

# THE ESSENTIALS 2017



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"RESOURCING THE WORLD"

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# OUR MISSION

## RESOURCING THE WORLD



### Developing access to resources

Veolia offers operating solutions that are more ecologically sober and more economically efficient, increasing not only the potential but also the accessibility of the available resources.



### Preserving resources

Veolia develops solutions to optimize the use of resources, save them and protect their quality and efficiency throughout the cycles of use.



### Renewing resources

Veolia makes it possible to create new secondary resources, which are gradually compensating for the scarcity of primary natural resources, thus generating new opportunities for economic and social development that respects the environment.

# OUR THREE ACTIVITIES



## WATER

Veolia treats and monitors **water quality** at all stages of the cycle, from extraction to discharge into the natural environment. We innovate to preserve the resource and promote water recycling and reuse for cities and industry.

**100**

million people supplied with drinking water

**61**

million inhabitants connected to wastewater systems

**4,052**

water production plants managed

**2,928**

wastewater treatment plants managed



## WASTE

Veolia specializes in **waste management**, regardless of whether it is liquid or solid, non-hazardous or special. Our expertise covers the entire waste lifecycle, from collection to recycling and final recovery in the form of materials or energy.

**40**

million people provided with collection services on behalf of municipalities

**45**

million metric tons of waste treated

**764,477**

business customers

**591**

waste-processing facilities operated



## ENERGY

An expert in **energy services**, Veolia supports the economic growth of its municipal and industrial customers while reducing their ecological footprint. Energy efficiency, efficient management of heating and cooling networks, production of green energy – unique expertise for a more sustainable world.

**44**

million MWh produced

**37,339**

thermal installations managed

**2,086**

industrial sites managed

**551**

heating and cooling networks managed



# OUR WORLDWIDE PRESENCE

**€24,390 million**  
revenue worldwide

**163,226**  
employees worldwide



**NORTH  
AMERICA**  
/

**€2,274.6 million**  
revenue

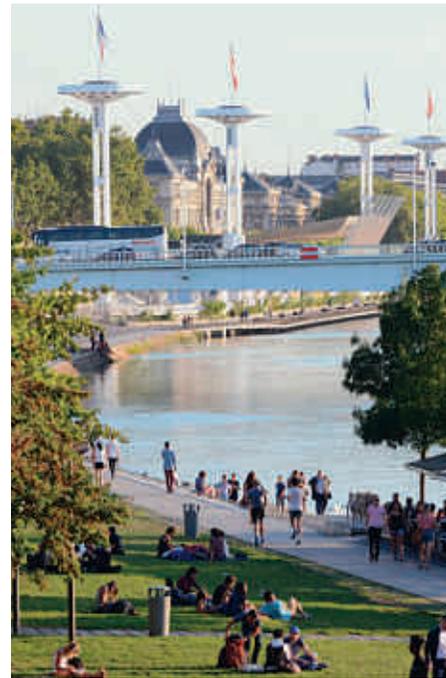
**8,841**  
employees



**LATIN  
AMERICA**  
/

**€766.6 million**  
revenue

**12,275**  
employees



**FRANCE**  
/

**€7,515.6 million**  
revenue

**50,480**  
employees



**AFRICA  
MIDDLE EAST**  
/

**€1,904 million**  
revenue

**12,710**  
employees



**EUROPE  
(OUTSIDE FRANCE)**  
/

**€9,358.5 million**  
revenue

**63,160**  
employees



**ASIA  
OCEANIA**  
/

**€2,570.8 million**  
revenue

**15,760**  
employees

# OUR SERVICES FOR CITIES



RESILIENT CITIES

Increasing urbanization, violent climate events and pressure on resources require smart urban infrastructure and services planning. Increasing **the resilience of cities** by anticipating and reducing risks enhances the attractiveness of the local area.

In **New Orleans** (United States), Veolia and its partner Swiss Re have put a plan in place to evaluate 200 critical infrastructures in order to improve the resilience of the city.



INCLUSIVE CITIES

**Inclusive cities** promote access to essential services for the most vulnerable people. They involve their citizens and stakeholders in the definition and in the operation of their services.

