

A photograph of children playing in a water fountain at a park. The fountain has several vertical jets of water. In the foreground, a girl in a blue tank top is running through the water. To her right, a girl in a floral tank top and a boy in an orange shirt are standing. The background is filled with lush green trees and a clear sky. The image is framed by a textured, light brown border.

KEY DATA

2019

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OUR 3 BUSINESSES



Water

98 million
people supplied
with drinking water

67 million
people connected to
wastewater systems

3,548
drinking water
production plants
managed

2,835
wastewater
treatment plants
managed



Waste

42 million
people
provided with
collection services
on behalf
of municipalities

50 million
metric tons
of treated waste

519,046
business
clients

675 waste
processing
facilities operated



Energy

41 million MWh
produced

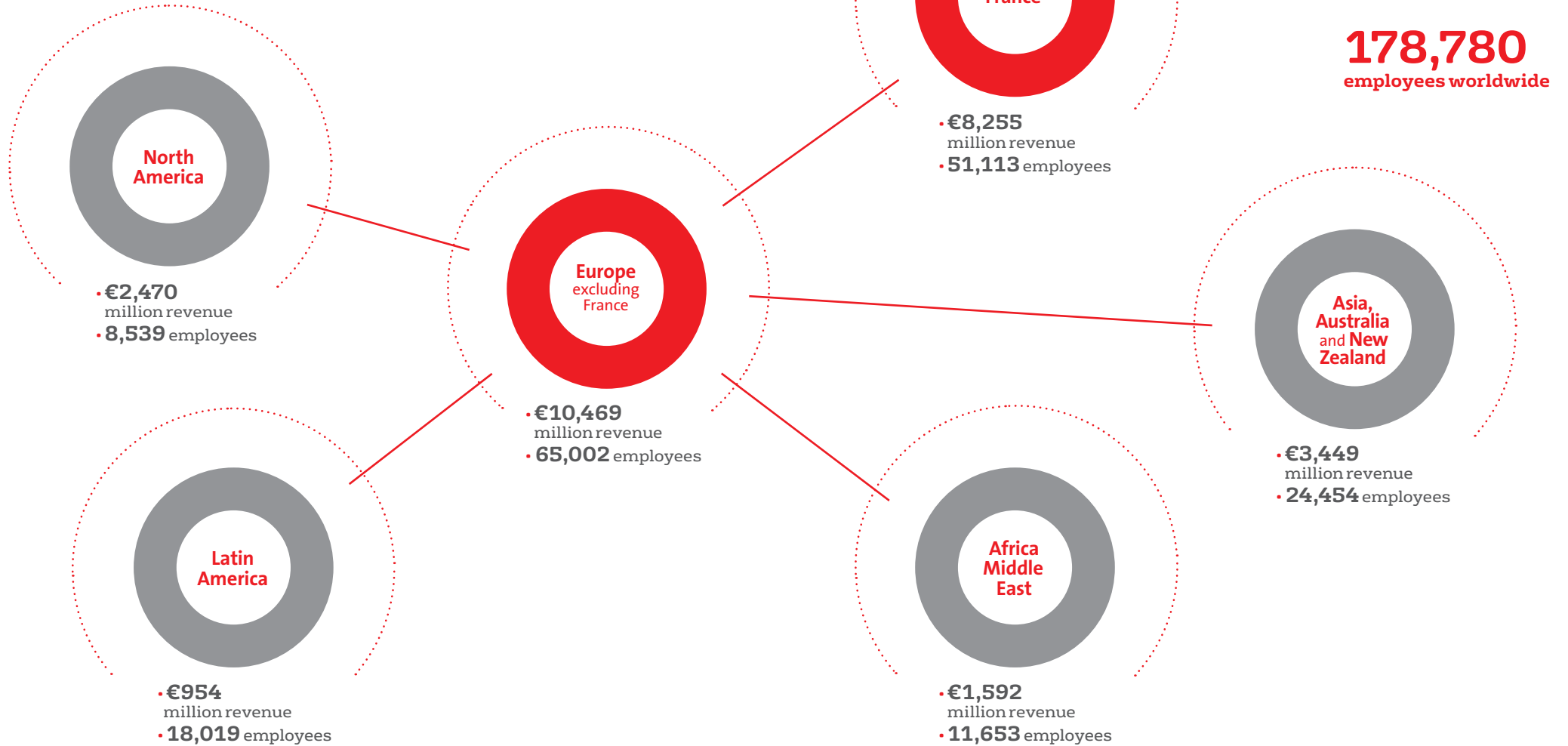
