



YOU & SUSTAINABILITY

Protect and prosper: Our journey is your resource advantage

RESOURCING TOGETHER

Veolia is the leading resource management provider in the UK. We have a comprehensive range of waste, water and energy services that are designed to help our customers build the circular economy and preserve natural materials. This is something we like to call resourcing the world.

We work in collaboration with our customers to develop innovative solutions that increase efficiencies and save on costs. Together, we reduce carbon impact by preventing pollution, preserving scarce resources and raising environmental standards.

What's inside?

- 1 The big picture
- 2 Our approach
- 3 Our health and safety performance
- 4 How we create value for society
- 5 How we create value for customers
- 6 Our environmental performance

“ Responsible business is good for business

An introduction from our CEO

Estelle Brachlianoff, Senior Executive Vice-President, UK and Ireland

I am delighted to introduce our latest progress report detailing our commitment to 'Resourcing the World', which vividly illustrates our commitment to resource efficiency and shows how we are turning the circular economy into a reality.

It is my belief that there is every reason to be hopeful of positive change. By working closely with our customers and stakeholders we can develop innovative solutions that will improve their environmental performance and benefit their bottom line.

Instead of the 'take, make, dispose' model, we are proving that reusing waste, transforming it into a resource and putting it back into production is absolutely possible.

This is the difference the circular economy can make and for the UK economy it can be translated into an extra £29 billion in GDP and 175,000 jobs.¹

As a result, our customers use less resources to produce the same outcome, helping them to become more economically resilient by reducing the risk of price volatility. And of course the planet is a winner too, as we are addressing the issues of natural resource scarcity and global warming.

Responsible business is good for business. As we show throughout this report, doing the right thing by people and the planet comes with significant economic benefits.

With innovative solutions already available, it is time to act now to create a more secure and circular future for all our stakeholders to support sustainable growth in the 21st century. ”



AN EVER-CHANGING WORLD

Hurricanes and flooding, more polarised geopolitics, scarcer resources, continued oil price volatility, and an ever-widening gap between rich and poor. We are already seeing our world change. And this world of extremes demands a radical response.

At the heart of this is a resources revolution, where responsibility and opportunity go hand-in-hand. Doing the right thing by people and the planet is good business – and it can be good for your business too.

Championing sustainability to support business transformation

We see a future in which waste is turned back into resources that power our homes and industry. In smart societies of the future, production and consumption more and more will go together, with one person's waste becoming another's resource. We call this the circular economy.

Underpinned by technology and innovation – and championed by our teams of great people – we've transformed our business from an energy, water and waste services provider to one that transforms used materials back into resources that enrich our lives and power our homes and industry. It is an innovative economic model that is already delivering benefits straight to the bottom line for our customers, as well as to employees and the communities we live in.

Creating value for all, together

By thinking of waste as a valuable resource, we are working in collaboration with partners to create value for all, not just for ourselves. For business, it means using fewer resources to produce the same outcome, shortening supply chains and avoiding price volatility. For the planet, going circular is a great way to tackle some of the biggest problems our world faces, including scarcity of natural resources and global warming.

Less money down the drain

New technologies have the potential to drive down mains water leaks and unauthorised use of water from around 22% to as low as 5%.

"I believe this is our moment of truth, where we discover the world is not flat but round. And instead of the take, make, dispose model, we can use what is waste to transform it into resource, back into another loop of production. That is what circular economy is about."

Estelle Brachlianoff, Senior Executive Vice-President, UK and Ireland



OUR STRATEGY

Working in collaboration with partners, we deliver value for our customers in waste, water and energy, while also creating value for:



Society and People

- **364** apprenticeships
- For every **£1** spent with the public sector, up to **£4** of social value created
- Safety concerns and near-miss reporting increased by **15%**
- **22%** of operatives recruited in-line with our social inclusion target (exceeding our target of 10%)



Environment

- Up to **100%** of customer waste diverted from landfill
- **200,000 tonnes** of compost produced at 10 sites
- We are carbon positive



Economy

- **63%** procurement spend to small/medium enterprises
- **14,100** jobs created
- Over **80,000** customers across public, commercial and industrial sectors
- More than **100** hospitals and **31,000** homes heated with low-carbon or renewable energy



Veolia

- **23%** of revenue from the circular economy
- **£2 million** revenue generated via Innovation Den which began in 2013, including the launch of **seven green businesses**

An approach underpinned by innovation

Our unique Innovation Den helps to develop solutions to resource challenges that touch us all. A good example is paper coffee cup recycling. Having listened to our major retail clients, we approved a project to tackle this problem with an initial recycling trial taking place in 2016 to prepare for launch of a recycling scheme in 2017.

Three new green products were also launched in 2016, including:

- **Cyclone TFR**, a cleaning product to remove traffic film from heavy goods vehicles made from waste detergents.
- **Newlife paint**, manufactured from waste paint collected from household waste recycling centres.
- **NPK**, a packaged granular fertiliser made from poultry ash.

- We made investments into facilities to support the circular economy to recycle plastics at Dagenham, as well as an ash recycling facility in Scotland to manufacture fertilisers from waste.
- We opened a flatscreen recycling facility at Bridgnorth capable of processing 7,000 tonnes of flatscreen TVs a year. The state-of-the-art facility uses robots to dismantle the TVs quickly and safely, enabling precious metals, plastics and other materials to be recovered and recycled.
- We also built a full-scale pro-fibre facility in Leeds that recycles low-grade paper normally disposed of into quality paper pulp that can be used for insulation and moulded fibre products. The facility processes 20,000 tonnes of low grade paper into 16,000 tonnes of paper pulp product every year.



