

**THE GLOBAL  
CHAMPION OF**

**ECOLOGICAL**

**TRANSFORMATION**



KEY DATA 2021-2022



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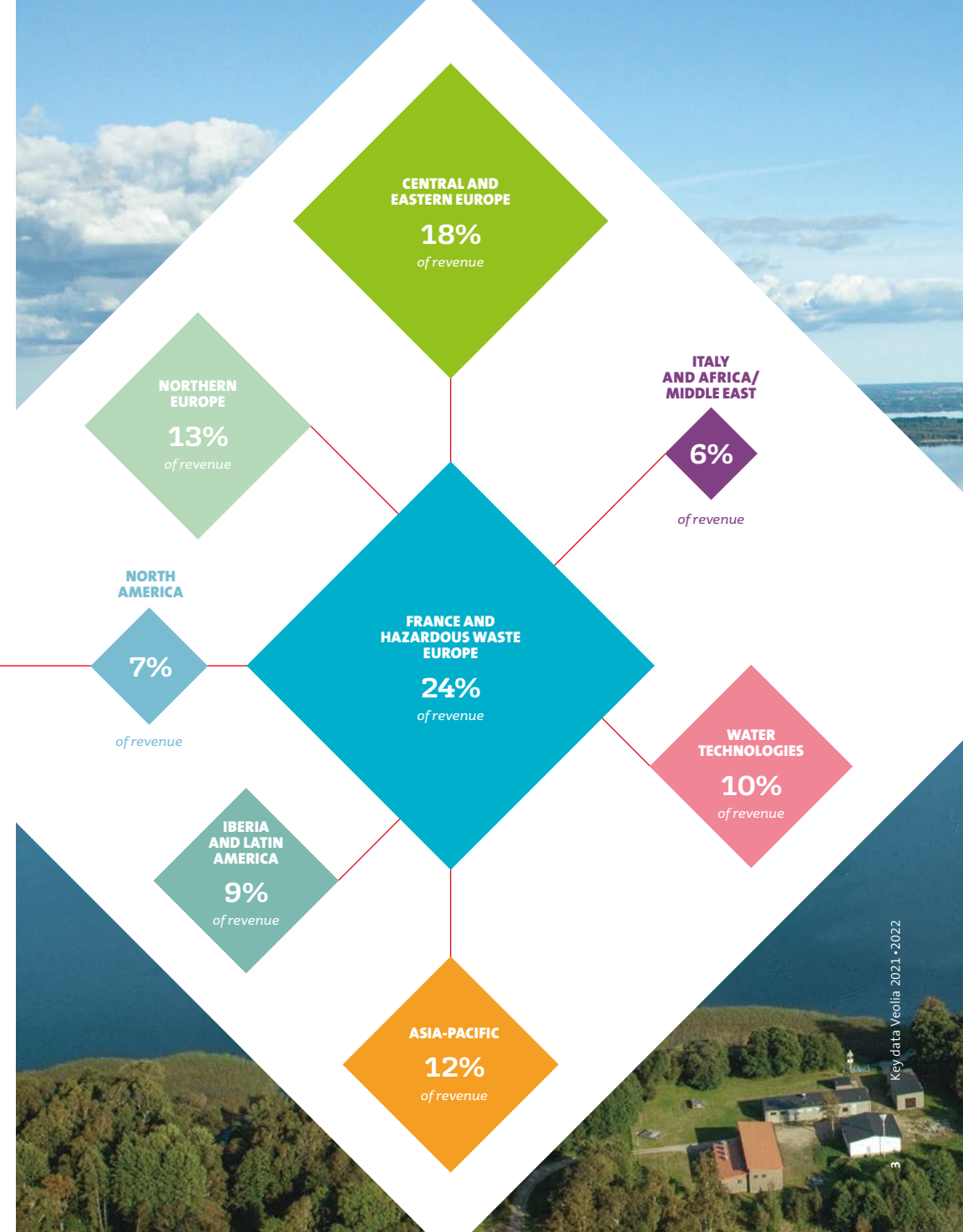
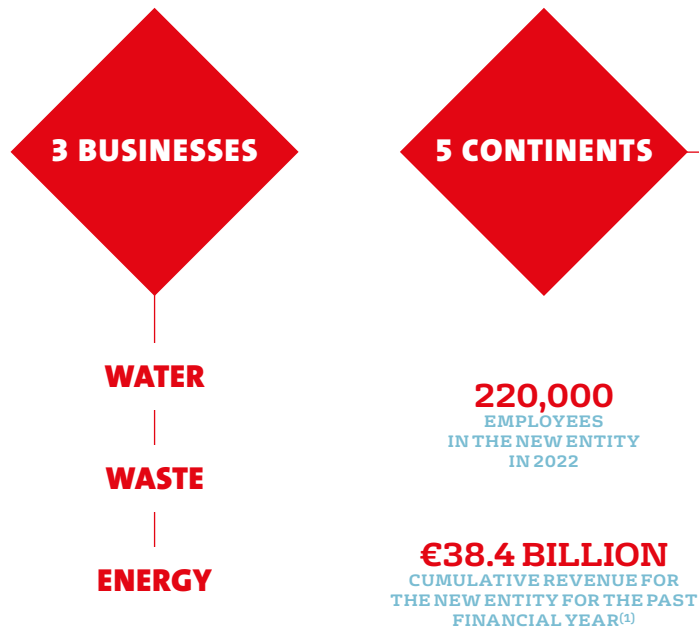
**MULTIFACETED PERFORMANCE,  
AIMING FOR BALANCE**

