

TAKING SUSTAINABILITY

FORWARD TOGETHER



Ecological transformation - that is our purpose.

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MAKING A DIFFERENCE

SUPPORTING OUR CUSTOMERS WITH THEIR

CARBON REDUCTION COMMITMENTS

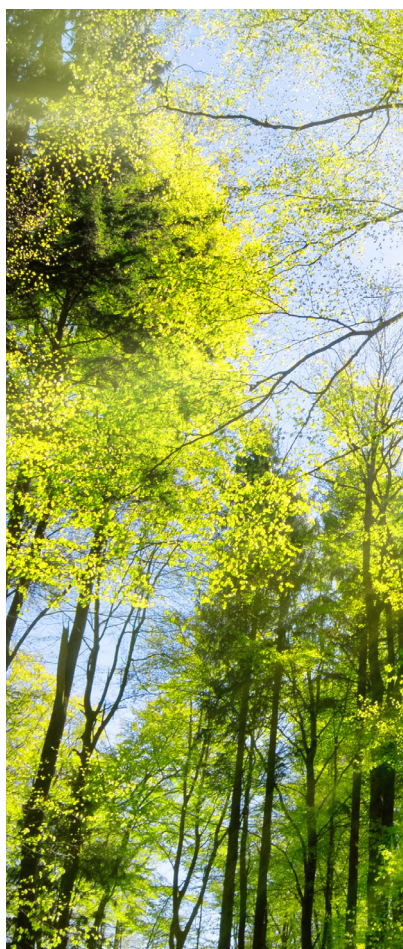


The Paris Agreement and the UK's net-zero ambitions have put reducing carbon emissions high on everyone's agenda. But finding the best way to cut greenhouse gas emissions while maintaining operations isn't easy.

We help our customers to make the transition by providing a clear vision of how to reduce emissions from energy, waste and water while future-proofing any organisation and creating value in the emerging low-carbon world.

TOGETHER, WE'RE MAKING A DIFFERENCE

*Being the benchmark company
for ecological transformation
means using our purpose as a
compass for our entire business.*



As stated in our purpose, through all its actions Veolia aims to have a greater positive impact on all our stakeholders, be that through environmental, social or financial activities.

A greater impact on the planet, by preserving natural resources and mitigating pollution; a greater impact on our customers, by improving their performance and controlling their carbon footprint; a greater impact on our local communities, by creating sustainable jobs; a greater impact on our employees, by broadening their skills and their opportunities for professional development; and a greater impact on our shareholders, by increasing their return on investment.

This impact is measured using a suite of indicators that was introduced at the Veolia Group level last year and that we have now fully adopted locally. I strongly believe that a company's success is measured not only by what it achieves, but also by the impact it has on all its stakeholders.

This is why our multifaceted performance framework is becoming a substantive tool for steering our business, ensuring we keep in line with our purpose in everything we do. Veolia's impact on all its stakeholders is the tangible proof of its usefulness and therefore of its legitimacy. Because, in the end, we are only legitimate when we are useful.



GAVIN GRAVESON

Senior Executive Vice-President,
Veolia Northern Europe Zone

WE'RE COMMITTED TO

ECOLOGICAL TRANSFORMATION



Veolia contributes to human progress by helping to achieve a better and more sustainable future for all.

This is only possible if the world's economic, social and environmental issues are addressed as an indivisible whole.

We are well placed to provide many of the innovations the world needs for ecological transformation.



By resourcing the world through our businesses in water, waste and energy services, we deliver solutions that facilitate access to essential services and natural resources. And we find ways to conserve, use and recycle those natural resources. Improving our own environmental footprint and that of our customers is at the heart of our commercial success, as is taking care of our people and those that work with us.

To make sure we stay on track, Veolia's purpose is at the heart of our Impact 2023 strategic programme. Everything we do as a business is guided by this purpose.

And we have backed this up using the concept of multifaceted performance – a framework which ensures we give equal care, attention and resources to economic and financial, commercial, environmental, human resources and social performance.

For each of our five key stakeholders – Employees, Society, Planet, Customers and Shareholders – we have made five clear commitments, all linked to the United Nations' Sustainable Development Goals.

Our 18 performance objectives outline Veolia's priorities, giving all business units a clear path to contribute to our goals in their day-to-day work.

2021 HIGHLIGHTS

SOCIAL


£3.8billion
of wealth created



45,099
jobs supported


79.8%
of staff believe Veolia lives its values and ethics


COMMERCIAL


55
customer satisfaction rate: score of 55, using Net Promoter Score methodology

ENVIRONMENTAL



44.6%
rate of progress in improving biodiversity at sensitive sites


1,584 kt
CO₂e avoided thanks to our recycling and low carbon energy activities


86.3%
of methane captured at our landfill sites


14,528
tonnes of plastic recycled at our plastic transformation plants

HUMAN RESOURCES


85.9%
commitment rate of all staff, as measured by independent survey


7% injury frequency rate


19 training hours per employee, on average

**WE ARE
CONTINUOUSLY
IMPROVING**



As part of our long-standing membership of Business in the Community (BITC), we have been using the BITC Responsible Business Tracker to understand and communicate how well we are performing on sustainability.

Aligned with the UN Sustainable Development Goals, the tracker gives us a bird's-eye view of our continuous progress in our efforts to create healthy communities and a healthy environment.

In 2021, we achieved an overall score of **60%**, which is above the cohort average score. Around **40%** of our score was weighted towards addressing nature stewardship and circular economy, our first and second ranked material issues.

“Veolia has a robust approach to materiality assessment and engages with internal and external stakeholders to keep up to date with business priorities.”



**BITC RESPONSIBLE
BUSINESS TRACKER,
2021**

GIVING MEANING TO OUR EMPLOYEES' WORK



We cannot achieve our ambitions without having great people in our company. We are committed to supporting all of our employees to be the best they can be. This means ensuring their workplace maintains high standards of safety, and that we protect and enhance everybody's health and wellbeing.

It also means creating a working environment with purpose and meaning that provides the opportunity for career development.

HEALTH, SAFETY AND WELLBEING

COMMITTED TO PROTECTING OUR TEAMS



Our StreetKind and SiteKind campaigns continue to focus on thanking the public for being kind whenever they interact with our employees. This makes it clear that abuse is not acceptable, as our teams deliver essential services across the UK, both on streets and at household recycling centres (HRCs).

The campaigns have been launched in the London boroughs of Westminster, Brent and Bromley, the South London Waste Partnership and in Southend and Hampshire. So far, the campaigns have resulted in an upward trend in reporting and we have seen a series of prosecutions being pursued by local law enforcement. We believe this has been a direct result of the campaign and the awareness that has been raised via the material we have displayed on our vehicles and on various social media channels, as well as Richard Hulland, our Chief Risk and Assurance Officer participating in an interview on mainstream radio.



StreetKind
veolia.co.uk/streetkind

DIGGING DEEP WITH AN INTERACTIVE APPROACH TO SAFETY

Our supplier, JCB, hosted colleagues from our construction and decommissioning teams at its Staffordshire site for a day focused on all things safety.

Joined by our Senior Executive Vice-President, Gavin Graveson, employees took part in an interactive Think Safe training activity designed to empower people to have challenging conversations and improve our safety culture. Getting out of the classroom – and into a quarry – meant the appropriate safety controls for ground excavation could be demonstrated in a real-life situation.

Another of our suppliers, Altrad, offered a virtual reality driving experience allowing everyone to experience a range of distractions that can impact our drivers – from mobile phones beeping to people not looking when crossing the road.



“This was a brilliant opportunity to showcase our strong safety culture, initiate real conversations around safe behaviours and give our teams the recognition they deserve for keeping our people and customers safe.”



**RICHARD
HULLAND**

Chief Risk and Assurance
Officer, Veolia UK and Ireland



WARMING UP FOR WORK

We focus on preventative measures and look into the reasons behind rare incidents of workplace accidents.

To mark International Health and Safety Week, we trialled new methods of reporting incidents to give us more insight into the types of situation that lead to accidents at our sites.

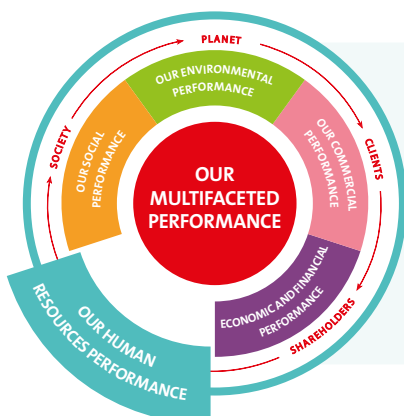
We found that the cause of our most common accidents and lost time incidents is a result of musculoskeletal problems, especially as the seasons

change. Accidents often occur during the first hour of a shift because many people do not warm up before they start work.

In partnership with Back in Action, we initiated Warm-Up Wednesdays to combat this and provide guidance on easily reducing the risk of injury at work. A series of videos were produced to encourage our operational teams to build a warm-up into their regular morning meetings, allowing everyone to exercise no matter what they do.

