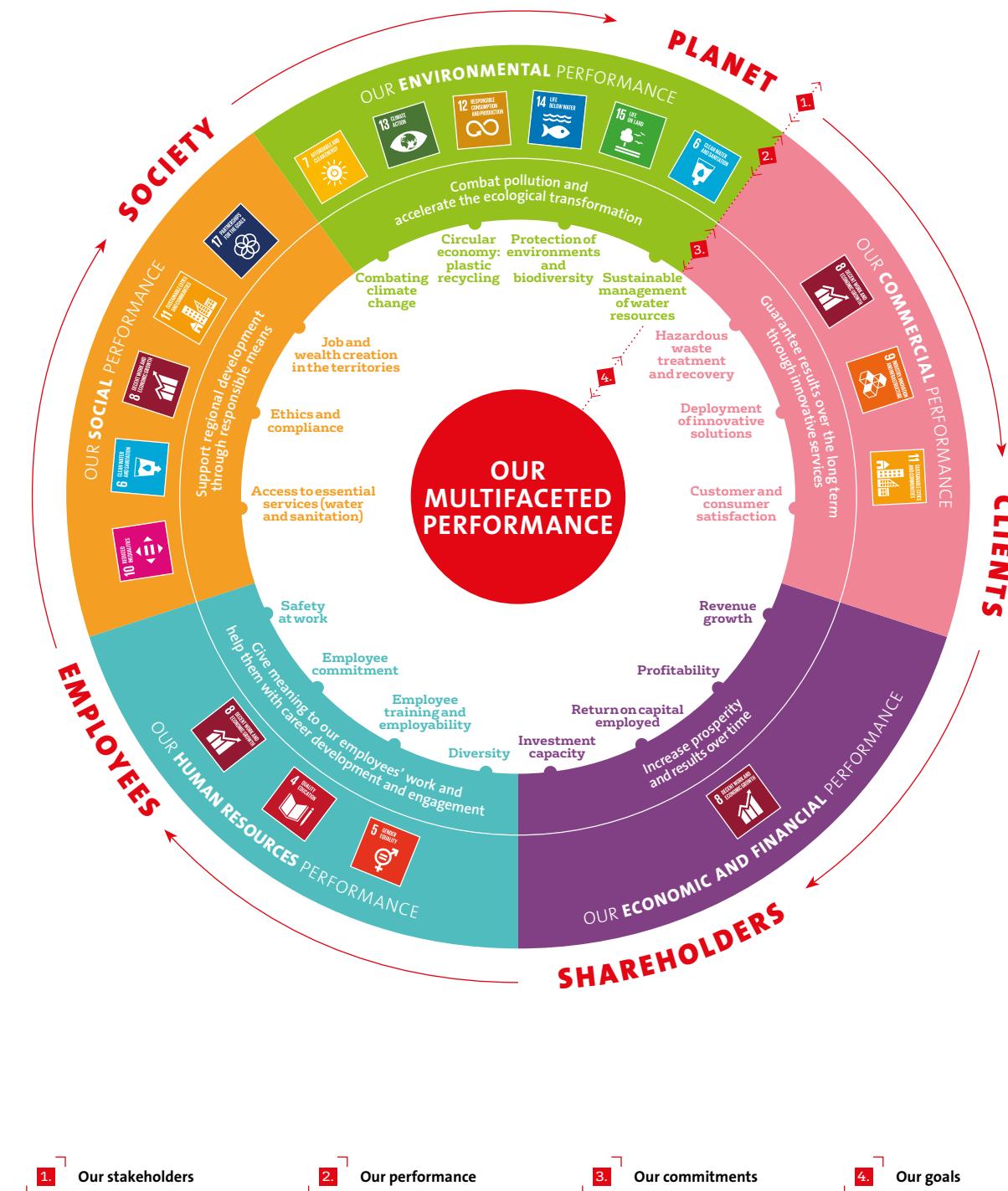
ISS-ESG: B

CDP Climate Change: A-

CDP Water Security: A-

EcoVadis: 70/100

– 98th percentile



A COMMITMENT TO MULTIFACETED PERFORMANCE

OBJECTIVES AND ASSOCIATED INDICATORS	2019 REFERENCE	2020 RESULTS	2021 RESULTS	2022 RESULTS	2023 TARGET	EXECUTIVE COMMITTEE SPONSORS	OBJECTIVES AND ASSOCIATED INDICATORS	2019 REFERENCE	2020 RESULTS	2021 RESULTS	2022 RESULTS	2023 TARGET	EXECUTIVE COMMITTEE SPONSORS
Economic and financial performance													
■ Revenue growth							■ Combating climate change						
Annual growth in published revenue	€27.2 billion	€26.0 billion	€28.5 billion	€42.9 billion	Annual target	Claude Laruelle	• Reducing GHG emissions: progress of the investment plan to phase-out coal in Europe by 2030	Not applicable	8.1% of investment to be achieved	17% of investment to be achieved	30% of investment to be achieved	30% of investment to be achieved(4)	Claude Laruelle
■ Profitability							• Avoided emissions: annual contribution to avoided GHG emissions (assessed with regard to a reference scenario) – EF IEA 2013 ⁽⁵⁾⁽⁶⁾	12.1 million metric tons of CO ₂ eq.	12.5 million metric tons of CO ₂ eq.	12.4 million metric tons of CO ₂ eq.	14.1 million metric tons of CO₂ eq.	15 million metric tons of CO ₂ eq.	
Current net income – Group share	€760 million	€415 million	€896 million	€1,162 million	€1 billion	Claude Laruelle							
■ Return on capital employed							■ Circular economy: plastic recycling	350 thousand metric tons	391 thousand metric tons	476 thousand metric tons	490 thousand metric tons	610 thousand metric tons	Christophe Maquet
ROCE after tax (with IFRS 16)	8.4%	6.4%	8.2%	7.6%	Annual target	Claude Laruelle	Volume of recycled plastic in Veolia transformation plants ⁽⁷⁾						
■ Investment capacity							■ Protection of environments and biodiversity	Not applicable	1.7%	30%	66%	75%	Philippe Guitard
Free cash flow (before discretionary investments)	€1,230 million	€942 million	€1,720 million	€1,463 million	Annual target	Claude Laruelle	Progress rate of action plans aimed at improving the environment and biodiversity footprint in sensitive sites ⁽⁸⁾						
Human resources performance													
■ Employee commitment							■ Sustainable management of water resources	72.5%	73.4%	75.6%	76.3%	> 75%	Ángel Simón
Rate of engagement of employees, measured through an independent survey	84%	87%	87%	89%(1)	≥80%	Laurent Obadia	Efficiency of drinking water networks ⁽⁹⁾ (volume of drinking water consumed/volume of drinking water produced)						
■ Safety at work													
Lost time injury frequency rate	8.12	6.60	6.65	5.61	5	Estelle Brachianoff							
■ Employee training and employability													
Average number of training hours per employee per year	18 h	17 h	21 h	26 h	23 h	Isabelle Calvez							
■ Diversity													
Proportion of women appointed among Executive Resources from 2020 to 2023 ⁽²⁾	Not applicable	28.3%	30.4%	30.3%	50%	Helman le Pas de Sécheval							
Commercial performance													
■ Customer and consumer satisfaction							■ Job and wealth creation in the territories						
Customer satisfaction rate calculated using the Net Promoter Score methodology	Not applicable	NPS = 41 with 57% of revenue covered	NPS = 43 with 72% of revenue covered	NPS = 48 with 83% of revenue covered⁽³⁾	NPS > 30 with 75% of revenue covered	Frédéric Van Heems	Socioeconomic footprint of Veolia's activities in the countries where the Group operates, with regard to jobs supported and wealth created	Not applicable	1,105,388 jobs supported	1,033,623 jobs supported	1,147,238 jobs supported	Annual assessment of impacts, overall and by geography in at least 45 countries	Gavin Graveson
■ Development of innovative solutions													
Number of innovations included in at least 10 contracts signed by the Group	Not applicable	2	6	10	12	Anne Le Guennec							
■ Hazardous waste treatment and recovery							■ Ethics and compliance	92% of Top 5000	83% of all respondents	84% of all respondents	85% of all respondents⁽¹⁰⁾	≥ 80% of all respondents	Eric Haza
Consolidated revenue generated by the hazardous and liquid waste treatment and recovery activities	€2.56 billion	€2.53 billion	€3.06 billion	€4.12 billion	> €4 billion	Jean-François Nogrette	Rate of positive answers to this question of the engagement survey "Veolia's values and ethics are put into practice within my entity"						

(4) Investment budget in new forms of energy aimed at eliminating coal in Europe by 2030 was initially estimated at €1.274 billion between 2019 and 2030. It was revalued at €1.584 billion at the end of 2022.

(5) Emissions factors (EF IEA) for electricity used to set the Impact 2023 plan target.

(6) The 2021 EF IEA updated in the Global Report reporting tool in 2021 show a value of 13 million metric tons of CO₂ eq. in 2022.

(7) Since 2021, this indicator includes plastic volumes recycled in Veolia transformation plants processing WEEE and volumes recycled in plants acquired or sold by Veolia during the year. In 2022, in the case of non-consolidated joint ventures, the indicator includes volumes of recycled plastics in proportion to Veolia's stake in these joint ventures.

(8) 2019-2022 pro forma data.

(9) For networks serving over 50,000 inhabitants. At constant scope.

(10) 2022 data excluding the scope integrating employees transferred on the Suez merger: 85%.

(1) 2022 data excluding the scope integrating employees transferred on the Suez merger: 88%.

(2) Formerly referred to as the Top 500 senior executives of the Group.

(3) 2022 data excluding the scope integrating activities transferred on the Suez combination (no 2021 reference). The 10 largest business units in this scope have a score of 45 with 85% of revenue covered.

AN APPROACH OF SHARED PROGRESS WITH AND FOR OUR STAKEHOLDERS

Given the scale and urgency of the ecological challenges we all face, Veolia is making use of collective intelligence through dialogue between stakeholders from different backgrounds.



The Group works with and for its stakeholders to find points of convergence to genuinely drive ecological transformation. Veolia's approach to stakeholder relations focuses on three areas: listening and exchanging, co-construction and seeking solutions, and commitment and sincerity with regard to the impact created.