45,097
thermal
installations
managed

2,357
industrial sites
managed

591 heating and
cooling networks
managed

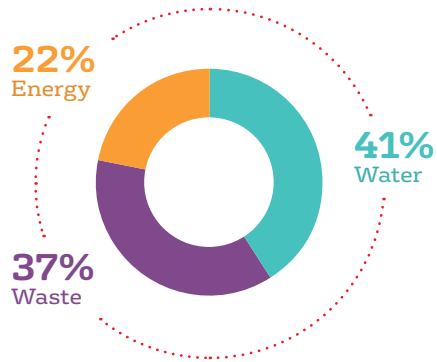
OUR WORLDWIDE PRESENCE

BREAKDOWN OF REVENUE AND EMPLOYEES BY GEOGRAPHICAL AREA

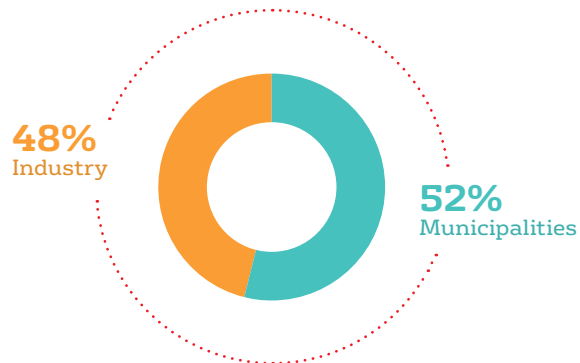


OUR BUSINESSES

Breakdown of revenue by business line



Breakdown of the Group's customers



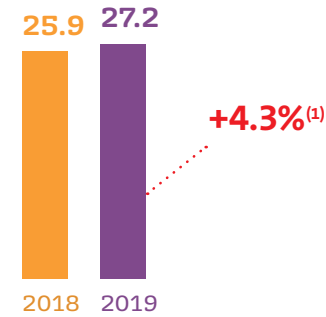
Breakdown of the workforce by activity



Results, performances and progress⁽²⁾

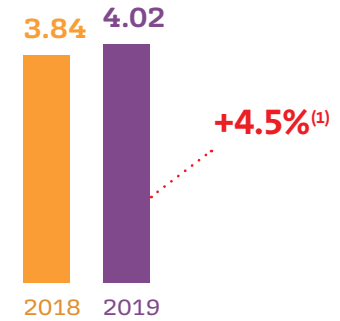
CHANGE IN REVENUE

(in € billions)



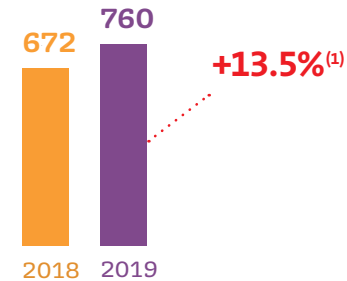
EBITDA⁽³⁾

(in € billions)



CURRENT NET INCOME ATTRIBUTABLE TO OWNERS OF THE COMPANY⁽³⁾

(in € millions)



POST-TAX ROCE

8.8% 9.0%



(1) At constant exchange rate.
 (2) See chapter 3, section 3.10.3 "Definitions below" in the 2019 Universal Registration Document.
 (3) Including impacts of IFRIC 12 and IFRS 16.

