



Future Generations Council

Finding pathways
to a desirable and engaging
ecological transformation
for all

Cycle 1
April 2025 - April 2026



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“
Veolia is positioning itself as a leader in ecological transformation, and we need fresh perspectives to make it happen.”

EDITORIAL

ESTELLE BRACHLIANOFF

Chief Executive Officer of Veolia

Veolia's Future Generations Council is a **real game changer for our Group and its launch comes at a crucial time**. Around us geopolitical tensions are rising, ecological challenges are intensifying and sadly environmental priorities are often being pushed aside. But this is exactly when we need to step up. For over a decade, Veolia has been building strong relationships with its stakeholders - from our Critical Friends initiative to our Purpose in 2019, and our multifaceted performance approach in 2020.

Now, we're taking it to the next level. While others might feel powerless in the face of today's challenges, we're choosing action. Veolia is positioning itself as a leader in ecological transformation, and **we need fresh perspectives to make it happen**.

This Council is driven by 3 key principles:

Boldness: to push boundaries and bring innovative ideas.

Authenticity: each Council member is to speak openly, challenge us and share concerns and expectations.

Impact: our aim is to turn their best ideas into concrete actions that we can integrate into the Group's activities.

Each member of the Future Generations Council has been carefully chosen to bring something unique to the table. They represent not just their countries, but a generation that understands the urgency of our environmental and social challenges and isn't afraid to push for real change!

LISTENING TO THE VOICES OF FUTURE

GENERATIONS FROM EVERY CONTINENT

Created on April 23, 2025, the Future Generations Council provides a unique platform for dialogue between young leaders worldwide and Veolia's Chief Executive Officer. The Council works on transforming current and future challenges into opportunities fostering ecological transformation.

This new platform is designed to provide bold, audacious, and younger viewpoints to feed into the strategic thinking of the Group's senior executive team and complement Veolia's existing mechanisms for consulting with its stakeholders, such as the Ecological Transformation Barometer, Critical Friends, and +1 collectives. Together, these mechanisms ensure that Veolia keeps exploring novel ideas supporting its purpose with experts and civil society, providing a powerful foundation to accelerate ecological transformation through suitable solutions.

Purpose of the Council

- Gauge the expectations of the youth and create a framework of trust and dialogue between young people and the Executive Management.
- Create a space where young people can put forward concrete ideas and propositions to accelerate the implementation of ecological transformation.
- Allow young people to become ambassadors at strategic and local levels.

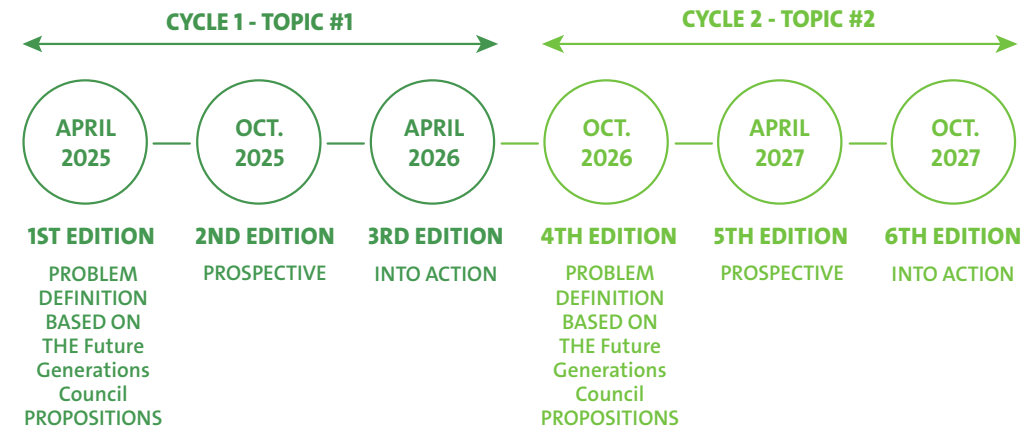
Working methods

- Each 3-year mandate examines two issues. The issues are first suggested by Council members, with a final selection made during talks with the Chief Executive Officer. For each issue, the Council's mission is divided into three working phases. Each phase is followed by in-depth discussions with the Chief Executive Officer leading to joint proposals:
 - Phase 1 - PROBLEM DEFINITION: clearly identify the challenge and its local and global impacts;
 - Phase 2 - PROSPECTIVE: identify the risks inherent in not taking this issue into consideration and define desirable futures;
 - Phase 3 – IMPLEMENTATION: define opportunities for action and solutions to change practices in the service of ecological transformation.