“Warm-Up Wednesdays have been great. I can incorporate the exercises into my day-to-day activities, and everybody really looks forward to warming up every day of the week.”

Veolia Operative



SAFETY AT WORK

Indicator
Injury frequency rate

2021 performance

7

Target for 2022

<5.7

LOOKING AFTER OUR MENTAL AND SOCIAL WELLBEING

We know just how vital our employees' wellbeing is – both at home and at work.

In 2021, we set out to further improve our people's day-to-day health and happiness by launching our wellbeing series of events, guest speakers, webinars, resource packs and communications campaigns covering mental, physical, financial and social wellbeing. The series offered people the chance to engage with industry experts, learn practical top tips and get involved in on-site events and interactive sessions, all geared towards meeting the needs of our teams.

- **1,754 employees attended Dr Rose Aghdami's 'FUEL Your Resilience' session**, taking away tips to better support their mental resilience.
- **Around 200 employees picked up tips for financial freedom** from Jason Butler's webinar 'How to win with money'.
- The summer holidays can be expensive. **We shared 54 ways** for our employees to enjoy a free day out or grab a discount.

In August, we held our Social Wellbeing Day. It was an opportunity to reconnect after a series of national lockdowns had prevented people from getting together. Employees took part in fun and inspiring events at many of our sites. These ranged from wellbeing walks in Delamere Forest and office-wide BBQs to Formula 1 driving simulation experiences and fairground games and stalls.



"Social Wellbeing Day was excellent. It was great to meet up with people across various departments and for everyone to take some time out of their day to relax. It was a fantastic way to celebrate our workforce for their hard work, especially during these trying times."

Feedback from
anonymous participant

"The wellbeing series plays an important role in the wellbeing of Veolia's employees. The series covers mental, physical, financial and social wellbeing, which means there is something for everyone. It allows you to learn more about specific topics you may not know much about."



WIDE-RANGING EMPLOYEE SUPPORT

We have witnessed more change in the last two years than we did in the previous three decades. To help employees navigate these challenging times, we have introduced a wealth of wellbeing support services and initiatives. We now have a dedicated team of more than 200 Mental Health First Aiders across the business who are on hand to support and advise employees when times may be tough.

We partner with a number of providers to offer the best care to our teams. Our Employee Assistance Programme provides free, confidential counselling services for employees and their families. There is also a service for employees suffering from depression, anxiety, stress, or other mental health issues.

Physiotherapy services are available to all employees, often on site, to aid with prevention and rehabilitation. Our financial health partner offers financial education and advice, as well as salary deducted loans.



Our 2022 wellbeing series will include new topics for addressing the physical, mental, financial and social wellbeing of our people. We will also launch a wellbeing roadshow to take the series out to our operational sites.



**CHARLOTTE
FEARNSIDE**

Internal
Communications
Officer

INCLUSION

BUILDING A MORE INCLUSIVE ORGANISATION

We've always been proud of Veolia's diversity. But we know it's not the same as being inclusive. And when we all feel like we belong here, the communities we work in will benefit the most.



Our Inclusion Strategy 2021-2023 will help guide us on our journey to become a more inclusive place to work. It focuses on five priority areas:

1. Attraction & Selection

Recognising talent from all backgrounds and selecting and recruiting people in an inclusive way.

2. Awareness & Upskilling

Encouraging everyone to take responsibility and **help us be more inclusive.**

3. Development

Making sure that all of our people are **given chances to progress.**

4. Communication

Talking about inclusion openly, so we can share ideas and learn.

5. Customers

Leading the way for inclusive working throughout the whole business, and in how we serve customers.

All managers and supervisors have the opportunity to receive unconscious bias training, and we have started to measure the percentage of promotions into different roles across the business.

We have reviewed how we shortlist for senior-level roles and carried out audits across all of our recruitment practices to ensure that our decision-making process is fair and inclusive.

Our Inclusion Charter has been shared with our municipal and larger key customers, and by the end of 2022, at least half of them will have signed it.

Veolia's Equal Advisory Group has been crucial in building a culture among our 13,000 employees where people feel included and have a sense of belonging.

As well as actively promoting inclusion and diversity across the organisation, it acts as an online resource hub and 'safe space' where people can access information, share ideas and thoughts, and help others. The online community currently has 600 members.

Other notable achievements in 2021 include:



Diversity and Inclusion

scored highly in our 2022 Voice of Resources with **women being the most engaged audience.**

169



gendered job titles were removed and replaced. Diversity data will be tracked at the application stage to review applications from women and to remove any adverse impact.

800

employees and all members of the Executive Committee **signed an inclusion pledge**, committing to inclusion behaviours.



NATIONAL INCLUSION WEEK

We celebrated National Inclusion Week in 2021 by promoting a series of videos featuring employees sharing their experiences of discrimination. They provided tips on starting a conversation about difference and inclusive behaviours in the workplace.

Our teams also had a chance to hear from two guest speakers, Gareth Thomas CBE, the first openly gay rugby player, and June Sarpong OBE, who was appointed as the BBC's first Director of Creative Diversity in 2019.



WHAT'S NEXT?

- We will capture data across Veolia to understand the makeup of the business so that we can take action to 'level out' representation across the organisation.
- We will launch our Inclusion Customer Charter, partnering with key customers to develop inclusion priorities that benefit employees and society.
- Our successful unconscious bias training will be extended to all managers and supervisors.
- We will renew our Disability Confident Level 2 employer status, and gather insights to better understand the lived experiences of employees with disabilities or long-term health conditions ready to take action.



DEVELOPMENT

HELPING OUR PEOPLE TO CONTINUOUSLY IMPROVE

Developing our people to enhance and raise the level of performance within our workplace is crucial to our long-term success. Through the Veolia Campus team, our dedicated training facility, we provide solutions, platforms and programmes to boost the skills and knowledge of our teams. This helps to fill skills gaps, identify future leaders and provide our employees with what they need to succeed, now and in the future.

At the end of 2020, our Campus team went through significant changes to align key resources to the evolving needs of the business. We have an extensive range of development programmes covering everything from ecological transformation and digital access to regulatory compliance and industry best practices. We use a combination of internal specialists and external suppliers to ensure that the desired level of competence is continually achieved.

The highlights of 2021's programmes include:



The academy is designed to grow and foster our own internal coaches. This then helps retain coaching knowledge within the business, helping to create a culture of coaching.

We spent three days with 13 delegates in a hotel in Peterborough, providing them with a framework, coaching toolkit and formal practice sessions. While there was no expectation for the delegates to be coaches, as this was a pilot, all delegates confirmed they would officially like to be coaches.

After the course, each delegate will be observed twice and given feedback as part of their development plan. They will then return to the academy after five months to graduate. During graduation, we review their successes, challenges, supervisions and coaching toolkit.

This pilot was designed to test the materials, timings, content and delivery. We were expecting some constructive feedback on how we might have improved, however the feedback was all positive, with future leaders provided with what they need to succeed.



Industrial, Water, Energy (IWE) Step-Up Talent Programme

The Step-Up programme was established for emerging leaders within our industrial, water and energy business, providing them with the skills and behaviours to take the next step of their career within a leadership role and expose them to real-life projects.

After talent-mapping potential candidates, 26 were selected and invited to join the 18-month programme covering topics such as developing resilience and managing change, using psychometrics and giving powerful presentations.



Ellesmere Port Leadership Programme

To support Ellesmere Port's goal of establishing a world-class and responsible hazardous-waste processing facility, the Inspire leadership programme provides a continuous improvement plan, incorporating several carefully selected training modules delivered via blended learning.

These include managing and handling the impact of change, coaching skills and presenting with impact.



Communicating our purpose

Our purpose as a business was defined by the Veolia Group in 2019. Our 2020 engagement survey identified that only 63% of people surveyed felt they fully understood our purpose.

We set about changing this by running a series of workshops with 329 of our senior managers and 74 members of our sales teams, and supporting graduate inductions and wider team meetings – to make our purpose more meaningful to people.

As a result, our teams are having better conversations with customers (as measured through new customer volumes and retention of existing customers), employee understanding of our purpose has improved by 93% (as measured through our 2021 employee Voice of Resources survey) and purpose is being integrated into investor meetings and employee workstreams, such as new starter inductions.



EMPLOYEE COMMITMENT

Indicator

Rate of engagement of employees, measured through an independent survey

2021 performance

85.9%



Target for 2022

>80%



EMPLOYEE TRAINING AND EMPLOYABILITY

Indicator

Average number of training hours per employee

2021 performance

19 hrs



Target for 2022

>21 hrs



“COVID-19 hit, but we didn’t let this stop us. We adapted the programme to a blended approach and actually realised just how well this worked. We can still deliver the message and at the same time reduce time spent travelling and reducing our carbon footprint while getting just as much value.”



