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PLANET

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ESTELLE BRACHLIANOFF Chief Executive Officer of Veolia

There's no denying the facts. From Valencia and Mayotte to Los Angeles and beyond, our cities are flooded and aflame. Our homes are becoming uninhabitable, unsellable. People are watching their life savings vanish in the blink of an eye, creating a creeping sense of insecurity. Climate breakdown knows no law and no bounds. No one is safe and it strikes without warning.

The problem is that we are continuing to focus on the symptoms rather than the causes, forcing us to behave reactively instead of proactively. The measures that would have allowed us to protect ourselves have all too often been discredited, drowned in discourse sometimes seen as moralizing, punitive, and disconnected from everyday reality. And yet it is not so much the planet's survival that is at stake. It is our health, our purchasing power, and the survival of our industries and our jobs. It is our cities' independence and attractiveness, our businesses' competitiveness, our well-being, and our sovereignty.

How can we reduce our bills? Eradicate pollution-related diseases? Achieve food sovereignty? All these questions are rooted in a common denominator: our natural resources. They are essential to us all and belong to us all, driving our economy and underpinning our civilization. Even without the climate crisis,

> natural resources have started to become increasingly scarce. Quality is falling and conflicts over their use are increasing.

"Ecology is not an obstacle to overcome. It's how we protect ourselves, today and tomorrow."

At a time when the crucial challenges of re-industrialization and competitiveness are rearing their heads, our very dependence on resources makes us vulnerable. It destabilizes our economies, with profound consequences on supply chains and the prices people have to pay.

The time has come to act, adapting our models while improving our everyday lives. For example, rather than importing fossil fuels,

let's start by making full use of our local resources. By turning our waste into green energy, we don't just make our regions more independent and more resilient - we also reduce local residents' electricity bills. And that's a tangible benefit. There are also solutions for industry. Rather than allowing data centers to consume even more water and energy, let's start by rethinking how we design and manage their sites. By reusing treated wastewater, recovering heat, and turning to Al, we have the tools we need to significantly reduce their environmental footprint while creating value and making savings. And that's what makes the difference.

It is time to put an end to vague promises and hidden constraints. **Ecology is not** an obstacle to overcome. It's how we protect ourselves, today and tomorrow.



























Arnaud Valleteau Director of the Engineering & **Procurement Project activity of Veolia's** Water Technologies zone

Arnaud Valleteau is Director of the Engineering & Procurement Project activity of Veolia's Water Technologies zone. With over 20 years' experience in the water and environmental industries, Arnaud Valleteau joined the Veolia Group in 2003 and has held various positions in business development, operations and general management.



We are the Resourcers.

Together, we form an optimistic and determined team committed to an ecology that protects. Planet is our magazine, but it also belongs to you. All of you who work each and every day to come up with solutions for a sustainable and desirable future. Dive into its pages to read our stories and find out about a host of projects – ours and yours. Let's share our commitment and our expertise as we strive to protect the planet. Together, we can preserve our resources.

Together for an ecology that protects.

Editors-in-chief (left to right):

Laure Antoni, Manon Capmarty, Alexis Madelain, Fanny Demulier, Feryel Gadhoum, Pauline Le Golvan, Carrie Griffiths, José Guerra, Céline Hallier, Denisse Ike, Eva Kucerova, Gabriella Lazzoni, Nicolas Levy, Robert Lozano Vergés, Evgeniya Mazalova, Kate Moonen, Marie Morresi, Romain Prudent, Justine Shui, Arthur Thoux.



Daniel Spiller

Chief Operations Officer - Water for Veolia Australia & New Zealand

Daniel Spiller, currently serving as Chief Operations Officer - Water for Veolia Australia & New Zealand, is a distinguished expert in water infrastructure with 15 years' executive leadership experience. Since joining Veolia in 2020, he has been responsible for overseeing the Group's extensive water assets in Australia, including the management of more than 50 treatment plants.



Heïdi Sevestre

French glaciologist and winner of the Veolia Foundation's 2024 **Environmental Book Award**

A renowned scientist and recipient of the very first Shackleton Medal, Heïdi is determined to raise awareness about glaciers' disappearance. The sense of wonder these ice giants have always inspired in her on her explorations, from the Arctic to the Andes, the Himalayas to Greenland and Antarctica, is now turning to deep concern over how fast they are melting. So Heïdi has left her laboratory to warn the public and policymakers that urgent action is needed. She teaches at the University Centre in Svalbard (Norway), coordinates one of the Artic Council's working groups, and shares her expertise on climate disruption with governments. All guided by her deep-seated conviction that saving the glaciers is saving ourselves.



MARCH 2025

THE WATER TOUR DE FRANCE

Initiated by Estelle Brachlianoff, Chief Executive Officer of Veolia, the Water Tour de France is an innovative event designed to create ties and strengthen bonds between Veolia, residents, local authorities, and politicians. Each stopover

will focus on issues surrounding water and ecological transformation, providing a platform for constructive dialogue that promotes the emergence of local solutions for protecting water resources and local responses to environmental challenges.

The tour will begin in Boulogne-sur-Mer in March 2025, the start of a journey that highlights Veolia's commitment to long-term water management and underlines its role as a pioneer in ecological innovation.

ISABELLE **SERRO**

UVIRA: THE RIGHT TO WATER

The Veolia Foundation chose to mark its 20th anniversary of civic engagement by celebrating a long-term project running in the city of Uvira in the Democratic Republic of the Congo (DR Congo), at the center of a region where cholera is endemic. Working with its partners, the foundation has developed a real-time online epidemiological tool to track this acute intestinal infection and suggest targeted responses. Photographer Isabelle Serro illustrates the project in her exhibition, How to Improve the Visibility of an Epidemic Scourge in a Rebel-held Zone, and shows the human face of a health crisis.

Devising sustainable new food models

Overexploited and polluted, a lake that once boasted some of the most fish-rich waters in the world is now driving families into poverty. Slow Food Tanganyika and the Lake Tanganyika Fishermen's Collective are looking into ways to make fishing





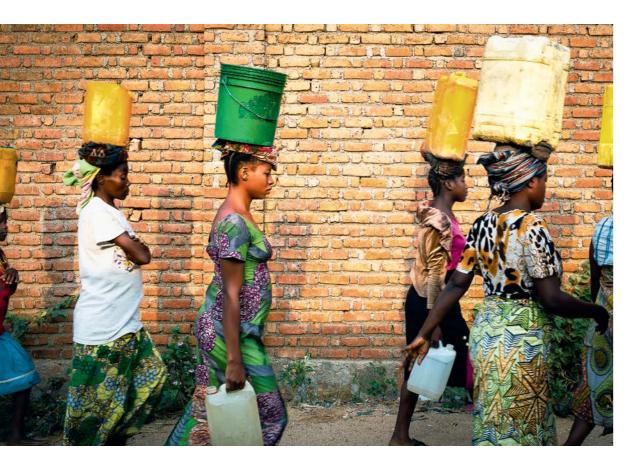
Making sure access to essential services no longer fuels inequality

The "Uvira: the Right to Water" project, financed by the French Development Agency, EU, Veolia Foundation and Oxfam, is partnering with Congolese actors to rehabilitate and extend the water distribution network and construct a large reservoir, among other aims. So that tomorrow these children can be children again rather than water-carriers.

Reinventing access to water in a fast-changing context

The people of South Kivu province, an area hit by armed conflict and the consequences of climate breakdown, are facing a paradox: DR Congo is home to over 50% of Africa's water reserves but only 52% of its residents have access to a source of safe drinking water.





Staying strong in especially turbulent times

A number of women have emerged as neighborhood leaders, motivated by a single priority: getting safe drinking water into homes as the most effective remedy against cholera. Every one of them is determined to fight this illness that causes potentially fatal acute diarrhea, vomiting and dehydration.

Health: combating cholera through access to water

The turquoise waters of Lake Tanganyika are a microbiological hotbed. The pressure of human activities and the impacts of climate breakdown mean the deep waters of the lake are home to growing health threats, including the cholera bacillus. The result is that this life-giving water resource can also be the source of an often fatal illness.





Energy for birth, life, growth

Access to a reliable electricity supply remains a pipe dream for most people in DR Congo, available to only 21% of them at present. This means they are forced to use alternative fuels such as wood, which can lead to greater deforestation. This mother and her children hope for a future made brighter by the guarantee of electricity for everyone.

Access to electricity, a key lever for economic development

The boat glides toward one of the works in progress. From renovating a hydropower plant to constructing solar power plants, and extending and consolidating electricity networks, all the projects promise improved quality of life and enhanced economic prospects, as well as the eradication of cholera: infection rates more than double when electricity supplies are cut.





Aquaponics, one answer to today's food challenges

The ongoing conflict in South Kivu has left its people facing emergency levels of food insecurity — a crisis that is even more severe for women, who are often the sole providers for their families. In response, some of these women have come together to practice aquaponics, a solution that requires minimal water — just 10% of the amount needed for conventional fish farming.

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UNITED ARAB EMIRATES

Cutting water use at ADNOC oil and gas sites

Veolia has sealed a strategic alliance with Emirati oil giant ADNOC in an innovative initiative designed to optimize water management in the oil and gas industry. The partnership is critically important in a region facing major water challenges. It will see the rollout of advanced water management strategies incorporating in-depth water cycle analysis and the installation of cutting-edge flow monitoring systems. Veolia is committed to developing innovative solutions by leveraging its renowned expertise in water technologies, with the water sector accounting for 41% of its 2023 revenue. The Group is focusing on digital technologies and wastewater recycling to tackle this critical environmental challenge. The alliance further strengthens Veolia's position in the Middle East, where it has operated for over 50 years, generating revenue of €1.1 billion in 2023. The partnership also underlines Veolia's commitment to combining economic growth with environmental sustainability in its strategic markets.

VEOLIA WINS A €100-MILLION CONTRACT WITH THE CITY OF LYON TO MANAGE AND MODERNIZE THE SAINT-FONS SEWAGE TREATMENT PLANT.

The goal is to transform this vital and long-established plant — one of the largest in France, with sufficient capacity to cater for a population equivalent to 1 million residents — and set it on the path to energy, water, and chemical frugality and sufficiency.

USA

First-ever
Hubgrade in
the USA
unveiled
in New Orleans

As Veolia's contract with the city of New Orleans is extended for a further five years, the Group will install a Hubgrade digital data management and control center at East Bank wastewater treatment plant in Louisiana. A further step in a 30-plus-year partnership that is now exploring how wastewater treatment can help the city in the future and supporting it in its drive for net zero by 2050. Hubgrade will optimize performance in the wastewater treatment system, delivering lower energy consumption, generating less waste, emitting fewer greenhouse gases, and reducing the generation of potentially unpleasant odors. Every year, the system will ultimately save the city close to \$2 million and eliminate 150 truck journeys by providing a sustainable on-site oxygen supply.

EUROPE

€30 million invested in European Green Tech

Veolia has announced a €30-million investment in the Axeleo GreenTech Industry I (GTI I) fund dedicated to financing Europe's first factory for industrial startups focused on ecological transformation. The goal is to provide game-changing backing to around twenty innovative companies operating in strategically vital sectors: energy, chemicals, materials, agriculture, food, and mobility. Veolia will also leverage its industrial expertise in water, waste and local energy to speed up the process of identifying startups set to industrialize. The first beneficiary is Sweetch Energy, a specialist in the osmotic power created by differences in salinity between saltwater and freshwater, for its first osmotic electricity production demonstrator in the Rhône delta.

VEOLIA HIGHLIGHTS ITS TARGETS FOR GROWTH IN THE SPANISH ENVIRONMENTAL SERVICES MARKET

with the inauguration of the first cold recovery network in the port of Barcelona. Focused on giving Spain the tools it needs to meet climate challenges, the Group is stepping up its innovation drive and initiating major investments to ensure better quality water, produce renewable energy locally, and increase the uptake of waste recycling and materials recovery.

