



**KEY DATA  
2023**





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# OUR 3 BUSINESSES

1



## WATER

**113**

million people supplied with drinking water

**103**

million people connected to wastewater systems

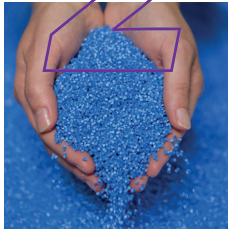
**3,809**

drinking water production plants managed

**3,222**

wastewater treatment plants managed

2



## WASTE

**43**

million people provided with collection services on behalf of municipalities

**63**

million metric tons of treated waste

**562,828**

business clients

**865**

waste processing facilities operated

3



## ENERGY

**42**

million MWh produced

**48,745**

thermal installations managed

**708**

heating and cooling networks managed

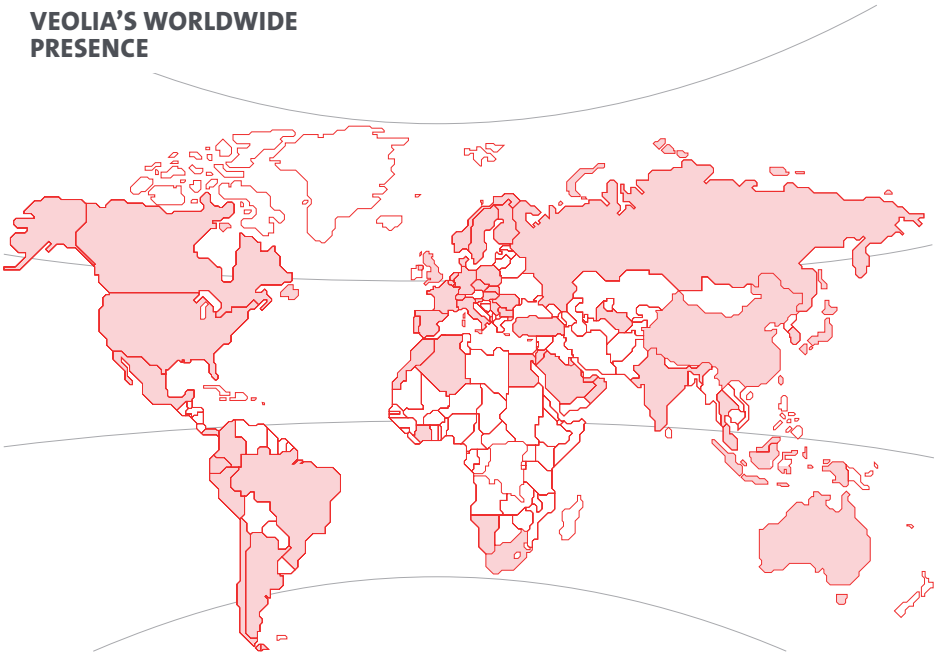
**2,118**

industrial sites managed

# WORLD LEADER

## A STRONGER GEOGRAPHICAL PRESENCE

### VEOLIA'S WORLDWIDE PRESENCE



Close to  
**218,000**  
employees worldwide



**57**  
countries <sup>(1)</sup>

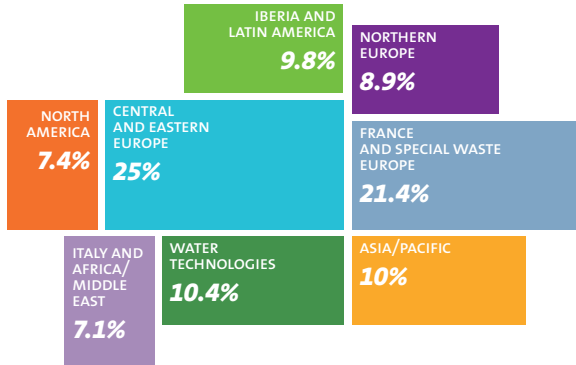


**€45,351 million**  
revenues

Figures as of  
December 31, 2023

(1) Countries in which Veolia has permanent operations with personnel and employed capital of more than €5 million.

