

CREATING A
SUSTAINABLE
FUTURE | Sustainability Report 2022

CREATING A SUSTAINABLE FUTURE

In December 2023, Veolia will celebrate 170 years of delivering sustainable solutions to communities across the world. In that time we have positively affected billions of lives in many different ways: from providing the means for clean, safe water, to recycling waste and, more recently, generating much needed renewable energy.

I am immensely proud to play a part in that legacy. But while I feel it is important to draw on past experiences, our focus must be on the future. Specifically, on delivering an **ecological transformation** that will improve many more lives for generations to come.

This means taking an holistic approach to life, for our people and the planet. We recognise the direct link between our natural and social environments, and how biodiversity loss or pollution, for example, impacts the communities and cultures we live in.

When we say that we put ecology at the heart of our business, we are referring to how we consider all the impacts that our decisions make. We do this with our multifaceted performance (MFP) framework, which helps us make commitments to our five key stakeholders: our planet, clients, employees, society and shareholders.

None of these stakeholders exists exclusively – much like our natural and social environments. So by committing to combating climate change, building a circular economy, and protecting biodiversity for our

planet, we are also actively listening to the concerns of **society**, meeting the needs of the communities in which we work.

Our **employees** work in an environment where they can grow and develop, be true to who they are, and be fairly treated. This makes for a more innovative, engaged and motivated workforce; one that better helps the business and its **clients** to meet their sustainability goals and environmental ambitions.

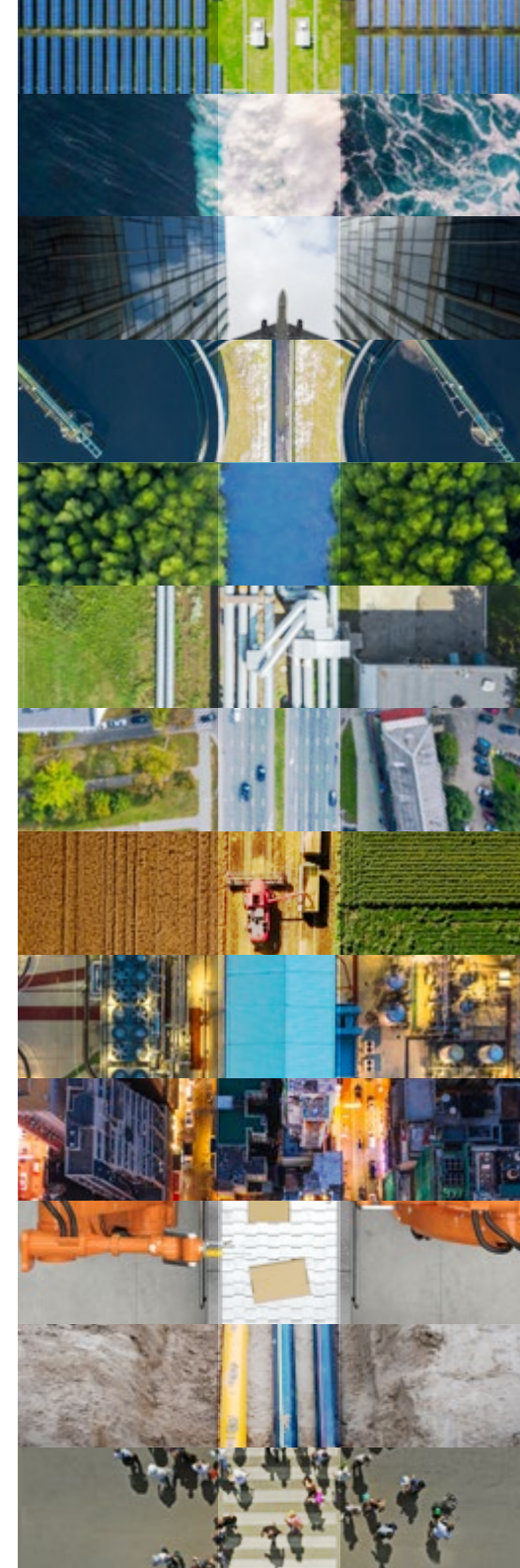
Our **shareholders** – the majority of whom are now Veolia employees – are best served when our contribution to the world is useful. Our financial health allows us to reinvest in our business; which in-turn closes the loop on all of our stakeholders and edges us closer to truly changing the world.

This report is a snapshot into the essential work carried out by Veolia, showcasing how we are addressing environmental issues. We know the scale of the challenges before us; but we remain optimistic and determined to turn the tide, together.



Gavin Graveson

Senior Executive
Vice-President,
Veolia Northern
Europe Zone



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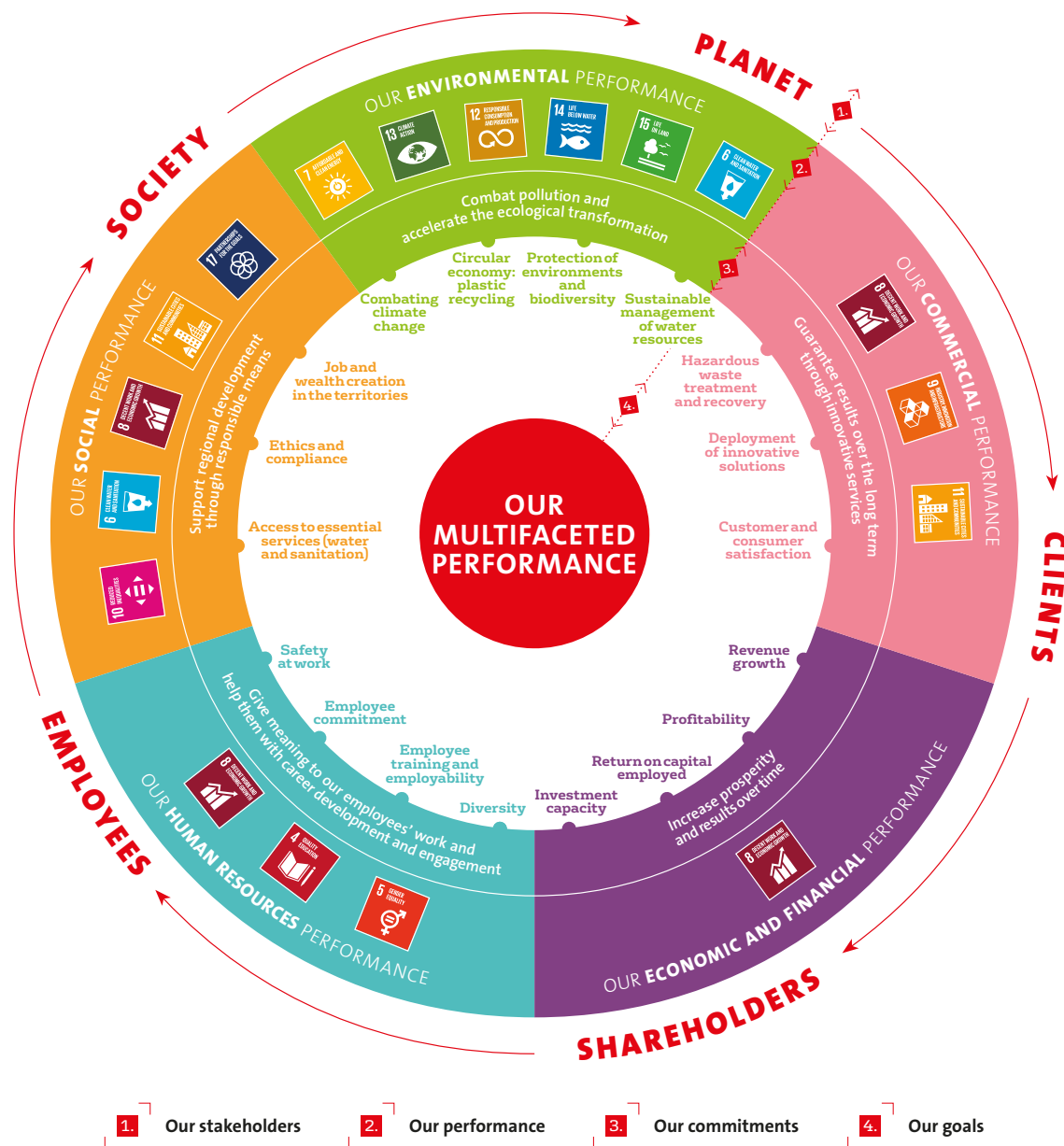
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OUR MULTIFACETED PERFORMANCE

More than ever before, Veolia can assert its leadership in addressing the major ecological transformation challenges facing companies, public authorities and citizens. We are committed to a multifaceted performance with the same level of consideration and expectations regarding financial, commercial, employee, social, and environmental performance.

This report follows each area of the multifaceted performance (MFP) model, focusing on the ways in which we work in collaboration with each stakeholder to deliver solutions that decarbonise, depollute and regenerate resources, with our results assessed against comprehensive targets. Our progress against these targets is highlighted throughout this report.

All data and case studies included in this report relate to Veolia UK, unless otherwise specified.



ECOLOGICAL TRANSFORMATION, THAT IS OUR PURPOSE

Ecological transformation means acting to reconcile human progress and environmental protection.

We develop and implement solutions to depollute our vital resources, preserve them from depletion and to decarbonise our ways of living and adapt them to the effects of climate change.

At Veolia, we tackle economic, social and environmental issues as an inseparable whole, for the benefit of society as a whole.



THE FOUR PILLARS OF ECOLOGICAL TRANSFORMATION

The four pillars of ecological transformation form a foundation upon which we can achieve our purpose. We cannot delay any longer or hope to change our methods gradually. It is time for transformative action.

1 Improving Biodiversity



Biodiversity, the variety of natural life and habitats on earth, is essential to our survival and wellbeing. To achieve ecological transformation, we must transform our consumption patterns and place ecology at the centre of our processes and solutions.

Many solutions exist to better understand how we can work with biodiversity, not against it. By adopting and developing these solutions, we can alleviate the strain on ecosystems, enabling biodiversity to adapt, recover and flourish once again.

2 Decreasing Pollution



Our natural environment is under threat from human activities. Transportation, heat and electricity production and agriculture all contribute to the pollution of our air, water and soils.

By recognising the impacts of harmful pollutants, we can develop and implement innovative technologies that will radically transform our behaviours, production methods and waste management practices.

3 Fighting Climate Change



Climate change is the greatest challenge of our lifetimes. The effects of climate change are being seen today, and if we don't take radical action now the planet will be 5.5°C degrees hotter by 2100, with catastrophic consequences.

Across Veolia, our teams are helping to mitigate the climate emergency by reducing our own greenhouse gas (GHG) emissions, developing the circular economy and helping our customers achieve carbon savings. Concrete action is being taken, but we will never stand still on the future of our planet, with ongoing innovation and investment driving us forward.

4 Optimising Resource



As a society we are living unsustainably. Pressure on our natural resources is leading to their depletion with detrimental consequences for human health and welfare. We need to act now in working towards replenishing our resources, building more sustainable solutions to resourcing our planet.

At Veolia, we continuously explore innovative methods to repurpose waste materials, and have created a multitude of solutions that power our own facilities, generate new sustainable products and support our customers across water, waste and energy.

VALUES

A purpose-led company needs strong values at its core. They form our culture and provide our teams with the 'how' needed to achieve our purpose. Our behaviours, rewards and people frameworks are all in support of our values, so that everyone understands that we are not just interested in what they do, but also how they do it.

It's through living our values that we bring ecological transformation to life, whilst making Veolia an inclusive and supportive place to work.

Community spirit

When your team is committed to creating meaningful change, you're a part of something bigger. At Veolia, we openly support each other, our customers and community, to help everyone grow and move forward. Once we understand each other, our potential together is limitless.



Customer focus

When we listen, we learn. It's the best way to respond to our customers' needs. It's what helps us deliver new ideas that are right for them and build strong relationships. From there, we can work towards their goals, while moving towards ours at the same time.



Innovation

Innovation means looking for better ways to stay productive, working smarter and finding new ways to get the most out of what we do, no matter what part of the business we're in. The smallest change can make the biggest difference.



Respect

Respect is something that everyone has the right to in every workplace. We expect our people to treat each other with dignity and decency, as that's how we create a place of work where people can be themselves.








Responsibility

Our perspective gives us a sense of responsibility to change our future, and create a better, more sustainable world. To make sure this happens, we all take individual responsibility for our actions every day.











PROGRESS AGAINST OUR GOALS - AT A GLANCE

We have made strong progress against many of our goals, and continue to prioritise meeting and achieving our targets. Please refer to the relevant sections in this report for further detail, case studies and future plans.

	Indicator	SDG	2022 target	2022 performance	2023 target	More detail	Page
Planet	Combating climate change Avoided emissions - annual contribution to avoided emissions		1,597 KT CO ₂ e	1,617 KT CO₂e	1,616 KT CO ₂ e	Combating climate change	11
	Circular economy: plastic recycling Volume of recycled plastic in Veolia transformation plants	 	14,375 tonnes	16,679 tonnes	16,679 tonnes	Driving the circular economy	15
	Protection of environments and biodiversity Progress rate of action plans improving the footprint of environments and biodiversity footprint on sensitive sites	  	75%	80%	100%	Protecting the natural environment	22
Customer	Hazardous waste and treatment recovery Revenue generated by the hazardous and liquid waste treatment and recovery activities	 	€77.1m	€91.7m	€91.7m	Taking on hard-to-recycle items	37
	Customer and consumer satisfaction Customer satisfaction rate calculated using the Net Promoter Score methodology		35, with 50% coverage rate	55, with >75% coverage rate	50, with 75% coverage rate	Moving the bar on customer experience	43
Employees	Safety at work Lost Time Injury Frequency Rate	 	5.7	4.73	5.0	Health and safety	46
	Diversity Proportion of women appointed within Veolia's top 500 senior executives from 2020 to 2023		50%	33.3%	50%	Equality, diversity and inclusion	50
	Employee commitment Rate of engagement of employees, measured through an independent survey		>80%	88%	>80%	Understanding our purpose	52
	Employee training and employability Average number of training hours per employee per year		21 hours	22.8 hours	23 hours	Awareness & upskilling	50

PROGRESS AGAINST OUR GOALS - AT A GLANCE

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	Indicator	SDG	2022 target	2022 performance	2023 target	More detail	Page
Society	Job and wealth creation in the territories Socio-economic footprint of Veolia's activities, with regard to direct and indirect jobs supported and wealth created	 	45,099 jobs created, €3.8b wealth generated	53,170 jobs created, €4.48b wealth generated	Maintain	Our socio-economic footprint	61
	Ethics and compliance Rate of positive answers to the question of the engagement survey "Veolia behaves ethically and respects compliance rules in its activities"		≥80%	86%	≥80%	Society	59
Shareholders	Revenue growth Annual growth in published revenue		-	€42.9 billion	Maintain	Shareholders	71
	Profitability Current net income - Group share		-	€1 million	€1 billion	Shareholders	71
	Return on capital employed ROCE after tax		-	7.6%	Maintain	Shareholders	71
	Investment capacity Free Cash Flow (before discretionary investments)	 	-	€1.462 million	Maintain	Shareholders	71

*Veolia Group figures used for Shareholders



PLANET

Our purpose of ecological transformation places environmental protection at the heart of everything we do.

Climate change, pollution and accelerating biodiversity loss are three interconnected challenges which Veolia is tackling head on. Our range of industry-leading solutions to manage water, waste and energy challenges work to build a circular economy while protecting the environment. We are proud of the work we've completed and the work ongoing, but we know this isn't enough. As part of our plans, we must explore every opportunity to innovate, adopt new approaches and invest in green technologies.

Our range of industry-leading solutions to manage water, waste and energy challenges work to build a circular economy while protecting the environment.

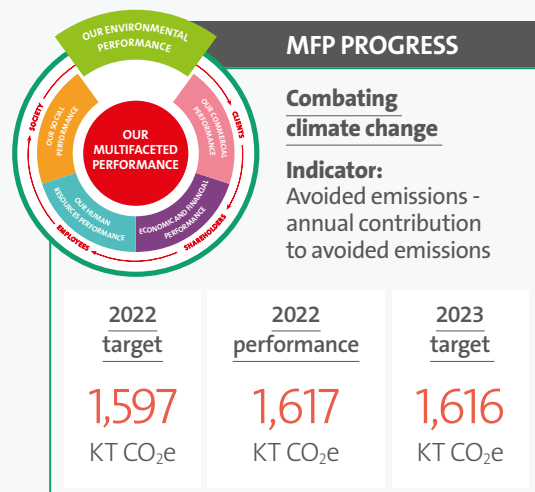


COMBATING CLIMATE CHANGE



The climate emergency is the greatest challenge of our time and the damaging realities are accelerating, with 2022 breaking new extreme weather records in the UK and worldwide.

Climate change requires immediate action from every part of the economy and society. At Veolia, we provide waste, water and energy services that are essential to everyday life. This places an even greater responsibility on us to decarbonise and achieve net zero across our business operations.

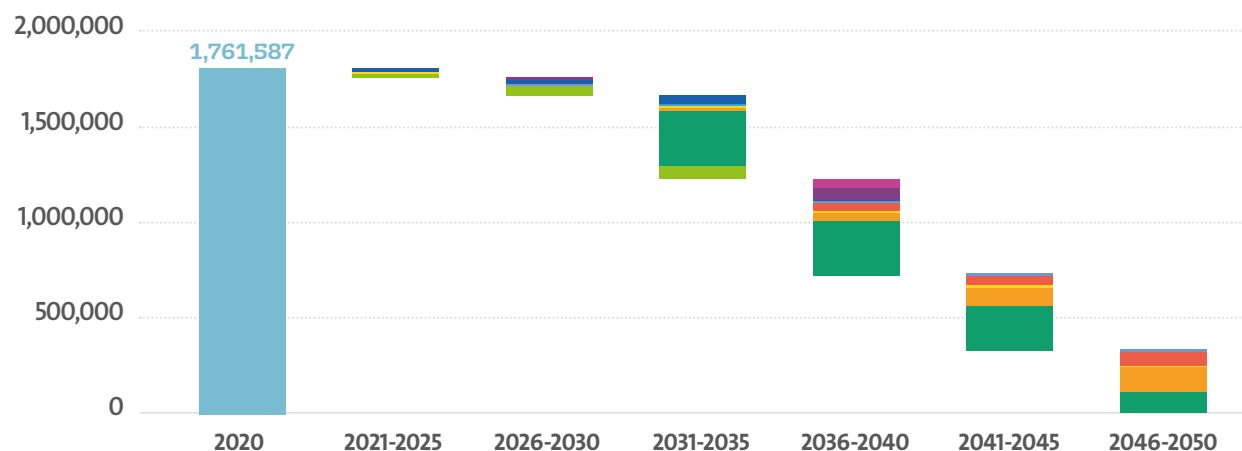


OUR NET ZERO PROGRESS

We are committed to achieving net zero by 2050. Our Net Zero Roadmap was published in 2021, and acts as a guide towards that target. The six key commitments, and evidence of our progress towards them, are detailed below:

Key commitments

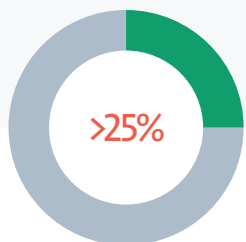
- 1 Reduce operational emissions
- 2 Reduce process emissions
- 3 Capture remaining GHG emissions
- 4 Partner to reduce emissions we do not have control over
- 5 Improve the quality of our emissions reporting
- 6 Continue to develop low and zero carbon solutions for our customers



Key decarbonisation areas

- 4 Decarbonised Grid
- 1 Energy Efficiency
- 6 1 Fleet & Yellow Plant - Zero emissions
- 1 Fleet & Yellow Plant - Fuel efficiency
- 5 2 Process optimisation (Water & Waste)
- 5 4 2 Landfill - Organics ban & site closures
- 5 3 Landfill - Capture rate
- 6 4 1 Energy - Zero emission processes
- 6 5 3 Energy from Waste - Carbon Capture
- 6 5 4 2 Energy from Waste - Maximising recycling

COMMITMENT 1: REDUCE OUR OPERATIONAL EMISSIONS



Over 25% of our Scope 1 and 2 emissions are attributed to our operational emissions.