The Future Generations Council gathered for the first time in April 2025 with one young leader from outside Veolia and 15 Veolia employees representing the Group's geographical footprint and expertise.

In October 2025, 14 young people from outside the Group joined the Council.

OVERVIEW OF A 3 YEARS MANDATE



KEY FIGURES

30
YOUNG PEOPLE FROM
ALL OVER THE WORLD

15 + 15
VEOLIA EMPLOYEES
EXTERNAL MEMBERS

2 meetings/year
WITH VEOLIA'S CHIEF EXECUTIVE
OFFICER, ESTELLE BRACHLIANOFF

3-year
MANDATE

20 TO 30
YEARS OLD

CYCLE 1 TOPIC CHOSEN BY COUNCIL'S MEMBERS:

HOW DOES VEOLIA ENCOURAGE A CULTURE OF RISK TO INVENT THE INDUSTRY OF THE FUTURE (2050)?

This first cycle of the Future Generations Council, running from spring 2025 to spring 2026, is structured in 3 phases: Problem definition, Prospective thinking and Into Action. Each work cycle lasts for 1 year and half and respects those 3 phases.

During the **first phase in April 2025**, participants drew on their personal and local experiences, sectoral expertise, and shared concerns to explore the major challenges regarding ecological transformation, and those challenges's impacts on the future of Veolia and its role as a global environmental services provider.

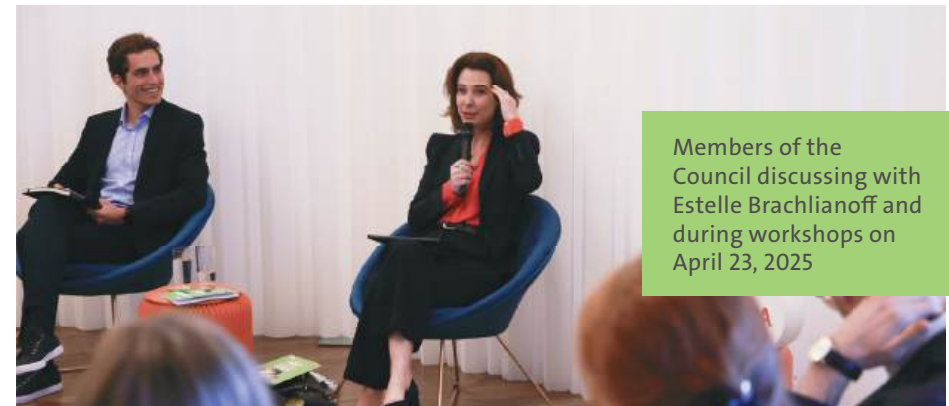
With Estelle Brachlianoff, members agreed on Cycle 1 key question: **How does Veolia encourage a culture of risk to invent the industry of the future (2050)?**

This guiding question articulates three deep concerns identified by Council members:

- the **environmental limits of resource use in a reindustrialized world**;
- the challenge of **embedding risk and experimentation** in a large organization's innovation strategy;
- and the **urgent need to overcome cultural inertia and short-term logics** that hinder transformative action.

Phase 2: October 2025

- Define prospective scenarios (feared, normal, desirable) for 2050.
 - Identify levers for action to counter the feared scenario or levers for action to achieve a desirable scenario.
- 2 to 3 priority levers per scenario by 2035 will be presented to Estelle Brachlianoff.



