

A photograph of children playing in a public fountain. The fountain has several vertical jets of water. In the foreground, a girl in a blue tank top is running through the water. In the middle ground, a girl in a floral shirt and a boy in a yellow shirt are standing. The background shows lush green trees and a park setting. The image is framed by a light brown, textured border.

**KEY DATA**

**2019**

 **VEOLIA**

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# OUR 3 BUSINESSES



## Water

**98 million**  
people supplied  
with drinking water

**67 million**  
people connected to  
wastewater systems

**3,548**  
drinking water  
production plants  
managed

**2,835**  
wastewater  
treatment plants  
managed



## Waste

**42 million**  
people  
provided with  
collection services  
on behalf  
of municipalities

**50 million**  
metric tons  
of treated waste

**519,046**  
business  
clients

**675** waste  
processing  
facilities operated



## Energy

**41 million MWh**  
produced

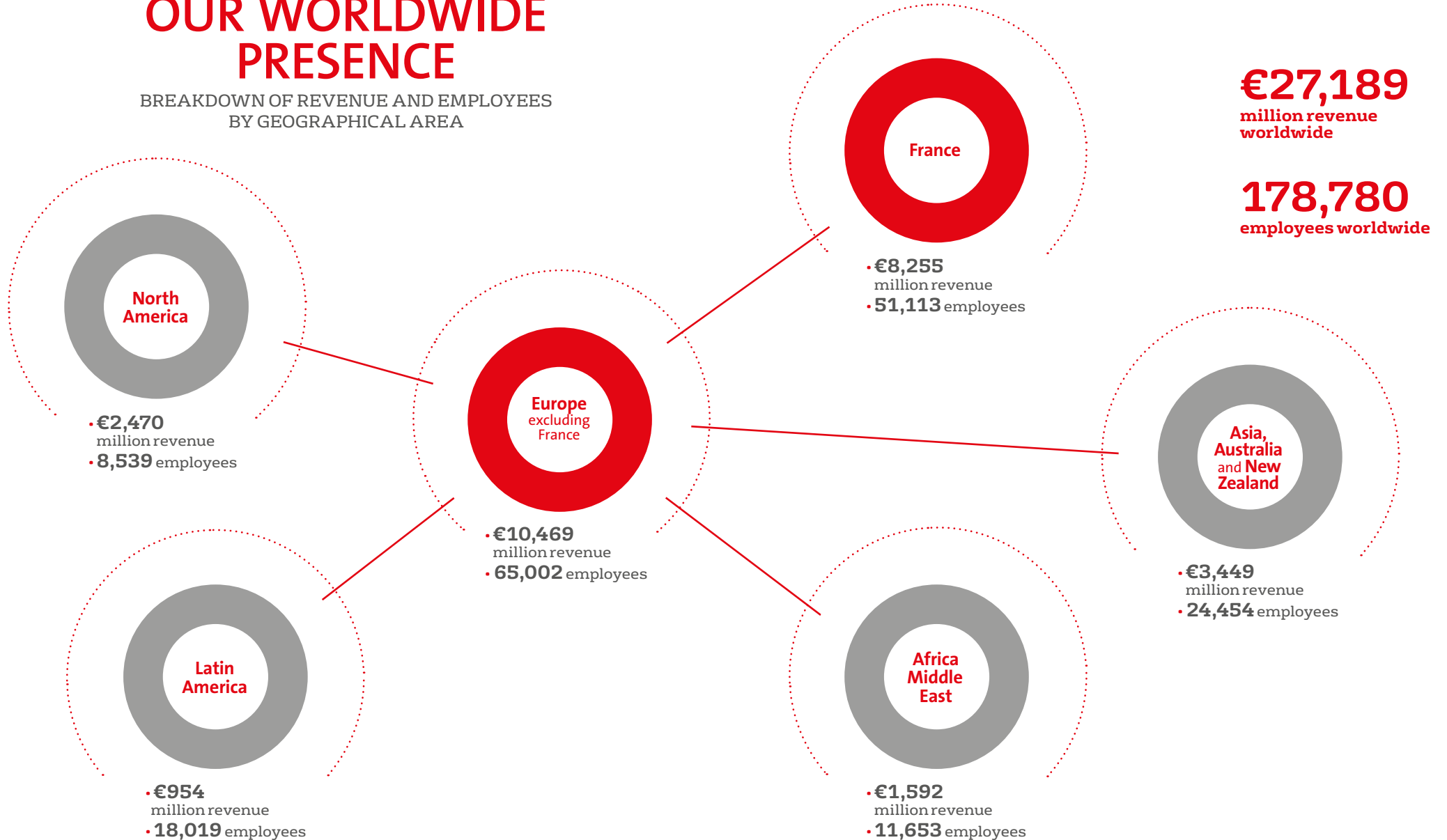
**45,097**  
thermal  
installations  
managed