SAUDI ARABIA

Birth of a national champion in waste treatment

Veolia and the Saudi Investment Recycling Company (SIRC) have signed a memorandum of understanding to create a national champion in the treatment of organic, industrial and hazardous waste by 2027, in step with the Saudi Vision 2030 program for promoting sustainability and protecting resources. The partners will pool their resources and skills to preserve water resources, depollute, and decarbonize the country by producing low-carbon-emission local energy. This fully aligns with Veolia's GreenUp 24-27 strategy, which identifies the Middle East as one of the Group's geographical boosters. Leveraging its strong international presence and combined expertise in water, waste and the production of local decarbonizing energy, Veolia offers SIRC a tailored collaboration model based on innovation and efficiency.

MOROCCO

Launch of Africa's largest seawater desalination project

To help boost water resilience in the Kingdom of Morocco, where a six-year drought is threatening the country's crucial agricultural sector, Veolia has been awarded a 35-year public-private partnership contract to finance, build and operate what will be Africa's largest—and the world's second largest—seawater desalination plant. With an annual capacity of 300 million cubic meters, it will enter service in 2028 and meet the needs of close to 9.3 million people in the Rabat-Salé-Kénitra and Fez-Meknes regions. The state-of-the-art facility will be powered by decarbonized electricity, primarily from renewable sources. Veolia's operational expertise will also ensure the plant delivers high levels of performance, balancing investment and operating costs to ensure the most competitive water price over the facility's entire lifecycle.



IRELAND

New Life Science Centre of Excellence opens in Dublin

The Life Science Centre of Excellence, representing an investment of over €2 million, will future-proof Veolia's leadership position. The center is designed to support the Group's customers in the pharmaceutical, biotechnology and medical research sectors to overcome obstacles such as the growing demand for resources at risk of scarcity, while also helping drive progress in public health. The all-new facility includes a customer showroom featuring many of Veolia's leading water treatment and purification technologies, as well as an industry-leading training program accredited by City & Guilds. The new facility has a dual purpose: offering in-house engineers hands-on experience before setting foot on customer sites, and training engineers from Veolia's customers in fields including equipment installation, maintenance, and advanced operational techniques.

HONG KONG

First private solar farm at a landfill site

A flagship example of public-private collaboration, the first privately funded solar farm has been built on a landfill site in South East New Territories. The 1-MW pilot uses over 1,800 photovoltaic panels and incorporates a number of major technological and operational advances. Led by Veolia, Sun Hung Kai Properties (SHKP) and CITIC Pacific with the support of the local authorities, the project marks a major step forward in the Hong Kong government's Climate Action Plan 2050, underscoring the vast potential for similar solar farms across Hong Kong. The site will be operated by Green Valley Limited (GVL), a joint venture between the three partners, and participate in the feed-in tariff scheme operated by CLP Power Hong Kong Ltd. Additionally, SUNeVision, a subsidiary of SHKP and Hong Kong's largest data center provider, will purchase renewable energy certificates from CLP for solar power generated by the solar farm.



VEOLIA AND NORWEGIAN INVESTMENT FUND NORFUND HAVE JOINED FORCES IN SEVERAL COUNTRIES IN AFRICA TO LAUNCH AN INNOVATIVE DEVELOPMENT AND FINANCING PLATFORM. The goal is to accelerate the pace of ecological transformation in African industry. The new platform will offer integrated solutions (design, build, operate and finance) via a one-stop-shop approach including off-balance sheet financing.

FRANCE

Veolia leads the shift to local decarbonized energy in Corrèze

Veolia and SYTTOM 19, the public syndicate for household waste collection and treatment in Corrèze, have sealed a 25-year strategic partnership that will build and manage a waste-to-energy plant scheduled to enter service in 2028. The project is rooted in a shared vision of sustainable and innovative local governance and forms part of the local authority's drive to reduce residual waste and boost its energy independence. The plant will generate 41 GWh of electricity annually, enough to power 3,000 homes, with another 31 GWh of heat produced yearly, enough to heat 6,500 homes, in addition to 50,000 metric tons of steam for the nearby Blédina factory. The plant will use Al across all operational processes at the site — managing the quantity of waste in the waste pit, high-efficiency boiler — as well as unique technologies including dry smokestack scrubbing and process water reuse, achieving zero liquid discharge and a perfectly circular loop.

BRAZIL

Paper and pulp producer Suzano to produce more and pollute less

Water treatment is crucial for pulp and paper production, and requires special processes for businesses like Suzano. So it was no surprise when the world's number one paper pulp producer turned to Veolia for the installation of a series of advanced technologies — including Densator clarifiers, S-Pak filters, ZeeWeed ultrafiltration, reverse osmosis, and its BAS™ biofilm activated sludge process — to treat industrial water, demineralized water, and wastewater at its new plant in Mato Grosso do Sul. With an hourly treatment capacity of 9,550 cubic meters for industrial water and 80 cubic meters for potable water, the facilities provide reliable water supplies to a site slated to become the world's largest producer of eucalyptus pulp, with an estimated annual production of 2.55 million metric tons, enough to expand Suzano's current production capacity by over 20%.

A STRATEGIC TIE-UP BETWEEN VEOLIA AND MISTRAL AI IS SET TO RADICALLY TRANSFORM MANAGEMENT AND MONITORING AT INDUSTRIAL SITES,

encompassing water management, waste recycling, and local energy production.

The two partners are ushering in a new era of innovation and efficiency and actively contributing to ecological transformation by combining cutting-edge technology from Mistral Al with data and expertise from Veolia.

The climate-resistant Paris

of tomorrow

Experts are repeatedly sounding the alarm but policymakers are continuing on the whole to ignore the links between the climate crisis and public health. The risks are nonetheless all too real, with heatwaves, droughts, flooding, recurrent outbreaks of diseases, and more. This situation is deepening inequalities, with some people more exposed and ill-prepared than others. Responding to the IPCC's alarming forecasts, architect Bas Smets, inventor of the augmented landscape concept, and his students at Harvard have set out four new visions for how Paris could look in 2025, 2050, 2075 and 2100, with average temperatures 1°C hotter each time. Public health is central to their vision: transforming the

cityscape as a way of reducing the impact of heatwaves. They propose widespread planting of open spaces, with trees on shady mounds outside the city hall, replacing the lawns at Invalides with denser vegetation, and bringing greater biodiversity to Place de l'Étoile. Permeable soils would store rainwater, helping reduce flooding as well as keeping the city cool. Another proposed solution involves repurposing underground quarries as a way of escaping extreme temperatures, with pedestrian tunnels connecting to metro lines 2 and 6. The car park at Place Vendôme would become a cooling space partially open to the sky.

1. Temperature rises of 2°C in 2025, 3°C in 2050, 4°C in 2075 and 5°C in 2100.



The ultrapure water challenge facing the microelectronics industry

The microelectronics industry must reconcile its ever-growing demand for ultrapure water with the need to manage resources sustainably in the face of the climate emergency. It takes around 8,328 liters of water – 5,678 of it ultrapure – to manufacture a 300-mm integrated circuit. The industry spends

billions of euros on water and wastewater treatment systems every year. Veolia offers an extensive line-up of equipment, filters, membranes, chemicals, and services (digital, mobile units, etc.) for creating comprehensive and secure ultrapure water production systems. Rapid analysis and real-time monitoring ensure

consistent quality. Veolia's solutions also offer biological wastewater treatment, reduced waste and byproduct recovery, making it possible for manufacturers to meet environmental standards while optimizing their costs and water use.

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Because We Care: Veolia sets its commitments to music

Veolia decided that setting its New Year wishes to music was the perfect way to welcome in 2025! Ten colleagues from around the world teamed up to make Because We Care, a powerful mixture of slam and song that celebrates the optimism and commitment of all Veolia's Resourcers.

Because We Care sums up Veolia's day-to-day commitment to creativity and camaraderie to record her New Year greetings for 2025. ecological transformation, an ecology that protects people, the places where they live, the planet, our customers and, of course, all our employees. It is a phrase that perfectly reflects the Group's attitude: a collective determination to move forward together, optimistically, call attracted applications from more than 70 Resourcers. The ten colleagues who made the final selection hail from the USA, Qatar, Brazil and Europe, embodying the diversity of the Veolia Group. The singers spent a few days together in Paris recording their vocals at the famous Ferber studios, with professional musicians on hand for help and advice. In tune with the Veolia Group, the lyrics are in English, French and Spanish, while the images alternate between studio shots and video images of colleagues around the world at Veolia-operated sites. Estelle Brachlianoff, Veolia's Chief Executive Officer, also lent her vocal talents to the recording, taking advantage of this burst of

The Because We Care video has been subtitled into 22 languages to make sure its powerful message will be heard around the world. It is currently available on YouTube and the audio can be downloaded from the main streaming platforms (Spotify, Deezer and Apple Music), A never turning away from our mission. A worldwide in-house casting making-of the video is also available on YouTube, providing a behindthe-scenes look at this wonderful, warm-hearted project.

Watch the music video



Watch the making-of





"Thanks to the entire Veolia team for the incredible commitment and passion that brought this beautiful initiative to life."

> **Estelle Brachlianoff Chief Executive Officer of Veolia**

KEY FIGURES

over 200,000 views

over 70 applicants

over 300 comments

No. 1 most viewed of all corporate videos

subtitles available in 22 languages

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BECAUSE WE CARE CAMPAIGN

"The mission of ecological transformation is not just a technical problem for engineers, but a human problem that can only be solved with every aspect of effort and creativity, including a project like this one."

Tim McDougald Canada "I have been a flamenco guitarist since I was little, and when I received the news of the possibility of participating in the project, I started recording the demo that same afternoon!"

> Carmelo Luis Rando Ortiz Spain



VEOLIA CARES: A UNIQUE WORLDWIDE SOCIAL PROTECTION PROGRAM

Inspired by the Group's 170-year history, this unique musical experience is a perfect illustration of the spirit behind the Veolia Cares program, championed by Estelle Brachlianoff and rolled out in 2023 in every part of the world where the Group operates. Veolia Cares is a worldwide social protection program launched by Veolia in 2023 for the benefit of all the Group's 213,000 employees. An initiative set in place by CEO Estelle Brachlianoff, it guarantees a baseline level of social protection in every part of the world, even where there is no legal provision for it. Unprecedented in its scope and scale, the program gives every employee the right to parental leave, health coverage and death benefit, support for employees who are also caregivers, and an annual day off to volunteer with a social or environmental protection non-profit.

"I have been performing publicly as a singer from an early age. I could use my greatest hobby as part of my job and at the same time contribute to a good cause. This project was an amazing experience for me."

Sárka Fidrantová Czech Republic "From the moment we met, our group of ten strangers, along with the incredibly talented production team, bonded as if we'd been collaborating for years."

Leanne MonaghanUnited States

"Corporate decided to do this project internally instead of outsourcing it – which demonstrates that they love to grant opportunities to employees to showcase all their gifts."

Sabina Santos United States "I like poetry, I like rap, and of course I like Veolia. So when I got the chance to apply, I didn't hesitate to take part in this adventure that helps spread our company's values."

Flilp Brož Czech Republic "This experience reinforced the impact we can have as a company when we're united by a common purpose."

> Rajasree Nair Qatar

"Veolia gave us a wonderful gift by allowing us to participate in this beautiful adventure, full of meaning, with a powerful message."

> Sophie Poumeroulie France



Much more than simply a song, Because We Care has triggered a real wave of optimism and commitment: each time someone listens to it, Doctors Without Borders receives a donation, an initiative that has collected more than 15,000 euros since the song was released. This surge of solidarity reflects Veolia's drive to embed social responsibility into its corporate culture by actively involving all its employees in realworld actions. These actions make a tangible difference and provide an outstanding demonstration of Veolia's social commitment, where music becomes a powerful vehicle for positive change.



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How can we steer a new course toward an ecology that protects?



With Heïdi Sevestre

Glaciologist and member of one of the Arctic Council's working groups



"I've tried to humanize science by speaking to the heart rather than the head. Glaciers contain the history of humanity. Their change forces us to confront the ephemeral nature of life and our own time on earth. By protecting them, we are protecting a part of our history and what is most fundamental to us."