## REVENUE BREAKDOWN

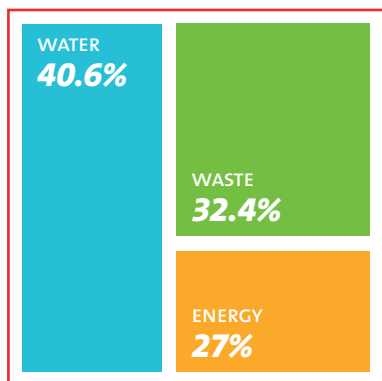


## A LEADER WORLDWIDE

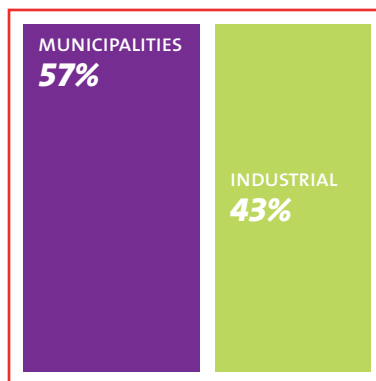
<p>▶ <b>EUROPE</b></p> <p>N°1 in municipal water N°1 in solid waste N°1 in hazardous waste N°2 in heat networks N°2 in energy efficiency for buildings</p>	<p>▶ <b>CZECH REPUBLIC</b></p> <p>N°1 in municipal water and industrial water</p>	<p>▶ <b>UNITED STATES</b></p> <p>N°1 in municipal water O&amp;M N°3 in regulated water N°3 in hazardous waste</p>	<p>▶ <b>CHINA</b></p> <p>N°1 in industrial water management N°2 in municipal water N°2 in heat networks</p>
<p>▶ <b>GERMANY</b></p> <p>N°2 in solid waste</p>	<p>▶ <b>FRANCE</b></p> <p>N°1 in municipal water N°1 in hazardous waste N°2 in solid waste</p>	<p>▶ <b>CHILE</b></p> <p>N°1 in municipal water N°1 in hospital waste</p>	<p>▶ <b>MIDDLE EAST</b></p> <p>Joint N°1 in municipal water Joint N°1 in hazardous waste N°1 in energy efficiency for buildings</p>
<p>▶ <b>SPAIN</b></p> <p>N°1 in municipal water</p>	<p>▶ <b>UNITED KINGDOM</b></p> <p>N°1 in solid waste</p>	<p>▶ <b>AUSTRALIA</b></p> <p>N°1 in solid waste N°1 in municipal water</p>	
<p>▶ <b>POLAND</b></p> <p>N°1 in heat networks</p>	<p>▶ <b>VWTS/VWT</b></p> <p>N°1 World leader in water technologies</p>	<p>▶ <b>JAPAN</b></p> <p>N°2 in plastics recycling N°2 in municipal water</p>	

# OUR ACTIVITIES

## BREAKDOWN OF REVENUE BY BUSINESS LINE

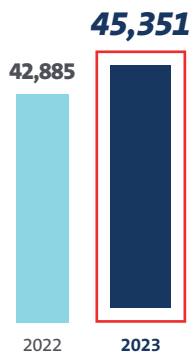


## BREAKDOWN OF THE GROUP'S CUSTOMER BASE

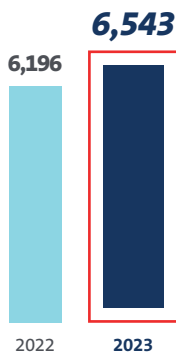


## ECONOMIC AND FINANCIAL RESULTS

Growth in revenue  
(in € million)

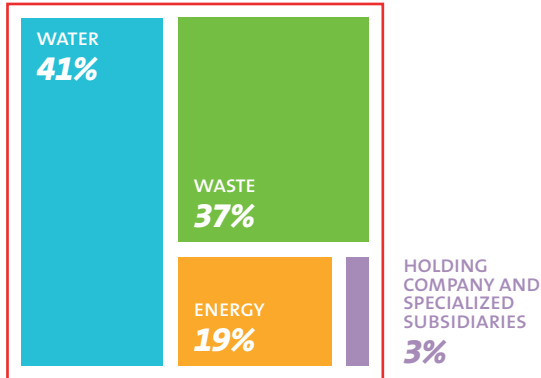


EBITDA  
(in € million)<sup>(1)</sup>

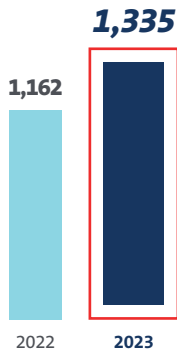


(1) Including IFRIC 12 and IFRS 16 impacts.