**2,357**  
industrial sites  
managed

**591** heating and  
cooling networks  
managed

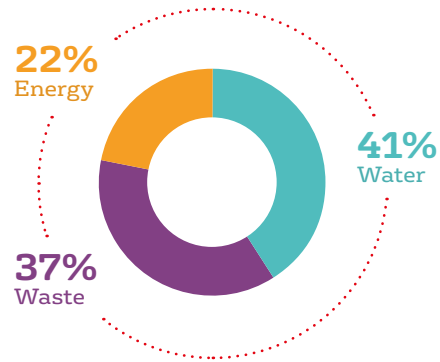
# OUR WORLDWIDE PRESENCE

BREAKDOWN OF REVENUE AND EMPLOYEES BY GEOGRAPHICAL AREA

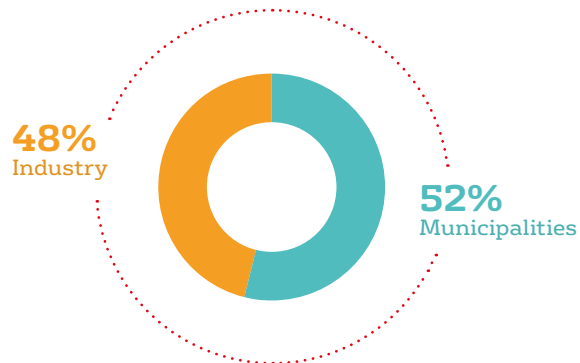


# OUR BUSINESSES

## Breakdown of revenue by business line



## Breakdown of the Group's customers



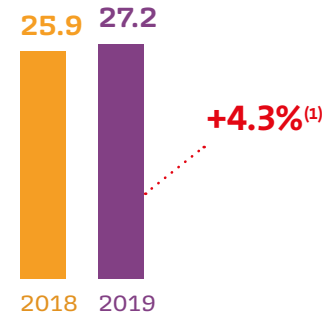
## Breakdown of the workforce by activity



## Results, performances and progress<sup>(2)</sup>

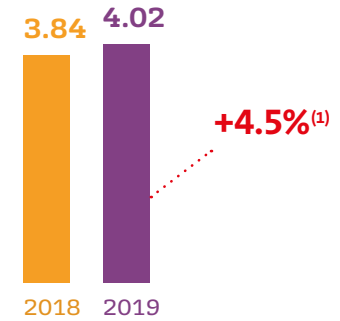
### CHANGE IN REVENUE

(in € billions)



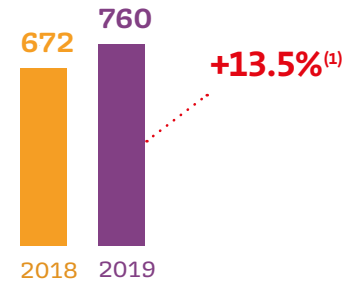
### EBITDA<sup>(3)</sup>

(in € billions)



### CURRENT NET INCOME ATTRIBUTABLE TO OWNERS OF THE COMPANY<sup>(3)</sup>

(in € millions)



### POST-TAX ROCE

8.8% 9.0%



(1) At constant exchange rate.  
 (2) See chapter 3, section 3.10.3 "Definitions below" in the 2019 Universal Registration Document.  
 (3) Including impacts of IFRIC 12 and IFRS 16.