**DAVE
PHELAN**

General Manager,
Ellesmere Port

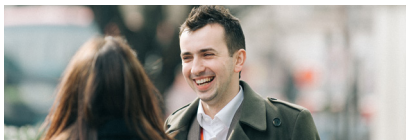
EARLY CAREERS

ATTRACTING THE VERY BEST GRADUATES AND APPRENTICES

V eolia's Graduate Programme is a two-year, fully supported development plan with on-the-job training and projects. Veolia apprenticeships, which vary in length depending on the course, are available in everything from mechanical engineering and fleet to business administration and IT.

We partner with many universities, colleges and schools to attract talent and raise the profile of Veolia. We also work with partners such as Prospects to attract graduates, those not going to university, young professionals and job seekers to highlight Veolia as an employer of choice.

2021 Highlights:



We welcomed
77 apprentices
and
39 graduates



We signed a
three-year partnership
with AON to support the recruitment and selection of our graduates and apprentices.



1,400
candidates completed our apprenticeship assessments

173

were invited to attend our assessment days



82 attended an assessment day, and 30 were offered a position.

"I've certainly reaped the benefits of studying on the job at Veolia. It has opened more doors and opportunities than I expected."



BONNIE REYNOLDS

Assistant Accountant, Accounting and Taxation Professional Apprenticeship Level 7

"Veolia and my team have done a great job of seamlessly combining working and an apprenticeship. I was supported to learn and improve in my role."



ALEX BEECH

Assistant Accountant, Business Administration Apprenticeship Level 3 and CMI Management Apprenticeship Level 3

Q&A PROFILE



RUTH SKILTON

**Electromechanical
Engineering Apprentice**

Q. How long have you been at Veolia?

I'm in the fourth and final year of my apprenticeship now.

Q. What attracted you to doing an apprenticeship with Veolia?

I decided in college that university wasn't for me. I wanted to do something hands-on and varied in engineering. I stumbled across a listing for the apprenticeship position here and realised it was exactly what I was after.

Q. How proud are you of how far you've come during the Apprenticeship?

When I went to college before, I felt quite lost. My grades dropped from when I was in school and I felt like I'd reached the limit of what I could achieve. Since turning to engineering and going down the apprenticeship path I've had nothing but success, and I've built my skills and confidence up.

At the end of 2021 I finally got my certificates that prove that, despite the pandemic, I have achieved distinctions in all units for both my Level 2 and level 3 BTEC qualifications. I'm thrilled with how well I've done, and I am looking to move into an Electronic Controls and Instrumentation (EC&I) role here once I have completed my NVQ.

Q. What does your current role involve and what do you enjoy the most (day-to-day activities)?

For the last five months I've been working with the EC&I department, which is responsible for looking after all of the sensors and systems used to automate the plant. I start every day by checking the continuous monitoring analysers that measure the gases that leave the chimney because it's so important to ensure that all emissions are well within stringent safety limits.

Q. What would you say to someone considering an apprenticeship with Veolia?

If this is the industry you want to work in, go for it. My wage has been good, my colleagues have been kind, and I've got a good chance at a great career here after my apprenticeship finishes.

Veolia has a big focus on diversity and inclusivity amongst its staff, so I feel safe and respected here, which was something I was worried I wouldn't find when I decided to do engineering. Working at Veolia has given me the chance to excel and build a wide range of skills that will help me whichever route I decide to go, so if you're considering an engineering apprenticeship and you're not afraid to get your hands dirty, I'd highly recommend Veolia.

WHAT'S NEXT?



Our 2021 intake of graduates and apprentices is our biggest to date. We will welcome 39 graduates and 77 apprentices across different parts of the business.

To improve how we hire, we will use gamified assessment solutions that will be integrated into our system for assessing graduate and apprentice candidates.

We will be exploring traineeships and a Driver Apprenticeship Programme.



ACHIEVING LONG-TERM

RESULTS THROUGH INNOVATIVE SERVICES



We are committed to listening to, understanding and acting on the needs of our customers. This is what drives us to be creative, passionate and innovative in finding solutions to help our customers increase resource efficiency and financial surety in water, waste and energy, and to meet their net-zero goals.

Our partnership approach to working continues to unearth new ways of doing things, whether in tackling food waste, preserving resources or cutting carbon emissions, guaranteeing environmental and financial results over the long term.

ACHIEVING BIG ENERGY AND CARBON SAVINGS FOR ROYAL BERKSHIRE HOSPITAL

Royal Berkshire Hospital provides acute hospital services for more than 500,000 people across Reading. To meet NHS targets of reducing its carbon footprint by 80% by 2032, and become zero carbon by 2040, the hospital needed to cut its energy use, while guaranteeing stable supplies of heat, electricity and hot water.



The hospital has a target of reducing its carbon footprint by

80% BY 2032



We worked closely with the hospital's team to convert the site from steam to a Low Temperature Hot Water (LTHW) system to make big operational efficiencies. The system, installed in ten plant rooms across the site, consists of 3 LTHW hydrogen-ready boilers and associated 44 LTHW heat exchangers. We also updated the hospital's combined heat and power (CHP) heat rejection and recovery system, by replacing the steam waste heater boiler with a LTHW exhaust gas exchanger.

The £8 million project is delivering immediate carbon savings. One significant improvement is a closed loop water system requiring minimal top up, which has seen a reduction of around 17,900m³ of raw water used every year by the old steam system.

Other annual savings include:



£1,183,000
guaranteed
total energy
savings per year



2.6GWh
of heat



1.2GWh
of gas



800
tonnes
of carbon

"This was an extremely challenging project given the timelines for delivery, working in a 24/7 acute hospital setting and during the peak of the COVID-19 pandemic.

The project serves as an outstanding example of what is achievable through a culture of collaboration, innovation, commitment and cooperation. This approach delivered the project within budget and to specification ensuring effective use of time, resources and financial investment without compromising on quality or health and safety. Veolia's efforts are laudable and set new standards in the industry."

GUY KIESER

Associate Director of Estates,
Royal Berkshire Hospital.

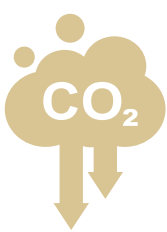
SUPPORTING NEW CROSS HOSPITAL'S CARBON REDUCTION TARGETS



The 800 bed New Cross Hospital is part of the Royal Wolverhampton NHS Trust, one of the largest acute and community providers in the West Midlands. To meet the NHS 2020 target to cut carbon by 26%, the hospital needed to cut its energy use.

We worked in partnership with the hospital to design and install a 2MWe combined heat and power (CHP) based system with low temperature hot water and waste heat recovery boilers. The CHP recovers the heat produced as a by-product of the electrical generation process, delivering 40% of the hospital's entire heating and water requirements and 75% of its electrical demand.

To reduce energy use further, we also updated 1,881 light fittings in corridors areas, using high frequency lighting.



The site now generates 16.1GWh of low-carbon electricity a year, cutting CO₂ emissions by

1,500 TONNES A YEAR

The project guarantees annual cost savings of

£960,000

ADVANCED BATTERY ENERGY STORAGE CUTS CARBON FOR ROTHERHAM HOSPITAL

Veolia's specialist energy team worked with the on site team at Rotherham Hospital to install a new battery energy storage system (BESS) as part of its 20-year Energy Performance Contract (EPC).

By using the 500kWh storage system, the hospital can achieve savings of more than £1 million a year, and cut carbon emissions by 49,620 tonnes.

The BESS features multiple battery cells that store electrical energy produced for use at a later time. Based on the latest lithium-ion technology the battery unit is capable of delivering 500kWh, equivalent to the energy output from 130,000 standard AA size batteries.



Potential to achieve savings of more than

£1 MILLION

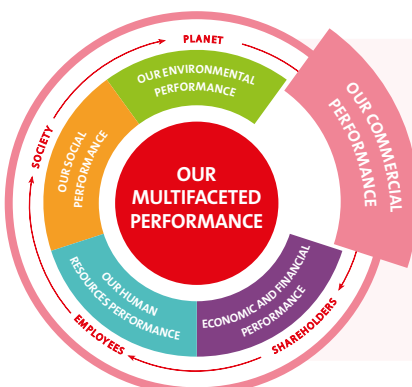
A YEAR

"Achieving net zero carbon will require a sustainable energy supply that can replicate and replace fossil fuelled power stations. The new BESS at Rotherham Hospital is another key step in achieving this goal, and helps the NHS to become more sustainable and focus budgets on patient care."



JOHN ABRAHAM

Chief Operating Officer,
Industrial, Water and Energy,
Veolia UK and Ireland



DEPLOYMENT OF INNOVATIVE SOLUTIONS

Indicator
Number of innovations included in at least 10 contracts signed by the Group

2021 performance

6

Target for 2022

10



BUILDING AN ELECTRIC FLEET IN LONDON

In the City of London, our fleet of electric refuse collection vehicles (ERCVs) is helping to reduce air pollution in the Square Mile.

Five new 18 and 26-tonne trucks, powered by lithium-ion batteries, form the UK's first zero-emission recycling and waste collection fleet. The vehicles, which can complete a full shift on one charge, are part of the City of London Corporation's plan to ensure at least 90% of the City meets World Health Organisation guidelines for nitrogen dioxide by 2025.

