

KEY DATA 2020

THE BENCHMARK COMPANY
FOR THE

ECOLOGICAL TRANSFORMATION



OUR 3 BUSINESSES

OUR 3 BUSINESSES
page 1

OUR WORLDWIDE
PRESENCE
page 2

OUR BUSINESSES
page 4

EXTRA-FINANCIAL
PERFORMANCES
page 6

SUSTAINABLE DEVELOPMENT
STRATEGY 2015-2020
page 8

ENVIRONMENTAL DATA
page 9

SOCIETAL DATA
page 11

SOCIAL DATA
page 13

IMPACT 2023
STRATEGIC PLAN
Page 17



95

MILLION PEOPLE
supplied with safe drinking water

62

MILLION PEOPLE
connected to wastewater systems

3,362

DRINKING WATER PRODUCTION
plants managed

2,737

WASTEWATER TREATMENT
plants managed



40

MILLION PEOPLE
provided with collection
services on behalf
of municipalities

47

MILLION METRIC TONS
of treated waste

464,948

BUSINESS
clients

685

WASTE PROCESSING FACILITIES
operated



43

MILLION MWH
produced

45,806

THERMAL INSTALLATIONS
managed

2,137

INDUSTRIAL SITES
managed

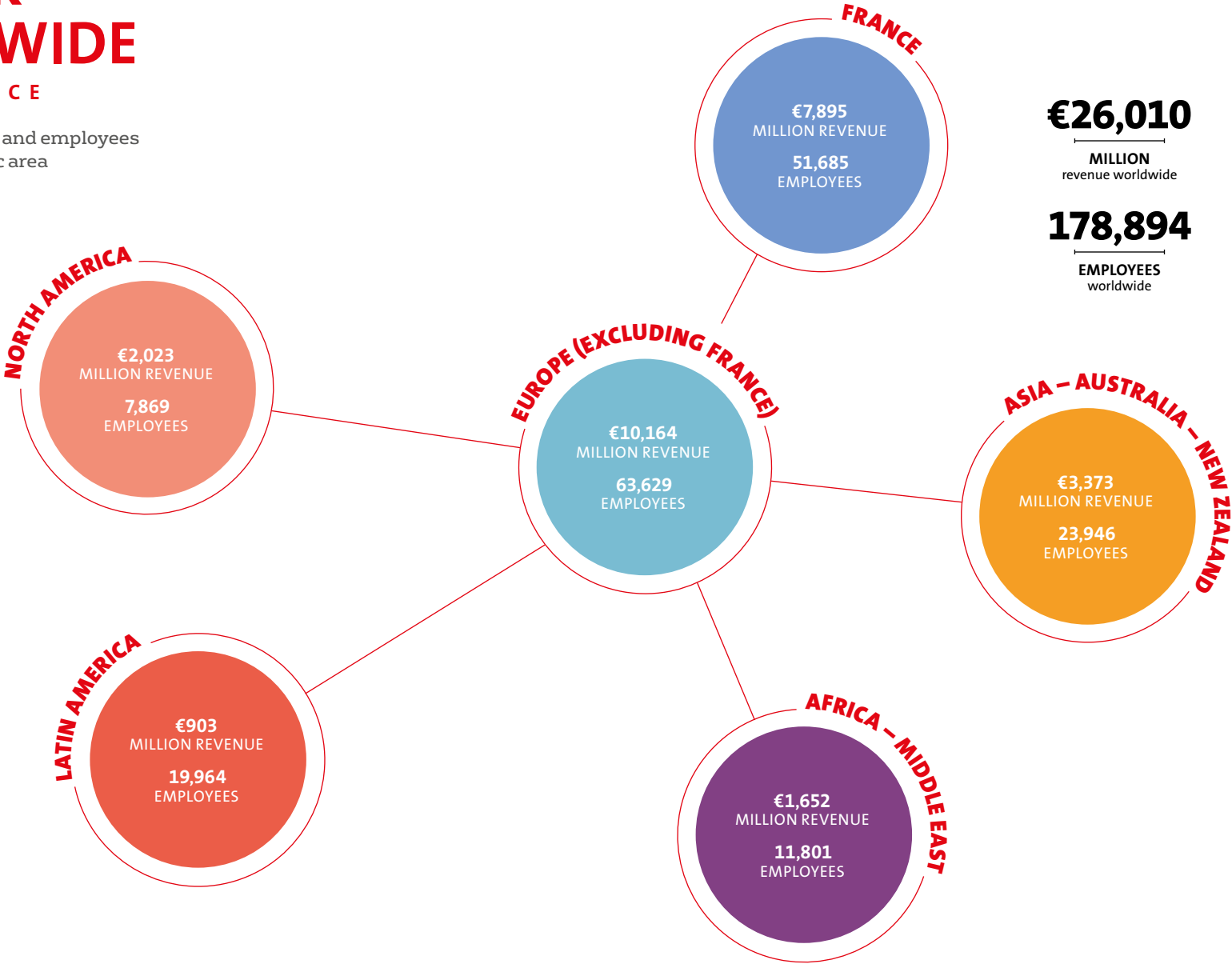
611

HEATING AND
COOLING NETWORKS
managed

OUR WORLDWIDE

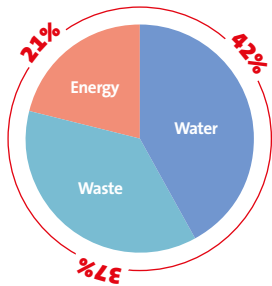