This is an opportunity for Veolia to ascertain the expectations of all its different local, national and international stakeholders (employees, customers, suppliers, investors, public authorities, civil society, international organizations, multi-stakeholder platforms, local communities, consumers, etc.). The aim is to establish the Group locally, co-create useful solutions with a strong positive impact for all, and roll these out as widely as possible.

This search for constant dialogue with its ecosystem is based on voluntary and regular Group exchanges, particularly between its leadership bodies, via various discussion forums: the Critical Friends Committee, the Veolia Institute Foresight Committee, the "+1, the ecology turned into actions" consultation process, working groups, conferences, and international events.

THE CRITICAL FRIENDS COMMITTEE

Since 2013, Veolia's Executive Management has been supported by the Critical Friends Committee, a collective discussion forum. External observers offer their viewpoints on strategic topics in relation to the Group's corporate responsibility, to foster and support its drive for continuous progress. Chaired by Jean-Michel Severino, CEO of the ethical fund Investisseurs & Partenaires, the committee is today made up of about twelve independent experts in human resources and social and environmental issues, from institutions, the academic community, non-profit organizations, and company partners, including a representative of young climate activists.

Committees in China and Japan are following this model to discuss Veolia's strategic direction with experts in their own countries.

"+1, THE ECOLOGY TURNED INTO ACTIONS"

To combine corporate social responsibility (CSR) and commercial challenges, and to suggest a shared goal for collective action: these are the challenges facing the "+1, the ecology turned into actions" initiative. Half think-tank, half do-tank, this Veolia initiative, launched in 2021, brings together Group stakeholders from different backgrounds – employees, customers, shareholders, society, and planet – to hold frank discussions and foster new interactions. This is a way of amplifying cooperation and ideas to create more concerted solutions for ecological transformation.

Based on collective intelligence, the "+1" method is available in open-source format and can be applied to a range of contexts,

geographical zones, and subjects. Any willing participant, from inside or outside Veolia, can therefore take ownership of the process. Indeed, it has already been applied to a Group contract – Arianeo for Nice Côte d'Azur. It is also currently being employed for a Group Business Unit in Ireland, and the Group partner Cercle français de l'eau (French water circle), with the objective to engage local stakeholders with a new water narrative. As for creating Veolia's next strategic plan (2024-2027), the "+1" method offers the opportunity for a consultation with Group stakeholders in all its geographical zones and underpins dialogue with employee representatives from the French and European organizations.



Over 250
VEOLIA STAKEHOLDERS
HAVE EXPERIMENTED
THE "+1" METHOD

12
COLLECTIVES FORMED
SINCE 2021

8
GEOGRAPHICAL ZONES
MOBILIZED

(Australia and New Zealand,
Colombia, Czech Republic,
France, Italy, Japan,
United Kingdom,
United States)



OUR AMBITION AND OUR STRATEGY

SUCCESSFUL ECOLOGICAL TRANSFORMATION ON A PLANETARY SCALE requires Veolia to provide responses to three major issues: decarbonization, saving and regeneration of resources, and depollution. To this end, the Group is rolling out reliable, affordable, effective, and replicable solutions for all its stakeholders.

TO BE THE BENCHMARK COMPANY FOR ECOLOGICAL TRANSFORMATION

As it positions itself as the go-to company for regions and manufacturers looking to achieve their ecological transformation, Veolia is showcasing practical solutions for the water, energy and waste sectors for decarbonizing, saving and regenerating resources, and depolluting.

Convinced that economic, environmental, human resources and social concerns must form an indivisible whole, the Group is moving forward hand in hand with its stakeholders to:

→ Enable local authority, industrial and commercial customers to anticipate environmental risks, reduce the impact of their activities, improve their resilience and adapt their models in favor of sustainable growth;

→ Provide individuals with new solutions and methods that allow them to reconcile their strong commitment to environmental protection with maintaining their quality of life;

→ Allow Group employees to contribute to a meaningful communal effort that produces useful, concrete results that serve the environment;

→ Offer Veolia shareholders a sustainable growth model that is both financially profitable and socially responsible;

→ Act to protect and ensure the sustainability of the planet's resources, and fight against all forms of pollution and climate change.



TO BECOME THE GLOBAL CHAMPION FOR ECOLOGICAL TRANSFORMATION

Veolia is now the uncontested world leader in water and waste management, and a major player in energy services. Its portfolio of complementary activities allow it to reinforce its positions and accelerate its growth potential in added-value solutions to support its customers in their ecological transformation and help them to decarbonize, save and regenerate resources, and depollute.

The merger with Suez strengthened our positions and increased our potential for growth across all our business segments.

- **WATER SERVICES:** no. 1 worldwide, no. 1 in Europe and no. 3 in the United States
- **WATER TECHNOLOGIES:** no. 1 worldwide
- **SOLID WASTE:** no. 1 in Europe, no. 2 in France, no. 1 in the United Kingdom, no. 2 in Germany, no. 1 in Australia
- **HAZARDOUS WASTE:** no. 1 worldwide, no. 1 in Europe, no. 3 in the United States
- **DISTRICT HEATING:** no. 2 in Europe
- **ENERGY EFFICIENCY:** no. 2 in Europe

A BALANCED PORTFOLIO OF COMPLEMENTARY ACTIVITIES

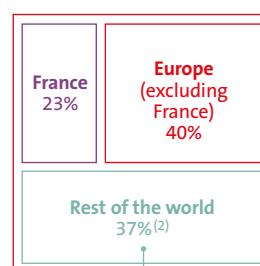
2022 REVENUE⁽¹⁾
(in €bn)



of which:
Water Operations 24.6%
Water Technologies & Works 13.2%
Solid Waste 23.2%
Hazardous Waste 9.8%
Local Loops of energy 15.6%
Building Energy Services 6.7%
On Site Services for industry 6.9%

A MORE INTERNATIONAL GROUP

**2022 REVENUE
BY WORLD REGION
(in %)**



of which:
Water technologies 11%
United States 8%
Asia 6%
Pacific 5%
Latin America 4%

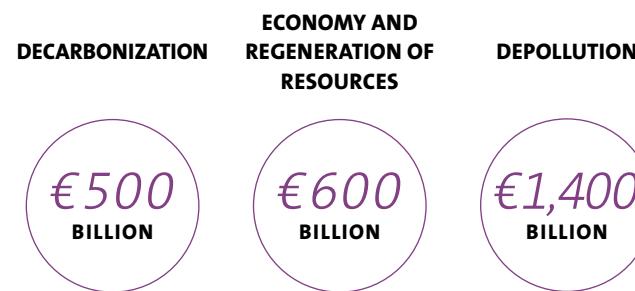
(1) Excluding Suez UK full year. Including BVAG in Energy.

(2) Including BVAG in Energy.

TO CREATE SOLUTIONS FOR DECARBONIZING, SAVING AND REGENERATING RESOURCES, AND DEPOLLUTING

To fight climate change, deal with pollution, and save and regenerate resources, Veolia can draw on an enhanced capacity for innovation at every level of the Group. Veolia has the power to accelerate the roll-out of existing ecological transformation solutions while simultaneously creating the solutions of tomorrow.

HUGE MARKET GROWING AT A FAST PACE



7 BUSINESS AREAS ADDRESSING THESE ISSUES

- ENERGY SERVICES TO BUILDINGS
- LOCAL LOOPS OF ENERGY
- ON SITE SERVICES FOR INDUSTRY
- ACCESS TO WATER AND SANITATION
- WATER TECHNOLOGIES
- SOLID WASTE AND RECYCLING
- HAZARDOUS AND LIQUID WASTE

ACCELERATE RESEARCH AND INNOVATION WITH ENLARGED CAPABILITIES

7 INNOVATION HUBS
14 RESEARCH & TECHNOLOGY CENTERS

600 FTEs FULLY
DEDICATED TO R&I

MORE THAN
4,800 PATENTS X2 COMPARED
TO 2021

€165 m
INVESTED IN R&I
IN 2022

INNOVATION HAS DRIVEN A STRONG GROWTH: 3 EXAMPLES IMPACT 2023



①

Decarbonization

- 6 TWh of biogas produced in 2022 from waste and wastewater activities
- Already 15 Biomethane production sites in waste and wastewater activities



②

Economy and regeneration of resources

- Plastic recycling 490,000 tons of plastic recycled in 2022
- Food grade quality standards



③

Depollution

- Microelectronics market €100 M revenues Fast-pace growing market
- Serving key industry players with Ultrapure Water and Zero Liquid Discharge solutions with water, acid and solvent recovery

TO DIRECT OUR INVESTMENTS

TOWARD ECOLOGICAL TRANSFORMATION

A WATER TECHNOLOGY PLATFORM STRENGTHENED BY VWT AND WTS TO MEET MARKET NEEDS



Micropollutants removal in drinking water

- Municipal market
- Food & Beverage

Leverage a combination of drinking water technologies to treat emerging pollutants such as PFAS and residues of pesticides.

Wastewater and reuse

- Municipal market
- All Industries

Leverage membrane technologies for Reuse needs up to human consumption standard for direct potable reuse.

Zero liquid discharge

- Lithium recovery
- Microelectronics
- Food & Beverage

Maximize water recovery, minimize chemical & energy consumption. Reduced waste generation by recovering acid and solvents.

Ultrapure Water

- Microelectronics
- Pharmaceuticals

Produce water meeting very high quality requirements for key applications in microelectronics and pharmaceuticals industries.

Desalination

- Municipal
- Power
- Mining

Reduce energy & optimized space footprint with modular desalination solutions (seawater, brine...).

With 50% of its 2022 revenue already eligible for the European taxonomy for sustainable activities – two-thirds of which are aligned with the sustainability criteria – Veolia confirms its position as the benchmark company for ecological transformation.

