



# Sustainability Report | 2020

Veolia Czech Republic





## FOREWORD BY THE CEO

Like most businesses, Veolia Group had to rise to the challenge of the turmoil that was 2020. The coronavirus pandemic, compounded by economic crisis, required a flexible response and innovative approaches. The way we dealt with these extraordinary circumstances just goes to show that we are following the right path by focusing on being useful as a business and on ecological transformation. This is borne out by Veolia's economic performance in 2020, when it reported worldwide revenues of €26 billion. The third- and fourth-quarter results actually surpassed those of the same period in 2019.

Last year's successful acquisitions also reinforce what good shape Veolia Group is in. The purchase of a stake in Suez in October was followed by the successful negotiation of a full merger in May 2021, making us a key global player well positioned to move forward with innovation in growth areas, particularly those that are environmentally friendly. We are making a name for ourselves as a worldwide leader in ecological transformation, a status that carries huge responsibility.

The purchase of Pražská teplárenská, a utility company supplying heat to the right-bank part of Prague, was a prize acquisition. Considering how the heating industry in the Czech Republic is being transformed, we welcome such an important company to the Group.

In the years ahead, we will continue to focus on how our business can have an all-round positive impact: on customers, consumers, employees, partners, and, just as importantly, the environment. In doing so, we need to show diligence in striving for a balance between the economic, environmental, and social benefits of our operations. Every day, the work done by all our employees is grounded in this philosophy; together, we are pursuing the ambitious targets set in our strategic plan – Impact 2023.

In the Czech Republic, we have set local goals and priorities based on Veolia's global goals. Working towards them opens the door to diverse projects and gives us access to people who are part of our community. The following report chronicles our CSR activities in the Czech Republic in 2020 and elegantly sums up how all our employees have long been working towards the Veolia Purpose.

Wishing you an inspiring read.



**Philippe Guitard**  
CEO, Veolia Czech Republic  
Senior Executive Vice President,  
Veolia Central & Eastern Europe

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Resourcing the Planet  
Resourcing the Regions  
Resourcing our People





# WELCOME TO VEOLIA

SINCE 1996 WE BRING ADVANCED TECHNOLOGICAL SOLUTIONS TO THE WATER, ENERGY AND WASTE ECONOMY IN THE CZECH REPUBLIC





# INTRODUCING VEOLIA CZECH REPUBLIC

SINCE 1996, VEOLIA HAS BEEN FURNISHING ADVANCED TECHNOLOGICAL SOLUTIONS TO THE CZECH WATER, ENERGY AND WASTE MARKETS.



	CZK	CZK
<b>6 520</b>	<b>34,3</b>	<b>33,9</b>
employees	billion in revenue	million

donated to socially responsible projects focusing on nature conservation and community life



## WATER

we are one of the **leading service suppliers on the Czech water market**. We produce and distribute drinking water, collect and treat wastewater, and provide water infrastructure management know-how relying on many years' experience.

## ENERGY

we are **one of the Czech Republic's largest heat producers and suppliers** and we provide the Czech transmission system with ancillary services. We are also a major independent electricity producer and, besides supplying heat and electricity, we provide our customers with comprehensive energy services. In the Czech Republic, we operate eight biomass plants, thus helping to cut emissions and improve air quality in the cities here.

## WASTE

we offer **comprehensive waste management services** that prioritise maximum reuse and recycling over disposal. Within the Group, we arrange for water management and energy sector by-products to be reused and, in doing so, we adhere to stringent environmental and sustainable development requirements. As a result, waste ash, clinker, slag and sludge are repurposed for further use in agriculture and in the construction of buildings, roads and pavements.



**2.7 mil.**  
people supplied

**298,937**  
contract customers served

**159**  
wastewater treatment plants operated

**4 359**  
employees

**CZK 14.8**  
billion in revenue



**572,444**  
households supplied with district heating

**2 153**  
employees

**CZK 19.35**  
billion in revenue

**3,512 GWh**  
of electricity sold

**22,621 TJ**  
of heat sold

**167,358 GJ**  
of cooling sold



**351,751 t**  
of households supplied with district heating

**77,614 t**  
of waste landfilled or otherwise disposed of

**8**  
employees

**CZK 119**  
million in revenue

**15**  
wastewater plants served

**12**  
energy generating plants served



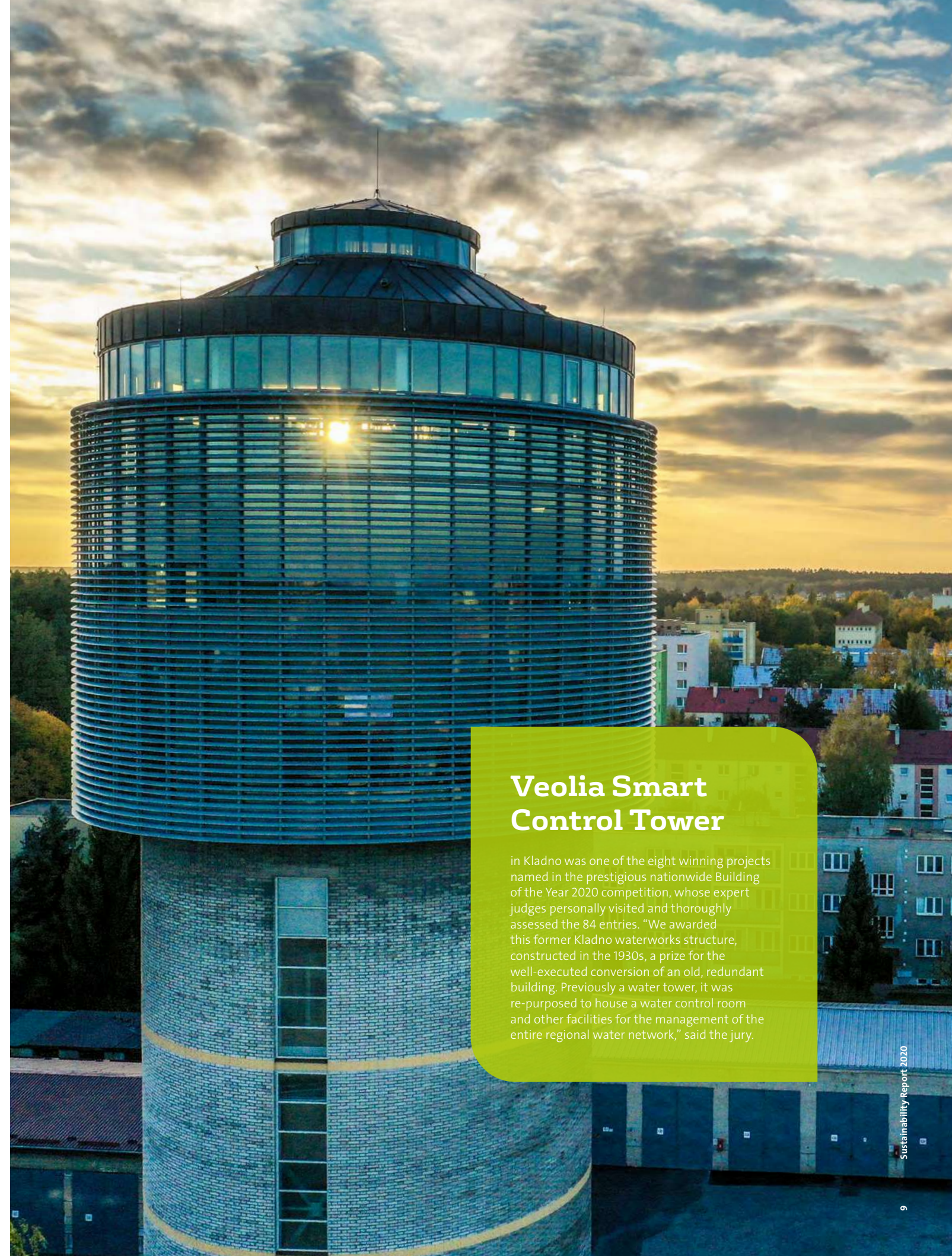
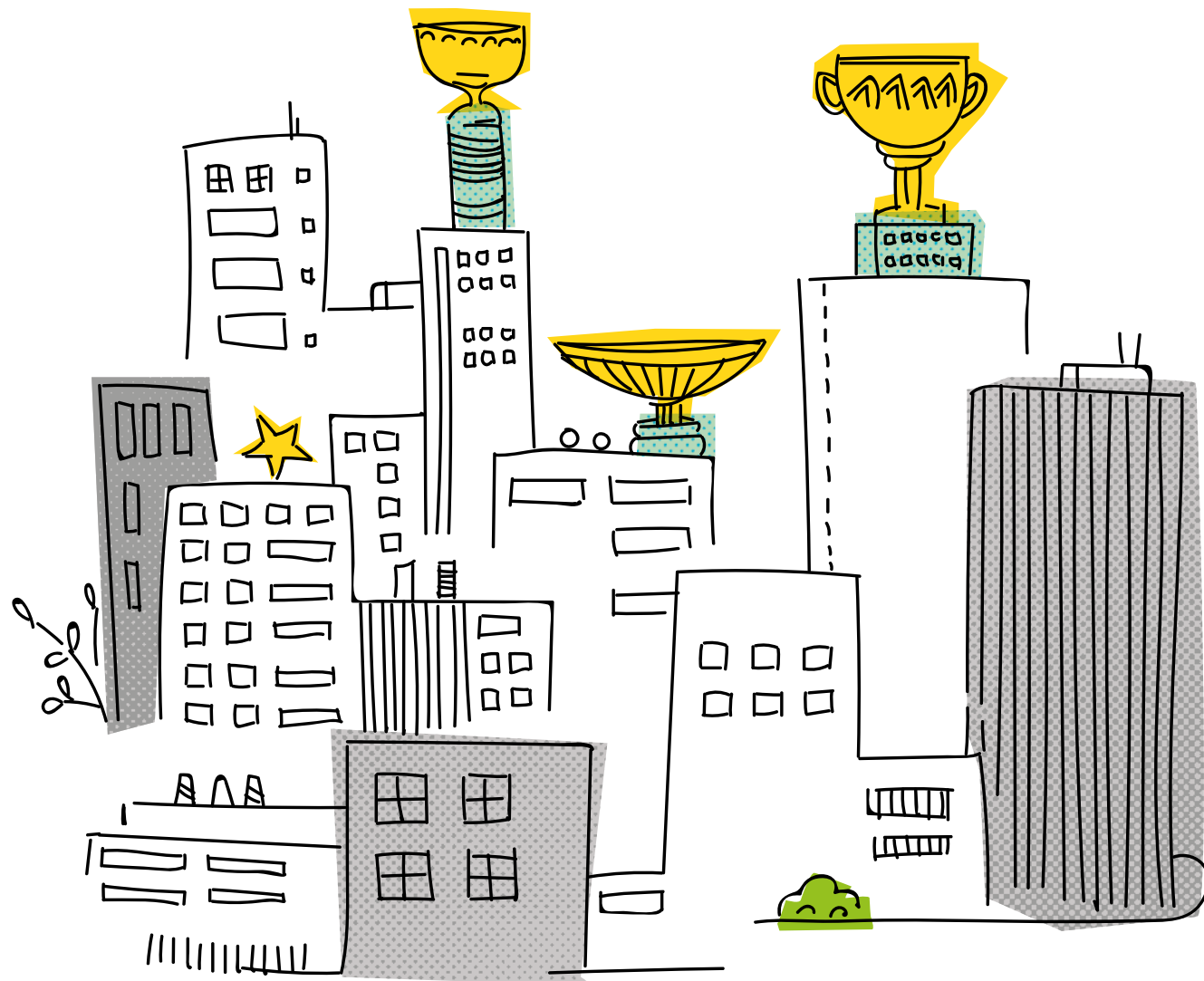
## We are proud to be recognized | Awards 2020