YOU & SUSTAINABILITY



BITC Responsible Business of the Year 2016/2017



BITC Environmental Leadership Award 2016/2017



Queen's Award for Enterprise in Sustainable Development

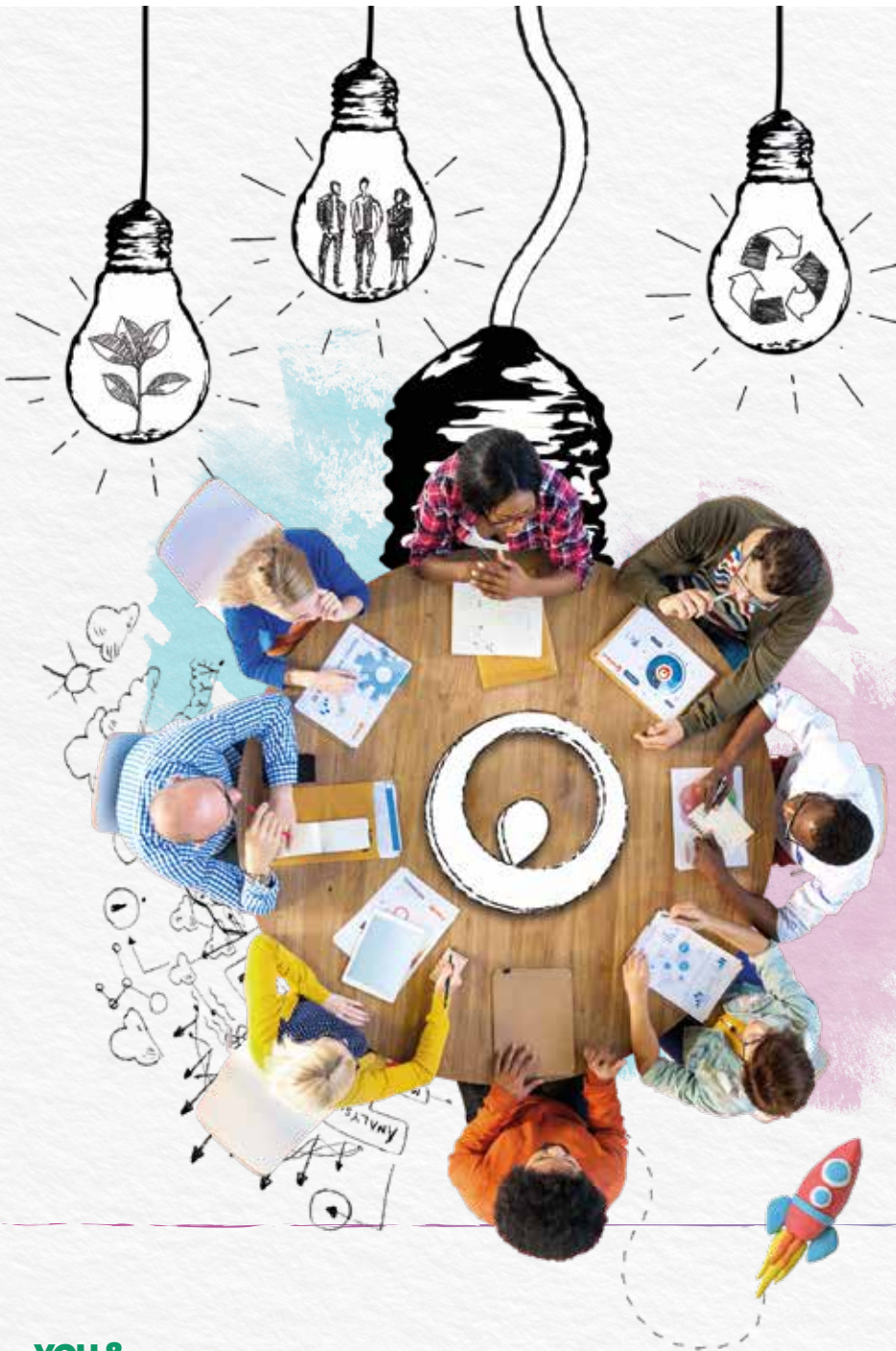


outstanding

OUTstanding 2016 Leading 50 LGBT Ally Executive List (Estelle Brachlianoff, Senior Executive Vice-President, UK and Ireland and Richard Kirkman, Technical Director)



Armed Forces Covenant Bronze Employer Recognition Scheme



CREATING LASTING VALUE FOR OUR BUSINESS, THE PEOPLE WE WORK WITH AND THOSE WE SERVE

Every day, we work hard to develop innovative solutions that support the creation of a more sustainable future for everyone. But central to the success of these ideas, products and services are people.

Being a truly responsible business means looking after the health and wellbeing of everybody that we touch as a business – from our own workforce and those working for our customers, to our suppliers and the individuals in the diverse communities where we operate.

By working with our partners in charities, NGOs, governments and expert think tanks, we continue to lead in bringing about lasting social value. This includes creating jobs and opportunities for the young, supporting diversity and ensuring our suppliers are being treated fairly.



72% favourable response to the question:

“Veolia recognises and respects the value of human difference in the workplace”²

1% increase, now reflecting **72%** favourable response to the question:

“Employees are treated with respect here, regardless of their job”³

INCLUSIVITY: GOING BEYOND TICKING BOXES TO BOOST BUSINESS

For us, building an inclusive and diverse business goes beyond simply ticking boxes. We strongly believe that having people in our company that have a variety of perspectives, backgrounds and experience will help us build a more innovative and responsive business.

We employ people from more than 90 nationalities, some of whom come from diverse and social and economic backgrounds, and we work hard to recruit new people from all academic backgrounds.

Our focus on inclusivity starts at the executive team level. A third of our executive board members are women and 16% are from black, Asian and minority ethnic communities. We work with a range of partners, such as Business in the Community and the Employers' Network for Equality and Inclusion to improve these ratios.

Exceeding our social inclusion target with **22%** of operatives recruited from groups such as NEETs (not in education, employment or training), ex-offenders and former military (12% above the 10% target for 2016)

11% increase in completion rate of employee engagement survey to understand staff perception of how inclusive Veolia is as a place to work

A third of the Veolia board is female – that's **7%** more than the FTSE100 average⁴



Inspiring others on a journey towards circular

Our world is challenged by resource shortages and the adverse effects of climate change – both of which place great stress on the traditional models of production and consumption.

We believe in the ingenuity of individuals, entrepreneurs, thinkers and creators to find new ways of doing things that are more mindful of our resources.

So we built #LivingCircular, an online resource designed to offer inspiration and to share ideas on sustainable models for future growth. By promoting promising ideas and innovations across social media, we hope to be a catalyst for future progress and to inspire other entrepreneurs, inventors and communities to develop and adopt new models.

SUPPORTING INCLUSION THROUGH APPRENTICESHIPS AND OPPORTUNITY

We cannot be successful as a business without great people working throughout the organisation. We are also committed to creating lasting social value by investing in the communities in which we operate.

That is why we continue to recognise the vital role that apprenticeships play in closing the national skills gap, while helping to attract new talent to our ranks. We are particularly keen to support and boost the UK's talent pool in science, technology, engineering and mathematics (STEM) related professions. We provide industry-focused apprenticeships, such as maintenance engineering, sustainable waste management and mechanical engineering, enabling people to gain technical skills while earning.

We also continue to widen our network, forming new partnerships with organisations such as the Career Transition Partnership, which supports ex-forces personnel seeking new employment. Currently, 22% of our operatives are recruited in-line with our social inclusion target.



364

individuals on an
apprenticeship
programme currently.

- We work with **Blue Sky**, a social enterprise that reduces re-offending through employment, to help ex-offenders lead crime-free, purposeful lives by offering a first step on the employment ladder.
- Through the partnership, we have now employed more than **220** ex-offenders over the past six years – and more than **30 in 2016 alone** – through our local authority contracts across London and the South East.
- **Only 6%** of those employed have re-offended, **eight times less** than the national average.

OUR KEY PRIORITIES OF HEALTH AND SAFETY

Core to our business strategy is developing innovative solutions that help our customers – from local authorities and retailers, to hospitals and automotive manufacturers – reduce their reliance on fossil fuels and minimise their impact on the environment.

As a responsible business, it is also imperative that those working for Veolia are safe at work, and that their health and wellbeing is prioritised while under our employment. With more than 90% of workplace accidents caused by unsafe actions, our approach goes far beyond compliance to changing behaviours and attitudes.

Think Safe, Work Safe, Home Safe

Following on from last year's WorkSafe training for our front-line staff, our 2016 programme focused on our managers, with **75%** completing the training. Meanwhile, our Active Risk Strategy programme provides tailored training to build competency in our teams to evaluate and actively manage risk.

THINKSAFE
WORKSAFE
HOMESAFE





HEALTH & SAFETY: FUNDAMENTAL TO HOW WE OPERATE

This year we introduced new indicators to our corporate objectives as we continue to develop a proactive health and safety culture across our entire business. These focus on visible leadership, feedback on near misses to encourage reporting and continuing our work-safe training programme.

We also devised an Empowerment Card, endorsed by the Executive Committee, which is used across our business to provide our teams with the confidence to stop a job if they felt it unsafe.

This year saw an increase in our Lost Time Injury Frequency Rate (LTIFR) and Lost Time Injury Severity Rate (LTISR) and Reporting of Injuries, Diseases and Dangerous Occurrences (RIDDORs). In response, we have launched a number of campaigns to ensure in depth learning from accidents at all levels of the organisation and sharing of the root cause, together with tailored training.