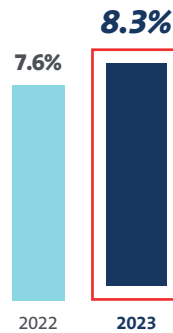
**BREAKDOWN OF WORKFORCE BY ACTIVITY**



Group current net income (in € million)<sup>(2)</sup>



Post-tax ROCE<sup>(2)</sup>









**NON-  
FINAN-  
CIAL  
PERFOR-  
MANCE**

# VEOLIA'S ESG

## IN BRIEF

# E

**15.5 Mt CO<sub>2</sub> eq.**

**avoided** thanks to  
Veolia's solutions

**400 M m<sup>3</sup>**

**of water saved** in 2023  
compared to 2019 thanks  
to network performance

**465,000 t**

**of recycled plastic**  
with our 37 plants  
all over the world

# S

**89%**

**engagement rate**  
Ipsos engagement  
survey

**100%**

**protected employees**  
with a social benefits  
base-CARE Program

**460,200**

**local jobs**  
indirect or induced  
by Veolia's activities

# G

**Multifaceted**

**performance** with  
external engagements  
on 18 KPIs (including  
14 extra-financial)

**16,000**

**employees** with  
a bonus policy based  
on multifaceted  
performance

**1<sup>st</sup>**

**shareholder = employees**  
with 7.5% of the capital  
(vs 6.5% in 2022)

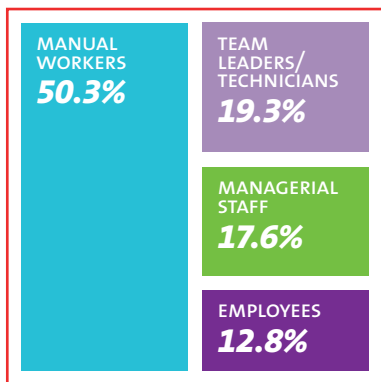
**Veolia's multifaceted performance**

# HUMAN RESOURCES

## DATA

### DISTRIBUTION OF STAFF

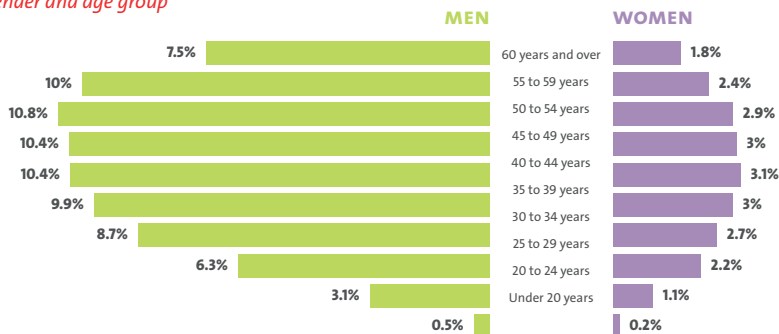
By socio-professional category



**77,6%**  
Men

**22,4%**  
Women

By gender and age group



**94.6%**  
of employees  
are on permanent  
contracts

**3,510**  
work-study students  
at Veolia, of which  
62% in France

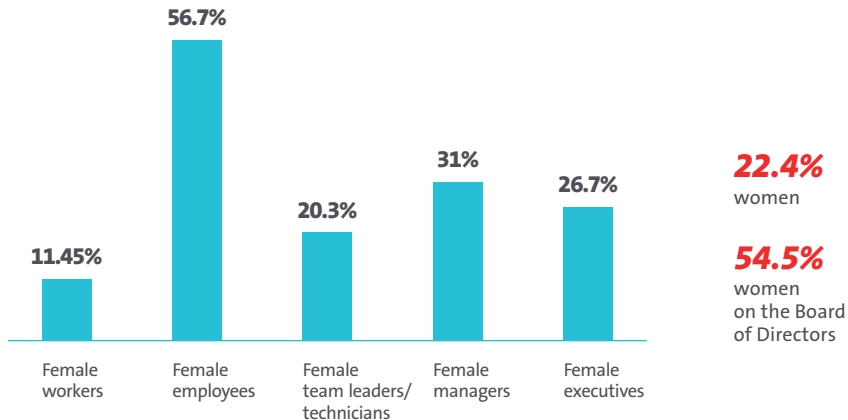
**13.4%**  
of employees  
are under 30

**21.7%**  
of employees  
are over 55

**43.7 years**  
Average age  
of employees

## GENDER BALANCE – FEMINIZATION

*Feminization rate by socio-professional category*



### TARGET FOR THE RATE OF FEMINIZATION

▶ **35%**

of women managers recruited on permanent contracts every year

▶ **More than 40%**

of women at the Veolia Board of Directors

▶ **30%**

of managers in 2023

▶ **26%**

of women among the Group's senior executives in 2023 (Executive Resources); 30% in 2026 and 40% in 2029

▶ **50%**

of women appointed among senior executives (Executive Resources) between 2020 and 2023

## SAFETY AT WORK

**0,34**

Workplace accident severity rate (0.39 in 2022)

*more than 83%*