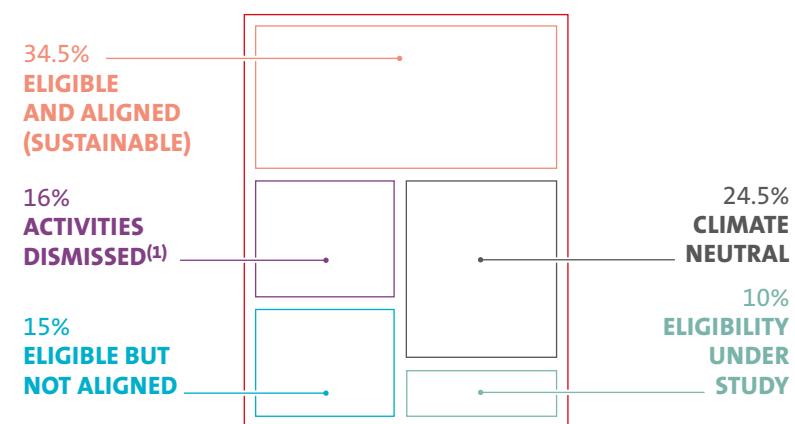
Veolia analyzes the European Union's ESG criteria at the level of its 20,000 local operations.

With the green taxonomy's implementation, the Group is now able to analyze financial flows according to ESG criteria, at the level of its 20,000 local operations. The nearly €43 billion in revenue from 2022 was therefore sifted through using a digital application called GreenGrideo, which places this complex system within the reach of operational teams.

The result: 33% of 2022 revenue is sustainable according to the taxonomy's climate requirements, i.e. more than two-thirds of eligible climate activities. The extension of company auditing to cover the taxonomy's other environmental topics is pending. A Group creation, GreenGrideo will be an essential part of our response to increasingly stringent auditing requirements for information provided to our stakeholders over the next few years.



2022 REVENUE ANALYSIS ACCORDING TO GREEN TAXONOMY CRITERIA



(1) Activities dismissed by the taxonomy (coal energy, incineration, landfills, etc.).



OUR ESG AIMS AND CHALLENGES

TO DELIVER A HIGH-IMPACT PERFORMANCE, Veolia is committed to four priorities: to address the climate emergency and its impacts on human activity; to grow the circular economy and manage water resources sustainably; to depollute to protect environments and biodiversity; to support local development and provide access to essential services; and to give meaning to our employees' work and help them with career development and engagement in a safe and healthy workplace. All this is underpinned by robust governance, respect for human rights, and control of our risks.

TO ADDRESS THE CLIMATE EMERGENCY AND ITS IMPACTS ON HUMAN ACTIVITY

CHALLENGES AND AMBITIONS

Veolia has committed itself and its customers to rolling out solutions for reducing greenhouse gas emissions across a number of action areas:

→ Reducing GHG emissions across the entire value chain of the Group's activities (Scopes 1, 2 and 3). This notably includes major investment in the Group's own production assets in line with its commitment to eliminate coal from its European operations by 2030, at an estimated cost of €1.5 billion (€382 million already invested as of 2022) and to ramp up methane capture in its non-hazardous waste storage facilities.

MASSIVE INVESTMENT IN DECARBONIZATION

€1.5 billion invested by 2030
(€382 million already invested by end 2022)

The aim of these investments is to exit from coal in Eastern Europe.

→ Developing solutions to enable its customers to avoid emissions, which need (to be recognized as part of a future Scope 4), through wider application of its circular economy solutions (production of secondary raw materials and renewable energy from waste and wastewater) and the recovery of waste energy;

→ CO₂ capture and voluntary offsetting will ultimately be introduced during implementation of the Group's trajectory toward carbon neutrality.

When it comes to adapting to climate change, the two main evolving physical risks likely to negatively impact Veolia's activities



are water stress and flooding. These risks are included in the Group's corporate risk management process. In its 2020-2023 environmental plan, Veolia identified all its sites at high risk of water stress, with the aim of performing a full analysis over the duration of the plan.

In its sixth assessment report,⁽¹⁾ the IPCC estimates that global warming will reach 1.5°C by the early 2030s. The rapid reduction of net global CO₂ emissions to zero is one of its priority solutions for limiting warming to 1.5°C. Efforts to adapt infrastructure and lifestyles to new climate conditions must continue at the same time. Climate change demands that business transitions more quickly to a low-carbon economy and poses physical risks to which Veolia and its customers must now adapt. However, these conditions also present a wealth of business opportunities for the Group.

NET ZERO TARGET 2050

In September 2021, Veolia signed the Science-based Targets initiative's Business Ambition for 1.5°C and joined the UNFCCC Race to Zero. In line with this commitment, the Group's roadmap will be submitted to the SBTi by the end of 2023 and will take into account the huge changes to Veolia's scope with the acquisition of Suez.

OUR COMMITMENTS IN THE FIGHT AGAINST GLOBAL WARMING

To reduce our total GHG emissions across Scopes 1, 2 and 3:

- Phasing out coal in Europe by 2030;
- Increasing methane capture: target of 55% by 2023;
- Net Zero trajectory: definition of a trajectory for 2050 in the 2024-2027 strategic plan;
- 30% reduction in carbon intensity of Veolia activities since 2018.

To help our customers avoid GHG emissions through the circular economy and the recovery of waste energy:

- From 12.1 MtCO₂ eq. avoided in 2019 to 14 MtCO₂ eq. avoided in 2022 – target of 15 MtCO₂ eq. avoided in 2023.

To reduce our own and our customers' energy consumption; to produce more renewable and recovered energy:

- 1.1 million MWh in 2022, up 13.4% since 2019;
- Target of energy self-sufficiency in France by 2027.

To innovate to capture CO₂: in our installations, in new material loops, and through nature-based solutions.

Our action levers

- Planned massive investment to phase out coal by 2030: €1.5 billion, -2.7 MtCO₂;
- Methane capture investment plan: €70 million in Latin America, -1.5 MtCO₂ eq.;
- ReSource plan: €150 million investment in two years to reduce our energy consumption by 5% and increase our energy production by 5%.

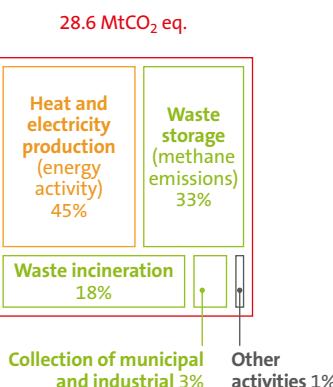
Decarbonization solutions in all our businesses

- Support to reduce consumption;
- Efficiency and energy performance;
- Electricity flexibility;
- Recovery of waste energy;
- Local production of low-carbon energy (biogas, refuse-derived fuel, heat pumps, decentralized solar, energy recovery from waste, hydrogen, etc.);
- Reclamation of materials from waste: recycling (plastic, paper/card, metal, waste electrical and electronic equipment), solvent reclamation, compost/fertilizer production from organic waste;
- Energy recovery from water and sanitation networks (micro-turbines and waste heat recovery);
- Nature-based water technologies that are less energy intensive.

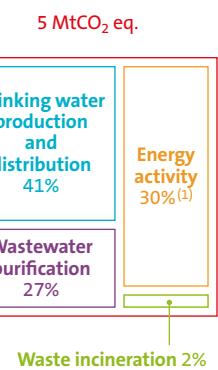
RECOGNITION OF A FOURTH SCOPE OF EMISSIONS

To more accurately evaluate its climate action and support decarbonization solutions, Veolia advocates changes to ESG rating criteria and the inclusion of a Scope 4: emissions avoided compared with other existing solutions, currently a blind spot in environmental ratings. This scope would allow recognition of the efforts some organizations are making to decarbonize the economy.

BREAKDOWN OF SCOPE 1 EMISSIONS BY ACTIVITY IN 2022



BREAKDOWN OF SCOPE 2 EMISSIONS BY ACTIVITY IN 2022



EMISSIONS AVOIDED THANKS TO VEOLIA SOLUTIONS

14 MtCO₂ eq. avoided in 2022
This is equivalent to eliminating 14 million return flights between Paris and New York.



VEOLIA'S ADAPTATION GOALS AND SOLUTIONS

Our goals

To prepare ourselves and support the regions by offering adaptation solutions to increase their resilience and protect their water resources.

Our approach

- Mapping the natural risks and associated impacts on activities (water stress and flooding) in the short, medium, and long-term, and assessing the financial impact of doing nothing;
- Analysis of exposure and vulnerabilities affecting activities;
- Defining solutions for adapting our activities.

Adaptation solutions to protect water resources

- Promote the conservation and efficient use of water;
- Protect the resource through sustainable management of the large water cycle and by combating leaks for the small water cycle;
- Create suitable uses and business models for reusing treated wastewater;

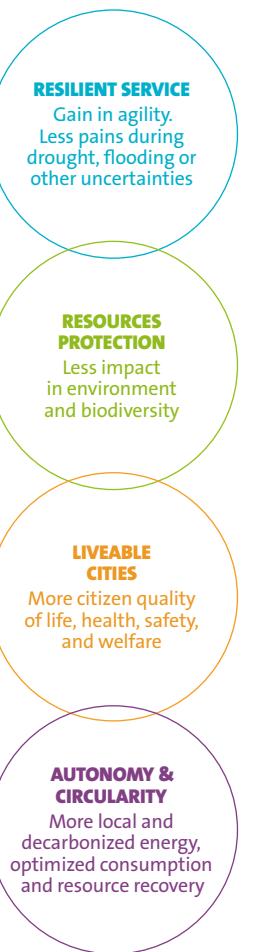
TOWARDS NET ZERO WATER

In 2022, Veolia saved **320 million m³** of water compared with 2019, equivalent to the annual consumption of Singapore.
In 2022, Veolia reused **1 billion m³** of wastewater.

Sustainable Development Goals



VEOLIA'S GREENPATH ADAPTATION OFFER



TO GROW THE CIRCULAR ECONOMY AND SAVE AND REGENERATE WATER RESOURCES

CHALLENGES AND AMBITIONS

The worldwide explosion in consumption of natural resources is causing depletion of, and pressure on, strategic supplies for the digital and energy transitions. In addition, the intensive use of these resources is having major environmental impacts, including excessive water use, harm to biodiversity, and greenhouse gas emissions.