This covers a range of activities, including our fleet collecting and transporting recycling and waste; the electricity and fuel used to operate our processing plants; and the gas used for our combined heat and power (CHP) and thermal plants which produce energy for our customers. Our ambition is to achieve net zero by 2040 for the operational emissions we control, and by 2050 for any we do not control.



On-site energy consumption

With a target to reduce the emissions from our fuel, gas and electricity consumption by 2% year on year until 2040, we are continuing to implement energy efficiency and operational best practice measures at our sites.

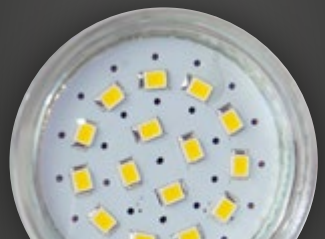
We aim to reduce emissions by **2%** year on year until 2040



LED lighting

We continued to roll out a programme of LED lighting installations across our sites.

LED light bulbs use around 80% less energy than traditional bulbs, so the combined impact of nearly 50 sites installing LEDs in 2022 is making a significant difference. At Hollingdean Integrated Waste Facility (IWF), new LEDs have been complemented by motion detection software to ensure lights aren't left on.



Pneumatic pumps

At Albion, Candles and Highmoor landfill sites, electric pumps have been exchanged for pneumatic pumps.

These reduce the energy demand, helping to save carbon and extend the lifespan of equipment.



Compressor efficiency

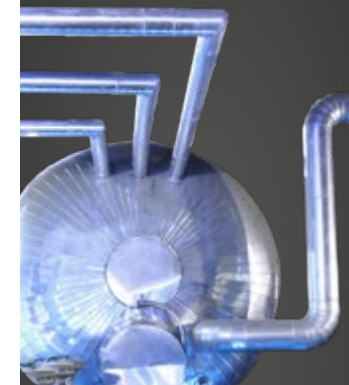
At our South East London Combined Heat and Power (SELCHP) facility – our energy from waste plant in Southwark – two denitrification (DeNOx) compressors were replaced for more efficient models.

A compressed air leak survey was also carried out on the full compressed air system, with progress made on repairing the leaks identified.



Boiler efficiency

At Newhaven Energy Recovery Facility, by reducing the boiler start up from 20 to 14 hours, the site has saved 30% on boiler fuel costs in one go.



Towards the end of 2022, energy audits were conducted by our internal decarbonisation team at all sites in our treatment division. The audits identified opportunities to further reduce carbon and operational costs, with recommendations due to be implemented through 2023 and 2024. Our expertise in decarbonisation services offers an opportunity to reduce our own footprint, and our municipal and commercial waste divisions will be undertaking the same audit process in 2023.

TACKLING OUR MOBILE EMISSIONS



60
strong fleet
of new and
upcycled electric
vehicles in
Westminster



We have targeted reducing our operational emissions from fleet, yellow plant and other on-site engines down to zero by 2040. By taking a 'multi-pronged' approach, we are taking advantage of a range of best available technology while continuing to promote ongoing innovation.

One of the biggest priorities for our Fleet team is on decarbonising the fuel source for vehicles. In 2021, we launched a 60-strong fleet of new and upcycled electric vehicles in Westminster. In 2022, we introduced green-fuelled vehicles in Broadland, electric street cleaners in Solihull and three new electric vehicles in Watford.

 [Go to 'Greening the fleet' for more information on our fleet decarbonisation programme.](#)

In 2023, we will be rolling out a new ECHO software for our commercial waste business unit. Following 18 months of development throughout our business, the platform will provide route optimisation, improved customer service and data reporting. Our municipal contracts have been using their own version of ECHO for over a decade, servicing five million residents a year.

An anti-idling campaign, led by our municipal waste division, is supporting our fleet to achieve net zero. The campaign focuses on minimising the amount of time drivers leave their engines idle, saving fuel, extending vehicle life and reducing emissions. It also has a positive impact on pollution levels and air quality for the communities in which we operate. The campaign was launched internally with a video, and has been communicated via Toolbox Talks, posters and a pledge board.

WHAT IS THE FUTURE FOR VEOLIA'S FLEET?



Andrew Hope

Fleet Development
Manager



Gary Clark

Fleet Director



Where do you see the future of Veolia's fleet?

Battery electric vehicle (BEV) technology is evolving rapidly, with further improvements to battery energy density and cell degradation resistance coming to the market. These developments will increase the distances which BEV trucks can travel and the range of trucks on the market. We're confident that in the medium to long term BEV tech will meet the requirements of the majority of our fleet.

Electric vehicle (EV) charging does present other challenges that will need to be addressed as we expand the number of electric vehicles in our fleet. Parking space will need to increase to allow for the chargers and safety requirements; the additional power required in depots may require upgrades to the National Grid; and the time required to charge vehicles will mean we have to be smart when double or triple-shifting assets.

However, we are aware of these issues and work closely with the experts in Veolia's Electrification Services team to overcome them. This team has been carrying out fleet electrification feasibility reports for customers to identify key use cases and any hurdles to fleet electrification. By the end of 2023, together we will have also completed two large fleet depot electrification projects. The avoided emissions from these are estimated to be around 3,700 tonnes of CO₂e a year, equivalent to taking 1,800 passenger cars off the road. We're also investigating how to combine complementary solutions such as local energy generation at our electrified depots, as well as looking into innovations in energy management in order to maximise return on investment into electric vehicles and infrastructure.

Veolia currently manages around 200 EV charge points on our own sites and for clients and has a hundred more in development for the remainder of 2023.

What about hydrogen?

There has been a lot of excitement about hydrogen fuel cells, and we've followed the developments and innovation closely. However, currently there are no fuel cell heavy goods vehicles available from the established vehicle manufacturers and our understanding is that they won't be available commercially for a number of years yet.

Hydrogen fuel cell heavy goods vehicles are likely to be very expensive, alongside the fuel itself, and there are a limited number of fuelling stations available for public use. For these reasons, we think that hydrogen is likely to only be used for niche applications for which BEV is unsuitable, as well as in some off-road or yellow plant machines.

What other options are out there?

Hydrotreated vegetable oil (HVO) is a renewable, fossil-free 'drop-in' fuel which can be used in the majority of diesel engines and is supported by the majority of OEMs. At Veolia, we are now using it for two of our municipal contracts, Solihull and Broadland, with great success. Made from vegetable oils or animal fats, the raw sources are processed using a specialist hydro-treatment, providing a fuel with a very similar chemical make-up to fossil diesel. HVO can act to bridge the gap in our transition to electric vehicles, enabling the rapid adoption of a net zero fuel source.



COMMITMENT 2: REDUCE OUR PROCESS EMISSIONS

Reducing process emissions from our waste and wastewater activities remains one of the biggest challenges in our journey towards net zero. Process emissions in our waste activities are mostly generated by Energy Recovery Facilities (ERFs) and landfill sites.

To tackle these emissions, we need to keep organics out of landfills and plastics out of ERFs. We continue to invest in composting and recycling infrastructure, and work collaboratively with our customers to develop innovative methods for sorting harder-to-recycle materials. Policy should also play a critical role in driving a circular economy, providing the supportive environment needed to build up domestic infrastructure and increase the commercial viability of recycling.



Rescuing plastics for recycling

During the secure destruction process, Vault operations identified 20 tonnes of hard plastic which could be diverted from incineration to a plastic recycling facility within Veolia's site network.

This hard plastic, having been diverted from the main waste stream, is shredded into granulated plastic pellets and resold to suppliers to create items such as plastic pallets.

 [Go to 'Circular economy for confidential waste' for more on Vault.](#)



Why not send plastics to energy recovery?

In energy recovery, waste is burnt to release heat. The heat turns water into steam, which turns the blades of a turbine generator to produce electricity, or is used in district heating networks (DHNs) to provide heating to domestic, public and commercial buildings. Pollutants are removed from the combustion gas before it is released, but not all greenhouse gases (GHGs) can be removed.

When plastic is burned, it releases non-biogenic carbon, or carbon that has been stored for long periods of time in fossil fuels. Globally, burning plastic packaging adds 16 million metric tonnes of GHGs into the air. In comparison, for every metric tonne of plastic recycling, more than one tonne of carbon emissions are avoided, as it reduces the need for virgin material production and associated energy use.

Veolia is working hard to increase the proportion of plastics being recycled – from recycling education to new infrastructure investment.

Industrial site cleaning

Veolia's Industrial Site Services (ISS) division delivers tailored solutions to keep plants, tanks and equipment clean. This isn't just a case of good housekeeping. It reduces plant downtime, improves efficiency and extends asset life.

Our ERFs are able to utilise this in-house expertise during site outages or annual shutdowns. Heat exchangers, used in the ERFs, require periodic cleaning, as material builds up which reduces efficiency. Traditionally, these are cleaned manually, one at a time. At Veolia, the ISS team has an automated five lance system, that allows five tubes to be cleaned simultaneously and remotely, controlled by an operator in a cabin above the system. High-pressure hot water is powered through the tubes, with spinning jets that remove stubborn deposits from the inside. Once the interior is complete, the exterior of the tube bundle is also cleaned with high-pressure water jets.

For Veolia, safety is our main priority above all else. The use of remote-controlled high-pressure water jetting systems ensures that our workforce is taken away from the direct workface where high pressures can cause serious accidents.

Shutdowns require the site to close, meaning there is a hold on operations.

The quicker the ISS team can get things done, the faster the site is back up and running. Using the five lance system means operating at five times the speed of a standard operation, returning the heat exchanger back to service much quicker. Using the system also provides IRIS clean standards so that the heat exchangers can perform at optimal levels, allowing for a much more energy efficient process to reduce the ERF's carbon footprint.

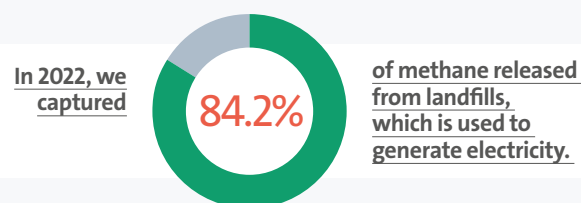


COMMITMENT 3: CAPTURE AND OFFSET

We're committed to removing all plastics from our ERFs to drive emissions reduction. However, even with high recycling rates we will still have residual fossil content in non-recyclable waste. To address these remaining emissions, we are continuing to explore carbon capture, utilisation and storage (CCUS) technology, which can capture and make effective use of the CO₂ emitted. During 2022, we invested over £300,000 into research and development studies.

These projects are currently at feasibility or early pilot stage, but with continued investment from Veolia, government and research bodies we are working to enable the deployment of CCUS to mitigate the remaining emissions for our facilities by 2040, in line with the UK waste sector ambition.

Our landfill sites also contribute to our process emissions, via methane released as organic waste decomposes. These will continue to emit legacy emissions, declining over time as operational sites close and the existing methane in closed landfills is removed.



As a GHG, methane is over 25 times more effective than carbon dioxide at trapping heat in the atmosphere. While our methane capture rate is one of the highest in our industry, we are committed to continuing to improve the capture and recovery of this gas. We also support policy changes that will ban organic waste from entering landfills, with some estimates stating this would cut the UK's total methane emissions by nearly 20%.

Our key priority is to reduce or sequester our process emissions. However, we are continuing to explore options to offset the remaining unavoidable emissions from our activities, ensuring that these are long-term sustainable projects.

CARBON CAPTURE IN SHEFFIELD



Uzbaig Barlas

Sheffield ERF
Operations Manager



What's happening at Sheffield Energy Recovery Facility (ERF)?

We are currently pursuing a project that uses algae-based carbon capture technology. At Sheffield, we like to call this concept 'carbon recycling' as we will effectively be using the captured CO₂ as an energy source to grow the algae. The project is initially being tested at a pilot scale, with the capacity to remove CO₂ from the atmosphere equivalent to driving 2,500 miles per day by an average petrol car.

How is the pilot progressing?

The pilot is due to go live towards the end of June 2023. The plan is to carry out the algae-based carbon sequestration trials for six months. The harvested algae will be sent for laboratory testing and analysis. Depending on the results, feasibility studies for a scaled-up version of the pilot plant can be conducted. This has the potential to be a game changer for the ERF industry, not just from a carbon capture perspective, but from a circular economy point of view too. Algae grown and harvested from settings such as this pilot can be used in the formulation of a wide variety of products, such as in the nutraceuticals and agriculture industries.

What else do you have planned at Sheffield?

There are a range of other exciting projects that Sheffield ERF is currently exploring. One of these involves capturing waste heat and using it as a fuel source to produce additional megawatts of clean electricity.



COMMITMENT 4: WORK IN PARTNERSHIP TO REDUCE THE EMISSIONS WE DO NOT HAVE CONTROL OVER

We will drive down emissions for which we do not have control through collaborative partnerships with all of our stakeholders.

Our employees

Our employees are at the centre of our net zero journey, and we cannot achieve this ambition without their commitment. We are continuing to educate, raise awareness and provide the right resources to our employees to optimise our efforts.

Behaviour change doesn't happen overnight, but is an ongoing process of understanding the barriers, implementing training and education, and putting in place the right nudges through proactive internal communications.

At Sheffield ERF, the site ran a campaign to encourage employees to reduce their electricity consumption, including adding posters next to all appliances with guidelines on how to use them efficiently. Similarly, stickers were added to all light switches to remind people to turn the lights off at Runcorn Wood Recycling. Whilst these measures are simple, saving from initiatives such as these add up. Recent academic studies show that human behaviour is at least as important, if not more important than the physical characteristics of a building in influencing energy use.


Our programme of training and development provides opportunities for employees to upskill on their knowledge of sustainability and net zero, practical changes they can make, and new policies or interventions in their workplace.

 [Go to 'Training & Development' to learn more.](#)

Our suppliers

We can't achieve our net zero ambition without the commitment and collaboration of our suppliers, as it involves our entire value chain.

Our Sustainable Procurement Roadmap guides our work in this area, ensuring that we are making progress on reducing the carbon footprint of our supply chain, as well as guarding against modern slavery and driving forwards inclusive sourcing.

 [You can download our modern slavery and human trafficking statement and policies here.](#)

Ongoing supply chain initiatives include:

- Remotely rebooting CCTV equipment to reduce the carbon emissions of callouts.
- Working with Speedy Hire to introduce low-carbon site setup and shutdown equipment, focusing on electric and solar-powered equipment.
- Using a 'total cost of ownership' calculator which takes into account all costs (purchase, setup, maintenance and energy) to evidence energy savings when replacing energy-consuming equipment.
- Extending the life cycle of industrial equipment with monitoring, ongoing maintenance and reconditioning.
- Introduction of longer-lasting rubber for tyres on yellow plant equipment.

A number of circular economy initiatives are helping to minimise the carbon impact of our supply chain by reducing the use of virgin materials.

Switching from metal to plastic containers has saved costs and increased agility, while supporting the circular economy as we are able to recycle the plastics containers through our own plastics recycling division.

In partnership with our framework supplier, we are working to introduce recyclable hi-vis workwear, hard hats and boots. As these are notoriously hard-to-recycle items, the industry requires research and development to get it right. Through our BITC membership, we have joined an EU-funded project, ProCirc, to build a Joint Statement of Demand mobilising procurement to stimulate a circular economy in the professional clothing and personal protective equipment (PPE) industry.

Our customers

The final decision on whether or not to implement decarbonisation solutions that will reduce our Scope 1 and 2 emissions across our contracts often lies with our customers.

We therefore work hard to build collaborative partnerships with them, bringing them the right solutions based on best available technologies.

 [Go to 'Customers' for full detail on the projects we're implementing with our customers.](#)



Public bodies and other partners

Robust policy and government support are key to achieving net zero. From achieving recycling targets to enabling the deployment of carbon capture technologies, we are working with government and industry groups to ensure we have a voice in accelerating the journey to net zero.

This includes our Senior Executive Vice-President for Northern Europe, Gavin Graveson's chairmanship of the Environmental Services Association (ESA) and our representation on various working groups, covering topics from climate change and biodiversity to resources and waste. We are also members of a wider array of other industry groups, including: the Renewable Energy Association; the Association for Decentralised Energy; the Carbon Capture and Storage Association and the Plastics Pact.

COMMITMENT 5: IMPROVE QUALITY OF CARBON REPORTING



We continue to improve and refine the quality of our carbon reporting.

This has included improving the automation of the carbon reporting process to provide greater granularity in monitoring Veolia's GHGs. A new visualisation tool has been introduced, giving a wider pool of employees access to insights on our carbon footprint and enabling timely identification of new opportunities for reduction. Fully automated and integrated data systems are being implemented, ensuring seamless data and minimising the risk of human error.

Carbon emissions factors are also being revised and expanded to include a more granular breakdown of materials. This will greatly improve the accuracy of emissions reporting by linking waste disposal methods to more specific materials. In addition, we have introduced a more robust sampling strategy across our ERFs. The feedstock for these plants is now sampled more frequently, which allows us to improve the consistency of inputs and the accuracy of reporting.

Scope 3

We are currently reporting on five Scope 3 emissions categories

Waste generated



Employee commuting



Business travel



Upstream and downstream transportation.



The process of collecting this data that sits outside of our direct control has been developed and refined over the past few years. However, we recognise that there is a need to take this further, in particular estimating the footprint of our purchased goods and services.

We are therefore beginning to work with our suppliers to understand the carbon footprint of the goods and services they provide. In 2023, we will launch a survey to our most mature supply categories, established via a supply chain readiness assessment, to collect some initial footprint data. This will help to validate calculations done using emissions factors.

COMMITMENT 6: DEVELOP LOW AND ZERO CARBON SOLUTIONS

Some of our emissions are linked to our customers' assets, such as in our energy contracts. Developing tailored and innovative solutions to decarbonise these assets is key to achieving net zero.

 [Go to 'Customers' for more on decarbonising customer assets.](#)



CARBON FOOTPRINT

Our carbon measurement is in line with the GHG Protocol Corporate Accounting and Reporting Standard, and we align with the Defra (Department for Environment, Food and Rural Affairs) guidance on measuring and reporting your GHG emissions.

To calculate the GHG emissions of our activities, UK Government emission conversion factors for greenhouse gas company reporting have been adopted for the respective years. When factors are specific to the waste management and water industries, we have utilised factors in line with the Environmental Services Association (ESA) and UK Water Industry Research (UKWIR), respectively.

Total emissions have increased 3.7% between 2020 and 2022. However, carbon intensity, measured in tonnes CO₂e per £m gross revenue, has decreased significantly. This is an important measure of progress, as it indicates improvements in energy efficiency and emissions controls.

Carbon data	2020	2022
Scope 1 (tCO ₂ e)	1,799,668	1,733,147
Scope 2 (tCO ₂ e)	32,336	29,093
Total direct emissions (Scope 1 + Scope 2) (tCO ₂ e)	1,832,004	1,762,240
Scope 3 (tCO ₂ e)	126,266	214,967
Total emissions (tCO ₂ e)	1,958,270	1,977,208
Carbon intensity (tCO ₂ e / £m gross revenue)	815	679

The reported CO₂e associated with Scope 3 has increased significantly between 2020 and 2022. This is due to enhanced reporting processes, meaning that more data is being captured.