Heidi Sevestre

As the effects of climate disruption accelerate, with particularly visible impacts in polar regions, there has never been a more urgent need for coordinated action by all sections of society. In this interview, Heïdi Sevestre, glaciologist and member of the Arctic Council, talks to us about the climate transformations happening today and their impact on our ecosystems. She shares her vision of an ecology that protects and calls for all actors—scientists, businesses and private individuals—to take urgent action to protect our shared future.

Heïdi, as a glaciologist, you must be witnessing the core focus of your work literally melting away before your eyes because of the effects of climate disruption. How does that feel?

Heïdi Sevestre: I'm a scientist, as you've just emphasized, so my number one duty is to observe. To observe, analyze, and calculate. It's not easy to witness the alteration and inevitable disappearance of glaciers, which are the central focus of my research. But, as a woman scientist and a human being, I cannot look away. I definitely do feel an immense sense of sadness. I know that the disappearance of glaciers means the end of planetary and atmospheric stability, the end of the gentle rhythm of one season following the next, the end of the future that our parents looked forward to. But I never allow myself to be driven by fear or despair. We have to snap out of it, pick ourselves up, and start taking action. I often tell my students at the Svalbard University Centre in Norway that being a scientist today is about showing there is still hope, that it's not too late, that we have to fight for every tenth of a degree that can be avoided. There is a responsibility that comes with being a scientist. As glaciologists, not only are we on the frontline of climate disruption, sometimes risking our lives, our role is also to pass on knowledge, the key to understanding that will motivate people to take action.

How does a phenomenon taking place at the top of the world, somewhere that seems so far away, have a real-world impact on our societies and daily lives?

H. S.: Glaciers are the earth's water reserves, the most remarkable natural water towers imaginable. This means their disappearance has direct and very concrete impacts on our daily lives. For example, we don't often hear about the link between melting polar ice and the price of food commodities, but there is one. A drop in the volume of water flowing into rivers and groundwater, making less water available for farming, results in higher prices for food. And although melting polar ice caps in Greenland and the Antarctic are a long way from inhabited regions, they contribute to rising sea levels, leading to hundreds of millions of climate refugees around the world. Ice that is seemingly so far away is in fact central to our ecosystem and daily lives. Preventing it from disappearing will also protect our lifestyles and everyday lives.

For years, scientists have been raising the alarm about the impact of climate disruption on our ecosystems. How has your research been received, and in what way does it encourage urgent, coordinated action?

H. S.: What I've encountered over the years is not necessarily skepticism or denial but more like widespread indifference. Even the best-informed people can underestimate the gravity, speed, and scale of the changes underway. What's more, our digital models have largely failed to take sufficient account of the impact of climate disruption. As scientists, we tend to think of ourselves as being engaged with the long term. But now all of a sudden, we're finding ourselves in a race against time. Not one single glaciologist was prepared, and neither was humanity. So how can we break through this layer of apathy? By raising awareness with storytelling rooted in shared values rather than with graphs and statistics. This is what I'm trying to do in my own humble way in my latest book Sentinelle du climat [Climate Sentinel], by sharing my passion for glaciers and the urgent need to take action.

In your book, you talk a lot about taking action. In general terms, what practical means of action are available to us to participate in this transformation?

H. S.: There are some extraordinary means of action available to us for protecting our future. But nothing can work without basic levels of education and scientific knowledge, which remains hard for many to access. We have to be unstinting in our efforts to pass on that knowledge. And our politicians have to grasp the urgency of the situation we find ourselves in. The keyword here is commitment. It's a powerful word, telling us it's time to devote ourselves to real-world initiatives. It is true that the financial crisis means many people's priorities and preoccupations center more on day-to-day challenges: a roof over their heads, eating three meals a day, enjoying their share of love and happiness. These are all non-negotiable essentials. But they are now under threat from biodiversity erosion and the climate crisis. We have to make sure that they remain the absolute priority and fight to protect them every day. This is exactly what an ecology that protects is all about!

What possibilities are there for boosting collaboration between the worlds of science and business?

H. S.: The ties between fundamental research and industry can be incredibly powerful. But in some countries, we are still seeing a certain lack of understanding - sometimes even mistrust between these two sectors. Working together in a solid, long-term relationship would actually enable us to develop a powerful lever for taking action. As scientists, we know how to collect and analyze data that allow businesses to form a view and anticipate changes, while businesses can offer invaluable operational know-how. In the Arctic, where I've been lucky enough to work, there are a large number of partnerships in place between fundamental research and the private sector. This beneficial collaboration helps us accelerate our work in such a crucial domain. Science sometimes doesn't work fast enough to keep pace with changes. And this is where the business world can bring its reactivity and ability to shift to an industrial scale.

How would you define the new way forward that you refer to, a path that reconciles development with protecting the environment?

H. S.: The subject of climate change raises other issues that are hard for people to accept because they are synonymous with effort and sacrifice: decarbonization, degrowth, sufficiency. But this is not what action is about. The purpose of ecology – meaning actions taken to preserve our environment – is to protect. The idea is not to choose between quality of life or the environment, but, on the contrary, to preserve our environment in order to preserve our quality of life and our future. We are at an incredibly exciting moment in history. In my book, I tell the story of Hilde and

Sunniva, two women who decided to leave everything behind in an attempt to find a new path, another way of living. They looked at what made sense to them – their relationship with nature – and refocused on the essentials. They found a new way forward, one that doesn't involve suffering or giving things up but instead resembles who they truly are, allowing them to enjoy life without impacting the planet. They have, in their own way, taken action.

What role can a business like Veolia play alongside scientists in this shared search for an ecology that protects?

H. S.: Businesses have access to some incredible means of action for combating climate change and the destruction of the living world. It took me a while to realize this. In my work for the Arctic Council, I provide governments with the scientific data and analyses they need to formulate plans for the long term. This is my number one priority. Major businesses, on the other hand, are able to act quickly, backed by operational expertise and the ability to deliver realworld innovations. When I'm out on the glaciers, in regions that are warming rapidly – not two or three times faster but six to seven times faster than the rest of the planet – it sometimes feels like I've stepped into the future. But it's crystal clear that we will never manage without large groups like Veolia. It is up to us scientists, who can be very distanced from the private sector, to develop far closer ties with it and understand how to make the most of what the private sector can offer.

Do you have a hopeful message about the future that you would like people to hear?

H. S.: It's not too late! We need everybody in all their diversity, with all their experience and qualities, to help us invent a better future. Present-day science bears this out: it isn't too late to help us protect our glaciers. I'd like to invite everybody to take part in this fabulous adventure as we map out a new way forward!

Since 1996, the Arctic Council membership has comprised the eight Arctic states (Canada, Denmark, via its sovereignty over Greenland, the USA, Finland, Iceland, Norway, Russia and Sweden), representatives of the region's six indigenous peoples' organizations, as well as observer groups including thirteen non-Arctic states, France among them, that participate in the council's working groups. This intergovernmental florum works together on shared issues, including how to protect the environment. Only the Arctic states have decision-making



2024 Environmental Book Award: Heidi Sevestre honored for her exploration of glaciers

French glaciologist Heïdi Sevestre recently won the Veolia Foundation's 2024 Environmental Book Award for her book Sentinelle du climat [Climate Sentinel], published by Harper Collins. In this book, the author guides us on an eye-opening voyage through the world's glacial regions, from the Arctic to Greenland, Antarctica to the Himalayas. As she explains, her unique approach consists in humanizing science, speaking to the heart rather than the head. Driven by her passion for these ice giants, her initial amazement turns to deep concern over how fast they are melting, a visible consequence of global warming.

Heïdi Sevestre hopes that her book will alert the public and policymakers to the urgent need to act now to halt climate disruption. She maintains that "to save the glaciers is to save ourselves." Heïdi Sevestre is a member of the International Explorers Club and

recipient of the prestigious Shackleton Medal for her commitment to protecting the polar regions. She plays a big role in helping people understand and be aware of contemporary climate challenges. Her message is clear: saving the glaciers is inextricably linked to the survival of humanity.

The Environmental Book Award has been running since 2006 and is now in its 19th year. It honors outstanding works that help raise public awareness about major environmental issues. The jury chose Heïdi Sevestre's powerful and captivating story that skillfully combines scientific rigor with ecological engagement. The award ceremony was held on September 14, 2024 at the Le livre sur la Place book fair in the French city of Nancy, in the presence of jury chair Bruno David, former president of the National Museum of Natural History.

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#WeAreResourcers

The showcase of our talented line-up has come to an end. We launched our Resourcers To Turn the Tide campaign in 2022. Since then, thirteen colleagues from around the world have shared their experiences, telling us about their jobs, their goals, and, most of all, their enthusiasm for the role they play in resourcing the world. The final act for the series of portraits features a truly international group photo.







Dorottya

♥ Hungary - Oroszlány



Greener cities through greener energy.



Water is far too precious not to recycle.











France - Marignane





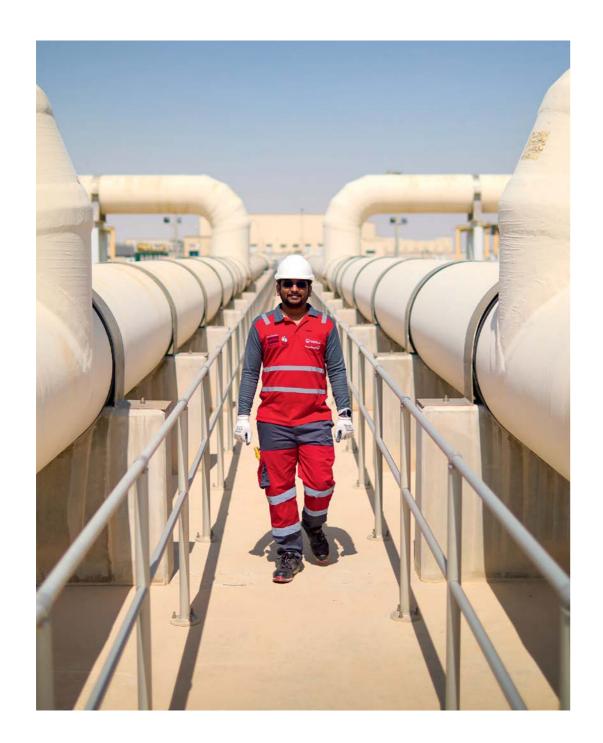












Desalination in the Middle East: a sustainable answer to water scarcity

Seawater desalination is a vital solution to the issue of ever-increasing water stress in the Middle East.

Drawing on its extensive technological expertise and long-established presence in the region, Veolia plays a key role in driving a transformation that combines innovation with energy efficiency and environmental protection.

MATER

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5 million m

of desalination capacity built in the Middle East, representing 15% of the region's installed capacity 50 years

of operations in water, waste, and energy services for municipal and industrial clients +50%

Over II n

people gained access to sanitation or clean drinking water in 2023 across the Middle Fact

Issue at stake

Meet the growing demand for drinking water in an arid region while minimizing the environmental and energy impacts of desalination processes.

Objectives

Boost regional desalinated water production capacity.
Cut energy consumption at desalination plants.
Develop innovative solutions to protect marine ecosystems.

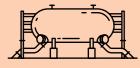
Veolia's solution

Implement advanced reverse osmosis technologies combined with systems to optimize energy use and treat brine, delivering low-impact desalination plants at scale.

Veolia ramps up growth in the Middle East, targeting a 50% rise in revenue in the region by 2030

Veolia has over 50 years' presence in the Middle East, generating revenue of €1.1 billion in 2023 and employing 11,000 people in the region. The Middle East is one of the geographical boosters for Veolia's GreenUp 24-27 strategic program. Veolia's focus in the region centers on innovations in water saving, hazardous waste treatment, and decarbonized energy production. The world leader in seawater

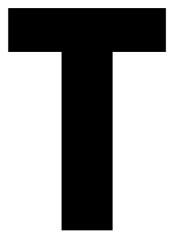
desalination, Veolia is forecasting growth of twice the market rate as it supplies cutting-edge technologies for major projects in the region, including in the United Arab Emirates. Oman and Saudi Arabia.