Members of the Council discussing with Estelle Brachlianoff and during workshops on April 23, 2025



PERSPECTIVES RESHAPING THE INDUSTRY

As part of the first cycle, the Future Generations Council's members examine how Veolia can contribute to building the industry of 2050. Their reflections dwell on three pressing challenges: ensuring local trust, operating within planetary limits, and turning uncertainty into a driver of resilience and value.

Building local trust

Industries are only sustainable if they are **locally accepted and valued**. Communities expect **tangible benefits** – jobs, environmental protection, and clear contributions to quality of life. At the same time, **value chains are currently being reshaped** under geopolitical, ecological, and technological pressures, **making territorial anchoring even more essential**.

For Veolia, the central challenge is to **define the role it wants to play in territories where it operates**. How can the Group demonstrate that its industrial services create **tangible local value beyond efficiency gains**? What mechanisms of transparency could reinforce trust in its environmental and social impacts? **How could Veolia involve stakeholders more directly** in the design and monitoring of solutions?

Operating within planetary limits

New technologies raise both promises and questions. For example, **artificial intelligence tools are mature** and powerful, yet their energy consumption, social and environmental impacts, and governance risks are significant. Operating within planetary limits means **rethinking innovation not only as a driver of growth**, but as a process bounded by ecological thresholds and **accountable for its broader impacts**.

How can Veolia ensure that **innovation integrates ESG responsibility, lifecycle assessments, and ecological thresholds**? How could Veolia leverage the global need for **frugal innovation** – designing solutions that deliver value with fewer materials and lower environmental footprints – in its service offering? **How can Veolia align industrial development with planetary boundaries**?

Turning uncertainty into opportunities

Uncertainty has become a structural condition for industry, driven by climate risks, geopolitical tensions, and technological disruptions. While these forces can destabilize operations, they also open pathways for reinvention. Far from being only a constraint, uncertainty can act as a catalyst for agility and transformation, **turning instability into a trigger for new business models**.

How can the Group develop a shared culture of risk that empowers its teams to act with confidence under uncertainty? How might the company help industrial clients anticipate and adapt to crises rather than react defensively? And more broadly, how can Veolia ensure that uncertainty becomes a driver of long-term value creation, ensuring individuals & territories essential needs and quality of life?

SPONSORS



Barbara THIERART-PERRIN
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Oliver WILD
Chief Risk & Insurance Officer

CONTENT TASK FORCE

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VP Prevention Risk Officer

PORTRAITS OF FUTURE

GENERATIONS COUNCIL'S MEMBERS

Niels de Fraguier, a young entrepreneur, author and teacher, is the General secretary & spokesperson of this new dialog platform. The Council's members were selected on the basis of their ability to represent the views of young people from every continent.

NIELS DE FRAGUIER

General secretary & spokesperson of the Future Generations Council, 29 years old

Niels is a French entrepreneur, author and innovator who is committed to empowering individuals and restoring the earth's systems. He strives to give others the tools to lead the transformation needed to create the world of tomorrow.

In 2020, he cofounded Positive, a worldwide ecosystem of over 200 businesses supporting their transformation to a regenerative economy. In 2023, he co-authored *The Regenerative Enterprise*, setting out a practical pathway for entrepreneurs to adopt a regenerative approach. Translated into several languages, it has been endorsed by thought-leaders including Christiana Figueres (UNFCCC), Otto Scharmer (MIT), Satish Kumar (Schumacher College) and Johan Rockström (Stockholm Resilience Centre).

In 2024, he cofounded the international branch of Corporate Regeneration, designed to facilitate the adoption of impactful governance models that place nature and future generations at the heart of corporate decision-making processes, fostering innovation, impacts and adaptation to tomorrow's realities.

In 2025, he began teaching entrepreneurship at Sciences Po, providing students with knowledge and tools to build the world of tomorrow. Recognized for his pioneering role, Niels was a mandated youth leader for the International Olympic Committee and a Council of Europe youth delegate.

What is his role as General secretary & spokesperson of the Future Generations Council?