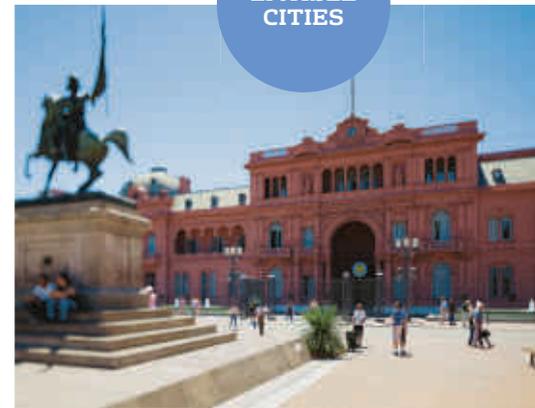
Operating for the last ten years in **Erevan** – the Armenian capital –, Veolia will be supplying drinking water and sanitation to the entire population of the country (3 million people) by 2030.



CIRCULAR CITIES

By saving its resources, **circular cities** promote growth, create jobs, secure their supplies and reduce their CO<sub>2</sub> emissions. In local loops, they encourage local players to recycle and to prolong the duration of use of materials. They promote a functionality economy that encourages shared infrastructures and services.

In **Sydney** (Australia), Veolia turns the city's organic waste into fertilizer and biogas. This green energy generates electricity for 3,600 homes and heats a fish farm.



LIVABLE CITIES

**Livable cities** promote their inhabitants' well-being. They protect biodiversity and reduce their environmental footprint by favoring renewable sources of energy. In eco-neighborhoods, they optimize the quality of the environment through high environmental performance solutions.

In the booming city of **Buenos Aires** (Argentina), Veolia optimizes city center waste collection thanks to the deployment of 170 vehicles and 3,000 geolocalized containers.



SMART CITIES

Thanks to the data they collect to create new urban services, **smart cities** are able to improve their competitiveness, attractiveness and sustainability. More efficient and transparent, they better meet the expectations of their citizens and businesses, optimize their operation and preserve their resources.

In **Lille**, Veolia has created Vig'iléo – the smart control center for one of the largest drinking water networks in France – in order to improve its efficiency and preserve resources.

# OUR SERVICES FOR INDUSTRY

## MINING, METAL AND ENERGY INDUSTRIES

Market cyclicality, scarcity of natural resources and greater environmental responsibility: these industries face a number of challenges that encourages them to better reconcile productivity and sustainability. Veolia is a partner of choice for over a hundred of these industrial customers.

In 2016, **Pretium** chose Veolia to treat effluent from the Brucejack gold mine in Canada – one of the largest gold projects in the world. The Group thus ensures the mining company complies with the very stringent environmental discharge standards.



## DIFFICULT POLLUTION

The pharmaceutical, chemical, petroleum, metallurgical and nuclear industries are producing increasingly large amounts of hazardous waste. Against the backdrop of an ever more stringent regulatory framework, Veolia offers them its unique know-how which enables them to efficiently treat their waste.

Veolia's **Nuclear Solutions** business offers the nuclear industry the most complete range of technologies, expertise, and services for cleaning up and dismantling installations and treating low and intermediate-level radioactive waste.



## END OF LIFE INDUSTRIAL FACILITY MANAGEMENT

The increase in the number of end-of-life industrial facilities and the amount of end-of-life equipment offers Veolia significant prospects for growth. On this market, the Group has strengthened its expertise throughout the entire value chain, including decommissioning, decontamination, compliance, and material recovery.

On the North Sea **Lutelandet** site, Veolia is dismantling and recycling a 14,000 metric ton oil platform in one operation. 99.7% of the recovered materials – precious metals, steel, electrical equipment, etc. – will be recycled.



## THE CIRCULAR ECONOMY

Given the scarcity of resources, Veolia develops circular economy solutions for and with its customers, making some people's waste someone else's resource. The Group therefore creates local loops between players operating in the same territory.

Thanks to its plant in **Vroomshoop** in the Netherlands, Veolia is the European leader in plastics recycling and in the production of recycled plastic. This competitively priced secondary raw material, used in particular to make household electrical appliances, has the same qualities as virgin polypropylene, and is also environmentally friendly.



## THE FOOD AND PHARMACY/COSMETICS INDUSTRIES

Veolia supports these sector players by implementing innovative water, waste and energy management solutions, which help them reduce their environmental footprint, optimize their operational performance and strengthen their brand image.

In an unprecedented alliance, Veolia develops innovative water, energy, plastics and industrial waste management solutions on **Danone's** sites. This partnership is in line with the climate policy introduced by the food group, which has set itself the target of zero net carbon emissions by 2050. On the Moly-Littry site (France), Veolia is transforming the packaging waste from 60 dairy products into secondary raw materials.



