

GENDER PAY GAP REPORT 2025

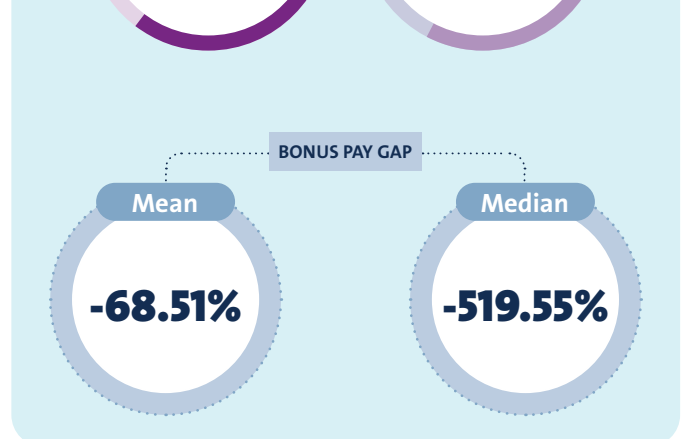
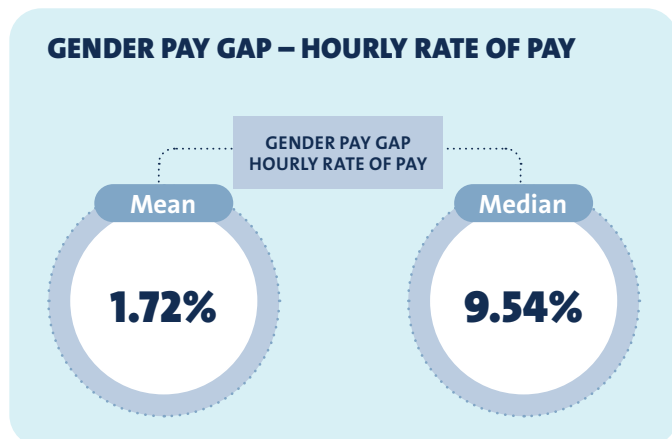
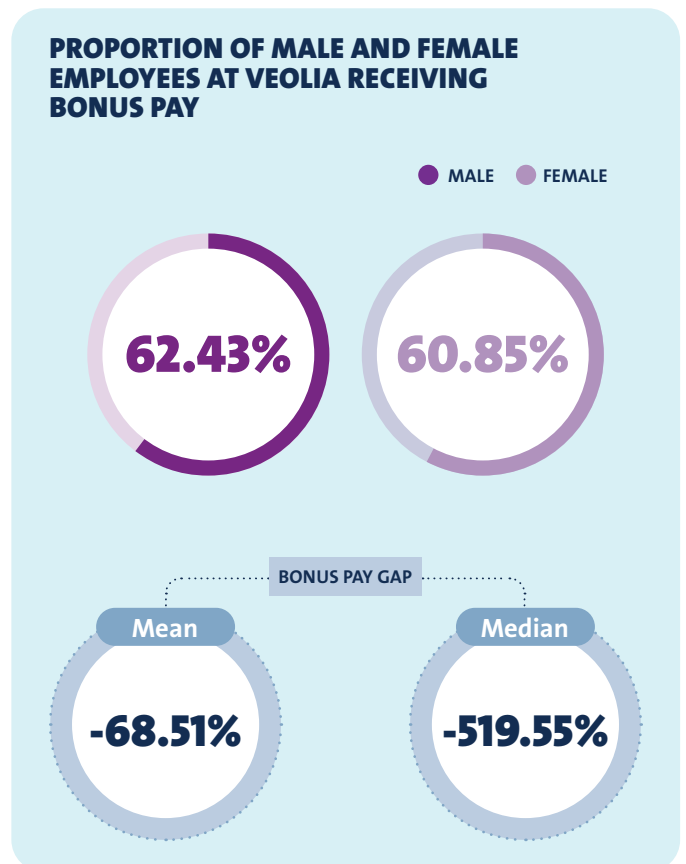
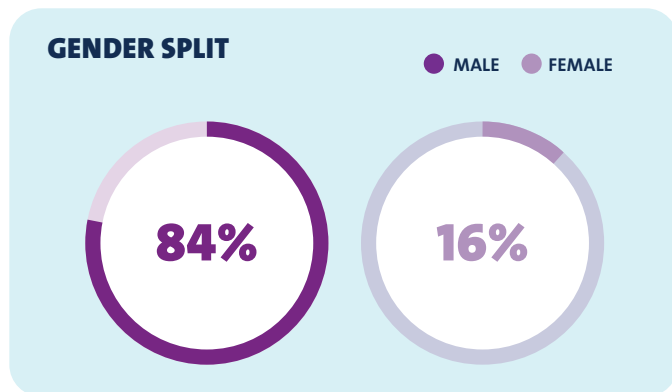
Veolia is the UK's leading resource management company with a clear purpose; to enable ecological transformation. This commitment is underpinned by GreenUp, Veolia's four-year business strategy. This strategic programme aims to accelerate the solutions we provide to help customers decarbonise, depollute and regenerate resources across a range of waste, water and energy services.