The Association for District Heating of the Czech Republic awarded a **Crystal Chimney for boiler greening projects at Veolia Energie ČR's Třebovice Power Station in Ostrava and Olomouc CHP Plant**. The expert committee singled them out as the best projects of 2019 in the "air pollutant emission abatement" category. Large-scale investments have slashed emissions in the Olomouc and Moravian-Silesian regions by hundreds of tonnes per year, leaving their inhabitants to breathe air of a much better quality. This year, Veolia won its tenth Crystal Chimney for its heating projects, making it the most successful company in the history of the competition.

In autumn 2020, Veolia Group's Pražské vodovody a kanalizace (PVK) was issued with two important certificates. It was the first company in the Czech Republic to obtain an ISO 37001 **anti-bribery management certificate**.

The second was a Responsible Company certificate, awarded by EKO-KOM to PVK for its involvement in a project to educate employees on waste sorting and recycling and to intensify corporate social responsibility.

Veolia Group's environmental commitments have been recognised by numerous global rating agencies. It has been added to the Dow Jones Sustainability World and European Index. Veolia was rated "A" by the not-for-profit charity CDP in two extensive reporting questionnaires on climate change and water security. As a supplier, Veolia was ranked in the top 3% by EcoVadis in 2020.



### Veolia Smart Control Tower

in Kladno was one of the eight winning projects named in the prestigious nationwide Building of the Year 2020 competition, whose expert judges personally visited and thoroughly assessed the 84 entries. "We awarded this former Kladno waterworks structure, constructed in the 1930s, a prize for the well-executed conversion of an old, redundant building. Previously a water tower, it was re-purposed to house a water control room and other facilities for the management of the entire regional water network," said the jury.



# OUR COMPASS

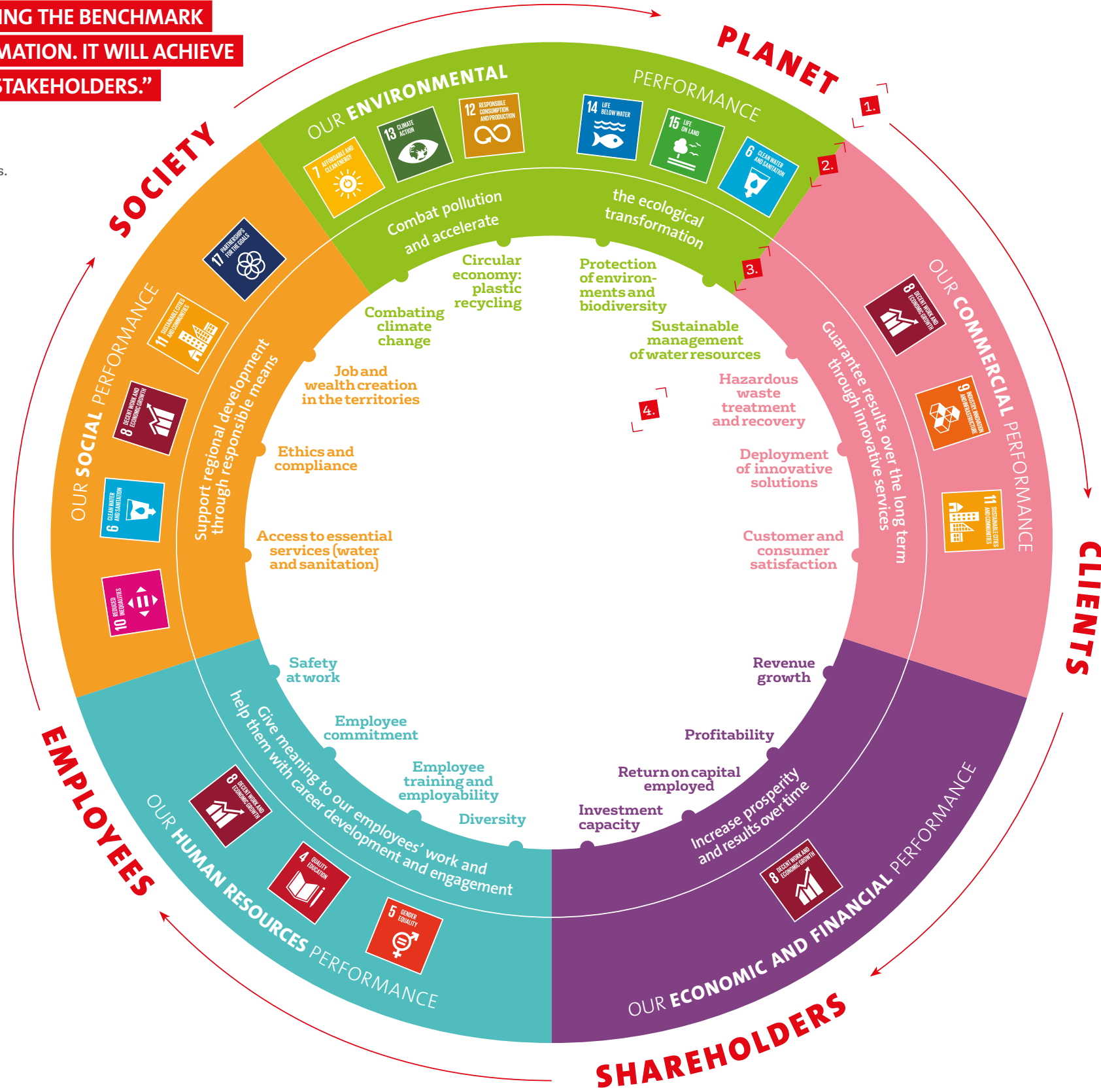
**“VEOLIA HAS SET ITS SIGHTS ON BECOMING THE BENCHMARK COMPANY FOR ECOLOGICAL TRANSFORMATION. IT WILL ACHIEVE THIS ONLY BY BEING USEFUL TO ALL ITS STAKEHOLDERS.”**

Veolia's purpose is to be useful to all its stakeholders: the planet, society, clients, employees and shareholders. This philosophy has seen the company commit to the Sustainable Development Goals set by the UN. The aim is to strike a balance between economic, social, and environmental results in business.

