

EUROPEAN DIVERSITY AND INCLUSION FRAMEWORK AGREEMENT

Between the Veolia Group such as defined by this agreement.

hereinafter referred to as "**Veolia**" or the "**Group**".

and

The special negotiation body set up for the negotiation of this Veolia diversity and inclusion framework agreement.



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PREAMBLE

1. The diversity and inclusion (or "D&I") policy is at the heart of Veolia's Purpose¹, which promotes the professional and personal development of its employees, in line with its core values of responsibility, solidarity, respect, innovation and customer focus.

That is why the Group is committed to ensuring fairness and career advancement through a proactive policy aimed at promoting diversity and inclusion.

This D&I policy is a structural component of Veolia's culture and, as such, forms part of its overall performance and development strategy.

2. Veolia's management and trade unions or social partners view social dialogue as the best way for employees to take ownership of these collective values and contribute towards the adoption of a diversity and inclusion policy within the Group.

To this end, a special negotiation body has been set up to define common guidelines for D&I and to give impetus at Group level to stimulate and enrich local social dialogue within each country.

3. This Framework Agreement (hereinafter the "**Agreement**") has been concluded with a dual objective:

Continue and strengthen the implementation of Veolia's D&I policy and take the commitment even further by fully involving all those involved in building social dialogue within the Group.

Summarise existing commitments resulting, on the one hand, from social dialogue for the first point below and, on the other hand, from Veolia's management for the following points below:

- o The commitments resulting from social dialogue, including those in the letter of commitment from the Human Resources Department and the European Works Council (EWC) to support changes in the business lines and the diversity and inclusion policy, which was signed on 16 June 2021.
- o Veolia's commitment to respect fundamental rights as defined by international and EU standards in its day-to-day business (see Appendix 1) and to guarantee that all employees' rights are respected, regardless of their position within the Group or their geographic location.
- o The commitments resulting from management's impetus regarding the D&I policy as part of a multifaceted performance strategy that promotes an inseparable approach to economic, social and environmental issues, in line with the United Nations Global Compact.

¹ See Appendix 2 of the Agreement, Veolia's Purpose and its implementation in the Impact 2023 strategic programme.
Source: Veolia intranet site.

This impetus is reflected in the ManagementBehaviors@Veolia² charter for managers, to ensure that Veolia's fundamental and ethical values are shared and respected in each entity.

Likewise, the Veolia Cares programme was recently and set up and unilaterally deployed by Veolia's management throughout the Group. This programme establishes a common set of guidelines to ensure social protection for all its employees worldwide, from the day they are hired, which includes:

- Inclusive parental leave to accommodate as many families as possible, regardless of gender, marital status or sexual orientation.
- Death cover for all employees.
- Health cover for all employees.
- Support for employees caring for a close relative who is dependent or seriously ill.
- A support scheme for voluntary organisations.

4. Veolia strives to promote these fundamental rights and principles in all aspects of its business, in accordance with the Corporate Sustainability Reporting Directive (EU) 2022/2464 (hereinafter the "CSRD"), which is reflected in its choice of service providers and suppliers.

The Agreement is therefore part of Veolia's Vigilance Plan. Whenever possible, Veolia will give preference to suppliers, subcontractors and partners who fully adhere to these principles and who themselves apply a policy of diversity and inclusion, in accordance with Veolia's Vigilance Plan and its purchasing policy in particular.

5. The Agreement below stems from a shared determination by Veolia's management and trade unions or social partners to establish these principles and to step up their implementation through a modernised agreement that gives concrete expression to Veolia's vision of a diversity and inclusion (D&I) policy based on a cross-functional approach and on **Veolia's "four pillars of D&I", which are:**

- **diversity**
- **gender identity and sexual and emotional orientation**
- **disability**
- **social and cultural background.**

As part of their discussions, the signatories to the Agreement have agreed to negotiate on the following four major issues:

- Generalise the culture of diversity and inclusion. (PART I)
- Step up action against all forms of discrimination and exclusion and promote equal opportunities. (PART II)

² See Appendix 2 of the Agreement for the link to the drive file containing the various available versions of the ManagementBehaviors@Veolia charter.

- Prevent and strengthen action against all forms of harassment and violence. (PART III)
- Encourage a more inclusive approach to employees' work-life balance. (PART IV)

These negotiations enabled the signatories to draw up the following ten key guidelines:

1. Make social dialogue and the Country Social Dialogue Forums (CSDF) a lever for deepening and disseminating/promoting these principles and commitments, and share best practices within the EWC to move forward together.
2. Raise awareness and provide appropriate training on diversity, inclusion and anti-discrimination for all managers and, more broadly, all employees, including staff representatives.
3. Strengthen measures to combat all forms of discrimination and actions to prevent, protect and support against all forms of harassment and violence.
4. Step up actions to promote equal opportunities as well as equal pay and employment, from the moment of hiring and throughout careers.
5. Reinforce the inclusion of disabled employees.
6. Circulate information on internal whistleblowing systems.
7. Analyse work organisation to improve work-life balance, while considering the diversity of individual and personal situations, and work collectives.
8. Provide additional support to employees experiencing critical life situations and domestic or intra-family violence and abuse³.
9. Develop local cooperation to implement tangible support and inclusion initiatives, especially for socially disadvantaged or vulnerable groups.
10. Continue to develop the internal D&I networks by involving local trade unions or social partners in key D&I events within countries.

As part of their negotiations, the signatories determined the key performance indicators (KPIs) for implementing the Agreement and measuring progress in concrete terms.

