



Stakeholders Assembly

Members List

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EDITORIAL

ESTELLE BRACHLIANOFF

Chief Executive Officer of Veolia

“**Environmental Security is the ability of a society to keep functioning when tensions arise, to produce, feed and power itself, and to stand strong.**”

We're entering an era where security can no longer be thought of purely in military, financial, or diplomatic terms. It must be thought of in environmental terms. "Environment" in the systemic sense. The capacity of a territory to sustainably guarantee the resources it depends on. This is what we call Environmental Security at Veolia. The ability of a society to continue functioning when tensions rise, to produce, feed and power itself, and to stand strong. And this is exactly what we work to guarantee every day at Veolia: anticipating, securing, and managing vital resources so that our societies can continue to function - even when everything is shaking.

Environmental Security isn't just a shield. It's a catalyst for progress - one that improves people's lives and builds the conditions for tomorrow's prosperity. Because every challenge becomes a lever to transform constraint into opportunity, to optimize and do better with less. When we secure resources, we unlock immense co-benefits: more resilient cities, more competitive industries, better health, local jobs, reinforced sovereignty. But we can't do this alone. No single company, no single sector, no single nation can solve these challenges in isolation.

That's why we created the Stakeholders Assembly in April 2026, the first international platform of our Group with strategic stakeholders. Each of the Assembly Members has been carefully selected because they represent a critical voice, a unique perspective, and a vital piece of the puzzle we're trying to solve. And all together they will play an essential role - not just for Veolia, but for the collective future we're building.

BUILDING ENVIRONMENTAL SECURITY TOGETHER

LAUNCH OF VEOLIA'S STAKEHOLDERS ASSEMBLY

ACTING TOGETHER FOR ENVIRONMENTAL SECURITY

The world has fundamentally shifted. What we once called **environmental challenges** have evolved into **security crises** that threaten business continuity, national prosperity, and the health and quality of life of populations worldwide.

When Valencia floods after drought, when Los Angeles evacuates districts, when Taiwan's factories shut down for lack of water, when supply chains collapse due to resource scarcity, when water dependencies become geopolitical weapons, when countries scramble for critical mineral access—these are not isolated incidents. This is the new norm where **environmental security determines everything else**.

Securing water supply, energy independence and waste transformation have become strategic matters for populations around the globe. Veolia is a global force providing state-of-the-art, universally trusted solutions to address these issues.

Further than providing technical solutions, we have decided to **speak up and take a stand for environmental security**.

We cannot act alone. Global action for environmental security calls for a strategic coalition approach, bringing together companies, investors, local authorities, insurers, citizens and organisations across all regions.

This is why **Veolia is launching its Stakeholders Assembly**: a bold, strategic international dialogue platform bringing together selected stakeholders.

OUR FOCUS FOR 2026: SECURING WATER ACCESS WITH WATER REUSE SOLUTIONS

In its inaugural 2026 edition, the Stakeholders Assembly will **focus on water reuse** as a well-mastered solution to secure water access for people, agriculture and industries. The Assembly will examine the challenges and keys to success of this solution. Together, we will write a **call to action** committing the Group to multifaceted collaboration and concrete action.

THE STAKEHOLDERS ASSEMBLY: A HIGH-LEVEL, INTERNATIONAL COLLABORATION PLATFORM

Veolia has long been committed to building strong, lasting relationships with its stakeholders: from the creation of the Critical Friends initiative, to defining the company's purpose, launching the +1 initiatives, and establishing the Future Generations Council. This approach lies at the heart of Veolia's value-creation model: multifaceted performance. It guides the balance between commercial, economic, financial, social, human and environmental performance since 2020.

The Stakeholders Assembly pushes this dynamic further. **We are bringing together pioneers and experts of environmental security and water reuse from across the globe.** We selected 33 representatives from Veolia's five stakeholders categories: clients, finance stakeholders, employees, civil society and environmental organisations, alongside members of the Board and the Executive Committee.

The work of the Stakeholders Assembly is supported by research and guidance from Columbia University (New York) and HEC (Paris).



PORTRAITS OF ASSEMBLY MEMBERS

CLIENTS

Some of our clients are already implementing reuse solutions. They best illustrate the diversity of applications, ranging from municipal use—including drinking water production—to agricultural irrigation and industrial processes. They will be able to share their hands-on experience and their insights into what water security means in the field, across all our geographies.