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# VEOLIA IN 2022

## AN EXPANDED INTERNATIONAL FOOTPRINT

With a broader international footprint, Veolia is changing scale to become the global champion of ecological transformation to help regions and companies.

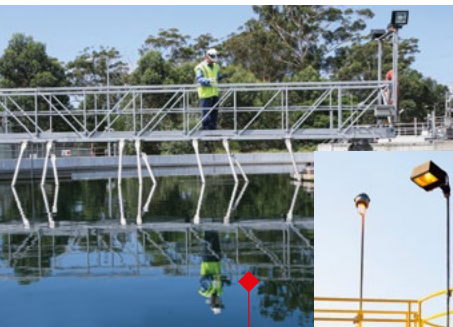


# 2021 KEY FIGURES

AS AT DECEMBER 31



# OUR 3 BUSINESS LINES



## WATER

**79**  
MILLION PEOPLE SUPPLIED  
WITH DRINKING WATER

**61**  
MILLION PEOPLE  
CONNECTED TO  
WASTEWATER SYSTEMS

**3,367**  
DRINKING WATER  
PRODUCTION PLANTS  
MANAGED

**2,750**  
WASTEWATER  
TREATMENT PLANTS  
MANAGED

## WASTE

**40**  
MILLION PEOPLE PROVIDED  
WITH COLLECTION  
SERVICES ON BEHALF  
OF MUNICIPALITIES

**48**  
MILLION METRIC TONS  
OF TREATED WASTE

**435,861**  
BUSINESS  
CLIENTS

**691**  
WASTE  
PROCESSING FACILITIES  
OPERATED

## ENERGY

**48**  
MILLION MWH  
PRODUCED

**46,058**  
THERMAL INSTALLATIONS  
MANAGED

**583**  
HEATING AND COOLING  
NETWORKS MANAGED

**2,211**  
INDUSTRIAL SITES  
MANAGED

# OUR GLOBAL PRESENCE

**€28,508 M**  
IN REVENUE

**176,488**  
EMPLOYEES WORLDWIDE



**NORTH AMERICA**

**€2,060 M**  
IN REVENUE

**6,906**  
EMPLOYEES



