

# PURPOSE EMPOWERS SUSTAINABILITY

ASIA BROCHURE

- 2022 -



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The background is a light beige gradient with several white, stylized clouds and brown birds in flight scattered across the page. The clouds vary in size and shape, and the birds are simple silhouettes with wings spread.

## **MESSAGE FROM TOP MANAGEMENT**

# MESSAGE FROM TOP MANAGEMENT



*“I will be keen to continue, with all the 230,000 employees that our Group will comprise tomorrow, the efforts we have been making for years to position Veolia as the benchmark company with which local authorities and industries wish to carry out their ecological transformation, and also the company in which the younger generations, passionate about the environment, want to work.”*

**Estelle BRACHLIANOFF**

Chief Executive Officer of Veolia

*“What stands out most clearly from this turbulent year disrupted by the coronavirus pandemic and the accompanying economic crisis, is our company’s excellent resilience, responsiveness and ability to bounce back.”*

**Antoine FRÉROT**

Chairman of the Board of Directors of Veolia



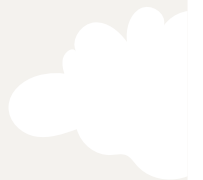
*“We see ourselves come with great responsibility to shape a sustainable future for the community we serve and bring long-term impacts to our stakeholders. Our work with all stakeholders across Asia in 2021 has visibly demonstrated the power of setting up a purpose for a company. Our collective progress and achievements shall enable new opportunities as we progress towards our purpose of ecological transformation.”*

**Christophe MAQUET**

Senior Executive Vice-President, Asia Pacific



## **OUR STRATEGIC ORIENTATIONS**



# OUR STRATEGIC ORIENTATIONS

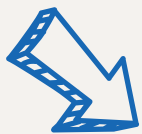
Veolia is determined to make today's and tomorrow's world more sustainable. Our vocation is to resource the world through the design and deployment of solutions and to enable the development of access to resources, their preservation, and their renewal.



## OUR PURPOSE

**Veolia's Purpose is to contribute to human progress by firmly committing to the Sustainable Development Goals set by the United Nations to achieve a better and more sustainable future for all.**

It is with this aim in mind that Veolia sets itself the mission of “**Resourcing the World**” through its environmental services business. At Veolia, we are convinced that continuing human development is only possible if economic, social, and environmental issues are addressed as an **indivisible whole**. Because **global environmental preservation** is essential, because **sustainable development** in the regions we serve is our purpose, and because the **well-being of our employees** determines our performance, we have chosen to build and present our commitments and our performance on the basis of these three aspects. This report highlights Veolia Asia's approach to **resourcing the world** and some of our **best initiatives** implemented in Veolia Asia around Our Purpose.



[Discover Veolia's Purpose on our website](#)

# OUR STRATEGIC ORIENTATIONS

## IMPACT 2023

Be the benchmark company  
for ecological transformation.



Our planet and society today find themselves at a **historic turning point**. Veolia is eager to fully face up our **responsibility** and help society rise to these **emerging challenges**.

Both our mission and purpose translate into our unwavering commitment to create a **positive impact** on the planet. Indeed, we have been working to uphold these ambitions for over **160 years**. Never has this commitment so well reflected the expectations and needs of all our stakeholders.

To maximise our impact on these stakeholders over the 2020-2023 period, Veolia launched the “**Impact 2023**” strategic plan. The plan identifies **Veolia’s know-how and activities** that can be the most **useful** and have the **greatest impact** in meeting the challenges of ecological transformation in the following ways:

By developing the Group’s rare areas of **EXPERTISE**, such as the treatment of hazardous waste and plastic recycling

By innovating ever more to strengthen and **REINVENT ITS TRADITIONAL BUSINESSES**

By ensuring the research and measurement of the **MULTIFACETED PERFORMANCE**



# OUR STRATEGIC ORIENTATIONS

## Multifaceted Performance



We focus equally on the various types of performance, including environmental, commercial, economic and financial, human resources, and social performance. All of which complement one another and form a **virtuous circle**.

Veolia has publicly committed to a total of **18 indicators** corresponding to the **United Nations Sustainable Development Goals**, which cover the five types of performance. The fulfillment of the objectives will be regularly audited and evaluated by a third-party organisation. This provides the basis for the variable compensation awarded to Veolia executives.

This is our approach of **shared progress** with and for our stakeholders by using Our Purpose as a **compass**.

See step by step how we will achieve our goals on our website



# OUR STRATEGIC ORIENTATIONS

## WORKING COMMUNITY

A 'Glocal' company where everyone can find a sense of purpose in what they do, commitment to rewarding collective action and personal fulfilment.

Our Purpose Community at Veolia Asia, consisting of 25+ members from 7 business units across Asia, ensures our employees **link their personal purposes with Our Purpose** and implement them in their daily activities.

The community acts as **a catalyst for change**, and supports employees of Veolia Asia in striving for a more sustainable and better future through **the power of collaboration** and **strong shared commitment** to Our Purpose.

### Asia Purpose Community



25+

members from business units across Asia regions.

10+

types of profile with different skill sets and areas of expertise, including sustainability, communications, human resources and technical.

#### THEIR MISSION?

Being the catalyst for change so as to make Purpose 'business as usual' across all the layers of the organisation.

#### THEIR ROLE?

Acting for their business units as an ambassador, a project manager and an ideator.