of employees took at least one health and safety training course

*Severity rate:*

*number of days lost to workplace accidents per thousand hours worked.*

**4.95**

Frequency rate of lost time injuries (5.61 in 2022)

2023 TARGET ▶ **5**

*Frequency rate:*

*number of lost time injuries accidents per million hours worked.*

## EMPLOYEE TRAINING AND EMPLOYABILITY

94.5%

of employees took at least one training course

29 hours

of training on average per employee per year

2023 TARGET ▶ 23 hours

## EMPLOYEE COMMITMENT

Employee commitment measured by an independent "Voice of Resources" survey

89% Commitment rate with all employees surveyed (almost 115,000)

Extension of the surveyed panel from over 80,000 in 2020, to 100,000 in 2021, and to almost 160,000 employees in 2022 and 2023 = 75% of the group's workforce with a constant commitment rate vs 2022 and improving (vs 2021).

2023 TARGET ▶ ≥ 80%

## SOCIAL DIALOGUE

1,713

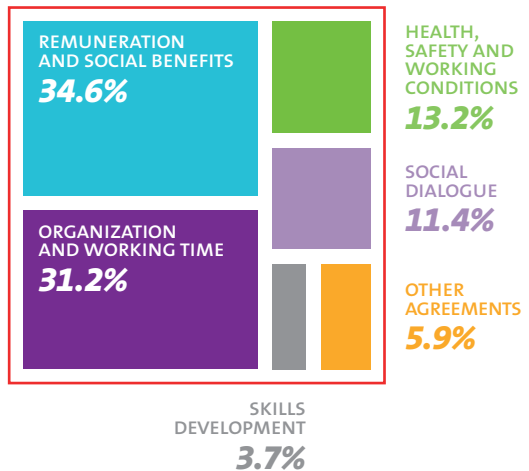
agreements signed

86%

Social dialogue committee coverage rate

2023 TARGET ▶ > 95%

### Distribution of signed agreements by subject



## ABSENTEEISM

4.19%

Absenteeism rate (excluding maternity, paternity) (4.37% in 2022)

# ENVIRONMENTAL DATA

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## COMBATING POLLUTION AND ACCELERATING ECOLOGICAL TRANSFORMATION

**99.2%**

Deployment rate of the Environmental & Industrial Management System (EIMS) within the Group BUs

2023 TARGET ▶ **95%**

## COMBATING CLIMATE CHANGE

**42%**

Progress on the investment plan to phase out coal in Europe by 2030

2023 TARGET ▶ **30%** of total investments made

**15.5 Mt CO<sub>2</sub> eq.**

Annual contribution to avoided GHG emissions

2023 TARGET ▶ **15** Mt CO<sub>2</sub> eq.

Changes in GHG emissions from activities under operational control in the scope:

**Scope 1** (direct emissions)

**27.9** Mt of CO<sub>2</sub> eq.

**Scope 2** (indirect emissions from energy purchases)

**5.7** Mt of CO<sub>2</sub> eq.

**Scope 3** (other indirect emissions)

**31.34** Mt of CO<sub>2</sub> eq.

**5.2%** Reduction in scopes 1 and 2 GHG emissions compared to the 2018 reference scope (Science-Based Target initiative)