- Create a trusting space and facilitate cooperation between participants.
- Guide interactions between members and the senior executive team.
- Challenge participants and the senior executive team to reach actionable and impactful proposals.
- Leverage the Council's impact with personal expertise.
- Represent the Council's voice.



Today we are standing at the intersection between existential crises, giving us a unique opportunity to reinvent how we create value, strengthen our bonds, and imagine a desirable future. In this context, the Future Generations Council has a singular goal, to act as a mouthpiece and point the way to an emerging paradigm guided by intergenerational justice.

NIELS DE FRAGUIER
GENERAL SECRETARY & SPOKESPERSON
OF THE FUTURE GENERATIONS COUNCIL

ASIA-PACIFIC



XINGPEI YAO

China External Relations & Communications Manager, China, 30 years old

“ My daily work translating between China's "dual carbon goals" and Western ESG frameworks positions me to crystallize youth-led priorities into Executive Management-adoptable strategies.

I wish to join the Future Generations Council because...

To represent and amplify Asian, particularly Chinese, youth perspectives, leveraging their experience in navigating China's **green market and policy landscape** and to learn from international peers about adapting ecological strategies across different **cultural contexts**.



JONATHAN JO

Process Engineer, Australia, 28 years old

“ The creation of the Future Generations Council demonstrates Veolia's commitment to collaborative dialogue between emerging and established leaders, and I welcome the opportunity to contribute to this initiative.

I wish to join the FGC because...

I am eager to participate in meaningful discussions that **bridge global strategy with local implementation**, ensuring our solutions resonate with current and future generations.



SUM YUE (NATALIE) CHUNG

Science, Technology and Environmental Policy PhD student, Princeton University, Hong-Kong SAR, 28 years old

“ I am very eager to join the Future Generations Council because Veolia's commitment to ecological transformation and intergenerational dialogue echoes strongly with my life's work at the intersection of climate justice and youth empowerment.

I wish to join the FGC because...

Joining the Council allows me to merge frontline insights from vulnerable regions across Asia Pacific with Veolia's innovative technological solutions, ensuring ecological transformation prioritizes decarbonization and intergenerational justice.



QIYUN WOO

Science Communicator and Founder of The Weird and Wild, Singapore, 28 years old

“ I'm motivated by the opportunity to engage with practitioners and likeminded changemakers who are keen to find new ways to transform the way we do things.

I wish to join the FGC because...

Joining this Council is a chance to bring climate voices from Southeast Asia — especially urban, youth and creative communities—into dialogue with a global sustainability leader like Veolia that operates locally as well.

AFRICA, NEAR & MIDDLE EAST



CLÉMENT BONNE

Development Manager and Multifaceted Performance Referent, **Morocco**, 28 years old



Being part of the Africa Middle East zone, I have the opportunity to represent some of the countries with the youngest population. In those countries, where the Group operates, young people will have a key role to play both inside and outside of Veolia.



I wish to join the FGC because...

I believe that if we foster young people's ideas we could provide better solutions to our clients while also taking steps to **protect our environment, biodiversity and resources.**



FATEMA NASER

Process & Environmental Support Engineer, **United Arab Emirates**, 29 years old



We, the younger generation, are no longer satisfied with incremental change; we seek transformative and tangible solutions that align with our environmental, social, and other responsibilities



I wish to join the FGC...

To bridge gap between **youth innovation** and Veolia's strategy and to promote sustainable initiatives that **empower communities** and **foster inclusive participation.**



NEESHAD SHAFI

Co-Founder - Arab Youth Climate Movement, **Qatar**, 29 years old



I really believe in the idea of working directly with young changemakers from across the world and Veolia's leadership to develop co-solutions that reflect both local/regional ideas with global ambition.



I wish to join the FGC...

I believe the Council's mission strongly aligns with my own creating pathways that are equitable, inclusive, and based in real-world experience.