**EUROPE**  
excluding France

**€11,758 M**  
IN REVENUE

**63,736**  
EMPLOYEES



**AFRICA AND MIDDLE EAST**

**€1,709 M**  
IN REVENUE

**12,677**  
EMPLOYEES



**LATIN AMERICA**

**€931 M**  
IN REVENUE

**20,093**  
EMPLOYEES



**FRANCE**

**€8,540 M**  
IN REVENUE

**49,403**  
EMPLOYEES



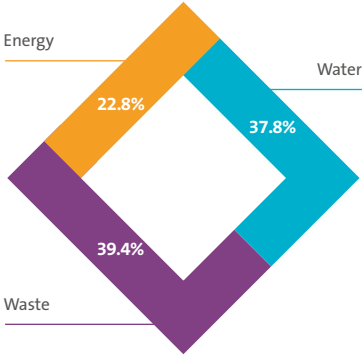
**ASIA – OCEANIA**

**€3,510 M**  
IN REVENUE

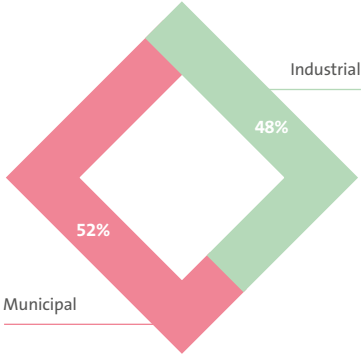
**23,673**  
EMPLOYEES

# OUR BUSINESS ACTIVITIES

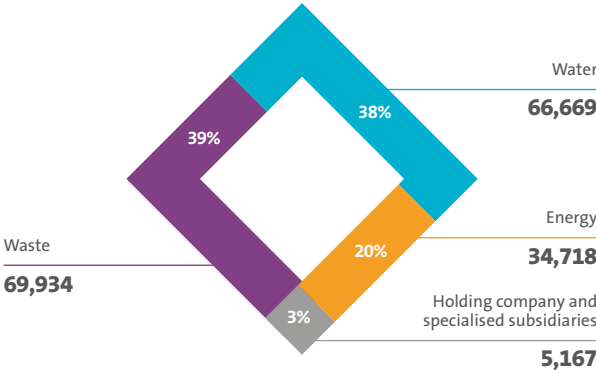
## BREAKDOWN OF REVENUE BY BUSINESS LINE



## BREAKDOWN OF THE GROUP'S CUSTOMER BASE



## BREAKDOWN OF WORKFORCE BY ACTIVITY



## ECONOMIC AND FINANCIAL RESULTS

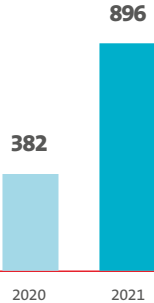
Growth in revenue (in € billions)



EBITDA (in € billions)<sup>(1)</sup>



Group current net income attributable to owners of the Company (in € millions)<sup>(2)</sup>



Post-tax ROCE<sup>(1) (2)</sup>



(1) Including IFRIC 12 and IFRS 16 impacts.  
 (2) 2019 and 2020 data restated – see URD 2021, section 5.6.1 for more details on treatment.



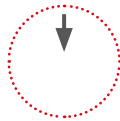
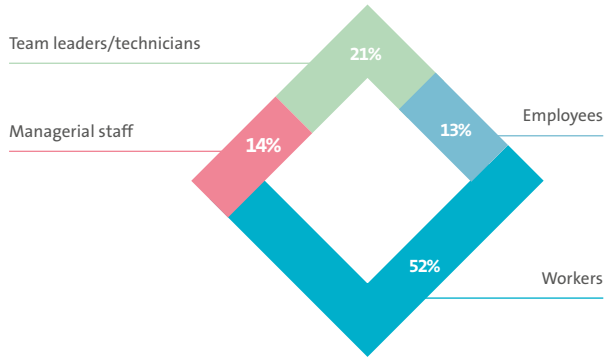
**NON-FINANCIAL**