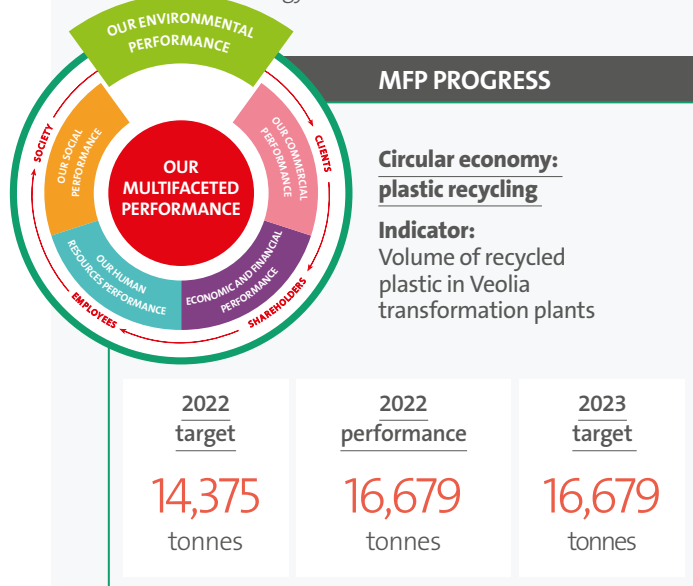
[!\[\]\(e474458956c9a37fbf9586ddb60a7fa1_img.jpg\) Go to 'Commitment 5: Improve quality of carbon reporting' for detail on how we are working to refine our reporting.](#)



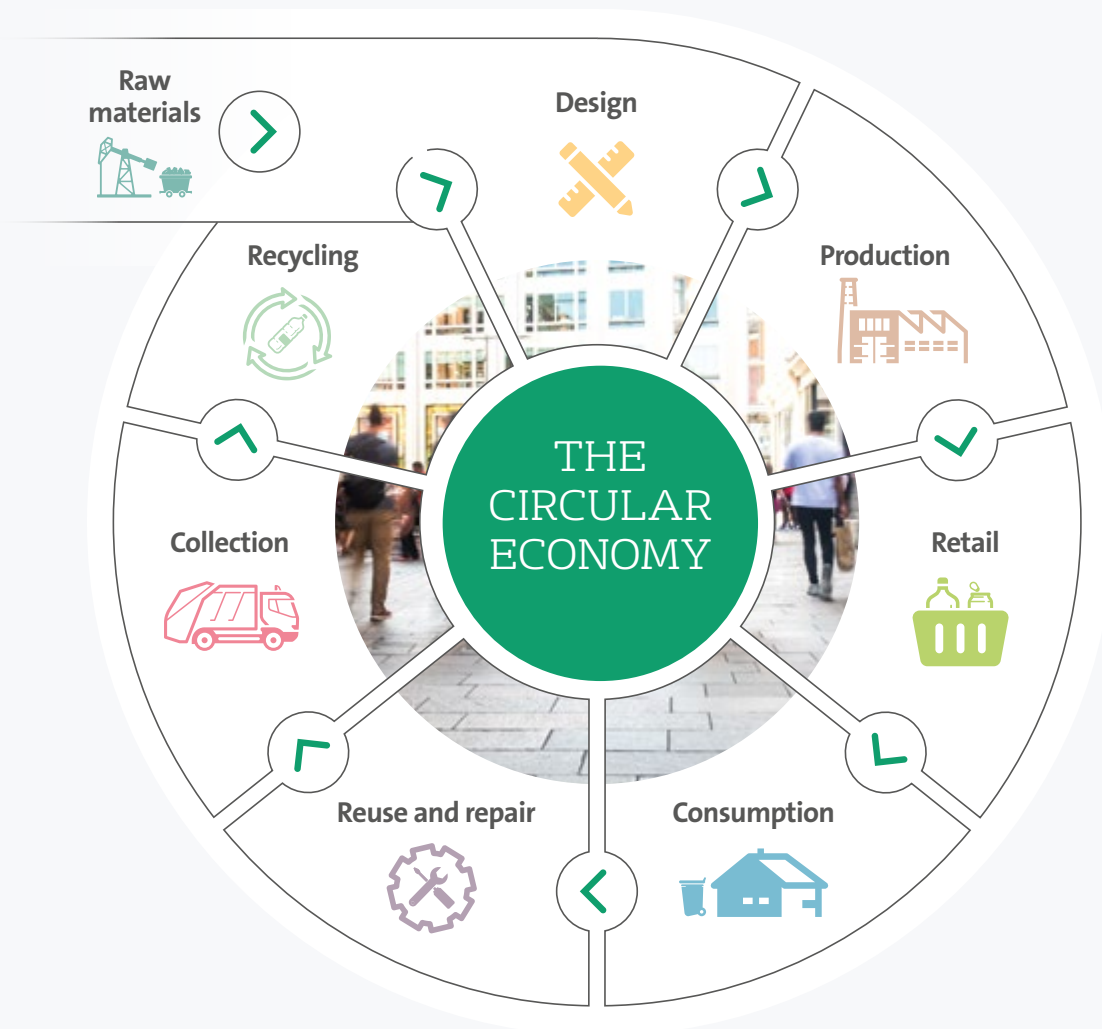
DRIVING THE CIRCULAR ECONOMY

Over the last century, society has primarily operated on a linear system in which resources are produced, used and then discarded. According to the WWF, in just three decades, more than a third of Earth's natural resources have been destroyed by humans. With increasing pressure on supply chains and the rising cost of resources, alongside accelerating concerns about climate change and biodiversity, this linear model has come under closer scrutiny.

Businesses and consumers are increasingly looking to adopt a circular economy approach to minimise their use of natural resources and close the loop of consumption. At Veolia, we're committed to a future where end-of-life resources are transformed into products that enrich our lives and power our homes and businesses. Everything we buy, use or consume should be reused, recycled or converted into energy.



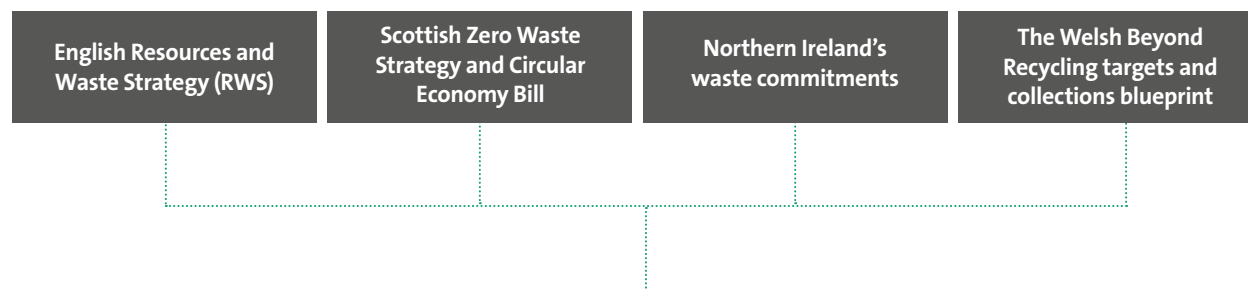
[Go to 'Regenerating resources' for examples of our circular economy work in action.](#)



New government policy

Policy plays a critical role in driving a circular economy, providing the supportive environment needed to build domestic infrastructure and increase the commercial viability of recycling. The UK resources and waste sector is currently undergoing major reform in order to boost recycling, reduce waste and drive a circular economy.

The UK Environment Act 2021 set the scene for this reform by laying provisions to promote waste and resource efficiency. This is being followed up by legislation mandating the implementation of specific policies. Waste management is a devolved responsibility, meaning that policies to manage waste and drive a circular economy may vary between UK nations. As a result, certain provisions and supporting policies sometimes only apply in one or more UK nations. Such differences are reflected in varying policy within different circular economy strategies, such as the policies detailed in the table below.



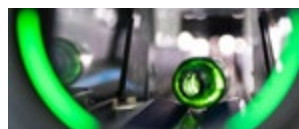
Consistency of Collection reforms

Aims to increase the quality and quantity of material collected for recycling by setting out which materials should be collected from households and businesses and collection methods.



Extended Producer Responsibility (EPR) for packaging

Aims to encourage design for recyclability via the introduction of modulated fees for packaging placed on the market. Currently producers cover 10% of the costs for managing packaging waste, with local authorities covering the remaining 90%. EPR will transfer the full net cost of the waste management to the producer, with money raised from modulated fees used to drive greater capacity within the recycling system.

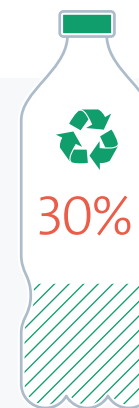


Deposit return schemes (DRS)

Aims to increase the quantity and quality of the collection of specific single-use drinks containers and help drive behaviour change by placing a value on packaging material.



The UK Plastic Packaging Tax (PPT) came into force on 1 April 2022. Under the tax, importers and manufacturers of in-scope plastic packaging must meet a **30%** recycled content threshold or pay a **£200** p/tonne tax increased to **£210.82** in 2023.



The PPT is intended to help drive demand for recycled content and stimulate end markets, with some positive results already shown.

Recent focus has centred on packaging; however in the future it is planned to focus on a much wider range of materials.

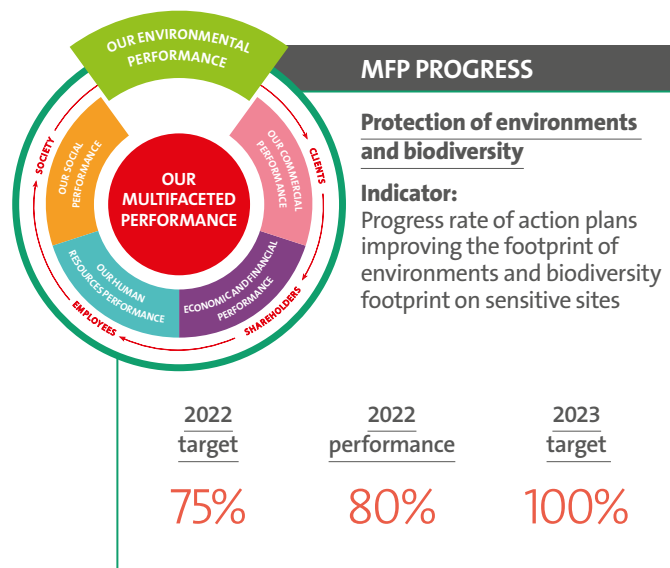
This includes textiles, batteries, bulky waste, waste electrical and electronic equipment (WEEE), tyres and construction materials. Beyond this, Veolia is advocating measures to tackle waste crime, improve data and monitoring, Carriers, Brokers and Dealers reform, minimising waste exports and wider climate policies, including commitments to drive the near elimination of biodegradable waste to landfill by 2028.

With these policies still under design and development, we continue to shape these regulations directly via government and through our membership of the Environmental Services Association (ESA) and other industry bodies, ensuring that they deliver the best outcomes for our customers, society and the planet.

PROTECTING THE NATURAL ENVIRONMENT AND ENHANCING BIODIVERSITY

Improving biodiversity is one of our four pillars of ecological transformation. Biodiversity is essential to our survival and wellbeing, but as a society we are putting it under pressure. A 2021 study by London's Natural History Museum found that nearly half of Britain's biodiversity has disappeared since the industrial revolution. This puts us in the lowest 12% of countries globally for preserving biodiversity.

By placing the protection of nature and biodiversity at the heart of every action, we are playing our part in combating this trend, and working to build stronger ecosystems.



[Go to 'Regenerating resources' for examples of our circular economy work in action.](#)

BIODIVERSITY NET GAIN

Biodiversity Net Gain (BNG) is a strategy to develop land and contribute to the recovery of nature. It is a way of making sure the habitat for wildlife is in a better state than it was before development. BNG is being introduced in England from November 2023 and will mandate new developments seeking planning consent deliver a minimum of 10% BNG as a condition of planning permission.

An emerging market for biodiversity unit sales is developing, whereby landowners or managers will be able to sell biodiversity units to developers that cannot implement the required enhancements directly on the site being developed. Veolia is exploring the potential of using closed landfill sites within this market, which will ensure their protection and benefit for biodiversity over a minimum of 30 years.

Our four core biodiversity objectives guide our action, and ensure we continue to make strong progress.

1



Implementation of biodiversity action plans for high priority sites

In 2020 and 2021, 10 Veolia UK sites were identified as 'sensitive' by independent ecologists. An ecological assessment and action toolkit, developed by Veolia France in collaboration with ecological and LCA experts, enables a site-specific action plan to be drawn up for each sensitive site according to their key biodiversity concerns.

To support the sites in implementing their action plans, a number of documents were developed including fact sheets covering invasive species, fauna and recognising habitats and commitments on lighting, pesticides and habitat fragmentation.

With a target to implement 75% of these action plans by the end of 2023, we are ahead of schedule with 79% achieved at the end of 2022.



2

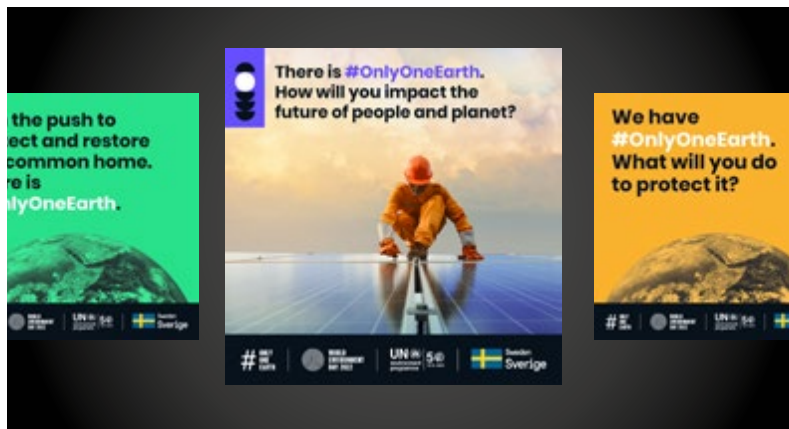


Zero use of phytosanitary products

Phytosanitary products, more commonly known as pesticides, contain active chemicals that are designed to tackle weeds, insects, or other pests. However phytosanitary products can be toxic to a range of other organisms including birds, fish, insects and plants.

Over the past two years, our Environment and Procurement teams have worked together to ensure that all new contractors and suppliers do not use phytosanitary products when supplying products to Veolia or when carrying out grounds maintenance works. Due diligence checks were also carried out on existing suppliers, to ensure they comply with this requirement.

In 2021, a survey was launched to the whole UK and Ireland business to fully capture and understand any potential phytosanitary usage. During 2023, these checks will be incorporated into Veolia's Minimum Requirements document, and subject to regular internal audit.



3



Raising environmental awareness

Raising environmental awareness is key to developing a culture in which everyone takes accountability and responsibility for the impact they may have on the environment and biodiversity.

In 2022, we used World Environment Day as an opportunity to engage all UK sites with a range of resources and activities. Using the hashtag #OnlyOneEarth, the focus was on 'Living Sustainably in Harmony with Nature,' so tips were included on everyday changes people can make as well as how Veolia is tackling key issues.

An e-learning course on sustainability is available to all employees, with high uptake from across the business. In 2023, we are also introducing an e-learning course on biodiversity.



4



Implementation of ecological management plans

For sites with more than one hectare of green space, an ecological management plan must be implemented in line with the Green Spaces Charter. This covers 42 sites, across clean and wastewater treatment and a number of closed landfills.

With all sites currently working through the toolkit, the target of completing the ecological management plans by the end of 2023 will be met.

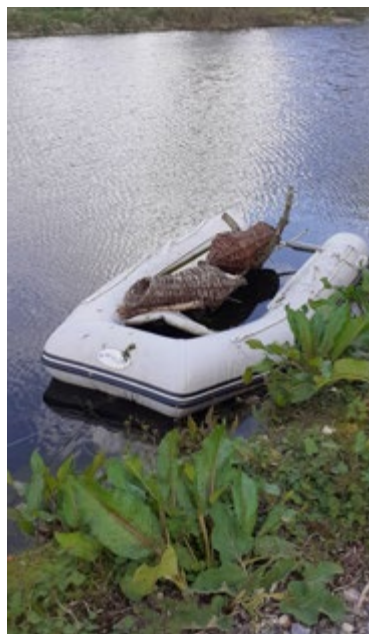
ON LOCATION - SITES GOING ABOVE AND BEYOND

We are proud of the effort many sites put into protecting and enhancing nature, leading the way in the role the waste and resources sector can play in mitigating the negative impacts on biodiversity.

Tidworth

The wastewater treatment works in Tidworth, Wiltshire, have considerable green space and drainage lagoons which naturally boost biodiversity. Utilising these extensive resources, the site has introduced extensive initiatives to make it a hub for biodiversity. For example:

- Installing a range of bird boxes, including those designed for owls that face open fields and ones for nesting house martins.
- Placing duck nests in a disused boat on the drainage lagoon to protect the eggs and newly hatched ducks from predators.
- Forming a partnership with a local ecologist to provide area-specific knowledge on everything from tree delimbing to tank draining.
- Implementing 'functional' grounds maintenance, with supplier idverde, to ensure biodiversity is protected while still maintaining access to important areas.



Kingswood

The Kingswood office in Cannock is being used to trial and demonstrate initiatives which can be rolled out across our sites. So far, we have introduced bird boxes, a bug hotel, log piles to provide a habitat for invertebrates and amphibians, planted a wildflower area and more.

In November 2022, we introduced two Leko devices, biodiversity monitoring devices which capture the sounds around them to identify the presence of bioindicator species. From there, the software assesses the overall biodiversity and ecological health of the site, based on known behaviours and attributes of the species identified.

This is the first time the technology has been used in the UK, having been developed in France by Birdz. It is an innovative and early-stage software and initial data and insights have revealed that eight different bat species visit the site. In 2023, we will be exploring how this technology can be used across our sites and operations, and how we can use the analysis to make data-driven improvements.





Leeds ERF

In Yorkshire, our ERF boasts one of Europe's largest green walls with more than 100,000 plants native to the local area covering 1,800 square metres. The green wall was designed around wildlife, with insect habitats and bird nesting structures embedded within it. A diverse array of birds, including a peregrine falcon, a pair of nesting kestrels, and frequent wood pigeons now call it home.

Rainwater is harvested at the top of the wall, and then fed to the plants through a self-monitoring watering system. The system can be adjusted remotely, reducing any potential interference with wildlife.

Beyond supporting biodiversity, the wall has a range of benefits, including its role as a natural heating and cooling system, and in improving local air quality.



London Road East Depot, Amersham

To enhance biodiversity, beehives have been installed at the depot and wildflower meadow areas planted to encourage bees to use the hives, all with the assistance and advice of the Chalfonts Beekeepers' Society. Veolia has further plans to install bird boxes and bug hotels on site this year, and work with local primary schools to help them make the same improvements for biodiversity. Selected schools will be provided with a biodiversity pack that includes bird boxes, bug hotels and wildflower seeds to create insect-friendly havens.



Woodlands IVC

At Woodlands IVC in Lewes, newts were found on the site during construction. To protect them and provide them with a habitat to thrive in, Veolia purchased a piece of land attached to the site to relocate the newts to. The field was designed with habitats for the newts, as well as two natural ditches to act as small waterholes for the local wildlife. The field is left undisturbed, apart from being trimmed once a year to support the lifecycle of wild grasses and flowers. Over the years, a diverse amount of wildlife has made the field their home, including deer and two resident buzzards. Bluebells bring their striking annual display to an untouched wooded area.



Veolia Environmental Trust

The Veolia Environmental Trust provides grant funding for environmental and community projects through the Landfill Communities Fund, supported by the tax Veolia pays on current and restored landfills. The Trust has been funding projects for over 25 years, making a difference to countless communities.

In 2022, the Trust developed a new set of strategic goals to ensure it continues to achieve the most for both the environment and communities. This includes ensuring that projects funded either “protect and enhance biodiversity and natural habitats” or “inspire the creation of sustainable carbon neutral community spaces”.

The Veolia Environmental Trust awarded **£4.5 million** in 2022 in funding to **over 80 projects** led by not-for-profit organisations. These include:

£60,500 funding



A beaver release project at the Old River Bed in Shrewsbury received £60,500 in funding.

The Old River Bed is at risk of drying out, and reintroducing beavers has been identified as a beneficial habitat management tool. As ‘ecological engineers’ their presence will re-wet the site, increase nature’s resilience and benefit numerous other species. Bordered by housing estates, this project will be the first urban beaver release by The Wildlife Trusts.

£75,000 funding



£75,000 given to the Old School House, a community hall in Boscombe, to fund low-carbon building improvements.

The Old School House is a centre of the community for all ages and abilities, but for half of the year it becomes too cold to run many activities. Improvements such as roof insulation and a low-carbon heating system will help to make this a warm and welcoming space for the community year-round.