## THE OIL, GAS AND CHEMICALS INDUSTRIES

Increasing global demand, extremely volatile prices, increasingly stringent environmental regulations... Veolia helps oil, gas and chemical companies optimize their costs and production while reducing their ecological footprint.

**Sinopec**, the largest refiner in China and Asia, has chosen Veolia to manage the entire water cycle on its Yanshan petrochemical complex near Beijing. The objective is to optimize water consumption and increase its recycling rate in order to reduce the site's water footprint and meet the most stringent local standards in the world.

## Resourcing the planet Environmental performance

1

### SUSTAINABLY MANAGE NATURAL RESOURCES BY SUPPORTING CIRCULAR ECONOMY

2020 target  
Achieve €3.8 billion  
in circular economy  
related revenue

2016 performance  
€3.5 billion

2

### CONTRIBUTE TO COMBATING CLIMATE CHANGE

2020 target  
Achieve 100 million metric  
tons CO<sub>2</sub> equivalent of  
reduced emissions and  
50 million metric tons CO<sub>2</sub>  
equivalent of avoided  
emissions for the period  
spanning from 2015 to 2020

2016 performance  
29.4 million metric tons  
CO<sub>2</sub> equivalent reduced  
since 2015

12.4 million metric tons  
CO<sub>2</sub> equivalent avoided  
since 2015

---

2020 target  
Capture over 60% of  
methane from the landfills  
we operate

2016 performance  
53%

3

### PROMOTE AN ECO-FRIENDLY APPROACH TO CONSERVE BIODIVERSITY

2020 target  
Carry out a diagnosis  
and deploy an action  
plan in 100% of sites with  
significant biodiversity issues

2016 performance  
40%

## Resourcing the regions Societal performance

4

### BUILD NEW MODELS FOR RELATIONS AND VALUE CREATION WITH OUR STAKEHOLDERS

2020 target  
Have entered into a major  
partnership based on value  
creation in each zone  
and each growth segment

2016 performance  
Major partnerships signed:  
Danone, IBM, Takeei, EPM,  
Swiss Re

5

### CONTRIBUTE TO LOCAL DEVELOPMENT

2020 target  
Maintain above 80% the  
percentage of Veolia's  
spending reinvested locally

2016 performance  
84.8% (average calculated  
on the principal areas  
representing 68% of  
2016 revenue)

6

### SUPPLY AND MAINTAIN SERVICES CRUCIAL TO HUMAN HEALTH AND DEVELOPMENT

2020 target  
Contribute to the United  
Nations sustainable  
development goals, as  
we did to the Millennium  
Development Goals

2016 performance  
7.2 million people  
connected to a drinking  
water supply and  
more than 3.3 million  
to a sanitation service

## Veolia's people Social performance

7

### GUARANTEE A HEALTHY AND SAFE WORKING ENVIRONMENT

2020 target  
Achieve an accident  
frequency rate of 6.5 or less

2016 performance  
Frequency rate: 9.92

8

### ENCOURAGE THE PROFESSIONAL DEVELOPMENT AND COMMITMENT OF EACH EMPLOYEE

2020 target  
Provide training to over 75%  
of employees every year

2016 performance  
73%

---

2020 target  
Maintain managers'  
commitment rate  
at over 80%

2016 performance  
86%

9

### GUARANTEE RESPECT FOR DIVERSITY AND HUMAN AND FUNDAMENTAL SOCIAL RIGHTS WITHIN THE COMPANY

2020 target  
Achieve 95% of employees  
with access to social  
dialogue devices