The very essence of Veolia's business is to preserve natural resources. That is why the Group is offering its customers a range of solutions to achieve exactly that:

- Production of "secondary raw materials" from waste (recycled plastics, rare metals from electronic waste, reclaimed solvents, compost, etc.);
- Production of renewable and recovered energy from waste and wastewater, and recovery of waste energy;
- Reuse of treated wastewater;
- Energy efficiency in buildings and industrial facilities;
- Synergies from multi-client sites (local industrial ecology, biomass heat networks).

Veolia is also contributing to the mobilization of all public and private stakeholders to accelerate the implementation of circular economy solutions, for example, the debate around the anti-waste and circular economy law in France, and the European Union Green Deal and circular economy action plan.

In particular, Veolia's proven expertise in the sustainable management of water resources enables it to make ambitious commitments on behalf of its municipal and industrial customers in relation to preventing water risks and meeting public expectations. This is based on a range of technical, business and behavioral solutions across the entire value chain. For example:

- General access to public water and sanitation services;
- Treatment of industrial wastewater and leachates, collection and treatment of hazardous liquid waste, sludge recovery, and soil decontamination;
- Reusing treated wastewater to preserve resources and safeguard access to water in troubled locations;
- Collection, management and recovery of solid waste (plastics, etc.) to keep it from entering the environment;
- Optimizing operational efficiency for heat networks, industrial services, and building management.

Sustainable Development Goals



VEOLIA'S GOALS AND SOLUTIONS

ENVIRONMENTAL PERFORMANCE

Our goals

To promote the circular economy

→ Secondary raw materials, wastewater reuse, renewable energy, recovered waste; energy, and energy performance in buildings;
→ Increased revenue linked to the circular economy: €8.4 billion in 2022; target of €6.3 billion in 2023.

To reclaim waste and reduce consumption of raw materials

→ Reclaim customer waste and residual waste, and limit the production of final waste;

→ 61.3 Mt of waste treated in 2022 with a material recovery rate of 17% (12 Mt);

→ Plastic: 350,000 t of plastics recycled in 2019 and 490,000 t in 2022 – target of 610,000 t in 2023.

To sustainably manage water resources

→ Drinking water network efficiency (volume of drinking water consumed/volume produced): 76.3% in 2022; target of > 75% in 2023, equivalent to 320 million m³ of water not extracted in 2022 (compared with 2019) thanks to improved network efficiency;

→ Wastewater reuse: from 401 million m³ in 2019 to 989 million m³ in 2022;

→ Rollout of smart meters: from 5.8 million in 2019 to 9.5 million in 2022.

Our action levers

→ Plastic recycling and recovery strategy;

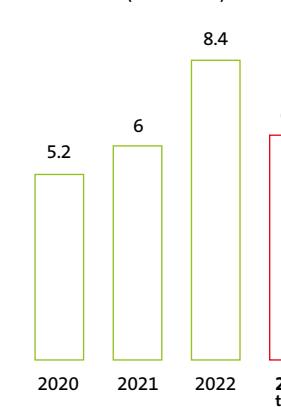
→ Large-scale partnerships for optimal resource management;

→ Solutions for sustainable agriculture (fertilizers, wastewater reuse);

→ Definition of new circular business models.

REVENUE LINKED TO THE CIRCULAR ECONOMY

(in € billion)



Our solutions

CIRCULAR ECONOMY SOLUTIONS IN ALL OUR BUSINESSES

→ Production of "secondary raw materials" from waste (recycled plastics, rare metals from electronic waste, reclaimed solvents, compost, etc.);

→ PlastiLoop, a new global plastics recycling solution;

→ Production of renewable and recovered energy from waste and wastewater, and recovery of waste energy;

→ Reuse of treated wastewater;

→ Energy efficiency in buildings and industrial facilities;

→ Synergies from multi-client sites (local industrial ecology, biomass heat networks).

WATER RESOURCE MANAGEMENT SOLUTIONS

→ Analyze and reduce the water footprint;

→ Protect existing resources;

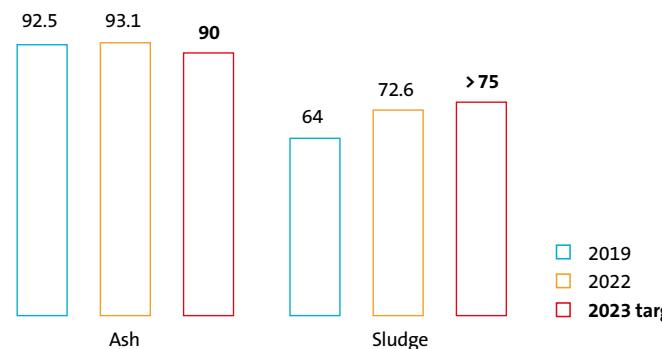
→ Optimize resource use management;

→ Promote responsible use and digitalization;

→ Develop alternative resources: reuse of wastewater and desalinated water;

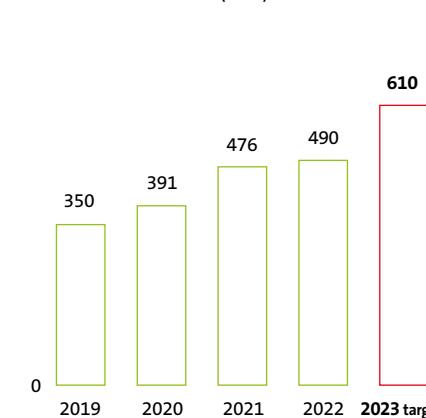
→ Contribute to international projects for sustainable water resource management.

RECOVERY RATE FOR ASH FROM INCINERATION AND SLUDGE FROM WASTEWATER TREATMENT



VOLUME OF PLASTICS RECYCLED

(in kt)



TO DEPOLLUTE TO PROTECT ENVIRONMENTS AND BIODIVERSITY

CHALLENGES AND AMBITIONS

Worldwide, only 56% of domestic wastewater is safely treated.⁽¹⁾ Reliable sanitation services are key to public health, but are lacking for 4.2 billion people, more than half the world's population.⁽²⁾ UNICEF and the WHO estimate that 80% of wastewater worldwide is discharged untreated into the environment.⁽³⁾ Soil quality and the chemical and ecological status of watercourses continue to deteriorate.

Veolia's activities help to preserve natural environments and reduce a number of pressures on biodiversity (climate change, pollution, and overuse of natural resources including water). Sanitation activities ensure that high-quality water is discharged into the natural environment, helping maintain watercourses (flow-rate support and the creation of good ecological conditions) and protecting water resources against pollution. The development of centralized urban heat networks, constantly monitored and subject to strict regulation, and the selection of certified biomass streams to power them, also reduce environmental impacts compared with more polluting systems. Collecting and treating waste limits the spread of urban and industrial pollution into soils, bodies of water and the atmosphere. Veolia's activities prevent and repair the harm caused by toxic pollution, treating and recovering toxic waste to protect health and the environment, activities that require a high level of expertise.

Industrial activities taking place on Group-operated sites can have direct or indirect negative local environmental impacts, though these are minuscule compared with the reduction in its customers' impacts.

(1) World Health Organization (2022), WHO drinking-water fact sheet, who.int.

(2) The United Nations World Water Development Report 2017 – Wastewater: The Untapped Resource, Geneva.

(3) United Nations Children's Fund (UNICEF) and World Health Organization (WHO) (2020), State of the world's sanitation: An urgent call to transform sanitation for better health, environments, economies and societies, New York.



Sustainable Development Goals



These include the consumption of natural resources through site activities, the residual pollution contained in operational discharges, the sites' greenhouse gas emissions, and the potential impact of their footprint on habitats. Control of these risks, which are classed as operational risks, is an integral part of the Group's environmental policy.

Each of Veolia's activities is dependent on ecosystem services:

→ Drinking water production correlates directly with correct functioning of the large water cycle and the capacity of natural environments to purify themselves;

→ Sanitation activities depend on ecological factors: microbial activity and the capacity of aquatic environments to assimilate residual loads are critical to wastewater purification;

→ For energy, biomass activity requires a sustainable supply of fuelwood or plant waste.

Veolia manages all the sites where it operates in such a way as to mitigate all their local impacts, even transforming them into biodiversity reservoirs.

Within the multifaceted performance framework, more than a hundred "priority" sites have been identified worldwide due to their sensitive location and/or the type of activity carried out there, and specific action plans have been assigned to them.

Additionally, the Group is in the process of extending its ecological soil management and "zero pesticide" policies to all its facilities.

Lastly, in line with TNFD recommendations, the Group has reviewed all its value chain's impacts and nature dependencies. It is now incorporating the results into its processes, particularly its environmental risk management and purchasing policy.

VEOLIA'S GOALS AND SOLUTIONS

Our goals

To increase our positive impacts

- Reduce the carbon footprint of municipal and industrial activities;
- Limit pollutant discharge into water by sanitation processes;
- Limit the environmental impacts of discharges into the air, water and soil;
- Increase the circularity of resources (water and waste);
- Optimize land-use conditions.

To reduce the negative impacts of Veolia's and its customers' activities

- Limit atmospheric pollutants – SO_x, NO_x, dust, etc. – from thermal installations producing over 100 GWh per year and waste incinerators;
- Take increased account of protection for environments and biodiversity in our Group standard, and in particular, limit our sites' impacts;
- Raise awareness as much as possible both internally and externally, and boost stakeholder engagement with our undertaking to protect environments and biodiversity.

Our action levers

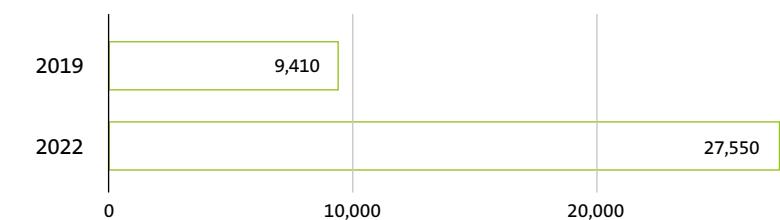
- Biomass traceability: 99.5% of the (wood) biomass; allocated to energy production in thermal installations selling more than 100 GWh annually is fully traceable – target of 98% in 2023;
- Biodiversity action plans aimed at improving the impact on environments and biodiversity on sensitive sites;
- Implementation of ecological management on sites with more than 1 hectare of green space;
- Zero use of pesticides;
- E-learning courses on biodiversity.