SCOPE OF THE AGREEMENT

The Agreement applies to all entities included in the scope of the Veolia EWC and concerns all their employees.

³ Violence and abuse, whether psychological, physical, economic, verbal or sexual.

Thus, beyond the scope of the EWC, the other entities of the Group's Zones and/or Business Units (hereinafter referred to as "BUs") are invited to apply, if they so wish, the principles and guidelines of the Agreement in all countries where Veolia operates, subject to compliance with local legislation.

More generally, Veolia intends to give this Agreement the widest possible scope among its stakeholders⁴ as defined by Veolia's Purpose.

Veolia also undertakes to inform its partners, subcontractors and suppliers, when entering into or renewing contractual relations, of the principles and commitments contained in the Agreement, which are fully in line with the social commitments set out in the CSRD.

PART I. GENERALISE THE CULTURE OF DIVERSITY AND INCLUSION

As a player in European economic life, Veolia reflects the socio-economic and cultural diversity of the countries in which it operates.

This diversity is a contributor to better corporate performance, vitality and growth. It must be visible at all levels of the company and among all stakeholders.

1.1. FOSTER SOCIAL DIALOGUE TO PROMOTE VEOLIA'S CULTURE OF DIVERSITY & INCLUSION

As part of the negotiations leading up to this Agreement, the signatory parties were keen to consider measures to promote the D&I policy at all leadership levels within the company and, as far as possible, for all its stakeholders.

The signatory parties intend to maintain a constructive and regular social dialogue throughout the application of this Agreement, to ensure that the objectives pursued are fully integrated in each of the countries covered by the Agreement, especially with support from the Country Social Dialogue Forums (CSDFs), Veolia's EWC and its Bureau, and the Follow-up Committee set up under this Agreement.

1.1.1 At Group level: drive forward the diversity and inclusion policy

The purpose of the Agreement is to give impetus to the key principles of Veolia's D&I policy, in compliance with country-level and EU requirements (in particular with regard to the non-financial reporting standards of the EU CSRD).

It should be noted that the guidelines set out in this Agreement are the outcome of negotiations which identified and consolidated a common set of D&I policy guidelines.

Within this framework, a specific training module on the application of this Agreement will be provided to country delegates to the EWC.

⁴ Customers, shareholders, employees, suppliers, current populations and future generations.

1.1.2 At local level: implement the guidelines identified in the Agreement

It will be up to each of the entities covered by the scope of the Agreement to adopt the principles and guidelines, taking into account national legislation, and to guarantee their application within the framework of high-quality social dialogue.

To this end, this Agreement will be distributed and presented in detail within each country by the country's Human Resources Department, with the involvement of country delegates to the EWC, with a view to its implementation and follow-up within the scope of their prerogatives.

In this context, awareness-raising and training initiatives may be provided at CSDF level so that their members may:

Take account of D&I guidelines: the issues identified in the Agreement must be addressed as part of local social dialogue, in accordance with the procedures determined by the countries concerned and applied within the BUs.

Take into account the KPIs appended to the Agreement (Appendix 3) within their organisations to reflect the guidelines adopted by Veolia in this respect.

As a minimum, access will be given to existing e-learning modules on D&I-related topics.

1.2 REINFORCE THE CULTURE OF DIVERSITY AND INCLUSION

Veolia intends to prioritise the consolidation of an inclusive culture to encourage diversity in a working environment that must guarantee that all employees are treated without discrimination, recognised and respected in their uniqueness and as full members of the company's workforce.

This development makes it necessary to develop actions such as encourage a varied representation of experiences and seek a balanced mix in each job. This will ultimately turn diversity and inclusion into a core component of the corporate culture, supported by daily voluntary contributions from everyone.

This Agreement identifies actions that will help to change mentalities by rejecting preconceptions and resulting misperceptions about a person's skills and/or ability to perform certain tasks and/or occupy certain positions, particularly with regard to gender, sexual and emotional orientation, social and cultural background, disability, etc.

1.2.1. Use training and awareness-raising initiatives as a lever for an inclusive culture

With a view to encouraging the development of an inclusive culture, the entities covered by the Agreement will:

gradually set up inclusive management training modules, in particular to correct the impacts of cognitive biases,

successively roll out awareness-raising and training initiatives on D&I issues to managers and then to all employees.

In addition, entities covered by the Agreement will be encouraged to organize working groups on D&I best practices and share them as widely as possible.

1.2.2. Identify complementary actions to encourage diversity and inclusion

Actions in favour of D&I also involve the implementation or continuation of local initiatives – subject to local situations and/or contexts – with support, where appropriate, from experts and/or non-profits specialised in the themes addressed (e.g. awareness-raising on disability, gender transition, etc.), to enable each employee to actively encourage D&I within the company. Examples include:

organising opportunities for employees from different backgrounds to exchange ideas and share experiences;

opportunities to take part in inclusion programmes run by local initiatives.

In addition, the entities covered by the Agreement must ensure that their publications and/or marketing materials and/or communications are inclusive, with a special focus on the visuals and/or illustrations and/or the language used.

PART II. STEP UP ACTION AGAINST ALL FORMS OF DISCRIMINATION AND EXCLUSION AND PROMOTE EQUAL OPPORTUNITIES

The signatories of the Agreement wished to reaffirm Veolia's commitment to combating all forms of discrimination and exclusion at every stage of working life, particularly regarding **the four pillars of its D&I policy: diversity, gender identity and sexual and emotional orientation, disability, and social and cultural background**.

They agreed to promote stronger action against discrimination and exclusion as well as continue efforts to promote equal opportunities.