This report sets out the gender pay gap data for Veolia Environmental Services UK PLC; Veolia Water UK LTD; Veolia Energy UK PLC and all of their respective subsidiaries covering the 2024 - 2025 pay period.

In producing this report, we have analysed the pay data of all of our employees – totalling approximately 14,200 people across the UK.

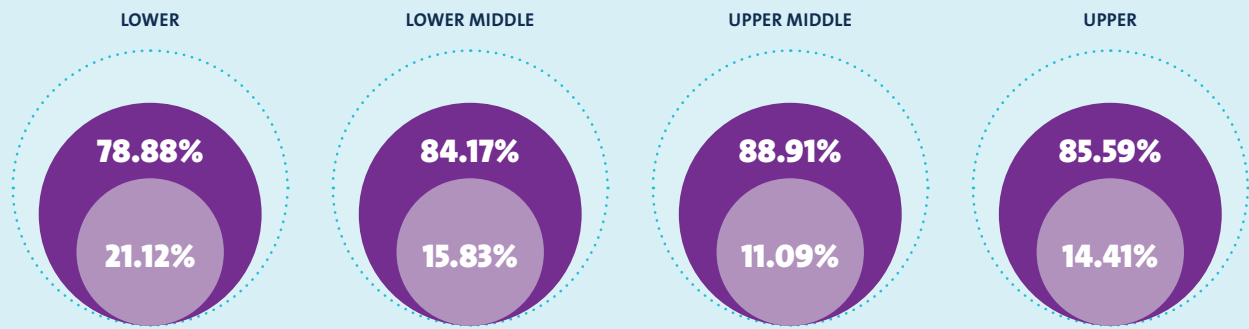


Gender pay gap highlights



PROPORTION OF MALE AND FEMALE EMPLOYEES AT VEOLIA BY QUARTILE PAY BANDS

● MALE
● FEMALE



Changes to our gender pay gap

The changes in our pay gap this year are largely related to increases in National Minimum Wage and locally agreed pay reviews that impact many of our operational roles. These roles (such as drivers) are predominantly held by men.

A clearer picture: total reward package

To provide a more holistic view of compensation, which goes beyond the standard hourly pay rate, we also looked at the “total reward package.”

The total compensation for our colleagues, including bonus payments alongside salaries and relevant cash elements provides a more representative view of the total reward:

- Adjusted Mean Pay Gap: 6.39%
- Adjusted Median Pay Gap: -2.07%

The median figure becoming negative (-2.07%) indicates that when the full cash reward is considered, the midpoint for women’s total earnings is slightly higher than for men.

Veolia is proud to be an equal opportunities employer and is fully committed to the principle of equal pay for equal work, regardless of gender.



Inclusion and wellbeing commitments:

Our work to narrow the gender pay gap continues with the launch of our new Inclusion and Wellbeing Commitments. Our four core Commitments support our colleagues across the organisation, and aim to:

BRING GENERATIONS TOGETHER

INCREASE REPRESENTATION

CREATE A SENSE OF BELONGING

CARE FOR OUR PEOPLE

Each commitment will be brought to life, with a specific and continued focus on actively increasing representation and developing talent through multiple key projects.

These commitments build on the work we are already doing, including:

Mentoring

Growing reciprocal mentoring across Veolia following successful launch in 2025.

Career pathways

Developing clearer career pathways to ensure all colleagues have transparent and equitable progression opportunities.

Showcasing diversity

Showcasing the diversity of roles held by women across Veolia providing inspiration for female colleagues to upskill and reskill.

Providing opportunities

Providing real opportunity through Inclusive Pathways including targeting women's prisons to offer new career opportunities via our Prison Leavers Program.

Executive statement

We are proud of the progress we are making to ensure our workplace is a leading example of inclusivity, but we know we can always push further. Our new Inclusion and Wellbeing Commitments will help us bring generations together, increase representation, care for our people and create a deeper sense of belonging within the organisation.

At Veolia, we know that when our teams feel supported and valued, we are better able to deliver our purpose of ecological transformation. Veolia is a place where you can develop and thrive and make meaningful change to the planet and each other.

Gavin Graveson
Chief Executive Officer, UK&I





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