

# Gender Pay Gap Report

2021/2022

As the UK leader in environmental solutions, Veolia continuously works to develop innovative and sustainable approaches to maximising waste, water and energy.

This, in turn, moves us towards our purpose of delivering an ecological transformation and providing a better, more sustainable world for all.

## What is the gender pay gap?

All companies with an employee headcount greater than 250 are required to publish their gender pay gap data. Put simply, this is the difference between the average hourly pay for women and men as a whole in the organisation.

This is not the same as equal pay between men and women who do the same jobs, or who carry out work of equal value.

The gender pay gap looks at the overall average pay based on gender regardless of job role, grade, market forces or any other influences on pay.

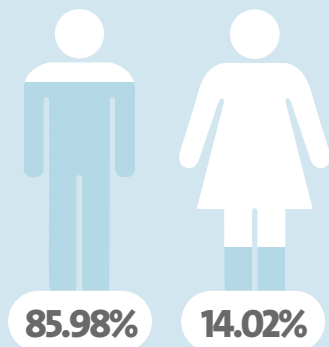
This report sets out the gender pay gap data for Veolia Environmental Services UK PLC; Veolia Water UK LTD; Veolia Energy UK PLC and all of their respective subsidiaries covering the 2021-2022 pay period.

In producing this report, we have analysed the pay data of all of our employees – totalling around 13,000 people across the UK.

## Gender pay gap highlights

### Gender split

2022



### Gender pay gap – hourly rate of pay

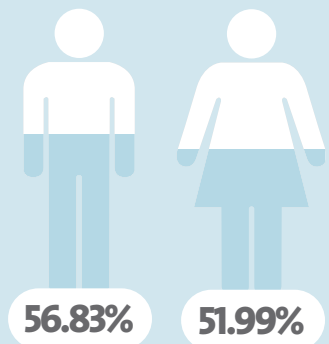
Mean

Median



## Proportion of male and female employees at Veolia receiving bonus pay

2022



### Bonus pay gap

Mean

Median

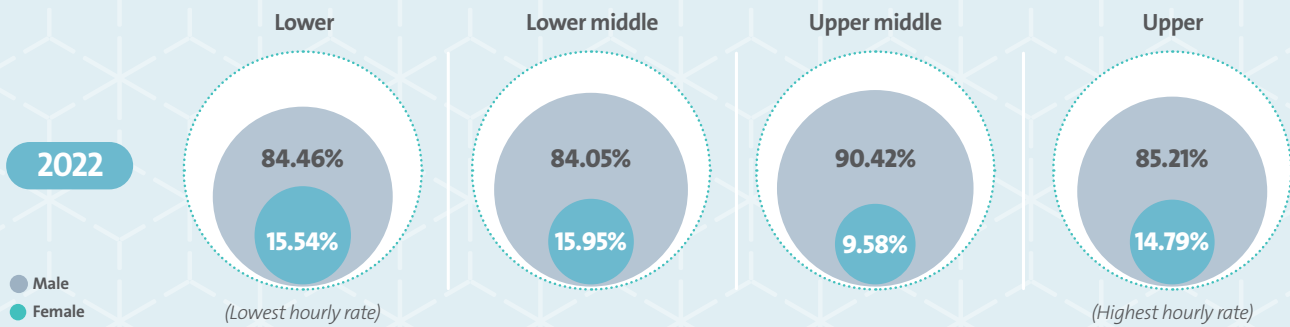


## Changes to our gender pay gap

The mean and median bonus gaps are driven by the gender distribution of our workforce. A large proportion of our roles are operational and, by the nature of our business, a high percentage of those occupying these roles are male. We have seen a small increase in the number of female employees joining Veolia, with a mean gender pay gap in favour of women.

Mean and median bonus payouts are higher for our female employees. This is due to many of our male colleagues working in operational roles, with bonus payments being paid more frequently, but at lower values.

## Proportion of male and female employees at Veolia by quartile pay bands



## Gender pay gap action

We've always been passionate about diversity and inclusion for our people; and we remain fully committed to developing, retaining and attracting more women into all roles across Veolia. Creating an environment which is welcoming and supportive for all of our people is a core part of our drive to deliver ecological transformation.

Companies are more successful when they have a diverse and inclusive workforce – a place where different thoughts and ideas can grow, and where everyone feels empowered and able to be their best. So in order to attract diverse candidates we continue to gender decode our job adverts and embed inclusive hiring practices.

To increase representation of women in operational positions, we introduced a career development programme specifically for our female colleagues. We also created a 'day in the life...' recruitment campaign. This showcased roles previously associated with men – such as driving heavy goods vehicles – in a new way that was more appealing to women as well as men. This led to a 50% increase in female drivers joining Veolia.

We also recognise the impact menopause can have. We've created an employee support group to enable conversation and guidance; our aim is to remove the barriers that women face during the menopause.

We're proud of the inclusive culture we have developed so far. We will continue to work on this to build a workplace where everyone is treated with dignity and respect. Because everyone deserves to work in a fair and inclusive environment.

### Introducing our new inclusion strategy: Five by 2025

At the beginning of 2021, we launched an ambitious two year inclusion strategy designed to raise awareness and to focus on what it means to be truly inclusive at Veolia. Our progress so far has enabled us to take our inclusion journey to a new level, from launching our very first [inclusion video](#), to celebrating over 20 diversity events.

Our new inclusion strategy, Five by 2025, has been co-created in partnership with our people. This follows feedback and experiences captured through our inclusion roadshows, face-to-face discussions, focus groups, and surveys.

Our new strategy is focused on five priority areas that we will deliver on collectively by the end of 2025.

1. Diversity action planning	2. Attract and retain	3. Opportunity and accessibility	4. Inclusive leadership	5. Impact and accountability
Create diversity action plans for age, gender and ethnicity	Increase diverse applications and improve diversity across our workforce	Become Disability Confident Level 3 and improve accessibility	Launch reverse mentoring and inclusive leadership programmes	Conduct impact assessments and review progress regularly

“ I am proud of the collective efforts from all of our people across the UK. This has not only been about raising awareness of diversity and inclusion, and acknowledging the contributions made by women within our business. It's also about taking responsibility and engaging in conversations, however and whenever they are needed.

We're building an environment where we all take responsibility for inclusion, leading with our five core values: community spirit, customer focus, innovation, respect and responsibility. This report on our gender pay gap will help us focus on specific actions needed to ensure we continue building an equal and accessible workplace for everyone.

Ensuring people are treated fairly goes hand in hand with our purpose of ecological transformation. When we talk about 'ecology' we don't just mean the environment; we also mean the socioeconomic factors that influence our lives.

Our purpose can only be fulfilled by finding innovative solutions from a diverse workforce, which represents the communities we serve. As we continue on our journey, we're determined to listen and take authentic action to increase inclusion and diversity across Veolia. ”

Gavin Graveson  
Senior Executive Vice-President  
Veolia Northern Europe