2.1. STRENGTHEN INITIATIVES TO PREVENT AND COMBAT ALL FORMS OF DISCRIMINATION AND EXCLUSION

The signatories of the Agreement wish to identify concrete measures for the effective implementation of the zero-tolerance policy and reiterate the need for each entity to strengthen the resources deployed to combat discrimination and exclusion.

Consequently, any behaviour or speech of a discriminatory nature based on any ground such as sex, race, colour, ethnic or social origin, genetic features, language, religion or belief, political or any other opinion, membership of a national minority, property, birth, disability, age or sexual orientation shall be prohibited⁵.

In addition, special care must also be paid to the risks of intersectional discrimination, which is defined as discrimination based on two or more grounds that operate simultaneously, and which interact in an inseparable manner, producing distinct and specific forms of discrimination⁶.

⁵ EU Charter of Fundamental Rights - Article 21: <https://fra.europa.eu/en/eu-charter/article/21-non-discrimination> ⁶ Cf. Appendix 2 of the Agreement, definition by Sandra Fredman, May 2016, Council of Europe. Source: <https://www.coe.int/fr/web/north-south-centre/intersectionality>.

2.1.1. Zero-tolerance policy on discrimination and exclusion

The signatories of the Agreement reiterate that Veolia firmly condemns all forms of discrimination and exclusion from hiring to the end of the employment relationship.

In this context, it is essential to pay particular attention to individuals or groups and minorities whose human rights are most often violated, as well as to people in vulnerable situations, with a view to their inclusion.

In particular, in view of the attacks on women's rights that have been observed around the world, we must be particularly vigilant with regard to the situation of women working at Veolia and to ensure that they are treated fairly in all aspects of their working lives (recruitment, training, advancement, remuneration, etc.), particularly female technicians, employees and workers in each country, at every stage of their lives within the Group.

In line with its zero-tolerance policy on all forms of discrimination, Veolia undertakes, should such practices be identified, to punish the perpetrator(s) with the utmost firmness.

In this context, it should be noted that Veolia has also put in place clear policies and procedures, notably set out in the "Essentials" manual, as well as rules of conduct and/or behaviour expected of managers in particular (see ManagementBehaviors@veolia), which go beyond national and international regulations and our contractual commitments.

Regarding discrimination in particular, these policies, procedures and rules aim to prevent, detect and deal with any incident that runs counter to this principle of non-discrimination.

Employees are reminded that they may use the reporting channels made available locally by Human Resources managers and/or leadership teams as well as staff representatives.

In addition, a Group-wide whistleblowing system⁵ enables any Veolia employee who suspects non-compliance with these rules to report the matter to the Ethics Committee, an independent body, via Veolia's dedicated ethics platform (Whispli) or the related telephone system (Whispli Voice).

In the event of proven non-compliance with anti-discrimination rules, sanctions – applicable to all employees – may range from disciplinary action to dismissal, depending on the scale of sanctions

⁵ See Appendix 2 of the Agreement for the link to the drive file containing the various available versions of Veolia's ethics charter and its Appendix 2 on the whistleblowing process.

defined locally. The sanction will depend on the seriousness of the offence and comply with the country's legal framework, rules of procedure and/or relevant rules of conduct within Veolia.

2.1.2 Strengthen means of action against discrimination and exclusion

1. Building on the many initiatives already in place at local and Group level, Human Resources teams in each country are responsible for working with their trade unions or social partners to reinforce existing means of action against discrimination and exclusion.

Any discriminatory practice identified must be analysed and eliminated in compliance with local laws and regulations.

2. To this end, the entities covered by the Agreement will implement actions in line with the following guidelines:

Guarantee fair and non-discriminatory HR processes for all categories of staff, from the recruitment phase through to the end of their careers.

Analyse remuneration policies with a view to setting up remuneration structures that ensure equal pay for equal work or work of equal value. To this end, a specific indicator to monitor pay gaps between male and female managers/non-managers is included in Appendix 3 of the Agreement. A more in-depth analysis of the gender pay gap may be carried out at country level for specific professions and/or sectors and/or occupational categories.

Veolia also agrees to contribute to pilot experiments and/or working groups that could potentially be initiated by industries or cross-industry bodies in collaboration with national trade sector unions or social partners and/or European federations, with the aim of defining tools or methodologies allowing employers and/or trade unions or social partners to easily establish and use gender-neutral job evaluation and classification systems that exclude any gender-based pay discrimination, as provided for in Article 4 of European Directive 2023/970 of 10 May 2023⁸, in accordance with the applicable legal and regulatory provisions in each country.

In the event that an individual situation of pay discrimination reported directly by employees or by staff representatives, HR managers and/or management - violating the regulations in force - is proven after analysis, Veolia undertakes to deal with the matter and define action plans to remedy it (potentially including retroactive remedial measures) within a maximum period of three months.

Implement awareness-raising and training initiatives for all employees aimed at reinforcing training on non-discrimination and sharing best practices for identifying and responding to situations of discrimination or exclusion.

Strengthen communication and clarify whistleblowing mechanisms by reminding all employees of available channels for reporting real or suspected discrimination: Human Resources, management, staff representatives, Whispli and any other channels that may exist at local level.

Promote Veolia's D&I policy as a driver of social cohesion at a local and regional level and among the most vulnerable or discriminated populations.

2.2. STRENGTHEN ACTIONS UNDERTAKEN TO PROMOTE EQUAL OPPORTUNITIES BASED ON THE FOUR PILLARS OF VEOLIA'S D&I POLICY

1. For many years, Veolia has been a forerunner in the field of equal opportunities, and as such pursues a proactive policy defined in consultation with trade unions or social partners at all levels within the company.

