

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 CO₂ 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.

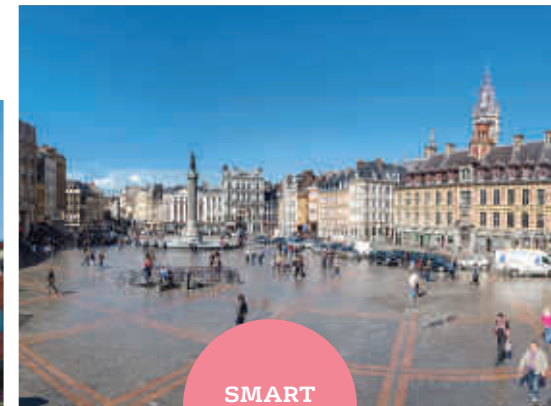
In **Sydney** (Australia), Veolia turns the city's organic waste into fertilizer and biogas. This green energy generates electricity for 3,600 homes and heats a fish farm.



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 CO₂ equivalent of
reduced emissions and
50 million metric tons CO₂
equivalent of avoided
emissions for the period
spanning from 2015 to 2020

2016 performance
29.4 million metric tons
CO₂ equivalent reduced
since 2015

12.4 million metric tons
CO₂ 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

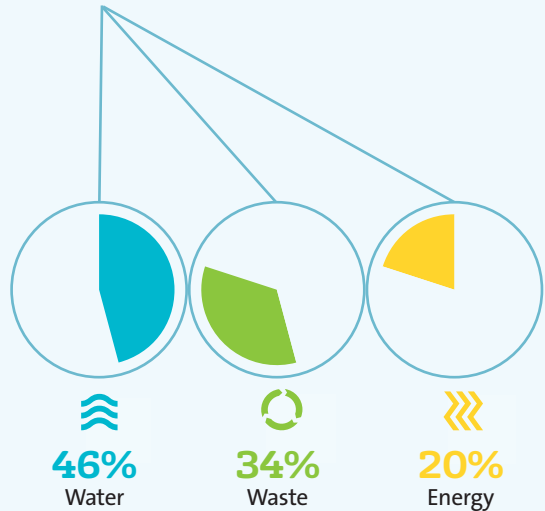
2016 PERFORMANCES

OUR
KEY FIGURES

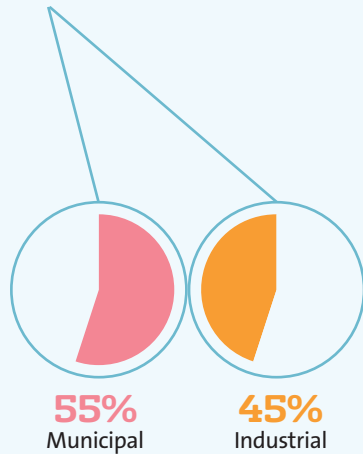
€24,390 million
in revenue

163,226
employees

BREAKDOWN OF REVENUE BY ACTIVITY

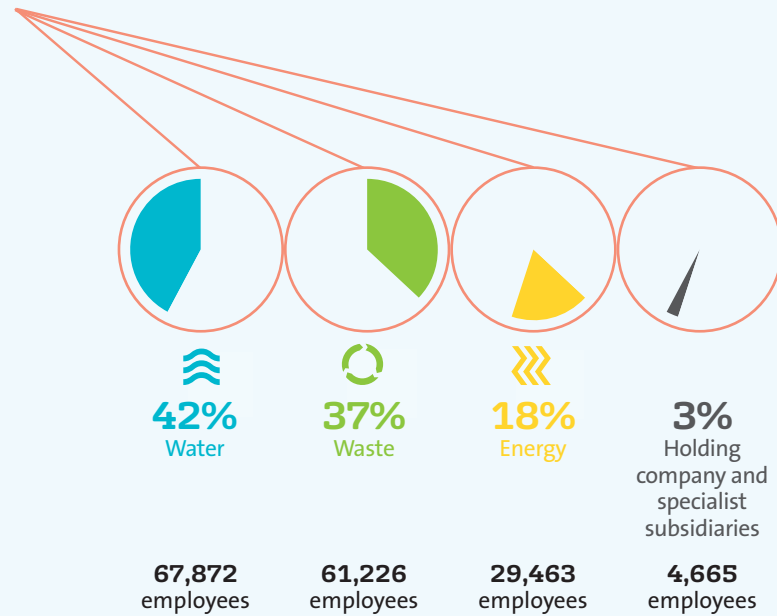


BREAKDOWN OF REVENUE BY CUSTOMER SECTOR



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

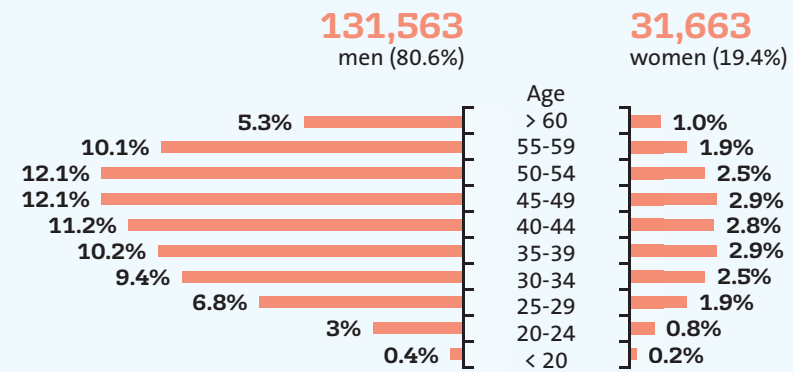
13% of employees are under the age of 30