EXTRA-FINANCIAL PERFORMANCES

ENVIRONMENTAL DATA



CSR COMMITMENT

**Sustainably manage natural resources
by encouraging the circular economy**

2020 target
generate more
€3.8 billion
in revenue linked
to the circular economy



2019 result
€5.2 billion
in revenue linked
to the circular economy

DRINKING WATER MANAGEMENT

75.4%
Efficiency of drinking
water distribution
networks serving over
50,000 people (pro forma
2016-2018)

6 million
smart meters
deployed

80%
of consumers benefit
from a progressive
water rate

CIRCULAR ECONOMY: RECYCLING AND RECOVERY

**Volume of water reused
from collected and treated
wastewater**
(in million m³) - (water and waste
activities)



70.6%
of treated waste recovered
as matter or energy

**169,530
metric tons**
of materials recovered from
dismantling operations

63%
of combustion residues
recovered (incineration
and energy business)

69%
of sewage sludge recovered

1,580 kt
of alternative fuels produced
from treated waste



CSR COMMITMENT

Contribute to combating climate change

2020 target

Achieve

100 million metric tons
of CO₂ eq. of reduced emissions and

50 million metric tons
of CO₂ eq. of avoided emissions, over the 2015-2020 period.



2019 result

Reduced emissions:

78.2 million metric tons
of CO₂ eq. of reduced emissions since 2015



60.7% Methane emissions avoided by landfill centers

19% Use of alternative and renewable energy

10% Cogeneration

7% Other (energy self-consumed by facilities, biogas production, integrated energy management)

3% Heat and power efficiency

Avoided emissions:

33.2 million metric tons
of CO₂ eq. of avoided emissions since 2015



55% Energy recovery from waste and sludge

45% Materials recovery from waste

2020 target

Capture over

60%
of methane from managed landfills



2019 result

60.7%
of methane captured

ENERGY PERFORMANCE

18.6 million MWh

of renewable and alternative energy produced, equivalent to **36%** of the Group's total energy production

87%

Energy efficiency of heating networks delivering more than 100 GWh/year

758 kWh/t

Energy production from municipal waste incinerators

6,416 GWh

of primary energy saved thanks to cogeneration (heat production and distribution installations producing over 100 GWh/year)

349 Wh/m³

Electricity used to treat wastewater in treatment plants with a greater than 100,000 population equivalent capacity



CSR COMMITMENT

Conserve and restore biodiversity

2020 target

Carry out a diagnosis and deploy an action plan in

100%
of sites with significant biodiversity issues



2019 result

Diagnosis and action plan in

71%
of the sites identified

83 sites

have a partnership with a local nature conservation association

230 sites

have introduced ecological management



CSR COMMITMENT

Steering environmental performance

2020 target

Deploy our internal environmental management system in

100%
of our operational activities



2019 result

90%
of the Group's operational revenue covered

68%

of revenue is covered by ISO 14001 certification for environmental management

SOCIAL DATA

BREAKDOWN OF THE WORKFORCE

By socio-professional category

54% Manual workers/operatives
21% Line managers/technical
13% Office workers
12% Executives

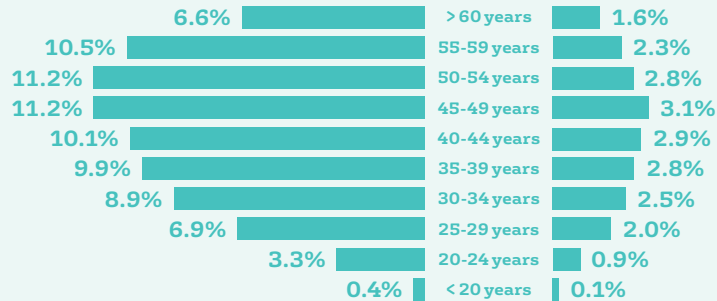


93% of employees have a permanent contract

By gender and age

141,044 men (79%)