£75,000 funding



Portishead Town Council receives £75,000 towards the construction of a new skatepark.

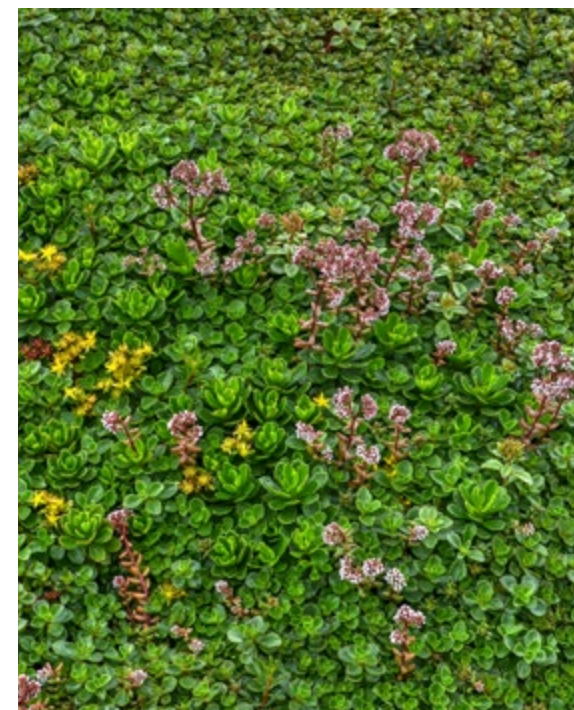
The Portishead community has campaigned for a skatepark for 25 years. Now with the required funding, it will provide outdoor wellbeing opportunities for many, and will be run as a fully inclusive and accessible community facility for all.

£66,660 funding



The trust awarded £66,660 to Connecting Communities for an urban community garden in Selly Oak, Birmingham.

Connecting Communities is disabled-led, and will focus on making this outdoor natural space accessible to all. The garden will incorporate native wildflowers, a rainwater harvesting system and will include a training programme on biodiversity-friendly horticulture.



Veolia’s Sustainability Fund, delivered through our municipal contracts, provides small scale funding to community-led projects.

 [Go to ‘Sustainability Fund’ to find out about our small funding pots for community-led projects](#)








CUSTOMERS

Our customers are on a journey to improve their sustainability and we're committed to ensuring their success. We are driven by innovation and listening to the needs of our customers while simultaneously developing tailored solutions to decarbonise, depollute and regenerate resources.

From the largest cities to the local corner shop, Veolia helps its customers operate efficiently, sustainably, and in balance with the environment. As the benchmark company in ecological transformation, Veolia is committed to providing innovative and practical solutions for water, waste, and energy management.

2022 Customer highlights

-  **7,686** new commercial waste customers in 2022
-  Customer satisfaction - Trustpilot score: **4 stars**
-  **2 million tonnes** of waste collected
-  **5** recently won public sector decarbonisation schemes
-  **2 million customers** served for water and wastewater

DECARBONISATION IN BUILDINGS

The built environment accounts for around 25% of the UK's total carbon footprint (UK Green Business Council). Improving the energy performance of buildings by reducing energy requirements and transitioning away from fossil fuels is critical to meeting net zero targets.

The cost-of-living crisis has also shone a light on the need to tackle building inefficiency, with businesses, the public sector, and domestic buildings all experiencing a steep increase in energy costs during 2022.

Veolia is committed to driving carbon and cost savings for our customers in our energy contracts and delivering innovative solutions that will meet the needs of today and tomorrow.



Helping the NHS hit net zero

In 2023, the NHS celebrates its 75th birthday. For much of its life, Veolia has been one of the preferred suppliers for many NHS Trusts that have relied on Veolia's energy services portfolio capability to improve patient care by increasing energy efficiency and creating a more comfortable hospital environment.

Healthcare buildings are responsible for 30% of the GHG emissions from the public sector, making them a focus for the government's efforts to achieve net zero by 2040. Faced with this challenge, customers are turning to Veolia for support.

We focus on 'Three flagship projects':

1 Driving energy and carbon reductions at Queen Elizabeth Hospital

Queen Elizabeth Hospital in Birmingham is one of the largest single-site hospitals in the UK. To meet NHS targets to become net zero by 2040, the hospital needed to reduce its reliance on fossil fuels and ensure a long-term supply of reliable heat and power.

Veolia delivered a range of solutions to reduce the on-site energy demand and transition to low-carbon heating and renewable energy generation.

We worked closely with the hospital to convert the site from using steam to a Low Temperature Hot Water (LTHW) heating system, converting four buildings in the first phase of the project.

The new system required control system upgrades enabling Veolia to optimise the LTHW variable flow system, including minimising the return temperature to maximise operational efficiency.

Calorifiers were also replaced with plate heat exchangers, delivering improved heat efficiency and reduced maintenance costs.

Alongside the LTHW system, Veolia also replaced and upgraded:



Heat pump capacity to two
556kW
units



3,650
luminaires to LED



New
roof insulation on the Nuffield building



315kw
solar PV installation

The improvements will save the hospital almost
2,100 tonnes of CO₂ a year.

What are plate heat exchangers?

Calorifiers, the centre of traditional hot-water-storage systems, suffer from heat loss and poor temperature regulation, often requiring additional pumps to keep water circulating. Today, more efficient alternatives are available and Veolia has been taking advantage of new and evolving technologies.

In a hot-water system that uses a plate heat exchange (PHE), water is heated instantaneously and only when required. This makes them far more efficient, reducing energy requirements. PHEs are easier to maintain, present a far lower risk of water contamination and can be easily upgraded by adding more plates.

DECARBONISATION IN BUILDINGS



2 Extending energy savings at Royal Berkshire Hospital

Veolia first started work with Royal Berkshire Hospital in 2012. By installing more efficient boilers, reducing distribution heat losses, and improving control of the heating and hot water systems.

The hospital now saves around 3.8GWh of gas and 850 tonnes of CO₂ a year.

We now have the opportunity to further extend these savings through a 15-year extension to the existing contract. Veolia has also been awarded the facilities management contract at the hospital, taking on the day-to-day maintenance and management of the site and its assets. This will open up further opportunities for carbon savings.

3 Taking a whole building approach at Eastbourne District General Hospital

Veolia is working with Eastbourne District General Hospital in East Sussex to deliver a wide range of energy upgrades, with the aim of achieving carbon savings of over 4,000 tonnes of CO₂ per year.

Delivered through Veolia's Building a Zero Carbon Future programme, the scheme is one of the first to take a holistic building approach, taking into account how facilities and energy delivery systems interact with each other. Funding is being provided through the Public Sector Decarbonisation Scheme for affordable, low-carbon energy efficiency upgrades across the public sector.

Energy upgrades will include converting the site from steam to a LTHW system, installing solar arrays to give a total of 1.1MWp renewable electricity, and adding a dual-stage heat pump system. To ensure that this heat is used efficiently, the project also includes fitting insulated roofing and replacing single glazed windows with high efficiency double glazing.



This project will make a significant contribution to the Trust's goals to reduce our organisational carbon footprint. As well as the significant carbon savings that the project will deliver, the additional cladding and insulation to the hospital will create a more comfortable environment for both our patients and our staff.

Chris Hodgson

Director of Estates and Facilities, East Sussex Healthcare NHS Trust

The UK government's Net Zero, Build Back Greener strategy sets out policies and proposals for decarbonising all sectors of the UK economy to meet our net zero target by 2050. Beyond the work we have done in healthcare we are active in helping our customers in the food and beverage and retail sectors reduce their carbon footprint.

DECARBONISATION IN BUILDINGS

Using combined heat and power to help Müller hit net zero

Veolia designed and installed 4.5MWe of combined heat and power (CHP) systems across Müller's dairy at Bridgwater and yoghurt production site in Telford.

By supplying around 35GWh of electricity each year, the CHP systems will take pressure off the local electricity infrastructure, and will produce a combined thermal energy output of 4.5MWth, which will be used to supply steam and hot water.

The exhaust heat from the CHP units will be recovered by high efficiency waste

heat boilers to produce the steam needed for production. By harnessing the heat produced in the generating process and reducing transmission over long distances by being site-based, CHPs save energy and carbon emissions. This makes them typically twice as energy-efficient as electricity from the grid and a separate heat plant.



With over

80MWe

of CHP systems already operational on industrial sites across the UK, Veolia CHP systems save more than 158,000 tonnes of CO₂ emissions a year.



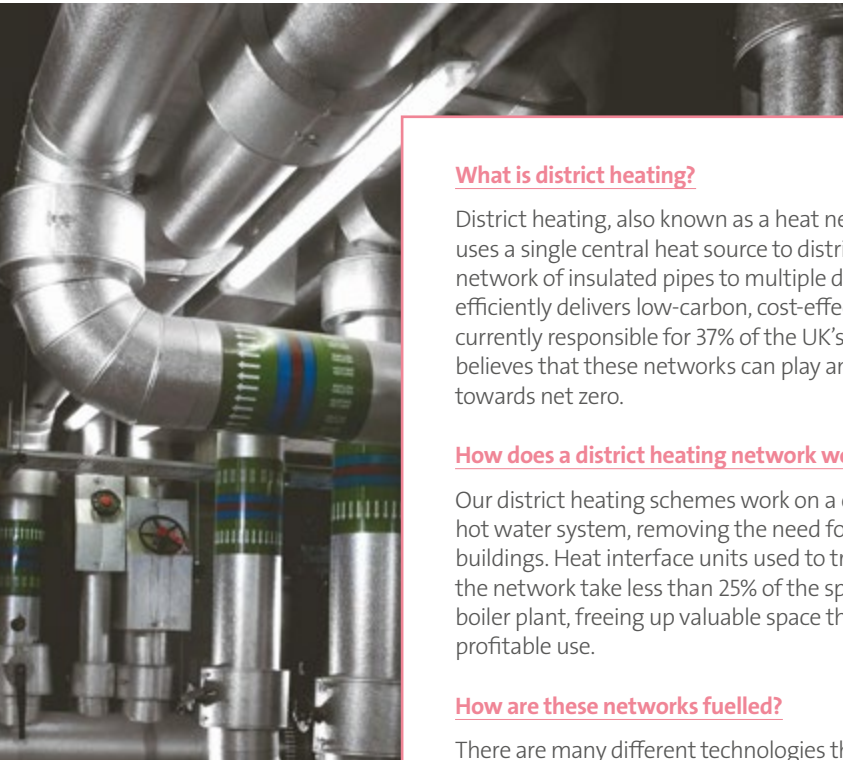
Extended combined heat and power for Tesco

Veolia has been working with Tesco on its CHP units since 2008, installing 85 systems over the last decade. In 2022, we were awarded the contract to maintain an additional 35 units, taking us to 120 units at 120 different Tesco stores.



Tesco's 'fleet' of CHP units deliver considerable carbon and cost savings. In 2021, the business saved **£4.5 million** through their use.

DISTRICT HEATING



What is district heating?

District heating, also known as a heat network, is a system that uses a single central heat source to distribute hot water through a network of insulated pipes to multiple dwellings. District heating efficiently delivers low-carbon, cost-effective heat. With heating currently responsible for 37% of the UK's carbon emissions, Veolia believes that these networks can play an essential role in moving towards net zero.

How does a district heating network work?

Our district heating schemes work on a continually circulating hot water system, removing the need for gas to supply individual buildings. Heat interface units used to transfer the heat from the network take less than 25% of the space of a conventional boiler plant, freeing up valuable space that can be put to more profitable use.

How are these networks fuelled?

There are many different technologies that can provide the input to a heat network, including power stations, ERFs and solar thermal arrays. Using ERFs to provide the heat input is a good use of waste heat, providing low-carbon heating for the area around a facility.

What are the upcoming innovations in district heating?

Recovering waste heat from data centres could present a huge opportunity, supporting the data centres to improve their energy efficiency while supplying heat to neighbouring communities.

Unlocking wastewater heat resources presents another big opportunity. Wastewater is currently a relatively untapped resource, but if used correctly, wastewater heat could be a key solution in our transition to net zero.

SHEFFIELD DISTRICT ENERGY NETWORK PIPE RE-LINING



The 44-kilometre-long Sheffield District Energy Network is one of the largest, longest-established and most successful district energy networks in the UK. It is supplied by the Veolia-operated ERF which takes non-recyclable household waste and uses it to generate heat for the district heating scheme. It also delivers enough electricity for over 22,600 homes. The low-carbon heat is fed through underground pipes to more than 125 commercial and public sector buildings.

The integrity of heat distribution pipes, which distribute pressurised hot water at 110°C, is key to

ensuring that the district heating scheme can deliver low-carbon heating. By monitoring and assessing the network, effective upgrades can be implemented to ensure future resilience and continuity of heat supply.

In a first for the UK, Veolia used the latest carbon lining pipe technology to manage the integrity of the pipes, providing long term security and longevity of the system. The carbon lining has very similar expansion, contraction, strength and durability properties to a steel pipe. The inherent strength of carbon lining makes it self-supporting and is designed to completely replace the workload of the host pipe, maintaining the integrity of the system.



This innovative process removes the need to excavate large areas to reach pipe sections, which greatly lowers the need for disruptive roadworks. **The resulting reduction in civil engineering can cut the CO₂ emissions of maintenance operations by up to 80%.**

DISTRICT HEATING

HEAT NETWORK SUPPORTS SMARTPARC'S SUSTAINABLE GOALS

SmartParc in Derby will be home to the first low-carbon food manufacturing community, providing opportunities for manufacturers to collaborate, reduce resources and utilise new technologies.

Veolia has been appointed to design and install a pre-insulated underground district heating and cooling network for the whole campus. We will then adopt and manage the heat pump energy centre and network for ten years.



NEW HEAT NETWORK IN SOUTHWARK



Veolia has received funding from the government's Heat Networks Investment Project (HNIP) to set up a new heat network in Southwark. Veolia's SELCHP plant in Southwark has an existing heat network, delivering low-cost heat to 2,650 local homes.

This new project will deliver low-carbon affordable heat to over 3,000 Southwark homes and local schools, and enable commercially viable connections to future private and commercial customers.

The network is estimated to deliver over 11,000 tonnes of carbon savings each year.



GREENING THE FLEET

Transport offers one of the biggest opportunities for carbon reduction, with surface transport responsible for around a quarter of UK carbon emissions.

Veolia has been on a journey to decarbonise its extensive fleet over the last decade. This extends from refuse collection vehicles (RCVs) to street sweepers and everything in between, which have undergone a wide range of trials before implementing a number of solutions to meet the needs of our customers.

 **Go to 'Tackling our mobile emissions' for detail on our fleet decarbonisation strategy**



Introducing sustainably fuelled vehicles in Norfolk

A new fleet of vehicles is supporting Broadland District Council to meet its carbon neutrality goals.

In a first for Veolia in the UK, the fleet will be powered solely by renewable HVO, a liquid fuel made from vegetable oils and animal fats. It eliminates up to 90% of net CO₂ and reduces nitrogen oxide (NOX), particulate matter (PM) and carbon monoxide (CO) emissions. The new fleet will collect waste and recycling, including food and garden waste from residents.

Veolia has also introduced weekly kerbside collections of small electrical and electronic equipment (WEEE) and textile collections for Broadland, collecting 110 bins of small electricals and over two tonnes of textiles in the first week of collections.



“

We're very pleased to be continuing our very successful working relationship with Veolia through the award of this major new contract. Our partnership brings together an excellent service for residents with innovative new approaches which will help to make our waste and recycling services more effective and even more environmentally friendly. This new contract will help drive us towards our aim of being carbon neutral well ahead of the Government's 2050 target.

”

Councillor Judy Leggett

*Portfolio Holder for
Environmental Excellence,
Broadland District Council*

GREENING THE FLEET

Electric street cleansing bikes bring sustainability into the public eye in Solihull

Working with Solihull Council, Veolia has introduced electric bikes to its fleet to help keep the borough tidy.

The unique e-bikes assist street cleansing operatives in clearing litter along the busy Stratford Road. Previously, the route was tackled by two operatives and a van, which made it difficult to access parts of the road. Now, with the new electric bikes and with tools in the bike's storage compartment, operatives are able to easily navigate the high street and park, as well as become part of the local street scene. The battery-powered bikes will support the borough's 2041 net zero ambitions, and have received support and admiration from high street shoppers.

Alongside the electric bikes, 140 vehicles in the Solihull fleet are now powered by a 50/50 HVO and diesel mix, with electric vans due to join the fleet in future.

Building on the success of these bikes in Westminster and Solihull, Veolia is adopting them in other contracts in 2023, including Northampton and Hammersmith & Fulham.



Watford Council saves carbon and cost with electric vehicles

Three new electric caged tipper vehicles and one electric sweeper were added to the fleet in Watford, helping to improve air quality, reduce noise pollution and cut carbon emissions.

Switching to the new cage tippers will, over the five-year vehicle lifespan, save

£19,000

in fuel and reduce carbon emissions by 3,180g/km.

We are also operating electric cages in Dover and South Buckinghamshire, and we'll soon be adding them in Brent. As part of our fleet decarbonisation strategy, when vehicles come to the end of their working life on contracts, we perform trials and feasibility studies to see where more sustainable vehicles can be introduced.

REGENERATING RESOURCES

Transforming plastics

Reducing our reliance on virgin materials plays a key role in limiting global environmental damage and degradation. At Veolia, this means looking at all materials we use or consume to understand where we can introduce circularity - from plastics

to radioactive cables, wastewater to food products. Below are some examples of where we've put this into practice with our customers, but our teams never sit still on unearthing new opportunities to give something new life.

Transforming Tesco plastic waste into bird boxes

In 2022, 'Veolia Orchard' was launched to help boost biodiversity and wellbeing in schools. The campaign saw 500 apple trees donated in partnership with Groundwork, our national charity partner.

To further encourage biodiversity within the project, we teamed up with Tesco to create and donate bird boxes made out of Tesco's recycled plastics. 50kg of hard plastic that was

once used to safely transport bananas was recycled to become a home for birds. The birdhouse design was developed and approved by The Royal Society for the Protection of Birds (RSPB), ensuring a number of different bird species can nest in them.

Without this project, the plastic packaging may have ended up in landfill or incineration, releasing up to 350kg of CO₂e into the atmosphere.



Harrods turns bags into benches

London's world-renowned department store, Harrods, was keen to find a recycling route for its old low-density polyethylene (LDPE) carrier bags. Veolia developed a solution to recycle the bags into garden furniture, which has been placed at Harrods' distribution centre at Thatcham for staff to use. The benches have plaques highlighting their sustainability credentials, including the fact that 136kg of plastic has been saved from landfill for each bench made.

“

We have no time for waste, so when packaging is needed to protect products in transit and it's not possible to remove or reuse, we work with partners to find recycling solutions. Veolia and Groundwork have done this with their bird boxes, and it's great news that packaging that was used to protect our bananas will become an educational tool for kids across the country and help to protect nature.

William Guest

Sustainable Packaging
Manager, Tesco

”

REGENERATING RESOURCES

The Football Association, Wembley Stadium and Veolia team up for sustainability

The first ever recycled pitch banner made from 47,600 plastic bottles collected from Wembley Stadium was unveiled for the 150th Emirates FA Cup between Liverpool and Chelsea.

Compared to manufacturing from raw materials, recycling all plastic from match days saves 70% of the carbon emissions. The recycled banner saved 1.5 tonnes of CO₂

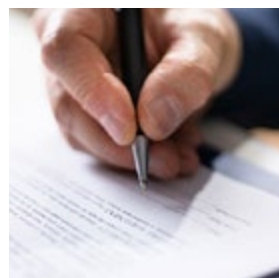
compared to making it from virgin resources. The banner will now be upcycled into drawstring bags and sports bibs that the FA will donate to the local community to inspire the eco-footballers of the future.



An evolving regulatory landscape

As part of the UK's Resources & Waste Strategy, there are a number of regulations coming from the government that have the potential to improve the volume and quality of material recycled. Veolia works with customers to inform them about the latest policy regulations and welcomes those which seek to make recycling simple and easier.