# EXTRA-FINANCIAL PERFORMANCES

## ENVIRONMENTAL DATA



CSR COMMITMENT

**Sustainably manage natural resources  
by encouraging the circular economy**

**2020 target**  
generate more  
**€3.8 billion**  
in revenue linked  
to the circular economy



**2019 result**  
**€5.2 billion**  
in revenue linked  
to the circular economy

### DRINKING WATER MANAGEMENT

**75.4%**  
Efficiency of drinking  
water distribution  
networks serving over  
50,000 people (pro forma  
2016-2018)

**6 million**  
smart meters  
deployed

**80%**  
of consumers benefit  
from a progressive  
water rate

### CIRCULAR ECONOMY: RECYCLING AND RECOVERY

**Volume of water reused  
from collected and treated  
wastewater**  
(in million m<sup>3</sup>) - (water and waste  
activities)



**70.6%**  
of treated waste recovered  
as matter or energy

**169,530  
metric tons**  
of materials recovered from  
dismantling operations

**63%**  
of combustion residues  
recovered (incineration  
and energy business)

**69%**  
of sewage sludge recovered

**1,580 kt**  
of alternative fuels produced  
from treated waste



CSR COMMITMENT

## Contribute to combating climate change

### 2020 target

Achieve

**100 million metric tons**  
of CO<sub>2</sub> eq. of reduced emissions and

**50 million metric tons**  
of CO<sub>2</sub> eq. of avoided emissions, over the 2015-2020 period.



### 2019 result

Reduced emissions:

**78.2 million metric tons**  
of CO<sub>2</sub> eq. of reduced emissions since 2015



60.7% Methane emissions avoided by landfill centers

19% Use of alternative and renewable energy

10% Cogeneration

7% Other (energy self-consumed by facilities, biogas production, integrated energy management)

3% Heat and power efficiency

Avoided emissions:

**33.2 million metric tons**  
of CO<sub>2</sub> eq. of avoided emissions since 2015



55% Energy recovery from waste and sludge

45% Materials recovery from waste

### 2020 target

Capture over

**60%**  
of methane from managed landfills



### 2019 result

**60.7%**  
of methane captured

### ENERGY PERFORMANCE

**18.6 million MWh**

of renewable and alternative energy produced, equivalent to **36%** of the Group's total energy production

**87%**

Energy efficiency of heating networks delivering more than 100 GWh/year

**758 kWh/t**

Energy production from municipal waste incinerators

**6,416 GWh**

of primary energy saved thanks to cogeneration (heat production and distribution installations producing over 100 GWh/year)

**349 Wh/m<sup>3</sup>**

Electricity used to treat wastewater in treatment plants with a greater than 100,000 population equivalent capacity



CSR COMMITMENT

## Conserve and restore biodiversity

### 2020 target

Carry out a diagnosis and deploy an action plan in

**100%**  
of sites with significant biodiversity issues



### 2019 result

Diagnosis and action plan in

**71%**  
of the sites identified

**83 sites**

have a partnership with a local nature conservation association

**230 sites**

have introduced ecological management



CSR COMMITMENT

## Steering environmental performance

### 2020 target

Deploy our internal environmental management system in

**100%**  
of our operational activities



### 2019 result

**90%**  
of the Group's operational revenue covered

**68%**

of revenue is covered by ISO 14001 certification for environmental management

# SOCIAL DATA

## BREAKDOWN OF THE WORKFORCE

### By socio-professional category

54% Manual workers/operatives  
 21% Line managers/technical  
 13% Office workers  
 12% Executives

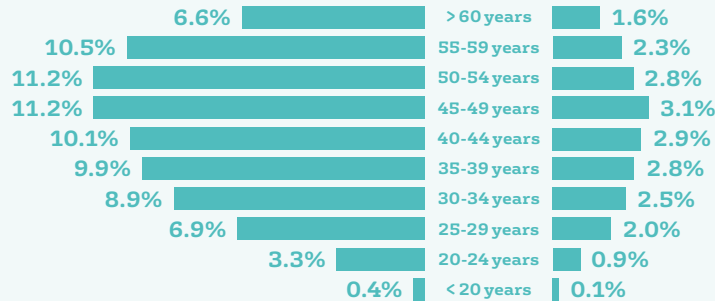


93% of employees have a permanent contract

### By gender and age

141,044 men (79%)

37,736 women (21%)