ELSY MILAN

Policy Negotiator for the Lebanese Delegation at UNFCCC, **Lebanon**, 28 years old



The Council being a voice of resilience and future hope is an unequivocal chance for innovation and change where future generations can regenerate a better world by collectively working together. At its heart, I hope to play an active role for my people and my region.



I wish to join the FGC...

During my mandate on the Veolia Future Generations Council, I want to shape a meaningful, just and people-centred ecological transformation. I want to help Veolia's leadership in embedding just transition principles where environmental progress is similar to social equity.

ITALY



FEDERICO BRAMBILLA
Energy Efficiency Specialist, Italy,
25 years old

Considering that younger generations often have a deeper familiarity with current trends, it is crucial to harness the synergy between the experience of older generations and the fresh insights of newer ones.

I wish to join the FGC...

I firmly believe that the inclusion of younger generations' perspectives and **innovative concepts** have a hugely important role to play within the **decision-making framework** of multinational companies, and that intergenerational dialogue is critical to effectively navigate the challenges and transformations that **profoundly influence businesses**.

WATER

TECHNOLOGIES



MAIRÉAD O'DRISCOLL
Inbound Marketing Manager, Ireland,
27 years old

I want to advocate for a more authentic and action-driven integration of ecological transformation within Veolia's business strategy, one that goes beyond meeting external expectations and instead inspires real engagement and accountability across all levels of the organisation.

I wish to join the FGC...

To ensure that the insights and experiences of **those working closest to these sustainability challenges** (i.e. the boots-on-the-ground members of our team especially) are heard, valued, and reflected in **Veolia's evolving strategy**.

CENTRAL & EASTERN EUROPE



KATARÍNA HANUSOVÁ
Specialist - Waste water technologist,
Czech Republic, 25 years old

I am deeply passionate about sustainability and innovation, and I believe that my participation in the Council will allow me to contribute significantly to a community of like-minded professionals.

I wish to join the FGC...

To **collaborate** to develop innovative solutions that can be implemented both within Veolia and in external communities.



JONAS BUDDE
Executive Assistant to the BS Energy
Board, Germany, 30 years old

I believe transformation is about momentum - thoughtful ideas combined with decisive action. I am excited to contribute to this process and help shape the future of Veolia.

I wish to join the FGC because...

With my background as an **economist** and experience in e-mobility and renewable energy, I can connect **strategic vision** with **practical execution**.

CENTRAL & EASTERN EUROPE



NICOL MAYR
Senior Consultant in Strategic Sustainability Consulting, **Germany**, 28 years old

“ Whatever idea we have, it is of utmost importance to me to break ideas down to small, achievable steps because intangible ideas that are not specific, relevant, achievable, measurable and reached before we are old and grey should not be part of my accomplishments. ”

I wish to join the FGC...

I am motivated to be inspired by other peers, think bigger, and work with Veolia's extremely relevant impact areas.



ELENA-ALEXANDRA MIRON
President of the Youth Platform for Sustainability, **Romania**, Romanian Climate Youth Delegate at COP, 29 years old

“ I'm motivated by the rare chance to co-shape the direction of a global organization like Veolia through dialogue and co-creation. ”

I wish to join the FGC...

At a time when ecological transformation is at risk of being deprioritized, I'm drawn to a space that treats foresight, accountability, and co-creation as core values. This is where I want to bring real value.

FRANCE & EUROPE SPECIAL WASTE



LAURE THIOT
Local Consumer Manager, **France**, 30 years old

“ With this participation, I wish to contribute to the breakdown of some assumptions or blockages that members of the Futures Generations Council are facing and to discover new ways of using technology and IA serving the ecological transformation. ”

I wish to join the FGC because...

I'm convinced that together, with a pluralism of ages and cultures, we could find enthusiastic and down-to-earth solutions.



ADÈLE PEUGEOT
Director of scientific & technological expertises, **France**, 30 years old

“ This multi-level engagement will ensure that our strategic discussions remain anchored in young generations' aspirations and concerns while fostering innovation and forward-thinking approaches. ”

I wish to join the FGC...