Our solutions for reducing human pressure on biodiversity and protecting environments

- Sanitation services for almost 97 million people worldwide and 3,506 urban wastewater treatment plans in operation;
- Solutions for ecological restoration and remediation of soil;
- Water supply protection solutions;
- Solutions for a smaller environmental footprint;
- Treatment of waste, including hazardous waste.

ENHANCED BIODIVERSITY PROTECTION ON OUR SITES

Cumulative surface area of sites under ecological management (in hectares)



SOCIAL PERFORMANCE

TO CREATE WEALTH LOCALLY

CHALLENGES AND AMBITIONS

The Group contributes on many levels to employment and development in the regions where it operates, through its management, its local facilities, its human resources and purchasing policies, the Veolia Foundation's activities, its policy of permanent dialogue with local and institutional stakeholders, and its business partnerships, plus its schemes supporting innovation and entrepreneurship and facilitating wider access to services.

Through these activities, Veolia contributes to:

- Economic and social vitality in the regions where it operates;
- Local resilience and adaptation to new challenges;
- Continuous dialogue with local communities and the co-construction of innovative services tailored to local contexts;
- Solidarity and the fight against exclusion, especially through the Veolia Foundation;
- Building responsible relationships with its suppliers.

As part of its Purpose and the Impact 2023 strategic plan, Veolia committed to amplifying this support for local development, especially in terms of job creation. To illustrate this commitment, each year the Group uses the Local Footprint method to evaluate its socioeconomic impact in terms of employment in all the countries where it operates.

VEOLIA'S WEALTH-CREATION AND IMPACT GOALS

Our goals

To create local jobs and wealth

- Contribute to local economic and social vitality;
- Support innovation and entrepreneurship;
- Measure our socioeconomic impact;
- Build responsible relationships with the Group's suppliers (decarbonization, circular economy, human rights protection, etc.) to create value together in the regions;
- Promote social and professional inclusion;
- Support development projects with the Veolia Foundation.

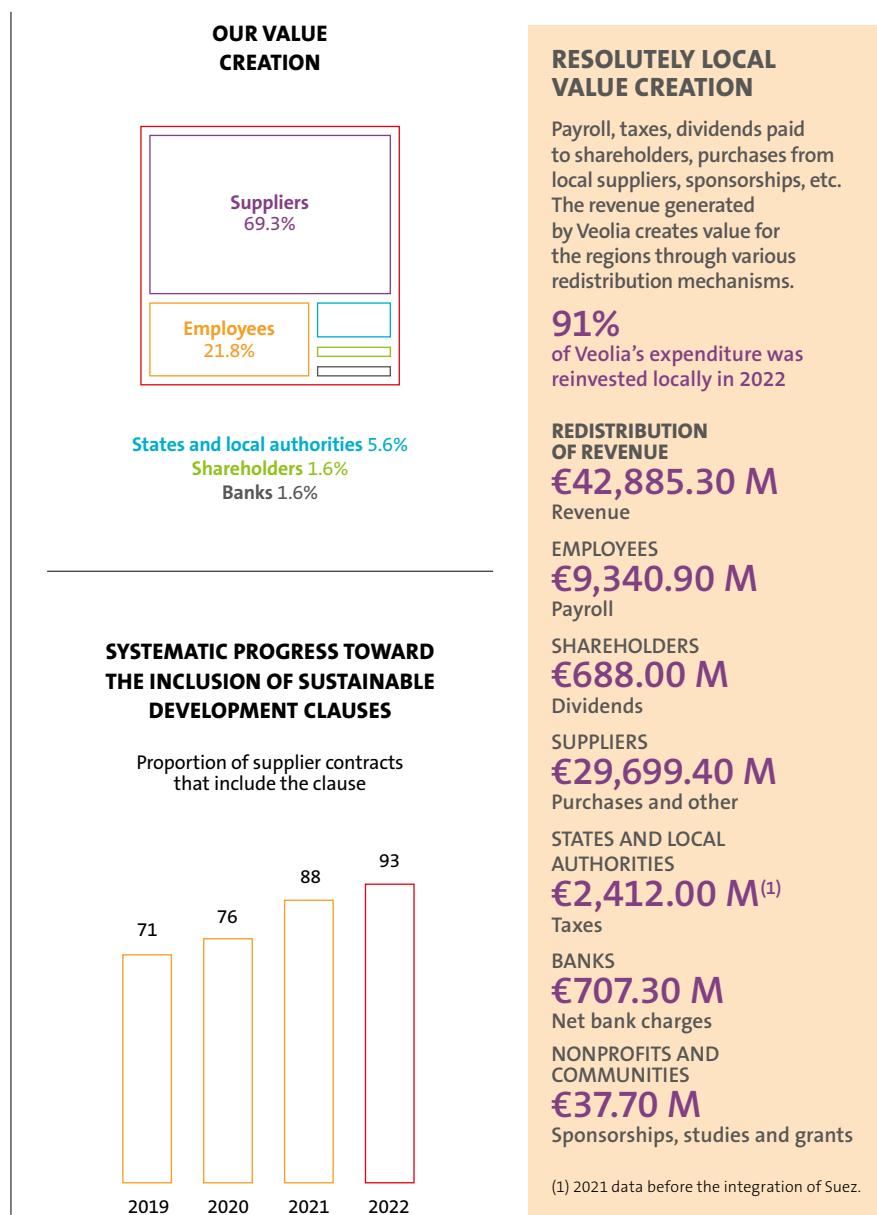
Sustainable Development Goals





Our impact

- 91% of our expenditure was reinvested locally in 2022; target of 80% in 2023;
- For every euro of added value Veolia creates, €2.30 more are generated in the economy;
- 1,147,238 full-time-equivalent jobs sustained in 2022;
- €12.1 million earmarked for local development via spending with the protected workers' sector in France;
- 93% of our suppliers signed a contract containing sustainable development clauses in 2022;
- 7.7 GWh saved in 2022, equivalent to 413 metric tons of CO₂ emissions avoided, thanks to our pumping equipment purchasing policy;
- More than 40,000 SMEs and midcap companies benefit from Veolia activity: over 70% of Veolia's purchases in France are from SMEs and 14% from midcap companies;
- 93% of our contracts with suppliers include sustainable development clauses – target of 95% in 2023.



TO PROVIDE ACCESS TO ESSENTIAL SERVICES

Our goals

To develop and maintain access to essential services

- Develop solutions for access to water and sanitation services in developing countries;
- Promote aid for the most vulnerable and most excluded from these services all around the world;
- Develop inclusive mechanisms for access to services and their maintenance, tailored to the local situation;
- Implement measures to protect consumer health and safety;
- Take part in international development and solidarity efforts with the Veolia Foundation.

Achieving these goals requires active dialogue with local communities, stakeholders and civil society.

This dialogue is also embodied in local actions: raising awareness of environmental protection, visits to Group-operated sites, innovation challenges, etc.



Our impact

- 6.92 million people benefit from inclusive measures for access to water and sanitation as part of Veolia contracts – 12% increase on 2019 at constant scope of consolidation;
- Since 2015, Veolia has facilitated access to drinking water for 7.1 million people, and sanitation services for 8 million people;
- 99.8% compliance rate with local regulations and contractual obligations on bacteriological parameters for the water distributed
- 99.7% compliance with physical-chemical parameters
- target to keep these rates above 99% in 2023;
- Numerous partnerships forged in emergency humanitarian aid and development: with UNICEF, the UNHCR, the Red Cross, Médecins sans Frontières, and local charities;
- 14 Veoliaforce emergency humanitarian and development missions by Veolia employees in 2022.

TO ENGAGE AND PROTECT EMPLOYEES, PROMOTE INCLUSION AND DIVERSITY, AND SHARE VALUE

CHALLENGES AND AMBITIONS

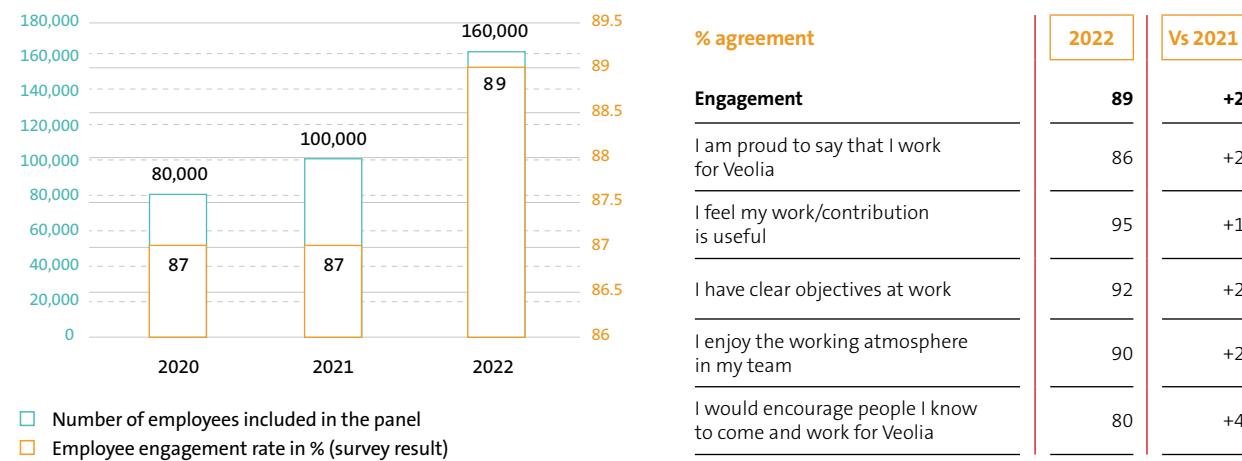
Human resources are at the heart of Veolia's Purpose. They are an essential pillar of a culture that is common to all the Group's efforts, based on its five values: responsibility, solidarity, respect, innovation, and customer focus.

Veolia has a duty of care for its employees' health, wellbeing, development and fulfilment. It is particularly concerned with cohesion, social dialogue – including within staff representative bodies – and promoting professional equality. Its global performance also depends on its ability to attract and retain talent. Veolia spares no effort to be, now more than ever, an employer of choice for people all over the world.