⁸ Directive (EU) 2023/970 of the European Parliament and of the Council of 10 May 2023 aimed at strengthening the application of the principle of equal pay for men and women for equal work or work of equal value through pay transparency and enforcement mechanisms.

In view of the richness represented by the mix and diversity of its employees, Veolia encourages all initiatives aimed at recruiting, retaining and developing talent from diverse backgrounds and helping them to flourish in the workplace.

These initiatives should make it possible to roll out the D&I policy with particular emphasis on the four pillars of Veolia's D&I policy:

- **diversity**
- **gender identity and sexual and emotional orientation**
- **disability**
- **social and cultural background.**

The signatory parties recall that equal opportunities require equity in three areas: equity of treatment, equity of opportunity and equity of promotion.

2. To this end, the entities covered by the Agreement will implement actions in line with the following guidelines:

Raise employees' awareness of diversity and inclusion issues, with specific focus on the four pillars of Veolia's D&I policy. Special attention will need to be paid to the quality of the content, while ensuring that the awareness-raising initiatives are accessible to all.

Train Human Resources and managers about gender equality in the workplace to ensure equal opportunities for employee upskilling and career advancement.

These training initiatives will aim to develop inclusive management reflexes, especially by identifying and raising awareness of the impact of cognitive biases concerning employees' gender identity, sexual and emotional orientation, social and cultural background and/or disability.

Guarantee that, from hiring, remuneration is determined based on the employee's level of training, prior experience and the type of responsibility entrusted to them regardless of gender or social and cultural background. This principle must apply throughout an employee's working life and employees must be able to discuss pay with their superiors at least once a year.

Guarantee access to vocational training for all employees and facilitate work-study programmes as a means of inclusion, particularly for younger generations.

Step up voluntary internal mobility to improve diversity in the workforce and facilitate career transition by:

- Advertising job vacancies Group-wide in a way that is inclusive and attractive to everyone, to encourage equal opportunities and a wide range of applications.
- Providing equal access to vocational training.

Strengthen career advancement prospects for employees in lower-skilled jobs.

Ensure that work environments are accessible to all and do not reflect gender-based occupational segregation.

2.2.1. Strengthen gender diversity at all levels of the company

1. The success of Veolia's D&I policy depends on achieving balanced representation of all genders at all levels of the company. To this end, the Group has set three priorities:

Develop gender diversity in the Group's governing bodies and leadership teams;

Develop gender diversity in operational positions;

Develop gender diversity in employee representation bodies.

Veolia has been working for many years to achieve greater gender diversity, particularly in managerial and technical positions.

The parties note that this policy has had an impact, since the proportion of women is constantly increasing within Veolia, particularly in the management ranks.

However, the breakdown of the workforce still reveals an under-representation of women in certain sectors/business lines/job categories and a lack of gender diversity within leadership teams.

It is therefore essential to continue the action taken to promote gender diversity, particularly in the operational, technical and/or managerial fields / professions / job categories in which women remain under-represented. Those areas must be identified - at BU and/or country level - as requiring priority action within this framework.

Step one is analysing feedback from existing situations within the BU and/or country, as well as current tracking indicators and/or best practices already implemented within this framework. Then each Country Social Dialogue Forum (CSDF) will be able to propose additional relevant actions and/or indicators to measure progress in increasing women's participation in these operational, technical and/or managerial sectors / professions / job categories defined as priorities at BU and/or country level. These areas of progress may include access to training, the share of women advancing and/or being promoted to managerial positions, recruitment, access to new professions and/or stronger partnerships with schools or universities.

The Agreement Follow-up Committee will be informed of the actions defined by the CSDFs within this framework.

2. To this end, the entities covered by the Agreement will implement actions in line with the following guidelines:

Promote gender diversity from the recruitment stage onwards, which implies:

- Continuing the proactive steps taken within Veolia to recruit women in sectors, professions or levels where they are under-represented.
- Taking into account gender diversity requirements to adjust working conditions and the working environment (adapting personal protective equipment, changing rooms, etc.).
- Promoting women's access to professions in which they are usually under-represented, through educational and information initiatives, including:
 - Scientific and technical careers.
 - Operational professions in the field.

This approach also applies to professions requiring a rebalancing of gender diversity, notably in administrative and/or clerical positions where men are under-represented.

Promote gender diversity at all levels of the company by encouraging the advancement and career development of women:

- Promote women's upskilling and career advancement:
 - by ensuring women's access to skills and/or management training;
 - by facilitating women's access to retraining for male-dominated jobs.
- Support the promotion of women to executive positions and, more broadly, to management positions.
- Encourage the development of mentoring and gender diversity networks such as the WEDO network, created by Veolia in 2016, which strives to achieve Veolia's objectives for gender diversity and equality at work.

Ensure equal pay for men and women, covering not only basic pay but also corporate performance-related pay and other benefits.

- Enhance transparency and information on remuneration in accordance with the principles set out in European legislation, in particular EU Directive 2023/970 of 10 May

2023⁶, through training or awareness-raising on the subject and/or information sessions with Human Resources on the objectives set out in the directive and the timeframe for achieving them.

- Neutralise periods of childcare leave (birth/adoption) for individual salary increases and variable pay.
- Ensure that part-time employees, most of whom are women, benefit from salary increases proportional to those of full-time employees.