2016 performance  
over 90%

# OUR COMMITMENTS TO SUSTAINABLE DEVELOPMENT

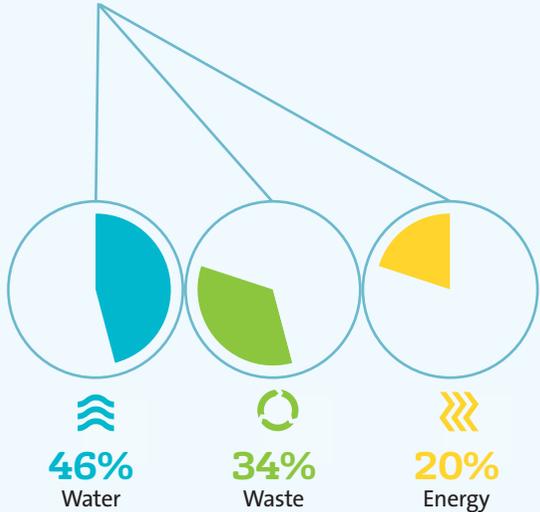
2016 PERFORMANCES

OUR  
KEY FIGURES

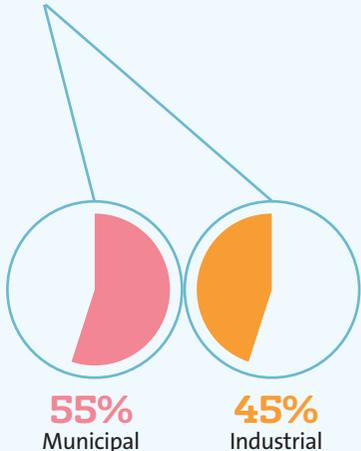
€24,390 million  
in revenue

163,226  
employees

BREAKDOWN OF REVENUE BY ACTIVITY

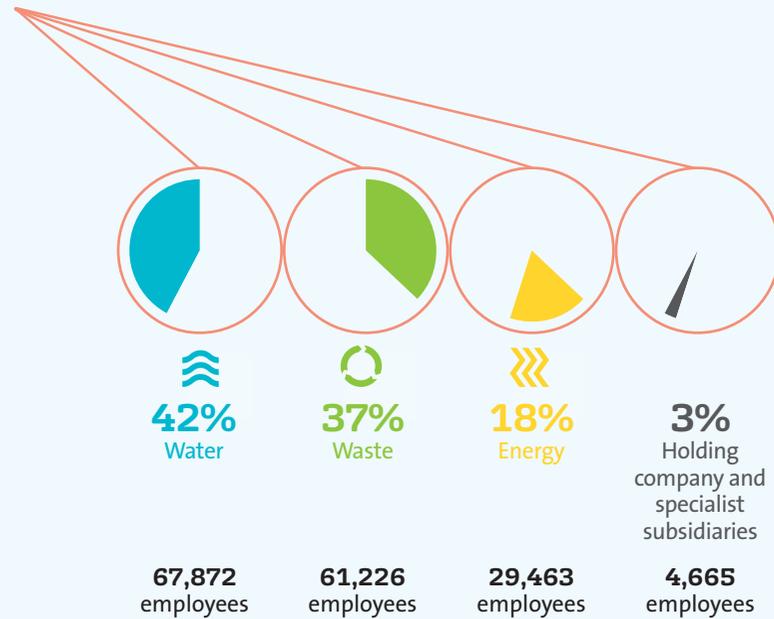


BREAKDOWN OF REVENUE BY CUSTOMER SECTOR



# SOCIAL DATA

## BREAKDOWN OF WORKFORCE BY ACTIVITY



## BREAKDOWN OF WORKFORCE BY SOCIO-PROFESSIONAL CATEGORY

- Manual workers/operatives **53%**
- Line managers/technical **21%**
- Office workers **14%**
- Managers **12%**

## PERCENTAGE OF FEMALE EMPLOYEES BY SOCIO-PROFESSIONAL CATEGORY

- Board of Directors **40%**
- Executives **19.4%**
- Managers **25.5%**
- Line managers/technical **20.5%**
- Office workers **58%**
- Manual workers/operatives **7.7%**



**91.5%** of employees are on a permanent contract

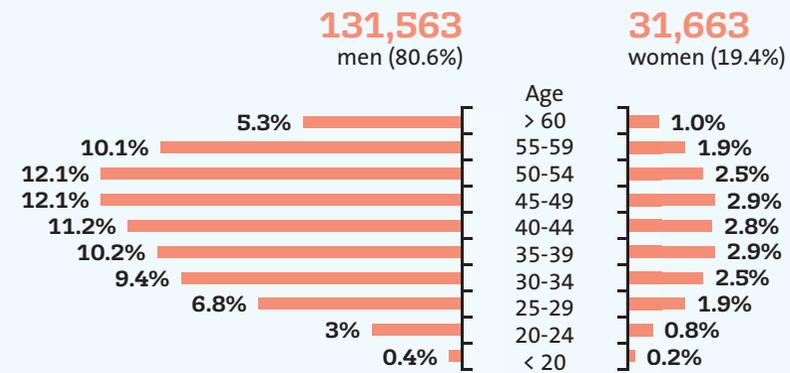
**13%** of employees are under the age of 30