To ensure the electricity infrastructure remains resilient for local communities, and can charge the fleet, Veolia has developed a smart charging system. This intelligent solution compares shift patterns, available generation and vehicle power requirements, and automatically determines which vehicles are charged. By using this system the vehicles are available when needed, local grid power availability is maintained, and future expansion can be met as further decarbonisation measures are introduced.

"These new vehicles will help to further drive down air pollution in the City and improve the environment. This pioneering fleet complements the work we're doing to help businesses consolidate vehicle deliveries and use more hybrid models."



**KEITH
BOTTOMLEY**

Chairman, City of London
Corporation's Environment
Committee

HELPING ST. ALBANS MAINTAIN UK'S BEST RECYCLING RATE

Despite an increase in waste generation caused by more home working and collections-related issues spurred by a national HGV driver shortage, St. Albans still has the best recycling rate in the UK.



In 2020/21, we helped the city recycle
64.2% OF ITS WASTE.
The national average is 42.3%

We supported the introduction of the new garden waste subscription service and ran education roadshows with the public, both of which helped to achieve a household satisfaction rate with the service of 95%.

REUSE SCHEME TACKLES HOUSEHOLD WASTE IN TELFORD

Working with Telford & Wrekin Council we enabled residents to donate their unwanted household items to the local charity, A Better Tomorrow, as part of a reuse scheme to benefit the local community.

The scheme is designed to repurpose items coming into the waste stream, such as sofas and bedroom furniture, from household recycling centres, so that they can go to a good home.

"With help from Veolia and the Council, we can help people make the transition from a hectic lifestyle into their new recovery journey."

Martin Cantrill, A Better Tomorrow



BRENT'S COMMUNITY COOKBOOK CUTS FOOD WASTE

In West London, we worked with Brent Council, residents and budding chefs to create a cookbook with a difference. The authors showcase their commitment to tackling climate change through their love of food by sharing recipes that promote using up leftovers and reducing food waste.

The cookbook, *From Brent to Bowl*, includes recipes from around the world celebrating the borough's rich diversity and heritage, including one from celebrity TV chef, Nadiya Hussain MBE. The 20 recipes included were chosen after a community competition of dishes that use leftovers, produce zero waste or are plant-based.

The book is available as an ebook with print copies available to borrow from all Brent libraries.

BOOSTING FOOD WASTE RECYCLING IN SOUTH LONDON

As part of our partnership with the South London Waste Partnership, we continued to boost food waste recycling.

By identifying and targeting low participation in Croydon and Merton, ensuring there are plenty of food waste bins to distribute, giving more households food waste bags and placing 'no food waste' stickers on general waste bins, we have significantly diverted food waste from general waste across multiple boroughs.



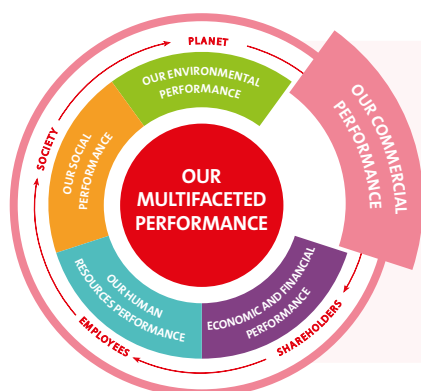
In the past year, we have boosted the number of households participating by **10%**, increasing the amount of recycled food by **4.78 TONNES**

CONTINUOUSLY IMPROVING OUR CUSTOMER SERVICE

The Veolia Customer Experience team has 80 employees serving more than 72,000 customers. These include trainers, analysts and mobilisation managers. In 2021, the team opened its doors to part-time staff for the first time, and now includes many working parents.

We continue to invest heavily in training and development of the team, offering NVQs for supervisors and early years support with our apprenticeships programme. In 2021, we were accredited to ISO 27001, which helps organisations set up and maintain a set of processes to better handle sensitive data relating to staff, customers and partners. We also have an Information Security Management System (ISMS) in place to protect our customers.

The team also restructured the offices this year, arranging teams into the regions they support to allow for better customer relationships. Five existing staff were promoted to supervisor roles in 2021, and we now have two full-time trainers in place to support our advisors as they continue to excel in customer service, both on site and online.



CUSTOMER AND CONSUMER SATISFACTION

Indicator
Customer satisfaction rate calculated using the Net Promoter Score (NPS) methodology

2021 performance
Coverage rate: 59%
Score: 55

Target for 2022
Coverage rate: >50%
Score: >35

FUNDING LOCAL COMMUNITY TRANSFORMATION

The Veolia Sustainability Fund supports grassroots community projects across the UK. In 2021, we contributed £27,000 worth of funding to 46 projects, as well as in-kind resources and volunteers from across our business.

Launched to mark World Environment Day on 5 June, the Fund provides grants of up to £1,000 to help local projects

get started. In the first eight months, we received more than 100 applications from non-profit organisations, community groups or individuals who want to transform their local community by enhancing biodiversity, promoting sustainable waste behaviours, protecting or preserving resources and the environment, or using recycled, reused or reclaimed materials.

Among the projects we are supporting are:

For Good Food, building a raspberry garden for adults with learning disabilities in Sutton, South London, to make and sell jam to local shops to raise money for Nickel Support, a training centre for people with disabilities.



Upcycle Birmingham, helping the community to upcycle furniture in Birmingham.



Camden Beeline, increasing green space and biodiversity across Camden, North London, by creating a connected pollinator pathway of trees, plants and rewilded space.



Edible All Souls Church and Cheriton, growing an edible and sustainable garden in Folkestone, Kent.

Leigh on Sea Larder, setting up a community fridge in Southend, Essex.



Full Cycle Bicycle Project, a community bike project focused on providing people with affordable, recycled bikes.

"We would like to thank Veolia. The money will be used to help those in need, locally referred to us from other charities."

Full Cycle Bicycle Project



"We are really grateful to Veolia for providing an opportunity to help us support those who can't afford transportation of their own through us. As a small business we can't always afford to provide as much support as we might like to for those in need. Grants like this really help us create a positive direction for those who have hit a hard time recently by helping people get access to affordable, efficient, and healthy ways to get around, we can not only save them a lot in travel costs, but aid them in a healthier lifestyle that can help with a better physical and mental state too."

GARY LEE

Director, Full Cycle Bicycle Project

A SOLUTION TO IDENTIFY SIGNS OF COVID-19 VARIANTS IN WASTEWATER

Veolia worked with the IPMC (CNRS-Université Côte d'Azur), the start-up IAGE and the Bataillon des Marins Pompiers de Marseille (BMPM), to develop Vigie COVID-19, a pioneering solution for detecting and quantifying the presence of Sars-CoV-2 in wastewater in record time.

The method has made it possible to spot the presence of the Alpha, Beta, Gamma, Delta and Omicron variants of COVID-19, acting as an early warning system for monitoring the pandemic's progression.

The presence of Sars-CoV-2 in wastewater has the potential to become a new indicator to help manage the pandemic. The Vigie Covid-19 solution was aided by inputs from our sites in Scotland and Tidworth and is available for laboratories to use across Europe.

"Our method can constitute an excellent complement to clinical trials in the fight against the spread of the pandemic, by providing readable information and dynamics consistent with the incidence rates reported by health authorities in Europe."



**PHILIPPE
SÉBÉRAC**

Technical and Scientific
Expertise Director, Veolia

SHOWING INNOVATION IN RECYCLING OFFSHORE STRUCTURES

Our decommissioning facility in Shetland, Scotland, operated in partnership with Peterson, is fast becoming a centre of innovation for recycling offshore structures from the North Sea.

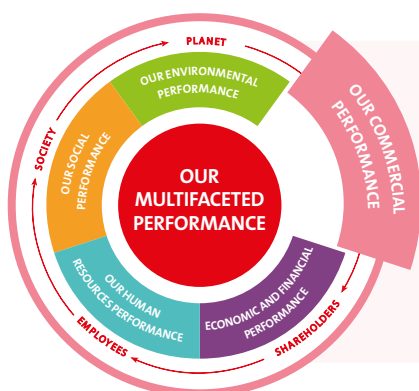
In 2021, our Dales Voe facility successfully collapsed the Ninian North platform using explosives for the first time. Our teams decontaminated the structure and removed all hazardous materials to allow for future demolition in the most environmentally friendly manner and to maximise the value of all of its materials.



The Ninian was a
14,200-TONNE
STEEL PLATFORM
with eight 30m tall legs.



Our partnership with Peterson has been providing onshore decommissioning services for over 12 years and achieved 'excellent' environmental assessment ratings in the process.



HAZARDOUS WASTE TREATMENT AND RECOVERY

Indicator

Revenue generated by the hazardous and liquid waste treatment and recovery activities

2021 performance

€77.1M

Target for 2022

Budget

TURNING USED PLASTIC MILK BOTTLES INTO NEW ONES

Increased media attention has changed attitudes to plastics. Thankfully, Veolia is ahead of the curve when it comes to plastic solutions – for example, working with the UK dairy industry to turn used plastic milk bottles back into new ones in the UK.