Our near miss/safety concerns reporting increased by 15%, demonstrating a more proactive culture.



Accidents:

- 2014 - 1,885
- 2015 - 1,767
- 2016 - 1,736

Lost time incidents

- 2014 - 97
- 2015 - 100
- 2016 - 126

Days lost

- 2014 - 3,276
- 2015 - 3,589
- 2016 - 3,947

Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR)

- 2014 - 120
- 2015 - 113
- 2016 - 139

Lost Time Injury Frequency Rate (LTIFR)

- 2014 - 3.43
- 2015 - 3.47
- 2016 - 4.17

Lost Time Injury Severity Rate (LTISR)

- 2014 - 0.11
- 2015 - 0.12
- 2016 - 0.13

WORKING WITH RESPONSIBLE BUSINESSES TO PROTECT PEOPLE AND THE PLANET



We spend nearly £1 billion every year with our suppliers, so our responsibility to doing the right thing by society and the planet extends far beyond our own operations.

Wherever possible, we do business with small, local suppliers, working closely with them to develop action plans to improve their environmental, social and business performance. In 2016, small and medium-sized enterprises (SMEs) received more than 63% (£605 million) of our procurement spend.

We will only work with suppliers that meet our social and environmental standards, including supporting human rights, as laid out in our procurement policy. We audit those considered to be high risk.

Following the Modern Day Slavery Act, which came into force in 2015, we amended our Sustainable Procurement policy and developed a statement on the Modern Day Slavery Act to ensure there is no modern slavery in our business and supply chains. We also ran training sessions for relevant HR Business Partners and integrated the Modern Slavery Act into our Whistleblowing policy. In the future, we will share this best practice with our supply chain via a series of webinars.

82% of our preferred vendors state that they acknowledge the existence of the Modern Slavery Act 2015 and comply.

99% of our preferred vendors state that their organisation uses fair and objective means of selecting companies for their supply.

59% of our framework agreements have had the sustainable development clauses signed by the suppliers.

As part of our commitment to the Birmingham Business Charter of Social Responsibility:

- Our spend with SMEs is **8.1%** of the total, at **£2.8 million**
- Our spend within a 10-mile radius is **22.7%** of the total, at **£8.05 million**
- Our spend within a 30-mile radius is **43%** of the total, at **£15.3 million**.



PROTECTING THE PLANET, CREATING VALUE FOR CUSTOMERS

We are at the forefront of a new industrial revolution and, with an innovative approach to managing resources, we can all be winners.



We're proud to continue using our expertise to find solutions for each of our 80,000 customers spanning the public, commercial and industrial sectors. In response, our customers are increasingly open to new ideas, drawing on our insights to collaboratively develop new ways of using, recovering and generating value from valuable resources. There is no one-size-fits-all solution for our customers.


We are on a mission to work in partnership with our customers to boost their bottom line in a way that is positive for people, communities, the economy and the planet, and as our growing roster of examples shows, we are proving that being a responsible business is good for all businesses.

A progressive approach to carbon

By 2020, we aim to reduce our global CO₂ footprint by **100 million tonnes** in our own facilities and **50 million tonnes** in those of our customers.

Typical benefits to customers

- **20%** carbon and cost savings.
- **2.2 million tonnes** net CO₂ equivalent avoided.



OUR JOURNEY WITH INDUSTRIAL CUSTOMERS

Keeping the lights on and costs down for UK industry

The value of UK manufacturers' product sales reached £364.7 billion in 2016, an increase of 1.9%⁵. Yet amid the uncertainty surrounding post-Brexit Britain, industry is awaiting some certainty – and the challenge of a steady and reliable supply of energy, water and resources continues.

So, making resources go further, generating power closer to home, reusing and recycling water and continuously improving efficiency are key to reducing risks and costs across the UK's industrial sector.

Raw material pricing, ever more stringent regulations and increased consumer expectation to reduce environmental impacts and improve ethical sourcing are also driving decisions in an ever evolving landscape.

By 2050, global water demand will increase by 55% compared to 2000, with a 400% increased demand from manufacturing and 140% from electricity generation.⁶

SERVING UP BIG SAVINGS TO CREATE GREENER FOOD AND BEVERAGE COMPANIES

Heavily reliant on EU markets for export, the UK's food and beverage manufacturers are under pressure to deliver more and more competitive pricing. More stringent regulations, coupled with increased pressure from consumers to 'do the right thing', are forcing our customers to constantly find new ways of reducing negative environmental and social impacts while improving returns.

With such competing demands, the food and beverage sector is looking for the most efficient solutions that can optimise operations over the long term. It also wants robust metrics to monitor and report on the value being created, both in cost and carbon.

We work with the sector to guarantee security of energy and water supply, optimise maintenance regimes and reduce process water usage by up to 10%. Customers can also unlock the value within process waste and wastewater for reuse or sale, delivering cost and carbon savings of up to 20% each and enhancing productivity by up to 12%.



YOU & SUSTAINABILITY

Kraft Heinz

The Kraft Heinz site at Kitt Green is Europe's biggest food canning plant, processing more than a billion cans of food every year, including the well known Heinz 57 baked beans. To maintain its production process – which requires up to 99 tonnes of steam per hour – and reduce its fuel consumption, the company decided that a new energy centre was the answer.

Together we...

- Made total savings of £1 million a year
- Achieved energy cost savings of £500,000 a year
- Lowered CO₂ emissions by 8%
- Reduced gas use by 14%
- Generated up to 140 tonnes of steam per hour

VEOLIA

We designed and built a new 100 MWth steam generation facility, capable of generating up to 140 tonnes of steam per hour. We also operate and maintain the technology as part of an energy management partnership with Heinz.

Tilmanstone Salads

Based in Kent, an area at risk of water scarcity, Tilmanstone was keen to reduce its environmental impact by developing a water recycling facility to take the wastewater from the factory and safely recycle it back into the food production process.

- Reduced the consumption of local potable water – enough to supply **5,000 homes**.
- Created the first facility in the UK's food industry to use recycled water.
- Used a process that reintroduces **72%** of the site's recycled wastewater into the production chain.
- Used a nano-filtration and disinfection system to reduce the site's water footprint for salad washing by **75%**.

We designed a system to meet the high standards required for drinking water and in the process delivered significant cost savings.

- Bioenergy generated from more than **310,000 tonnes** of food waste a year.
- Generating energy from whiskey byproducts saves Diageo **13,000 tonnes** of carbon and **326,000ms** of water a year.
- Saved **£1 million** a year for HJ Heinz with steam generation facility.
- Manage **80,000 tonnes** of food waste, generating **4.5GWh** of electricity, a year.



We continue to support our charity partner **FoodCycle**, which combines volunteers, surplus food and spare kitchen spaces to create tasty, nutritious meals for people at risk of food poverty and social isolation.

GUARANTEEING CONTINUOUS IMPROVEMENT FOR CHEMICAL AND PHARMACEUTICAL INDUSTRIES

A sector that has previously performed well during economic downturns, life sciences now faces numerous challenges in the wake of Brexit, not least because the chemical and pharmaceutical industry exports around £56 billion a year, with almost half heading to the European Union.

The expiration of patents and the expected drop in revenues will demand a renewed focus on funding research and development among pharmaceutical companies. So reducing costs, increasing efficiencies and demonstrating value have never been more important for our customers across the industry.

Chemical and pharmaceutical companies can guarantee business continuity via a secure, quality supply of utilities. They can also identify and recover additional resources to divert more waste from landfill, as we continue to help them improve waste, water and energy management.