- 1 Our stakeholders**
- 2 Our performance**
- 3 Our commitments**
- 4 Our goals**

**UN Sustainable Development Goals (SDGs)**  
Veolia plays a part in all 17 SDGs at different levels and has a direct impact in 13 of them.

<b>1 NO POVERTY</b> No poverty	<b>2 ZERO HUNGER</b> Zero hunger	<b>3 GOOD HEALTH AND WELL-BEING</b> Good health and well-being
<b>4 QUALITY EDUCATION</b> Quality education	<b>5 GENDER EQUALITY</b> Gender equality	<b>6 CLEAN WATER AND SANITATION</b> Clean water and sanitation
<b>7 AFFORDABLE AND CLEAN ENERGY</b> Affordable and clean energy	<b>8 DECENT WORK AND ECONOMIC GROWTH</b> Decent work and economic growth	<b>9 INDUSTRY, INNOVATION AND INFRASTRUCTURE</b> Industry, innovation and infrastructure
<b>10 REDUCED INEQUALITIES</b> Reduced inequalities	<b>11 SUSTAINABLE CITIES AND COMMUNITIES</b> Sustainable cities and communities	<b>12 RESPONSIBLE CONSUMPTION AND PRODUCTION</b> Responsible consumption and production
<b>13 CLIMATE ACTION</b> Climate action	<b>14 LIFE BELOW WATER</b> Life below water	<b>15 LIFE ON LAND</b> Life on land
<b>16 PEACE, JUSTICE AND STRONG INSTITUTIONS</b> Peace, justice and strong institutions	<b>17 PARTNERSHIPS FOR THE GOALS</b> Partnerships for the goals	



Veolia has long been working to reduce its **environmental footprint** through cutting-edge technical know-how and maximum support for innovation. We are pioneers in the circular economy.

An important feature of Veolia Group's Purpose is its **openness to stakeholders**, including clients, the local community and shareholders. We actively listen to them, work closely with them, fulfil our generous commitments to stakeholders, and are open about our goals, results and the lessons we have learnt.

Veolia fosters a healthy and stimulating work environment for its **employees** so that, armed with the necessary knowledge, they can work hard on achieving common corporate goals.



# OUR SUSTAINABLE DEVELOPMENT COMMITMENTS

Be useful to our partners, customers, employees, our city and planet Earth. In the spirit of the purpose it has set itself, Veolia is pursuing ambitious environmental, social, and economic commitments. We want to inspire and lead others in the ecological transformation that is under way.

Veolia has set **ten key commitments** in three areas - resourcing the planet, resourcing the regions, and resourcing our people.

## How did we do in 2020 and where are we headed?

OBJECTIVES AND ASSOCIATED INDICATORS	2019 BASELINE	2020 RESULTS	2023 TARGET
<b>Economic and financial performance</b>			
<b>Revenue growth</b> Annual growth in published revenue	€27.2 billion	€26.0 billion	Annual target
<b>Profitability of activities</b> Current net income – Group share	€760 million	€415 million	€1 billion
<b>Return on capital employed</b> Post-tax ROCE (with IFRS 16)	8.4%	6.4%	Annual target
<b>Investment capacity</b> Free cash flow (before discretionary investment)	€1,230 million	€942 million	Annual target
<b>Human resources performance</b>			
<b>Employee commitment</b> Commitment rate of employees measured by an independent survey	84%	87%	≥ 80%
<b>Workplace safety</b> Lost time injury frequency rate	8.12	6.6	5
<b>Employee training and employability</b> Average number of training hours per employee per year	18 h	17 h	23 h
<b>Diversity</b> Proportion of women appointed between 2020 and 2023 among the Group's Top 500 executives	Not applicable	28.3%	50%

### Environmental performance

<b>Combating climate change</b> * Reduction in GHG emissions: progress with the investment plan to eliminate coal in Europe by 2030 * Avoided emissions: annual contribution to avoided GHG emissions (assessed with regard to a reference scenario)	Not applicable  12 million tonnes of CO <sub>2</sub> eq.	8.1% of total achieved investment 12.8 million tonnes of CO <sub>2</sub> eq.	30% of investment to be achieved(1) 15 million tonnes of CO <sub>2</sub> eq.
<b>Circular economy: plastic recycling</b> Volume of transformed plastic, in metric tons of products leaving Veolia's plastic transformation plants	350 thousand tonnes	391 thousand tonnes	610 thousand tonnes
<b>Protecting natural environments and biodiversity</b> Rate of progress with action plans aimed at improving the impact on the natural environment and biodiversity on sensitive sites	Not applicable	1.6%	75%
<b>Sustainable management of water resources</b> Efficiency of drinking water network (volume of drinking water consumed/volume of drinking water produced)	72.5%	73.4%	> 75%

### Customer satisfaction performance

<b>Customer satisfaction rate</b> Customer satisfaction rate calculated using the Net Promoter	Not applicable	NPS = 41 with 57% of the revenue covered	NPS = 30 with 75% of the revenue covered
<b>Development of innovative solutions</b> Number of innovations included in at least 10 contracts signed by the Group	Not applicable	2	12
<b>Hazardous waste treatment and recovery</b> Consolidated revenue of the "Liquid and hazardous waste treatment and recovery"	€2.56 billion	€2.53 billion	> €4 billion

### Social performance

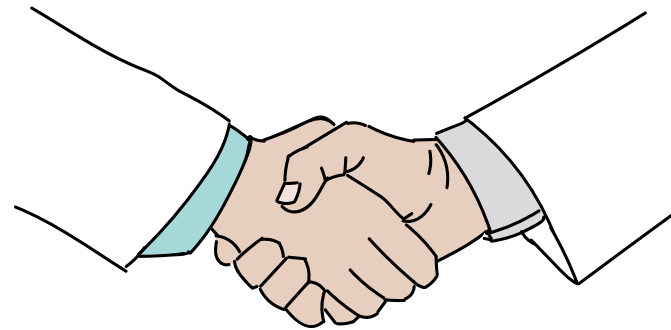
<b>Job and wealth creation in the regions</b> Socio-economic footprint of Veolia's activities in the countries where the Group operates with regard to direct and indirect jobs supported and wealth created.	Not applicable	1,105,388 jobs supported and €51 billion of added value created by Veolia	Annual assessment from 2020 of Veolia's impact in 45 countries
<b>Ethics and compliance</b> Percentage of positive answers to the commitment survey question "are Veolia's values and ethics applied in my entity?"	92% Top 5,000	95% of Top 5,000	≥ 80% of all respondents
<b>Access to essential services (water and sanitation)</b> Number of inhabitants benefiting from inclusive solutions to access water or sanitation services under Veolia contracts	5.78 million inhabitants	6.12 million inhabitants (+7%)	+12% at constant scope

1) The cumulative amount since 2019 of investments in new forms of energy to eliminate coal in Europe by 2030 has been estimated at €1.2 billion.  
2) For networks serving over 50,000 inhabitants. At constant scope.



# IMPACT 2023

Impact 2023, Veolia Group's strategic plan for 2020-2023, sets 18 specific objectives that will be regularly monitored by independent parties. The aim is to strengthen, innovate, and reform the Group's core business activities in order to maximise the positive impact they have on stakeholders. The pursuit of Impact 2023 objectives will smooth the progress of Veolia Group's ecological transformation, which will serve as an inspiration to other market players.



## RESOURCING THE PLANET

Veolia Group companies are fully committed to the sustainable use of natural resources. In an era of major climate change, resource conservation is becoming increasingly challenging. The conclusions of the latest report by the Intergovernmental Panel on Climate Change (IPCC), published in September 2021, are crystal clear – climate change is fundamental, permanent, and exclusively human driven. Unless the way our society functions is radically overhauled, climate change will have a drastic impact on our lives.

Since water, energy, and waste management services are major contributors to overall human emissions, our company's clear and necessary strategy is to make our operations sustainable. We believe that the path to success lies in supporting innovation to the maximum, and working closely together internally and externally. We have no choice but to muster the courage to break down the age-old barriers associated with the way service provision has been standardised in our industry and to seek alternative ways of delivering services with the lowest possible environmental impact.