# OUR STRATEGIC ORIENTATIONS

## Our Journey and Roadmap

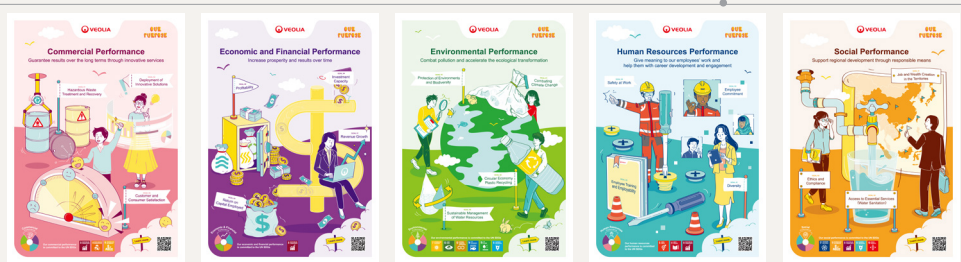
2021

**2021 Q1**  
Deployment of a roadmap centred around 4 key pillars - employees, clients, organisation and operation.

**2021 Q1-Q2**  
5300+ staff engaged in Purpose in Motion, a standardised workshop to translate concepts into operational reality and engage participants to act as changemakers.



**2021 Q3**  
Launch of 3 sets of customised internal training materials on sustainability and multifaceted performance indicators. **The Discovery**, an e-learning module for new joiners; **The Essence**, a toolbox talk tailor-made for operational sites; a set of **5 posters** in 10 languages.



2022

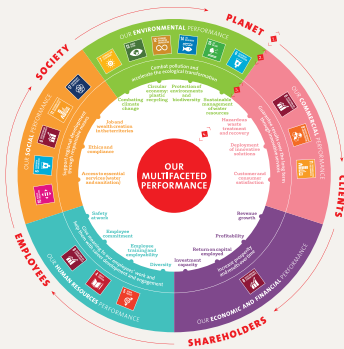
**2021 Q3 - 2022 Q4**  
**8 pilot projects co-created with different business units/lines** across Asia in the process of being rolled out across the Zone to make Our Purpose a business as usual.

Some examples include **Asia Win Announcement** - the monthly flash on purposeful business cases, enrichment of business partnerships with clients through Purpose workshops, boosters and evaluation of the multifaceted impacts of our offers; biodiversity showcases in operations; and the **formation of steering committees** in the business units for autonomous and local Purpose deployment.



# OUR STRATEGIC ORIENTATIONS

Year-round



18  
KPIs

being monitored annually, sponsored by the executive committee members and impacting the bonuses of management.

20  
episodes

of the **Purpose x Impact Podcast** since 2020: a monthly episode on the story of a Resourcer and their positive impacts.



12K+  
certificates

issued in the **Sustainability e-Passport**: a series of animations and quizzes zooming in on different topics related to Our Purpose, e.g. creations of jobs and wealth in regions where we operate.





# OUR MULTIFACETED PERFORMANCE IN 2021

CREATING POSITIVE IMPACTS WITH OUR STAKEHOLDERS

# OUR MULTIFACETED PERFORMANCE - IN 2021 -



## THE STORY OF AN AWARD-WINNING ENERGY-SAVING STRATEGY

**ENVIRONMENTAL PERFORMANCE** | KOREA BU\* | **COMBATING CLIMATE CHANGE**

Veolia commits to working alongside its clients to safeguard resources and decarbonise their activities to tackle climate change. This is a key factor in shaping the services we offer.

Being the first case in the Korean industry, Veolia has signed an eight-year Energy Performance Contract with Dongkook Pharmaceutical Co. Ltd., Korea's 15<sup>th</sup> largest pharmaceutical company, offering innovative energy or utility-saving solutions. Veolia introduced energy-saving measurements using data collection and technical audits through, for example, the installation of the real-time energy management system Hubgrade™ and chiller staging, partial replacement of the plant's gas consumption by utilising biogas (a by-product of wastewater treatment plant digestion).

In addition to the optimisation and reduction of electricity usage, bringing to energy cost savings, Veolia helped Dongkook Pharmaceutical achieve its goal of reducing carbon emissions by nearly 8%, and proved Veolia's innovative energy-saving measures were a viable option for other Korean plants. This project won the internal BES (Building Energy Service) Award in 2021, the very same year it was launched.

**GROUP INDICATOR**  
Reduction in GHG emissions: progress with the investment plan to eliminate coal in Europe by 2030

**2021 Result: 17%**  
**2023 Target: 30%**

**GROUP INDICATOR**  
Avoided emissions: annual contribution to avoided GHG emissions (assessed with regard to a reference scenario)

**2021 Result: 11.4 Mt of CO<sub>2</sub> eq.**  
**2023 Target: 15 Mt CO<sub>2</sub> eq.**

\* BU: Business Unit

# OUR MULTIFACETED PERFORMANCE - IN 2021 -



## OUR DEDICATION TO A MORE CIRCULAR WORLD

**ENVIRONMENTAL PERFORMANCE** | ASIA | **CIRCULAR ECONOMY: PLASTIC RECYCLING**

As the world champion in ecological transformation, Veolia is one of the major players in accelerating the creation and adoption of circular economy by helping clients find tailored solutions to recycle and reuse materials.

In Mainland China, McDonald's ceased the use of unsustainable hard plastics in its toys which were not recyclable by conventional means. They partnered with Veolia to address the unsold inventory and raised them to the challenge with an innovative solution. By disassembling, cleaning, and re-granulating these plastics, pellets were produced that could then be remoulded and given new lives in McDonald's as chairs and other items. This creates a closed loop of resources that are now conventionally recyclable.