- **85%** of non-hazardous solid waste recovered for one client.
- **97%** recycling rate, with the remaining waste sent for energy recovery, for one client.

“This investment represents a significant step forward for the site’s development and at the same time improves our environmental performance.”

David Gartside, *Manager, UK Production Site, AstraZeneca*

**YOU &
SUSTAINABILITY**



AstraZeneca

The Macclesfield facility of one of the world’s leading pharmaceutical companies houses 15 production units that manufacture medicines. In order to maintain consistent production levels, the units require a stable supply of steam and electricity.

Together we...

- Are generating more electricity while reducing CO₂ emissions by **39,000 metric tonnes** a year.
- Are exporting surplus electricity to other AstraZeneca sites via the National Grid.
- Significantly lowered energy costs.



We installed a new 23MW cogeneration plant equipped with a gas turbine and steam turbine which generates more electricity than its previous incarnation, while reducing the site’s carbon footprint.

Procter & Gamble (P&G)

The consumer goods giant manufactures household names like Gillette, Fairy Liquid and Duracell. Over the past few years, the business has changed the way it views waste and actively pursued a global zero manufacturing waste initiative. The first facility in the UK to become 100% diversion from landfill was its Reading-based Gillette aerosol manufacturing facility, managed by Veolia.

- Achieved **zero waste to landfill** for the entire manufacturing facility.
- Developed an innovative service that considered all waste streams and investigated many environmentally friendly alternatives, resulting in a material reuse rate of **100%**.

By reviewing all waste streams across the Reading manufacturing facility, we were able to help P&G reprocess every component in its aerosol cans. This included extracting the gases, recycling the metal can itself and processing the organic liquid for Secondary Liquid Fuel, commonly used for kilns in the cement industry. We even sourced a specialist drum-crushing machine to send the 400 large fibreboard drums for energy recovery every month.



DRIVING LEANER OPERATIONS AND GREATER PROFITS FOR THE AUTOMOTIVE SECTOR

As a vital part of the UK economy, the automotive industry accounts for more than £71.6 billion turnover and £18.9 billion value added. It employs 169,000 people in manufacturing and contributes 12% of all UK exports, investing some £4 billion a year in research and development.

The global automotive sector is changing profoundly, with manufacturing techniques rapidly evolving, flexible automated plants using machine-learning analytics to grow and improve quality and original equipment manufacturers (OEMs) keen to produce more energy-efficient models to meet both consumer expectations and more stringent regulations.

In one of the world's most competitive industries, our customers across the sector are striving to be leaner than ever – in waste, water, energy, carbon and costs. Our customers continue to find cost-effective, long-term solutions that can reduce overheads and operating costs while boosting environmental performance.

- **5,826 tonnes** of cardboard recycled, saving **1,398 tonnes** of CO₂.
- **1,862 tonnes** of glass recycled – the same as **3.7 million** wine bottles.
- **80,000 tonnes** of general waste turned into **43,756,900 kWh** of electricity – enough to power **48,619** electric cars for a year.
- Helped one manufacturer achieve **24,372 tonnes** of CO₂ savings a year.

Jaguar Land Rover

The largest automotive manufacturer in the UK, Jaguar Land Rover (JLR) is also the largest investor in research and development in the UK's manufacturing sector.

Together we...

- Have achieved CO₂ savings of **25,560 tonnes** a year.
- Produce **11.5 MWe** of low-carbon electricity across multiple sites.
- Have reduced imported mains electricity by **90,600 MWh** a year.
- Reduced high temperature boiler demand by **50%**.

VEOLIA

We have worked with JLR since 1995 when we installed combined heat and power (CHP) units at two manufacturing sites in the Midlands. There are now Veolia CHP units on 11 sites. Our Eco2synergy scheme enables the business to make use of these systems with no capital outlay or risk as all units are supplied, installed, operated and maintained by us at no cost. The electricity generated on site is even made available to JLR at a discounted price.

OPTIMISING PERFORMANCE, REDUCING DOWNTIME FOR OIL AND GAS

Price volatility in recent years has seen the oil and gas sector face numerous financial pressures, not least in adapting to operate at \$50 per barrel. Optimising asset performance, ensuring security of supply and maintaining high standards for health and safety and environmental compliance, while boosting returns continues to be a fine balancing act.

Our customers save time and money thanks to our cutting-edge industrial cleaning solutions which have extended the life of their assets, reducing downtime and ensuring safety comes first as they navigate a challenging environment. In partnership, we proactively seek efficiency improvements and develop innovative ways to reduce operational costs, increase cash flow and improve health and safety standards.



BP Chemicals

A world-class chemicals manufacturer, BP, established the Saltend Chemicals Park in 2009. Today, a number of organisations operate on the 370-acre site, sharing an established infrastructure and extensive provision of services, feedstocks and utilities, enabling them to drive down costs, increase efficiency and boost profitability.

Together we...

- Improved **safety and efficiency** via live resource updates and monitoring.
- Improved **visibility** around a confined space entry.
- Boosted **operational efficiency** across the site.



We designed a cloud-based online operations monitoring system, which we installed on the Saltend Chemicals Park site in just eight hours.

INEOS Nitriles

The company's plant in Seal Sands, Teesside is one of the largest manufacturers of Acrylonitrile and purified Acetonitrile in Europe. As part of an upgrade to the manufacturing facility INEOS needed to decommission and recycle some of the existing plant without impacting production activities.

- Recycled **95%** of material.
- Carried out a **safe and successful** decommissioning.
- Fully met INEOS' high **health and safety standards**.
- Carefully segregated material prior to disposal to **maximise scrap metal rebate**.

We developed a safe solution that reduced the volume of waste, while minimising risk and disruption to adjacent live operations.

- Zero lost time incidents (LTIs) in the oil and gas sector over **628,000 hours**.
- Save **£1.2 million** a year at a UK petrochemical site using automatic pressurised water jetting to reduce downtime for cleaning by **70%**.
- Recycle up to **130,000m³** of water back into industrial processes every year.
- Our Autobox technology for water jetting through automation reduces job duration by **45%**.

"The Veolia Operations Board has been implemented during recent BP turnaround improvement (TAR) events and has improved BP visibility of activities, particularly around confined space entry for our permit teams. This allows our permit and safety teams to work more efficiently when receiving live activity and resource updates via the system."

Craig Gregson, Turnaround Contracts Lead, BP

OUR JOURNEY WITH THE PUBLIC SECTOR

Taking the pressure off finances, while boosting recycling

Since 2010, local authority spending has been reduced by 20%. Clearly, with austerity measures in place, it is crucial that public sector organisations reduce costs, deliver value for money and continue to provide the wide range of services and facilities people have come to expect, while improving recycling rates and reducing their carbon footprint.

Doing more with less is the name of the game. That's where we come in.

Our public sector customers, including local authorities, healthcare, education and defence bodies, can unlock the value in their waste, while generating green energy, and making the most of energy and water efficiency opportunities.

We unlock the value of municipal waste by increasing recycling and recovery by up to **70%**.

Our customers typically save **20%** in both costs and carbon emissions with our innovations, such as district heating and energy from waste.



SAVING MONEY WHILE PROTECTING RESOURCES FOR LOCAL AUTHORITIES



Austerity measures dictate that local councils need to do more with less. So improving recycling rates and reducing waste going to landfill is crucial. This demands an increasingly sophisticated waste management solution to extract as much value as possible from waste streams.

Our partner local authorities are able to deliver safe and reliable services to residents while saving precious resources and improving street cleanliness. They can also achieve energy efficiencies in buildings thanks to our innovative solutions, bringing in annual savings that can contribute to local economic development.