 [Go to 'New government policy' to read more on this.](#)



Investment in Welsh infrastructure for single line recycling

The Welsh Government has a goal to achieve 100% recycling and zero waste by 2050, aiming towards a fully circular economy.

New legislation will be introduced which requires businesses to separate waste into paper and card, metal and plastic, glass, and food. This will significantly increase total volumes recycled by reducing the contamination of recycling streams into material recovery facilities (MRF).

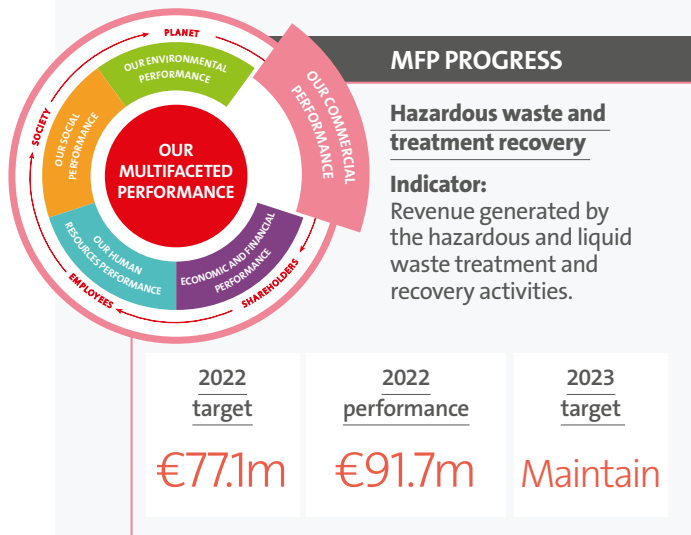
To be 'legislation ready', Veolia has invested significantly in its infrastructure, including upgrading the Cardiff depot to self-manage all waste streams with additional staff, an extended picking line and a new plant. This will help us retain control of all recyclates, ensuring we can provide the best value routes for these commodities.

The local team has also worked to ensure we are able to communicate what this complex change means for our 2,500 customers in the South Wales area. The educational material produced is available in the Welsh language too. This helps businesses to understand how the changes will affect them – from the new internal bins they will need, to what to do if they produce more than the expected amounts of each waste stream.



The legislation is due to go live in October 2023, and Veolia is ready to roll out these changes when it does.

TAKING ON HARD-TO-RECYCLE ITEMS



Veolia and Dulux hit the 1 million mark

Every year, 100 million empty paint cans go to waste in the UK. Veolia collects empty paint cans from 137 Dulux Decorating Centres across the UK, using our route density and national coverage to service all of the company's sites. Dulux Decorator Centres accept a wide range of metal or plastic paint cans including Dulux, Armstead and Hammerite.

Cans that have contained a range of products, from gloss to masonry paints, and water-based or solvent-based, can all be recycled under the one scheme. Plastic cans are shredded, washed, and

sent back into the plastics market, and metal cans are re-melted into new steel and returned to the general market.

As of January 2023, Dulux Decorator Centres have received a staggering one million paint cans, adding up to 400 tonnes of material recycled through the scheme. By recycling high-density polyethylene (HDPE) paint pots, up to 88% of the carbon emissions are saved compared with using virgin materials. And using recycled steel and tin saves around 60% of the emissions compared to extracting new resources.



“

As a champion of sustainable building practices, Dulux Decorator Centre is incredibly proud to have received one million paint cans under its recycling scheme. With our customers' help, we are striving to increase the empty can recycling rate significantly and reduce our impact on the environment.

Duncan Lochhead

Commercial Sustainability Manager, Dulux Decorator Centre

”

TAKING ON HARD-TO-RECYCLE ITEMS

Working with Cleanpack to power Ellesmere Port

Cleanpack's new aerosol reprocessing facility will generate up to 5m³ of waste propellant gases each day. With this volume outstripping the capacity to handle the material through traditional channels, Veolia and Cleanpack worked together to develop a solution.

Working with Cleanpack's bespoke cylinder designs, we developed an appropriate off-take system at Ellesmere Port, where Veolia has a high-temperature incinerator for the treatment of hazardous waste. This innovative feed involved using a dedicated line from the loading point directly into the front wall of the kiln. Upgrades were needed to ensure that the high-pressure gas could be used safely without damaging the existing plant.

Once emptied, the cylinders can be cleaned, purged and sent back to Cleanpack for re-use, minimising transport costs and associated emissions. As well as solving a problem for our customer, this solution provides Veolia with a supply of gas to help power the incinerator at Ellesmere Port.



Recycling radioactive cables with Sellafield

Contaminated electrical cables had become a significant problematic waste stream for Sellafield, a large nuclear facility near Cumbria.

Traditionally, the default approach would have been to incinerate the cables, but this process is slow, expensive and not environmentally efficient.

The Veolia team proposed a trial to strip the cables, removing the plastic coating and recycling the copper cores, while carrying out sampling and analysis throughout to ensure any radioactive material was managed appropriately. The solution was a success, and from an initial 12.5 tonnes of cables approximately four tonnes of copper was recovered and recycled.



Supporting Syngenta's circular economy goals

Syngenta, a science-based agri-tech company, produces 3,000 tonnes of waste acetic acid per year at its Huddersfield site. Due to technical complexities, this cannot be recovered by distillation and, up until recently, it was disposed of by incineration.

With pro-active collaboration, Veolia's Garston facility and Syngenta have implemented a solution that recovers the waste to be used in part of another manufacturing process as a pH-correcting agent.

The project has seen a significant cost saving and carbon reduction compared to high temperature incineration. The new process has enabled

the Syngenta site to save 20% of the original cost of disposal. The site will initially recover 500 tonnes of acetic acid per year, saving 368 tonnes of CO₂e, with an expansion already planned for the future. Recovering the acetic acid to be used as a pH-correcting agent means that less of that input needs to be manufactured, further reducing emissions overall.

CIRCULAR ECONOMY FOR CONFIDENTIAL WASTE



Our confidential shredding business, Vault

Vault by Veolia is the confidential shredding and secure destruction arm of Veolia UK. Facilities are accredited to ISO9001, ISO14001 and ISO18001, providing peace of mind for our customers that their waste is in safe hands. For the Vault team, the need to securely destroy data or product also means finding the most sustainable route for these waste streams.

In 2022, the Vault secure destruction process incinerated 5,168 tonnes of material from over 80 customers. This provided 2,810 MWh of energy, as well as over 2,000 MWh of heat, which was used to power and heat both the Sheffield Energy Recovery Facility and surrounding homes.

At the Tinsley secure destruction facility in Sheffield, the Vault operations team put in the time and effort to de-package and segregate

packaging and its liquid contents, leading to over 3,000 tonnes of mixed beverage and industrial liquid being treated by anaerobic digestion (AD).

In 2022, Vault opened a new facility in Portsmouth, where waste is securely stored before being de-packed, segregated and sorted to maximise the amount of material recycled. In the last four months of 2022 alone, the Portsmouth site diverted almost 150 tonnes of waste to recycling routes.

CIRCULAR ECONOMY FOR THE WASTEWATER SECTOR

Seafield becomes a net energy exporter

In last year's Sustainability Report, we reported that in 2021 the Seafield wastewater treatment works (WwTW) in Edinburgh generated 85% of its own electricity. In June 2022, it hit the milestone of generating more electricity than it needs, becoming a net exporter of renewable electricity. At its peak, the works generated as much as 120% of their electricity needs, enabling Seafield to export enough renewable electricity to power over 800 homes per day.

The UK water industry is the fourth most energy-intensive sector and uses around 3% of UK generated electricity for pumping, water treatment and waste management – so achieving energy self-sufficiency is a great achievement. It is thanks to three years of investment and process improvement, including dramatically increasing their grit removal, upgrading the AD plants and introducing thermal hydrolysis. The success of the energy plant has enabled the site to exceed its target of energy self-sufficiency, take pressure off the grid, and cut carbon emissions and energy costs.

The site's final product is a high-quality fertiliser, which goes to local farmers.



Scottish Water has one of the most ambitious net zero emission targets in the industry. We are a very large energy user and achieving energy self-sufficiency at a site like Seafield is a key milestone for us.

Gordon Reid

Net Zero Emission General Manager, Scottish Water



CIRCULAR ECONOMY IN AGRICULTURE

Food waste hierarchy

Food production is responsible for a third of global GHG emissions, according to the 2021 EDGAR-FOOD emissions database. With approximately 25% of the world's food being thrown away, food waste is estimated by the Intergovernmental Panel on Climate Change to contribute 8-10% of total man-made GHG emissions.

The food waste hierarchy provides a framework for managing food waste in a more sustainable, resource efficient way. Veolia is working to bring as many of our food-connected customers as possible to the top of the hierarchy.



Nutricia upcycles waste to animal feed

Nutricia was sending 800 tonnes of infant formula food waste to incineration for energy recovery every year. In 2022, we brought this one step up the waste hierarchy, upcycling the waste stream to animal feed in accordance with the Feed Materials Assurance Scheme.

Tata Shapfell repurposes lime for soils



Lime used for the steelmaking operations is processed at Shapfell. Work was recently carried out on the conveyor belts, as well as other engineering works, leading to a large quantity of 'partially burnt' and unusable lime left behind.

"This material was not suitable for steelmaking and could not be sent to our customers," said Angela Wilson, Commercial and Office Manager at the site. "This meant we would be facing a clean-up bill of about £120 a tonne to have it removed and put in landfill."

Realising this was not the best solution, Angela worked with Veolia to find a better disposal method, identifying a way the waste lime could be repurposed and used as a soil neutraliser, which lets farmers control the acidity of fields used to grow crops. Around 200 tonnes of what would have been a waste product has been delivered to two sites in Pembrokeshire, where it is mixed with compost and spread on the land. Tata Steel saved more than £15,000, and with promising first results, this will become established practice in the future.

Not only is this a cost and carbon effective solution for companies such as Nutricia, but it offsets the amount of food being grown for animal feed in other parts of the world.

One of the primary causes of deforestation is growing crops for animal feed, particularly

soy. Around 80% of the world's soybean crop is fed to livestock, with millions of hectares of important habitat in the Amazon being lost. By diverting nutrient rich food waste to animal feed, we provide an alternative to high-impact animal feeds and further drive the circular economy.

Using green waste for good with ProGrow

Veolia collects green and garden waste from local authorities and businesses all over the country, a large portion of which goes to our five open windrow composting sites.

100,000 tonnes of green and garden waste are processed each year, making Veolia the UK's largest composting business. ProGrow is the public-facing arm of our composting activities, selling multi-purpose compost, soil conditioner and other products to members of the public.

ProGrow has a range of environmental benefits, including reducing the use of peat-based compost. Peat bogs are important ecosystems, so their destruction has significant biodiversity implications. They also act as carbon sinks, storing carbon for over 10,000 years. When the peat is dug out the carbon is released, contributing to climate change. By keeping peat in the ground, over 9,000 tonnes CO₂e in avoided emissions was saved in 2022 from all of Veolia's composting operations.

ProGrow are proud to contribute to a range of community-based initiatives, frequently donating soil conditioner and compost to community gardens, landscaping and growing schemes. For example, all of the compost used in the Veolia Orchards programme came from ProGrow.



RAISING AWARENESS ABOUT RECYCLING

In 2000, the UK household waste recycling rate was just 11%. In 2021, the UK reached a recycling rate of 44%, with recycling now a normalised behaviour, according to WRAP's 2022 Recycling Tracker report. This is a testament to the investment in infrastructure across the waste industry and local councils, and the enthusiasm of individuals to transform behaviours.

However, recycling rates have plateaued in recent years, hitting 44.5% in 2015 and staying roughly the same since. With a UK recycling target of 55% by 2025 and 65% by 2035, there is still a long way to go. Veolia plays a key role in supporting our customers to recycle more. We know that engaging and educating our customers – public or private, individual households or large businesses – is key to maximising recycling rates.

“

Faith Bebbington's piece is a shining example of how resources can be transformed. I'd like to thank Veolia for commissioning the piece, and we hope it encourages passers-by to see the possibilities in sustainability for the area.

Mark Williams

Director,
Art of London

Transforming waste into art in Westminster

Sculpture artist Faith Bebbington transformed Westminster's waste into a new installation. Commissioned by Veolia, and developed in partnership with Art of London, the sculpture, known as the Tree Goddess, touched upon a possibility of change towards a more sustainable future. Standing 3m tall, the sculpture incorporates over 1,000 aluminium cans, all collected by Veolia recycling crews from events held in Westminster throughout the year, such as Pride and the London Marathon.



Supporting Northampton residents to boost waste segregation

Working with Northampton Borough Council, we engaged directly with residents to reduce the amount of clinical waste collections within the domestic waste stream.

We soon discovered that much of the waste being classed as clinical was not actually clinical, meaning the incorrect disposal route was being used and the carbon footprint had increased due to unnecessary collection journeys. With door-to-door engagement and education, the volumes have so far reduced from 1,660kg to 580kg per month, supporting Northampton to be as cost and carbon efficient as possible.

Our Northampton team also works with schools and community groups to engage children on recycling and sustainability. For a number of weeks, the team worked with a local group of Rainbows, Brownies, Guides and Rangers, culminating in a presentation for the participants to display what they had learnt and how they could make a difference.

Engaging new students on recycling at Birmingham University

As part of Veolia's work with Birmingham University, we attended 'Fresher's Day' to discuss waste and recycling with the new intake of students.

Over 200 students participated in a recycling quiz, providing Veolia with valuable insights into the likely behaviours that lead to contamination within the waste streams. This allows us to work more effectively with the university's Sustainability and Marketing teams to raise awareness on what can and can't be recycled.

RAISING AWARENESS ABOUT RECYCLING

Toaster-themed recycling bank engages shoppers at Westfield

Veolia was part of a campaign at Westfield Stratford shopping centre to encourage consumers to recycle their unwanted electricals.

A recycling bank disguised as a giant toaster 'popped up' at the centre, covered in colourful illustrations of small household electricals, designed by muralist Eloisa Henderson-Figueroa.

Members of the public could bring their unwanted small electricals, and in three days alone more than 360 small household electricals for reuse and recycling were collected.



Digging into waste electrical and electronic equipment

Waste electrical and electronic equipment (WEEE) refers to any end-of-life appliances, including computers, mobile phones and household appliances. The UK is one of the largest producers of WEEE in the world, with a report by the Environmental Audit Committee showing that, in 2020, an average 24kg of e-waste was produced per person. That's almost a third of an average adult's body weight. The same report estimated that the total length of waste cables held in people's homes across the UK was enough to go around the Earth five times.

However, with a recycling potential of more than 80%, WEEE is an extraordinary source of resources. It contains not only plastics and ferrous metals, but also precious metals such as gold, silver, platinum and rare earth metals such as lanthanum and neodymium, which are under economic pressure on a global scale.

The WEEE Regulations (2013) place the onus on producers and distributors to be responsible for their items and are aimed at increasing sustainable management of electrical waste. Veolia collects around 30,000 tonnes of household WEEE, equivalent to 4,300 articulated lorry loads every year. Our WEEE Compliance Scheme incorporates a variety of initiatives, all designed to increase recycling rates and ensure businesses are compliant and sustainable.

In 2022, Veolia announced the UK's first electric vehicle battery recycling facility. Urban mining, the process of recovering rare metals from WEEE, can reduce water consumption and cut GHG emissions by up to 50% compared to extracting virgin materials. In the future, the plant will initially discharge and dismantle batteries before the mechanical and chemical separation recycling processes will be completed.



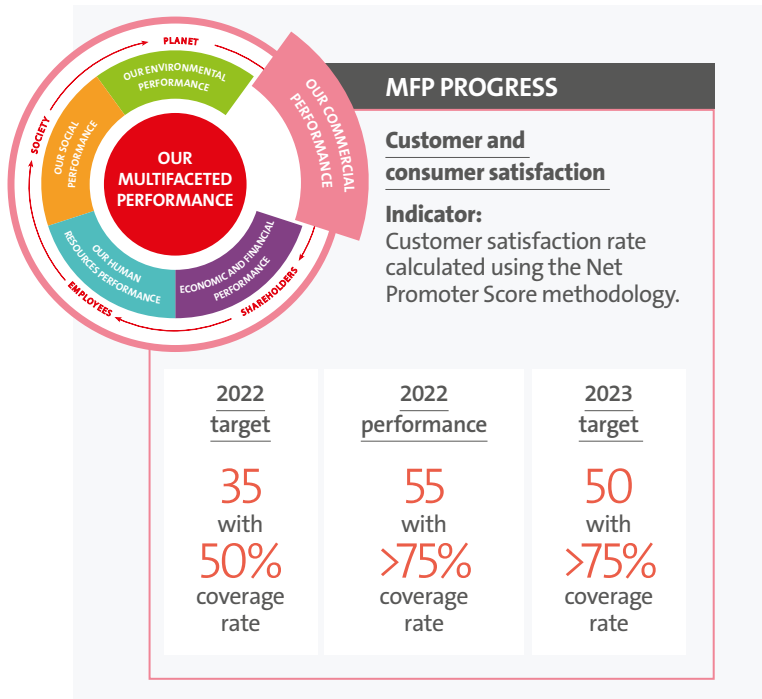
Westminster's waste action squad

Working alongside Westminster City Council's City Inspectors, the Waste Action Squad is a borough-wide initiative which engages with residents and businesses in hotspot areas for fly-tipping and other waste concerns.

For a week at a time, the Squad will target one area of Westminster, hosting a joint engagement stand with City Inspectors, Westminster's Waste and Recycling Team, and Veolia. We will speak to members of the community to better understand their concerns about localised waste issues. Working together, we aim to reduce the dumping of waste through education, enforcement and increased partnership.

MOVING THE BAR ON CUSTOMER EXPERIENCE

Veolia's purpose is ecological transformation. This is only possible with the commitment and partnership of our customers, so we are constantly identifying new ways to make it easier for our customers to decarbonise, depollute and regenerate resources with us.



Using data to build optimisation opportunities for Pizza Express

At Veolia, we are continually improving our customer data collection and pushing ourselves to use the data to provide more cost and carbon efficient waste solutions. As part of a contract extension, Veolia committed to delivering £100,000 in savings for Pizza Express. During the second half of 2022, the Data Analytics team analysed the company's waste data for a six-month period. By looking at the waste collection schedule, average weights per waste stream and contract weights, the team was able to pinpoint exactly how and where cost savings could be made.

The team initially identified where collections could be optimised and reduced, with cost and carbon savings through reduced journeys. A waste re-composition exercise identified where new bins could be introduced to separate out specific waste streams, reducing reliance on general waste.

If all suggested improvements are taken onboard, the optimisation project will save Pizza Express £61,000 a year. Changes will be put into action through 2023, with the Data Analytics team keeping a keen eye on how its suggestions impact the waste data going forwards.



MOVING THE BAR ON CUSTOMER EXPERIENCE



The Customer Experience Team embraces the customer journey

Veolia's Customer Experience Team (CET) implemented a range of upgrades and new initiatives to continuously improve our customer experience. The team invested in two full-time trainers – one for people and one for systems – enabling CET to do quality checks and identify opportunities to further improve the customer journey.

The team was heavily involved in a Veolia-wide project to rebuild the Customer Hub and Customer Relationship Management (CRM) system, ensuring they are customer-centric.

In 2023, the CET will be launching an innovative technology to answer calls within 20 seconds and undertake a rapid root cause analysis. This will reduce the 750 calls the team takes per day, and continue to improve the customer experience.



Net Promoter Score signals strong customer loyalty

Veolia uses the Net Promoter Score (NPS) to measure the advocacy of our customers using a single question: 'How likely are you to recommend our service to others on a scale of 0 to 10?' NPS is then calculated by subtracting the percentage of customers who are 'detractors' (giving a score of 6 or lower) from those who are 'promoters' (giving a score of 9 or above). It then gives a final score, ranging from -100 to +100. It acts as a good health check, providing valuable data to ensure we're keeping our customers happy.