In the Higashi-Yamato City of Japan, Veolia Jenets cooperates as a recycler in 'Collaborative Plastic Recycling Program', which collects used bottles of personal and home care products for recycling. Launched in June 2021 as a joint effort between Unilever Japan and Kao Corporation, the programme expanded in scale with the addition of P&G Japan G.K. and Lion Corporation. The initiative was selected as a demonstration project in the 'Innovative Business Model Project for Sustainable Use of Plastics 2021' by the Tokyo Metropolitan Government.

### GROUP INDICATOR

*Volume of transformed plastic, in metric tons of products leaving plastic transformation plants*

**2021 Result: 476 kt**

**2023 Target: 610 kt**

# OUR MULTIFACETED PERFORMANCE - IN 2021 -



## LIKE A PHOENIX: TRANSFORMATION OF AN INCINERATION PLANT TO AN ECOLOGICAL ATTRACTION

**ENVIRONMENTAL PERFORMANCE** | TAIWAN BU | PROTECTION OF ENVIRONMENTS AND BIODIVERSITY

Incineration plants sometimes leave a negative impression due to the worries about emission and are often perceived as unpleasant by the neighbourhood. Our Taiwan Lutsao plant identified the potential to transform its image and tackle these challenges, and, more importantly, to protect the growing scarcity of native species due to human activity.

Veolia committed itself to transforming the landscape around Lutsao from a plain sugarcane field into a diverse ecological park and comprehensive environmental education facility. An expert team of university professors and trained student volunteers worked on a half hectare designated biodiversity preserve planting with native species, provided free of charge by the government. 750 Alishan chrysanthemum seedlings were transplanted, and 495 survived to bloom.

In December 2021, we expanded upon our efforts to restore biodiversity and bolster sustainability by taking over management of the nearby Chiayi County Hebaoyu Ecological Park.

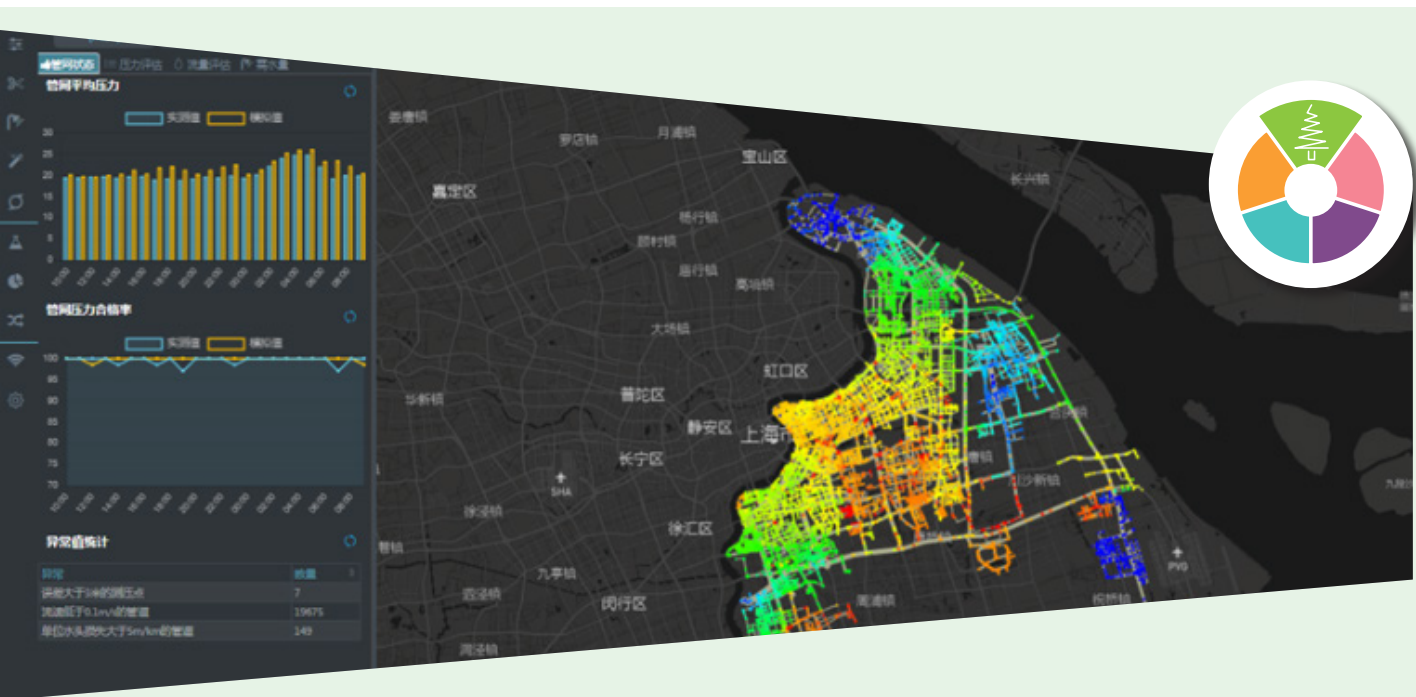
### GROUP INDICATOR

*Rate of progress with action plans aimed at improving the impact on the natural environment and biodiversity at sensitive sites*

**2021 Result: 30%**

**2023 Target: 75%**

# OUR MULTIFACETED PERFORMANCE - IN 2021 -



## CREATING TOMORROW'S TOOL FOR SUSTAINABLE WATER

**ENVIRONMENTAL PERFORMANCE** | MAINLAND CHINA & MACAU BU\* | **SUSTAINABLE MANAGEMENT OF WATER RESOURCES**

Hydraulic models are invaluable for water distribution networks as a tool for operational analysis, planning and management of the water supply system. However, it is a highly specialised tool that is not easily accessible to general personnel, especially as traditional models select historical scenarios for calibration, rather than real-time circumstances. The simulation results may be different from the real-time scenario of the network and lack timeliness.