Our tailored recycling and waste collection solutions ensure an efficient service to over 40 local authorities across the UK, serving more than 8 million residents.

- A total of **2.2m tonnes** of waste converted into **160,000 MWh** of heat and over **1m MWh** of electricity – enough to annually power **320,000 homes** with electricity and **12,800 homes** with heat.
- Our **11** Materials Recovery Facilities and **1** Plastic Recovery Facility process: **102,000 tonnes** of plastics, **273,000 tonnes** of paper/card and **124,000 tonnes** of glass – a carbon emission reduction equivalent to taking **120,000 cars** off the road.

“Keeping Westminster’s streets clean and waste free helps maintain London’s reputation as a pleasant place to live, work and visit. It is a tough challenge that requires a 24 hour service, 365 days a year. Veolia has risen to the challenge set by the City Council and the close partnership developed over the years has gone from strength to strength.”

Mark Banks, Group Manager of Wastes and Parks, Westminster City Council

Southwark, London

With a population of 300,000, the London Borough of Southwark is home to our Southwark Integrated Waste Management Facility, one of Europe’s most advanced recycling facilities, comprising many sustainable features including using recycled water, solar panels and a green roof.

Together we...

- Achieved **95%** of waste being diverted from landfill.
- Sort up to **120,000 metric tonnes** of pre-segregated recyclables a year at the materials recovery facility (MRF) at the Southwark Integrated Waste Management Facility.
- Use mechanical biological treatment for up to **87,500 tonnes** of waste a year.
- Turned the remaining residual waste into a solid recovered fuel to generate energy.
- Optimised collection services to increase recycling.



We have worked in partnership with Southwark Council since February 2008, providing recycling and waste services for residents in the Borough. On top of reducing the impact that Southwark’s waste has on the environment, we’re also committed to working with the local community towards a greener future for the Borough.

City of Westminster, London

With a population of 230,000 and more than 1 million visitors and commuters a day, Westminster is a complex urban area that demands a unique 24/7 waste and street cleansing operation, including Christmas Day.

- Collect, treat and recycle **191,000 tonnes** of waste every year.
- Established a materials recovery and recycling facility in Southwark, processing up to **120,000 tonnes** of mixed dry recyclables a year.
- Send residual waste to the SELCHP (South East London Combined Heat & Power), which supplies low carbon heat and hot water to more than **2,500 homes** – the first of its kind in the UK.
- Use advanced GPS vehicle tracking, fuel efficiency innovations and electric vehicles.

We currently have a contract with Westminster City Council which runs until 2020 and have been working with the City since 1995. We are responsible for clearing over 200,000 tonnes of waste that the City’s residents and visitors generate and we sweep a total of 8,400 kilometres of street each week.



MAKING BIG COST AND CARBON SAVINGS FOR HEALTHCARE

In 2015, healthcare trusts reported the largest deficit in NHS history: a staggering £2.45 billion. Now, more than ever, hospitals must strike the right balance between managing costs and efficiencies, while providing a high level of patient care.

Our healthcare customers can guarantee business continuity via a secure, quality supply of utilities and services by partnering with us. By continuously improving waste, water and energy management, they can identify and recover additional resources for hospitals. We currently provide waste, water and energy services to more than 100 hospitals in the UK.



Lister Hospital, Stevenage

As a large, 480-bed district general hospital, Lister runs big, complex and energy-hungry facilities. It wanted to make sure it significantly reduced the cost of generating electricity and heat as well as more than meeting its carbon emissions reduction target.

Together we...

- Delivered guaranteed cost savings of **£650,000** a year.
- Reduced carbon emissions by nearly **20%** across the whole site.
- Saved **4,040** tonnes of CO₂ a year.
- Cleared the backlog of **£1.3 million** in repairs to the heating and hot water systems.



We used our expertise in combined heat and power (CHP) systems to install a 1.4MWe CHP and three new boilers delivering heating, hot water and electricity to the hospital.

King's College Hospital

The 949-bed King's College Hospital is one of London's largest and busiest teaching hospitals and provides a full range of local hospital services for over 700,000 people in the London boroughs of Lambeth and Southwark. Although under continuous development in response to changes in strategic planning and medical practices, the site had been under pressure to reduce its energy consumption and associated carbon footprint.

- Improved the control of utilities, offering improved patient care environment.
- Reduced the Trust's carbon emissions by **10%** in the first year.
- Delivered cost savings of **£450,000** a year, a decrease in the site's energy costs of around **29%**.
- Reduced CO₂ emissions by **2,555 tonnes** a year; **25%** of the site's current CO₂ emissions.

We replaced the hospital's 44-year-old boilers, designing and installing a brand new combined heat and power (CHP) solution to take care of the site's heating, electricity and cooling needs.

- Our long-term performance partnerships deliver overall cost savings of up to **£33m** and reduce CO₂ emissions by **114,311 tonnes**.
- Reduced CO₂ emissions by **36%** and guaranteed savings of **£735,000** a year for Warrington and Halton Hospitals.
- Up to **73%** landfill diversion for our customers.

"The savings we'll make are immediate and very significant allowing us to address £1.3 million in backlog maintenance to our heating and hot water supply systems. At a time when the trust has had to make considerable financial savings, whilst maintaining high quality clinical care, this project really does tick all the boxes."

Dean Goodrum, Head of Estates and Facilities, Lister Hospital

MAXIMISING THE VALUE OF WASTE

TO CREATE BETTER OUTCOMES FOR EDUCATION

Schools face further cuts of 8% in real terms by 2019-20⁷ and financial forecasts submitted to the Higher Education Funding Council for England also signal a trend towards unsustainable budget shortfalls.

Against this backdrop, we partner with our education customers to deliver sustainable ways to maximise the value of their waste. Our customers are able to increase recycling and divert more waste from landfill at a wide range of facilities that support learning, teaching and assessment – from schools and academies, to colleges and universities. They can also reduce and optimise their water usage and boost energy efficiency in their buildings, generating green energy to reduce costs and cut carbon emissions.

- General waste collected from education customers has generated **44,257,400 kWh** of electricity – enough to power **546** primary schools for a year.
- We've exported **472,095 kWh** of electricity from food waste in the education sector - enough to power **20** universities for a day.
- We've recycled **3,964 tonnes** of cardboard – enough to make **158.5 million** cardboard boxes.
- Our customers in the education sector have saved **39 tonnes** of CO₂ emissions from recycling paper, saving **65 trees**.

University of Bradford

Home to 10,000 students, Bradford was the 40th university to be created in the UK. Today, saving on resources is front of mind for students and the university. As such its One Planet Carbon Strategy aims to achieve a 50% reduction in carbon emissions by 2020, which was achieved three years ahead of target.

Together we...

- Saved a total of **2,600 tonnes** of CO₂ emissions a year.
- Increased low carbon generation by more than a third.
- We will be saving an estimated **£8 million** in energy costs over the next **20 years**, equivalent to a cost saving of **£400,000** a year.



We designed and installed a 1.9MWe combined heat and power (CHP) unit which will ensure the university can meet its carbon reduction targets and maintain its position as a beacon in sustainability within the higher education sector.



CREATING SMARTER BASES WITH BIG ENERGY SAVINGS FOR THE DEFENCE SECTOR



With 50,000 houses, 60,000 technical assets and 20,000 other key assets such as runways and electrical networks, the UK's defence estate is huge. As such, the Ministry of Defence (MOD) experiences substantial water and energy demands and generates large volumes of waste.