MORE COMMITTED AND ENTHUSIASTIC EMPLOYEES

89% Employee engagement rate in 2022

Every year since 2019, Veolia employees are invited to answer an online-only questionnaire available in 28 languages and tailored to suit a wide variety of profiles. Ipsos, the third-largest market research firm in the world, ensures that all answers remain confidential. The fourth edition of the engagement survey Voice of Resourcers covered 55 countries in 2022, and its scope was greatly extended to include all managers in every geographical area where the Group operates, along with former Suez employees. Our teams' engagement increased by two points between 2021 and 2022.



□ Number of employees included in the panel
□ Employee engagement rate in % (survey result)

VEOLIA'S GOALS AND ACTION LEVERS TO ENSURE A SAFE AND SECURE WORK ENVIRONMENT

Our goals

- Reinforce our safety culture and keep up accident prevention efforts;
- Collectively commit to reducing the number of accidents to achieve a workplace accident frequency rate of five or lower in 2023, and to continue toward the "Zero accidents – a choice" target;
- Ensure employee wellbeing and support.

Sustainable Development Goals



Our action levers

- Engage the entire management chain**
→ 132,000 management safety visits.
- Control risks linked to health and safety**
→ Distribution of 10 standards for managing high-risk activities and 12 "Lifesaving Rules": a course of 11 e-learning modules;

→ A center of excellence made up of international experts.

Communicate and discuss

→ Health and Safety Week organized annually;

→ Believe News: monthly round-up of initiatives based on best practice.

Train and engage all employees

→ Rollout of the Paths (Prevention & training on health and safety) program: 62% of staff covered in 2022;

→ 74.3% of employees received safety training, and 42.3% of training hours were devoted to safety.

Monitor and control health and safety performance

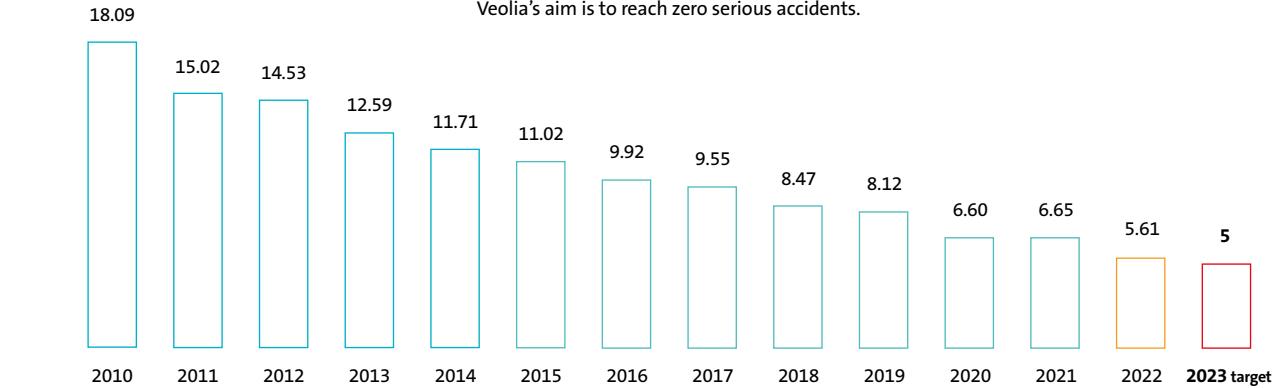
→ A tool to analyze exposure to professional illnesses – health and safety data collected every three months and analyzed using an in-house tool.

Ensure employee wellbeing and support
→ Rollout of the So'Well program: 50 Wellbeing Officers appointed to raise awareness and promote the Group's wellbeing strategy to improve quality of life at work and foster cohesion;

→ Implementation of Veolia Cares: a global social benefits program that protects all employees and their families.

WORKPLACE ACCIDENT FREQUENCY RATE CUT BY ALMOST THREE-QUARTERS SINCE 2010

Veolia's aim is to reach zero serious accidents.



VEOLIA'S GOALS AND ACTION LEVERS TO PROMOTE PROFESSIONAL DEVELOPMENT

Our goals

To train, develop and engage every employee

- Develop strategic skills and boost e-learning;
- Develop employability and deliver 23 hours of training per employee in 2023;
- Propagate a shared Group culture, foster employee engagement, and keep their engagement rate above 80% for 2023;
- Promote mobility and flexible career paths.



Our action levers

Provide training for all

- 5.3 million hours of training delivered; 91% of employees received training;
- 79% of training hours devoted to non-management employees in 2022.

Develop strategic skills and meet the challenges of ecological transformation

- Establishment of five academies to deliver a training offer tailored to each business;
- Rollout of acculturation programs (ecological transformation fresco, etc.) and new training programs designed to support business developments.

Accelerate e-learning

- Rollout of new programs developed by Veolia (onboarding, biodiversity, disability, digital passport, etc.);
- 60,000 employees accessed e-learning via

the Group's platform in 2022; contract signed between the Group and LinkedIn Learning (9,000 items of multilingual training content).

Career management: sourcing, identification and development tools

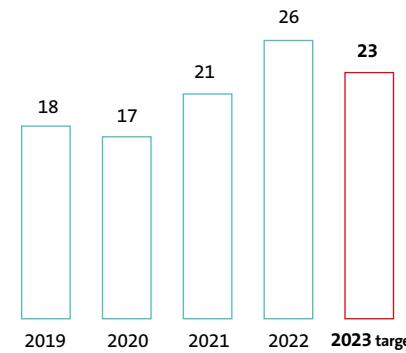
- Implementation of TalentApp to enhance mobility and cooperation through the secondment of employees to short missions;
- Development of levers to attract and develop talent: people review, succession plan, programs for talent (Excellence, Accelerate, etc.) and executives, mentoring, and Pangeo (program for young talent on VIE contracts).

Increase and manage employee commitment

- Employee share ownership with Sequoia: Veolia employees are the

Group's main shareholder with 6.5% of its capital;
→ Voice of Resourcers survey: 160,000 employees surveyed and an engagement rate of 89% in 2022.

INCREASING AVERAGE TRAINING HOURS PER EMPLOYEE (in hours)



VEOLIA'S GOALS AND ACTION LEVERS TO ENSURE RESPECT FOR HUMAN RIGHTS

Our action levers

Promote the quality and development of social dialogue

- 1,533 new collective agreements signed in 2022, and 85% of employees covered by a social dialogue scheme;
- Social dialogue based on a French and European Group committee;
- Veolia is a participant in the United Nations Global Compact;
- Veolia participates in Global Deal France working groups on the future of work and changing skill sets.

Promote diversity and inclusion

- Rollout of a diversity and inclusion action plan supported by a network of facilitators and based on four priority targets: diversity, gender identity, disability, and social and ethnic origin/etc.;
- Develop social dialogue and freedom of expression for employees, with more than 95% of employees covered by a social dialogue scheme by 2023;
- Achieve targets relating to female representation: 50% women appointed as Executive Resourcers between 2020 and 2023; 30% female managers in 2023; 35% female management recruitment annually.



Our goals

To ensure respect for diversity, human and social rights, and social cohesion

- Ensure fair, non-discriminatory HR processes from onboarding to career end for all categories of staff;

- Ensure non-discriminatory access to employment at Veolia (age/background disability/gender/sexual orientation social and ethnic origin/etc.);

- Develop social dialogue and freedom of expression for employees, with more than 95% of employees covered by a social dialogue scheme by 2023;

- Achieve targets relating to female representation: 50% women appointed as Executive Resourcers between 2020 and 2023; 30% female managers in 2023; 35% female management recruitment annually.

	2019	2020	2021	2022
Percentage of women	21.1%	21.4%	21.7%	22.3%
Percentage of women among managers	27.3%	28.3%	29%	30%
Percentage of women in external recruitment of managers on permanent contracts	32.8%	30.9%	33%	35%
Percentage of women among executive managers (Executive Resourcers)	18.2%	21%	22.2%	25.2%
Percentage of women on Veolia Environnement's Board of Directors	45%	45%	50%(1)	60%(2)

Sustainable Development Goals



(1) Excluding directors representing employees in accordance with the L. 225-27 and L. 22-10-7 articles of the Code de Commerce.

(2) Excluding directors representing employees and employee shareholders in accordance with the L. 225-27 and L. 22-10-7 articles of the Code de Commerce.

TO ENSURE ROBUST GOVERNANCE, COMPLIANCE, AND RISK MANAGEMENT

OUR GOALS

To ensure Veolia's ethics and compliance

→ Implementation of an Ethics Guide, Ethics Committee, and a Group Ethics Alert tool;
→ Any employee can alert the Ethics Committee (using the Group Ethics Alert tool) if they suspect any contravention of the values and rules of conduct set out in the Ethics Guide and believe it would be inappropriate to inform their line managers directly or are not satisfied with the management response;

→ Enhance compliance with support from the Compliance Department, reporting to the Group General Counsel, and a network of officers covering the whole Group, reporting operationally to the Chief Compliance Officer;
→ One-point increase annually since 2020 on the question in the annual employee engagement survey about adherence to Veolia's values and ethics in their organization, reaching 85% in 2022.

To prevent corruption, anti-competitive practices, and fraud

→ Measures aimed at meeting the highest international standards and the principles and recommendations of international bodies such as the OECD, World Bank, United Nations, and Transparency International;

→ Adoption of an anti-corruption code of conduct by the Executive Committee in 2018;

→ Programs to prevent corruption, anti-competitive practices, and fraud:
29,700 managers took the mandatory online training in 2022;

→ Implementation, based on business-specific risks, of a tool to assess suppliers, major customers, and other particularly sensitive third parties such as brokers or partners involved in the Group's development project.

To ensure respect for human rights

→ Human rights policy based on eight priority issues;

→ Mapping of human rights risks, assessed by a third party;
→ Participant since 2003 in the United Nations Global Compact.

Data protection and cybersecurity

→ Organization to ensure the application of national and European regulations relating to processing an individual's personal data (GDPR);

→ Establishment since 2013 of an organization responsible for information systems security, along with a special crisis cell, e-learning courses, and some entities gaining ISO 27001, NIST, or equivalent certification.