2023 TARGET ▶ **-3%**

**58.5%** Methane capture rate at current scope

2023 TARGET ▶ **55%**

**25%** Share of biomass in the energy consumption of power plants

2023 TARGET ▶ **24%**

**+23.4%** vs 2019: production of renewable and recovered energy

2023 TARGET ▶ **+15%** vs 2019

**97.6%** Share of biomass (wood) with traceability for energy production for thermal installations selling more than 100 GWh/year

2023 TARGET ▶ **98%**

**70%** Share of biomass (wood) with certification for energy production for thermal installations selling more than 100 GWh/year

2023 TARGET ▶ **80%**

**74.2%** Energy performance of cogeneration energy production (heat and electricity)

2023 TARGET ▶ **70%**

**1.2 kg CO<sub>2</sub>/km**  
Emissions from waste collection

2023 TARGET ▶ **< 1.4** kg CO<sub>2</sub>/km

**30%** Deployment rate of a flood risk adaptation plan on the sites at issue

## IMPROVING ENERGY EFFICIENCY

**328 Wh/m<sup>3</sup>** consumed for wastewater treatment in wastewater treatment plants with a population equivalent capacity of over 100,000

2023 TARGET ▶ **< 335** Wh/m<sup>3</sup>

**241 Wh/m<sup>3</sup>** consumed for drinking water production (excluding desalination) for plants with a capacity of more than 60,000 m<sup>3</sup> per day

2023 TARGET ▶ **< 250** Wh/m<sup>3</sup>

## PROMOTING THE CIRCULAR ECONOMY

**465 kt** of recycled plastics in Veolia transformation plants

2023 TARGET ▶ **610** kt

**€9.2 billion** in circular economy revenue

2023 TARGET ▶ **€6.3** bn

**16%** Material recovery rate from treated waste

2023 TARGET ▶ **20%**

**27%** Rate of energy production from treated waste

2023 TARGET ▶ 30%

**91%** Recovery rate for residual bottom ash from waste incineration

2023 TARGET ▶ 90%

**77%** Rate of recovery of combustion residues from the Energy business line (bottom ash, fly ash)

2023 TARGET ▶ > 70%

**74%** Recovery rate of sludge from wastewater treatment

2023 TARGET ▶ > 75%

**84%** Abatement rate of treated hazardous waste

## PROTECTING ENVIRONMENTS AND BIODIVERSITY

**85%** Progress on action plans to improve the environmental and biodiversity impact of sensitive sites.

2023 TARGET ▶ 75%

**65%** Share of sites with “zero” use of herbicides and pesticides<sup>(1)</sup>

2023 TARGET ▶ 75%

**64%** Rate of implementation of ecological management on sites<sup>(2)</sup> > 1 ha of green spaces

2023 TARGET ▶ 75%

**59%** Share of sites<sup>(2)</sup> that have raised awareness internally or externally on the issues of protecting environments and biodiversity

2023 TARGET ▶ 50%

*Wastewater treatment for wastewater treatment plants with a capacity of more than 100,000 inhabitants equivalent*

**95.6%** BOD treatment efficiency

2023 TARGET ▶ ≥ 95%

**91.6%** COD treatment efficiency

2023 TARGET ▶ ≥ 90%

<sup>(1)</sup> Reporting scope: Waste activity (all sites); Water activity (wastewater plants with more than 100,000 inhabitants equivalent and drinking water plants with more than 60,000 m<sup>3</sup>/day); Energy activity (energy production installations selling more than 100 GWh/year).

<sup>(2)</sup> Local footprint methodology and calculation by Utopies.



*Emissions from incineration*

**129 mg/Nm<sup>3</sup>** NO<sub>x</sub>,  
i.e. 64% on average with respect  
to EU emissions standards

2023 TARGET ▶ < 115

**13 mg/Nm<sup>3</sup>** SO<sub>x</sub>,  
i.e. 26% on average with respect  
to EU emissions standards

2023 TARGET ▶ < 40

**2 mg/Nm<sup>3</sup>** dust,  
i.e. 20% on average with respect  
to EU emissions standards

2023 TARGET ▶ < 10

*Emissions from energy production  
for thermal installations selling  
more than 100 GWh/year  
(per MWh of energy consumed)*