We partner with Defence customers to guarantee business continuity via a secure supply of utilities, with our innovative solutions delivering annual savings by eliminating leakage and introducing efficiencies through our Smart Bases technology. Together we can also optimise their energy and water networks, utility consumption and waste treatment processes.



- **50%** of established regular forces benefit from our sustainable water and wastewater solutions.
- Customers benefit from **100%** guaranteed energy supply, relying less on the grid.
- Installation of an energy recovery system has saved **40%** on energy costs for the MOD.
- We safely destruct Syrian chemicals at our high temperature incinerator on behalf of the British Government and the MOD.

MOD, Gibraltar

The site on Spain's south coast needed an uninterrupted supply of drinking water and filtered seawater to serve the armed forces based there. The original plant had become too hazardous to access and a new, bespoke plant needed a new location. Of course, security and quality of water supply were of paramount importance.

Together we...

- Saved **40%** on energy costs thanks to the installation of an energy recovery system – a significant cost saving for the MOD.
- Ensured an uninterrupted supply of **1,200m³** of drinking water and **960m³** of filtered seawater a day.
- Combatted Gibraltar's relatively high cost of electricity.



A partner of MOD Gibraltar since 2003, we designed and built a new seawater desalination plant in a gorge next to the existing plant, allowing easy access and integration with the infrastructure. This long-term project provides the MOD with a sustainable water supply that complies with environmental regulations as well as its own strict security and reliability criteria.

MOD, Nevis, Scotland

In 2005, Veolia Water Nevis entered into a 25-year contract to deliver the operations, maintenance and asset investment to MOD sites across Scotland as part of a Private Financial Initiative (PFI).

- Reduced water leakage from more than **80%** pre-contract, to less than **30%**.
- Initiated a **24/7** call centre, water quality sampling and fire main operation.
- Substantially reduced damage from long-running leaks.

A fully owned, special purpose company of Veolia Water with its headquarters in Dunfermline, Fife, Veolia Water Nevis is responsible for around 453 army, navy and RAF sites across Scotland, with a total contract value of £400m.



OUR JOURNEY WITH COMMERCIAL CUSTOMERS

Improving resilience while reducing environmental impacts

We live in increasingly uncertain times and for our commercial clients, boosting returns, improving efficiency and complying with regulatory measures remains a constant balancing act.

With consumers becoming more savvy about sustainability issues, our customers face more pressure to do the right thing – not just in how they run their stores, warehouses and depots, but in how they manage their suppliers too.

Our commercial customers continue to better manage their resources, reduce their environmental impacts and make significant cost savings thanks to our partnership approach. Whether it's avoiding landfill costs, developing water efficiency solutions or improving energy efficiency, our teams have the expertise to help businesses big and small exceed their environmental targets while continuously improving their bottom line.

*Our Energy team has helped customers implement energy management solutions that span the entire energy cycle – from generation and transformation, to distribution, utilisation and operations – in line with ISO 50001 and the **Energy Savings Opportunity Scheme (ESOS)**. By delivering energy performance contracts that use energy cost savings to reinvest in efficiency upgrades, our customers benefit from better energy delivery and significant £ savings that can be reinvested into their core activities.*



UNLOCKING THE VALUE OF WASTE AND RESPONDING TO SAVVY RETAIL CONSUMERS

Rising expectations on retailers to cut waste and packaging while improving green product offering is putting more and more pressure on our retail customers.

At a time of increased competition across the sector, cutting energy, resource use and carbon emissions – both at retail sites and across the supply chain – is a positive way to find cost efficiencies while reducing environmental impacts.

We partner with retail customers to unlock value within waste and guarantee a secure, quality supply of utilities. Our retail customers typically reduce costs and carbon emissions by around 30%, while diverting 98% of their waste away from landfill thanks to our waste, water and energy efficiency solutions.

- Retailers can increase energy efficiency by **25%** on average.
- Our customers achieve up to **30%** cost and carbon savings.
- **34,000 tonnes** of food waste used to generate bioenergy or products.
- **6,438 tonnes** of CO₂ saved in total from recycling cardboard.

Costa Coffee

Costa Coffee is the UK's largest coffee chain with over 2,000 stores nationwide in locations such as high streets, airports and train stations. A subsidiary of the Whitbread Group, the company has grown rapidly in recent years and aims to double global sales to £2 billion by 2018.

Together we...

- Diverted 99.2% of waste collections from landfill
- Streamed solutions to save 14% in costs

VEOLIA

Costa Coffee wanted to divert more waste from landfill. At the 800 Costa stores and over 370 franchises serviced by Veolia there was little room for recycling bins and in-store segregation had to be as simple as possible. The key goals were to reduce costs through rate reduction, innovation and optimisation. Veolia has combined Costa sales data into their management reports so that spend and tonnage are managed on a site by site basis according to the site's revenue. This means sites only pay for the services they need which provided £120,000 savings in the last financial year.

Tesco

Tesco is Britain's largest retailer with more than 2,600 stores, 460,000 staff and sales of almost £50 billion. Energy is essential to maintaining the company's retail stores, ensuring that fresh food is refrigerated and frozen appropriately. But with a goal to run zero carbon stores, the retailer needed to look for cost-effective solutions to reduce its energy consumption.

- Made significant annual energy savings and cost savings.
- Cut CO₂ emissions by **7,332 tonnes** a year.
- Provided electricity and heating for **2,933 acres** of retail space.
- Created **471,286 hours** of low carbon decentralised energy a year.

We've been working with Tesco since 2006 to help halve the carbon emissions of its new UK buildings and stores by 2020. Central to this we have developed a number of large scale combined heat and power (CHP) plants for a range of stores, providing reliable low carbon electricity and heating. In fact, we have now installed CHP units at 93 sites with some even serving local homes as well as Tesco stores.



FINDING EFFICIENCIES TO MAKE EVERY JOURNEY GREENER FOR AIRPORTS



The UK's airports are like mini cities in themselves, demanding huge amounts of energy and water while generating large volumes of waste. As a result, their environmental impact is significant.

But unlike many other industries, airports are highly capital intensive; pre-empting further market growth will require heavy investment in infrastructure, vehicles and property development. As such, we know that airports need to carefully manage resources at a strategic level to offset carbon impacts, meet environmental targets and manage market expansion sustainably.

Airport authorities can guarantee business continuity via a secure supply of utilities, unlocking annual savings by minimising leaks and introducing smart billing for concessionaires with our cutting-edge solutions. For example, we optimise water and energy networks, utility consumption and waste treatment processes.

- Reduced airport water leaks by more than **50%**.
- **£4.4m** in cost savings identified at one airport alone.
- Zero waste to landfill achieved at one airport by increasing recycling to **70%**.
- One airport improved recycling rates by **160%**.



Heathrow

With two runways and five terminals, Heathrow is the busiest airport in Europe, handling more than 75 million passengers in 2016. Boosting the energy efficiency across the 1,227 hectare site has been a real focus.

Together we...

- Unleashed an additional **£22 million** of utilities income over five years.
- Increased revenue stream by identifying back-billing.
- Worked closely to benefit from Automatic Meter Read (AMR).



To identify a range of opportunities to reduce energy use and improve efficiency, we carried out a full and detailed audit of the airport with handheld devices and accessing the huge site's 5,843 utility meter points.

London Luton Airport

As the UK's fastest growing airport, the number of passengers using London Luton Airport is set to almost double to 18 million by 2031. Under a 20-year contract, Veolia manages all water and waste water services.