LISTENING TO CUSTOMERS TO MAINTAIN HIGH QUALITY SERVICES, TOGETHER

We launched our first Janitor Service in Westminster, providing doorstep recycling and waste collections using an electric buggy and exclusive janitor.

The service has enabled Westminster City Council business waste customers to safely manage their waste while footfall slowly increases again. Since the service launched, existing customers have benefited from the service, as well as 13 new customers who have signed up, which has further helped reduce congestion with fewer vehicle movements on Westminster's roads.



We established a partnership with North Paddington food bank in London to help support vulnerable people.

Veolia donated in-kind resources such as vehicles that were not being used and volunteers to pick up surplus food from local supermarkets and deliver them to the food bank to be sorted and redistributed.



ON A JOURNEY TO NET-ZERO



In providing water, waste and energy management services in local communities across the UK, we are well placed to combat pollution and accelerate ecological transformation.

We have a responsibility to help protect and preserve the environment for future generations, and we are committed to doing all we can to help reverse the climate crisis.

A COMMITMENT TO ACHIEVING NET-ZERO

We are committed to achieving net-zero by 2050, a target that is underpinned by our global vision of Ecological Transformation across the Veolia Group.

Our Net-Zero Strategy, published in 2021, will guide us towards our target. It includes a wide-ranging programme of measures to decarbonise services essential to everyday life – waste, water and energy.

This includes ways to reduce emissions from our own operations (including our Scope 1 and 2 emissions) and continue with our progress to reduce Scope 3 emissions along our supply chain.

Our customers and partners play a key role in our journey towards net-zero. We are actively working with them to drive innovation and new market opportunities to achieve our collective goals.

Our strategy includes commitments to:

Reduce our operational emissions, including emissions from our fuel, gas and electricity consumption by 2% year-on-year to 2040, and switch 100% of our energy portfolio to zero-emission processes by 2050.



Reduce our process emissions, including those from landfills, incineration, organic waste and wastewater treatment by 25% compared to 2020 by removing organic waste from landfills and plastics from energy from waste and continually improving and optimising processes for organic waste and wastewater treatment.



Capture and offset our remaining greenhouse gas (GHG) emissions, including deploying Carbon Capture, Utilisation and Storage (CCUS) technology across our energy recovery facilities (ERFs), and capturing over 85% of fugitive landfill emissions.



Work in partnership to reduce the emissions we do not have control over by collaborating with our employees, suppliers, customers, partners and public bodies to educate, innovate and drive new market opportunities.



Continue to improve the quality of our carbon reporting, including introducing a waste composition analysis based on emission factors at our ERFs, landfills and composting sites to measure the biogenic potential of the waste processed and accurately calculate resultant GHG emissions.



Continue to develop low and zero-carbon solutions for our customers, including working collaboratively with our partners and customers to develop tailored solutions for our customers using the latest, best available technologies across all our operations.



REDUCING ENERGY CONSUMPTION AND OPTIMISING OPERATIONAL PRODUCTIVITY

We have reduced our GHG footprint by implementing a range of measures in the last 12 months.

These include:



We implemented energy savings across our **District Heating Networks (DHN)** through control improvements, which reduced our gas and biomass usage. At our Erith Park & Brook House DHN, London, we have saved around

500MWh
of gas a year



At our **East Calder Wastewater Treatment** site in Scotland, we optimised the Gravity Belt Thickener (GBT) to save an equivalent of

35,040
transport miles



We introduced control changes to our **Hatton Wastewater Treatment** site in Dundee to enable additional volumes of biogas to heat the dryer, offsetting

844,714 kWh
of natural gas



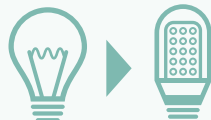
At the **Lossiemouth Wastewater Treatment** site in Scotland, we introduced auto-controls to our belt press, saving

58,000 kWh of electricity



In Wiltshire, we introduced **Real-Time Control (RTC)** optimisation at our **Tidworth water and wastewater** site, saving

131,400kWh
electrical power



At the **South East London Combined Heat & Power (SELCHP)** ERF, boiler house lighting was upgraded to LED lighting, resulting in electricity savings of

5,000kWh



At **Ellesmere Port**, a secondary air fan inverter was installed within the High-Temperature Incinerator (HTI), reducing electricity consumption by

347,760 kWh
annually

REDUCING OUR GHG EMISSIONS



In Westminster, we run a 60-strong fleet of new and upcycled electric vehicles.

In the West End, Westminster City Council's efforts to improve air quality are bolstered by our fleet of electric street cleansing vehicles. In 2021, we trialled, tested and bought 60 vehicles, making up 40% of the total street cleansing fleet. This has resulted in an 89% reduction in carbon emissions, and the trial led to 20 media articles applauding the Council's move to electric.



We are working with the UK Government to enable the deployment of Carbon Capture, Utilisation and Storage (CCUS) technology across our ERFs.

We are conducting CCUS studies and trials at four different ERFs in partnership with leading technology providers. Veolia has also commissioned independent CCUS research with a leading university to support the wider deployment of this technology across our sites.

PRODUCING AND USING RENEWABLE ENERGY GENERATION AND BIORESOURCES



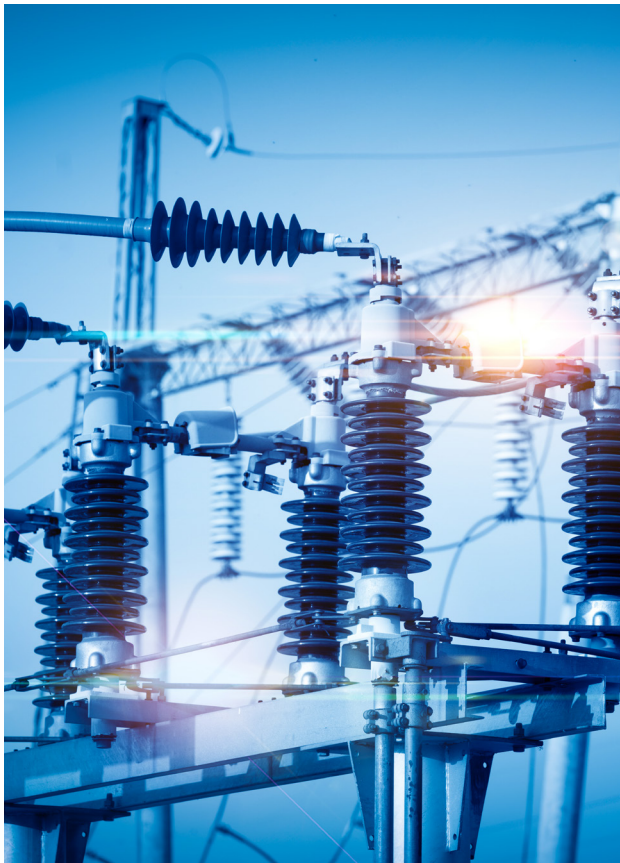
We have increased energy generation at our Seafield Wastewater Treatment site via additional biogas production from our Renewable Energy Centre. The improvements were made by cleaning the digester and implementing energy optimisation measures.

We generated around
1,898MWH
OF EXTRA ELECTRICITY



Together with Scottish Water, we have invested £34 million into Seafield since 2011, installing new equipment to improve odour and a thermal hydrolysis plant that treats and pasteurises the raw sewage and generates biogas energy which provides 85% of Seafield's electricity.

[You can see Veolia's Net-Zero Strategy here](#)



WE'RE INVESTING IN RENEWABLE ENERGY

An increasing proportion of the electricity we purchase to power our facilities, plants and offices comes from renewable sources.

Smartest Energy provides around 95% of our electricity needs – around 150GWh per year – via half-hourly meters. 100% of this energy is backed by renewable energy, as evidenced by Renewable Energy Guarantees of Origin (REGO).

EDF provides the other 5% on non-half hourly meters. 100% of this energy is produced by nuclear energy, producing zero carbon emissions. From April 2022, this will move to 100% renewable energy.



Smartest Energy provides around
95%
OF ELECTRICITY
to power our facilities



COMBATING CLIMATE CHANGE

Indicator

Reducing GHG emissions:
progress of the investment plan to
phase out coal in Europe by 2030.

2021 performance

17.1%
€m 217



Target for 2022

24.9%
€m 317



Indicator

Avoided emissions:
annual contribution to avoided
GHG emissions.

2021 performance

1,584 kt
CO₂e



Target for 2022

1,663 kt
CO₂e



BOOSTING BIODIVERSITY

AT OUR SITES



Improving and protecting biodiversity is a key component in tackling the climate crisis. A loss of biodiversity is inextricably linked to the worst impacts of our warming planet, including more intense and frequent fires, storms and periods of drought.

We implement a Biodiversity Action Plan at all of our sensitive sites.

This means making an assessment of our UK sites deemed 'significant' using an LRQA-assured biodiversity toolkit. An independent ecologist assures the evaluation and action plans are drawn up where necessary.



Our target is to implement **100%** of the actions within the sites' plans by 2023, and we are well on track.