Barrel[™] technology in Oman: a model of efficiency

The Sur desalination plant in the Sultanate of Oman is home to a major technological innovation developed by Veolia: the Barrel™. A cylindrical vessel 10 meters long and 2 meters in diameter houses membranes and optimizes the reverse osmosis water filtration process. Capable of producing 5,000 cubic meters of water a day, the Barrel™ uses digital technologies to track membrane performance. This disruptive technology delivers significant advantages – a 3%

to 5% reduction in the average cost of a desalination plant, energy savings of 1.5%, and a 25% smaller footprint than conventional systems – and gives Veolia a genuine competitive advantage in the booming desalination market. The Barrel™ marks a major step forward in terms of optimizing the performance and lowering the cost of desalination plants. ▶



he Middle East is the part of the world most impacted by water stress and faces major challenges in terms of water supplies. With a regional presence stretching back over more than 50 years, Veolia is providing its expertise to tackle this critical issue. The Group has developed desalination solutions that are innovative, efficient and sustainable.

SEAWATER DESALINATION: A STRATEGIC ACTIVITY FOR VEOLIA

Seawater desalination is a strategically important activity for Veolia, fully aligned with its GreenUp 24-27 strategic program that aims to accelerate ecological transformation. With several decades' experience

in this domain, Veolia has cemented its position as the world leader in desalination, rolling out technologies used to process around 13 million cubic meters of seawater daily at over 2,300 sites in 108 different countries. "The Middle East is a key region for Veolia, which is why we have decided to make it a geographical growth booster for our GreenUp 24-27 strategic program. The scarcity of water resources, which is particularly severe in the region, means that

the stakes are huge. As the world leader in water technologies, we have a major role to play in supporting Middle Eastern countries with implementing solutions for mitigating and adapting to climate change. Desalination is a booming market and represents a major opportunity, with growth set to continue in the coming years," explains Estelle Brachlianoff, Chief Executive Officer of Veolia. Veolia's strategy in this sector is based on three core pillars: continuous innovation, agility, and expertise in delivering megaprojects. The Group is firmly committed to supplying sustainable solutions that are decarbonized and energy-efficient, and that protect precious water resources as part of the process of adapting to climate change. "Within the context of our GreenUp strategic program, Veolia's primary aim is decarbonization. And decarbonizing also means helping our customers roll out solutions

that are more reliable as well as carbon and energy neutral," explains Arnaud Valleteau, Director of the Engineering & Procurement Project activity of Veolia's Water Technologies zone.

In the face of mounting water stress challenges around the world, desalination is an increasingly vital solution. Close to 300 million people worldwide currently rely on desalination technology for their water supply. The proportion is particularly high in some Gulf states, with 70% to 90% of water provided by desalination plants. "Almost 40% of the world's population now lives less than 100 kilometers from the coast, a quarter of them within 25 kilometers. Seawater desalination is part of the solution for providing all these people with a supply of drinking water," adds Arnaud Valleteau.

SEAWATER DESALINATION IN THE MIDDLE EAST: VEOLIA'S SOLUTIONS AND PROJECTS

Veolia manages a number of flagship projects in the Middle East, a key region for seawater desalination. The Group runs the projects with a particular focus on reverse osmosis, a technology that is less energy-intensive than traditional thermal processes. High-performance membranes developed by Veolia optimize yields while reducing the amount of energy consumed. Before selecting which technologies to use, Veolia first makes an in-depth study of the area and its needs, determining which resources to deploy to tackle the issues identified.

This means that several technologies may be considered depending on specific local requirements: tackling leaks in drinking water networks, reducing water consumption for existing uses, and wastewater reuse or seawater desalination to create new water production capacities to support regional needs.

Arnaud Valleteau

"Desalination has become

crucial in the Middle East.

Our challenge is to ensure

environmentally friendlier

it is more efficient and

than ever."

One of Veolia's most outstanding projects is the Hassyan plant in Dubai in the United Arab Emirates, set to

become the world's second-largest reverse osmosis desalination plant with an impressive capacity of 818,000 cubic meters a day. The plant will also be the largest desalination plant in the world to be powered by solar energy. In Oman, the Veolia-operated Sur plant produces 200,000 cubic meters of drinking water a day, meeting the needs of 600,000 residents and setting a benchmark for the wider Middle East region. In Bahrain, the Al Dur project helps secure drinking water for over a million residents as well as optimizing energy efficiency. In Saudi Arabia, the Rabigh desalination plant delivers 600,000 cubic meters of drinking water a day and serves two million people. In the United Arab Emirates, the Umm Al Quwain plant offers a capacity of 682,000 cubic meters a day, helping solve problems caused by a shortage of water in the Northern Emirates. "This part of the region faces major challenges



linked to growth," explains Arnaud Valleteau. "The desalination plant provides local people with drinking water while meeting the water needs of local industries." And the Mirfa 2 project in Abu Dhabi, the third-largest desalination plant in the UAE with a daily capacity of 550,000 cubic meters, provides greater efficiency with a smaller environmental footprint. These projects highlight Veolia's expertise in the supply of at-scale desalination solutions that are carefully tailored to meet the region's specific needs.

ENERGY EFFICIENCY AND CONTINUOUS INNOVATION IN SEAWATER DESALINATION

Energy efficiency is central to Veolia's approach to seawater desalination. Over the past four decades, a series of major technological advances has delivered a fivefold reduction in the amount of energy needed to operate desalination plants. The shift from thermal processes to (reverse osmosis) membrane technologies, optimized pre-treatment and post-treatment solutions, as well as design improvements and finetuning of overall plant settings have together resulted in a considerable drop in energy consumption. Specifically, new reverse osmosis technology has made it possible to set accelerated targets for energy efficiency and smaller carbon footprints. "Reverse osmosis is the main technology used by Veolia for seawater desalination. The process uses membranes to separate ions and salts from the water, producing water of drinking quality to supply to local people. The technology stands out from all other desalination technologies because it is far less energyintensive. This technological step change allows us to reduce the overall environmental footprint," explains Arnaud Valleteau. Advances in membranes and energy recovery systems have also played a vital role in these changes. The amount of electricity needed to desalinate one cubic meter of seawater has fallen from 20 kWh in the 1990s to under 3 kWh today, testimony to the remarkable advances in this field.

Veolia is constantly innovating to further improve the efficiency of its facilities. The use of systems to recover energy and optimize processes has delivered a 30% fall in energy consumption at desalination plants. "We work every day to reduce the energy consumption of processes that can be very energy-intensive. We strive to optimize membranes and water qualities to shrink the energy footprint as much as possible," adds Arnaud Valleteau. "We also use digital tools to help manage the membrane technologies and leverage the full range of Veolia's knowhow to support customers in their shift from carbon energy to more renewable forms of energy." In Oman, for instance, the Group is trialing solar-powered desalination technologies. This innovation is a world first in the field, designed to optimize the overall sustainability of a project at every stage in the process wherever possible.

Veolia is continuing its innovation drive with solutions such as the Barrel™, a compact desalination unit with a footprint 25% smaller than traditional units. The plug-and-play system is manufactured off-site

and delivered on-site as a single module. It offers faster installation with shorter project timetables, providing a solution that is more efficient and faster to put in place.

In addition, Veolia's focus on environmental concerns has led to the development of solutions to minimize desalination's impact on marine biodiversity. In Bahrain, the Group has introduced an innovative system to dilute desalination brines, thus reducing their impact on the seabed. The innovation is yet another example of Veolia's unrivalled expertise, rooted in best practices around the world and a copy and adapt approach designed to offer the most appropriate responses to specific environmental challenges in each area.

VEOLIA'S FUTURE TARGETS AS THE LEADER IN DESALINATION

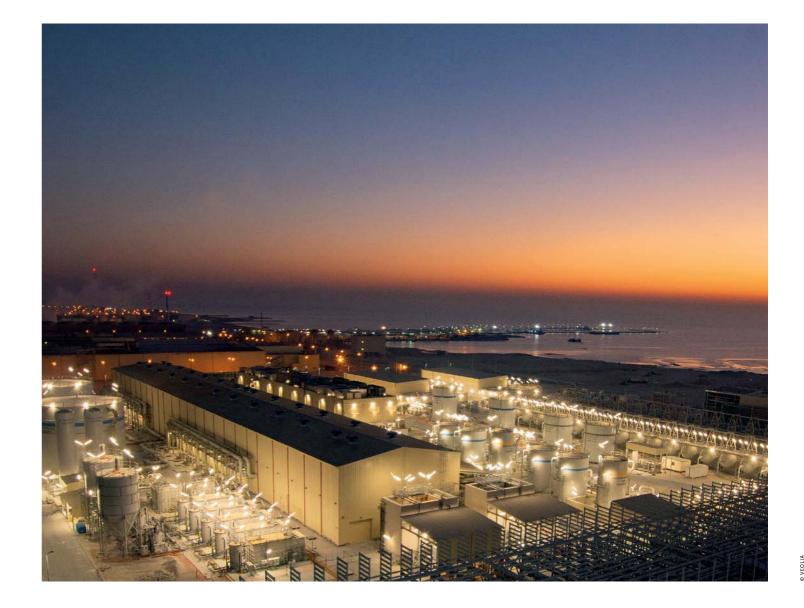
As the world leader in desalination, Veolia is perfectly positioned to respond to growth in a market forecast by the French Institute for International Affairs (IFRI) to grow by 6% to 12% a year. In the face of increasing demand for drinking water driven by population growth, industrial development, and the demand for irrigation water for farming, Veolia is more determined than ever to tackle the environmental and societal challenges of tomorrow. With water stress becoming increasingly severe, Veolia is maintaining its policy of investing in the region. The Group intends on rolling out a 20% increase in production capacity in 2025, as well as continuing its innovation efforts to deliver ever more sustainable solutions.

Looking ahead, Veolia's desalination targets are focused on a number of priorities. The Group is committed to its ongoing drive to shrink the carbon footprint of its desalination activities while developing innovative solutions for improving energy efficiency. Another of its priorities centers on increasing the integration of renewable energy into desalination processes. Veolia is also looking to optimize the entire value chain, from pre-treatment to post-treatment, to boost the overall efficiency of its facilities. Lastly, the Group is committed to working hand in hand with customers engaged in sustainable water management approaches to promote more environmentally friendly practices. "As world leader, we want to ramp up the rollout of sustainable solutions and provide tailored support that responds to the specific needs of every locality and customer, helping create a desirable world for tomorrow while preserving the environment," explains Arnaud Valleteau.

Leveraging its recognized expertise and unshakeable commitment to innovation, Veolia is aiming to cement its leading position while also actively contributing to the ecological transformation of the seawater desalination sector. This comprehensive sustainable approach will give Veolia the tools it needs to tackle future challenges linked to water management in a fast-changing world.

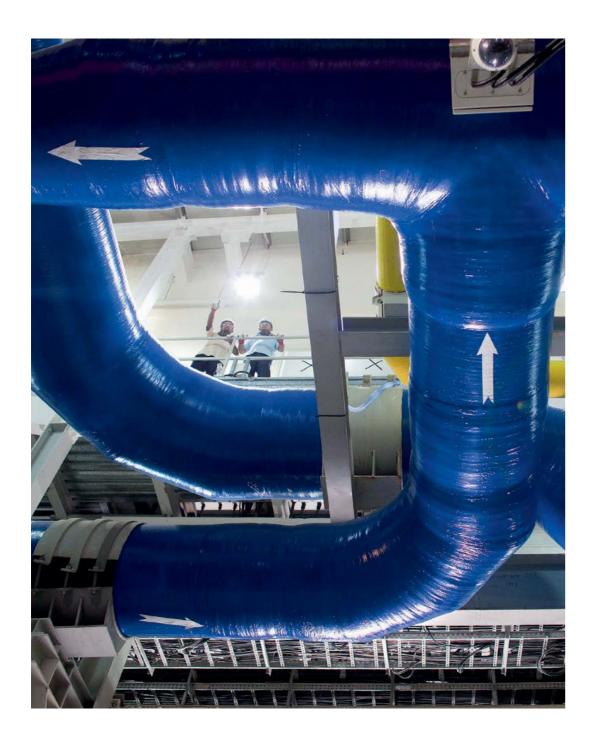
"As a world leader in water technologies, we have a major role to play in supporting Middle Eastern countries."