2.2.2. Promote inclusion while respecting gender identity and sexual and emotional orientation

The signatory parties reaffirm the need to guarantee respect for gender identity and sexual and emotional orientation throughout and in all aspects of working life at Veolia.

To this end, the entities covered by the Agreement will implement actions in line with the following guidelines:

Ensure that LGBTIQ+⁷ people are treated without discrimination, with respect and fairness, in a climate of trust

Endeavour to use the chosen or preferred name of the LGBTIQ+ person for all internal communications and email addresses.

Ensure that LGBTIQ+ people can perform their duties safely. This could mean, for example, allowing an employee to refuse a move to a country where their rights would be further restricted or threatened because of their sexual and emotional orientation and/or their membership of the LGBTIQ+ community.

Remind all employees that all sexist and anti-LGBTIQ+ behaviour is strictly prohibited.

Communicate and promote Veolia as a company committed to diversity and respect for gender identity.

- Participation in events promoting tolerance and the fight against gender-based, homophobic and transphobic violence, notably by highlighting international and/or national days for women's rights, against all forms of racism, in support of LGBTIQ+ rights, etc.
 - Obtain diversity certifications and/or a diversity charter.

⁶ See footnote 8 above.

⁷ See Appendix 2 of the Agreement: the International Labour Organisation (ILO) specifies that the acronym LGBTIQ+ refers to "lesbian, gay, bisexual, transgender, intersex and queer. The plus sign represents people with diverse sexual orientation, gender identity, gender expression and sexual characteristics who identify using other terms."

2.2.3. Ensure the inclusion and career advancement of disabled employees

1. One of the key priorities of Veolia's D&I policy is to welcome, include and promote disabled employees over the long term.

This commitment to the inclusion of people with disabilities was reaffirmed on 16 November 2022 when we signed the International Labour Organisation's "Business and Disability" charter.

Establishing an inclusive and supportive working environment requires Veolia to develop a culture of disability and inclusion, aimed at eradicating prejudice and stereotypes associated with disability, whatever the type: physical, mental, intellectual or sensory - visible or invisible⁸.

Veolia's inclusive policy also aims to provide support for employees caring for loved ones with disabilities and for family carers.

2. To this end, the entities covered by the Agreement will implement actions in line with the following guidelines:

Accelerate the process of adapting existing measures for recruiting and retaining people with disabilities, whether physical, mental, intellectual or sensory - visible or invisible:

- Specific training for Human Resources in the recruitment and retention of people with disabilities, particularly in sectors where they are usually under-represented.
- Ensure that job vacancies can be filled by people with disabilities whose profile matches the job description.
- Welcome people with disabilities into the company and ensure their well-being and integration into the workplace. For example, the Human Resources teams could organise, with the consent of the employees concerned, a team-wide information and/or testimonial session to reinforce awareness of disability-related issues and the implementation of best practices in this area.
- Draw on partnerships with private, public or voluntary organisations likely to forward applications from people with disabilities.
- Raise awareness of the Group and its companies as a player committed to diversity and the inclusion of people with disabilities.

Ensure that people with disabilities benefit from the same career development opportunities and pay conditions as other employees.

⁸ See Appendix 2 of the Agreement: according to the United Nations Convention on the Rights of Persons with Disabilities, "Persons with disabilities include those who have long-term physical, mental, intellectual or sensory impairments which in interaction with various barriers may hinder their full and effective participation in society on an equal basis with others."

- Implement support for disabled employees throughout their employment by appointing a contact person, organising regular reviews and taking account of shifts in disability in career management.

Improving accessibility to company premises and workstations.

- Accelerate the process of adapting workstations and infrastructure to ensure accessibility for disabled employees. This includes adapting bathroom facilities and other premises as well as safety devices.
- Implement technical or ergonomic adjustments to ensure access to the necessary work tools, particularly digital tools.
- Where necessary, explore potential adjustments to working conditions (adapted working hours, travel assistance, temporary or permanent extension of home working arrangements, or even a change of position if no adjustments are sufficient) within a suitable geographic perimeter (and/or the same geographic labour market) that is compatible with the disability, with the aim of promoting the disabled person's job retention and continued integration in the workplace. As a last resort, assist the employee in finding a new job outside the Group if all other possibilities have been exhausted.

Raise awareness among employees of the issues pertaining to the inclusion of people with disabilities and combat conscious and unconscious prejudice, in particular by taking part in inclusion programmes, such as "Duo-Day".

2.2.4. Promote diverse social and cultural backgrounds

1. The signatories recall that the diversity of employees' social and cultural backgrounds fosters a dynamic and empowering working environment, by integrating a variety of perspectives and experiences. This diversity is a real asset that contributes to Veolia's collective performance.

Within each entity, inclusive employment policies will be deployed to encourage the recruitment of employees who are under-represented in the workforce or who find themselves in socially precarious or vulnerable situations, as are members of ethnic minorities such as the Roma¹².

2. To this end, the entities covered by the Agreement will implement actions in line with the following guidelines:

Promoting and encouraging diversity of social and cultural backgrounds within teams:

- Encourage work-study training programmes by developing partnerships with select schools that support inclusion and social and cultural diversity in their student education and selection process. The goal is to introduce Veolia's business lines to as many potential candidates as possible.

- Strengthen efforts to recruit employees in socially precarious or vulnerable situations, using local partnerships where appropriate.
- Step up recruitment campaigns for young people on apprenticeships and internships, by redefining the target groups to promote diversity and inclusion while meeting the operational needs of the Group's entities. In particular, the Group is committed to applying the principles of the European charter for quality internships¹³.
- Open up recruitment prospects by diversifying and multiplying the sources of potential candidates, including through appropriate training programmes (technical or linguistic).