# **PERFORMANCES**

# HUMAN RESOURCES DATA

## Distribution of staff

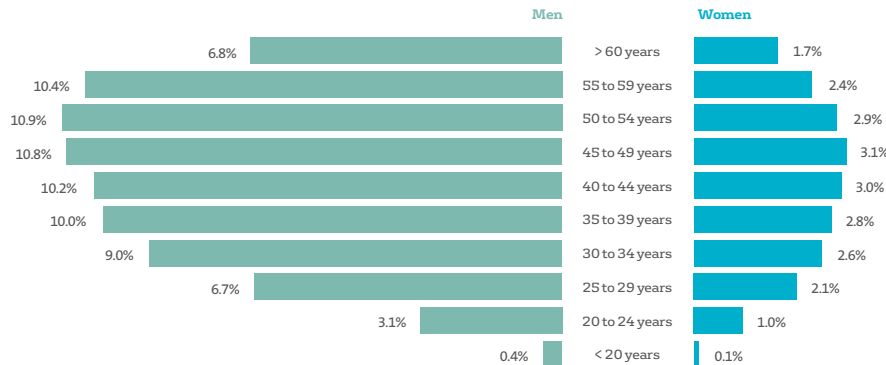
By socio-professional category



**138,176**  
MEN  
(78.3%)

**38,312**  
WOMEN  
(21.7%)

By gender and age group



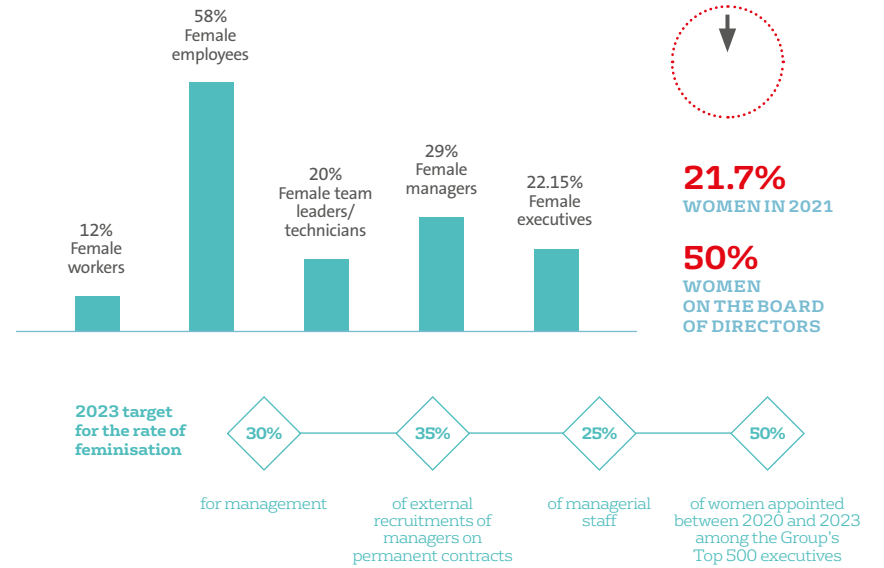
**93%**  
OF EMPLOYEES  
ARE ON PERMANENT  
CONTRACTS

**13.5%**  
OF EMPLOYEES  
ARE UNDER 30

**21.4%**  
OF EMPLOYEES  
ARE OVER 55

## Gender balance - Feminisation

Feminisation rate  
by socio-professional category



## Safety at work

**0.43**  
Workplace accident  
severity rate  
(0.43 in 2020)

**72%**  
of employees took at least  
one health and safety  
training course

**6.65** Frequency  
rate of lost time injuries  
(6.60 in 2020)

2023 target



**Frequency rate:**  
number of lost time injuries  
per million hours worked.

**Severity rate:**  
number of days lost  
to workplace accidents  
per thousand hours worked.



## Employee training and employability

**86%** of employees took at least one training course

**21** hours of training on average per employee per year



## Employee commitment

Employee commitment measured by an independent "Voice of Resources" survey in 2021

**87%** Commitment rate of all employees surveyed

Extension of the surveyed panel from over 80,000 in 2020 to almost 100,000 employees in 2021 = stable overall engagement rate (compared with 2020).