In 2022, our NPS for the UK was 55, which is considered 'excellent'. This is a testament to the hard work and dedication of our colleagues across the business working with our customers to deliver a positive service.



Trustpilot rankings show increasing customer satisfaction

At Veolia, we have been working towards improving our Trustpilot score. By tackling the speed and outcomes of our customer queries, our score rose from 1.3 to 4 stars in just nine months, which we are proud to say is higher than all of our competitors. CET single-handedly went from just 23 reviews to more than 1,000.



Veolia site receives customer awards from Esso

Veolia's work at the Fawley Refinery includes operating the scrap yard, segregation of precious metals, recovery of historic scrap from around the site, and tank cleaning. The site team were pleased to be awarded the Esso Gold Tiger Award for General Management, covering our health and safety, housekeeping and contract administration.

Adrian Cox (Vacuum Tanker Supervisor) also received an individual Gold Award for outstanding health and safety, team supervision and sharing safety strategies and practices with other contractors. This is recognition of the excellent relationship he and the team have built with Esso.



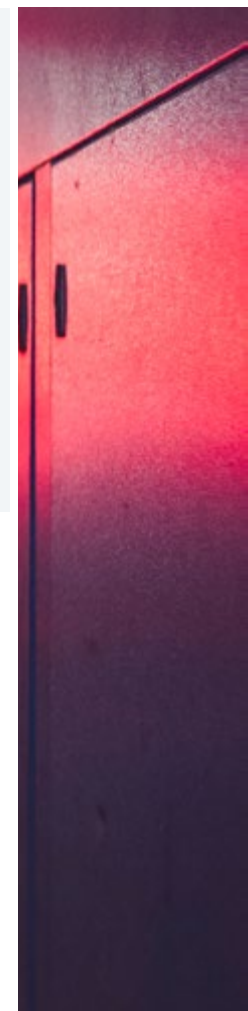
New hazardous waste e-learning for customers

Veolia has developed a new e-learning platform for clinical waste to support customers with their clinical waste segregation, storage and compliant labelling. It provides education on why different disposal routes are used for different waste streams, and therefore the importance of correct segregation and labelling.

Information on successes and failures, and the number of attempts per question are fed back to the customer and Veolia account manager. From there, they can pinpoint areas where additional targeted training may be valuable.



EMPLOYEES



At the core of our mission and ambitions lies our workforce, standing at the forefront of everything we do.

It is our employees who will enable us to achieve our purpose of ecological transformation, and we are committed to ensuring they are in an environment in which they can succeed.

That's why we emphasise the importance of health and safety, physical and mental wellbeing, and foster a culture of continual professional growth and development.

2022 Employee Highlights



Launched new induction programme for **2,500** new starters



Won **Best National Employer Brand** in April 2022 at the RAD Awards



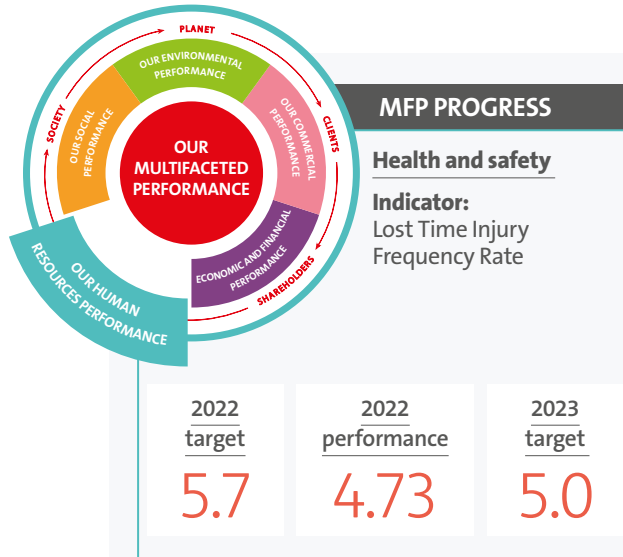
Won **Best Integrated Campaign** for HGV Drivers at the RAD Awards



Company Glassdoor rating rose from **3.1 to 4 stars**

HEALTH, SAFETY AND WELLBEING

Veolia's true wealth comes from the health of our employees. We recognise the importance of creating a positive work environment that supports the physical, mental, and emotional health of our workforce. Our ongoing programme of initiatives aims to foster a culture of wellbeing amongst our employees.



Health and safety is our number one priority for all our employees.

We provide comprehensive training programmes and initiatives to ensure the health and safety of our workforce is maintained and improved. From our safety champions to our training and communication campaigns, we have a proactive safety culture, aspiring to zero incidents.

Our safety mentality is encapsulated in the phrase, 'Think Safe, Work Safe, Home Safe.' It is essential that every individual within our organisation adheres to this mindset, as it is the key to ensuring a safe return home for everyone.



Safety week

Veolia's International Health and Safety Week is an important moment in the calendar.

It serves as a significant occasion for our people to reaffirm their dedication to fostering a culture of risk prevention, and emphasises the active involvement of managers in continuing to place health and safety at the centre of what we do day-to-day. In 2022, the theme of safety week was 'safety is in our hands!'

Building on the success of Safety Week in 2021, 2022 introduced Team Safe Behaviour reporting. The monitoring and reporting system now supports the existing toolkit and replaces the previous worksafe observation reporting.

Health and safety innovation challenge

Safety innovation is key, and we encourage all of our employees to think and talk about new and improved ways of doing things.

In the run up to Health and Safety Week, teams were asked to identify innovations big and small that would make Veolia a safer place to work. Encouraged through engaging with Team Safe Behaviour conversations, over 520 safety ideas were submitted across all business areas, with a prize draw each week. Two overall winners were announced at 'Safety Den' in October.

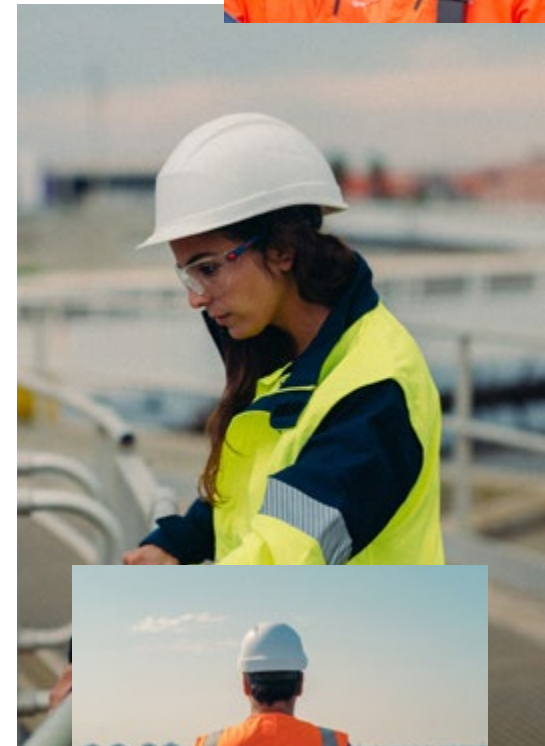
Safety week in Telford

Following the 'safety is in our hands!' tagline, each area was encouraged to take ownership of their delivery of safety week initiatives.

In Telford, for example, the Commercial team installed multiple upgrades and provided improved personal protective equipment (PPE) for the team members.

Workshops were conducted with the Commercial, Treatment, and Industrial Water and Energy teams.

The workshops explored effective ways of leading or participating in positive safety conversations. The discussions focused on key aspects such as self-awareness, respect, open-mindedness, body language, and constructive challenges. Participants also had the opportunity to share their personal experiences and lessons learned.



HEALTH, SAFETY AND WELLBEING



Enhancing health and safety for refuse collection crews



With one of the largest vehicle fleets in the UK, Veolia handles numerous contracts requiring refuse vehicle collections in busy urban areas.

By looking at all aspects of vehicle operations, new measures have been introduced to further safeguard the health and safety of our teams while mobile.



Working and reversing cameras

Blind spots (areas that cannot be directly observed by drivers while at the controls) are a challenge and concern for RCVs. We are now integrating working and reversing cameras on RCVs. The advanced camera system, equipped with high-definition capabilities, meets the work area requirements specified in EN1501 and provides a broader field of view for the driver during vehicle reversing manoeuvres. By providing both a reversing and working view at the rear of the vehicle, it enables drivers to prevent incidents involving large vehicles or mobile plant, reducing the risk of potential injuries or damage to buildings.

Training

Our vehicle upgrades are backed up by advanced training, part of a wider campaign aimed at raising awareness about the dangers associated with blind spots for individuals working with or near large vehicles and mobile plant. To enhance the realism of the training, supporting videos were created using camera and aerial drone footage, showcasing scenarios involving an RCV, a hooklift (roll-on-off) vehicle, and a loading shovel.

New footwear

To mitigate potential issues related to vehicle crew activities such as entering and exiting vehicles, as well as slips or trips on steps, we collaborated with Back in Action (BiA) UK to identify and introduce new footwear. The newly designed safety shoes are lightweight, comfortable, and facilitate freedom of movement in the ankle and foot. This reduces joint stress when stepping forward out of the vehicle's cab, ensuring better safety for the crews.



A bright idea - two-coloured hi-vis PPE

Veolia is constantly striving to improve and use the latest technology available in equipment and PPE. Our new PPE range is the first two-coloured hi-vis range to be launched across the waste industry.

Case studies from the Metropolitan Police and the Highways Agency suggest that two hi-vis colours break up a solid colour block. This makes it both more visible to the human eye and easier to judge distances, enhancing the visibility of our people.

In partnership with DCC, our PPE supplier, the new range incorporates:



Two-coloured hi-vis to increase visibility



Moisture wicking fabric to improve breathability



Chevron hi-vis stripes, making garments more flexible, durable and easier to wash



Recycled polyester, integrating the circular economy into our PPE

HEALTH, SAFETY AND WELLBEING



Respect at work

All Veolia employees have the right to work without the threat of fear, intimidation or violence.

Following a two-year period during the Covid pandemic when essential services and the key workers who provided them were celebrated, more than half of the public-facing staff in various industries have reported a rise in abuse. Veolia is taking a proactive stance after receiving reports that abuse toward our frontline staff more than doubled compared to the previous year, with a staggering 118% rise.

In response, we have introduced a campaign called StreetKind, with the support of local authorities. The campaign builds upon the success of Veolia's previous programme, Expect Respect, which effectively reduced reports of abuse toward our frontline key workers. StreetKind focuses on fostering

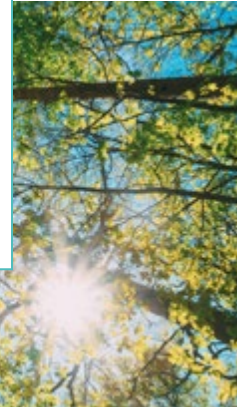
a safe workplace environment and includes an extensive training programme to equip staff with the skills to defuse situations, handle incidents effectively, and determine when involving the police is necessary.

StreetKind aims to express gratitude to the majority of the public for their respectful treatment of staff and encourages them to occasionally show appreciation through gestures like a smile or a thank you when witnessing these workers carry out their duties. By the end of 2022, the programme had been launched in 20 local authorities, garnering significant engagement from the general public.

We distributed over

7,600

Veolia reusable water bottles in 2022
Sun Safety Week



2022 Sun Safety Week

We hosted Sun Safety Week to support our colleagues in working safely in the sun.

We distributed over 7,600 Veolia reusable water bottles to our operational colleagues who work outside in the summer months. Additionally, we provided a Toolbox Talk for all managers and supervisors, and to ensure the highest level of safety, we reshared PPE information related to sun hats, sunglasses and the application of sun cream.

In 2023, Sun Safety Week will include a series of sun safety videos with tips and guidance, with each episode focusing on a different aspect of sun safety, from hydration to skin exposure.



HEALTH, SAFETY AND WELLBEING

Wellbeing

At Veolia, we know that the wellbeing of our workforce goes beyond day-to-day tasks.

In 2021, we created our Wellbeing Series, a menu of options to support employees with their social, mental, financial and physical wellbeing. Around 3,000 employees interacted with the Wellbeing Series during its first year.

In 2022, the Wellbeing Series included sessions on everything from managing loneliness to improving men's health, preventing burnout and saving financially at Christmas time.

These sessions are supported by a range of wellbeing support services available year-round, including:



The 200-strong team of **Mental Health First Aiders** across the business are on hand to support and advise employees when times may be tough. We have witnessed more change in the last two years than we did in the previous three decades. These trained colleagues can provide support to help employees navigate these challenging times.



An **Employee Assistance Programme** provides free, confidential counselling services for employees and their families.



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.

3,000 employees

interacted with the Wellbeing Series
during its first year



Social Wellbeing Week

Our Social Wellbeing Week is now an annual event across Veolia in the UK and Ireland, when all of our 14,000 employees get the opportunity to connect and have fun.

Sites across the country actively engaged with a range of activities:

- Our **Watford team** hosted an afternoon of pizza and ice cream, sharing information on wider staff benefits to support wellbeing.
- In **Bromley**, 200 team members and their families enjoyed a BBQ, bouncy castle and face painting.
- The team at the **City of London** brought their people together to listen to what makes them feel good while offering a professional barber service for haircuts, beard trims, hot towels and skin care products.
- Our corporate site in **Cannock** hosted a BBQ, with outdoor activities and fitness classes for 400 of our colleagues.

Wellbeing Roadshow

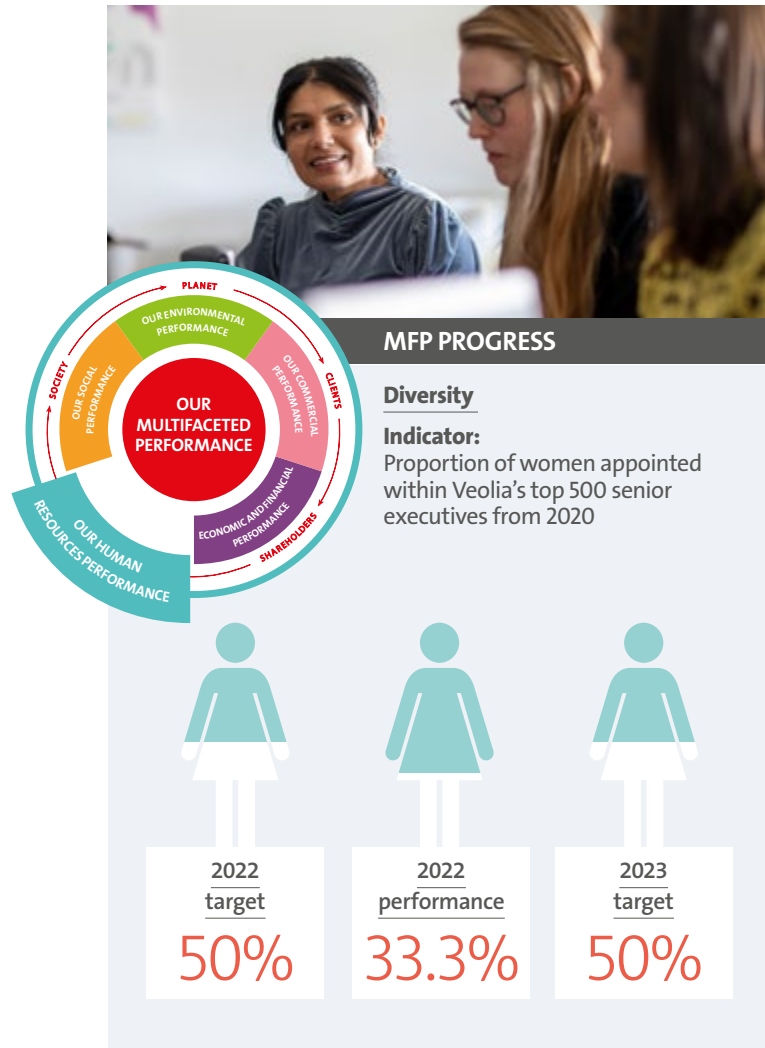
The Wellbeing Series led to the Wellbeing Roadshow – a bus visiting operational colleagues at their sites and taking our wellbeing offering directly to them.

As a pilot, the bus made four visits to operational sites with colleagues from HR and pensions in attendance, along with physiotherapists and health professionals from our partner suppliers. Turnout at the sites was strong, with 92% from one site heading onto the bus to find out more.



EQUALITY, DIVERSITY AND INCLUSION (ED&I)

Veolia has worked hard to promote and enhance ED&I across our business and within our supply chain. Our efforts are helping to attract and retain the very best talent, setting Veolia up as a business in which everyone is confident to be exactly who they are and excel for it.

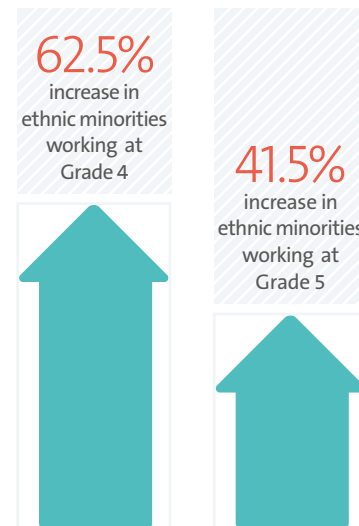


Diversity data collection

In 2022, for the first time we made a voluntary request for employees to share their diversity data, aiming to gain a better understanding of diversity across our organisation.

This data has been used to improve our understanding of the diversity of our workforce, and is being integrated into a new ED&I strategy for 2023-2025.

Our data reflects an increase in ethnic minorities working across all pay grades since we introduced our inclusion strategy.



Awareness and upskilling

All of our hiring managers are now trained on the importance of diversity and inclusion and how bias can impact their hiring decisions.

1,000
colleagues completing
unconscious bias
online training



Meanwhile, all senior managers have received face-to-face unconscious bias training, with 1,000 colleagues completing unconscious bias online training.

We raised
£1,500
for inclusion-focused
charities



In 2022, we went further in supporting our people on the use of appropriate language by creating videos and other materials accessible via our Inclusion Hub. We also raised £1,500 for inclusion-focused charities. All of our induction materials and processes now include a link to our Inclusion Hub.

We launched
Collective Honest
Conversations in
2021



Collective Honest Conversations (CHCs) launched in late 2021. These conversations aim to foster a greater dialogue with the workforce, with municipal and IWE sectors participating first, followed by the commercial sector the following year, and treatment and Ireland in 2023. The insights and dialogue generated from these conversations were submitted for an award, where the initiative was shortlisted.

EQUALITY, DIVERSITY AND INCLUSION (ED&I)

Inclusive recruitment

We have established a list of inclusion and diversity questions that agency suppliers must answer before they are able to work with us.

Following a review of the responses, we are confident our recruitment agencies have robust D&I policies with objectives to ensure that diversity and inclusion is part of their offering and services to Veolia.

We have also reviewed our recruitment channels and job adverts so that we can reach a wider range of candidates. Since we introduced our inclusion strategy, we have seen an overall increase in applicants who are women across all job functions.

Veolia has set a target for the number of women in senior positions. We are currently striving to achieve this goal while simultaneously understanding what the current limitations and challenges are. We acknowledge that this is a long journey, and Veolia remains open and transparent about the progress made in this area.



Celebrating diversity and inclusion

Diversity and inclusion was celebrated during the year with 19 events, including on the menopause, International Women’s Day, International Men’s Day, and more.



External speakers were invited to share their inclusion insights with more than **3,700 colleagues** collectively.



We hold regular internal sessions to inform, educate and inspire our people on inclusion subjects. In 2022, inclusion-related content proved to be the most engaging across our intranet, and the **62 inclusion focus groups and roadshows**, seeking opinions and views of colleagues on inclusion and diversity, were attended by **790 colleagues**.

London Pride

Veolia was honoured to march in the 2022 London Pride Parade, with 60 colleagues proudly participating.

One of our Westminster RCVs was wrapped in rainbow colours for the parade and will continue to evidence our commitment to equality year round. Alongside our active participation, we collected 180 tonnes of waste on the day!



We collected
180
tonnes of waste at
the 2022 London
Pride Parade!