To help establish Veolia as a key player in local green energy production and resources regeneration and to make research and development a cornerstone of a desirable future for Veolia.

FRANCE & EUROPE SPECIAL WASTE



ALEX GIL MARTI

Energy Project Manager, France,
28 years old



My operational experience will allow me to concretely demonstrate how everyone, regardless of their generation or position, can actively contribute to ecological transformation.



I wish to join the FGC...

To help make Veolia a model of intergenerational collaboration where the sense of belonging and pride in contributing to a sustainable future are as important as the company's economic performance.



DANIEL DE PAULA

Co-Founder of "Jeunesse pour l'eau" (Youth for water), France, 23 years old



I am convinced that today's environmental challenges require long-term thinking and a future-oriented vision centered on intergenerational well-being.



I wish to join the FGC because...

What draws me to Veolia's Future Generations Council: the ambition to bring together young professionals from varied disciplines - technical, environmental, economic - to co-design solutions to complex ecological issues.



ARNAUD DE ROMÉMONT

COO & Investors manager FIND Climate,
France, 29 years old



My regular interactions with actors of the environmental transition — entrepreneurs, public institutions, investors, opinion leaders — give me a unique perspective on the challenges we face and the solutions we can bring to the table.



I wish to join the FGC...

The opportunity to support a major group whose activities are so closely linked to planetary boundaries and the environment is truly motivating.

NORTHERN EUROPE



NICOLAS BERT
Consulting Assistant, United Kingdom,
23 years old

“By supporting Veolia’s efforts to connect with citizens, local organizations, and businesses, I hope to make sustainability more accessible and relatable, encouraging collective action and shared responsibility. Through targeted outreach, partnerships, and awareness campaigns, I want to inspire and empower individuals to contribute to the transition in their own communities.”

I wish to join the FGC...

During my mandate on the Veolia Future Generations Council, I am determined to advance a fair and just transition for younger generations.”



LUCY STEPHENSON
Business Development Lead - Building Energy Services, United Kingdom, 30 years old

“I see the responsibility of this role to be a conduit between Estelle Brachlianoff, my Veolia zone and local community; relaying information both ways that may benefit and enhance the responsibility that Veolia has as a ‘rare player capable and determined to act to succeed in the challenge of ecological transformation’.”

I wish to join the FGC...

To inspire colleagues and clients alike, driving investment and action into genuine environmental and ‘whole system’ solutions.



SAMIA DUMBUYA
Founder of The People’s Ark, United Kingdom,
29 years old

“The ecological transformation must be led by an ecosystem made up of actors working at all scales of governance and impact, and importantly, engaging communities on the ground as co-creators of change.”

I wish to join the FGC...

My motivation to join the Future Generations Council stems from a strong belief in intergenerational dialogue as a critical lever to achieve equitable ecological transformation.

NORTH AMERICA



KANHA MATAI
Performance Manager, USA,
26 years old

By giving younger staff a voice in strategic decisions, Veolia acknowledges that diverse perspectives are critical for driving progress in our industry.

I wish to join the FGC...

To amplify young voices in strategic decisions, bridge local talent with the Council, build global networks for sharing best practices, and contribute to the company's sustainability initiatives.



EMILY GLADDEN
Product Manager PFAS Initiative, USA,
29 years old

As part of the Council I will aim to bring actions and ideas to my local communities to encourage education and advocate for policies aligning with Veolia's strategy.

I wish to join the FGC...

To foster diversity and knowledge sharing. For instance to share how we are addressing the PFAS issue at Veolia in North America and how other zones can copy and adapt. I am also eager to learn from other zones and bring back best practices and solutions.



MARISSA BEATTY
Chief Executive Officer - Turnover Labs, USA, 30
years old

By combining my experience navigating industrial systems with the diverse insights of fellow Council members, I hope to shape grounded strategies that can advance climate-positive change within Veolia's operations and partner portfolio

I wish to join the FGC...