Veolia's innovative solution 'Waterl'Ogic', the online real-time hydraulic model, is a system that takes advantage of digital advancements to expand its accessibility and utility. It uses real-time data to update the model automatically, with results available via a web browser. This makes it convenient for anyone with an account to access and be capable of running real-time simulations using SCADA (Supervisory Control And Data Acquisition) data with frequently used simulations broken down into quick and easy steps.

This transformed a vital but limited traditional tool into an accessible infrastructure for intelligent digital pipe network management. The real-time and automatic nature of the simulation enables users to monitor and analyse the operating status of the entire network.

**GROUP INDICATOR**  
*Efficiency of drinking water networks  
 (Volume of drinking water consumed /  
 Volume of drinking water produced)*

**2021 Result: 75.6%**  
**2023 Target: >75%**

\* BU: Business Unit



# OUR MULTIFACETED PERFORMANCE - IN 2021 -



## A JOINT FORCE TO LEVERAGE SYNERGIES IN HAZARDOUS WASTE TREATMENT BUSINESS

COMMERCIAL PERFORMANCE | ASIA | HAZARDOUS WASTE TREATMENT & RECOVERY

Veolia's landmark merger with Suez dramatically expands our capacity for hazardous waste treatment in Asia. It brings a fleet of businesses, nine new hazardous waste projects, and more than 2,500 employees - an incredible addition to our operational expertise and a rise in capacity of up to 1.5M tons/year.

This increased presence leads to a renewed commitment to hazardous waste treatment as a strategic focus of our business development in Mainland China, and to our support for sustainable development and ecological transformation in Asia.

One example of the projects coming to Veolia from Suez is the Dafa plant in Kaohsiung, Taiwan. Built in 2002 with incineration, physical and chemical treatment facilities, Suez signed on to develop a second-phase incineration line that would almost double the plant's capacity while operating in compliance with the most rigorous of international safety standards – a commitment we will proudly uphold.

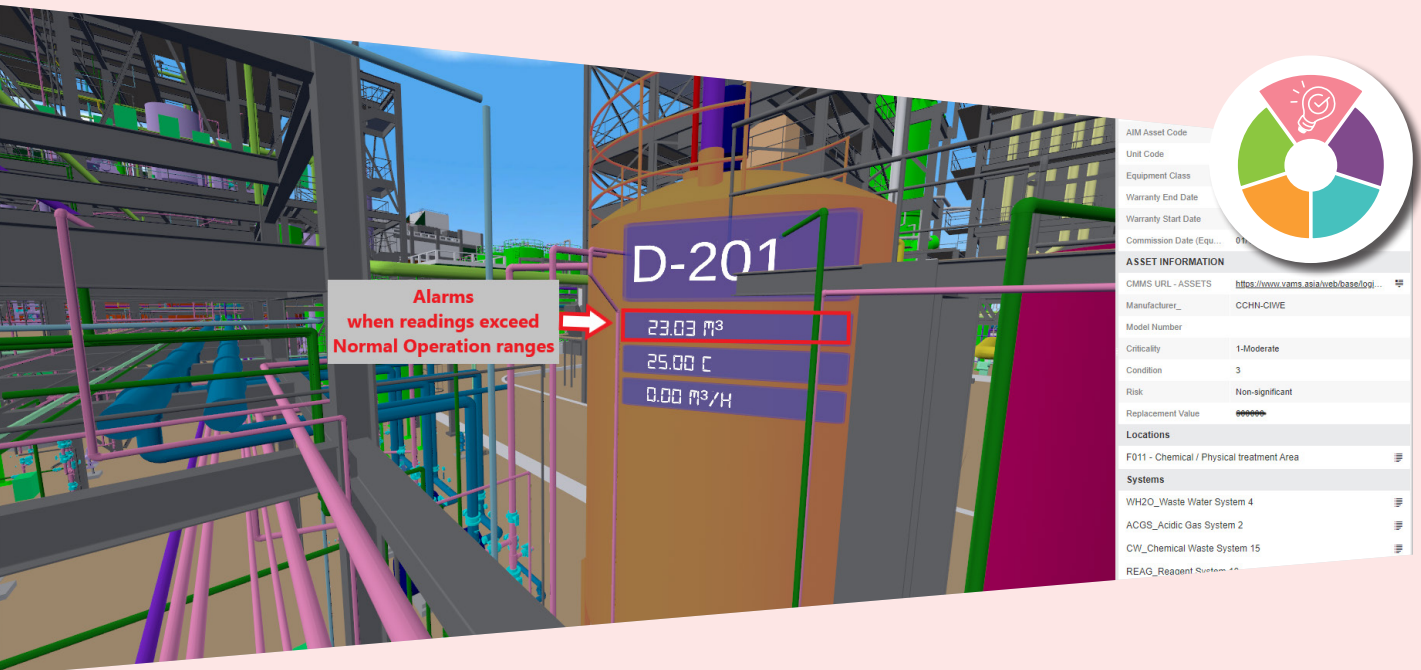
### GROUP INDICATOR

*Consolidated revenue of the "Liquid and hazardous waste treatment and recovery" segment*

**2021 Result: € 3.06 bn**

**2023 Target: >€ 4 bn**

# OUR MULTIFACETED PERFORMANCE - IN 2021 -



## TRANSMUTING AN AGEING PLANT WITH A 'DIGITAL TWIN'

COMMERCIAL PERFORMANCE | HONG KONG BU\* | DEPLOYMENT OF INNOVATIVE SOLUTIONS

The demand for creative solutions in this ever-changing business environment is necessary, especially in the field of hazardous waste management where the input mix and operation conditions change over time.