- Reduced unaccounted for water, including leakage, from more than **40%** to around **12%**.
- Introduced customer service and billing for **100 tenants**.
- Introduced utilities monitoring across 300 electricity meters, **170** water meters and **4** gas meters.
- Achieved recycling rates across the airport of **70%**.

We carried out a full survey of the airport's existing water systems, including potable, firefighting, foul, and surface drainage. Repairs and system upgrades were completed as a priority before a comprehensive maintenance programme was implemented and asset management plans put in place to support the water network expansion as part of the airport infrastructure growth programme.

"Veolia's in-depth knowledge of the history and infrastructure at the Airport is invaluable in providing support in many areas across the site."

Tessa Beadman, *Environment Manager, London Luton Airport*



PREVENTING FOOD WASTE AND BOOSTING PROFITS FOR HOSPITALITY AND LEISURE

The hospitality and leisure sector is the fourth largest industry in the UK, with annual energy costs of more than £1.36 billion, contributing over 8 million tonnes of CO₂. Hotels, pubs, restaurants and leisure centres demand significant amounts of energy and generate large volumes of waste.

Food waste is one of the biggest challenges for the sector, costing the leisure industry alone some £241 million a year – the equivalent of £4,000 per tonne of waste. Preventing avoidable food waste, while improving energy efficiency, remains the top priority for companies under pressure to improve margins while reducing their environmental footprint.

Our hospitality and leisure sector customers are able to achieve rates of 98% diversion from landfill via our national network and the development of bespoke onsite waste improvement programmes to boost the bottom line. They can also reduce costs and carbon emissions by an average of 10% through water and energy efficiencies.

- Our customers make cost savings of **30%** on average.
- **1.2 million tonnes** of food waste collected, which will be used to generate bioenergy or products.
- Cut CO₂ emissions by **9,647 tonnes** – the equivalent of taking **5,583 cars** off the road.

“Our energy plants directly impact the environment that our business operates in. To preserve its health, it is vital to embrace those technologies that help to reduce our carbon footprint and the new CHPs do just that. In collaboration with Veolia, we are already planning the replacement of further CHP engines over the next two years.”

John Conlon, Head of Engineering, Facilities and Capex Planning Europe, Marriott International

Premier Inns and Restaurants

Premier Inns and Restaurants has over 1,100 hotels and restaurants in the UK. Waste management is an important issue for the FTSE 100 company, whose 22 million customers favour sustainably responsible brands that minimise waste and recycle wherever possible.

Together we...

- Identified **£2m** of innovation and efficiency savings.
- Diverted **100%** of operational waste from landfill two years ahead of target.
- Jointly won the Climate Week **‘Best Initiative by a Large Business’** Award.



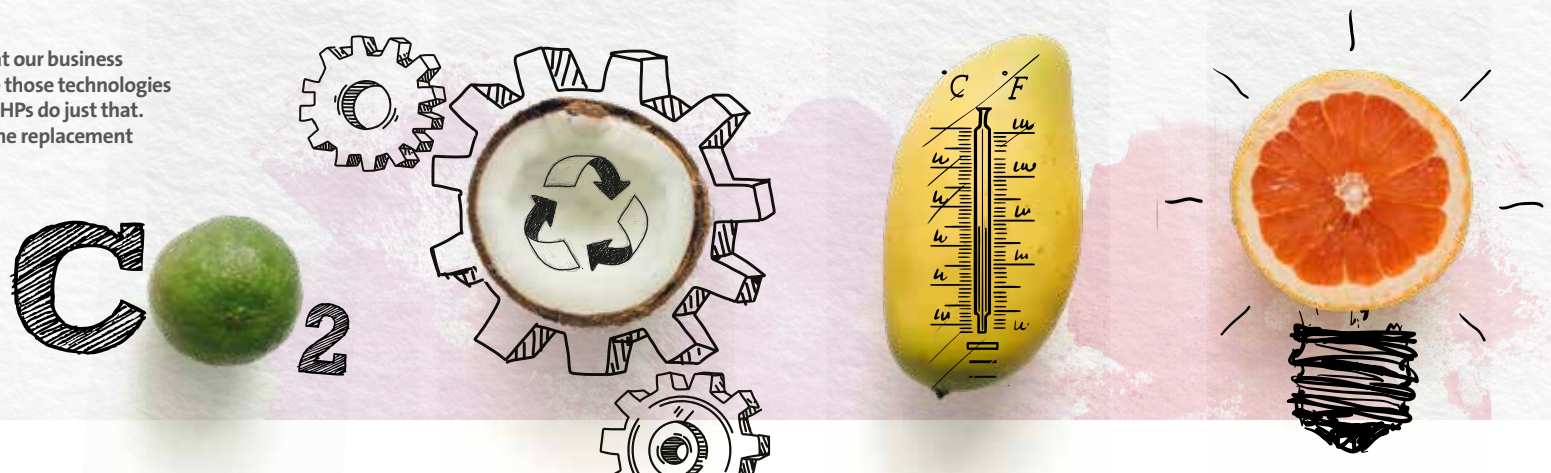
Veolia helped Premier Inns and Restaurants hit their environmental targets two years ahead of schedule. A 4-stream waste collection service was introduced (mixed recycling, food waste, glass, general waste), supported by a national roll-out of colour coded containers and staff training initiatives. We are also helping Premier Inns and Restaurants reduce CO₂ emissions and energy costs by providing low carbon on-site generation using combined heat and power technology.

Marriott International

With 23 hotels across the UK, Marriott’s environmental goals include efforts to cut energy consumption. In fact, it was the first major hotel chain to calculate its carbon footprint and launch a plan to improve energy efficiency, conserve water and support projects that reduce deforestation.

- Significantly reduced energy costs, saving **6,713 tonnes** of CO₂ a year, in line with Marriott’s environmental policy.
- Generated some **38.8 GWh** of low carbon electricity a year.
- Improved hotel Energy Performance Certificate ratings.

With Marriott’s existing combined heat and power (CHP) plants nearing the end of their operational life and engine technology advancing, we installed a range of new CHP units across a number of sites, ranging from 121 kW_e to 400 kW_e. These provide heating, energy and hot water including any demand for leisure facilities at the company’s hotels.



OUR JOURNEY WITH WATER COMPANIES

Ensuring water goes further, and protecting profits, in an ever-changing world.

From climate change and water scarcity, to stricter regulation and the introduction of circular economy models, the water industry faces unprecedented changes in the next few years.

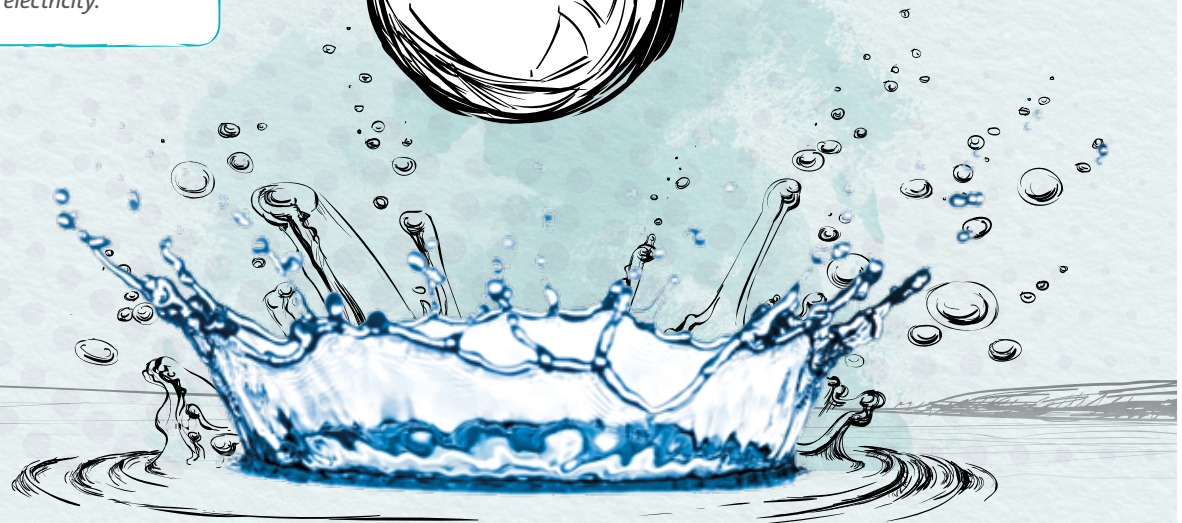
There will be 10 million more people living in the UK in 20 years' time, putting real pressure on water supplies. Elsewhere, the Internet of Things will play a significant role in the water industry, with data capture, smart networks and intelligent automated systems helping to reduce losses and better manage the delivery of water when and where it is needed.