### Environmental management systems and codes

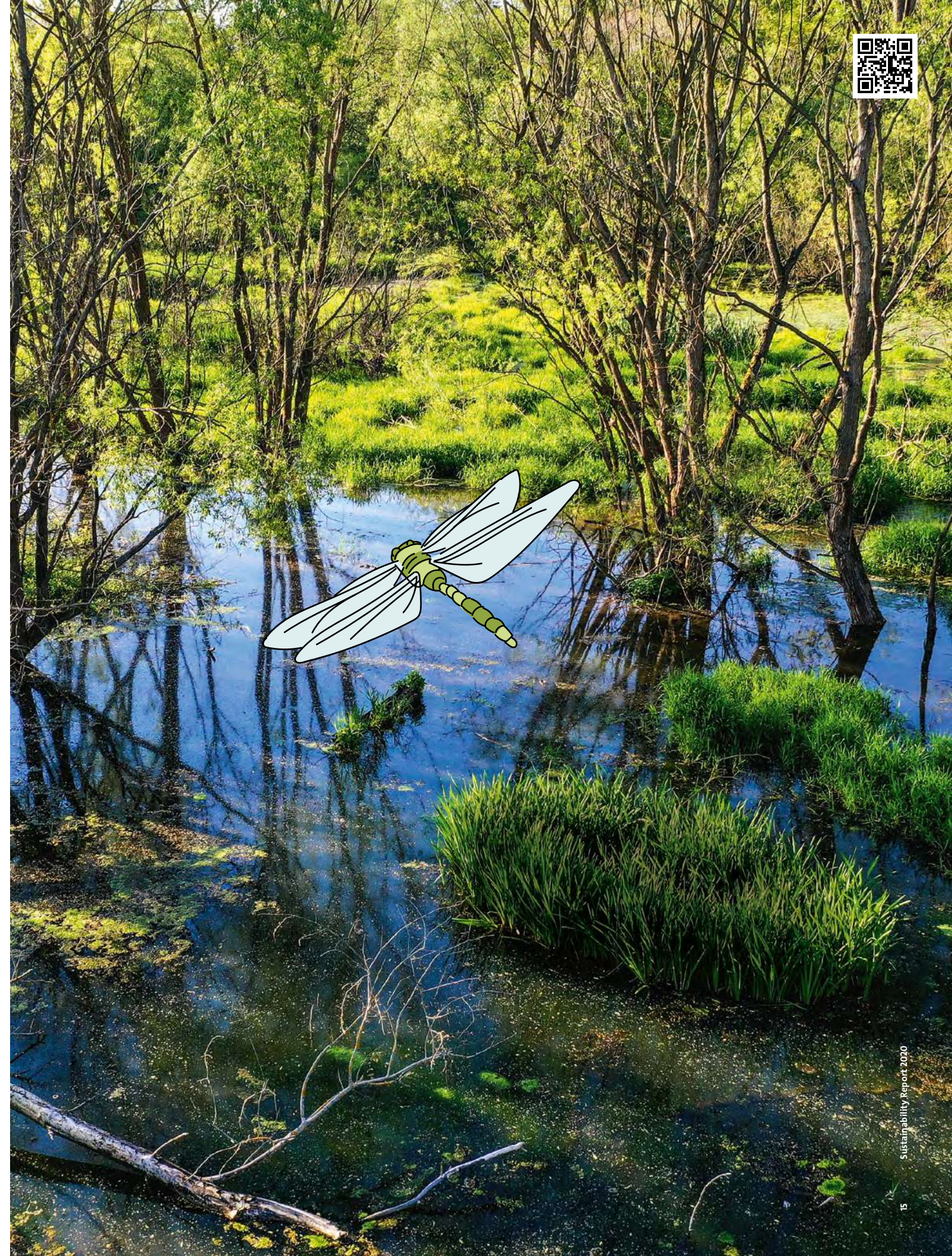
Since 2014, all Veolia companies in the Czech Republic have had an **environmental management system (EMS)** certified according to ISO 14001 or internal methodology. The introduction of EMS has given Veolia a tool that reduces the environmental impact of its

activities and those of its customers and mitigates industrial, health and environmental risks in the workplace. Binding targets, and their pursuit, are set and reviewed annually by senior management.

Parallel to the EMS system, ISO 50001 **energy management** certification was introduced in 2015. This entails the steadfast design and implementation

of projects leading to a reduction in energy consumption and a quest for new emission-free or low-emission energy sources.

The **Environmental Charter**, which sets out the principles underlying our green practices, has been published as an accessible guide for employees that defines rules on waste sorting, document printing, travel, and water and electricity consumption.





# 1. PROTECTING NATURAL RESOURCES

We are constantly honing the sustainable use of water and energy. How do we do it? Here are some examples:

- » We are increasingly producing electricity from biogas, a by-product of wastewater treatment at wastewater treatment plants (WWTPs). Almost all the wastewater treatment plants we operate (designed for a population equivalent of more than 50,000) have been optimised to make efficient use of the biogas that we generate, most often in cogeneration units or in boilers or facilities for the transformation of biogas into advanced fuel (biomethane). About 35-70% of the wastewater treatment plants' requirements and 40-80% of their heat consumption are self-generated.
- » More and more of our sites are operating self-sufficiently. Since 2019, our wastewater treatment plant in Zlín, for example, has consistently generated more than 70% of its own energy needs from biogas, the development of which is aided by the distillery stillage it receives. At the Hradec Králové WWTP, on the other hand, the introduction of waste from the pre-treatment of industrial liquid waste generated by the ZOTEKO plant helps to produce biogas on a greater scale. This approach is a way of satisfying, in practice, the requirement to apply the circular economy principle, which places a premium on maximising the reuse of waste and transforming it into new raw materials, products, or energy.
- » One new trend that is emerging is the conversion of biogas into biomethane for supply to the

natural-gas distribution network as a fossil-fuel substitute. So far, three major projects have been prepared to implement this type of technology at large WWTPs; one project is scheduled for implementation in 2022, to be followed by the others in subsequent years. Veolia is the owner and supplier of patented biogas-to-biomethane conversion technology called MemGas™.

- » The biological enrichment of non-calorific fractions of biogas (CO<sub>2</sub> and CO) with microbial cultures using pure hydrogen in order to transform it into methane is novel. The first such project, carried out in cooperation with the University of Chemistry and Technology in Prague, was launched at the Hradec Králové WWTP in 2021, with other sites to follow later.
- » We are constantly upping the share of biomass and other renewable and secondary (waste) sources of energy used at our heating plants. Veolia started burning biomass at the Krnov CHP plant back in 2003. Today, we operate eight biomass plants at sites in Mariánské Lázně, Frýdek-Místek, Nový Jičín, Vlašim, and elsewhere.

**In 2020, we produced 38 GWh of electricity and 426,385 GJ of heat from 96,500 tonnes of biomass.**

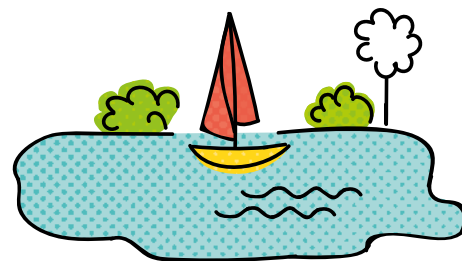
Now that treated sewage sludge has emerged as an alternative fuel, a sewage-sludge drying plant is to be built at the Olomouc WWTP in 2022. In 2020, the greening and upgrading of heat-production technologies continued with a view to minimising the environmental footprint of production and increasing the share of alternative fuels. Investments worth over CZK 1 billion included the greening of the K12 steam boiler at Třebovice Power Station, rounding off another stage in the project to make the plant more environmentally friendly. Elsewhere, the Karviná CHP plant went through another phase of preparations aimed at switching its energy source from coal to solid alternative fuels and biomass.

*“We are expanding the amount of biomass we use to include treated sewage sludge, which is a by-product of our wastewater treatment. The ONE VEOLIA strategy has included the preparation of several projects to dry sludge and reuse it as an energy source at our CHP plants. With this process culminating in the certification of dried sewage sludge, we are confident that, come 2023, we will be able to boast the energy recovery of 2,500 tonnes of solid alternative fuel prepared at the Olomouc wastewater treatment plant.”*



**Ondřej Beneš**  
Veolia Group Technical and Sales Director, Water Division

- » Central and Eastern Europe's largest drinking water treatment plant Želivka capacity-wise (7.7 m<sup>3</sup>/s) was fundamentally refurbished between 2018 and 2020. Veolia Group's VWS3 Memsep was commissioned to supply the filtration system for the newly added step of filtering treated drinking water through granular activated carbon at a rate of 3.5 m<sup>3</sup>/s, resulting in the supply of better quality drinking water to more than 1.3 million people in the Czech Republic.



## The first bioCNG recycling truck in Prague

In 2020, the Prague Water and Sewage Company put into operation a recycling car for high-pressure flushing and cleaning Kaiser ECO sewer with drive on bioCNG. This is the first truck of this type in Central Europe.



# 2. REDUCING OUR CARBON FOOTPRINT

Employing carbon footprint methodology to measuring carbon emissions is one of the ways in which we assess what impacts our activities are having on nature. We have been successfully reducing the amount of carbon dioxide and other greenhouse gases we emit every year by implementing projects that are designed to save energy, increase the self-sufficiency of our sites, and optimise the consumption of chemicals and fuels.