I'm motivated to join the Council because it offers a chance to help bring bold, actionable ideas to life by working with both action-oriented peers and a pragmatic commercial partner like Veolia.



HIKARU HAYAKAWA
Executive Director of Climate Cardinals and UN
Advisor, USA, 24 years old

I hope to act as an ecosystem enabler, bringing together those working on innovative, solutions-driven projects and I believe this council offers a strong platform to do so, both in the short term and long term through new relationships.

I wish to join the FGC...

I'm especially impressed that the Council will meet regularly with the CEO — that level of access and respect is rare and shows real commitment.

SOUTH AMERICA

& IBERIAN PENINSULA

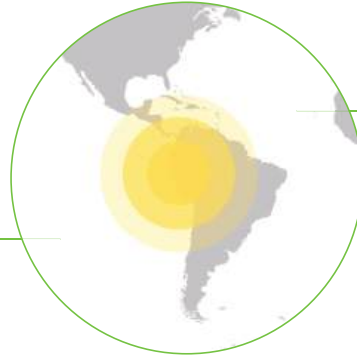


JOÃO DONADIO
Project Coordinator, Brazil,
28 years old

I believe in the transformative power of leading by example in the fight against climate change. It is crucial to demonstrate that professional development and positive impact can go hand in hand with the regeneration of resources.

I wish to join the FGC because...

It's an opportunity for me to provide the perspective of someone who **witnessed firsthand the sustainability** challenges faced by countries striving to establish their place in the global landscape.



ÁLVARO AIRA
Head of Innovation at GOC, Spain,
22 years old

I want our work to inspire measurable changes in the way we plan, build and operate the systems that support our societies, so they serve people and the planet better for generations to come.

I wish to join the FGC because...

My goal is to help the Council explore how infrastructures – from hospitals to urban systems – can become more sustainable and resilient throughout their life cycle, integrating new technologies, circular models and community-focused design.



ANNA BESERRA
Founder and CEO at SDW, Brazil,
28 years old

Through the Council, I aim to contribute with bold, pragmatic insights that connect corporate sustainability strategies with the realities of those most affected by the ecological crisis.

I wish to join the FGC because...

Joining this Council means co-creating innovative, inclusive, and scalable solutions with peers from around the world and directly contributing to the strategic vision of a company like Veolia. By contributing my expertise in sustainable water technologies, social innovation, and gender equity, I hope to help Veolia lead not only in service delivery, but in transformational leadership for future generations.

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 solutions that are useful and 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.

OUR PURPOSE:

ECOLOGICAL TRANSFORMATION

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.

1

WHY WE ACT

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.



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.



2

WHAT WE OFFER

A PROTECTIVE ECOLOGY

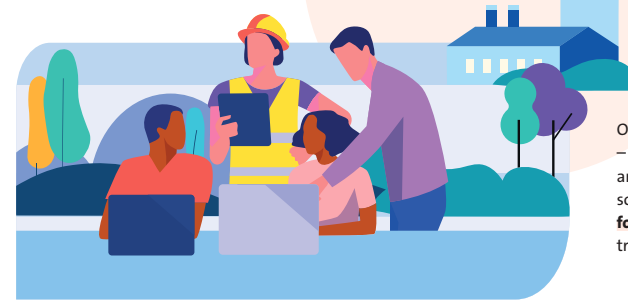
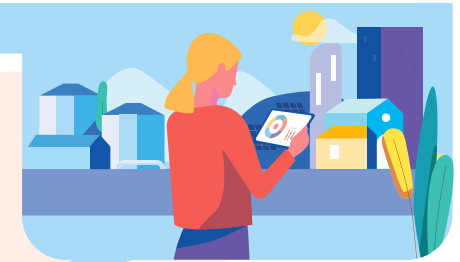
With its GreenUp strategic program, Veolia is committed to working for a sustainable, desirable future by decarbonizing, depolluting, and regenerating resources. Veolia advocates working with all its stakeholders to build a third way that links ecology and economics, and protects **health, spending power,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

3

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.



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