TO CONTROL AND REDUCE OUR RISKS

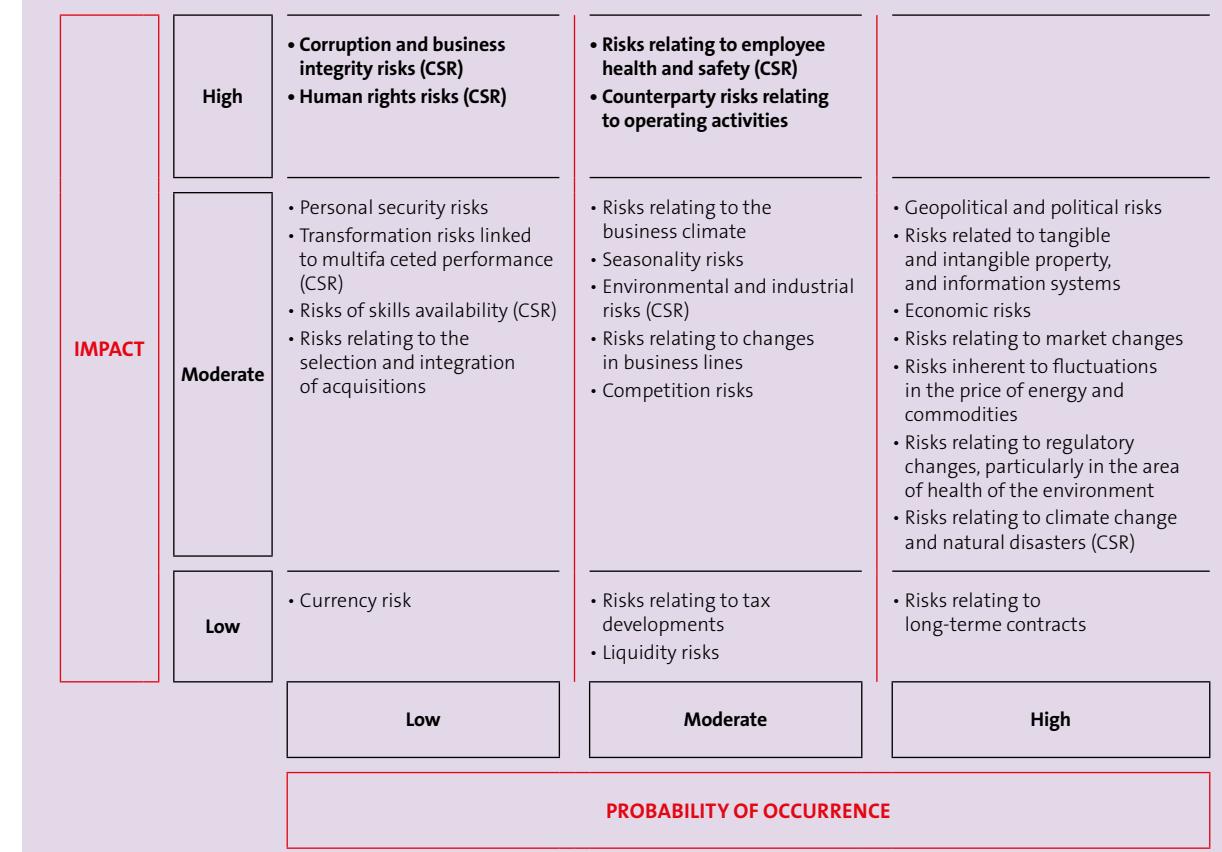
The risks inherent to Veolia's businesses are the focus of an annual mapping exercise involving all the Group's subsidiaries and functions.

A reflection of the Group's exposure, the risk matrix is updated yearly and includes the risk control measures implemented to reduce their likelihood and impact.

Risks are categorized according to their potential impact and how likely they are to occur, and ranked within each category.

So-called "non-negotiable" risk factors appear in bold type below. Over the long term, the Group is reinforcing its risk control system through a prevention approach that minimizes the likelihood of this type of risk occurring. The risk factors rated "CSR" have dual materiality.

Veolia is uncompromising in the application of internal rules and standards relating to workplace safety, ethics and compliance deemed "non-negotiable."



OUR ESG PERFORMANCE INDICATORS

To make it easier to access quantitative non-financial data, this table includes the Group's main ESG performance indicators, supplementing the multifaceted performance indicators. The table also takes account of the most commonly used European or international standards (GRI, SASB, the SFDR's Principle Adverse Impact indicators).

URD 2022 SECTION	INDICATORS	2019	2020	2021	2022	GRI	SASB	SFDR/PAI
		Environment						
Management								
4.2.1.3	Roll-out of internal EIMS (% of revenue)	90	94.9	98.9	98.2	2-25	n/a	
4.2.1.3	ISO 14001 certifications (% of revenue covered)	68	69	69	64.4	2-25	n/a	
4.2.1.3	ISO 50001 certifications (% of revenue covered)	32	33	34	32.5	2-25	n/a	
Climate								
4.2.3.1	Direct Scope 1 GHG emissions (in MtCO ₂ eq.)	26.3	25	26.7	28.6	305-1	(eau) n/a (déchets) IF-WM-110a.1 (électricité) IF-EU-110a.1	X
4.2.3.1	Breakdown of Scope 1 emissions by activity: Heat and electricity production – energy activity (%)	49	59	53	45	305-1	IF-EU-110a.1	X
4.2.3.1	Breakdown of Scope 1 emissions by activity: Waste storage – methane emissions (%)	30	21	26	33	305-1	IF-WM-110a.1	X
4.2.3.1	Breakdown of Scope 1 emissions by activity: Waste incineration (%)	18	17	19	18	305-1	IF-WM-110a.1	X
4.2.3.1	Breakdown of Scope 1 emissions by activity: Collection of municipal and industrial waste (%)	2	2	1	3	305-1	IF-WM-110a.1	X
4.2.3.1	Breakdown of Scope 1 emissions by activity: Other activities (%)	1	1	1	1	305-1	n/a	X
4.2.3.1	Indirect emissions linked to energy purchase (in MtCO ₂ eq.)	5.2	5	3.8	5	305-2	(eau) n/a (déchets) IF-WM-110a.2 (électricité) IF-EU-110a.2	X
4.2.3.1	Breakdown of Scope 2 emissions by activity: Energy activity (including distribution network loss) (%)	-	29	33	30	305-2	IF-EU-110a.2	X
4.2.3.1	Breakdown of Scope 2 emissions by activity: Drinking water production and distribution (%)	-	38	44	41	305-2	n/a	X
4.2.3.1	Breakdown of Scope 2 emissions by activity: Wastewater purification (%)	-	29	17	27	305-2	n/a	X
4.2.3.1	Breakdown of Scope 2 emissions by activity: Waste incineration (%)	-	2	2	2	305-2	IF-WM-110a.2	X
4.2.3.1	Breakdown of Scope 2 emissions by activity: Other (%)	-	3	5	0	305-2	n/a	X

URD 2022 SECTION	INDICATORS	2019	2020	2021	2022	GRI	SASB	SFDR/PAI
		2019	2020	2021	2022	GRI	SASB	SFDR/PAI
4.2.3.3.1	Biogenic carbon emissions (in MtCO ₂ eq.)	10.6	12	11	12.5	305-1	(déchets) IF-WM-110a.1 (électricité) IF-EU-110a.1	X
4.2.3.3.1	Scope 3-3 Energy excl. Scopes 1&2 – emissions related to electricity consumption not included in Scopes 1 and 2 (in MtCO ₂ eq.)	-	4.6	5,0	5.4	305-3	n/a	X
4.2.3.3.1	Scope 3-11 Use of sold products (in MtCO ₂ eq.)	-	7.9	8.6	9.2	305-3	n/a	X
4.2.3.3.1	Scope 3-1 Purchased goods and services (in MtCO ₂ eq.)	-	2.7	3.3	3.9	305-3	n/a	X
4.2.3.3.2	Methane capture rate from waste storage facilities (pro forma 2018-2022) (%)	55.4	57.1	58.4	58.2	n/a	IF-WM-110a.2	
4.2.3.3.2	GHG emissions avoided (in MtCO ₂ eq.)	12.1	12.5	12.4	14.1	305-5	n/a	X
Energy								
4.2.3.3.3	Total energy consumption (electrical et thermal (in MWh))	110	114	118	122	302-1	(eau) IF-WU-130a.1 (déchets) n/a (électricité) n/a	
4.2.3.3.3	Total electrical energy consumption (in MWh)	11	11	11	14	302-1	(eau) IF-WU-130a.1	
4.2.3.3.3	Total thermal energy consumption (in MWh)	98	103	108	107	302-1	n/a	
4.2.3.3.3	Renewable energies (in MWh)	31.6	34.9	32,9	38.5	302-1	n/a	
4.2.3.3.3	Total energy production (thermal and electric (in MWh))	51.6	53	58.1	55.8	n/a	(électricité) IF-EU-000.B	
4.2.3.3.3	Total thermal energy production (in MWh)	35.8	36.4	39.8	37.7	n/a	n/a	
4.2.3.3.3	Total electrical energy production (in MWh)	15.9	16.6	18.3	18.1	n/a	IF-EU-000.B	
4.2.3.3.3	Total cooling (in MWh)	1	1	1	1	n/a	n/a	
4.2.3.3.3	Production of renewable energies (in MWh)	13.6	14.1	13,9	15.5	n/a	(électricité) IF-EU-000.D	X
4.2.3.3.3	Renewable and recovery energies produced (%)	36	36.1	33.2	37.8	n/a	n/a	
4.2.3.3.3	Biomass in energy consumption by energy production plants (%)	19	23	19	24	302-1	n/a	X
4.2.3.3.3	Traceability of biomass (wood) for energy production (%)	93.7	88	99.5	99.5	n/a	n/a	
4.2.3.3.3	Certification of biomass (wood) for energy production (%)	65.8	74.6	76.4	74.2	n/a	n/a	X
4.2.3.3.3	Energy performance of cogeneration energy production (heat and electricity) (%)	73	74.2	74.8	74.4	302-3	n/a	
Circular economy								
4.2.2.3.2.1	Weight of waste treated (in Mt)	49.8	47.3	48.4	61.3	306-2	IF-WM-000.D	
4.2.2.3.2.1	Material recovery rate from treated waste (%)	17	17	18	17	306-4	IF-WM-420a.3	
4.2.2.3.2.1	Energy recovery rate from treated waste (%)	28	30	29	24	306-4	IF-WM-420a.3	
4.2.2.3.2.2	Recovery rate for residual bottom ash from waste incineration (%)	92	94	89	93	306-4	IF-WM-420a.3	X
4.2.2.3.2.2	Recovery rate for combustion waste in the Energy business (fly ash, bottom ash) (%)	74	70	72	70.5	306-4	IF-WM-420a.3	X