Estelle Brachlianoff



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Desalination in Europe: planning for worsening water stress

By 2050, many regions of the European Union, particularly in the south, will face severe water shortages. This is a major challenge and it is crucial to take action now to tackle it, rolling out proven, reliable solutions that can meet regions' needs. Against this backdrop, Veolia's expertise in seawater desalination is more relevant and strategic than ever.

40





20% of Europe's land

30% of its population

2,178
desalination plants
in Europe (2024)

4,400
patents filed by Veolia for wate technology over the last decade

No. 1 global provider of water services

Issue at stake

Ensure a long-term water supply for local authorities, industry, and the agricultural sector in Europe.

Objective

Anticipate and manage the growing challenges linked to water shortages and water stress, set to intensify in the coming years.

Veolia's solution

Offer our customers the most appropriate solutions for their needs by providing a comprehensive range of expertise, including optimizing water consumption, treated wastewater reuse (TWR), and seawater desalination.



Strengthening the EU's global leadership in water

According to the European Environment Agency's 2024 report, water stress currently affects 20% of Europe's land and 30% of its population each year,1 a situation that will only worsen with climate change. In response, the European Commission's president, Ursula von der Leyen, has launched a European water resilience strategy. The initiative is designed to make the EU's water industry more competitive by targeting both demand and supply. By improving coordination between funding programs, it aims to modernize water infrastructure. reduce leaks, optimize energy efficiency, and build new facilities, including desalination plants. Funding programs such as LIFE and

Horizon Europe are supporting research into optimizing resources in the desalination process. Efforts will also be required to reduce the negative impacts of brine, limit discharges, and recover salt and minerals. The primary objective is to develop environmentally friendly and competitive technologies, an essential step to both ensure water supply regardless of the climate and strengthen the EU's global leadership in this field.

1. "Towards Clean and Competitive Water Desalinisation Technologies» - Revolve magazine - November 2024



The three challenges of desalination

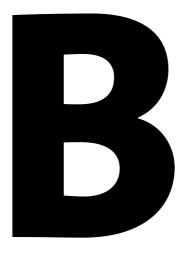
To ensure its desalination activities are efficient, profitable, and acceptable to affected communities, Veolia has tackled three challenges. The first issue is the energy efficiency of desalination technologies. Adrien de Saint Germain, Chief Executive Officer of SIDEM, a Veolia subsidiary, acknowledges that this has been "a key issue for many years and a topic of daily concern that forms part of the GreenUp 24-27 strategic program pathway." The issue is raised during the project design phase and draws

on lessons learned from facilities already built around the world. Veolia also provides services to operators to help them reduce their energy consumption without lowering water production. Other tools include the Barrel™, along with a focus on innovation, the ability to incorporate the latest techniques into processes, and plant management using digital and Al technology.

Given that desalination plant construction costs account for around 40% of final water rates, the

Barrel™ offers yet another major benefit. It is quick to install, helping streamline costs, which have already been reduced by recent technological advances and remote plant monitoring.

The third challenge concerns brine discharges. Veolia teams address it by using marine current modeling to ensure discharges are disposed of in ways that meet the standards prescribed by local authorities.



y 2050, global demand for water is expected to increase by 30%.¹ To cope with current and future water stress, each region is seeking solutions tailored to its specific requirements. While the Middle East has invested heavily in large seawater desalination facilities, Europe is adopting a more targeted approach, with projects rolled out strategically based on regional needs. This is particularly the case in Spain, the south of France, and around the Mediterranean. With over 50 years' expertise in seawater desalination and a proven ability to reproduce and adapt best practices on a global scale (using the Copy

"We need to see water

And we need to develop

new infrastructure so

as a rare resource.

we can treat it."

& Adapt approach), Veolia is Europe's go-to partner to help it meet its growing water needs for municipal, agricultural, and industrial use.

A GREEN LABEL

In 2024, the European Union was home to 2,178 desalination plants, primarily for seawater and brackish water. Spain was the leading producer of desalinated water (41%), followed by Greece (19%), Italy (18%), Germany (4%), and France (3%). These figures

are likely to rise significantly in the coming decades, driven by a proactive European taxonomy that favors seawater desalination, defining it as a promising technology and classifying it as a green investment. However, classification is subject to strict environmental conditions: renewable energy must be used wherever possible and brine must be reduced, while discharges must be safely treated and diluted in seawater to protect the natural environment. This approach aligns with the principles of Veolia's GreenUp 24-27 strategic program, where water technologies and new solutions are one of the Group's strategic growth boosters. Building on its position as global leader in water services and technology, Veolia uses its unrivaled expertise to tackle today's water-related challenges. With over 4,400 patents and a 2023 €4.7-bn revenue generated by water technologies and new

solutions,² the Group stands out as Europe's leading innovator in the sector. "At Veolia, we are driving innovation to ensure water availability and quality while also helping industry stakeholders reduce their water footprint and secure their operations with cutting-edge technology. Our goal is to accelerate growth and capture value on high-growth markets while having a positive impact on the environment and society," explains Estelle Brachlianoff, Chief Executive Officer of Veolia. With its commitment to achieving Net Zero Water, Veolia is aiming to save two billion cubic meters of water by 2030 through five strategic priority solutions and is rolling out cutting-edge technologies – including membranes and biological and chemical solutions – to help its industrial

and municipal customers manage their water resources optimally and sustainably. "Desalination is becoming a key response to the global challenges of water security. Our technological advances have helped us reduce energy consumption from over 20 kWh per cubic meter to under 3 kWh per cubic meter, making desalination more affordable and better for the environment. It is now a priority solution for Veolia, perfectly aligned with our ecological

transformation goal and our growth ambitions," adds Anne Le Guennec, Senior Executive Vice President. Worldwide Water Technologies zone.

Adrien de Saint Germain

For each new project, Group experts seek out the most efficient and sustainable solution, taking into account all the constraints and requirements specific to the area. As Arnaud Valleteau, Director of the Engineering & Procurement Project activity of Veolia's Water Technologies zone explains, "Building infrastructure is no substitute for a policy that prioritizes optimizing water consumption by identifying solutions to reduce abstraction, eliminating losses and waste, and saving water. We then consider whether treated wastewater reuse is feasible. Finally, our last option is to suggest building a seawater desalination plant." While treated wastewater reuse technologies are



still currently given high priority, the changing climate and worsening climate breakdown could invert the trend in countries such as Spain, regions such as Sicily in Italy, French departments such as Pyrénées Orientales and Vendée, and even in the United Kingdom.

A QUESTION OF SCALE

The decision to set up a desalination plant follows a detailed study of all local parameters in terms of water stress and water needs. Land availability is also taken into account. Desalination equipment ranges from very small plants capable of treating less than 1,000 cubic meters of water per day to megaprojects with a capacity of over 1,000,000 cubic meters per day. In Europe, existing plants are small or medium-sized, primarily due to limited land availability. Veolia offers a comprehensive range of desalination solutions, from mobile units that can be quickly put in place in emergencies to permanent large-scale facilities capable of treating volumes ranging from 500 cubic meters to 600,000 cubic meters per day. These facilities use reverse osmosis, supported by sophisticated pre- and post-treatment processes specifically tailored to the water's intended purpose, such as human consumption or industrial applications (see the Decoding article on p. 52).

The seasonality of water needs is a crucial factor in choosing seawater desalination, particularly in tourist areas. As illustrated in the Canary Islands, where Veolia has installed tailored solutions to meet consumption peaks in high season, operating six seawater desalination facilities to meet the water needs of both residents and industry on Fuerteventura and Gran Canaria.

SOURCES OF INSPIRATION

Veolia operates around the world, including in the Middle East, where its teams are accelerating the rollout of desalination capacity. The Group is capitalizing on this experience to tackle Europe's water challenges, in particular with a unique modular solution, the Barrel™, a system positioned between membrane "megacathedrals" and standard or mobile services. Veolia launched the Barrel™ in 2019 as a major innovation in desalination and treated wastewater reuse. A notable feature of this reverse osmosis (RO) technology is a pressurized carbon steel tank ensuring quick and efficient installation. Its modular design is highly flexible, with treatment capacity ranging from 400 cubic meters to 50,000 cubic meters per unit per day. A cost-effective and sustainable alternative to traditional filtration systems, the Barrel™ is suited to municipal and industrial needs alike, including for seawater desalination, wastewater reuse, and low-pressure reverse osmosis applications. It has also proven its resilience as the only piece of water infrastructure to have withstood Hurricane Irma, which devastated several Caribbean islands in 2017.

Veolia has since applied its desalination expertise to several European countries. Chief among them is Spain, where its teams operate the Bahia de Palma facility in Palma de Mallorca in the

Balearic Islands. The desalination plant is Veolia's largest in Spain and a major facility in the Balearics. Its nine reverse osmosis lines have produced 64,800 cubic meters of drinking water daily since it was commissioned in 1999. This strategic facility plays an essential role in supplying water to the region. The Group also operates a seawater desalination plant in Cornwall, England - a more unexpected location. The plant produces 20,000 cubic meters of water per day, meeting the water needs of local industry while also providing freshwater to 300,000 residents, demonstrating its benefits in a region increasingly affected by water shortages. Cornwall is proof that significant rainfall alone cannot combat water stress, as the soil must also be able to retain rain to recharge groundwater. The Group has recently begun receiving requests from the London area, as well as from Spain, Portugal, and the south of Italy, heralding increasing use of seawater desalination and other applicable solutions, including TWR, in the coming decades.

1. EU Blue Economy Observatory – Desalination (EU Commission) - 2024

2. Estimate of the total services market based on the consumer price index (CPI) and internal market estimates of investment expenses, excluding construction work and operating expenses for equipment and chemicals. All pathway figures are expressed at constant exchange rates. Veolia Deep Dive "New Solutions for Water" - October 2024

"Australia could give us a glimpse of what awaits southern Europe if global warming continues."

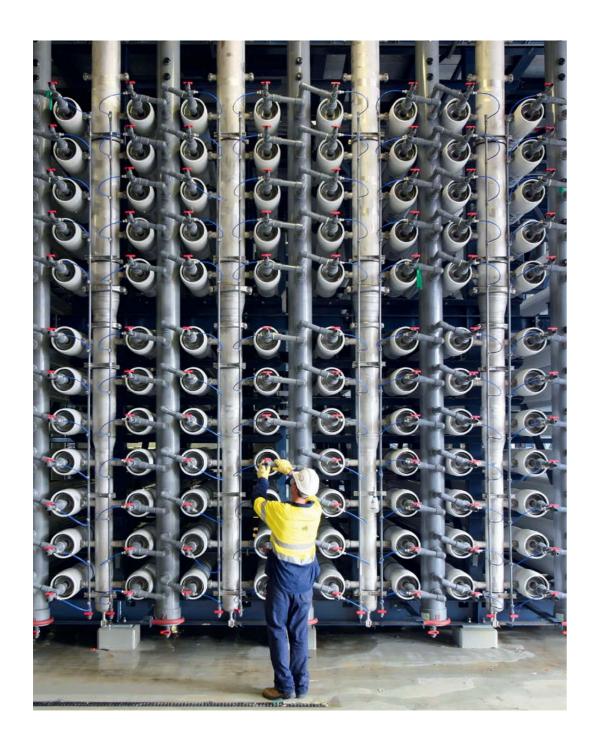
Arnaud Valleteau



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The Australian model for sustainable desalination

As a vast territory affected by mega-droughts,
Australia has been relying on reverse osmosis
desalination for over 20 years to secure its drinking
water supply. In the eastern part of the country,
two major facilities operated by Veolia meet
fluctuating demands while combining decarbonized
production, energy efficiency, and environmental
preservation. This achievement aligns with the
objectives of the GreenUp 24-27 strategic program.