Given old plant equipment, paper-based records, and an ageing workforce approaching retirement age, Veolia created a simulated 3D model of the whole facility to tackle these challenges all in one effort. It not only meets the new regulatory system Asset Information Model (AIM) by the Environmental Protection Department but also provides our employees with a lifetime of practical skills and knowledge. It connects with other operational models, such as Distributed Control System (DCS), Veolia Asset Management System (VAMS), finance systems, and Machine Learning Simulation Algorithms.

This digital twin allows us to manage fouling and fuel optimisation to improve operation and maintenance safely and efficiently. On top of that, it provides transparency to clients and brings product evolution, expanding to other existing facilities such as clinical waste sterilisation and pressurised gas cylinder discharge.

Most importantly, it allows us to retain valuable skills and knowledge on-site for our future workforce, even as older workers leave for a well-earned retirement.

### GROUP INDICATOR

Number of innovations included in at least 10 contracts signed by the Group

**2021 Result: 6**

**2023 Target: 12**

\* BU: Business Unit

# OUR MULTIFACETED PERFORMANCE - IN 2021 -



## TOUR THE SITES FROM OFFICE AND HOME

COMMERCIAL PERFORMANCE | ASIA | CUSTOMER AND CONSUMER SATISFACTION

One of the many things we have missed at Veolia during the pandemic is the sight of visitors touring our facilities and getting excited about the science of sustainability.

The Asia Communications Department came up with a digital solution: the Veolia Virtual Facility Tour. This convenient platform welcomes visitors with a 360° panoramic tour online to some of our facilities in the Asia Zone, offering comfortable and safe visits anytime and anywhere.

Text and audio descriptions are provided to guide visitors on what they are seeing as they 'walk' at their own pace, with key points of interest marked and special tours available on a variety of topics. While tours are currently in Chinese and English, the sophisticated back-end supports expansion into more languages in the future.

Best of all, it uses fewer resources than a traditional tour for both visitors and us. This is one demonstration of how innovation can contribute to protecting the environment.

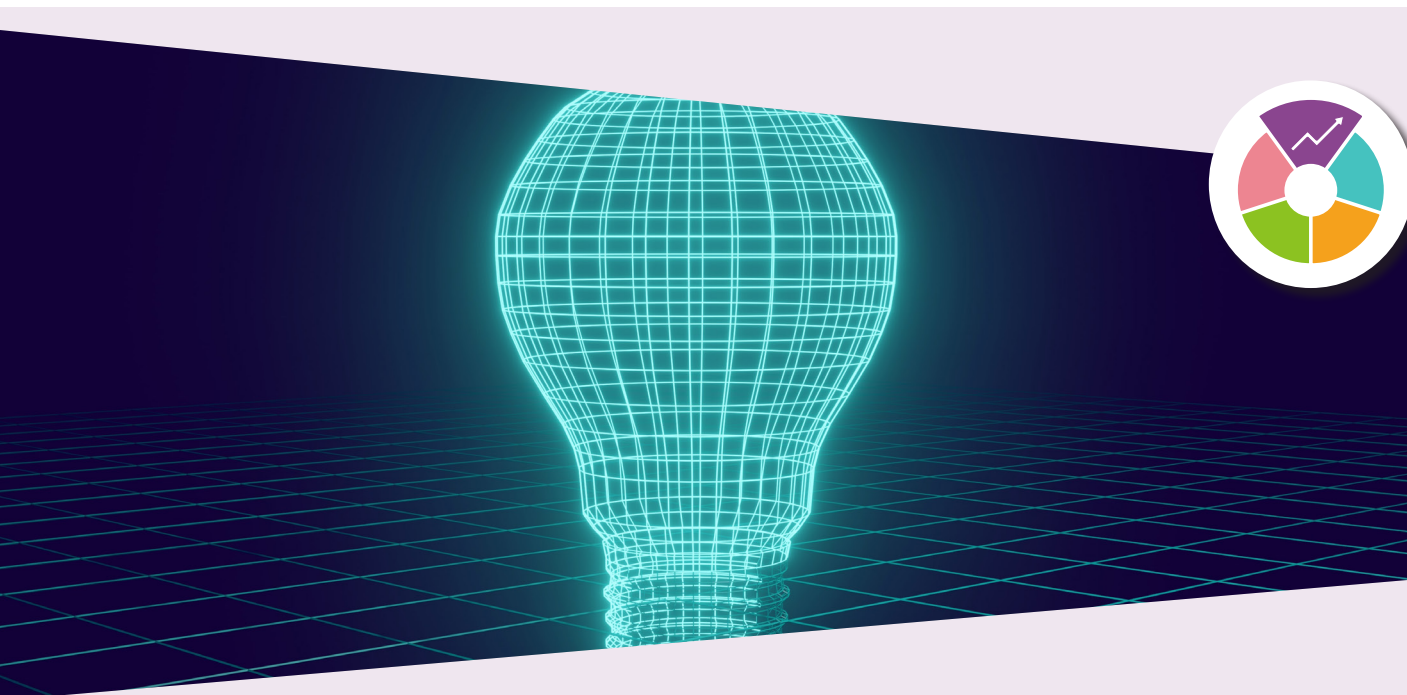
### GROUP INDICATOR

*Customer satisfaction rate calculated using the Net Promoter Score methodology*

**2021 Result: 72%**  
revenue covered with score 43

**2023 Target: 75%**  
revenue covered with score >30

# OUR MULTIFACETED PERFORMANCE - IN 2021 -



## CENTRALISED FINANCIAL SERVICE AS A VALUE-ADDED BUSINESS PARTNER

**ECONOMIC & FINANCIAL PERFORMANCE** | MAINLAND CHINA & MACAU BU\* | **REVENUE GROWTH, PROFITABILITY, RETURN ON CAPITAL EMPLOYED, INVESTMENT CAPACITY**