**182 g/MWh** NO<sub>x</sub>

2023 TARGET ▶ < 270 g/MWh

**120 g/MWh** SO<sub>x</sub>

2023 TARGET ▶ < 210 g/MWh

**10 g/MWh** dust

2023 TARGET ▶ < 13 g/MWh

**2.8 g/MWh** mercury

2023 TARGET ▶ < 5 g/MWh

## MANAGING WATER RESOURCES IN A SUSTAINABLE WAY

**76.4%** Efficiency of drinking water  
networks for networks serving more than  
50,000 inhabitants, at constant scope

2023 TARGET ▶ ≥ 75%

**1,144** million m<sup>3</sup> of water reused  
from collected and treated wastewater

**67%** Deployment rate of water diagnoses  
at sites with significant water stress issues

2023 TARGET ▶ 95%

**77%** Share of consumers  
with a progressive tariff

2023 TARGET ▶ 80%

**10.11** million smart  
meter solutions

2023 TARGET ▶ 6 M

# SOCIETAL DATA

## ACCESS TO ESSENTIAL SERVICES

**7.27** million inhabitants benefited from inclusive facilities to access water or wastewater services under contracts with Veolia, i.e. +27.4% compared with 2019

2023 TARGET ▶ **+12%** vs 2019

## NEW ACCESS TO WATER AND SANITATION

**8.5** million people supplied with drinking water since 2015

and **9.8** million to sanitation services since the implementation of the SDG in 2015

The Veolia Foundation participated in development aid or humanitarian emergency situations via:

**10** projects

Through 20 missions, Veoliaforce mobilised:

**31** volunteers for 450 man-days of skills sponsorship

and **9** permanent staff members

for **1,474** man-days

## CONTRIBUTING TO LOCAL DEVELOPMENT AND APPEAL

Creation of jobs and resources in the regions, according to the socio-economic study performed each year to measure Veolia's impact:

**1,561,629** jobs supported

**€77.5 bn** in wealth created (contribution to GDP) in **58** countries

For every euro of added value created by Veolia, an additional €2.4 is generated in the economy. For one direct job at Veolia, 7 additional jobs are supported in the economy.

2023 TARGET ▶ Annual evaluation, since 2020, of global and geographical impacts in at least 45 countries

**90.2%** of spending reinvested locally

2023 TARGET ▶ stay above **80%**

**89%** of active contracts in the supplier contract database include the Group CSR clause

2023 TARGET ▶ **95%**

**77%** Share of strategic suppliers assessed over the past three years

2023 TARGET ▶ **85%**

**74%** of Veolia's suppliers in France are SMEs (small and medium-sized enterprises) and **14%** are ISEs (intermediate-sized enterprises), representing a total of **€3,452 M**

**€10.4 M** in purchasing costs from the protected workers sector (France)

**13** partner incubators in the world where the Open Social Innovation program, "Pop Up", is deployed, enabling 20 collaborations with entrepreneurs