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powers the Kurnell (Sydney) facility

1. This represents 4% of Australia's potable water needs, according to the latest government report "Australia State of The Environment" (https://soe.dcceew.gov.au)

Issue at stake

Ensure the long-term security of drinking water supply to better cope with water shortages and extreme climate events (droughts, cyclones, wildfires, floods).

Objective

Meet the growing needs of communities through seawater desalination as a complementary solution alongside their existing water management portfolio (including treated wastewater reuse).

Veolia's solution

Leverage the Group's global expertise to upgrade existing assets and enhance the flexibility of drinking water production.



Desalinating seawater with renewable energy

Globally, only 1% of the energy used for desalination comes from renewable sources, but Australia is leading the way. In Western Australia, all new desalination plants are required to use green energy. On the east coast, Veolia's Sydney facility is following suit: its 38 MW power needs are fully supplied by one of New South Wales' largest wind farms. Meanwhile, the Gold Coast site is also advancing its decarbonization efforts with the

installation of a 1.15-MW solar photovoltaic system. Additionally, as mandated by the Australian energy regulator, all carbon emissions related to electricity consumption are fully offset through the purchase of renewable energy



Addressing public acceptance of desalination

Public acceptance plays a crucial role in water production methods. Like treated wastewater reuse, desalination can raise concerns among local communities. "Engaging in open communication about our activities is a core part of our social responsibility," explains Daniel Spiller. "We work closely with our clients to address public unease about desalinated water." While local populations generally recognize the necessity of desalination, some concerns remain — particularly regarding brine discharge and its impact on marine ecosystems. Veolia has implemented robust environmental protection and monitoring programs around its plants to address these issues.

At the Gold Coast facility, deep-sea discharge monitoring has confirmed that brine releases do not negatively impact the environment. In fact, the area has become a habitat for marine species, positively contributing to biodiversity.

rom the mid-1990s to the late 2010s, southeastern Australia experienced a period of extreme water stress, marked by a significant decline in its water reserves. This event, known as the "Millennium Drought," profoundly reshaped the water sector and led territorial authorities, driven by the National Water Initiative (2004)¹, to invest in climate-independent water supply solutions. In a country where most of the population lives along the coast, seawater desalination emerged as a key option to complement reservoirs and aquifers. The Gold Coast and Sydney desalination plants, constructed, designed and operated by Veolia, are emblematic of this proactive

policy implemented in southeastern Queensland and New South Wales. In these regions, Veolia's clients – municipalities and water utilities – face a dual challenge: meeting the needs of a growing population while addressing extreme climate events exacerbated by climate change.

OPERATIONAL FLEXIBILITY

Initially designed as an emergency drought response, desalination plants like Sydney's have become critical components of local water

management. "The bushfires, cyclones, and floods we experience here put significant strain on supply systems," explains Daniel Spiller, Chief Operations Officer for Veolia's water activities in Australia. "As a result, even when dams are at their highest levels, our facilities must remain operational to provide high-quality water in case of emergencies." Unlike Veolia's desalination plants in the Middle East, which run at full capacity year-round, Australian facilities must operate with a high degree of flexibility. This means running a desalination plant "like a sports car," adjusting supply based on short-notice demand fluctuations. Sydney's facility, for instance, is ready to supply over 15% of the city's population with 250,000 m³ of water per day. The Gold Coast plant, with a desalination capacity of 133,000 m³/day,² has also been activated multiple times to support Brisbane's municipal water network during recurring floods. This

flexible and responsive approach represents a major innovation in urban water resource management.

DECARBONIZATION, RECOVERY, AND PRESERVATION

To ensure the operational and environmental performance of these essential pieces of infrastructure, a continuous improvement process is in place. Committed to helping clients reduce their

> carbon footprint, Veolia teams have developed the GreenPath Zero Carbon offer, a set of 100 decarbonization solutions that identify opportunities for improvement in the emission of carbon throughout customers' value chain.3 "Reverse osmosis, the technology we use for seawater Daniel Spiller desalination, has significantly reduced production costs, compared

"We prioritize making

processes as efficient

our desalination

as possible."

to older desalination technologies," states Daniel Spiller. "However, the most efficient energy is the one we don't consume. That's why we prioritize making our desalination processes as efficient as possible." Veolia's expertise has been instrumental in optimizing plant performance, enabling more efficient desalination without increasing resource consumption.

Artificial intelligence has also been leveraged at the Gold Coast site, where machine learning has improved energy efficiency by 1.1%. "Given the energy intensity of reverse osmosis desalination," adds Spiller, "even a small efficiency gain can make a big difference." Both the Gold Coast and Sydney plants also maximize resource recovery; they are equipped with systems that recover up to 97% of the energy from brine flows (the by-product of desalination).

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Additionally, process water undergoes appropriate treatment before being discharged into the ocean in a way that ensures the protection of the natural environment. These initiatives align desalination with Veolia's GreenUp 24-27 strategic program. By contributing to water resource preservation while minimizing energy and resource consumption, Veolia – a leader in environmental services – is guiding its clients toward sustainable growth.

A STRATEGIC COMPONENT OF THE WATER MIX

Expansion projects are planned at both the Gold Coast and Sydney desalination plants, aiming to increase capacity and enhance drinking water system resilience. These expansions leverage the latest advancements in plant design and process optimization. "Our energy needs will increase with these expansions," acknowledges Daniel Spiller, "but we can rely on both our innovation potential and our clients' growing commitment to green energy (see box) to develop even more efficient and environmentally friendly facilities."

As Australia prepares for multi-decade mega-droughts⁴, desalination is solidifying its role as a strategic pillar in the country's freshwater mix — alongside treated wastewater reuse and conventional water capture and treatment solutions.

"We can rely on both our innovation potential and our clients' growing commitment to green energy to develop even more efficient and environmentally friendly facilities."

Daniel Spiller



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^{1.} National Water Initiative, Department of Climate Change, Energy, the Environment and Water,

Australian Government.

2. and 3. "Desalination in South East Queensland," Seqwater (Queensland Bulk Water Supply Authority).

4. According to a model conducted by researchers from the Australian National University (ANU) and the Centre of Excellence for Climate Extremes (ARC).

DESALINATIONFROM SEA TO TAP

As water resources become increasingly scarce and climate breakdown worsens, seawater desalination technologies such as reverse osmosis offer promising opportunities. Veolia has been using reverse osmosis around the world for almost 20 years. The process has gained in efficiency over this period, becoming a pivotal tool in efforts to meet the challenge of protecting and renewing natural resources.

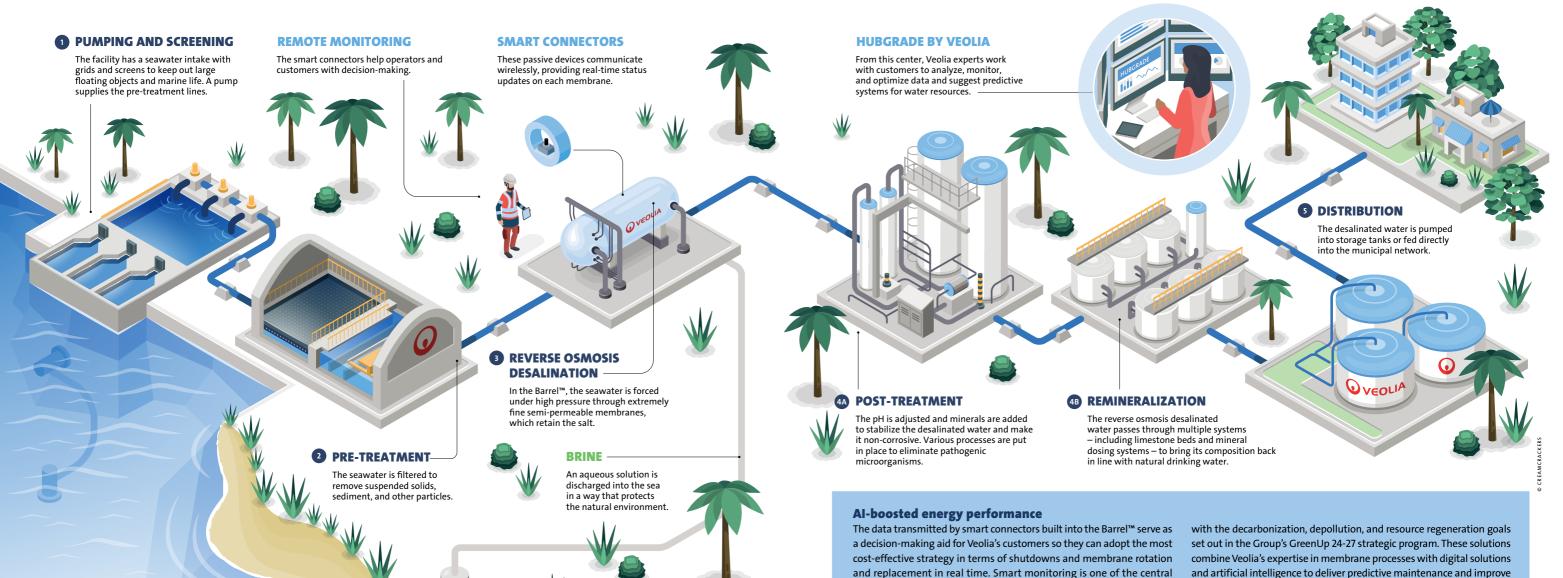
According to projections from the World Resources Institute, 51 countries will suffer from "high" or "extremely high" water stress, including nine in Europe, by 2050.¹ By then, almost five billion people could suffer from a lack of water.² Even today, 700 million people — equivalent to 9% of the world's population — do not have access to drinking water,³ and over two billion people face water stress each year. By turning seawater into freshwater, desalination ensures this vital resource can be supplied to areas where it is lacking, even during periods of drought. These include areas such as dry coastal regions and inland

zones bearing the effects of salinization. This is why Veolia works with municipalities and industry players all over the world, helping them implement a desalination strategy for seawater and brackish water. The Group uses two technologies: distillation and, in particular, (reverse osmosis) membrane filtration, which has become its leading method of supplying drinking water to local authorities. This led to the 2019 launch of the Barrel™, a new reverse osmosis technology. This modular plug-and-play solution revolutionizes the assembly and operation of reverse osmosis facilities. It is designed for quick and easy delivery and

installation, considerably reducing the need for additional civil engineering and pipework connections.

The Barrel™ is a compact solution that is designed for outdoor installation and offers a footprint up to 25% smaller while lowering energy consumption by 0.05 kWh per cubic meter of freshwater produced. It also improves operator safety, and its built-in remote monitoring system provides real-time membrane status updates. These key benefits put the Barrel™ at the forefront of a desalination system market set to reach \$2.57 trillion by 2030.4

1. Where Water Stress Will Be Highest by 2050, Statista, March 2024. - 2. Le manque d'eau touchera 5 milliards d'êtres humains d'ici 2050, avertit l'OMM [Lack of water will affect 5 billion people by 2050, warns the WMO], World Meteorological Organization report, Cotober 2024. - 3. L'accès à l'eau potable dans le monde [Access to drinking water worldwide], Observatoire des inégalités, January 2024. - 4. Desalination System Market Analysis - Industry Report, Size & Forecast, Mordor Intelligence report, January 2024.



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overall energy efficiency at the facilities it operates.

pillars of the Hubgrade by Veolia range of digital services, fully aligned



The findings of the second edition of the Ecological Transformation Barometer, an initiative launched by Veolia and Elabe¹ in 2022, are eye-opening: 89% of the world's population are certain that climate disruption is happening now, and 66% are certain that the costs of inaction are going to be greater than the investment needed for ecological transformation. As the slide into fatalism and climate denial continues to gain ground, are we (still) ready?

ready?