# ENVIRONMENTAL DATA

## Combating pollution and accelerating ecological transformation

**98.9%** Deployment rate of the Environmental and Industrial Management System (EIMS) within the Group BUs



Changes in GHG emissions from activities under operational control in the scope

◆ Scope 1 (direct emissions)  
**26.7** million tons of CO<sub>2</sub> eq.

◆ Scope 2 (indirect emissions from energy purchases)  
**3.8** million tons of CO<sub>2</sub> eq.

◆ Scope 3 (other indirect emissions)  
**20.9** million tons of CO<sub>2</sub> eq.

## Combating climate change

**17.1%** Progress on the investment plan to phase out coal in Europe by 2030



**11.4** Mt CO<sub>2</sub> eq. Annual contribution to avoided GHG emissions



**0.4%** Reduction in scopes 1 and 2 GHG emissions compared to the 2018 reference scope (Science-Based Target initiative)



**56.3%** Methane capture rate at current scope



**19%** Share of biomass in the energy consumption of power plants

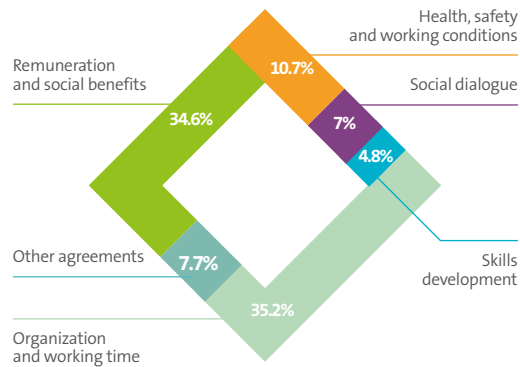


## Social dialogue

### Distribution of signed agreements by subject

**1,259** agreements signed

**87%** Social dialogue committee coverage rate



## Absenteeism

**4.2%** Rate of absenteeism (excluding maternity, paternity) (4.5% in 2020)

**+3.8%** compared with 2019: production of renewable and recovered energy



**99.5%** Share of biomass (wood) with traceability for energy production for thermal installations selling more than 100 GWh/year



**76.4%** Share of biomass (wood) with certification for energy production for thermal installations selling more than 100 GWh/year



**75%** Energy performance of cogeneration energy production (heat and electricity)



**1.3** kg CO<sub>2</sub>/km Emissions from waste collection



**30%** Deployment rate of a flood risk adaptation plan on the sites at issue

### Improving energy efficiency

**315** Wh/m<sup>3</sup> consumed for wastewater treatment in wastewater treatment plants with a capacity of more than 100,000 inhabitant equivalents



**259** Wh/m<sup>3</sup> Consumed for drinking water production (excluding desalination) for plants with a capacity of more than 60,000 m<sup>3</sup>/d



### Promoting the circular economy

**476** kt of recycled plastics in Veolia transformation plants



**€6.0** bn in circular economy revenue



**18%** Material recovery rate from treated waste



**29%** Rate of energy production from treated waste



**89%** Recovery rate for residual bottom ash from waste incineration



**72%** Rate of recovery of combustion residues from the Energy business line (bottom ash, fly ash)



**75%** Recovery rate of sludge from wastewater treatment



**84%** Abatement rate of treated hazardous waste

### Protecting environments and biodiversity

**30%** Progress on action plans to improve the environmental and biodiversity impact of sensitive sites



**115** sites having a partnership with a local nature conservation association

**38%** Share of sites with "zero" use of herbicides and pesticides<sup>(1)</sup>



**36%** Rate of implementation of ecological management on sites<sup>(1)</sup> > 1 ha of green spaces



**42%** Share of sites<sup>(1)</sup> that have raised awareness internally or externally of the issues of protecting environments and biodiversity



(1) Reporting scope: Waste activity (all sites); Water activity (wastewater plants with more than 100,000 inhabitant equivalents and drinking water plants with more than 60,000 m<sup>3</sup>/day); Energy activity (energy production installations selling more than 100 GWh/year).