37,736 women (21%)



44 years Average age of the workforce

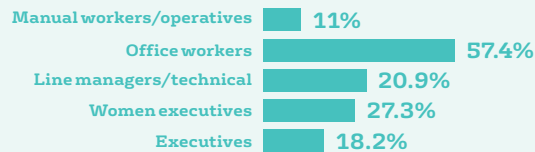
21% of employees are over the age of 55

14% of employees are under the age of 30

WOMEN IN THE GROUP WORKFORCE AND IMPROVEMENT

By socio-professional category

21% women in 2019



45% of women on the Board of Directors

CSR COMMITMENT Guarantee a safe and healthy work environment

2020 target

Achieve an injury frequency rate of less than or equal to

6.5

2019 result

Frequency rate of workplace injury:

8.12

as against 8.47 in 2018 (7.43 excluding the Sala Group incorporated in 2019)

CHANGE IN WORKPLACE INJURY FREQUENCY AND SEVERITY RATES

0.45

Severity rate of workplace injury (0.47 in 2018)

Almost 60%

of employees benefited from at least one health and safety training session (59% in 2018)

Frequency rate: number of lost time workplace injury per million hours worked.

Severity rate: number of days lost as a result of workplace injury per thousand hours worked.



CSR COMMITMENT

Encourage each employee's professional development and commitment

2020 target

Deliver training to over **75%** of employees annually



2019 result

80% of employees attended at least one training in the year

18 hours

of training on average per employee per year

2020 target

Maintain the manager commitment rate at over **80%**



2019 result

The "Voice of resourcers" commitment survey rolled out in 2019

92%

Manager commitment rate

In 2019, extension of the interview sample to **80,000 employees** for this survey

Overall commitment rate of **84%**



CSR COMMITMENT

Guarantee that diversity and fundamental human and social rights are respected within the company

2020 target

Ensure over **95%** of employees have access to a social dialogue mechanism



2019 result

Social dialog body coverage rate: **88%**

over 1,200 agreements signed in 2019

BREAKDOWN OF AGREEMENTS SIGNED BY TOPIC

32.9%
Remuneration and social benefits

12.6%
Health, safety and working conditions

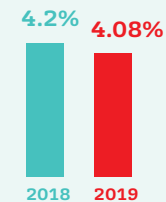
7.5%
Other agreements

27.3%
Organization and working time

14%
Social dialogue

5.7%
Skills development

ABSENTEEISM RATE (EXCLUDING MATERNITY AND PATERNITY LEAVE)



SOCIETAL DATA



CSR COMMITMENT

Build new models for relations and value creation with our stakeholders

2020 target

Have established a major partnership based on creating shared value in every business zone and growth segment



2019 result

11/11
11/11 business zones and 6/7 growth segments covered



CSR COMMITMENT

Contribute to local development and attractiveness

2020 target

Maintain expenditure reinvested in the regions above

80%



2019 result

Spending reinvested in the regions:
86.3%
(average calculated over the main geographic zones representing 74.3% of Group revenue)

922,122

supported jobs in 2018 in France (direct, indirect and induced jobs)

71%

of Veolia's active contract portfolio includes a sustainable development clause

€10.4 million

is spent on purchases in the sheltered and supported employment sector in France

61%

of strategic suppliers since 2016



CSR COMMITMENT

Supply and maintain services crucial to health and human development

2020 target

Contribute to the United Nations Sustainable Development Goals in the same way as we contributed to the Millennium Development Goals



2019 result

10.7 million

people given access to drinking water and

4.5 million

to sanitation in countries with an access deficit since 2000

39

new projects supported by the Veolia Foundation in 2019 spending €2.170 million

99.8%

Bacteriological compliance rate and

99.7%

physicochemical compliance rate

Veolia Communications Department – April 2020.
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