**Heat production:** Of the fuels used to fire boilers, 80.1% was coal (68% hard coal and 12.1% lignite). The share of coal decreased by 1.6% compared with 2019. Gaseous fuels accounted for 14.5%. Of the fuel consumed, 4.8% took the form of various types of biomass and 0.6% heavy fuel oil and gas oil, which are used primarily to start up the boilers. **Thanks to the replacement of coal and, in part, natural gas, we were able to reduce CO<sub>2</sub> emissions by 147,663 tonnes in 2020.**

Investments in CHP plant innovation have been a great help in meeting our targets. The Veolia Energie ČR Group spent CZK 1,059.93 million on investments in 2020. Greening and transformation investments

accounted for CZK 328.7 million (30%) of this.

- » At Třebovice Power Station, the greening of the K12 steam boiler rounded off another stage in the project to make the plant more environmentally accommodating. The K12 boiler now meets the most stringent environmental limits set by national and European legislation and regional regulations. The modifications to the boiler and the DeNOx system will slash air emissions.
- » The coal-fired K3 boiler at Olomouc CHP Plant was decommissioned in 2020. Its role is being taken over by a state-of-the-art heating plant that is gradually being greened. Boiler K13 has been gasified

and other boilers now await refurbishment. Olomouc's main source of heat and electricity remains a modern fluidised bed boiler, which has already been greened and meets exacting environmental requirements.

- » At Veolia Energie Mariánské Lázně's biomass plant, 78% of the fuel used last year came from renewable sources.

**We are making fuel savings.** We lead the way in **cogeneration**. This production of heat and electricity in a single process has cut down on fuel by as much as 40% compared to producing them separately. We are also long-standing advocates of alternative vehicle fuels and drives. We build chargers for electric cars and upgrade biogas to bio-CNG, the quality of which is on a par with natural gas.





### 3. PROMOTING BIODIVERSITY

The diversity of fauna, flora and ecosystems has long been inhibited by human activity. At Veolia Group, the emphasis is on doing business in a way that minimises the impact on biodiversity. In tandem with this, we strive to promote biodiversity in the landscape by engaging in wide-ranging activities.

**We are committed to biodiversity and environmental protection at our sites. Since 2011, we have been working with the Czech Union for Nature Conservation** to increase natural diversity in and beyond our sites. We focus primarily on monitoring and assessing the impact that our activities have on local ecosystems

and on implementing measures to preserve biodiversity and support ecosystem services.

**So far, 40 water management and energy sites have joined our biodiversity protection project.** Our professional partners have audited all the facilities and have proposed measures. At these facilities, we generally remove components obstructing or posing dangers to animals, build watering points, install birdhouses and insect hotels, and modify the lawn maintenance system.

*Our ambition is to create – using simple actions – urban biodiversity hotspots. Drawing on our years of experience, we have developed methodology for the care*

*of grassland that can also be applied to our complexes elsewhere.”*



**Pavel Procházka**  
Projects and Development Specialist,  
Pražské vodovody a kanalizace, a.s.

For example, the complex used by Pražské vodovody a kanalizace (PVK) alone has 674,000 m<sup>2</sup> of green space. Butterflies take refuge at the flower-covered water tanks and life is busy at the **more than a hundred insect**

**houses and nest boxes.** The common kestrel, thrush, lesser whitethroat, black redstart and great tit have all found a home at PVK-operated sites. A couple of peregrine falcons came back to settle in a nest that had been prepared for them at the Veolia Energie CHP plant in Mariánské Lázně, where they brought two young into the world. PVK and other Veolia Group companies also keep bees on their land. As a result, diverse flowers thrive in the surrounding landscape. **We harvest honey from some 30 hives**, with more being built every year.

**We are also dedicated to risk prevention.** For example, as bird collisions with transparent or reflective surfaces are one of the most common anthropogenic causes of injury and death among birds, we take care to make large reflective surfaces safe for them.

We give our employees biodiversity training and raise public awareness by running communication campaigns and supporting projects such as the Water House at Želivka and angler

Jakub Vágner's Lake Katlov near Kutná Hora. Using the Veolia Foundation as a platform, we help to restore rare and essential wetlands. Specifically, we contribute by purchasing land with funds obtained from donations and, in particular, from the sale of items as part of Let's Return Water to Nature, a registered public fundraising project.

More about project on page 24.

### 4. INNOVATIONS BENEFICIAL TO THE NATURAL ENVIRONMENT

We are constantly innovating the production and distribution of drinking water and energy to make it as reliable and efficient as possible. We invest in the development of smart technologies that enable us to reduce the environmental burden of our activities and, in doing so, make cost savings for our customers.

Our multifunctional smart control centres, featuring state-of-the-art technology, are a guarantee of the safe and efficient distribution of drinking water and energy. The most modern water management control centres

in operation can be found in Prague, Hradec Králové, Zlín, and Kladno. Each of them houses numerous information systems that, together, process and assess masses of data every day and, in doing so, improve the performance of the infrastructure in operation, enhance the quality of maintenance, reduce the time required to repair network failures, optimise costs, heighten the security of buildings and other structures, and increase the overall safety of water management facilities. All of this also results in less water loss and a smaller carbon footprint at plants.

In December 2019, the control centre in Kladno, architecturally unique in that it used to be a water tower, was expanded to include a **modern cyber control room**. This new facility had a baptism of fire on Christmas Eve 2019, when it saved the entire infrastructure from being infected by a virus from a partner network. Its importance was then reaffirmed in the spring of 2020, when the number of cyberattacks attempted on Veolia-managed water infrastructure quadrupled year on year. These operations are currently confined to the Czech Republic, but there are plans to serve all of Central and Eastern Europe and, ultimately, an even bigger region in the future.



*“During the pandemic, we had to deal with many things on the fly. Because our work involves critical infrastructure, we still had to adhere to strict*

*measures. We had to rotate shifts, stock up on strategic resources, prepare worst-case scenarios for numerous new situations, and even arrange for the safe connection of staff who were working from home.”*



**Bohdan Soukup**  
Deputy Technical Director,  
Veolia Group Central  
and Eastern Europe

Smart control centres have a **new flood information system** to protect water infrastructure from increasingly frequent floods. This system facilitates the monitoring of current and long-term forecasts, the use of historical experience of past floods, flood hazard mapping, lists of potentially at-risk facilities and their equipment, and recommendations of preventive measures. Veolia's experts have designed the entire flood protection system themselves and, once they have properly tested it in real flood conditions, they will offer it to municipalities or other entities (which have already expressed an interest). ...





## Last year, a pilot satellite imaging project also helped to cut water losses at PVK.

To detect hidden leaks in the water supply network, we employed technology similar to that used to find water on Mars. The roughly five hundred kilometres of water supply network from Prague's New Town to the Pankrác district was imaged. The system identified 45 potential sites of drinking water leaks, which were then surveyed to reveal 26 actual hidden leaks. Following another successful round in the spring of 2021, the project is set to continue.



...

Smart control centres play a major role reducing water losses – one of the long-term goals of Veolia's water management units. Pražské vodovody a kanalizace can serve as inspiration here. When Veolia Group first invested in this company in 1996, the water losses stood at 42%; in 2020, we achieved an all-time best of 12.9%.

Energy control centres operate on a principle similar to that in place at water control centres. The "Hubgrade" in operation in Karviná, for example, remotely controls real-time heat

consumption, monitors its development, and optimises costs.

Veolia has also been a long-standing partner of the **Czech Head** (Česká hlava) project, which seeks to develop Czech scientific and technical intelligence. The Veolia Prize for significant innovative achievements by doctoral students in the natural sciences was announced for the third time as part of the Czech Head awards. The 2020 winner was Matouš Vobořil from the Institute of Molecular

Genetics of the Czech Academy of Sciences. He and his team demonstrated in laboratory animal testing that immune system disorders can arise when a young organism is not sufficiently exposed to viruses and bacteria. The government's national Czech Head Award for Lifetime Contribution to Science was awarded to the eminent immunologist Václav Hořejší, also from the Institute of Molecular Genetics. The Junior Czech Head (Česká hlavička) competition to reward talented secondary-schoolers was also held.

## RESOURCING THE REGIONS

Veolia works to maintain good relationships with its suppliers, shareholders and customers. Its strategic plan sets ambitious commitments to these parties. We follow our own code of ethics and keep to a responsible purchasing strategy. We support community development and contribute to environmental protection locally via our Veolia Foundation and by other means. See chapter 7 for more on the Foundation's work.

## 5. RELATIONSHIPS WITH STAKEHOLDERS

Zero tolerance for unethical behaviour, corruption and discrimination is deeply rooted in Veolia's Purpose. All of these values are etched into our **Ethics Guide**. We have also adopted the Group's **Anti-corruption Code of Conduct**. We believe that this demonstrates our intention to do business with a clean shield and our determination not to tolerate corrupt practices.

The ISO 37001 anti-bribery management certification of two key Veolia Group companies – Pražské vodovody a kanalizace and Veolia Energie ČR – demonstrates our commitment to these values. Those companies were the first in the Czech Republic to be awarded this certificate. Other Group water and energy companies are now continuing the project to implement this international standard. We feel that, if we are to do business sustainably and protect the values we create, we must have a functioning compliance programme. By taking this approach, we are also striving to meet the demanding standards and requirements introduced by SAPIN2, the French anti-corruption law.