Rolling out from the global finance strategy, the Mainland China Finance Shared Service Center (FSSC) was set up in 2020 with the following ambitions: to centralise accounting treatment processes, especially a more effective manpower utilisation; to leverage automation technology; to deliver more added-value in business partnering; and to continue process improvement for reporting quality enhancement.

This automation tool is integrated with the Enterprise Resource Planning (ERP) system, which equips it with a combination of functions. The centralisation and standardisation offer better reporting control, more effective work order assignment, and productivity management for managers. It also contributed to increasing visibility and transparency for workload evaluation and building up further business and finance integration.

The FSSC is closely working with the finance department and reporting teams. It currently supports 49 projects under 26 entities with revenue over EUR 400M.

**GROUP INDICATOR**  
*See next page*

\* BU: Business Unit

# OUR MULTIFACETED PERFORMANCE - IN 2021 -



## REAL-TIME DATA REPORT TO IMPROVE COST-CONTROL

**ECONOMIC & FINANCIAL PERFORMANCE | INDIA BU\* | REVENUE GROWTH  
PROFITABILITY, RETURN ON CAPITAL EMPLOYED, INVESTMENT CAPACITY**

It was not easy to identify the cost and performance of processes in waste treatment and recovery due to the complex and interlinked treatment processes. Semi-finished or internally produced products being labelled at 'standard' or 'planned' costs, not mentioning source materials and/or actual prices, and variance analysis further complicated the situation.

Logic was therefore derived in-house and coded in the Enterprise Resource Planning (ERP) system to backtrack the semi-finished material and fetch the source material at respective price and quantity. The report also aimed to reveal the variance between actual and planned performance for the processing of semi-finished material and its related source material. Multiple processes and/or multiple time periods for a particular plant could be captured as well.

The real-time data report turned out to be of great help in speeding up critical decision-making for treatment processes and related utilities. It correctly matches the financial records of the company, is easy to read and understand, and clearly demonstrates a successful product across finance and technical aspects.

### GROUP INDICATOR

*Revenue growth  
Annual growth in published revenue*

**2021 Result: € 28.5 bn  
2023 Target: Annual target**

*Profitability  
Current net income - Group share*

**2021 Result: € 896 m  
2023 Target: € 1 billion**

*Return on capital employed  
ROCE after tax*

**2021 Result: 8.2%  
2023 Target: Annual target**

*Investment capacity. Free cash flow  
(before discretionary investment)*

**2021 Result: € 1,720 m  
2023 Target: Annual target**

\* BU: Business Unit

# OUR MULTIFACETED PERFORMANCE - IN 2021 -



## RESOURCERS' VOICES AND ACTIONS TO CLOSE THE GENDER GAP

HUMAN RESOURCES PERFORMANCE | JAPAN BU\* | DIVERSITY

At Veolia, we value diversity and equality. In countries with a significant gender gap, such as Japan, fostering diversity and inclusion culture in the workplace can require extra effort.

The management at Veolia Japan created the Diversity Promotion Committee with the intent of developing employee-based initiatives, such as the SUN+ SUN Project that aimed at 'a bright future for all' employees, and the TSUBAKI Network, where employees can connect with each other and discuss their career and work-life balance. Veolia Japan also collaborated with Veolia Mainland China on a crosstalk event, inviting four female leaders of different backgrounds to share their experiences on the ground with the next generation of women at Veolia and empower them to overcome the gender gap to build the careers they want.

These initiatives have given employees a voice in the company, and a way to better communicate to senior management to shape the company's more diverse and inclusive future.

### GROUP INDICATOR

Proportion of women appointed between 2020 and 2023 among the Group's Top 500 executives

**2021 Result: 30.4%**  
**2023 Target: 50%**  
from 2020 to 2023

\* BU: Business Unit

# OUR MULTIFACETED PERFORMANCE - IN 2021 -



## DELIVERING SUSTAINABLE PROCUREMENT TRAINING IN A FRESH APPROACH

**HUMAN RESOURCES PERFORMANCE** | MAINLAND CHINA & MACAU BU\* | **EMPLOYEE TRAINING & EMPLOYABILITY**

To work towards a more sustainable procurement, the Mainland China Procurement Department identified the need to further train managers on embracing Corporate Social Responsibility (CSR) in tenders and calculating CSR scores. When the department prepared the CSR questionnaire for its official launch, the challenge was to ensure that everyone could quickly and effectively understand the key points for implementation and drive successful outcomes.

A fun five-minute training video was produced to highlight the essence of sustainable purchasing, accompanied by a set of quizzes presenting different scenarios. Purchasing managers were required to review the procurement system and CSR fundamentals to pass.

With digital learning materials at hand, trainees were able to learn anytime and anywhere, with the learning progress and records available for the department to track easily.