18% of employees are over the age of 55



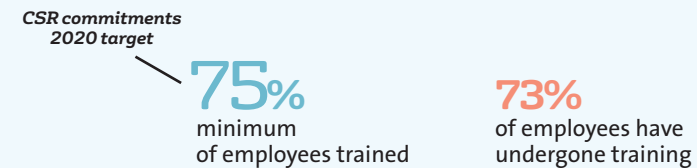
19.4% women in 2016

BREAKDOWN OF WORKFORCE BY AGE



Our commitments to Veolia's people

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



16.6 hours of training on average per employee per year

MANAGERS COMMITMENT SURVEY 2015

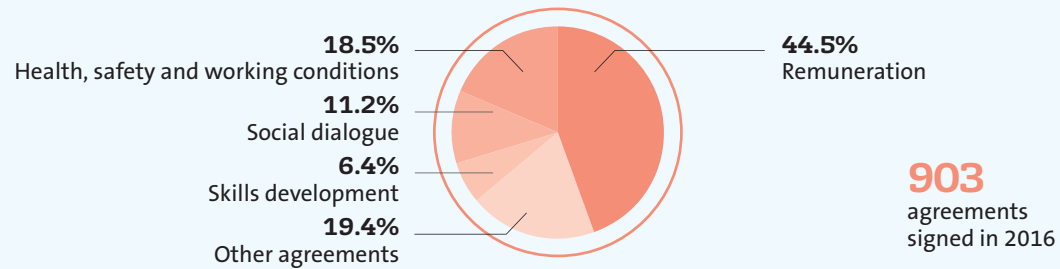


COVERAGE RATE FOR SOCIAL DIALOGUE ARRANGEMENTS

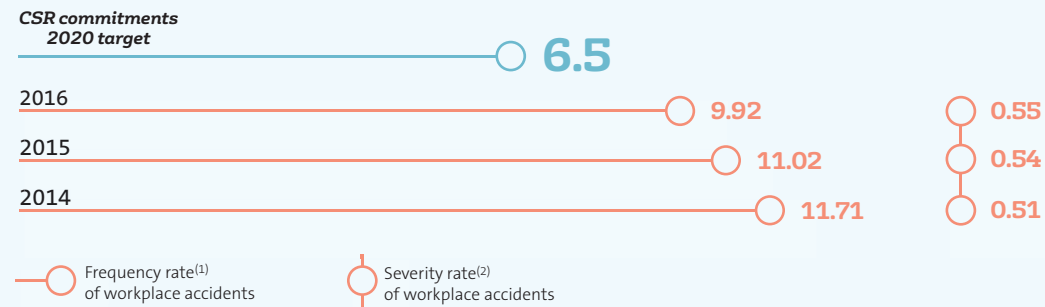


SOCIAL DATA

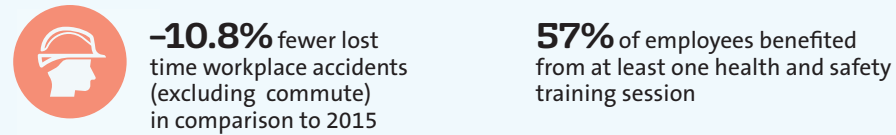
BREAKDOWN OF AGREEMENTS SIGNED BY TOPIC



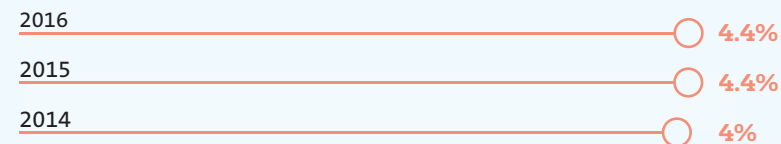
CHANGE IN WORKPLACE ACCIDENT FREQUENCY AND SEVERITY RATES



(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.



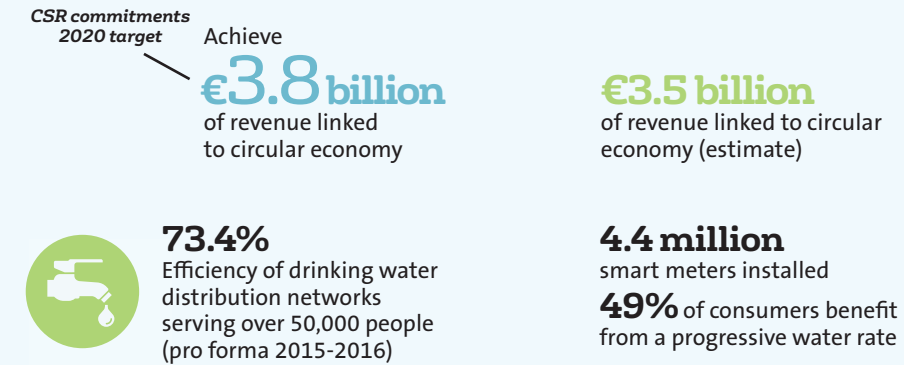