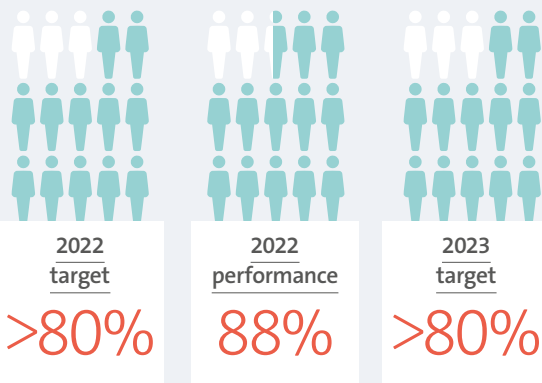
UNDERSTANDING OUR PURPOSE, UNDERSTANDING OUR EMPLOYEES



MFP PROGRESS

Employee commitment

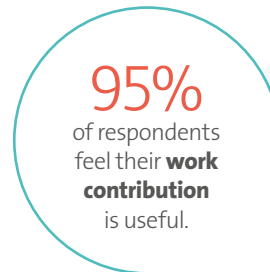
Rate of engagement of employees, measured through an independent survey



Voice of Resourcers survey

To have a better understanding of how our employees engage with both our purpose, and to hear about their experiences, we once again used Veolia's global employee engagement survey, Voice of Resourcers.

It gives our employees a chance to share their experiences of working at Veolia. Whether positive or negative, we ask for honest feedback and provide an opportunity for our employees to shape how we can make the business a more positive, attractive and impactful place to work.



In 2022, **employees worldwide** were invited to participate in the survey. A huge

10,088
people responded

9,582
from the **UK** and

506

from **Ireland** alone. Over the past few years, we've seen a

2%
increase in **participation**
year on year.



The survey is also a great opportunity to find out how many of our people know, understand and engage with our purpose of ecological transformation. **94% of our employees feel like they contribute to our purpose through their work.**

UNDERSTANDING OUR PURPOSE, UNDERSTANDING OUR EMPLOYEES

Respect



Customer focus



Community spirit



Innovation



Responsibility

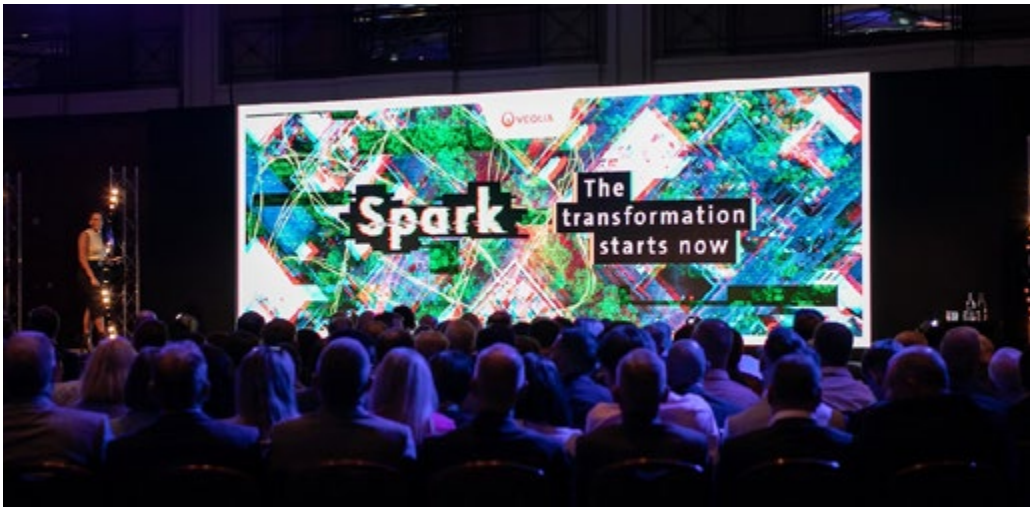


Purpose and values
Respect, customer focus, community spirit, innovation and responsibility. These collectively define Veolia UK's values and provide a strong foundation to our company culture and efforts to create a more sustainable future.

Following the work on our employer brand, 2022 saw the relaunch of our values to the business. This included using focus groups, events, video content and our communication channels to tie our values into everyday communications and processes.

Through the process, we have engaged with our employees to better understand how they interact and embed our values at a peer-to-peer, customer and community level.

We also released a condensed version of the company's purpose. To further emphasise the importance of purpose, a dedicated Purpose Week was organised, along with purpose-themed podcasts.



Spark 2022
Spark is an annual in-person and online conference which allows our employees to gather and discuss our purpose of ecological transformation, and to investigate what Veolia is doing to ensure a brighter future for all.

2022 was the first time since 2019 that the annual conference could be attended in person. We saw 350 employees come together with all keynote content streamed online to our virtual attendees.

The conference provided Veolia with integral feedback and recommendations from our resourcers on how we can improve our engagement and communication.

THE SEARCH FOR NEW TALENT

Employee acquisition: What do we want to achieve?

In 2023, we are prioritising inclusive practices that will not only attract but also support a diverse and inclusive workforce. By fostering an environment that values and respects differences, we can create a stronger and more cohesive team.



We are focusing on elevating our **Employer Brand** and **Employee Value Proposition (EVP)** among a targeted audience. By effectively communicating our company's values, benefits, and unique offerings, we aim to build stronger employee advocacy and engagement, ultimately fostering a positive and motivated workforce.



To ensure we are well-equipped for the future, we are committed to building a workforce that aligns with our purpose of **ecological transformation**. This involves identifying future needs through strategic workforce planning. By assessing skills shortages and proactively developing talent pipelines, we can address any gaps and prepare our workforce for upcoming challenges and opportunities.



Overseeing the **strategic partnership** of contingent labour provision is a key responsibility in 2023. By effectively managing this aspect of our workforce, we can ensure smooth operations and optimise resource allocation.

By focusing on these areas, we aim to drive the company forward and achieve sustainable growth and success.

Graduates and apprentices

Veolia is invested in developing the next generation of talent.

Veolia's two-year Graduate Development Programme offers passionate and ambitious early career professionals the chance to put what they've learned into practice and progress their skills while simultaneously working within diverse and unique teams.

During the programme, graduates are assigned to specific teams and receive training, mentoring and support from experienced professionals within Veolia. They have the opportunity to learn about different aspects of the business, develop their technical and professional skills, and gain a deep understanding of our operations and values.

As part of the 2022 Graduate campaign, we received over 3,700 CVs. To promote inclusivity and diversity, we removed the degree classification as one of the requirements to join our graduate scheme. In September 2022 we welcomed 36 graduates into the business, bringing us up to 50 graduates enrolled in the programme.

Veolia's apprenticeship programme is open to individuals at different stages of their career, including school leavers, college graduates, and even experienced professionals looking to develop new skills. Apprentices work alongside experienced mentors within Veolia, gaining hands-on experience and exposure to real-world projects.

Veolia apprenticeships, which vary in length depending on the course, have grown significantly over the past year and are now available in everything from all types of engineering and fleet, to business administration, customer experience, IT and finance.

In September 2022, we welcomed 58 external apprentices into the business and are currently in the process of appointing a 2023 cohort. Altogether, we currently have 309 employees who are in the process of completing their apprenticeships.

As part of the 2022
Graduate campaign
we received over

3,700
CVs



SPEAKING TO OUR 'EMERGING TALENT'



Callum Gleeson

Marketing Assistant
Graduate, 2022 intake

**How have you found the graduate programme so far?**

Callum: I've found the programme really rewarding so far! By actively networking and engaging with the graduates across the various business units, I've developed a better understanding of the different areas of the business while also becoming someone that shares that knowledge across the scheme. As a Marketing Graduate, I've taken the initiative to share with my fellow grads what we do in the Marketing team and how we interact with other departments.

What skills have you gained?

Callum: I have definitely noticed a difference in my conversational skills, and ability to build an early rapport with people that positively shapes future interactions. I think a lot of the skills I've developed can be attributed to some of the training modules we complete during the Graduate Programme.

Modules like time management, mentoring, growing your personal brand and personal development, have been really valuable. They've equipped me with essential skills that are contributing to my professional growth.

I've also worked hard to push myself out of my comfort zone. This has helped me to discover two new strengths within myself – digital skills, and sales. These newly uncovered skills have led to even more opportunities and have proven fundamental to my professional development.

What has been the most rewarding experience so far?

Callum: We have had the chance to put together a fundraising activity for our national charity partner, Groundwork UK, and that's been very rewarding. It opened up the opportunity to engage in tasks beyond my usual responsibilities, such as designing and creating marketing material. It's been really rewarding to see the direct impact of my work on how we will raise funds for the charity.

Who are the Grad Buddies?

Callum: Before starting the programme, you are partnered with a previous grad who lets you know what to expect and helps answer any questions. Through this mentorship, you receive valuable advice and gain a clearer understanding of what lies ahead. My buddy, Grace, has become a great friend through this mentorship.



Lucy Stephenson

Business Development
Lead for South Region,
2020 intake

What has been the most rewarding experience so far?

Lucy: The people I have met. There are some amazing people working at Veolia.

What has your journey at Veolia looked like so far?

Lucy: I joined the company as an IWE Midlands Operations graduate in September 2020. Joining operations gave me the opportunity to gain an understanding of all elements of IWE. This allowed me to gain experience across a vast range of Veolia services and activities in waste, water and energy such as new customer bids, daily operations, decarbonisation and efficiency projects. I have now taken on the role of IWE South Business Development Lead, coordinating growth and development in the region and helping new and existing customers to develop the most sustainable solution available to them. I am also now an apprentice, undertaking a sustainability master's degree or level 7 apprenticeship part-time.

Do you have any advice for a new apprentice or graduate starting at Veolia?

Lucy: Be organised, resilient and very enthusiastic and a whole range of opportunities will arise.



SUSTAINABLE FUTURES

Veolia UK has launched an ex-offender programme called Sustainable Futures to support our Inclusion Strategy, which focuses on increasing diversity and inclusion within our business. The objective is to deliver social value recruitment for candidates who would usually face barriers to meaningful employment, in this case, ex-offenders.

The programme aims to provide Veolia with an additional route to market for our entry-level positions, focusing on future talent pipelines. This will enable us access to a skilful and more broad pool of talent in a challenging labour market, as well as being a socially responsible recruitment initiative.

In 2022, some of our people visited Pentonville Prison in London, meeting 21 soon-to-be-ex-offenders. Four out of the seven prisoners we met were going to be residing in Haringey upon release and we presented current job opportunities and useful information. Since then, we have been able to secure employment within Veolia for two ex-offenders, one as a driver and the other as an operative.



Other initiatives:



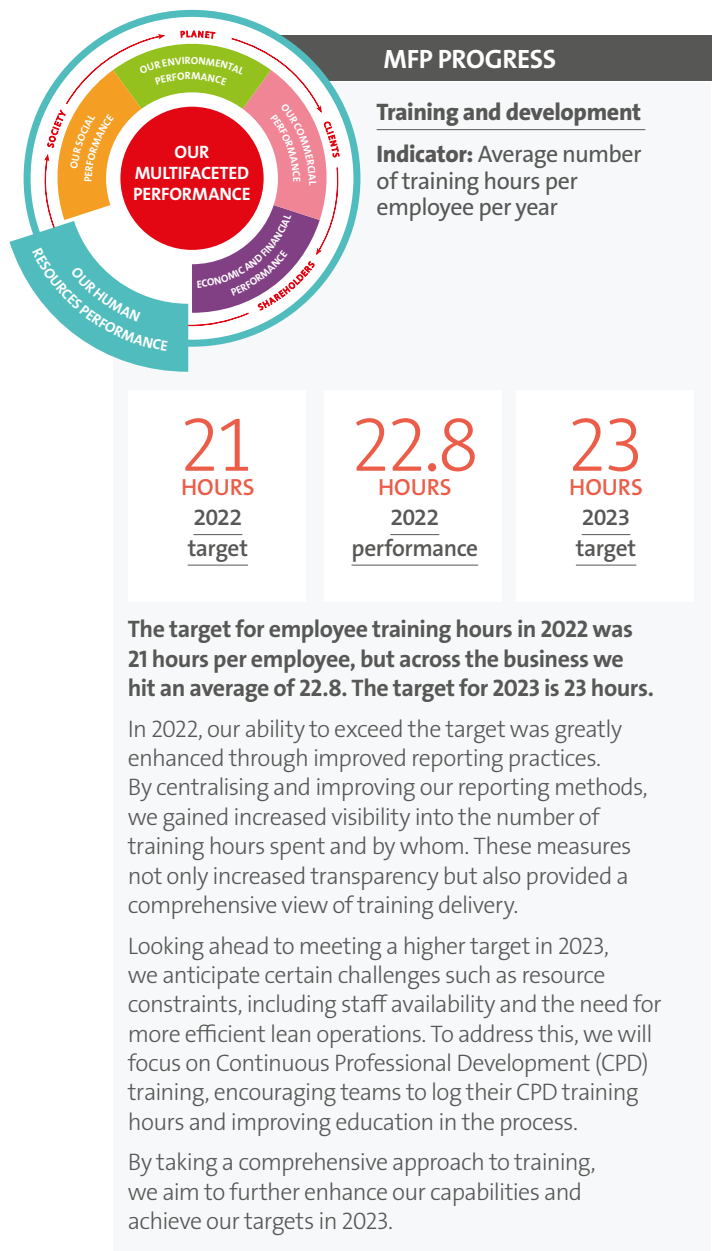
In 2022, we participated in a Kickstart scheme to help young people who are on Universal Credit get into, or **back into employment**. We placed 21 people, with eight of them staying with us beyond their six-month placement, securing permanent positions.



We are working with Comensura and Impellam Group to **find employment opportunities for Ukrainian Refugees**. In 2023, we will be offering a number of placements.



TRAINING & DEVELOPMENT



Modern Slavery

On 18 October each year, Anti-Slavery Day serves as a reminder that slavery is not confined to the past, but rather an ongoing problem in the present.

Currently, approximately 50 million individuals, both children and adults, are ensnared in exploitative situations worldwide, including within the UK and Ireland.

Modern slavery victims come from diverse backgrounds and are not restricted by age, gender, or ethnicity; anyone can fall prey to this crime. At Veolia, we recognise that we all bear a collective responsibility to be vigilant and attentive to those we interact with, both within our workplaces and in our communities.


In 2022, we launched a new ‘talking head’ video to engage and inform our frontline teams on how to stay alert to any suspicions or instances of exploitation in the workplace and within local communities. This was supported with a toolkit for our managers to educate teams about modern slavery, and how they may safely report any concerns. Face-to-face training was provided to the teams that act as additional visible contacts for our frontline teams and provide support to our managers.



Our modern slavery escalation policy outlines the clear steps our people should take when they suspect a case of modern slavery, no matter where they are, within Veolia, or in the local community.

During 2023, we are working to expand our supplier audit program and to reproduce our modern slavery posters in additional languages.

We also actively participate in the Waste and Recycling Modern Slavery Working Group, hosted by Slave-Free Alliance.

 [You can download our modern slavery and human trafficking statement and policies here.](#)



AWARDS



Ben Thompson

*Partnership
Working Award*

35 under 35

Letsrecycle.com's 35 under 35 is an awards programme that identifies the trailblazers in the waste and recycling industry who are striving for professional excellence, promoting industry innovation and giving back to their company or community.

We are proud that four Veolia employees were named as finalists, and one, Ben Thompson, named as a 'top three' status holder.

Ben joined Veolia in 2010 as an engineering apprentice. Within 10 years, he was given the opportunity to manage the Sheffield District Energy operation, an energy network comprising over 44km of underground pipework and supplying energy to thousands of residents. Since securing the District Energy Manager role, Ben has introduced new technologies to make this a world class operation, including thermographic aerial drone surveys, network optimisation software and the first DHN in the UK to use innovative pipe repair techniques.

In 2022, Ben was awarded the Sheffield City Council 'Partnership Working Award' for his efforts during 2021-22. The council's Head of Waste Management said in her award speech that District Energy has always been a tough asset to manage, given its scale and importance to the city, and that Ben had introduced transformational change.

The Sunday Times - The Best Place To Work 2023

The Sunday Times – The Best Place To Work recognises and celebrates the best organisations to work in the UK based on factors such as leadership, management, personal growth opportunities, work-life balance, employee engagement, overall job satisfaction and employee well-being.

Veolia UK has been recognised as one of the top 10 best 'very big organisations' as well as being highly commended in the category for best places to work for people aged 55 and over.

These accolades are just a glimpse of the numerous local awards that have celebrated the accomplishments of our colleagues across various teams.

THE SUNDAY TIMES
**T Best Places
to Work 2023**

Collection Crew of the Year

Our Southwark Recycling Crew 3 achieved the esteemed title of Collection Crew of the Year at the Let's Recycle 2022 Awards for Excellence in Recycling and Waste Management.





SOCIETY

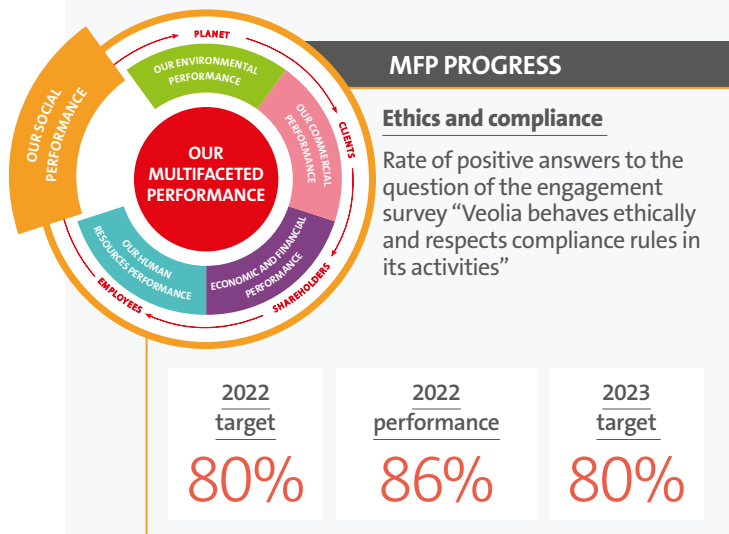


At Veolia, we strive to make a positive and lasting impact on society while contributing to a more sustainable future. We actively engage with local communities to foster strong partners and community development in the areas in which we operate.

We work closely with stakeholders, including community organisations, non-profit entities, and local authorities, to address shared challenges and drive positive change. We actively listen to the concerns and needs of communities, incorporating their feedback into decision-making processes and strive to deliver diverse, inclusive, and equal opportunities.



SOCIETY



Social value

We are committed to creating social value through our operations and activities. Social value refers to the positive impact an organisation generates for society, in both its core services and beyond.



2022 society highlights

53,170 jobs

Veolia's activity in 2022 supported 53,170 jobs (in full-time equivalent) in the UK and Ireland.

€4,480 million

Veolia's activity in 2022 helped to generate €4,480 million of GDP in the UK and Ireland.

4.6%

4.6% of the jobs supported by the Group's activity in 2022 are located in the UK and Ireland.

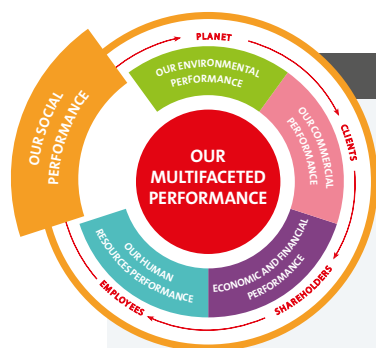
87%

In 2022, 87% of expenses incurred by Veolia's entities located in the UK and Ireland were reinvested locally.

8.4%

8.4% of the contribution to GDP generated by the Group's activity in 2022 occurred in the UK and Ireland.

SOCIETY



MFP PROGRESS

**Job and wealth creation
in the territories**

Socio-economic footprint of Veolia's activities, with regard to direct and indirect jobs supported and wealth created

2022
target

45,099

Jobs created

€3.8b

Wealth generated

2022
performance

53,170

Jobs created

€4.48b

Wealth generated

2023
target

Maintain

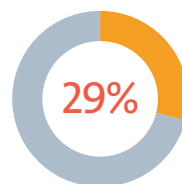
**Our socio-economic footprint**

Veolia works with Utopies to produce a global socio-economic footprint, which allows us to quantify the contribution and value created for our stakeholders.