44 years Average age of the workforce

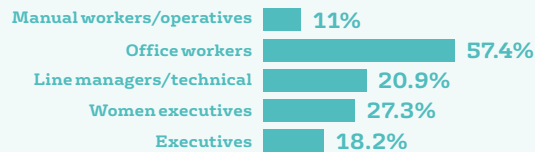
21% of employees are over the age of 55

14% of employees are under the age of 30

## WOMEN IN THE GROUP WORKFORCE AND IMPROVEMENT

### By socio-professional category

21% women in 2019



45% of women on the Board of Directors



## CSR COMMITMENT Guarantee a safe and healthy work environment

### 2020 target

Achieve an injury frequency rate of less than or equal to

6.5

### 2019 result

Frequency rate of workplace injury:

8.12

as against 8.47 in 2018 (7.43 excluding the Sala Group incorporated in 2019)



## CHANGE IN WORKPLACE INJURY FREQUENCY AND SEVERITY RATES

0.45

Severity rate of workplace injury (0.47 in 2018)

Almost 60%

of employees benefited from at least one health and safety training session (59% in 2018)

**Frequency rate:** number of lost time workplace injury per million hours worked.

**Severity rate:** number of days lost as a result of workplace injury per thousand hours worked.



CSR COMMITMENT

## Encourage each employee's professional development and commitment

**2020 target**

Deliver training to over **75%** of employees annually



**2019 result**

**80%** of employees attended at least one training in the year

**18 hours**

of training on average per employee per year

**2020 target**

Maintain the manager commitment rate at over **80%**



**2019 result**

The "Voice of resourcers" commitment survey rolled out in 2019

**92%**

Manager commitment rate

In 2019, extension of the interview sample to **80,000 employees** for this survey

Overall commitment rate of **84%**



CSR COMMITMENT

## Guarantee that diversity and fundamental human and social rights are respected within the company

**2020 target**

Ensure over **95%** of employees have access to a social dialogue mechanism



**2019 result**

Social dialog body coverage rate: **88%**

**over 1,200** agreements signed in 2019

**BREAKDOWN OF AGREEMENTS SIGNED BY TOPIC**

**32.9%**  
Remuneration and social benefits

**12.6%**  
Health, safety and working conditions

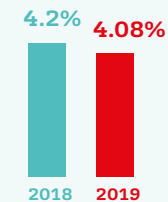
**7.5%**  
Other agreements

**27.3%**  
Organization and working time

**14%**  
Social dialogue

**5.7%**  
Skills development

**ABSENTEEISM RATE (EXCLUDING MATERNITY AND PATERNITY LEAVE)**





# SOCIETAL DATA



CSR COMMITMENT

## Build new models for relations and value creation with our stakeholders

### 2020 target

Have established a major partnership based on creating shared value in every business zone and growth segment



### 2019 result

**11/11**  
11/11 business zones and 6/7 growth segments covered



CSR COMMITMENT

## Contribute to local development and attractiveness

### 2020 target

Maintain expenditure reinvested in the regions above

**80%**



### 2019 result

Spending reinvested in the regions: **86.3%**  
(average calculated over the main geographic zones representing 74.3% of Group revenue)

**922,122**

supported jobs in 2018 in France (direct, indirect and induced jobs)

**€10.4 million**

is spent on purchases in the sheltered and supported employment sector in France

**71%**

of Veolia's active contract portfolio includes a sustainable development clause

**61%**

of strategic suppliers since 2016



CSR COMMITMENT

## Supply and maintain services crucial to health and human development

### 2020 target

Contribute to the United Nations Sustainable Development Goals in the same way as we contributed to the Millennium Development Goals



### 2019 result

**10.7 million** people given access to drinking water and **4.5 million** to sanitation in countries with an access deficit since 2000

**39**

new projects supported by the Veolia Foundation in 2019 spending €2.170 million

**99.8%**

Bacteriological compliance rate and

**99.7%**

physicochemical compliance rate

Veolia Communications Department – April 2020.

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**Veolia**

30, rue Madeleine-Vionnet - 93300 Aubervilliers - France

Tel.: +33 (0)1 85 57 70 00

[www.veolia.com](http://www.veolia.com)