Wastewater treatment for wastewater treatment plants with a capacity of more than 100,000 inhabitant equivalents

**95%** BOD5 treatment efficiency



**91%** COD treatment efficiency



Emissions from incineration

**121** mg/Nm NO<sub>x</sub>



**16** mg/Nm SO<sub>x</sub>



**2** mg/Nm dust



Emissions from energy production for thermal installations selling more than 100 GWh/year (per MWh of energy consumed)

**215** g/MWh NO<sub>x</sub>



**147** g/MWh SO<sub>x</sub>



**11** g/MWh dust



**2.1** g/MWh mercury



### Managing water resources in a sustainable way

**75.6%** Efficiency of drinking water networks for networks serving more than 50,000 inhabitants, at constant scope



**299** million m<sup>3</sup> of water reused from collected and treated wastewater

**57%** Deployment rate of water diagnoses at sites with significant water stress issues



**75%** Share of consumers with a progressive tariff



**6.31** million smart meter solutions



# SOCIETAL DATA

### Access to essential services

**6.7** million inhabitants benefited from inclusive facilities to access water or wastewater services under contracts with Veolia, i.e. +17.5% compared with 2019



### New access to water and sanitation

**6.7** million people connected to drinking water

and **2.4** million to sanitation services since the implementation of the SDGs in 2015

The Veolia Foundation participated in development aid or humanitarian emergency situations via:

**12** projects

Through approximately 20 projects, Veoliaforce mobilised:

**20** volunteers for 178 man-days of skills sponsorship

and **7** permanent staff for 1,298 man-days

### Contributing to local development and appeal

Creation of jobs and resources in the regions, according to a socio-economic<sup>(1)</sup> study performed each year to measure Veolia's impact

**1,033,623** jobs supported

**€49.4** billion in wealth created (contribution to GDP)

in **52** countries

For every euro of added value created by Veolia, an additional 2.30 euros are generated in the economy. For one direct job at Veolia, 5.1 additional jobs are supported in the economy.

2023 target — annual evaluation since 2020 on Veolia's impact in 45 countries

**90.5%** of spending reinvested locally



**88%** of active contracts in the supplier database include the Group CSR clause



**75%** Share of strategic suppliers assessed over the past three years



(1) Local Footprint® methodology and calculation by Utopies.

**77%** of Veolia suppliers in France are small and medium-sized businesses, representing €2.8 billion in expenditure

**€11** million in expenditure on purchases from the protected workers sector (France)

**14** territories in the world where the social open innovation program Pop Up is deployed, enabling 30 collaborations with entrepreneurs

**2,090** full-time equivalent (FTE) days of volunteering by employees worldwide at the service of local associations

**Ethics and compliance**

**84%** of respondents to the engagement survey responded positively to the question "Are Veolia's values and ethics applied in my entity?" (Top 5000 + employees of 25 BUs)

2023 target ≥80%

Almost **25,000** employees (97.3% of managers) took an e-learning course on anti-corruption, conflicts of interests, anti-competitive practices and the vigilance plan