We have restored 1,412 hectares of land at our closed landfill sites. We plan to restore a further 97 hectares by 2025. This will equate to the restoration of 98% of the landmass of our landfill sites.



Our biodiversity compliance ranking against our environmental permits is the best it has ever been (since we started recording data in 2009). This makes us one of the best performers with the Environment Agency.



PROTECTION OF ENVIRONMENTS AND BIODIVERSITY

Indicator

Progress rate of action plans aimed at improving the environment and biodiversity footprint

2021 performance

44.6%



Target for 2022

≥60%



SUSTAINABLE MANAGEMENT OF WATER RESOURCES

Indicator

Efficiency rate of drinking water networks

2021 performance

75.6%



Target for 2022

75%



UPSKILLING OUR SITE TEAMS FOR TECHNICAL EXPERTISE

As part of our compliance with the Environmental Permitting Regulations, we must demonstrate we have the technical competence to run our permitted sites well. Previously, we adhered to the Certificate of Technical Competence (CoTC) conditions to show the competence of the one or two people at each site responsible for maintaining our permit.

We have now decided to meet the requirements of the Competence Management System (CMS), a scheme recognised and approved by Defra and the Welsh Government. The management system involves upskilling all of the site staff involved in the permit, rather than just one or two named individuals. We are one of the biggest resource management companies to have made this move, demonstrating wide technical knowledge and competence in the operation of our permitted sites.



OUR CHARITY PARTNER CONTINUES TO SUPPORT LOCAL GREEN PROJECTS

The Veolia Environmental Trust is Veolia's charity partner, awarding funds from the Landfill Communities Fund to community and environmental projects across England, using money provided by Veolia.

In 2021, the trust awarded more than £4.9 million to 100 projects, including nature reserves, public woodlands, community centres, playgrounds and cycle paths. These include:



2021 GREEN PROJECT

The trust awarded just under **£47,000** to the Wildwood Trust in Kent to support a breeding and reintroduction programme for the critically endangered Wildcat.

The Wildcat has been declared functionally extinct in the wild in the UK due to sustained habitat loss, and without immediate intervention, they will disappear completely. Our grant funded an expansion of the Wildwood Trust's breeding enclosure, allowing for up to 30 Wildcat kittens to be bred and released safely into the wild each year.



2021 GREEN PROJECT

The Wickham Community Association in Hampshire received just over **£30,000** from the trust to install new windows and doors at their community centre. Our grant will allow the group to make their building more energy-efficient, providing a warm and comfortable venue for community activity whilst also reducing the building's environmental impact.



2021 GREEN PROJECT

The trust awarded **£600,000** to the Durham Wildlife Trust to purchase a 100-hectare patchwork of marginal farmland across the floodplain of the River Skerne in County Durham, allowing them to re-establish the area as a wetland habitat. This project is the first stage in creating The Great North Fen, an ambitious plan to create restored fen, wet woodland, and ponds across the historic Carss of County Durham.



2021 GREEN PROJECT

The Twinkle Park Trust project received support in 2017. The **£27,000** scheme to restore the pond at a popular community park in Deptford, London was completed this year. The park was once a derelict area of land before being brought back into use by the local community. In 2013 the pond disappeared with disastrous results for local birds and amphibians. Our grant allowed the pond to be re-established, creating a new habitat for toads, herons, coots and fish and providing new opportunities for residents to connect with nature.

FOCUS ON: DISCOVER BRIGHTWATER

Discover Brightwater is a lottery-funded £3.5 million programme to reveal, restore and celebrate life around the River Skerne in County Durham. With habitats depleted and fragmented by its industrial history, the highly-modified river is also bisected by the East Coast mainline and the A1 motorway.

The concept of the Great North Fen is to create a 400-500ha patchwork of restored fens, ponds and wetlands to provide improved habitats for wading birds.

A grant of £600,000 from the Veolia Environmental Trust, supported by Durham County Council as the contributing third party, has enabled Durham Wildlife Trust, Discover Brightwater's lead partner, to purchase the first two tranches of land offered by local landowners. This will create an exemplar site to provide a new wetland nature reserve.



"This is the first step towards creating a conservation project of national significance which is now beginning to attract major funding and potential sponsorship thanks to the initial substantial investment and support from Veolia Environmental Trust."

PAUL BLACK

Programme Manager,
Discover Brightwater Landscape Partnership

OUTPERFORMING OUR PEERS IN REALISING A CIRCULAR ECONOMY



We are using Business in the Community's Responsible Business Tracker to understand and track our progress in addressing a number of sustainability issues (see page 7).

Veolia ranked circular economy as its second top material issue. We achieved an overall score of 71%, which is significantly above the cohort average achieved by other organisations who also ranked it as first or second – across all areas that were scored, including governance, strategy and risk, measurement, disclosure and action.

"Veolia shows how you not only manage circular economy through a responsible business lens but you also understand the opportunities you have as a business by investing in this area."



CIRCULAR ECONOMY: PLASTIC RECYCLING

Indicator
Volumes of plastics recycled in Veolia's transformation plants

2021 performance

14,528 tonnes

Target for 2022

Budget



SOCIETY

CREATING VALUE FOR OUR COMMUNITIES



We are committed to supporting regional development by creating jobs and supporting local economies in the communities in which we operate.

This means being a responsible company and operating in a way that not only benefits our commercial interests but society as a whole.

WE UNDERSTAND THE SOCIAL VALUE WE CREATE

Veolia continues to assess and measure its socio-economic footprint. This gives us a better understanding of our impacts beyond our direct activities in each of the regions that we operate. It means being transparent about our business model and exemplifying our contributions to regional economies through our supplier orders, employee expenses and the taxes we pay.

In 2021, we worked with Utopies to produce a global Socio-Economic Footprint of our operations. Among the findings, we calculated that:



€4,197 MILLION

**OF WEALTH (GDP) IS
GENERATED IN THE UK
AND IRELAND**

thanks to Veolia's operations and
spending worldwide.

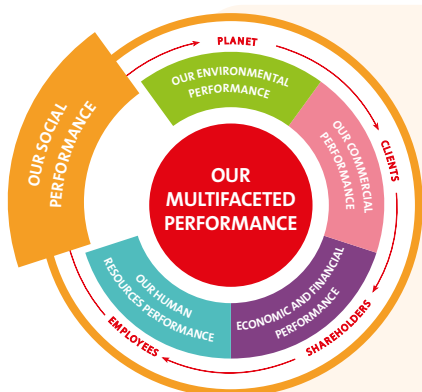


48,713 JOBS

**(FTE) ARE SUPPORTED
IN THE UK AND IRELAND**

thanks to Veolia's
operations worldwide.

We use the **Local Footprint evaluation model** to track every pound that we spend. By analysing our purchasing expenditure, salaries and taxes, we can estimate how many jobs are needed to meet our orders, household consumption and the public spending we support – and calculate how much economic activity and added value is being created or maintained in the economy.



JOB AND WEALTH CREATION IN THE TERRITORIES

Indicator

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

2021 performance

€3.8b
45,099 jobs

Target for 2022

Maintain

OUR PARTNERSHIP WITH GROUNDWORK MAKES A HUGE DIFFERENCE

We are focused on making a real difference to people's lives, so supporting local communities through our charitable work is high on our agenda.

That's why we started working with Groundwork in 2021, a charity all about mobilising community action to eradicate poverty and protect the environment. Groundwork is passionate about creating a future where every neighbourhood is vibrant and green; every community is strong and able to shape its own destiny; and no one is held back by their background or circumstances.

A range of (mainly virtual, due to COVID-19 restrictions) fundraising activities supported

17 PROJECTS

**CLOSE TO OUR HOMES,
OFFICES AND DEPOTS.**



For example, a number of our employees took part in the

**WALK THE EARTH
CHALLENGE**

**WALKING FIVE
KILOMETRES.**

Each donated to local community projects, and nominated five colleagues to do the same.



**THE
SUNFLOWER
CHALLENGE**

saw staff planting seeds at home and competing throughout the Summer to grow the tallest.

**THERE WAS A GARDEN
CENTRE VOUCHER FOR
THE WINNER.**



Veolia employees have an opportunity to volunteer out in the local community. Not only does volunteering build teamwork and communication skills, and boost health and wellbeing, their activity also contributed to improving the local environment.

2021 saw three Veolia teams volunteer with the charity at the Old Brickworks project in the West Midlands. Once a thriving brick making factory until the 1950s, the Old Brickworks Nature Reserve is now a small but valuable green oasis that not only provides a home to local wildlife but is also a calm space for the community to enjoy.

Collectively, our employees have donated over 180 volunteer hours to support the development of and access to green space in the local community. They have helped install benches, restore and protect the pond, and see the development of an outdoor learning space for children from beginning to end.

They also seeded wildflowers, installed log seating and created a bug hotel, boosting biodiversity and local habitats.

Veolia staff had a chance to enjoy a physical day of activity outside, creating a space for the local community to enjoy the outdoors too.