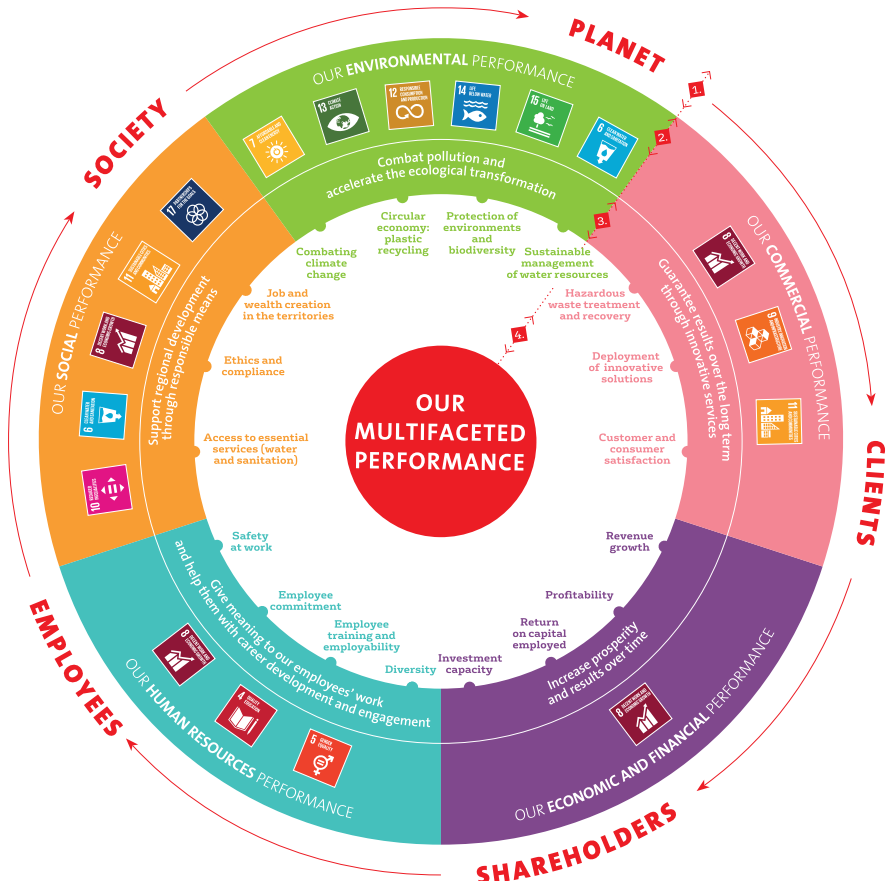
## ETHICS AND COMPLIANCE

**88%** of respondents to the engagement survey responded positively to the question "Are Veolia's values and ethics applied in my entity?"












2023 TARGET ▶ **≥ 80%**










**36,200** employees took an e-learning course on anti-corruption, conflicts of interests, anti-competitive practices and the vigilance plan

# MULTIFACETED PERFORMANCE INDICATORS



1. Our stakeholders
2. Our performance
3. Our commitments
4. Our goals

Aspect	Commitment	Objective	SDG	Indicator-definition	2019 reference	2020 Results	2021 Results	2022 Results	2023 Results	2023 Target
Economic and financial performance	Increase prosperity and results over time	Revenue growth		Annual growth in published revenue	€27.2 billion	€26 billion	€28.5 billion	€42.9 billion	€45,3 billion	Annual target
		Profitability		Current net income - Group share	€760 million	€415 million	€896 million	€1,162 million	€1,335 million	€1 billion
		Return on capital employed		ROCE after tax (with IFRS 16)	8.4%	6.4%	8.2%	7.6%	8.3%	Annual target
		Investment capacity		Free Cash Flow (before discretionary investments)	€1,230 million	€942 million	€1,720 million	€1,463 million	€1,683 million	Annual target
Human resources performance	Give meaning to our employees work and help them with career development and engagement	Employee commitment		Rate of engagement of employees, measured through an independent survey	84%	87%	87%	89%	89% (v)	≥ 80%
		Safety at work		Last time injury frequency rate	8.12	6.60	6.65	5.61	4.95(v)	5
		Employee training and employability		Average number of training hours per employee per year	18h	17h	21h	26h	29h(v)	23 h
		Diversity		Proportion of women appointed among Executive Resources from 2020 to 2023 <sup>(1)</sup>	Not applicable	28.3%	30.4%	30.3%	30.7%	50.0%
Commercial performance	Guarantee results over the longterm through innovative services	Customer and consumer satisfaction		Customer satisfaction rate calculated using the Net Promoter Score	Not applicable	NPS = 41 with 57% of revenue covered	43 with 72% of revenue covered	48 with 83% of revenue covered <sup>(2)</sup>	53 with 82% of revenue covered	NPS > 30 with 75% of revenue covered
		Development of innovative solutions		Number of innovations included in at least ten contracts signed by the Group	Not applicable	2	6	10	17	12
		Hazardous waste treatment and recovery		Consolidated revenue generated by the hazardous and liquid waste treatment and recovery activities	2.6 Mds€	2.5 Mds€	3.1 Mds€	4.1 Mds€	4,2 Mds€	> 4 Mds€