As the UK's fourth most energy-intensive industry, using around 3% of UK-generated electricity for pumping, water treatment and waste management, there is huge potential to optimise efficiency, driving down costs and reducing the environmental impact of the sector.

*New technologies have the potential to drive down mains water leaks and unauthorised use from **22%** to as low as **5%**.*

*Water demand is set to exceed supply by as much as **10%** in London by **2025**, with a potential **414 million** litres per day deficit by **2040**.*

*If all UK sewage was converted into biogas, we could generate **1,133 gigawatt** hours of electricity.*



HELPING WATER COMPANIES MEET CUSTOMER EXPECTATIONS WHILE BOOSTING PROFITS

Last year, we supplied 100 million people with drinking water and 61 million people with wastewater services worldwide. Drawing on unparalleled experience, we are able to deliver the expertise that will ensure a secure and sustainable supply of water by better management of their resources.

We design, build and manage water and wastewater services and infrastructure, from pipe networks to pumping stations for municipal water companies and local authorities. We also help our customers cut their carbon footprint through the treatment, disposal and recycling of biosolids.

Our customers can meet their carbon reduction targets while delivering smarter water services that meet customer expectations and increase profits by using our pioneering technologies that mark a change in how water assets are managed.

We optimise treatment and generate renewable energy for more than **30** water and wastewater sites in the UK.



Dwr Cymru Welsh Water

The sixth largest of the ten regulated water and sewerage companies in England and Wales, the company is responsible for providing more than three million people with drinking water and for treating their wastewater.

Together we...

- Made savings of **£217,750** through optimisation over **5 years**.
- Saved **£23,000** a year by improving Granular Activated Carbon.
- Saved **£3,360** a year on orthophosphoric acid consumption.
- Saved **£11,460** a year on aluminium sulphate.
- Found a further **£79,000** of potential savings over **5 years**.



We have worked in partnership with Welsh Water to optimise energy, chemical and water losses across their site, making cost savings throughout. Our work has involved: performance modelling, including data collection and benchmarking to support business case development; on-site monitoring, to ensure quality was not being compromised; and engagement and communication, to ensure long-term sustainability of optimisation.

Southern Water

As the provider of water and wastewater services for Kent, Sussex, Hampshire and the Isle of Wight, the business operates a sewer network of 39,000km and 718 million litres of wastewater gets treated and recycled at its 368 treatment works every day. To protect profits and reduce its environmental impact, Southern Water set a goal to generate 20% of its energy from renewable sources by 2020.

- Generate 43.8GWh of renewable electricity generated every year.
- Have cut CO₂ emissions by **16,335 tonnes** a year.
- Reduced exposure to electricity price fluctuations.
- Significantly lowered energy costs and improved energy security.

Through biogas-fuelled combined heat and power (CHP) technology, we have been able to use renewable power from sewage treatment to generate electricity for Southern Water at eight of its wastewater treatment works. The projects include the design, supply, operation and maintenance of the CHP that use biogas, created during the wastewater and sewage treatment processes as a renewable fuel.



CARING FOR THE PLANET THROUGH OUR OWN ACTIVITIES

We work at the heart of the waste-water-energy nexus, and therefore have a big role to play in helping to tackle climate change and our dependence on fossil fuels and resources, including water.



Our circular economy approach is successfully helping our customers cut the amount of waste, energy and water they use by developing solutions that reduce their environmental footprint.

We are doing that within our own operations too, investing in new technology and developing new methods at our sites to reduce our exposure to energy price fluctuations and water scarcity, while meeting greenhouse gas emission reduction goals.



ACHIEVING A CARBON POSITIVE BUSINESS

We have a responsibility to run our own operations across the UK with the least negative impact on the planet, from the amount of energy we use, to the volume of water we waste carrying out our duties on our range of sites.

We also help our customers avoid 2.1 million metric tonnes of CO₂ equivalent each year. Our global goal is to reduce GHG emissions by 100 million metric tonnes CO₂ equivalent, avoid 50 million metric tonnes CO₂ equivalent and capture over 60% of methane from landfills by 2020.

In 2016:

- We produced **1.1 million MWh** of electricity from our Energy Recovery Facilities.
- We produced over **500,000 MWh** of electricity from our landfill sites.
- We captured **88%** of methane generated from our landfill sites.

Direct (scope 1) emissions (tonnes CO₂e)

Waste

2014 - 1,244,562

2015 - 1,247,280

2016 - 1,309,441

Water

2014 - 3,789

2015 - 6,106

2016 - 6,286

Energy

2014 - 396,127

2015 - 644,359

2016 - 603,024

Total

2014 - 1,644,478

2015 - 1,897,745

2016 - 1,981,751

Indirect (scope 2) emissions (tonnes CO₂e):

Waste

2014 - 34,219

2015 - 35,207

2016 - 32,145

Water

2014 - 41,601

2015 - 40,001

2016 - 31,855

Energy

2014 - 11,231

2015 - 9,425

2016 - 34,154

Total

2014 - 87,051

2015 - 84,633

2016 - 98,154

Avoided emissions (tonnes CO₂e):

Waste

2014 - 1,366,912

2015 - 1,322,976

2016 - 1,375,946

Water

2014 - 167

2015 - 41

2016 - 203

Energy (including CHP emissions from 2015, hence the increase)

2014 - 386,728

2015 - 829,702

2016 - 769,713

Total

2014 - 1,753,807

2015 - 2,152,720

2016 - 2,145,862

Carbon performance ratio (CPR), the calculation of avoided emissions divided by the total of direct and indirect emissions:

Waste, Water and Energy

2014 - 1.01

2015 - 1.09

2016 - 1.06





IN CONCLUSION: OUR JOURNEY IS YOUR RESOURCE ADVANTAGE

Like many others, our industry faces numerous challenges – from uncertainty in a post-Brexit Britain, ever fluctuating resource costs and changing demands from customers under pressure to both cut costs and protect the environment.

But these challenges also present a number of opportunities for business, while creating value for everybody.

As this year's sustainability update shows, we are making strong progress. We continue to deliver impressive results for reducing waste, water and energy within our own operations. We are also helping our customers by developing innovative solutions that enable significant cost savings and reduced risk across a range of sectors.

Managing resources and adopting more circular models is not only helping to protect our precious resources and the wider environment, but is also putting us in a leadership position as we prepare for whatever the future holds.

**YOU &
SUSTAINABILITY**



Resourcing the world

Veolia
8th Floor, 210 Pentonville Road,
London N1 9JY
www.veolia.co.uk