### GROUP INDICATOR

*Average number of training hours per employee*

**2021 Result: 21 hours**

**2023 Target: 23 hours**

\* BU: Business Unit

# OUR MULTIFACETED PERFORMANCE - IN 2021 -



## V-TALKS: INSPIRE & CONNECT

HUMAN RESOURCES PERFORMANCE | ASIA | EMPLOYEE COMMITMENT

While much of our work in Veolia requires practical solutions, we also value the role of leadership and inspiration in the 'people' side of the business. Helping our employees learn and grow is one of Veolia's key priorities, to face the challenge during the pandemic that made work from home necessary and inevitably disconnected from each other.

Envisioned as a Veolia-specific TED Talk, the Asia Learning & Development Department initiates 'V-Talk'. It creates opportunity for people to 'CONNECT', allow senior leaders to INSPIRE the employees, and most importantly, EMPOWER every individual in Veolia.

V-talk is organised in hybrid format, where all employees in Asia can either attend in person or join the live stream sessions to get inspired by different leaders across the region on wide range of topics such as leadership, business, technology and innovation. It has, at the same time, served as a communication channel for major organisational changes.

V-Talk has been highly rated by employees and empowered managers to face challenges with a positive and confident attitude in this changing world. It also creates the excellent platform for leaders to engage and connect with a wide audience from different locations.

**GROUP INDICATOR**  
*Commitment rate of employees  
measured by an independent survey*

**2021 Result: 87%**  
**2023 Target: ≥80%**



# OUR MULTIFACETED PERFORMANCE - IN 2021 -



## WORK FOR A ZERO ACCIDENT FUTURE

HUMAN RESOURCES PERFORMANCE | MAINLAND CHINA & MACAU BU\* | SAFETY AT WORK

Employees' occupational health and safety is always a top priority for Veolia. The plant road, where forklifts and trucks often share space with pedestrians, has been an area of concern, as accidents can happen even when everyone is fully alert and cautious.

To make things safer for foot traffic in our plants, we decided to investigate anti-collision systems for our large vehicles. Our requirements were simple: a system that quickly alerts the driver to pedestrians in close proximity and applies the brakes. We began by reaching out to vendors in July 2020, and by mid-September, a prototype was producing valuable test feedback. By the end of October, suppliers were on-site to talk through equipment, solutions and services.

The result has presented a safer plant floor for everyone, with a system that not only alerts drivers to pedestrians and applies brakes, but also allows pedestrians to proactively tag their position and stay safe. It is currently being installed in plants and is already showing improved safety levels in operation areas.

### GROUP INDICATOR

*Lost time injury frequency rate*

**2021 Result: 6.65**

**2023 Target: 5**

\* BU: Business Unit

# OUR MULTIFACETED PERFORMANCE - IN 2021 -



## DOING WELL BY DOING GOOD

**SOCIAL PERFORMANCE** | MAINLAND CHINA & MACAU BU\* | JOB AND WEALTH CREATION IN THE TERRITORIES

Founded by Dr. Marcel Roux, the former vice-president and director of Médecins Sans Frontières (Doctors Without Borders) who was known as 'Madaifu (马大夫之家)' in Mainland China, the Children of Madaifu is an organisation that works with children from disadvantaged backgrounds in rural areas to provide them with care and education through a scholarship programme or local technical institute.

In 2020, Veolia Mainland China reached out to the NGO with positions for four to six new graduates, offering a stepping stone to success and, hopefully, a future career path. Two young graduates admitted in 2021 are now fully integrated with positions in Veolia, and four candidates will be joining us in the summer of 2022.

We are proud to help Madaifu in its mission to provide aid with dignity, and to help these and future young graduates on their start in a new profession.

### GROUP INDICATOR

*Socio-economic footprint of Veolia's activities in the countries where the Group operates, with regard to direct and indirect jobs supported and wealth created*

**2021 Result: 1,033,623**  
jobs supported  
and **€ 49 bn** of wealth created

**2023 Target:**  
annual assessment of impacts globally and by  
geography in at least **45 countries**

\* BU: Business Unit

# OUR MULTIFACETED PERFORMANCE - IN 2021 -



## HELP THE COMMUNITIES, HELP THE CHILDREN

**SOCIAL PERFORMANCE** | SOUTH EAST ASIA BU\* | ETHICS AND COMPLIANCE

Ensuring compliance in our supply chain is one of Veolia's core values. In Indonesia, Veolia operates the country's largest plastic recycling facility. Besides contributing to the area's circular economy development, we also take on the responsibility to reducing the risks of child labour, forced labour and discriminatory labour in the region.

Together with Danone Aqua and local NGO, YPCII and Jarak, we worked out a holistic approach to uplift the community as a whole so as to tackle this pressing local social issue. Our actions included deployment of training, monitoring and assessment protocols within our supply chain, formulation of remediation plans, and launch of programmes to empower workers for a better livelihood.

For its commitment and contributions to this cause, Veolia Indonesia was awarded by the Republic of Indonesia's Ministry of Women Empowerment and Child Protection.

### GROUP INDICATOR

Percentage of positive answers to the commitment survey question:  
'Are Veolia's values and ethics applied in my entity?'

**2021 Result: 84%**

**2023 Target: ≥ 80%**  
of all respondents

\* BU: Business Unit

# OUR MULTIFACETED PERFORMANCE - IN 2021 -



## WINNING HEARTS AND MINDS WITH OUR WATER FRIENDS

**SOCIAL PERFORMANCE** | INDIA BU\* | ACCESS TO ESSENTIAL SERVICES  
(WATER SANITATION)

Clean water is a fundamental human need, and Veolia is proud to provide it to communities around the world. Veolia's Orange City Water (OCW) was the first water project in India implemented in the Public-Private Partnership (PPP) model, with the goal of making Nagpur the first Indian city with a fully pressurised 24/7 drinking water supply system. However, there were misconceptions about the project being a privatisation of the water supply, which led to strong resistance from the people and elected public representatives.