MUNICIPAL



Raed ABU SOUD
Minister of Water and Irrigation,
Jordan



Vivianne BLANLOT
Board of Directors
Aguas Andinas, Chile



Denis GUILBERT
Managing Director of
Vendée Eau, France



Sackarias UUNONA
Mayor of Windhoek
City of Windhoek, Namibia

INDUSTRIAL



Deena STARKEL
Principal Water Engineer
Micron Technology, USA



Yang TAO
Chairman
Hubei HeYuan Gas Co., China

SHAREHOLDERS

& FINANCIAL PARTNERS

Environmental security is not only good for the planet, it ensures long-term predictability and confidence in investments. Representatives of our shareholders and financial partners will bring to the discussion their expertise in infrastructure and project finance as well as investment banking.

SHAREHOLDERS



Nicolas ANDRIEU
Infrastructure & Project Finance Professional
Member of Veolia's Shareholder Advisory
Committee, France



Emmanuel BLOT
Director
Bpifrance investment, France

FINANCIAL PARTNERS



Laurie CHESNÉ
Head of Green & Sustainable Financing
& Advisory EMEA Natixis Corporate
& Investment Banking, France



Pascale FORDE MAURICE
Managing Director – Head of European
Corporate - Sustainable Investment Banking
Crédit Agricole CIB, France

EMPLOYEE SHAREHOLDERS'S REPRESENTATIVE



Jean-Christophe TARET
Director of Impact and Development
Director-elect representing
employee shareholders, France

EMPLOYEES REPRESENTATIVES

Some of Veolia's employees bring their expertise from within, whether as employee representatives, our very own water reuse experts, or as members of the Future Generations Council. Together, they ensure that employees' voice is represented at all levels, from governance to operational expertise.

VEOLIA SOCIAL DIALOGUE



Franck LEROUX
Director representing employees
Veolia Board of Directors, France



Pavel PÁŠA
Director representing employees
Veolia Board of Directors, Czech Rep

FUTURE GENERATIONS COUNCIL



Adèle PEUGEOT
Director of Scientific
and Technological Expertise
Veolia, France



Xingpei YAO
External Relations
& Communications Manager
Veolia, China

WATER REUSE EXPERTS



Geneviève LEBOUCHER
Engineering & Procurement Projects
Veolia Water Technologies, France



Dave ROSS
Executive Vice President
Government Affairs and Sustainability
Veolia North America, USA

PLANET

Outstanding experts are joining us to ensure a broad, multi-disciplinary and cross-sectoral perspective on planetary issues. They are independent experts, academics and representatives from NGOs and the Veolia Foundation. The inclusion of Future Generations Council external members ensures that youth advocacy and long-term thinking remain central to the conversation.

INDEPENDENT EXPERTS



Esther DELBOURG
Water Economist, Co-founder & CEO
of Water Wiser, **France**



Sherri GOODMAN
Renowned leader on Defense, Energy,
and Climate issues. Secretary General
of the International Military Council
on Climate and Security, **USA**

NGOs



Andrea ERICKSON-QUIROZ
Managing Director Sustainable Food and Water
System, The Nature Conservancy, **USA**



Vedika BHANDARKAR
President & Chief Operating Officer
Water.org, **USA**

VEOLIA FOUNDATION



Françoise GAILL
CNRS Scientific advisor & vice-president
of the Ocean & Climate platform,
Veolia Foundation, **France**

ACADEMICS



Agathe EUZEN
Director of "One Water" Programme,
CNRS, **France**

FUTURE GENERATIONS COUNCIL



Daniel DE PAULA
Co-founder of French Youth Parliament
for Water, **France**



Elsy MILAN
Postgraduate Researcher
at the Imperial College of London
and Political negotiator to the United
Nations Framework Convention
on Climate Change, **Lebanon**

AUTHORITIES – INVITED GUEST



Jann MARTINSOHN
Head of Unit – Ocean and Water,
European Commission Joint Research Centre,
Europe

SOCIETY

Representatives from Veolia Institute, Terra Academia, Entreprises pour l'Environnement (Businesses for the Environment), and Veolia's Critical Friends ensure a wide and diverse societal perspective. These members bring crucial experience and insights into what environmental security means in practice, whether working within public institutions, the private sector, or as independent thought leaders.