¹² The term "Roma" includes not only Roma as such, but also Sinti (Manush), Kali (Gypsy), and kindred population groups in Europe, including Travellers and Eastern groups (Dom, Lom), as well as people who self-identify as "Gypsies" and those referred to by the administrative term "Gens du voyage". The above explanation is not intended as an extensive definition of

Roma and/or Travellers. Source: Council of Europe - Strategic Action Plan for Roma and Traveller Inclusion: [https://www.coe.int/fr/web/roma-and-](https://www.coe.int/fr/web/roma-and-travellers/)

travellers/ ¹³

See European Parliament resolutions of June 14, 2023 containing recommendations to the Commission on quality internships in the EU: https://www.europarl.europa.eu/doceo/document/TA-9-2023-0239_FR.html#title1

- Reaffirm the strict prohibition of racist, discriminatory, hostile or offensive behaviour or speech on the grounds of beliefs, particularly religious, political, trade union or philosophical beliefs, or on the grounds of membership of an ethnic minority group, in compliance with local provisions and fundamental human and social rights.
- Use diversity certifications wherever such schemes exist as a driving force for implementing Veolia's D&I policy.

PART III. PREVENT AND STRENGTHEN ACTION AGAINST ALL FORMS OF HARASSMENT AND VIOLENCE

3.1 REAFFIRM THE ABSOLUTE PROHIBITION OF HARASSMENT AND VIOLENCE

The signatory parties aim to provide all employees a work environment that respects their rights, identity and uniqueness, and ensures their safety, in accordance with the principles set out in ILO Convention 190.

Veolia reiterates, in the strongest possible terms, its condemnation of all forms of harassment, abuse, violence, online violence and cyberbullying at work and in work relations, wherever they occur, as defined in article 3 of ILO Convention 190⁹.

⁹ See ILO Convention 190 on Violence and Harassment (2019)

https://normlex.ilo.org/dyn/normlex/fr/f?p=NORMLEXPUB:12100:0::NO::P12100_ILO_CODE:C190

Special attention must be paid to acts of microaggression, which are strictly forbidden, whether physical or verbal.

In particular, the signatories stress the importance of combating all forms of gender-based and sexual violence, which refers to acts and behaviour directed against a person because of their gender or sexual and emotional orientation and which result in physical, psychological or sexual harm.

Anyone who commits acts of harassment or violence as part of or in connection with the performance of their work duties is liable to disciplinary action, up to and including dismissal.

Once the company has been informed, it will analyse the situation and define the appropriate means of support and assistance for the employees affected, which may include legal support and assistance.

3.2 STRENGTHEN MEANS OF ACTION AGAINST HARASSMENT AND VIOLENCE

1. Reinforcing measures to prevent and combat harassment and violence at work or in connection with the workplace means ensuring the effectiveness, at both Group and local level, of mechanisms for listening to, providing good care, investigating and protecting employees who are victims of, or who report, harassment or violence in the workplace or in connection with their duties.

In July 2024, Veolia set up a specific system to tackle sexism and sexual harassment, which includes a dedicated internal whistleblowing procedure for victims, witnesses and managers¹⁰.

An internal communication campaign has been running since autumn 2024. It will be repeated in subsequent years.

In addition, increased vigilance will be exercised regarding those employees most exposed to violence and violation of their rights, i.e.:

- Women, who are traditionally more exposed to sexism and sexual harassment, while bearing in mind that men too can be victims and that they should receive the same attention.
- People belonging to the LGBTIQ+ community are frequently the targets of harassment and violence.
- Employees who perform their duties outside the company and/or in direct contact with the public, customers and suppliers.

¹⁰ See Appendix 2 of the Agreement for the link to the drive file containing the various available versions of the procedure for reporting sexism and/or sexual harassment.

- The most vulnerable employees or those who are most discriminated against (e.g. people with disabilities, people in precarious employment, members of certain communities, etc.).
2. To this end, the entities covered by the Agreement will implement actions in line with the following guidelines:

Generalise training for Human Resources and managers, and generally raise employees' awareness of the need to combat harassment and sexism, and introduce specific training modules aimed at identifying and dealing with situations of harassment, especially by drawing on existing training modules, such as the system introduced by the Group in July 2024 to combat sexism and sexual harassment in the workplace.

Reaffirm zero tolerance of all forms of violence and take steps to raise awareness of harassment, including acts of microaggression among all employees (continued communication: dissemination/posters/webinars) and remind employees of measures to prevent sexual harassment and gender-based violence.

Remind all employees of available channels for reporting real or suspected harassment or violence: Human Resources, management, staff representatives, Whispli, and any other channel available at the local level.

Pay particular attention to and put in place a specific prevention plan for workers most at risk due to their status or work situation (trainees, alternating work placements, temporary workers, etc.).

Create opportunities for discussing and speaking up, using teaching aids such as the violence meter¹¹ or any other type of teaching aid that opens up discussion on the subject of harassment and gender-based violence.

For every situation that comes to light, while guaranteeing the alleged victim's right to work, effectively implement the principles set out in the Group's dedicated whistleblowing procedure¹², in particular:

- The principle of protection, which ensures that protective measures are provided for the person making the complaint and/or the person reporting the incident, during their daily activities and career within the Group.
- The right to safety, so that the potential or actual victim can be immediately isolated from the accused individual.

For every situation that comes to light, grant leave of absence with full pay to enable employees who are victims of violence and harassment at work, and who so request it, to take the necessary steps, especially administrative formalities such as filing a complaint.