P R E S E N C E

Breakdown of revenues and employees
by geographic area

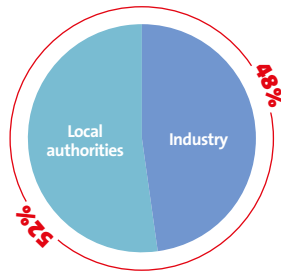


OUR BUSINESSES

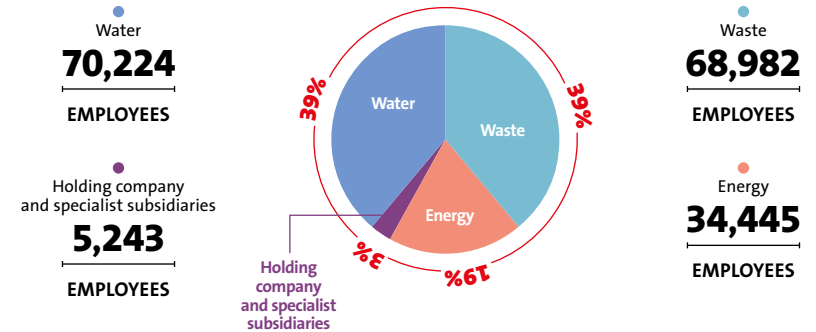
BREAKDOWN OF REVENUE BY BUSINESS LINE



BREAKDOWN OF THE GROUP'S CUSTOMERS

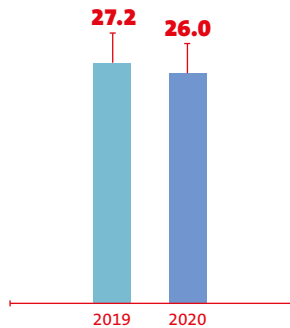


BREAKDOWN OF THE WORKFORCE BY ACTIVITY

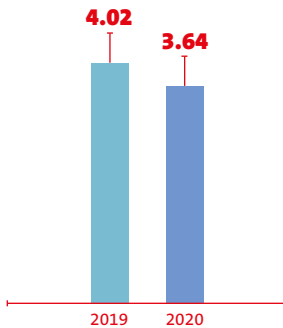


RESULTS, PERFORMANCES AND PROGRESS⁽¹⁾

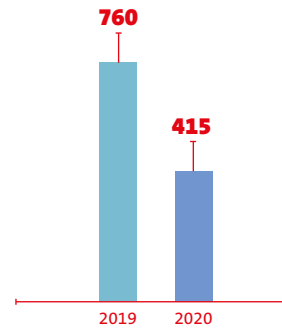
Change in revenue (in € billions)



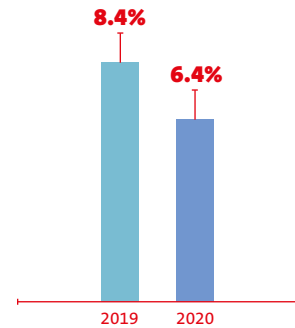
EBITDA (in € billions)⁽²⁾



Current net income attributable to owners of the company (in € millions)⁽²⁾



Post-tax ROCE⁽²⁾



(1) See chapter 5, section 5.5.8 "Definitions infra", in the Veolia 2020 URD.
(2) Including impacts of IFRIC 12 and IFRS 16.



EXTRA-FINANCIAL PERFOR- MANCES

SUSTAINABLE DEVELOPMENT STRATEGY

2015 - 2020

As part of its "Resourcing the world" mission, in 2015 Veolia reaffirmed its sustainable development strategy based on 9 CSR commitments.