INSURANCE



Susan DOERING
Global Food, Agribusiness and Beverage
Leader Aon Insurance, USA

SUPPLIERS



Surekha TRIVEDI
Senior Vice President, Strategy
and Sustainability – Veralto Group, USA

GOVERNMENTAL AGENCY



Rémy RIOUX
Chief Executive Officer – Agence Française
de Développement Group, France

VEOLIA DIALOGUE ECOSYSTEM

VEOLIA INSTITUTE



Pierre-Marc JOHNSON
International lawyer, former First Minister
of Quebec, Canada

ENTREPRISES POUR L'ENVIRONNEMENT (BUSINESSES FOR THE ENVIRONMENT)



Cécile DENORMANDIE
Managing Director – Entreprises
pour l'Environnement, France

CRITICAL FRIENDS



Armand HATCHUEL
Emeritus professor of management science
and design theory at Mines Paris-PSL
University, France



Shivani KANNABHIRAN
Expert in Social Sustainability,
Global Value Chains, and Responsible
Business Conduct, France

TERRA ACADEMIA



Xavier LEFLAIVE
Dean of Terra Academia and former senior administrator at the OECD Environment
Directorate, France

EXECUTIVE COMMITTEE

& BOARD OF DIRECTORS

PARTICIPATING IN THE ASSEMBLY

CHAIR



Estelle BRACHLIANOFF
Chief Executive Officer

WITH EXCOM MEMBERS



Laurent OBADIA
Deputy CEO in charge of Stakeholders and Communications



Emmanuelle MENNING
Deputy CEO Finance and Purchasing



Anne LE GUENNEC
CEO Water Tech Zone



Helman LE PAS DE SÉCHEVAL
General Counsel



Sébastien DAZIANO
Senior Vice-President, Strategy, Innovation & Development



Isabelle QUAINON
Senior Vice-President Human Resources

ALSO ATTENDING



Antoine FRÉROT
Chairman

WITH BOARD MEMBERS



Pierre-André DE CHALENDAR
Chairman, Saint-Gobain
Independent Member of the Board,
Veolia Environment



Maryse AULAGNON
Chairman and CEO of
MAB Finances (Finestate)
Member of the Board
of Directors of Veolia
Environnement



Julia MARTON-LEFÈVRE
Chair of the Tyler Prize for
Environmental Achievement, former
director of the IUCN, Independent
member of the Board of Directors
of Veolia Environnement

OUR PLEDGE

This pledge represents our collective understanding of **environmental security** and **why collaboration will lead us further**. Originating from Veolia's initial vision, informed by Columbia and HEC universities' research, and refined through the contributions of the Assembly's Members, it serves as the foundation for our collective action.

DELIVERING ENVIRONMENTAL SECURITY

Every day, all over the world, Veolia's teams secure access to the water, energy and waste management we all depend on for business continuity, strategic resilience, health and quality of life. Recent headlines about rising pollution, extreme weather events, water shortages, and supply chain constraints prove that this work has never been more urgent. In times of geopolitical upheaval, ensuring environmental security becomes a matter of survival and independence.

As growing global populations, increasing resource demands and accelerating environmental challenges evolve and converge into potential security crises, Veolia takes a stand for global environmental security. The company worked with researchers from Columbia and HEC universities to define environmental security as *"the stable condition where people and communities possess the essential resources and capabilities to effectively manage, plan, and adapt to the future amid interconnected challenges linked to accelerating changes to our human ecology and the environment."*

Far from a theoretical problem, global environmental security is grounded in local realities and human impact, to ensure **health and quality of life for local communities**. It also **secures access to vital resources for industry and agriculture, long-term predictability for financiers and resource sovereignty for governments**. And it reaffirms the principle that these benefits are closely woven together.

Veolia's commitment to environmental security goes **beyond emergency solutions and risk mitigation: it aims for systems resilience**. It contributes to a world that plans ahead. As opposed to another constraint, environmental security is an investment in the ability to absorb shocks, adjust to change and foster well-being.

FORGING PRACTICAL PATHWAYS TOGETHER

Through the combined skill of its 215,000+ experts, Veolia occupies a unique strategic position to address environmental security challenges. But one company, as large and expert as it might be, cannot act alone. This is why Veolia is stepping up its long tradition of dialogue with the launch of the Stakeholders Assembly: **actively listening, and building strategies together**.

Since we are all in it together, achieving environmental security will benefit us all together. Citizens and their governments gain social cohesion and access to vital resources; local governments ensure reliable public welfare; industry and shareholders gain predictability and confidence in their investments; employees gain long-term stability and pride in what they do.

For the same reasons, we need everyone on board.