OCW's Social Welfare Team realised that the best people to convince the community of our good intentions were people from the community itself. Thus, the 'Water Friends' were born – a group of influential locals who acted as ambassadors to promote and explain the benefits of the project and dispel misinformation.

By lending us their reputation and impact, these 'Water Friends' helped us build the trust we needed to benefit the whole city.

### GROUP INDICATOR

*Number of inhabitants benefiting from inclusive measures to access water or sanitation services under Veolia contracts*


**2021 Result: 6.71m**

**2023 Target: + 12%**  
(vs. 2019 at constant scope)


\* BU: Business Unit

# OUR MULTIFACETED PERFORMANCE - IN 2021 -

## GROUP DATA SUMMARY

INDICATOR	2019 (Baseline)	2020 (Results)	2021 (Results)	 TARGET FOR 2023
<b>ENVIRONMENTAL</b>				
<b>COMBATING CLIMATE CHANGE</b> Reduction in GHG emissions: progress with the investment plan to eliminate coal in Europe by 2030	na	8.1 %	17 %	<b>30 %</b>
Avoided emissions: annual contribution to avoided GHG emissions (assessed with regard to a reference scenario)	12.1 Mt CO <sub>2</sub> eq.	12.5 Mt CO <sub>2</sub> eq.	11.4 Mt CO <sub>2</sub> eq.	<b>15 Mt CO<sub>2</sub> eq.</b>
<b>CIRCULAR ECONOMY PLASTIC RECYCLING</b> Volume of transformed plastic, in metric tons of products leaving plastic transformation plants	350 kt	391 kt	476 kt	<b>610 Kt</b>
<b>PROTECTION OF ENVIRONMENTS &amp; BIODIVERSITY</b> Rate of progress with action plans aimed at improving the impact on the natural environment and biodiversity at sensitive sites	na	1.7 %	30 %	<b>75 %</b>
<b>SUSTAINABLE MANAGEMENT OF WATER RESOURCES</b> Efficiency of drinking water networks (Volume of drinking water consumed / Volume of drinking water produced) (cities > 50.000 inhab)	72.5 %	73.4 %	75.6 %	<b>&gt;75 %</b>
<b>COMMERCIAL</b>				
<b>HAZARDOUS WASTE TREATMENT AND RECOVERY</b> Consolidated revenue of the "Liquid and hazardous waste treatment and recovery" segment	€ 2.56 bn	€ 2.53 bn	€ 3.06 bn	<b>&gt;€ 4 bn</b>
<b>DEPLOYMENT OF INNOVATIVE SOLUTIONS</b> Number of innovations included in at least 10 contracts signed by the Group	na	2 contracts	6 contracts	<b>12 contracts</b>
<b>CUSTOMER AND CONSUMER SATISFACTION</b> Customer satisfaction rate calculated using the Net Promoter Score methodology (revenue covered; score)	na na	57 % Score 41	72 % Score 43	<b>75 %</b> <b>Score &gt;30</b>

# OUR MULTIFACETED PERFORMANCE - IN 2021 -

INDICATOR	2019 (Baseline)	2020 (Results)	2021 (Results)	 TARGET FOR 2023
<b>ECONOMIC &amp; FINANCIAL</b>				
<b>REVENUE GROWTH</b> Annual growth in published revenue	€ 27.2 bn	€ 26.0 bn	€ 28.5 bn	Annual target
<b>PROFITABILITY</b> Current net income - Group share	€ 760 m	€ 415 m	€ 896 m	€ 1 bn
<b>RETURN ON CAPITAL EMPLOYED</b> ROCE after tax	8.4 %	6.4 %	8.2 %	Annual target
<b>INVESTMENT CAPACITY</b> Free cash flow (before discretionary investment)	€ 1,230 m	€ 942 m	€ 1,720 m	Annual target
<b>HUMAN RESOURCES</b>				
<b>DIVERSITY</b> Proportion of women appointed between 2020 and 2023 among the Group's Top 500 executives	na	28.3 %	30.4 %	50 %
<b>EMPLOYEE TRAINING AND EMPLOYABILITY</b> Average number of training hours per employee	18 hours	17 hours	21 hours	23 hours
<b>EMPLOYEE COMMITMENT</b> Commitment rate of employees measured by an independent survey	84 %	87 %	87 %	≥ 80 %
<b>SAFETY AT WORK</b> Lost time injury frequency rate	8.12	6.6	6.65	5
<b>SOCIAL</b>				
<b>JOB AND WEALTH CREATION IN THE TERRITORIES</b> Socio-economic footprint of Veolia's activities in the countries where the Group operates, with regard to direct and indirect jobs supported and wealth created	na	1,105,388 jobs	1,033,623 jobs	annual assessment of impacts globally and by geography in at least 45 countries
	na	€ 51 bn	€ 49 bn	
<b>ETHICS AND COMPLIANCE</b> Percentage of positive answers to the commitment survey question: "Are Veolia's values and ethics applied in my entity?"	na	83 %	84 %	≥ 80 %
<b>ACCESS TO ESSENTIAL SERVICES (WATER &amp; SANITATION)</b> Number of inhabitants benefiting from inclusive measures to access water or sanitation services under Veolia contracts	5.71 m inhabitants	6.12 m inhabitants	6.71 m inhabitants	+12 % (vs. 2019 at constant scope)



**Ecological transformation, that is our purpose.**



# Resourcing the world

**Veolia Asia**

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