Laurence Bedeau

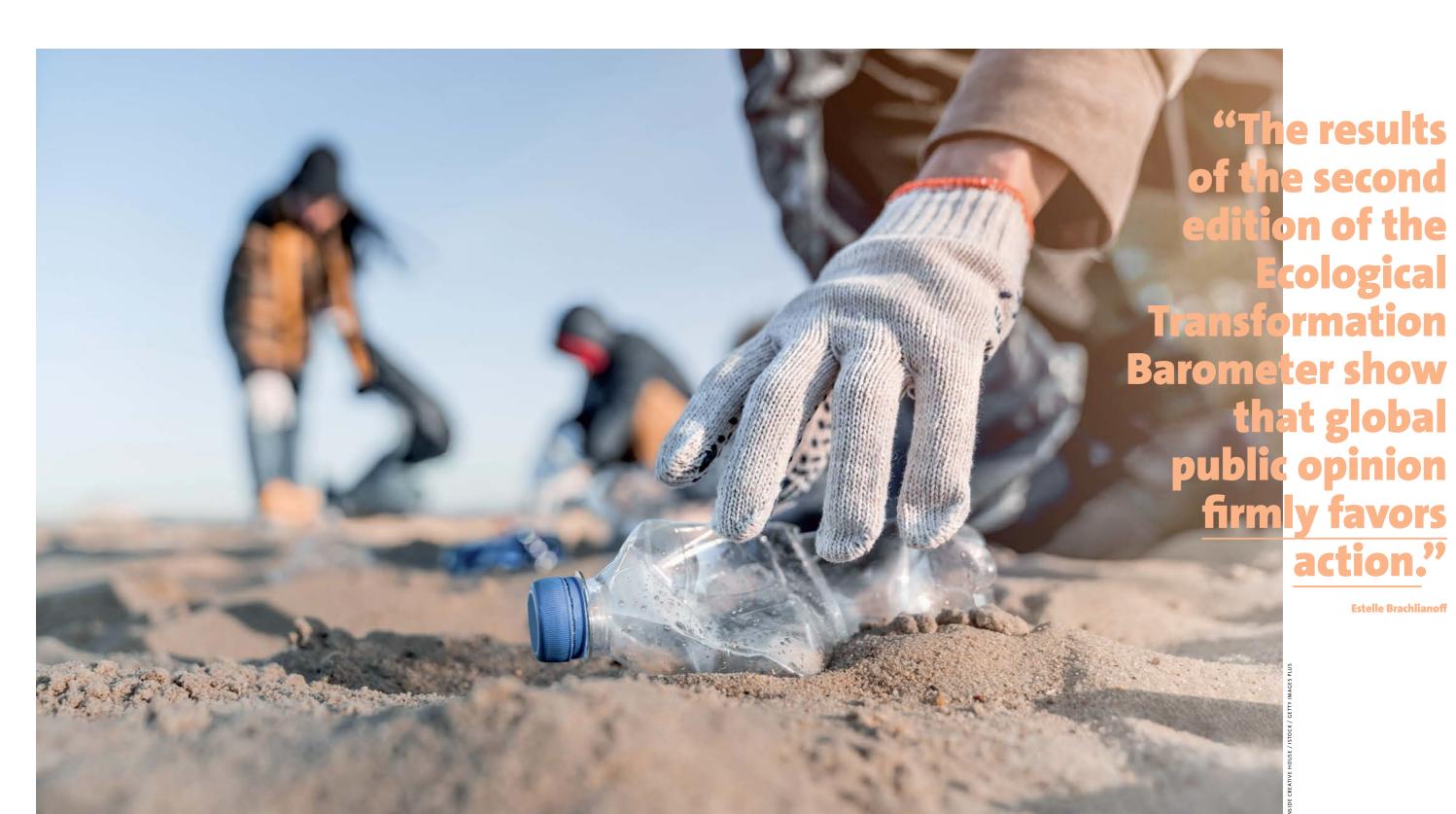
s it possible that ecological issues will be relegated to the background by recent geopolitical upheavals and their powerful impact on economies, energy issues, policy-making and migration? Any backtracking would be inversely proportional to the existential threat posed by climate change. Rising sea levels, loss of biodiversity, and a deteriorating environment are no longer abstract concepts; they are now part and parcel of our lived experience. The urgent need to tackle this crisis raises a fundamental question: are we genuinely ready to accept the changes required to protect our health, quality of life, and the future of our planet? To what extent can improvements to health and quality of life be leveraged to boost the acceptability of solutions and make sure they are adopted and rolled out at scale? These questions are central to the second edition of the Ecological Transformation Barometer carried out by Veolia and Elabe with the goal of informing the public debate by exploring solutions, and providing insights into the obstacles and drivers impacting their acceptability in order to make transition a

HEIGHTENED AWARENESS COMPETING WITH THE APPEAL OF FATALISM

Temperatures are constantly reaching all-time highs, climate-related disasters are becoming more intense, and a sense of ecological and climate insecurity is becoming the norm: 65% of the world's population feel exposed and vulnerable to risks relating to climate change or pollution. In most countries, women and young people aged 18-35 feel more exposed and threatened in terms of their health or material well-being. "There is pretty much nowhere in the world today where at least half the population, sometimes even over 80%, does not feel a sense of ecological insecurity," notes Laurence Bedeau, a partner at Elabe. Most people around

the world remain convinced that climate change is happening now (89%, stable compared to 2022), either because they experience it directly or see the real-world consequences close to where they live. However, climate denial (refusing to accept the humancaused origins of climate change) is on the rise (27%, +2 points) and 35% of respondents (+3 points) doubt humanity's ability to limit climate change. Nevertheless, two thirds of the world's population (66%, -1 point) are certain that the health consequences and cost of climate change will be greater than the investment needed to bring about ecological transformation. From increasing impacts on health to resource scarcity and more frequent natural disasters, the consequences of climate change are becoming increasingly tangible and harder to ignore. Described by the World Health Organization as "the single biggest health threat facing humanity" 2 — a view shared by 75% of respondents, the World Bank believes that climate change could push over 130 million people into poverty by 20303 and 74% of respondents also believe that climate change poses an acute threat to the poorest. In every part of the world, people realize that the colossal potential costs of inaction also represent a powerful driver for the changes and investment needed to deliver ecological transformation.





And tomorrow?

ECOLOGY: STOP NOW, OR DOUBLE DOWN?

While there is a clear consensus about the risks facing the planet and humanity as a whole, there is a marked absence of discussion about the solutions needed to reduce impacts on people. With around half the entire global population voting in 2024 (4.1 billion voters) in nearly 70 countries — including demographic heavyweights (India and Mexico) and economic powerhouses (the USA and EU), the key to national ecological policies will lie in countries' capacity to radically step up the pace of ecological transformation, not limiting themselves to preaching to the converted but also winning over those who are reticent. To this end, people want to see concrete measures and tangible solutions designed to tackle day-to-day material difficulties and threats looming over their homes, jobs and health. In all regions, there are voices claiming that social policies are incompatible with ecological action, with a growing number of politicians calling for an "ecological pause." However, they quickly fall silent once people realize the impacts on their health and quality of life. This is demonstrated by a United Nations Environment Programme report⁴ revealing that the sums needed to help developing countries adapt to climate change are 10 to 18 times greater than current international public financial flows, i.e. between 203 and 365 billion euros per year until 2030.

TAKING ACTION TO MAKE A DIFFERENCE

To answer criticisms of ineffectiveness and foster greater engagement, it is vital to show how ecological transformation can deliver benefits for everybody. One of the main motivating factors mentioned by respondents is the desire to protect their and their family's health: 67% believe that a solution for protecting their health would make them want to change their habits or accept a slightly higher cost for accessing an essential service such as drinking water or locally sourced decarbonized energy. 64% are driven by a desire to improve their quality of life, underlining the intrinsic ties between environmental and human well-being. These figures clearly point to a growing awareness of the direct impact that a deteriorating environment and climate change have on human health and overall quality of life: air and water pollution, food insecurity, and the increasing frequency of extreme climate events are all serious threats. Preserved natural landscapes. guaranteed cleaner air and purer water, and attenuated risks of natural disasters are all seen as concrete advantages that can overcome the widespread fatalism and eco-anxiety currently sweeping the world.

HEALTH: SPEARHEADING ECOLOGICAL TRANSFORMATION

For 97% of respondents, health must become one of the key factors in local decision-making relating to water, waste and energy, ranking alongside ecological risks and the final price to consumers. To deal with the risk of water shortages (cuts, restrictions on use), almost eight in ten people worldwide are ready to eat food grown using recycled water (79%, +10 pts in 18 months), and 66% (+13 points) would drink water produced from treated recycled wastewater. "In every country around the world, most people say they are prepared to drink water produced from treated recycled wastewater," explains Laurence Bedeau. "The average 13-point increase over an 18-month period is

driven by growing acceptance in absolutely all countries, including the most reluctant such as Japan, Indonesia and Morocco. And then there is also the 10-point increase in people prepared to eat food produced by agricultural practices that use recycled water, giving a 79% worldwide consensus. This shows just how fast the dial is shifting." According to Franck Galland, CEO of the consultancy Environmental Emergency & Security Services and associate researcher at the Foundation for Strategic Research, "In the longer term, water must be classed as a strategic priority. We can then introduce the technologies needed to increase water supplies. And by that I mean reusing wastewater." In terms of cleaning up pollution, health risks are again the leading driver for acceptability. The health consequences of polluted water, although undetermined and not immediately visible, mean that more than eight in ten people worldwide (84%) are prepared to pay more for water with no micropollutants. This is precisely what Veolia is aiming for with GreenUp, its strategic program designed to accelerate the rollout of dedicated water treatment solutions while also developing innovative technologies to look after people's health and quality of life. "The Barometer helps us identify the obstacles and raise awareness so they can gradually be overcome. Above all, it allows us to tailor our responses to suit each country's needs and cultures," adds Jacopo di Nicola, a strategic planner at Veolia. "This is very much Veolia's strength, rooted in its century-plus experience and extensive international

COLLABORATING WITH STAKEHOLDERS

When it comes to collaboration, 93% of respondents believe that identifying and applying lasting, efficient and sustainable solutions requires coordinated commitments on the part of governments, businesses, and individuals. In the words of Franck Galland, "Responses to extreme climate situations will require organization, infrastructure and new models for public-private partnerships at state or EU levels, for example." This coordinated multi-party approach using a wide range of political, economic, regulatory, technological and social levers seems to be the only way to tackle the complex and multifaceted challenges posed by ecological transformation. Action, collaboration and shared accountability among the different stakeholders are all crucial. Only with coordinated and concerted efforts from all sides is there a chance of steering humanity toward a more sustainable tomorrow. "The actors seen as the drivers of ecological transformation are Veolia's stakeholders." Jacopo di Nicola reminds us. "The Group sits at the center of this matrix and is in constant dialogue with politicians, local authorities, international institutions, businesses and civil society." And cooperation is precisely one of the key components identified by Veolia for rolling out solutions to treat pollution, decarbonize, and regenerate resources at the local and regional levels. As part of GreenUp, the Group has set itself a range of ambitious stakeholder targets: doubling the number of "+1, ecology turned into action" groups from 12 to 24, and providing training in dialogue and cooperation to all its managers by 2027. Veolia has also inaugurated Terra Academia, an ecological transformation school and accelerator. For Terra Academia's

president, Jean-Michel Blanquer, "ecological transformation is a non-negotiable priority for humanity. It will not happen properly unless training – the absolute foundation for success – is used to accelerate the process. We must take action, collectively as well as individually, to preserve our planet and approach human, economic, social and technical progress through the prism of this necessity."