Environmental performance resourcing the planet



Sustainably manage natural resources by encouraging the circular economy

2020 TARGET

Generate more than €3.8 billion in revenue in the circular economy



Contribute to combating climate change

2020 TARGETS

Achieve 100 million metric tons of CO₂ equivalent of reduced emissions and 50 million metric tons of CO₂ equivalent of avoided emissions, over the 2015-2020 period

Capture over 60% of methane from managed landfills



Protect and restore biodiversity

2020 TARGET

Carry out a diagnosis and deploy an action plan at 100% of sites with significant biodiversity issues

Societal performance resourcing the regions



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



Contribute to local development and appeal

2020 TARGET

Maintain expenditure reinvested in the regions above 80%



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

Social performance Veolia's people



Guarantee a safe and healthy work environment

2020 TARGET

Achieve a workplace injury frequency rate of less than or equal to 6.5



Encourage each employee's professional development and commitment

2020 TARGETS

Deliver training to over 75% of employees annually

Maintain the manager commitment rate at over 80%



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

Sustainably manage natural resources by encouraging the circular economy

2020 TARGET

Generate more than

€3.8

BILLION in revenue in the circular economy

2020 RESULT

€5.2

BILLION in circular economy-related revenues

Manage water resources sustainably

73.4%

Yield rate of drinking water networks (volume of drinking water consumed/volume of drinking water produced) serving more than 50,000 inhabitants

6.35

million smart meters solutions

72%

Proportion of consumers with a sliding scale tariff

17%

Material recovery rate for treated waste

70%

Recovery rate for combustion residues from the Energy business (bottom ash, clinker)

30%

Energy recovery rate for treated waste

70%

Recovery rate for sludge from wastewater treatment

94%

Recovery rate for bottom ash, residues from waste incineration

Volume of water reused from collected and treated water (in million m³) (water and waste business)

347
in 2020

ENVIRONMENTAL DATA



Contribute to combating climate change

2020 TARGETS

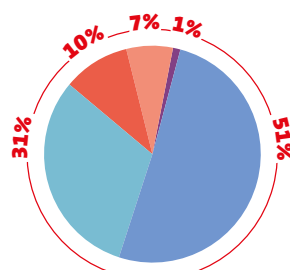
Achieve **100**
MILLION
METRIC TONS
of CO₂ equivalent
of reduced
emissions over
the 2015-2020
period

Achieve **50**
MILLION
METRIC TONS
of CO₂ equivalent
of avoided
emissions over
the 2015-2020
period

2020 RESULTS

93
MILLION
METRIC TONS
of CO₂ equivalent
of reduced
emissions

42.3
MILLION
METRIC TONS
of CO₂ equivalent
of avoided
emissions



- Use of renewable and alternative energies
- Cogeneration
- Other (self-consumption by facilities, anaerobic digestion, integrated energy management)
- Energy and electricity efficiency
- Methane emissions avoided by landfills

2020 TARGET

Capture over
60%
OF METHANE
from managed
landfills

2020 RESULT

65.9%
OF METHANE
captured

Energy performance

19.1
million MWh of
renewable and
recovered energy

87%
Energy efficiency
of heating networks
delivering
over 100 GWh/year

711
kWh/t energy production
by municipal waste
incinerators

6,554
GWh of primary
energy saved
through cogeneration
(heat production
and distribution
facilities delivering
over 100 GWh/year)

330
Wh/m³ of electricity
consumed for
wastewater treatment
by wastewater treatment
plants with a capacity
of more than
100,000 population
equivalents



Protect and restore biodiversity

2020 TARGET

Have carried out a diagnosis
and deployed an action plan in
100%
OF SITES
with significant biodiversity issues

2020 RESULT

Diagnosis and action plan in
73%
OF THE SITES IDENTIFIED

Steering environmental performance

2020 TARGET

Deploy our internal environmental
management system in
100%
OF OUR OPERATIONAL
ACTIVITIES

2020 RESULT

94.9%
OF THE GROUP'S
REVENUE COVERED

SOCIETAL DATA



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

2020 RESULT

11/11
BUSINESS ZONES
and 7/7 growth segments covered

SOCIETAL DATA



Contribute to local development and appeal

2020 TARGET

Maintain
80%

EXPENDITURE REINVESTED
in the regions

2020 RESULT

87.3%

SPENDING REINVESTED
IN THE REGIONS
(average calculated
over the main geographic
zones representing 74.3%
of Group revenue)