Because the path to environmental security is inherently complex, it calls for a wide range of skills and approaches. Challenges across water, energy, waste, health, wellbeing, and climate are interconnected by design, and so the solutions must be. True to Veolia's purpose, we tackle economic, social and environmental issues as an inseparable whole to the benefit of the largest number of people.

The situation calls for stronger action, stronger commitment and stronger collaboration. This is why Veolia's Stakeholders Assembly gathers a unique, international, high-level panel to forge practical pathways together. **Together, we are moving from dialogue to alliance, from consultation to commitment, from good intentions to transformative action.**

HANDS-ON SOLUTIONS FOR WATER SECURITY

Where to start? The United Nations made it official in January 2026: the world has moved beyond a water crisis and into a state of global water bankruptcy. Water security, guaranteeing people's, governments' and businesses' access to a sufficient supply of high-quality water, is vital. It secures access to safe drinking water and sanitation, food production, industrial production, ecosystems health, and it contributes to making our societies safer for us all.

When it is appropriate to the local context, Veolia can provide ground-breaking solutions with the development of water reuse facilities. But such innovative solutions rely on a wide range of stakeholders to overcome blockages, whether they are linked to social acceptability, regulations, economic models or technical solutions.

This is precisely what our new Stakeholders' Assembly can provide: and this is why **the challenge of water reuse is a perfect opportunity for our Members to get to work together**. Together, we will come up with creative insights and strategies to accelerate water reuse solutions where they are relevant. We consider it as a practical opportunity to reimagine long-term value creation, to bridge financial performance and environmental protection, and build resilience for all.

The Assembly does not intend to identify solutions for all existing challenges, but it can highlight opportunities for collaboration to solve complex problems and bring about positive change, combining societal, technical, political and economic expertise. Let's join forces and **work together to bring environmental security in service to all**.

¹<https://news.un.org/en/story/2026/01/1166800>

OUR PURPOSE...

and its implementation in the GreenUp strategic program

ECOLOGICAL TRANSFORMATION: THAT'S OUR PURPOSE

Ecological transformation means acting to reconcile human progress and environmental protection.

We develop and implement locally solutions to depollute our vital resources and preserve them from depletion, solutions to decarbonize our ways of living and producing and adapt them to the consequences of climate change.

All over the world, attuned to local cultures, we strive to improve the health and quality of life of communities.

At Veolia, we tackle economic, social and environmental issues as an inseparable whole to the benefit of the largest number of people.



AND THE SEARCH

FOR BALANCE

Founded and designed for the **long term**, Veolia's purpose is a **compass** that helps us set and maintain our course over time. It is a shared progress approach that involves all Group employees and benefits all stakeholders.

Our purpose is implemented in our GreenUp strategic program, driven by a vision of multifaceted performance which places the **same level of attention and requirements** on economic and financial, commercial, social, societal and environmental performance. Our ambition is to make Veolia **the benchmark company** for ecological transformation.



VEOLIA'S MAIN PLATFORMS AND FORUMS TO LISTEN AND ENGAGE WITH ITS STAKEHOLDERS

Veolia is committed with all its stakeholders, locally, regionally, nationally and internationally. It interacts with all of them to listen, understand, analyze, decode and, ultimately, build useful solutions that have a positive impact on ecosystems, organizations and people.

Ecological Transformation Barometer

This global opinion poll was conducted in 26 countries accounting for 60% of the world's population, helping to move the debate forward and providing insights into how to make ecological transformation a reality.

Critical Friends

Founded in 2013, this independent committee draws on expertise from nonprofits, institutions, academia, and partner businesses to help shape the Group's strategic direction.

+1 collectives

This initiative was rolled out by Veolia in 2021 to establish stakeholder panels in regions where the Group operates. The collectives, created using an innovative open-source methodology, exist to identify concrete actions that drive ecological transformation.

Future Generations Council

This platform brings young people and the Chief Executive Officer together for dialogue on ecological transformation.

Stakeholders Assembly

The Group's new strategic forum for dialogue connects its various platforms and unites their voices for environmental security.

Veolia Institute

A platform for discussion and debate, the Veolia Institute conducts foresight work on issues at the crossroads of the environment and society. Its mission is to offer a range of perspectives that shed light on the future.

Terra Academia

The ecological transformation school and accelerator initiated by Veolia comprises a coalition of economic, academic, public and nonprofit partners.

Veolia Foundation

The Foundation is involved in humanitarian emergencies and development aid, protection of the environment and biodiversity, and social inclusion through work and social links.





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