BROADENING PERCEPTIONS

There remains a significant discrepancy between people's awareness of the need for transition and their perception of what the solutions to adopt will involve and how they will alter daily life which, however unstable it may be, is certainly tangible. 62% of the world's population (68% in Europe, +2 points) find it hard to imagine what daily life would be like after ecological transformation has taken place. "No matter the political messaging or financial difficulties our world faces, ecology will always be a major source of worry in people's lives," says Laurence Bedeau. "Because risks to health, infrastructure and demographics impact everybody indiscriminately. Ecological perceptions are either inexistent or negative. That's the problem. But the moment you bring forward solutions that are very concrete and show believable benefits, then buy-in is massive. This buy-in extends beyond any cultural, economic or social divisions." This inability to imagine what transition could look like is a majority viewpoint in all countries, although at slightly lower levels in countries with a high degree of climate change awareness. "We have to push back against the damage caused by the so-called ecological pause," says Jacopo di Nicola. "Even with a highly complicated and fast-moving geopolitical and economic context making debate more difficult, we need to stay optimistic and hope that in 2026, when the third Barometer is released, the environment will remain one of the top three priorities for people around the world."

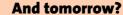
- 1. Veolia and Elabe barometer, 2nd edition, April 2024
 2. COP26 special report on climate change and health: The Health Argument for Climate Action.
 WHO for COP26, October 2021
 3. Groundswell Report, Part 2: Acting on Internal Climate Migration. World Bank, new edition, September 2021
 4. Adaptation Gap Report. Underfinanced. Underprepared, November 2023, United Nations

Published every 18 months, the Ecological Transformation Barometer is a survey carried out in 26 countries from all five continents, polling the views of over 29,500 people. Together, these countries represent 60% of the global population, 67% of global GHG emissions, and 77% of global GDP. Conducted online from October 17 to December 6, 2023, the survey ensures a representative sample of residents aged 18 and over by applying the quota method to gender, age, region and social category variables.

"There is a great deal of demand for affordable, equitable and sustainable solutions that protect human health by reducing pollution and protecting our territories from extreme climate events."

Estelle Brachlianoff

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3 questions for Laurence Bedeau

Which parts of the world are seeing a marked rise in the number of people who believe that inaction will cost more than action?

France is one area, with an 8-point increase in the past 18 months (68%), but the numbers are also on the rise in Spain, Hungary, Brazil, Italy, and Japan. There has been a major shift in people's collective experience over the past three or four years, with the planet burning and nowhere that feels safe anymore. Take France as an example. For a long time, the country was more or less spared, but the summer of 2022 marked a tipping point. Before then, any focus on ecological issues was very much conditioned on the occurrence of a natural disaster that attracted media coverage for a limited period of time. Back then, half the population declared that they were worried and aware of a risk, before the issue and the emotions it generated faded away, disappearing from public conversation and everyday life. But this is no longer the case. Today, worries about health are pretty much a constant, centered particularly on water and air pollution. There is a lot of talk about per- and polyfluoroalkyl substances, known as PFAS. This is a major issue in the USA, and is moving fast up the agenda in Europe and France. People are worried about new types of pollution.

Have perceptions about water shifted since 2022?1

Yes. People are so worried about access to water and water quality that it is shifting the dial in terms of what they will accept. Issues surrounding new types of pollution have become a major health concern in most parts of the world. Some countries have started to introduce stricter regulations in this area. But people worldwide are firmly in favor of the precautionary principle. There is a remarkable willingness to accept that this means paying more for water — although a massive amount of work is still needed before it actually happens! At a time when all the world's economies are grappling with inflation, achieving such a high level (84%) of acceptability for slightly higher water bills to eliminate micropollutants and cut risks to health is exceptional, and very revealing of the sense of health insecurity the ecological crisis has triggered.

Who are people prepared to trust to deliver ecological transformation?

People in every part of the world are convinced that rolling out effective solutions will require a shared commitment by all stakeholders. Cooperation between them is seen as a precondition. A useful example is treated wastewater reuse, a technology that attracted widespread media coverage during the 2022 drought, including in France. People understand the central role played by local authorities, with local elected representatives heading the battle to adapt and protect the places where they live. Alongside them are businesses, which offer expertise, the resources needed to innovate, and speed of execution. Governments in every part of the world also play a major role as the source of laws, regulations and planning. Then there are international bodies and the influence of multilateralism, as illustrated by the Montreal Protocol and its focus on reducing the hole in the ozone layer.

1. 2022: 1st edition of the Ecological Transformation Barometer



Example 1 Key results world / Europe

66% / 64%

believe that ecological inaction will cost humanity more than ecological action.

97% / 97%

state that health has to become one of the keys to local decision-making in terms of water, waste and energy, ranking alongside ecological risks and the final price to consumers.

64% / 65%

feel vulnerable to health risks relating to climate change.

67% / 64%

think that solutions that help protect their health and the health of those around them would encourage them to change their habits or accept a slightly higher price.

92% / 90%

are convinced that local authorities, businesses. governments, international institutions and individuals must identify and implement solutions

91% / 90%

believe that successful ecological transformation will require a combination of ecological planning, new laws and regulations, innovation, and information.

53% / 50%

consider that ecological actions should be a combination of sufficiency and technological solutions.

66% / 65%

are prepared to drink water produced from recycled wastewater in order to lower the risk of

When Veolia adopted its purpose in 2019, it became one of the first companies listed on the Paris stock exchange to question the deep-rooted reason that underpins everything it does. Veolia wanted to see its identity, commitments and goals expressed in a single statement setting out its mission.

Once it decided to define its purpose, Veolia reached out to its stakeholders in an unprecedented consultation process. The Group's senior executives, employees and their representatives, customers, external experts and members of the public were asked to work together to draft a statement of purpose. Thanks to this process, Veolia's purpose is shared by a great many people, helping the Group to stay on course to meet, and even exceed, the targets set out in its Impact 20-23 strategic plan. The approach has now been implemented in the GreenUp 24-27 plan and continues to guide the Veolia Group's new multifaceted performance targets. Supported by dedicated governance and a powerful presence in the field, Veolia's purpose drives and consolidates its strategy: to be the global champion of ecological transformation.

Ecological transformation is our purpose

WE ACT

ECOLOGICAL TRANSFORMATION

Ecological transformation is the term used to describe all the changes that must be made by every actor at every level to:

- decarbonize,
- depollute,
- and regenerate resources.

The aim is to make sure that **human progress** stays within the planetary boundaries defined by science.

OUR PURPOSE

Our purpose is a statement that defines what makes Veolia **useful to society**. It is a guide for the long term directing the activities of our 218,000 employees around the world.





A PROTECTIVE ECOLOGY

With its GreenUp strategic program, Veolia is committed to working for a sustainable, desirable future by decarbonizing, depolluting, and regenerating resources. Veolia advocates working with all its stakeholders to build a third way that links ecology and economics, and protects health, spending power, and resources.

HOW WE DO IT

THANKS TO MULTIFACETED PERFORMANCE

Multifaceted performance is one of the tools we use to deliver our purpose. As well as helping steer and transform Veolia, it also guides our search for ways of **making a positive long-term impact** for all.



WITH AND FOR OUR STAKEHOLDERS

Opening up our business to all our stakeholders – employees, customers, shareholders, society and the planet – lies at the heart of our purpose so that we can identify alliances and pathways for convergence to help drive ecological transformation.

USTRATION BY GULSAH KELE

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VEOLIA AWARDED TWO MAJOR ESG DISTINCTIONS

Veolia recently announced that it has received two distinctions from CDP, scoring an A for CDP Climate Change and an A- for CDP Water Security. Two distinctions that testify to the Group's transparency and performance in fighting climate breakdown, adapting to its impacts, and preserving water resources.

Veolia has reaffirmed its status as one of the businesses most committed to a sustainable future, an achievement reflected in the recent environmental, social, and governance (ESG) rankings announced in February 2025. CDP (formerly the Carbon Disclosure Project) is a leading international NGO that manages one of the largest global environmental databases, encouraging investors, businesses, countries, and regions to assess their impact and take tangible action.

The organization gave Veolia an A for CDP Climate Change and an Afor CDP Water Security. Following these announcements, S&P Global, the parent company of the financial ratings agency Standard & Poor's, chose to include Veolia in its 2025 Sustainability Yearbook (which features just 780 out of more than 7,690 companies assessed). Veolia ranks in the top 5% of the largest global companies recognized for their sustainability performance, and also comes second out of 74 companies in the Multi and Water Utilities sector with a Corporate Sustainability Assessment (CSA) score of 79/100.¹ This rating means that, for the eighth year in a row, Veolia has been included on the DJSI (Dow Jones Sustainability Indices) World and Europe indices, renamed Dow Jones Best-in-Class Indices this year.

RECOGNIZED LEADERSHIP

These ESG ratings stand alongside the scores obtained by Veolia Environnement. Its continued inclusion on the FTSE4Good and CAC 40 ESG indices means it has maintained its Prime distinction², and it is ranked in the top 10% of the Multi-Utilities sector in ISS ESG's assessment, receiving a B rating. These scores and rankings are a mark of prestige for the Group as well as highlighting its continuous commitment to ESG issues, a commitment at the core of Veolia's purpose and embodied in the strategic GreenUp 24-27 program through the Group's multifaceted performance targets.

(F) Key figures

24,800 companies submitted their

62 business sectors assessed by S&P Global 1,000 indicators analyzed

Just 10 % of the 2,500 biggest companies from the S&P Global Broad Market IndexSM an selected for the Dow Jones Best-in-Class World index.

Industrial ecology in action

Preserving the natural world lies at the heart of the commitments set out in Veolia's GreenUp 24-27 strategic plan. To create a sustainable and desirable future and meet the needs of its customers (towns and cities, industries, building managers), the Group innovates every day across its three business activities (water, energy, and waste) as it accelerates the rollout of solutions to decarbonize, depollute, and regenerate resources.

Veolia is leading the drive for ecological transformation by developing innovative solutions that meet its customers' goals as well as protect the environment. From Australia to China and Qatar, Veolia adopts a Copy & Adapt strategy based on transposing and customizing its best practices and solutions in order to tackle the specific challenges facing each location.

The Woodlawn Eco Precinct in Australia is a perfect illustration of this approach. Veolia has developed an innovative 6,000-hectare ecosystem focused on sustainable waste management and green energy production on the site of a former open-cast mine. The site features a bioreactor for recovering biogas, an energy-from-waste plant, and a solar and wind power facility. The initiative demonstrates how rehabilitating an industrial site can make a significant contribution to cutting carbon emissions, delivering decarbonization while also creating value.

Similarly, the treated wastewater reuse project in Katara Cultural Village in Doha is a testimony to Veolia's depollution expertise. With the capacity to treat 15,000 m³ of wastewater per day, Veolia has rolled out an ambitious treatment and reuse program for the site's wastewater. The results are remarkable: the treated water is now used to irrigate green



spaces and power cooling towers, leading to a significant reduction in freshwater use.

When it comes to regenerating resources, Veolia's partnership with Sinopec in China underlines how the Group manages to embed restoring biodiversity into the heart of industrial activities. Veolia manages the entire water cycle at the Beijing Yanshan Petrochemical complex, enabling 60% of the site's wastewater to be reused. And even more remarkably, Veolia has also rehabilitated a nearby 8-hectare wetland, creating a rich ecosystem that is now home to 140 bird species.

These examples show how Veolia can effectively combine its different areas of expertise to create value for its customers while actively helping protect the environment and regenerate natural resources. A capability that gives the Group a key role in ecological transformation.



Decarbonization

18 million

metric tons of CO₂ avoided in 2027

(scope 4) & emission reduction pathway compatible with 1.5°C global warming limit (scopes 1 & 2)

Regeneration

1.5 billion cubic meters of freshwater saved in 2027

Depollution

10 million metric tons of hazardous waste and pollutants treated in 2027

Net zero

CO₂ emissions by 2050

Bioenergy

50%

increase in production to 8 GW by 2030

THIS IS NOT A **GLASS OF WATER**



It is a reservoir... of over 1.5 million jobs around the world!

With 111 million people supplied with drinking water and 1.3 billion cubic meters of freshwater saved worldwide, Veolia contributes directly and indirectly to the creation of 1.5 million jobs.

Veolia means ecological transformation dedicated to human development in regions and territories.

Find out how Veolia is accelerating ecological transformation near you: www.veolia.com