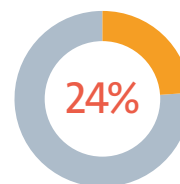
Veolia's socio-economic footprint is the sum of its direct impacts (our employees and added value) and its indirect impacts related to the company's supply chain, including salaries and taxes (of Veolia and its supply chain), which in turn feed its induced impacts which are generated through household consumption and government spending.



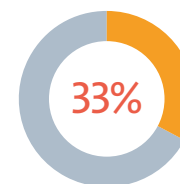
In the UK and Ireland, our activity supported **53,170** full-time equivalent (FTE) jobs.



Through
direct
employment



Indirect

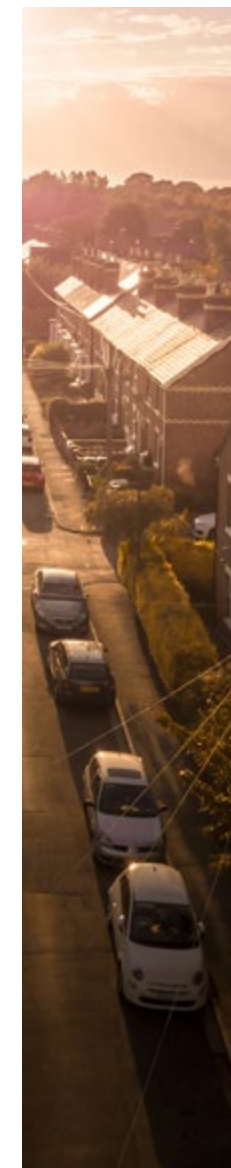


Induced by
consumption



30% of all jobs created are in utilities management (water, energy and waste), as our core operations. Other sectors include trade, public administration, construction and hospitality.

This is a valuable way of measuring the social value we deliver, and provides insight into the scale of our impact. However, it doesn't capture the breadth of programmes delivered outside of our core business operations. In 2023 we will be exploring reporting options for our full social value footprint.



SUSTAINABILITY FUND

The Veolia Sustainability Fund supports grassroots community projects across the UK, providing grants of up to £1,000 to help local projects. The fund is focused on projects that protect or preserve the environment or promote sustainable waste behaviours, with initiatives using recycled, reused or reclaimed materials prioritised.



In 2022,
£82,000
worth of funding supported

96
projects across
the country.



Projects funded in 2022 include:



Wildlife not wasteland

A community project in Southend-on-Sea where local residents are clearing a disused alleyway to turn it into a safe, cared-for area. It will give shelter to a variety of local wildlife, while discouraging people from using the area to fly-tip. Funding has helped the project procure gardening tools and equipment required to transform the alleyway.



Recycled robots

Works with the children of Kingston to transform waste into moving robots, encouraging creativity in the environmentalists of the future.



Brundall community river watch

Led by the Brundall Men's Shed in Broadland, this project will see that the River Yare is kept clean through regular litter picks, to save the river from pollution and contribute to their local community.



Bucks search and rescue

A charity with 63 volunteers, who are on call 24/7 to search for vulnerable missing people in Buckinghamshire. They were looking for support to build out a new Incident Control Vehicle, as the old one is failing. They will incorporate solar panels on the roof to provide sustainable power when on a call, allowing their Operational team to work quickly to preserve life.

VEOLIA'S SUSTAINABLE SCHOOLS



Veolia serves numerous local authorities across the UK, with services including recycling and waste collections, street cleansing and the operation of recycling sites and waste treatment centres. That puts us centre-stage for helping people understand why it's important to reduce, reuse and recycle correctly, and how sustainable behaviours are vital in our fight against climate change.

Our dedicated education, communication and outreach (ECO) teams are driven to foster awareness and understanding among individuals.

They engage with local communities in a number of ways, including door-to-door, online and attending local events. However, one of the most rewarding ways for them to make a difference in the community is by engaging with schools and children.

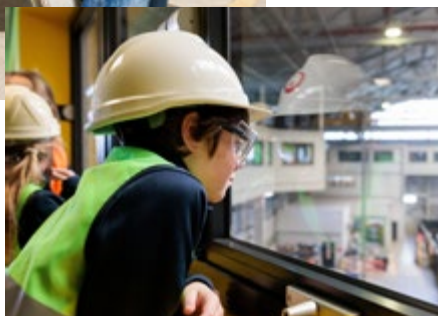
The ECO teams deliver interactive assemblies, workshops and competitions. Veolia's Sustainable Schools is a set of free programmes focused on student-led group projects based around sustainability and the circular economy. It is tailored to different age groups, with the Key Stage 3-5 Eco Leaders' programme facilitating a student-led environmental project that will create lasting change within the school or community.

Extra e-learning resources complement their efforts, making sure that the learning can continue long after the ECO teams have left.



Our schools
programme aims
to reach

30,000
pupils every year



VEOLIA ORCHARD

In 2022, Veolia was proud to launch the Veolia Orchard programme, designed to bring fruit trees to schools in predominantly urban areas. The first year saw almost 300 applications from local schools up and down the country. We were able to support 100 primary and secondary schools with 500 trees in total, building a network of orchards across the country.

The initiative brings a multitude of environmental benefits to the local area, including promoting biodiversity, and the role of trees in acting as carbon sinks to mitigate the effects of climate change.

Over time, we hope to be able to calculate the net-positive impact the trees bring to the local area.

The trees also offer year-round educational and wellbeing opportunities for the schools involved. Students participated in the tree-planting, and are already building knowledge on plant life cycles, tree care, healthy eating and looking after their natural environment. The project was delivered in partnership with our Sustainable Schools programme, and the orchards will be integrated into the programme of learning resources we deliver.



“



Thank you so much for the donation of fruit trees. It will really help turn an unused piece of playground into an orchard for all year groups to come together and enjoy nature and all its benefits.

At a time when much of life and play is inside and static, this experience has provided an opportunity for the children to get their hands dirty and make a positive impact on their environment.

Ms Reed

*Forest School Leader,
St John's CofE
Primary Academy*

”

The second phase of the programme will be launched in 2023, with an expansion planned to bring even more trees to urban schools across the country.

REUSE

Veolia operates over 40 reuse shops up and down the country. These shops encourage residents to donate items they no longer need, rather than throwing them away. People can then buy second-hand items at very low prices, which has been particularly valuable during the cost of living crisis.



In Birmingham

The reuse shop at Tyseley Recycling Centre is managed in partnership with **Community Reuse**. As well as helping to ensure items find a new home, they also support community bicycle repair workshops and run a coffee shop at the recycling centre. Reclaimed materials were used to build the reuse shop, so the reuse shop embodies the circular economy to its core.



In Broadland

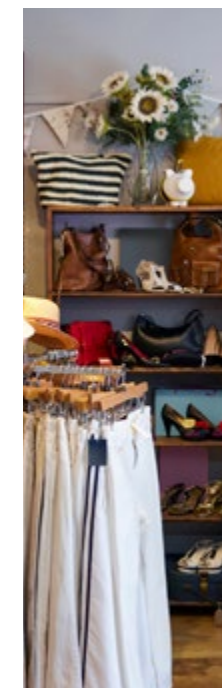
We have developed a relationship with Emmaus to help repurpose furniture collected by our crews.

A storage container is used at the depot to store bulky items for reuse, and Emmaus collects and delivers items to the Norfolk Assistance scheme.



In Telford and Wrekin

The team partnered with the British Red Cross in May 2022, and are making regular deliveries to their charity shop in **Oakengates**. By the end of 2022, eight tonnes of material that was destined for the skip have been reused through the charity, generating over £2,500 to fund their essential work. Going forward, the team is looking to introduce a weekly delivery into the bulky collection crews' routine, to ensure we continue supporting the charity.



In Watford

We helped to tackle fast fashion by partnering with the borough council and Herts WasteAware to deliver a clothes swap as part of **Great Big Green Week**. 406 items were given new homes, with any surplus items donated to charity shops. Overall, diverting the items from the bin saved just under 4,000kg of carbon.



LOCALISED COMMUNITY INITIATIVES

Where Veolia delivers local authority waste contracts, we become deeply embedded in the local community, and are able to identify exactly how and where we can provide additional support.

📍 Haringey

Turkey and Syria support

The Veolia team at the Watermead Way Depot helped Highcross Centre, one of the locations across London that were collecting donations for the earthquake appeal in Turkey and Syria, to clear and manage the waste onsite and the surrounding area.

This was during the initial stages of the centre's appeal ensuring that they could focus on dealing with the donations more efficiently and ensure disruption to surrounding businesses was minimised.

Each Veolia staff member understood that by helping with the clearance of waste, they were contributing to the overall relief efforts.

“

Their reliability meant we had one less issue to worry about during that difficult period. We greatly appreciate it.

On behalf of London Express Cargo (N15 4QN) management and all the volunteers

”



📍 Westminster

Community clean ups and litter picks

The local Veolia team at Westminster offer their support to any Westminster residents requesting community clean ups or litter picks.

Through our close ties with community-based organisations and individuals, we are seen as a partner in these activities and have established a reliable reputation for assisting them.

For example, Queen's Park Community Council frequently arranges litter picks and garden clean ups with residents in their local area. We provide litter pickers, hoops, bins and additional collections to facilitate their work.



📍 Broadland

Community benefit plan

We've been working with Broadland District Council for over 30 years. In April 2022, a new contract launched comprising recycling and waste collections and street cleansing.

We are committed to maintaining local spend on the contract, with local suppliers used for haulage for waste water, vehicle spare parts, electrical contractor, depot maintenance contractor, and temporary staffing. 30% of vacancies and new roles are also offered to district residents, addressing opportunity gaps for the local community.

In 2022, we also sponsored one of the categories in the Community at Heart awards organised by the Broadland District Council. The awards recognise

and celebrate the outstanding achievements of residents from across the district, who go above and beyond to support others or complete incredible achievements.

Veolia has also launched Nvirobot in the District, a digital assistant that answers residents' questions about their waste and recycling service. Working with virtual voice assistants, such as Amazon's Alexa, Nvirobot provides instant, localised information about bin collections using the address attached to the Amazon Alexa account.



LOCALISED COMMUNITY INITIATIVES

Merseyside & Halton

Gillmoss Recycling Discovery Centre

Since its reopening in March 2022, the Gillmoss Recycling Discovery Centre (RDC) has engaged with over 7,000 residents, restoring the attendance figures to pre-pandemic levels.

The centre is dedicated to delivering a behaviour change programme that empowers residents to shape a more sustainable and promising future. This year, we have revitalised the RDC by introducing a fresh session structure and incorporating new interactive displays.

Many Veolia sites host site visits and welcome school and local community groups to gain a deeper insight into our operations, sustainability and their own waste behaviours.

In Merseyside & Halton, we have also installed 19 life-saving defibrillators at critical locations, including all 16 Household Waste Recycling Centres. They are easily accessible and discoverable on The Circuit, which serves as The National Defibrillator Network utilised by emergency responders in the area.



Stafford

Christmas tree collections support the Katharine House Hospice

In Stafford, residents can schedule their Christmas tree recycling collection. During booking they are encouraged to make a donation to Katharine House Hospice. In 2022, more than £12,000 was raised, enough to run the hospice for a full 48-hour period. This was an increase of 50% compared to 2021.

Once all the trees have been booked, our dedicated garden waste collection crews work tirelessly for a week, gathering all the trees and transporting them to Mill Farm Recycling, which generously supports Katharine House Hospice by offering free recycling services for the trees.



GROUNDWORK

Veolia is focused on making a real difference for the planet and its people. In 2021, we partnered with Groundwork, a charity mobilising community action to eradicate poverty and protect the environment. The charity 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.

In 2021 and 2022, Veolia staff have fundraised more than

£10,000

for local projects, such as:

Routes2Life

Using the power of plants and nature to give people a second chance, Groundwork's horticultural farm in Caerphilly gives people the skills and confidence needed to find employment.

Getting kids outside

Improving the school grounds in two schools in the Abbey area of Cambridge to run more outdoor activities.

Green Links in Tees Valley

Bringing people with dementia together to take part in gardening and nature activities.



We have also partnered with Groundwork on a number of ongoing projects, which act as an opportunity for Veolia to use our resources, time and connections to improve quality of life in communities.



Green doctors

A scheme in which vulnerable householders are visited and offered energy efficiency advice to help keep their homes safe and warm. At a time of rising energy costs, Veolia is actively supporting this project. In 2022, we held a webinar for our own employees with Green Doctors, and in 2023 we will be funding enhanced training for the green doctors.



Westminster wheels

A bike shop that serves the local community, with the objective to train previously unemployed Westminster residents in bicycle repair and give them a six-month work placement. In partnership with Groundwork, we worked to get bikes from Westminster Wheels to low-income Veolia employees to cycle to work. We also sponsored the apprenticeship scheme which brings young people into the bike mechanics trade.

Veolia Orchard

Launched in 2022 in partnership with Groundwork. Their experience in delivering nature-based programmes has been invaluable in ensuring the fruit trees get the best start in life, and that the schools have the resources needed to look after the trees going forwards.



[Go to 'Veolia Orchard' for more information](#)



BUSINESS IN THE COMMUNITY

Business in the Community (BITC) is the UK's largest responsible business network, dedicated to building a fairer and greener world by challenging businesses to mobilise their collective strength. Veolia has been a member of BITC for nearly two decades, working on a range of programmes together:



The Responsible Business Tracker

The Responsible Business Tracker is a rigorous business diagnostic that answers the question:

How good is Veolia at being responsible?

We performed well in 2022, with an overall score of



60%
against a

47%
cohort average

However, there were a number of areas to improve on, and the results have been used to increase awareness and engagement around digital transformation, nature stewardship and diversity and inclusion in particular.

Opening Doors Campaign

We were an early signature of the Opening Doors campaign, showing public commitment to being an inclusive employer. By the end of 2022, the campaign covered

500,000m roles.

**BAN
THE
BOX**

Ban the Box

We also supported Ban the Box, joining hundreds of other employers in removing the default tick box asking job applicants to disclose unspent criminal convictions, thus creating fair opportunities for ex-offenders to compete for jobs.

More than a million roles are now covered by Ban the Box employers.

These two initiatives are enabling us to reach a more diverse talent pool, fill vacancies more easily, attract and retain staff, and remove barriers for jobseekers.

BITC's West Midlands Leadership Board

Veolia sits on BITC's West Midlands Leadership Board, networking with and learning from other leading responsible businesses in the region on topics such as the Russia-Ukraine war and the cost of living crisis.



SHAREHOLDERS



As a leading company in ecological transformation and sustainability, Veolia is committed to providing innovative and practical solutions to decarbonise, depollute and regenerate resources. With a global team of nearly 179,000 employees, Veolia partners with organisations of all sizes to drive significant value by increasing operational efficiencies, reducing costs and reducing carbon impact and water footprint while raising environmental standards and preventing pollution.

Our prosperity is founded upon our usefulness to all of our stakeholders – whether customers, shareholders, employees, suppliers, current populations or future generations.

Our purpose is to contribute to human progress by firmly committing to the UN Sustainable Development Goals to achieve a better and more sustainable future for all. It is with this aim in mind that Veolia sets itself the task of 'Resourcing the world'.



TARGETS & PERFORMANCE



MFP PROGRESS

Veolia Group figures used

Revenue growth

Indicator: Annual growth in published revenue

2022
performance
€42.9b

2023
target
**Annual
Target**

Profitability

Indicator: Current net income - Group share

2022
performance
€1b

2023
target
€1b

Return on capital employed

Indicator: ROCE after tax

2022
performance
7.6%

2023
target
**Annual
Target**

Investment capacity

2022
performance
€1.462b

2023
target
**Annual
Target**

Veolia's three complementary business activities – water, waste, and energy – are designed to develop access to resources, preserve available resources and replenish resources, creating a resource revolution where responsibility and opportunity go hand-in-hand.

The company believes that doing the right thing for people and the planet is essential to work and is also good for business. Veolia's focus on green energy, wastewater recycling, and waste-to-revenue strategies has produced significant results in the UK market.



In the last 12 months alone, Veolia has generated six times as much energy as it has used.



Manufactured **185,888** tonnes of compost.



Recycled **68,919** tonnes of plastic.



Created **80,000** tonnes of insulation material from the **1.9 million** tonnes of waste collected from cities and industries.



Produced over **31 billion** litres of drinking water while treating more than **247 billion** litres of wastewater.



Thanks to Veolia's activities, **14 million** tonnes of CO₂e were eliminated in 2022 for our clients, and **320 million m³** of water was saved per year vs. 2019, the equivalent of the annual consumption of a six-million inhabitant city.



From the largest cities to the local corner shop, Veolia helps its customers operate efficiently, sustainably, and in balance with the environment. Veolia's services cater to every market sector in the UK and can help organisations of all sizes become more efficient, control costs and improve their environmental footprint.

EMPLOYEE SHAREHOLDER SCHEME

In Autumn 2022, more than 179,000 Veolia employees in 45 countries had the opportunity to invest in the company via Sequoia 2022, the employee shareholding operation which ended with an unprecedented record result.

Over 75,000 employees chose to subscribe.

Veolia employees now represent 6.5% of the company’s capital and are together its largest shareholder.

This illustrates employees’ confidence in the company, with €243 million invested globally.

“

This collective success illustrates the confidence of employees in the future of the Group and in its management, as well as in the relevance of its strategic choices.

”



Estelle Brachlianoff

Veolia CEO

2022 NON-FINANCIAL RATINGS

2022	
DJSI	Inclusion in the World and Europe Indices
FTSE4Good	Inclusion
S&P Global (Sustainability Yearbook)	83 (Bronze)
ISS-ESG	Prime, Decile Rank: 1,B-
Moody’s ESG Solutions (Formerly known as Vigeo Eiris)	71, Rank in Sector:1
CDP Climate Change	A
CDP Water Security	A
Ecovadis	75/100-98 th Percentile

GOVERNANCE & COMPLIANCE

Veolia complies with all laws and regulations governing our industry.



Our compliance policies help us to identify, assess, prevent and remedy risks in areas including:

- Corporate due diligence
- Human rights violations
- Personal data protection
- Fraud
- Conflicts of interest
- Money laundering and financing terrorism.

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



NOTABLE ACCREDITATIONS & RECOGNITION



Achilles

Veolia is Achilles UVDB Silver Tier 4 accredited. Achilles is a global supply chain risk management assessment.



Alcumus

Veolia is an Alcumus SafeContractor. This is a leading UK SSIP Scheme.



BSIA

Veolia is a British Security Industry Association (BSIA) Principal Member in information destruction. BSIA Membership is the symbol of quality and professionalism in the security industry.



Business in the Community (BITC)

Veolia has been a member of BITC for many years. BITC is a business-led membership organisation that focuses on helping the planet and communities to thrive.



CDP

Veolia an A for CDP's Climate Change and Water Security questionnaires in 2022, evidencing our ambition and progress in these areas.



CHAS

Veolia is CHAS accredited. This is awarded to companies showing excellence in their health and safety processes.



Ecovadis

In 2022 we received a Bronze certificate for Ecovadis. Ecovadis is a business sustainability rating platform.



ISO

Veolia is certified to: ISO9001 Quality Management System, ISO14001 Environmental Management System, ISO45001 Occupational H&S Management Systems, ISO5001 Energy Management, ISO22301 Business Continuity, ISO27001 Information Systems & Technology, and ISO 27701.



RoSPA

Veolia is a certified member of RoSPA, a leading voice in health and safety that works to reduce accidents at home, on the road and at work.



Sedex

Veolia report our supply chain sustainability practices via Sedex. Sedex allows us to report on our ethical and responsible practices.



Supply Chain Sustainability School

Veolia is a Supply Chain Sustainability School partner member. The school is a collaboration between clients, contractors and first tier suppliers to build the skills of their supply chain.



Trustpilot

Veolia has an average 4 star review on Trustpilot. This is testament to the hard work of our employees in working with customers.

Resourcing the world

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