¹¹ The Violence Meter is an educational tool to help identify violence and discrimination in the workplace.

¹² See footnote 15 above.

Designate a staff representative – at BU and/or country level – to act as a contact person in the fight against sexism and sexual harassment. The names of these appointees must be brought to the attention of all employees in the area concerned, in particular by means of posters. Likewise, the main provisions of this Agreement must also be brought to the attention of all employees, using the most appropriate channel (posters and/or intranet communication, etc.).

3.3 SUPPORT EMPLOYEES FACED WITH DOMESTIC OR INTRAFAMILY VIOLENCE¹³

1. Veolia is reaffirming its support for victims of domestic or intrafamily violence in addition to its actions to prevent and combat inappropriate behaviour in the workplace, in particular harassment and violence.

In this respect, guaranteeing a working environment that respects the rights and safety of everyone must enable employees faced with domestic or intrafamily violence to view their workplace as a safe place where they are respected and free to speak up.

2. To this end, and in order to develop and publicise the support system for employees who are faced with domestic or intrafamily violence, the entities covered by the Agreement will take action in line with the following guidelines:

Promote employee access to information on domestic or intrafamily violence and on internal or external support mechanisms available locally.

Implement locally a country-appropriate framework of measures to prevent and assist victims of domestic or intrafamily violence, involving staff representatives in collaboration with non-profits and organisations specialising in the fight against domestic or intrafamily violence. This country-specific framework may take the form of a protocol, a practical guide and/or a compendium detailing applicable rules and/or procedures.

Reiterate the principle of strict respect for the right to confidentiality and privacy of every individual and define, according to the wishes of employees faced with domestic or intrafamily violence, and with support from the relevant associations:

- Which information should be communicated to other employees.
- How to behave or communicate in response to situations where the perpetrator contacts the victim / turns up at the victim's workplace.

Define the appropriate means and procedures for protecting and/or securing the workplace and working conditions for employees subjected to such domestic or

¹³ See Appendix 2 of the Agreement: according to the Council of Europe Convention on preventing and combating violence against women, “*Domestic violence* refers to all acts of physical, sexual, psychological or economic violence that occur within the family or domestic unit or between former or current spouses or partners, whether or not the perpetrator shares or has shared the same residence with the victim.” **Please note that in Spain, domestic or intrafamily violence includes what Spanish law calls ‘gender-based violence’.**

intrafamily violence, by taking advice from specialist non-profits on situational analysis. This entails procedures for accessing car parks, introducing temporary work arrangements (workplace, working hours, IT or telephone systems, etc.), and providing information to the relevant internal or external security departments.

Supporting employees who are victims of domestic or intrafamily violence in safely taking the necessary steps (administrative or other), as they wish, in the workplace or elsewhere, with the help of social services or specialist non-profits, by granting them a leave of absence with full pay.

PART IV. ENCOURAGE A MORE INCLUSIVE APPROACH TO EMPLOYEES' WORK-LIFE BALANCE

Veolia strives to create an environment that helps its employees achieve a harmonious balance between their professional and personal lives, allowing for the wide variety of personal, family and marital situations, while balancing them with the need to maintain the work collective and fulfil our commitments to clients and partners.

To this end, the entities covered by the Agreement will implement actions in line with the following guidelines:

Achieve equal access to work-life balance necessarily. This involves consideration, at local level, of the flexibility and procedures for organising work, to the extent permitted by operating conditions and customer relations, to enable employees to perform their duties without prejudice to their obligations towards their families (especially their parents/children or their spouse/partner).

Ensure equality of treatment regarding work-life balance through enhanced employee follow-up during and after childcare leave, by:

- Scheduling meetings with the manager to organise the handover of projects and the return to work under good conditions. For example, employees may need training to maintain employability.
- Making temporary adjustments to working conditions for pregnant or breast-feeding employees (particularly to avoid exposure to harmful substances or arduous work, and in operations generally speaking).

Ensure that disability is better taken into account in the work/life balance of employees

- Extend the benefit of specific work arrangement schemes to employees caring for a disabled person and to family carers.
- Support employees and their immediate families through the administrative and legal procedures involved in accessing various forms of assistance, and share existing practices, in particular through local or national partnerships.

Ensure that medical situations are better taken into account in the work/life balance of employees, particularly in the case of complex treatments for serious, disabling, chronic and/or progressive illnesses such as endometriosis, while ensuring that employees remain well integrated in the workplace.

Protect employees' right to disconnect. Measures may include introducing a policy and/or agreement on the right to disconnect, limiting emails or calls outside working hours and/or early morning or late evening meetings, etc.

Human Resources and managers must be attentive to employees who wish to spend more time with their families and who may encounter resistance because of stereotypes concerning the organisation and distribution of family responsibilities.

This inclusive approach also involves measures to help employees who are forced to take long-term leave, particularly for health reasons, to return to work. In this context, Human Resources will implement systems to prevent and monitor situations of professional inaptitude or exclusion, in particular by providing individual follow-up to help employees return to work after a prolonged absence, whatever the cause of the absence (accident, illness, etc.).

PART V. ROLL OUT THE AGREEMENT AT LOCAL LEVEL BY IMPLEMENTING MAJOR GUIDELINES

By giving impetus to the D&I policy, the social dialogue conducted at EWC level provides a lever for local labour relations to implement the key principles and guidelines identified in the Agreement.

These D&I policy guidelines will have to be implemented within each BU/country as part of the local social dialogue.

These guidelines come in addition to the prerogatives of legal bodies responsible for social dialogue at country-level and may in no way conflict with or contravene those prerogatives, but only complement them.