ABSENTEEISM RATE (EXCLUDING MATERNITY AND PATERNITY LEAVE)



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 m³ (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

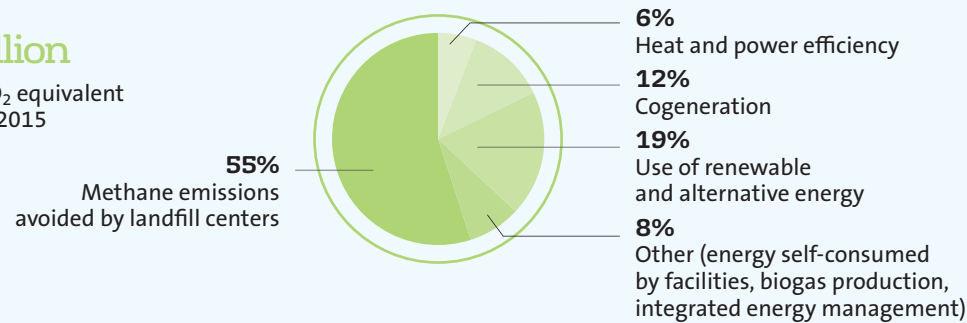
ENVIRONMENTAL DATA

Contribute to combating climate change

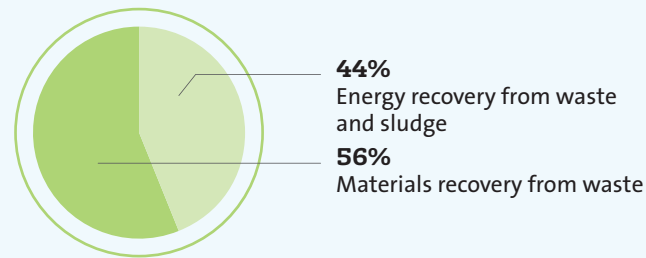
CSR commitments 2020 target

Achieve **100 million** metric tons CO₂ equivalent of reduced emissions and **50 million** metric tons CO₂ equivalent of avoided emissions for the period spanning from 2015 to 2020

29.4 million metric tons CO₂ equivalent reduced since 2015



12.4 million metric tons CO₂ 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/m³ 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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