*"In all its activities, Veolia strives to do business that is sustainable in the long run. Today, this would be impossible without adhering to ethical and legal norms and without zero tolerance for corruption and discrimination. For Veolia Group, compliance goes beyond risk management. It is a catalyst for positive change in the organisation and an opportunity to do things right. At the same time, it gives us a clear competitive advantage."*



**Philippe Guitard**  
CEO, Veolia Czech Republic  
CEO, Senior Executive VP,  
Veolia Central & Eastern Europe

Since 2004, we have had an Ethics Committee to oversee compliance with the company's Ethics Guide and investigate any suspicious practices. Whispli, an app designed to facilitate communication, has also been available for over a year. Employees who encounter serious ethical lapses or violations of the law can report them (anonymously, if they wish) without fear of repercussion at <https://veolia.whispli.com/ethique>. We are open to any suggestions that will help us to be a better company. The digitalisation of similar resources within Veolia has made it much easier to maintain all standards during the

coronavirus pandemic. For us, compliance is not just about the approach taken by management and supervisors (although their support is very important for the functioning of the entire compliance programme); more significantly, if we are to be protected from compliance-related risks, everything must work across the company at all levels. We are interested not so much in putting lots of rules in place as in making sure that our employees know how to react when they encounter an irregular situation. All employees have an internal compass that points them in the right direction. At Veolia, we are trying to create something like a corporate compass – doing the right thing is part of our core values.

Another document, the **Manager's Code of Conduct**, is an indispensable tool in building our corporate culture. It is based on five core values: responsibility, solidarity, respect, innovation, and customer orientation. The Code is a means to intensify team-building, promote collective discipline and boost energy without sacrificing the entrepreneurial mindset and personal initiative. It enables us to lead by example and respond better to the constantly evolving market.

Our **business relationships with customers** are based on a long-term partnership strategy. We strive to be a steadfast, staunch and trustworthy partner who listens to customers' needs and requirements and lives up to their expectations in practice. Our commitment to remaining ever innovative and flexible enabled us to deliver new and effective solutions to our partners even during the pandemic. ...



...

The **Competition Law Compliance Guide** and related training give our employees the grounding they need to navigate the local market and help foster a healthy and fair business environment. Our maximum respect for competition law, together with our professionalism and reliability, is another policy that earns the trust of our customers and users of our services.

At each stage of purchasing, we factor in our commitment to sustainable development and our **Suppliers' Charter**. All industrial services (excavation work and the maintenance of pipelines, buildings, plant and equipment, etc.) are decentralised

and are provided directly by individual local companies. Our suppliers tend to be small and medium-sized companies, but we also work with several large multinational corporations.

Cooperation with non-profit organisations that create sheltered jobs for their disabled or socially disadvantaged clients is another area that matters to us. We mainly order catering services or gift and promotional items from these organisations, and we use their premises for corporate events. Pohoda, a packaging and shipping company used by the Veolia Foundation, is one example of such an organisation. Our non-profit partners were not

neglected even during the pandemic, when Veolia Group companies repeatedly donated disinfectant and other protective equipment to them.

In the realm of ethics and compliance, we have also placed a greater emphasis on training and internal communications. We want to shed more light on what we have achieved, what further steps we are taking and why they are important, and provide practical guidance on how to proceed. The goal is to give every employee the opportunity to be involved in our compliance programme and to play a role in building a strong corporate culture based on our values.



### Paying for services is easy with us

Our customers have several options when it comes to paying their water and sewage bills. These days, traditional payment methods (cash at a customer service centre counter or postal order) are yielding to barcode payments at Sazka terminals, QR code payments, and online payments. If customers find themselves in financial difficulty, we will help them by setting up instalment plans for the payment of our services. In 2020, we negotiated 572 such instalment plans.



### Special care for customers with special needs

We tailor our services to accommodate the needs of disadvantaged customers so that they can still use them even if they face more challenging circumstances. We communicate with the visually impaired by voice message. The SMS INFO information service is able to convert text into voice messages. Visually impaired citizens and customers of Pražské vodovody a kanalizace benefit from this, for example, because it enables them to order packaged water in the event

of a water outage or similar emergency. They place a request for delivery by voice message and we then deliver the packaged water within two hours.



### Drinking water supplied in substitute packaging

At a time when the city's water supply network is down and drinking water supply is not expected to be resumed for at least five hours, water wagons are dispatched as an emergency means of supplying water and disabled customers can have drinking water delivered to an address of their choice. Overall, packaged water production in 2020 was lower than in 2019 because of the epidemic and the postponement of some of the outages that had been planned. Even so, packaged water was supplied in response to 71 water supply network incidents, resulting in the deployment of 257 containers of bagged drinking water. In all, 275 containers of packaged water were made. In mid-2020, the crisis measures were eased and a packaged-water partnership was established with the borough of Praha 11, bringing the total number of participating boroughs to 21. 380 registered disabled persons have expressed an interest in this service.

### Long-term customer satisfaction monitoring

Veolia Group monitors customer satisfaction every year via various means, including telephone surveys, personal interviews conducted by an external agency, online surveys, and surveys at customer centres and public events. We draw on the results to develop and improve our services.

A telephone survey conducted in 2020 among end consumers in the regions where Veolia Group's water companies operate reveals that there is general satisfaction across the customer and consumer segments with services. Compared to 2019, there was a slight increase in overall satisfaction with our standard of service. In all, 96% of customers said they were very satisfied or satisfied with the standard of service they received. A full 94% were satisfied with the quality of their drinking water, with 96% (the same as in the previous year) rating the continuity of their water supply very positively. Satisfaction with staff professionalism is also high (96% – again, as in the previous year); the proportion of respondents satisfied that the level of information is adequate and of a good quality is on the rise (92%).



### Smart metering

Reflecting the company's efforts to make steadfast improvements in customer service, we have expanded our customer portal and mobile app to include smart metering. In practice, this means that, besides the usual information about contracts, bills, and payments, customers can also access their current water meter readings. Not only that, but they are immediately texted or emailed if there are any unexpected developments, such as high water consumption, a water main burst, or such a low temperature that the water meter freezes. One of the major benefits of remote readings is that the operating company does not have to inconvenience customers by entering their premises. Instead, the water meter reading (data) goes into the ether and can be mutually verified by the customer and the water company as they both have access to it.

**"In 2020, Veolia ordered services and supplies worth CZK 14.4 million from companies employing people with disabilities."**

## 6. PROFESSIONAL SERVICES FOR OUR CUSTOMERS



### Customer communications

We are also as accommodating as possible in how we interact with customers. Besides modern tools such as the online customer account, the Moje Veolia mobile phone app (Moje Voda at Pražské vodovody a kanalizace, a.s.), and the SMS INFO information service for outages and incidents, we have also maintained more

traditional channels – a customer hotline and a network of customer service centres for those who prefer personal contact.

We run 20 customer service centres in 20 towns and cities across the Czech Republic. We guarantee our customers availability of information and solutions to technical situations 24 hours a day, 7 days a week. When customers notify us of incidents, we have a 2-hour response pledge.

Our main objective is to foster long-term partnerships with our customers that are based on mutual trust and to provide them with a high-quality and professional service.

We listen to our customers' needs and requirements and strive to meet their expectations by delivering new and effective solutions. To do this, we draw on the experience gained by Veolia Group here in the Czech Republic and in other countries where it operates. By continuously investing in the modernisation of our facilities, we help our customers to make substantial savings.





## 7. SUPPORTING LOCAL COMMUNITIES

We are an ingrained part of the places where we operate facilities. Our support for local communities is mainly channelled through the **Veolia Foundation**, which made contributions of more than **CZK 223 million** to social and environmental projects between 2003 and the end of 2020.

### Principal programmes and projects of the Veolia Foundation

#### MiNiGRANTS® →

**Our employees are enthusiastic volunteers.** Once a year, all employees may apply for funds in support of a good cause for which they volunteer in their free time. We contributed **more than CZK 40 million** between 2008 and 2020. In the thirteenth year of the programme, **79 projects** benefited from support totalling **CZK 2.8 million**.



#### ← STARTér, Trust Yourself and Do Business!

**We help new ideas see the light of day.** We provide financial backing to up-and-coming small businesses in two regions, Moravia-Silesia and Olomouc. We lend a hand to people who practise traditional crafts and manufacturing methods, and help those who offer infrastructure or social services. Since its launch, we have played a role in the creation of **2,470 new jobs**, including **379 for disabled persons**. The Foundation has awarded **CZK 116.5 million** in grants.



#### Let's Return Water to Nature →

**Restoring wetlands.** Our Let's Return Water to Nature project focuses on wetlands because these play a crucial role in retaining water in the landscape. The project is a collaborative effort with the Czech Union for Nature Conservation. We provide them with funds to purchase land for the restoration of these valuable natural sites. The public can support the project by buying items in the Veolia Foundation's e-shop. Since the project launched in November 2018, we have donated **more than CZK 1.8 million** to this cause.