SECTION URD 2022	INDICATEURS	2019	2020	2021	2022	GRI	SASB	SFDR/PAI
4.2.2.3.2.2	Recovery rate for wastewater treatment sludge (%)	64	66	75	72.6	306-4	IF-WM-420a.3	X
4.2.2.3.2.1	Abatement rate for hazardous waste treated (%)	86	82	84	86	306-5	IF-WM-420a.1	X
4.2.2	Volumes of plastics recycled in Veolia's transformation plants (in kt)	350	391	476	490	306-4	IF-WM-420a.3	
Nature and biodiversity								
4.2.4.3.1	Progress rate of action plans for improving the environments and biodiversity footprint on sensitive sites (pro forma 2019-2022) (%)	-	2	30	66	304-3	n/a	
4.2.4.3.1	"Zero pesticide" sites (pro forma 2019-2022) (%)	16	20	39	59	304-3	n/a	
4.2.4.3.1	Implementation rate of ecological management at sites with > 1 hectare of green space (pro forma 2019-2022) (%)	18	23	36	53	304-3	n/a	
4.2.4.3.1	Sites having raised awareness internally or externally of issues around the protection of natural environments and biodiversity (pro forma 2019-2022) (%)	20	22	42	51	304-3	n/a	
Air								
4.2.4.3.3	Incineration emissions: NOx (in mg/Nm³)	125	121	121	120	305-7	IF-WM-120a.1	X
4.2.4.3.3	Incineration emissions: SOx (in mg/Nm³)	12	13	16	13	305-7	IF-WM-120a.1	X
4.2.4.3.3	Incineration emissions: Dust (in mg/Nm³)	2	2	2	2	305-7	IF-WM-120a.1	X
4.2.4.3.3	NOx emissions from thermal installations selling more than 100 GWh/year (in g/MWh)	279	233	215	204	305-7	(électricité) IF-EU-120a.1	X
4.2.4.3.3	SOx emissions from thermal installations selling more than 100 GWh/year (in g/MWh)	196	170	147	136	305-7	(électricité) IF-EU-120a.1	X
4.2.4.3.3	Dust emissions from thermal installations selling more than 100 GWh/year (in g/MWh)	12	12	11	11	305-7	(électricité) IF-EU-120a.1	X
4.2.4.3.3	Energy production emissions (per MWh of energy consumed): mercury (installations selling more than 100 GWh/year) (in mg/MWh)	2	2	2	3	305-7	(électricité) IF-EU-120a.1	X
Water and aquatic ecosystems								
4.2.5.2	Total volume of water extracted (in billions of m³)	10.096	9.337	7.627	11.014	303-3	IF-WU-000.B	
1.3.1	Number of people supplied with drinking water (in millions)	98	95	79	111	2-6	IF-WU-000.A	
1.3.1	Number of people connected to sanitation (in millions)	67	62	61	97	2-6	IF-WU-000.A	
4.2.5.3.1	Diagnostic deployment rate on sites at high risk of water stress (%)	-	36	57	63	303-1	IF-WU-440a.3	X
4.2.1.4	Efficiency rate of drinking water networks (pro forma 2019-2022) (%)	72.5	73.4	75.6	76.3	n/a	IF-WU-140a.2	

SECTION URD 2022	INDICATEURS	2019	2020	2021	2022	GRI	SASB	SFDR/PAI
4.2.1.4	Volume of collected and treated wastewater reused (in millions of m³)	401	350	299	989	303-2	IF-WU-440a.2	X
4.2.1.4	Consumers on progressive pricing tariffs (%)	72	72	75	73	2-6	IF-WU-240a.4	
4.2.1.4	Number of smart meter solutions (in millions)	6	6.35	6.31	9.54	303-1	n/a	
4.2.1.4	Energy efficiency of wastewater treatment (pro forma 2018-2022) (in Wh/m³)	-	330	315	324	302-3	IF-WU-130a.1	X
4.2.1.4	Energy efficiency of drinking water production (pro forma 2018-2022) (in Wh/m³)	-	229	259	250	302-3	IF-WU-130a.1	X
4.3.3.3	Local regulations and contractual obligations for distributed water: bacteriological compliance (%)	100	99.8	98.8	99.8	306-5	n/a	
4.3.3.3	Local regulations and contractual obligations for distributed water: physical-chemical compliance (%)	100	99.8	99.5	99.7	306-5	n/a	
4.2.4.3.2	Wastewater treatment: BOD5 treatment efficiency (%)	96	95.9	95.3	95.6	303-2	n/a	X
4.2.4.3.2	Wastewater treatment: COD treatment efficiency (%)	91,9	91.4	90.8	91.5	303-2	n/a	X
Human resources								
4.4.2	Headcount on December 31	178,780	178,894	176,488	213,684	2-7	n/a	
4.4.2	Total annual FTE headcount	171,212	171,450	169,741	202,210	2-7	n/a	
4.4.2	Workforce on permanent contracts – FTE (%)	93.4	92.4	93.3	93.3	2-7	n/a	
4.4.2	Workforce in non-management positions (%)	87.8	86.7	85.6	83.2	n/a	n/a	
4.4.2	Permanent employee turnover rate (%)	12.9	11.6	14.4	14.7	2-7	n/a	
4.4.3.1.2	Lost time injury frequency rate (number of workplace accidents with lost time per million of hours worked) ⁽¹⁾	8.12	6.6	6.65	5.61	403-9	(électricité) IF-EU-320a.1	X
4.4.3.1.3	Workplace accident severity rate (working days lost due to workplace accidents per thousand hours worked) ⁽¹⁾	0.45	0.43	0.43	0.39	403-9	(électricité) IF-EU-320a.1	X
4.4.4.3	Employees having participated in at least one training activity (%)	80	82	86	91	2-24	n/a	
4.4.4.3	Average hours of training per employee per year	18	17	21	26	2-24	n/a	
4.1.1	Employee engagement rate (%)	84	87	87	89	n/a	n/a	
4.4.4.3.1	Manager engagement rate (%)	92	94	94	91	n/a	n/a	
4.4.5.2.2	Rate of coverage by a workforce dialogue body (%)	88	86	87	85	2-30	(déchets) IF-WM-310a.1	
4.4.5.3.2	Female representation rate (general) (%)	21.1	21.4	21.7	22.3	2-7	n/a	
4.4.5.3.2	Female representation rate (management roles) (%)	27,3	28,3	29	30	405-1	n/a	
4.4.5.3.2	Percentage of employees with disabilities (%)	2.58	2.5	2.4	2.4	n/a	n/a	

(1) Including the Chinese concessions.

SECTION URD 2022	INDICATEURS	2019	2020	2021	2022	GRI	SASB	SFDR/PAI
Social								
4.1.1 Number of people benefiting from inclusive mechanisms for accessing water or sanitation services as part of Veolia contracts (in millions)								
4.1.1	Number of people benefiting from inclusive mechanisms for accessing water or sanitation services as part of Veolia contracts (in millions)	5.71	6.12	6.71	6.92			
4.1.1	People with new access to drinking water since 2015 (in millions)	5.1	5.6	6.7	7.1	n/a	n/a	
4.1.1	People with new access to sanitation since 2015 (in millions)	1,9	2	2,4	8	n/a	n/a	
4.3.2.3.1	Expenditure reinvested locally (%)	86.3	87.3	90.5	90.9	n/a	n/a	
4.3.2.3.4	Strategic suppliers assessed (%) <small>55 (cumul 2017, 2018, 2019)</small>	70	70	75	81	414-1	n/a	
4.3.2.3.4	Inclusion of the sustainable development clause in active supplier contracts (%)	71	76	88	93	308	n/a	
Governance								
3.4.1.1.2	Auditable quantitative non-financial and financial proportion of the Chief Executive Officer's variable compensation (%)	80	80	80	80	2-19	n/a	
3.4.1.1.2	Quantitative non-financial proportion of variable compensation for executives, high-potential employees, and key contributors (%)	50	50	50	50	2-19	n/a	
Profil gouvernance	Female representation on the Board of Directors (%)	45	45	55,5	60	2-9	n/a	X
Profil gouvernance	Non-French directors (%)	23	23	18	23	2-9	n/a	
Profil gouvernance	Independent directors (%)	72.7	72.7	77.7	70	2-9	n/a	
Profil gouvernance	Board of Directors average attendance rate (%)	96.67	97.44	98	99	n/a	n/a	
4.6.3.3.4	Number of staff trained on the anti-corruption code of conduct and anti-competitive practices	-	-	25,000	29,700	205-2	n/a	
4.4.3.1.3	Rate of certification by an SMS (ISO 45001, ILO OSH 2001 or equivalent) (% of revenue covered) <small>60.8 (OHSAS 18001) 62.1 (OHSAS 18001)</small>	62.6	62.04	403-1	n/a			
4.4.3.1.3	Accidental event management: staff covered by the PaTHS (Prevention & Training on Health & Safety) program (%)	-	-	51.3	62	403-5	n/a	
4.3.2.3.4	Purchasers and compliance officers trained on "Compliance and CSR in Purchasing"	418	-	-	989	n/a	n/a	
4.1.1	Rate of positive answers to this question in the engagement survey: "Veolia's values and ethics are put into practice within my entity" (%)	-	83	84	85	n/a	n/a	

- Multifaceted performance indicators used for environmental performance.
- Multifaceted performance indicators used for human resources performance.
- Multifaceted performance indicators used for social performance.



Through the Climate Solidarity Initiative, the carbon footprint of the present report has been offset by supporting conservation and agroforestry projects in France and Peru organized by the Pur Projet nonprofit organization.

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