"We are extremely impressed with the hard work and enthusiasm of the Veolia volunteer groups. Both the quality and volume of the work completed was fantastic and the groups were a real pleasure to work with and have had a positive impact in the development of the site."

PETE AND ABI

Groundwork Rangers



HELPING SOCIETY'S VULNERABLE FIND MEANINGFUL WORK

In partnership with Westminster City Council, our return-to-work scheme for the homeless and vulnerable combines specialised support services like counselling, housing and advice with flexible workplace arrangements.

Through our Road to Work programme, candidates employed with Veolia gain access to our full range of training and development opportunities. So far, we have offered opportunities to more than 100 candidates and have had 13 new starters stay on with the company.

We have also worked with Business Improvement Districts in Westminster to help expand the programme's reach and provide more opportunities to candidates.



We have offered opportunities to more than

**100
CANDIDATES**

**AND HAVE HAD 13
NEW STARTERS**

stay on with the company.

In Haringey, London, we have been working with Business in the Community (BITC) and Haringey Adult Learning Service (HALS), providing employment opportunities and key skills training and mentoring to long-term unemployed, ex-offenders, people with disabilities, migrants and socially disadvantaged people. This has included our teams offering mock interview coaching (particularly with people whose English is a second language), having career conversations and attending BITC-organised job fairs.

"During my last job at a pub in Camden, my weekly pay was switched to monthly, which instantly impacted my ability to pay for my long work commute and make my rent repayments. Within a few short weeks, I'd lost my job and home and found myself living between shelters and the streets.

"After three months, the shelter I stayed at presented an opportunity to work with Veolia as a street cleanser. I had limited experience, but I was determined to get back on my feet, whatever it took.

"It's hard to believe that I'm now coming up to a full year at Veolia. The people are friendly and have shown no judgement for how I came to be here. I also have hopes to further my skills and progress within the company in the near future."

JOHN RICHARDS

Successful Veolia Road
to Work candidate

WE'RE SUPPORTING ENVIRONMENTALISTS OF THE FUTURE

We've teamed up with Rotary in Great Britain and Ireland to sponsor the organisation's Young Environmentalist Competition, an opportunity for young people to showcase their unique solutions to environmental problems. We sit on the judging panel for the competition which, in 2021, was focused on finding innovations for tackling the climate crisis.

Among the winners was Oliver Foster from King Edward VI School in Stratford-upon-Avon, who came up with a formula and website to help people calculate the amount of carbon that might be stored in an individual tree.

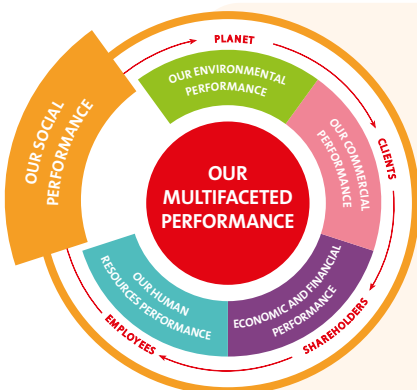


COLLABORATING WITH THE ENVIRONMENTAL SERVICES ASSOCIATION

Veolia UK and Ireland's Senior Executive Vice President, Gavin Graveson has taken up the position of chairman of the Environmental Services Association (ESA) for the next two years.

ESA members comprise 85% of the resource and waste management sector. Under Gavin's stewardship, the group

will work with the Government and the Environment Agency to develop policy and implement changes in line with new regulation. Together, we are also designing a unified approach to instigating and measuring social value for the benefit of communities, our customers and industry across the UK.



ETHICS AND COMPLIANCE

Indicator
Rate of positive answers to this question of the engagement survey:
"Veolia's values and ethics are put into practice within my entity"

2021 performance

79.8%

Target for 2022

≥80%

CONNECTING PROFIT AND PURPOSE



We know that today's long-term investors are no longer satisfied with financial return alone. They want us to create real social value, factoring in climate risk and finding ways to develop and grow sustainably.

This means aligning how we look after our people, our planet, our customers and society with how we continue to increase commercial prosperity and results over time.

MAKING IT EASY TO RAISE CONCERNS ABOUT VEOLIA'S ETHICS

Ethics is a cornerstone of Veolia's approach to running its business and services. Our Ethics Guide has been in place for a few years, to explain to employees and other stakeholders what ethics and compliance mean to Veolia.

To complement this, our whistleblowing system enables anybody working within our company to raise concerns related to a breach in our ethics. Staff can now directly and confidentially refer the matter to the Veolia Ethics Committee via a single link on a secure digital platform.

The Veolia Ethics Alert can be accessed from

**ANY DEVICE,
AT ANY TIME,
ANYWHERE
IN THE WORLD,**

**AND IS AVAILABLE IN MORE
THAN 20 LANGUAGES.**



WE ARE ADDRESSING MODERN SLAVERY AND HUMAN TRAFFICKING

Veolia continues to take the issue of modern slavery and human trafficking very seriously.

Our 2021 Modern Slavery and Human Trafficking Statement sets out the actions we have taken, as well as the due diligence, governance and policies we have in place to ensure that our business and supply chains are slavery-free.

You can download the statement [here](#)



RECOGNISED FOR OUR SUSTAINABLE DEVELOPMENT CONTRIBUTION

The Veolia Group was ranked second in the Dow Jones Sustainability Indices (DJSI) for the Multi and Water Utilities industry. It's the fifth consecutive year that we've been selected for the DJSI which distinguishes the best performing companies in terms of sustainable development.

We received a score of 82/100 based on an analysis of 28 environmental, social and governance themes. The DJSI selects companies in 61 sectors, analysing more than 1,000 indicators, and only 10% of the world's largest companies are selected in each sector for the World index and 20% for the Europe index.



We received a score of

82/100

**BASED ON AN ANALYSIS
OF 28 ENVIRONMENTAL,
SOCIAL AND
GOVERNANCE THEMES.**

WE HAVE A GROWING NUMBER OF EMPLOYEE SHAREHOLDERS

13,715

employees were offered the option to take part in one of two different employee share plans, both under the Sequoia umbrella.



33%

TOOK UP THE
SEQUOIA SECURE
OFFER



67%

TOOK UP THE MORE
FAMILIAR UK SHARE
INCENTIVE PLAN (UK SIP),
a tax efficient and HMRC-approved plan.



A total of 2,231

EMPLOYEES SUBSCRIBED

– a 16.3% take up – investing more than £1.6 million, and giving an average subscription of £723 each.

EXPECT RESPECT COMMUNITY CAMPAIGN



Our Expect Respect training programme is designed to guide and protect our employees who work with the general public. Regrettably, our staff do still suffer abuse from members of the public, and this programme helps them manage those incidents.

Verbal and physical abuse of our people is a significant issue, so we designed a wide ranging training programme to support our workforce. The programme was implemented by the dedicated People Development team and a training bus that was deployed across the UK in order to maximise reach across operational sites.

MAINTAINING TRUST WITH ROBUST COMPLIANCE

As you would expect, Veolia complies with all laws and regulations governing our industry. Compliance is the basis of the relationship of trust that we have with our employees, shareholders, partners and customers.

Our compliance policy helps us to identify, assess, prevent and remedy risks many areas, including: money laundering and financing terrorism; corporate due diligence; violations of human rights; anti-competitive practices; the protection of personal data; conflicts of interest; and fraud.