#### ← Keep Smiling - Active Lifelong

**We enable seniors to be involved in the community and have fun.** We encourage positive and active ageing, intergenerational coexistence within communities, the fostering of conditions for the elderly to live in their home environment, and new approaches to ageing. Over the six years of the scheme, we have supported **124 projects** with **CZK 9.7 million**.

#### Water for Africa →

**We believe that it makes sense to help people in the place where they live.** This collaborative project between the Veolia Foundation and People in Need (Člověk v tísni) helps to finance the construction and repair of water resources in Ethiopia. We draw on funds from direct deposits made to our public fundraising account or generated by the charity sale of items (especially specifically designed water carafes). Over the 11 years of the scheme, we have donated **CZK 6.9 million** to **People in Need's water projects** in Ethiopia. The eleventh year raised **CZK 500,000**.



Gifts that help → [eshop.nfveolia.cz](https://eshop.nfveolia.cz)

*"The Foundation came up with a flexible response to the emergency situation we found ourselves in last year, adapting most programmes to deal with the needs arising. Under the MiNiGRANTS scheme, we steered away from the traditional project focus and helped non-profit organisations to cover their operating costs instead. In a similar vein, the STARTér scheme provided support to small businesses as they sought to keep afloat in a sea of restrictions and heavy-going conditions."*



**Vendula Valentová**  
Director, Veolia Foundation



**BESIDES THE VEOLIA FOUNDATION, WE IMPLEMENT OR SUPPORT NUMEROUS OTHER COMMUNITY PROJECTS, ESPECIALLY IN THE FIELDS OF AWARENESS AND EDUCATION.**

Awareness, education, and explaining what we do and why we do it are crucial areas of communication with the public. Knowing this, the Group's individual operating companies regularly hold open days at sites that are usually closed to the general public.



» They are complemented by exhibitions and sites that can be used to raise awareness separately and continuously throughout the year. One of these sites is the Kladno water tower mentioned elsewhere in this report. Another example of this line of activity is **VODOVODOV**, an interactive exhibition in Hradec Králové about water in nature and industry. Opened in 2020, it is an appealing and modern way of informing the general public about water supply engineering and water management. It also supplements and expands visitors' environmental knowledge. The entire exhibition has been designed to be timeless and variable, and to encourage playfulness, cooperation, and creativity in children and adults alike. The exhibition space combines modern technology with nature.

» Our partnership with celebrity angler Jakub Vágner, with whom Veolia has produced highly engaging videos presenting basic operational processes in our lines of business, is another undeniably interesting educational project. These productions are freely accessible on Veolia's YouTube channel.

» Veolia is also the main sponsor of Jakub Vágner's Katlov family nature resort, where our experts arranged for a water treatment plant, a wastewater treatment plant, and a complete water distribution system to be built. The first stage of the project saw

four cabins built as a place for nature lovers and keen anglers to stay.

» In 2020 Veolia, building on a tradition established in previous years, worked with the non-profit organisation Recyklohraní to organise a competition for **preschoolers, younger schoolchildren, and teenagers**. In all, 148 schools from across the country entered the contest to devise an **advertising campaign that would explain to people how to reduce their water consumption**. The best ideas were announced and rewarded with prizes at the Prague Waterworks Museum in the Podolí Waterworks. Students came up with slogans, posters, leaflets, presentations, articles, videos and social media strategies. The aim was to raise awareness of how important water is and how to reduce its consumption in households and schools.

» The epidemiological situation in 2020 meant that the **Water Guards Club (Klub vodních strážců)** for children aged 6 to 14 had to come up with a programme that was completely different from the previous 20 years. It still introduced children to themes based on water management, but had to rely on remote means of communication. The children had magazines delivered to their homes and participated in competitions. At the end of the year, a website with new graphics and content was launched for them at [www.vodnistrazci.cz](http://www.vodnistrazci.cz).

It provides well-presented information on water, sanitation, and the environment. For primary schools, there are worksheets and an interactive water cycle. With its quizzes and tips for trips, this site is a fun learning experience for children. The public also continues to use the club's Facebook page.

» We also work with universities and secondary schools that specialise in water management and energy. We support their research, reward good student papers, and offer trainee positions.

» When the epidemic was still in full swing, very useful cooperation was established between the Institute of Environmental Services, the operating companies from Hradec Králové and Kladno, the University of Hradec Králové and the University of Chemistry and Technology, Prague. In this partnership, an educational programme was created by the IES and filmed at the Hradec Králové treatment plant with expert commentary by a real guide. It gives university students the opportunity to learn from the real environment of a plant, even though the epidemiological situation does not currently allow them in-person access to water management facilities. The virtual tour covers all stages of wastewater treatment.

» **Climate Challenge.** As Veolia's Purpose embraces innovations designed to benefit nature, we were pleased to become the main partner of the Prague Impact Hub's new Climate Challenge acceleration programme in 2019. This accelerator kept moving forward with Veolia's backing in 2020 and offered support to further projects addressing issues related to the environment and the circular economy.

## PROVIDING HELP WHERE IT'S NEEDED COVID-19

Alongside our systematic or recurring partnerships and support, we also respond flexibly to current needs across the country as a whole and in specific regions where our companies operate. In 2020, our assistance and support focused on the pandemic situation caused by Covid-19.

Over the course of the year, Veolia Energie donated more than CZK 3 million in cash to help hospitals, retirement homes, and social service providers in the fight against the pandemic. These donations were used to equip four vaccination centres in the Moravian-Silesian Region, specifically in Karviná (the Orlová site), Frydek-Místek, Třinec, and Kravaře. In-kind and financial gifts went towards instrumentation and protective equipment for staff and clients (test kits, gloves, etc.).

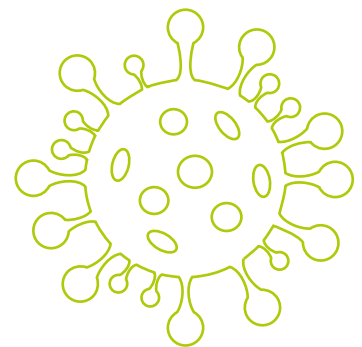
At the Foundation's request, Veolia Group's water companies and Veolia Energie donated more than 3,500 litres of all-purpose disinfectant, mainly to organisations caring for the elderly in residential facilities or in their own homes (health and social services for the elderly). Organisations in Prague, Kladno, Příbram, Zlín, Olomouc,

Hradec Králové, Prostějov, and elsewhere received assistance.

Besides disinfectant, some Group companies also donated disinfectant soaps, protective gloves, and respirators in their regions. Veolia also purchased 20,000 face shields, which it distributed to hospitals and other healthcare facilities throughout the country.

During the state of emergency in spring 2020, Pražské vodovody a kanalizace donated 8,000 lunches to the emergency services, Red Cross workers, and staff of Prague's Na Františku and Na Homolce hospitals.

The Veolia Foundation held non-routine calls under its MiNiGRANTY scheme (for non-profit organisations) and STARTÉR scheme (for SMEs in Moravia), and in 2020 supported the operation and maintenance of non-profit organisations and small businesses. The Foundation also called on fellow employees to sew protective masks in their free time at the beginning of the pandemic. They made 4,300 of these masks, which were donated to healthcare and welfare facilities.



## RESOURCING OUR PEOPLE

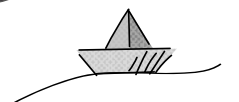
We are fully aware that Veolia Group's success can be attributed to our employees – water management experts, specialists, technicians, chemists and service staff at our plants, and the diligent accountants and directors of our various sections and subsidiaries. We strive to create a motivating work environment for each and every one of our 6,520 employees so that they can make the most of their knowledge and skills and work towards our common corporate goals and customer satisfaction. We offer premium working conditions, ongoing training, and an environment that respects diversity.

*“The importance of having processes in place to support employee health care was fully demonstrated during the COVID pandemic. In 2019 and 2020, knowing that our health – the most precious asset we have – needs to be protected preventively, we provided MEDDI App, a modern new method of doctor-patient communication, to all our employees and their family members. This smart app lets our employees' families contact doctors, no matter what time it is or where they are,*

*to consult them on current and preventive medical care. This saves them the work and personal time they would otherwise have to spend travelling and sitting in waiting rooms.”*



**Petr Slezák**  
HR Director  
Veolia ČR





## 8. A HEALTHY AND SAFE WORKING ENVIRONMENT

The Veolia Czech Republic Group continues to pay close attention to the prevention of occupational accidents, awareness-raising, and improvements in the working conditions of its employees. Besides occupational training, employees also take first aid courses. Every year, Veolia Group organises its **International Health and Safety Week**, during which we remind employees of safety rules, present them with our results, and acquaint them with newly adopted measures. **In 2020, the Group's International Health and Safety Week was held in conjunction with the "Life-size Hazard Spotting" competition.** In this competition, teams of employees were asked to identify, document, and remove potentially dangerous hazards. The aim was to raise staff awareness of the need to be continuously involved in the search for and elimination of OSH risks.