**Socio-economic
impact of Veolia's
activities in
the countries where
it operates, in terms
of direct or indirect
jobs supported
and wealth created**

1,105,388
jobs supported

€51
billion added
value generated

€7.7 million
Spending on purchases
in the protected
and sheltered sector

76%
Proportion of contracts
that include sustainable
development clauses

70%
Proportion of strategic
suppliers evaluated over
the last three years



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

2020 RESULT

11.3

MILLION
people given access
to drinking water
in 2020

4.6

MILLION
with new access
to sanitation

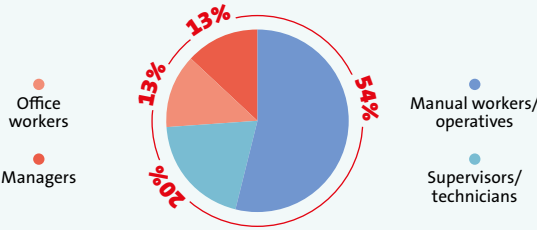
41
new projects
supported by
the Veolia Foundation
in 2020 for a total
of €1,312,471 million

99.8%
Bacteriological
and physicochemical
compliance rate (respectively
for bacteriological
and physicochemical
parameters)

SOCIAL DATA

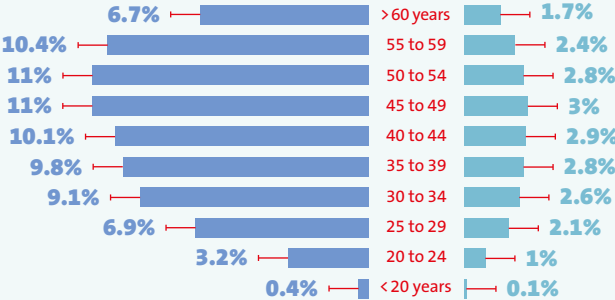
Breakdown of the workforce

BY SOCIO-PROFESSIONAL CATEGORY



BY GENDER AND AGE GROUP

140,650 men (78.6%)
38,244 women (21.4%)



93%
of employees
have permanent
contracts

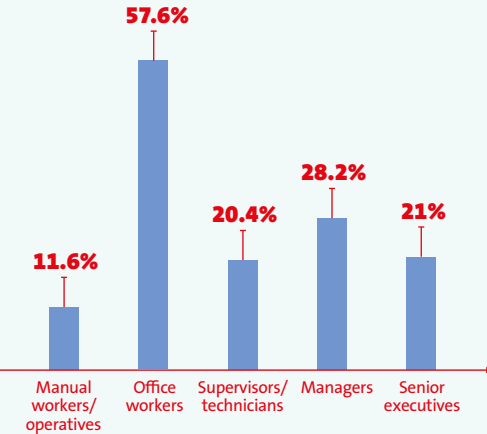
21%
of employees
are over 55

14%
of employees
are under 30

S O C I A L
D A T A

Women in the group
workforce and change

BY SOCIO-PROFESSIONAL CATEGORY



21.4%
women in 2020

45%
women on the Board
of Directors



Guarantee
a safe and
healthy work
environment

2020 TARGET

ACHIEVE A WORKPLACE
injury frequency rate
of less than or equal

6.5

2020 RESULT

6.6

FREQUENCY RATE
of workplace injury
(against 8.12 in 2019)

Change
in workplace
injury frequency
and severity rates

0.43

Severity rate
of workplace injury
(0.45 in 2019)

Almost
67%
of employees benefited
from at least one health
and safety training session
(60% in 2019)

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



Encourage
each employee's
professional
development
and commitment

2020 TARGET

Maintain over

80%

THE MANAGER
commitment rate

2020 RESULT

94%

MANAGER
COMMITMENT RATE
(the "Voice of Resources"
commitment survey
rolled out in 2020)

In 2020,
extension of
the interview sample to
+80,000
employees for
this survey

87%
Overall commitment rate
(84% in 2019)

2020 TARGET

Deliver training to over

75%

OF EMPLOYEES
ANNUALLY

2020 RESULT

82%

OF EMPLOYEES
attended at least one
training in the year

17
hours of training
on average per
employee per year

SOCIAL
DATA



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

2020 TARGET

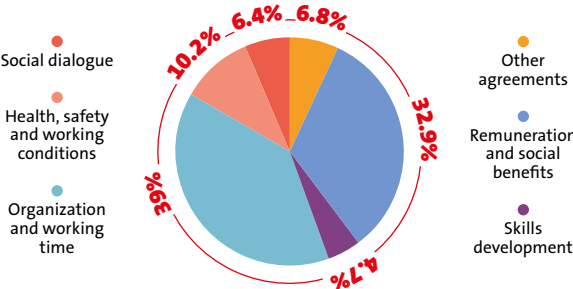
Ensure over
95%
OF EMPLOYEES
have access to a social
dialogue mechanism