Aspect	Commitment	Objective	SDG	Indicator-definition	2019 reference	2020 Results	2021 Results	2022 Results	2023 Results	2023 Target
Environmental performance	Combat pollution and accelerate the ecological transformation	Combating climate change		<ul style="list-style-type: none"> <li>Reducing GHG emissions: progress of the investment plan to phase-out coal in Europe by</li> </ul>	Not applicable	8.1% of investment to be achieved	17% of investment to be achieved	30% of investment to be achieved	42% of investment to be achieved	30% of investment to be achieved <sup>(4)</sup>
				<ul style="list-style-type: none"> <li>Avoided emissions: annual contribution to avoided GHG emissions (assessed with regard to a reference scenario) - FE IEA2013<sup>(5)</sup></li> </ul>	12.1 million metric tons of CO <sub>2</sub> eq	12.5 million metric tons of CO <sub>2</sub> eq	12.4 million metric tons of CO <sub>2</sub> eq	14.1 million metric tons of CO <sub>2</sub> eq	15.5 million metric tons of CO <sub>2</sub> eq <sup>(6)</sup>	15 million metric tons of CO <sub>2</sub> eq
		Circular economy: plastic recycling	 	<ul style="list-style-type: none"> <li>Volume of recycled plastic in Veolia transformation plants<sup>(7)</sup></li> </ul>	350 thousand metric tons	391 thousand metric tons	476 thousand metric tons	490 thousand metric tons	465 thousand metric tons	610 thousand metric tons
		Protection of environments and biodiversity	 	<ul style="list-style-type: none"> <li>Progress rate of action plans aimed at improving the environment and biodiversity footprint in sensitive sites<sup>(8)</sup></li> </ul>	Not applicable	1.7 %	30 %	66 %	85 %	75 %
		Sustainable management of water resources		<ul style="list-style-type: none"> <li>Efficiency of drinking water networks (Volume of drinking water consumed/ Volume of drinking water produced)<sup>(9)</sup></li> </ul>	72.5 %	73.4 %	75.6 %	76.3 %	76.4 % (v)	> 75%
Social performance	Support regional development through responsible means	Job and wealth creation in the territories		<ul style="list-style-type: none"> <li>Socio-economic footprint of Veolia's activities in the countries where the Group operates, with regard to jobs supported and</li> </ul>	Not applicable	- 1,105,398 jobs supported • € 51 billion of added value created in 51 countries	- 1,033,623 jobs supported • € 49 billion of added value created in 52 countries	- 1,147,238 jobs supported • € 53 billion of added value created in 50 countries	- 1,561,629 jobs supported • € 77.5 billion of added value created in 58 countries	Annual assessment of impacts, overall and by geography in at least 45 countries
		Ethics and compliance		<ul style="list-style-type: none"> <li>Rate of positive answers to this question of the engagement survey "Veolia's values and ethics are put into practice within</li> </ul>	92 % of Top 5000	83 % of all respondents	84 % of all respondents	85 % of all respondents <sup>(10)</sup>	88 % of all respondents	≥ 80% of all respondents
		Access to essential services (water and sanitation)		<ul style="list-style-type: none"> <li>Number of inhabitants benefiting from inclusive measures for access to water or sanitation within contracts</li> </ul>	5.71 million inhabitants	6.12 million inhabitants (+7%)	6.71 million inhabitants (+17.5%)	6.92 million inhabitants (+21.3%)	7,27 million inhabitants (+27.4%)	+12% vs 2019 at constant scope

(1) Formerly referred to as the Top 500 senior executives of the Group.

(2) 2022 data excluding the scope integrating activities transferred on the Suez combination.

(3) 2022 data concerns all activities of Veolia.

(4) The KPI is calculated with the initial investment budget for new forms of energy aimed at eliminating coal in Europe by 2030, estimated at €1.274 billion in 2019. This budget was revalued at €1.65 billion at the end of 2023.

(5) Emissions factors (EF IEA) for electricity used to set the Impact 2023 plan target.

(6) The 2023 EF IEA updated in the Global Report reporting tool in 2023 shows a value of 14.2 million metric tons of CO<sub>2</sub> eq in 2023.

(7) Since 2021, this indicator includes plastic volumes recycled in Veolia transformation plants processing WEEE and volumes recycled in plants acquired or sold by Veolia during the year. In the case of non-consolidated joint ventures, the indicator includes volumes of recycled plastics in proportion to Veolia's stake in these joint ventures.

(8) 2019-2023 pro forma data.

(9) For networks serving over 50,000 inhabitants. At constant scope.

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# Resourcing the world

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