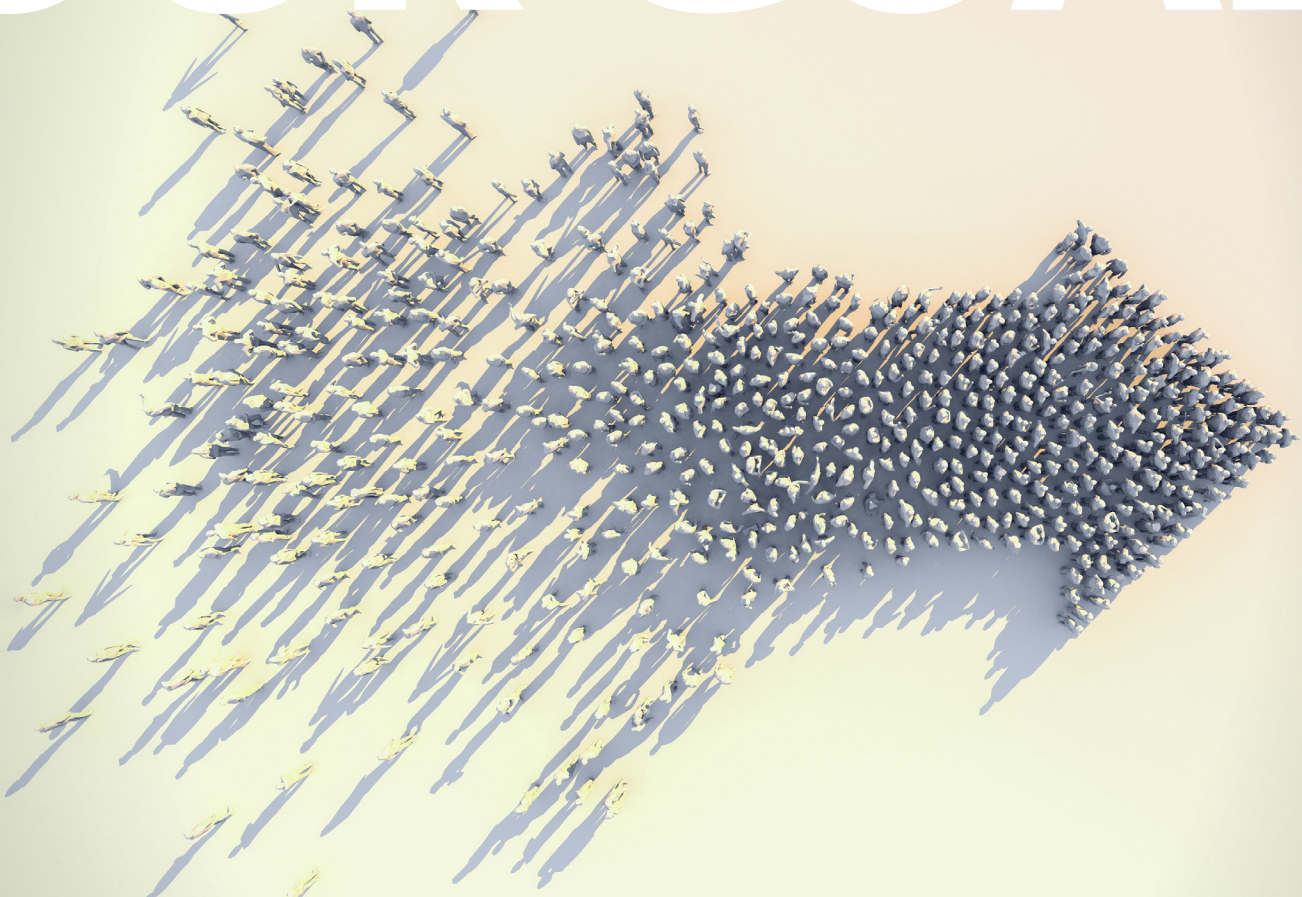
At a Group level, Veolia has several dedicated committees responsible for dealing with compliance-related issues, including the Ethics and Compliance Committee and the Human Rights and Vigilance Committee.



LOOKING AHEAD

COMMITTED TO

ACHIEVING OUR GOALS



As we have highlighted throughout this report, we are on track to meet many of the goals and ambitions we set ourselves – from improving our safety at work record and boosting diversity to reducing our emissions and protecting the environment.

But we know we still have work to do as we strive to achieve ecological transformation. On the next page you can see at a glance our 2021 performance across a range of sustainability challenges, and our goals for the year ahead.

WHAT'S NEXT?



INDICATOR	2021 PERFORMANCE	TARGET FOR 2022
SAFETY AT WORK Injury frequency rate	7	<5.7
EMPLOYEE COMMITMENT Rate of engagement of employees, measured through an independent survey	85.9%	>80%
EMPLOYEE TRAINING AND EMPLOYABILITY Average number of training hours per employee	19 hours	>21 hours
CUSTOMER AND CONSUMER SATISFACTION Customer satisfaction rate calculated using the Net Promoter Score (NPS) methodology	Coverage rate: 49% Score: 55	Coverage rate: >50% Score: >35
HAZARDOUS WASTE TREATMENT AND RECOVERY Revenue generated by the hazardous and liquid waste treatment and recovery activities	€77.1M	Budget
COMBATING CLIMATE CHANGE Avoided emissions: annual contribution to avoided GHG emissions	1,584 kt CO ₂ e	1,663 kt CO ₂ e
PROTECTION OF ENVIRONMENTS AND BIODIVERSITY Progress rate of action plans aimed at improving the environments and biodiversity footprint	44.6%	≥60%
CIRCULAR ECONOMY: PLASTIC RECYCLING Volumes of plastics recycled in Veolia's transformation plants	14,528	Budget
JOB AND WEALTH CREATION IN THE TERRITORIES 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	€3.8b 45,099 jobs	Maintain
ETHICS AND COMPLIANCE Rate of positive responses to the following statement in our annual engagement survey: Veolia's values and ethics are put into practice in my entity	79.8%	≥80%

CONCLUSION

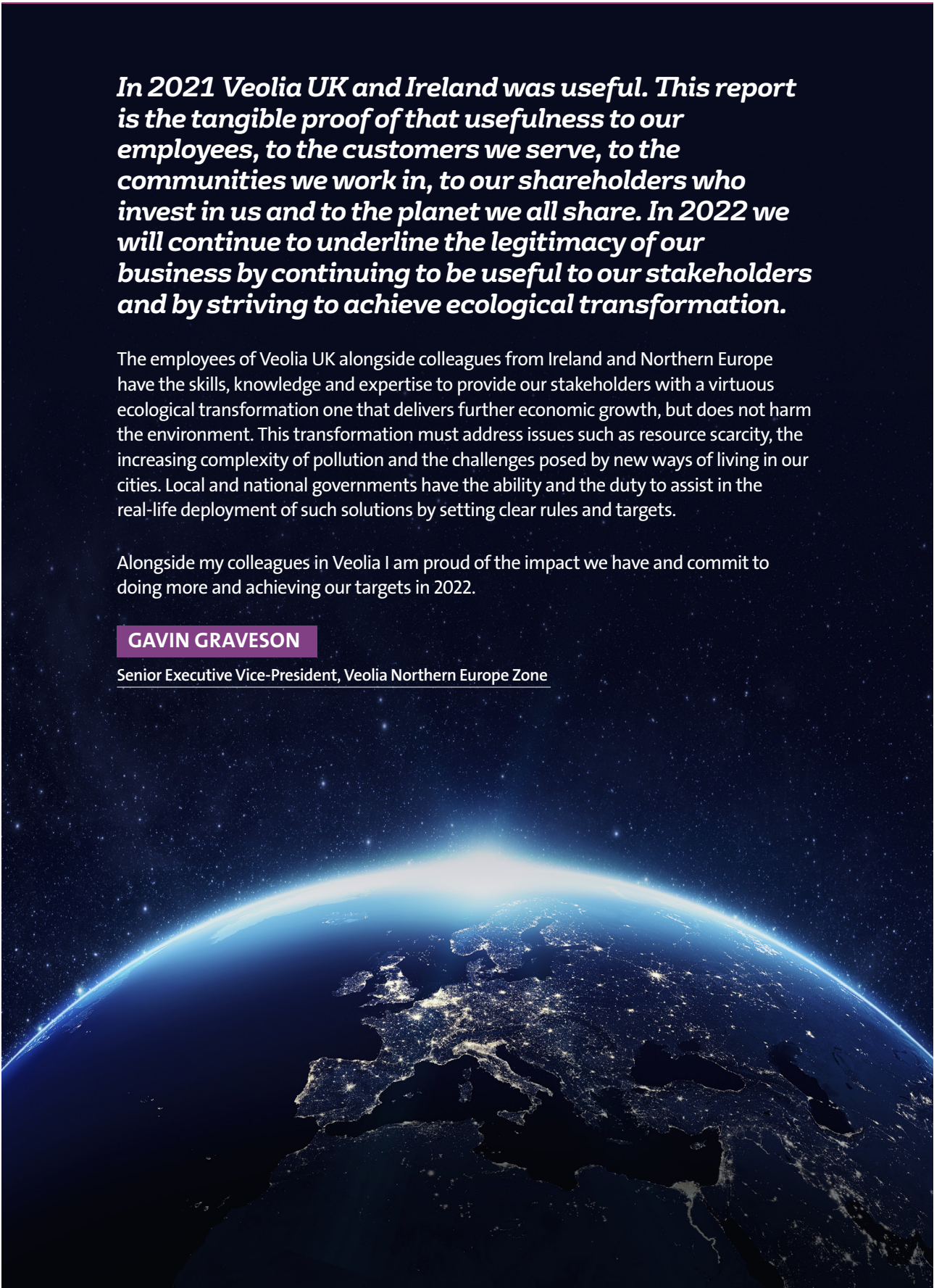
In 2021 Veolia UK and Ireland was useful. This report is the tangible proof of that usefulness to our employees, to the customers we serve, to the communities we work in, to our shareholders who invest in us and to the planet we all share. In 2022 we will continue to underline the legitimacy of our business by continuing to be useful to our stakeholders and by striving to achieve ecological transformation.

The employees of Veolia UK alongside colleagues from Ireland and Northern Europe have the skills, knowledge and expertise to provide our stakeholders with a virtuous ecological transformation one that delivers further economic growth, but does not harm the environment. This transformation must address issues such as resource scarcity, the increasing complexity of pollution and the challenges posed by new ways of living in our cities. Local and national governments have the ability and the duty to assist in the real-life deployment of such solutions by setting clear rules and targets.

Alongside my colleagues in Veolia I am proud of the impact we have and commit to doing more and achieving our targets in 2022.

GAVIN GRAVESON

Senior Executive Vice-President, Veolia Northern Europe Zone



Resourcing the world