**MULTIFACETED PERFORMANCE  
AIMING FOR BALANCE**



## MULTIFACETED PERFORMANCE DASHBOARD

OBJECTIVES AND ASSOCIATED INDICATORS	2019 BASELINE	2020 RESULTS	2021 RESULTS	2023 TARGET
<b>Human resources performance</b>				
<b>Employee commitment</b> Rate of engagement of employees measured through 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>Employee training and employability</b> Average number of training hours per employee per year	18 h	17 h	21 h	23 h
<b>Diversity</b> Proportion of women appointed within Veolia's Top 500 senior executives from 2020 to 2023	Not applicable	28.3%	30.4%	50%
<b>Commercial performance</b>				
<b>Customer and consumer satisfaction</b> 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 > 30 with 75% of revenue covered
<b>Development of innovative solutions</b> Number of innovations included in at least 10 contracts signed by the Group	Not applicable	2	6	12
<b>Hazardous waste treatment and recovery</b> Consolidated revenue generated by the hazardous and liquid waste treatment and recovery activities	€2.56 billion	€2.53 billion	€3.06 billion	>€4 billion
<b>Economic and financial performance</b>				
<b>Revenue growth</b> Annual growth in published revenue	€27.2 billion	€26.0 billion	€28.5 billion	Annual target
<b>Profitability</b> Current net income – Group share	€760 million	€415 million	€896 million	€1 billion
<b>Return on capital employed</b> ROCE after tax (with IFRS 16)	8.4%	6.4%	8.2%	Annual target
<b>Investment capacity</b> Free cash flow (before discretionary investments)	€1,230 million	€942 million	€1,720 million	Annual target

OBJECTIVES AND ASSOCIATED INDICATORS	2019 BASELINE	2020 RESULTS	2021 RESULTS	2023 TARGET
<b>Social performance</b>				
<b>Job and wealth creation in the territories</b> 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 €51 billion of added value created in 51 countries	1,033,623 jobs supported €49 billion of added value created in 52 countries	Annual assessment of impact, overall and by geography in at least 45 countries
<b>Ethics and compliance</b> Rate of positive answers to this question of the engagement survey "Veolia's values and ethics are put into practice within my entity"	92% of Top 5000	83% on all respondents	84% on all respondents	≥80% on all respondents
<b>Access to essential services (water and sanitation)</b> Number of inhabitants benefiting from inclusive measures for access to water or sanitation within contracts	5.71 million inhabitants	6.12 million inhabitants (+7%)	6.71 million inhabitants (+17.5%)	+12% at constant scope
<b>Environmental performance</b>				
<b>Combating climate change</b> • Reducing GHG emissions: progress of the investment plan to phase-out coal in Europe by 2030 • Avoided emissions: annual contribution to avoided GHG emissions (assessed with regard to a reference scenario)	Not applicable	8.1% of investment to be achieved	17% of investment to be achieved	30% of investment <sup>(1)</sup> to be achieved
<b>Circular economy: plastic recycling</b> Volume of recycled plastic in Veolia transformation plants	12.1 million metric tons of CO <sub>2</sub> eq.	12.5 million metric tons of CO <sub>2</sub> eq.	11.4 million metric tons of CO <sub>2</sub> eq.	15 million metric tons of CO <sub>2</sub> eq.
<b>Protection of environments and biodiversity</b> Progress rate of action plans aimed at improving the environment and biodiversity footprint in sensitive sites <sup>(3)</sup>	350 thousand metric tons	391 thousand metric tons	476 thousand metric tons <sup>(2)</sup>	610 thousand metric tons
<b>Sustainable management of water resources</b> Efficiency of drinking water networks <sup>(4)</sup> (volume of drinking water consumed/volume of drinking water produced)	Not applicable	1.7%	30%	75%
<b>Sustainable management of water resources</b> Efficiency of drinking water networks <sup>(4)</sup> (volume of drinking water consumed/volume of drinking water produced)	72.5%	73.4%	75.6%	>75%

(1) Total cumulative investment since 2019 in new forms of energy aimed at eliminating coal in Europe by 2030 has been estimated at €1.274 billion.

(2) 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.

(3) Pro forma (2019-2021).

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

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**Illustrations:** Laure Duquesne.

**Design and production:** HAVAS PARIS

**Translation:** Acolad.

**Printing:** STIPA.



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