**18%** of employees are over the age of 55



**19.4%** women in 2016

## BREAKDOWN OF WORKFORCE BY AGE



## Our commitments to Veolia's people

### PERCENTAGE OF EMPLOYEES HAVING UNDERGONE AT LEAST ONE TRAINING SESSION DURING THE YEAR

CSR commitments 2020 target

**75%**  
minimum of employees trained

**73%**  
of employees have undergone training

**16.6 hours**  
of training on average per employee per year

### MANAGERS COMMITMENT SURVEY 2015

CSR commitments 2020 target

Over **80%**  
of managers committed

**86%**  
Commitment rate

### COVERAGE RATE FOR SOCIAL DIALOGUE ARRANGEMENTS

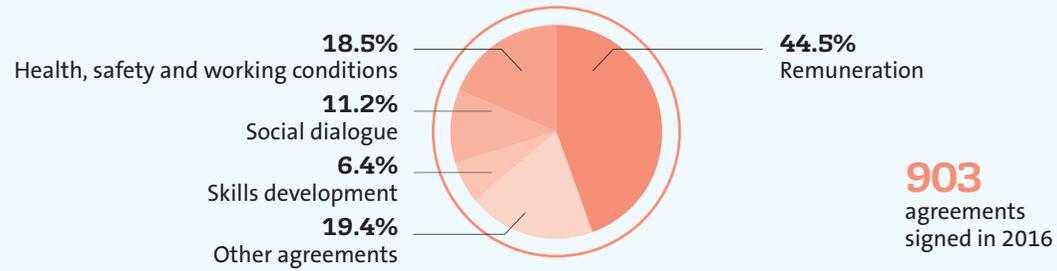
CSR commitments 2020 target

**95%**

**+90%**  
of employees covered by social dialogue arrangements

## SOCIAL DATA

### BREAKDOWN OF AGREEMENTS SIGNED BY TOPIC



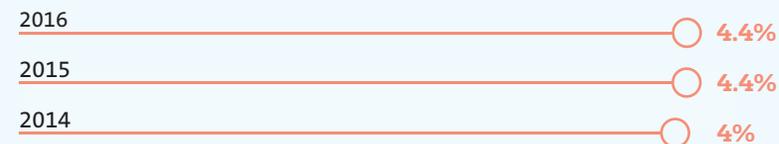
### CHANGE IN WORKPLACE ACCIDENT FREQUENCY AND SEVERITY RATES



(1) Frequency rate: number of lost time workplace accidents per million hours worked.  
(2) Severity rate: number of days lost as a result of workplace accidents per thousand hours worked.



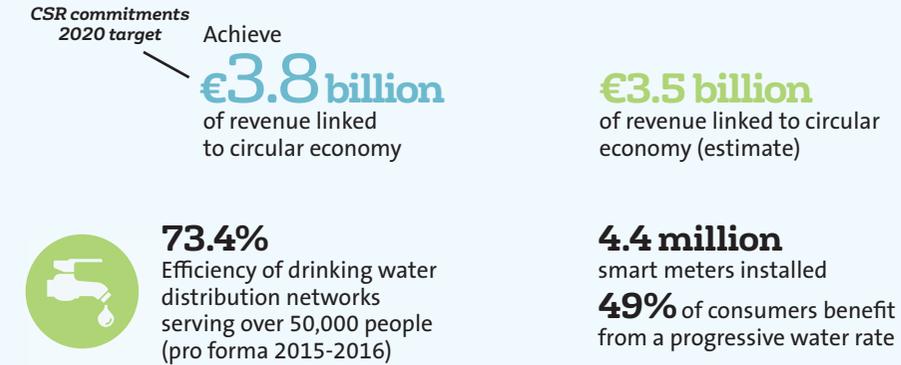
### ABSENTEEISM RATE (EXCLUDING MATERNITY AND PATERNITY LEAVE)



**3.36%** Resignation rate for executives

## ENVIRONMENTAL DATA

### Sustainably manage natural resources by promoting circular economy



### VOLUME OF WATER REUSED FROM COLLECTED AND TREATED WASTEWATER

in million m<sup>3</sup> (water and waste activities)