We strive to guard against all health risks associated with activities at our facilities, from working with electricity to long-term sedentary work at a computer. As part of its continuous improvement of employee safety, Veolia Group identified the ten riskiest activities carried out by employees and drew up "High-risk Management Standards" in order to lay down the minimum safety requirements for them. These Standards are incorporated into the daily work of our employees and help to improve the OSH situation.

All information contained in the Standards is readily available to employees on the e-learning portal and in the electronic OSH library on the company intranet in the form of brochures, videos, and courses. The electronic library also contains other current posters, brochures, internal materials and videos created as part of the Veolia International Health and Safety Week 2020.

The Veolia Czech Republic Health and Safety Academy has been launched in partnership with the Institute of Environmental Services. Under this project, managers of companies from Bohemia received several days' training on the High-risk Management Standards. The lecturers, as experts in their fields, covered both theory and examples from practice. In this way, they helped our managers to implement these requirements at Veolia Czech Republic Group's plants. In 2022, it will be the turn of companies from Moravia to receive similar training.

During 2020, we had to get to grips with the Covid-19 pandemic. The Veolia Czech Republic Group management did its utmost to ensure that Group employees would stay safe. To this end, it made providing employees with sufficient protective equipment a priority. Initially, when equipment was still in short supply, many employees and their family members were involved in sewing masks. We also tapped into our own resources to organise the production of disinfectants. Numerous organisational and technical measures were taken to provide employees with a safe working environment and thus maintain uninterrupted service to our customers. At present, Veolia Czech Republic Group has ample stocks of all necessary protective equipment of the

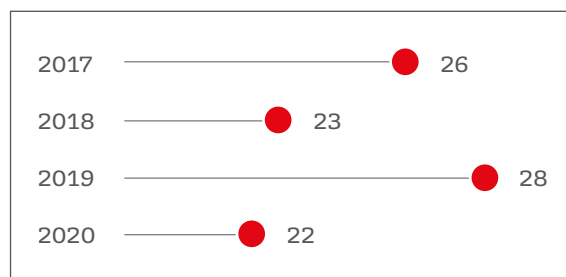
highest standards. In tandem with this, priority vaccination against Covid-19 was made available to employees in positions essential and highly critical for operations.

*"Employee safety and health and risk prevention are core Veolia values. In 2020, the accident rate was lower than in 2019, but we still fell short of Veolia's goal of zero accidents. That is why we are constantly coming up with new means and campaigns to spread the OSH culture among our employees and, in doing so, to improve the overall situation at Veolia Czech Republic Group. Our goal is for everyone to take safe behaviour and conduct to heart and to keep an eye on others at work just as they would look after members of their own family at home. Because employees have respected internal precautionary measures and the emergency legislative rules issued by the Czech government, the situation surrounding Covid-19 has been managed without any major impact on the health of employees or the running of Veolia Czech Republic Group companies."*

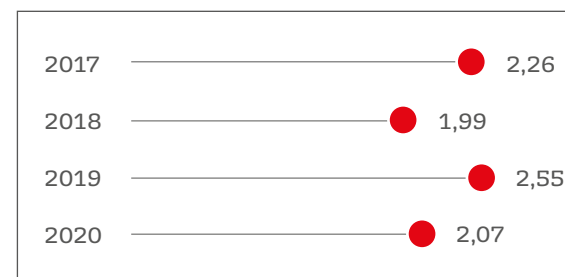


**Dalibor Pyš**  
H&S and Security Manager  
Veolia CE Europe

Number of accidents at Veolia Czech Republic Group



Accident rate at Veolia Czech Republic Group



## 9. PROFESSIONAL DEVELOPMENT AND COMMITMENT

In order to be able to keep our industry moving forward, we place an emphasis on increasing the qualifications and training of our employees. The all-round training of Veolia Group employees is a job for our **Institute of Environmental Services (IES)**, which offers a wide range of more than 600 courses and training programmes, many accredited by the Ministry of Education, Youth and Sports. The IES is an important link in the international chain of Veolia Group training centres known as **Veolia Campuses**. For more information, please visit [www.institutes.cz](http://www.institutes.cz).

This was another area affected by the coronavirus pandemic in 2020. However, thanks to its long-term

emphasis on digitalisation, the entire Institute was able to switch seamlessly and immediately to distance learning methods (e.g. e-learning and webinars). Moreover, in March 2020, when in-person teaching was reduced or cancelled and many Veolia Group employees started working from home, the IES responded with a **series of new e-learning courses and significantly expanded its eCampus functionalities**. New courses focused on working from home, with a stress on IT security and finding a life-work balance.

In 2020, the use of **eCampus proved to be crucial across the Veolia CEE zone**, with 83 different e-learning courses being completed by **47,051 attendees**. **Veolia Energia Magyarország Zrt.'s full-on involvement in the use of eCampus** contributed significantly to this outcome. Employees most often took courses on compliance, ethics, and cybersecurity.

In 2020, there was a **41% year-on-year decrease in training sessions to 115,553**. The main reason for this is that e-learning courses tend to be shorter than in-person teaching. On the other hand, **distance learning resulted in a surge in the number of participants in all training events by more than 35% to 58,113**.

Despite the complexity of the situation, long-term projects were continued. These included a series of coaching seminars on work-life balance, practical first aid training under the Veolia Santé project, and a **bachelor's course in management**, held in cooperation with Moravian Business College Olomouc.

### IES highlights in 2020

Sales:  
**EUR 27.5 million**

Number of employees:  
**9**

Number of training events held:  
**694** (in-person) and **12** (webinars)

Number of participants in all training events:  
**58,113**

Number of training sessions:  
**115,553**



## 10. DIVERSITY AND FUNDAMENTAL HUMAN RIGHTS

Promoting dialogue between management and employees, supporting vulnerable and disadvantaged employees, and paying attention to the personal fulfilment of each employee are all important for the management of human resources within Veolia Group. We pay close attention to the quality of **social dialogue** with bodies representing employees and we respect diversity, the principle of equal opportunities, and the fight against all forms of discrimination.

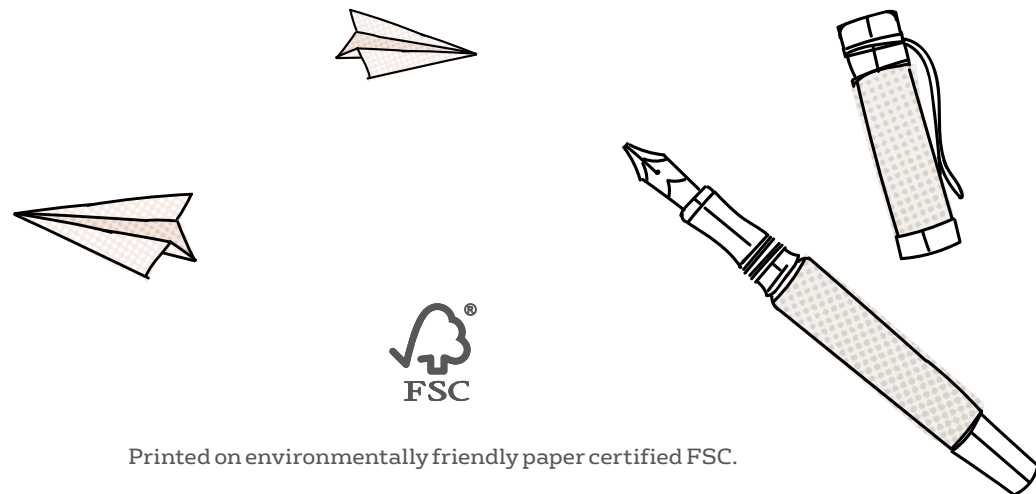
We encourage open communication, cohesion and stability in our teams. Veolia is supportive of all employees as they

develop their skills. It also encourages them to exchange experiences, share innovative practices, and accomplish new achievements in their work.

Knowing that employee diversity is a key asset contributing to Veolia Group's success, our recruitment policy aims to facilitate the inclusion of people who are vulnerable on the labour market.

Although there is a preponderance of "typically male" occupations in our industry, women account for upwards of 22% of our workforce. In 2019, 15.7% of managers were female. We try to offer employment to as many disabled persons as possible. In those cases where we are unable to employ disabled persons directly, we compensate for this in accordance with the law.

	Czech Republic - number of employees	Percentage of total number of employees
<b>TOTAL NUMBER OF EMPLOYEES</b>	6,520	
Number of women	1,394	21.4%
Number of men	5,126	78.6%
Number of men in managerial positions	788	84.3% of all managers
Number of women in managerial positions	147	15.7% of all managers
Number of degree-holders	1,060	16.3%
Number of secondary-school graduates	2,343	35.9%
Number of disabled employees	112	1.7%



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