2020 RESULT

86%
SOCIAL DIALOGUE
body coverage rate

Almost
1,400
agreements signed in 2020

Breakdown of agreements
signed by topic



Absenteeism rate
(excluding maternity
and paternity leave)

4.08%
in 2019

4.54%
in 2020

STRATEGIC PLAN
2023 IMPACT

In this plan, and in line with its purpose, Veolia seeks to have more impact on all its stakeholders through 18 indicators that measure its multifaceted performance



1. Our stakeholders 2. Our performance 3. Our commitments 4. Our goals

OBJECTIVES AND ASSOCIATED INDICATORS	2019 BASELINE	2020 RESULTS	2023 TARGET
Economic and financial performance			
● Revenue growth Annual growth in published revenue	€27.2 billion	€26.0 billion	Annual target
● Profitability of activities Current net income – Group share	€760 million	€415 million	€1 billion
● Return on capital employed Post-tax ROCE (with IFRS 16)	8.4%	6.4%	Annual target
● Investment capacity Free cash flow (before discretionary investment)	€1,230 million	€942 million	Annual target
Human resources performance			
● Employee commitment Commitment rate of employees measured by an independent survey	84%	87%	≥ 80%
● Workplace safety Lost time injury frequency rate	8.12	6.6	5
● Employee training and employability Average number of training hours per employee per year	18 h	17 h	23 h
● Diversity Proportion of women appointed between 2020 and 2023 among the Group's Top 500 executives	Not applicable	28.3%	50%
Environmental performance			
● Combating climate change • Reduction in GHG emissions: progress with the investment plan to eliminate coal in Europe by 2030	Not applicable	8.1% of total achieved investment	30% of investment to be achieved ⁽¹⁾
• Avoided emissions: annual contribution to avoided GHG emissions (assessed with regard to a reference scenario)	12 million metric tons of CO ₂ eq.	12.8 million metric tons of CO ₂ eq.	15 million metric tons of CO ₂ eq.
● Circular economy: plastic recycling Volume of transformed plastic, in metric tons of products leaving plastic transformation plants	350 thousand metric tons	391 thousand metric tons	610 thousand metric tons
● Protecting natural environments and biodiversity Rate of progress with action plans aimed at improving the impact on the natural environment and biodiversity on sensitive sites	Not applicable	1.6%	75%
● Sustainable management of water resources Efficiency of drinking water networks ⁽²⁾ (volume of drinking water consumed/volume of drinking water produced)	72.5%	73.4%	> 75%

OBJECTIVES AND ASSOCIATED INDICATORS	2019 BASELINE	2020 RESULTS	2023 TARGET
Customer satisfaction performance			
● Customer and consumer satisfaction Customer satisfaction rate calculated using the Net Promoter Score methodology	Not applicable	NPS = 41 with 57% of the revenue covered	NPS > 30 with 75% of the revenue covered
● Development of innovative solutions Number of innovations included in at least 10 contracts signed by the Group	Not applicable	2	12
● Hazardous waste treatment and recovery Consolidated revenue of the "Liquid and hazardous waste treatment and recovery" segment	€2.56 billion	€2.53 billion	> €4 billion
Social performance			
● Job and wealth creation in the regions 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	Not applicable	1,105,388 jobs supported and €51 billion of added value created	Annual assessment from 2020 of Veolia's impact in 45 countries
● Ethics and compliance Percentage of positive answers to the commitment survey question "Are Veolia's values and ethics applied in my entity?"	92% of Top 5,000	95% of Top 5,000	≥ 80% on all respondents
● Access to essential services (water and sanitation) Number of inhabitants benefiting from inclusive solutions to access water or sanitation services under Veolia contracts	5.78 million inhabitants	6.12 million inhabitants (+7%)	+ 12% at constant scope

(1) The cumulative amount since 2019 of investments in new forms of energy to eliminate coal in Europe by 2030 has been estimated at €1.2 billion.

(2) For networks serving over 50,000 inhabitants. At constant perimeter.

Veolia Communications Department – April 2021.

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Resourcing the world

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