**66%** of waste we treat recovered as matter and energy

**62,938 metric tons** of materials recovered from dismantling operations

**58%** of combustion residues recovered (incineration and energy business)

**64%** of sewage sludge recovered

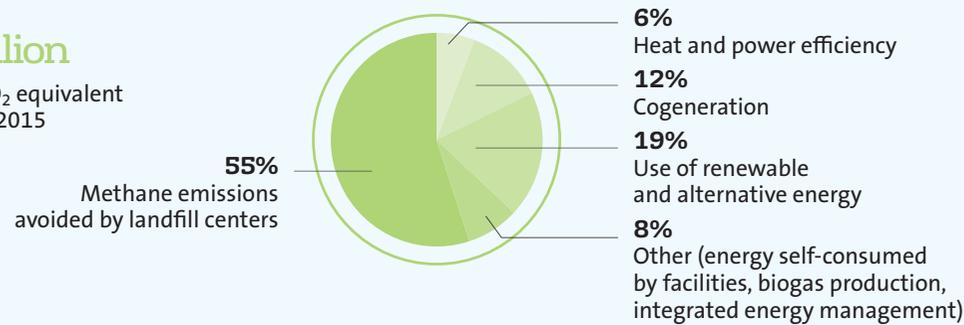
# ENVIRONMENTAL DATA

## Contribute to combating climate change

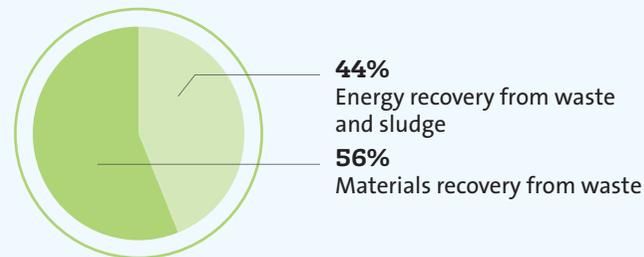
CSR commitments 2020 target

Achieve **100 million** metric tons CO<sub>2</sub> equivalent of reduced emissions and **50 million** metric tons CO<sub>2</sub> equivalent of avoided emissions for the period spanning from 2015 to 2020

**29.4 million** metric tons CO<sub>2</sub> equivalent reduced since 2015



**12.4 million** metric tons CO<sub>2</sub> equivalent avoided since 2015



CSR commitments 2020 target

Capture over **60%** of the methane from the landfill centers we manage and **53%** of methane captured

**16.3 million MWh** of renewable and alternative energy produced, which is equivalent to 30% of Veolia's total energy production

**85%** Energy efficiency of heating networks delivering more than 100 GWh/year

**735 kWh/t** Energy production from municipal waste incinerators

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

**337 Wh/m<sup>3</sup>** Electricity consumed to treat wastewater in treatment plants with a greater than 100,000 population equivalent capacity

## Promote an eco-friendly approach to conserve biodiversity

CSR commitments 2020 target

Carry out a diagnosis and deploy an action plan in **100%** of sites with significant biodiversity issues

Diagnosis and action plan in **40%** of the sites identified



**47 sites** have a partnership with a local nature conservation association

**155 sites** have introduced ecological management

## Steering environmental performance

CSR commitments 2020 target

Deploy our new internal environmental management system in **100%** of our operational activities

**40%** of Veolia's operational revenue covered

**68%** of revenue is covered by ISO 14001 certification for environmental management

## SOCIETAL DATA

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

CSR commitments  
2020 target

#### Have entered into a major partnership

based on value creation in each zone and each growth segment.  
Examples of major partnerships signed: **Danone, IBM, Takeei, EPM, Swiss Re**

### Contribute to local development

CSR commitments  
2020 target

Maintain above

**80%**

the percentage of Veolia's spending reinvested locally

Spending reinvested locally:

**84.8%**

(average calculated on the principal areas representing 68% of 2016 revenue)

**49%** of strategic suppliers assessed for their CSR performance since 2014

**58.9%** of Veolia's active contract portfolio includes a sustainable development clause

**€7.3 million** is spent on purchases in the sheltered and supported employment sector in France

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

CSR commitments  
2020 target

#### Contribute to the United Nations Sustainable Development Goals,

as we did to the Millennium Development Goals:  
**7.2 million people** connected to a drinking water supply and more than **3.3 million** to a sanitation system

**42** new projects supported by the Veolia Foundation in 2016 spending **€2.9 million**

**99.7%** of the water distributed by Veolia complied with applicable regulations

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Resourcing the world  **VEOLIA**

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