The implementation of the Agreement shall in no way constitute grounds for reducing the level of protection in the areas covered by the Agreement. Any country may introduce or maintain provisions which are more favourable to employees than those provided for in this Agreement.

5.1. PERSONS INVOLVED IN IMPLEMENTING AND COORDINATING THE GUIDELINES

1. The guidelines will be the subject of presentations by the countries' leadership teams within the Country Social Dialogue Forums (CSDF) under Veolia's EWC Agreement.

An exceptional CSDF meeting may be organised to disseminate the Agreement and to discuss its implementation and the initial priorities arising from local social dialogue in the period following the signing of the Agreement.

A presentation and communication kit common to all countries will be drawn up by the Group HR Department and distributed within the CSDFs to facilitate communication on the Agreement, its spirit and its purpose, and to focus the attention of CSDFs on diagnosing their own situations and defining their own priorities.

The Follow-up Committee will select at least one priority every 2 years from among the 10 key guidelines listed in the preamble to the Agreement, and each CSDF will be free to select 2 other complementary priorities.

A review of these additional priorities for each country will be presented to the Follow-up Committee and at the EWC plenary session following the signing of the Agreement.

2. The measures taken will be implemented by the local Human Resources Department and monitored at CSDF level.

Veolia's suppliers, subcontractors and partners must also be made aware of the principles and guidelines contained in the Agreement. Whenever possible, Veolia will give preference to suppliers, subcontractors and partners who fully adhere to these principles and who apply their own policy of diversity and inclusion, in accordance with Veolia's vigilance plan and procurement policy.

5.2. IMPLEMENTATION PERIOD

Given the variety of entities concerned and the challenges involved in implementing the guidelines contained in the Agreement, it will be rolled out progressively over a period of one year from the date of signing. The goal is to enable each entity to become familiar with the Agreement, to adopt its principles and guidelines and to implement the necessary actions, prioritising those actions that seem most appropriate to them, in accordance with local legislation.

5.3. IMPLEMENTATION MEASURES

The guidelines identified in the Agreement come with quantitative tracking indicators (KPIs) to enable effective measurement of their implementation and to determine the distance to go. (see Appendix 4).

These indicators are based in particular on the Group's Social Reporting data, the results of the "Voice of Resourcers 2022" global survey on diversity and inclusion, and on whistleblowing reports made via Whispli.

They also take account of the indicators in the CSRD, which is currently being transposed in EU countries.

PART VI. FOLLOWING UP THE AGREEMENT

6.1. FOLLOW-UP COMMITTEE

A Follow-up Committee is made up of one representative from each signatory country-level trade union. Should non-signatory country-level trade unions and/or newly represented trade unions at Group level join the Agreement at a later date, they will appoint representatives to take part in the Follow-up Committee. A member of the EWC Bureau will take part in the Follow-up Committee and report back to the EWC.

This committee will monitor the implementation of the Agreement in the various countries, in particular by reporting on the elements shared within the framework of the CSDFs. To this end, the Follow-up Committee will receive a yearly snapshot for the previous year of all the tracking indicators listed in appendix 3 of the Agreement.

The committee will meet once a year and may issue recommendations based on feedback from countries within the EWC's scope. The Follow-up Committee may hold extraordinary meetings at the request of the signatories and with the agreement of Management.

The work of the Follow-up Committee will be based on an analysis of the KPIs set out in the Agreement and on priorities effectively defined within the CSDFs.

This Follow-up Committee should also enable best practice to be shared.

This committee receives Group-level information from Group management at least three weeks before the Follow-up Committee meeting, as well as the countries' own priority reports submitted by the CSDFs.

6.2. SHARING OF BEST PRACTICES

Best practices in D&I policy identified by the Follow-up Committee will be listed and shared within the countries and BUs via the CSDFs.

They should be disseminated to Human Resources and managers and incorporated, where appropriate, into the training and awareness-raising modules deployed at local level.

PART VII. FINAL PROVISIONS

7.1. DURATION OF THE AGREEMENT AND RENDEZVOUS CLAUSE

This Agreement is concluded for an indefinite period. It will apply from the day after it is filed.

D&I issues are constantly evolving in line with changes in society. This is why the principles and guidelines contained in this Agreement may be updated to take account of the societal context.

7.2. REVISION AND CANCELLATION

This Agreement may be revised at the request of Veolia's management or of a two-thirds majority of the country-level trade unions that initially signed it or subsequently joined it.

This Agreement may be terminated at any time by Veolia's management or by a two-thirds majority of the country-level trade union organisations that are signatories to the Agreement. Any such termination shall be notified by its author to the other signatories of the Agreement and shall take effect after 3 months' notice.

7.3. APPLICABLE LAW AND TRANSLATION

This Agreement shall be subject to French law.

The parties agree that the text drafted in French is the authentic text. It will serve as a reference in the event of any dispute or difficulty of interpretation.

This Agreement shall be translated into all the languages of the countries included in its scope and shall be made available to employees as part of Veolia's social policy.

SIGNATURES

Signed at Paris, on 26 March 2025

APPENDIX 1 – INTERNATIONAL AND EU STANDARDS

With this D&I Framework Agreement, Veolia reaffirms its commitment to ensure that its day-to-day activities respect the fundamental rights defined:

- o By EU and international standards, in particular:
 - The Universal Declaration of Human Rights;
 - The United Nations Guiding Principles on Business and Human Rights;
 - The United Nations Global Compact;
 - The European Convention for the Protection of Human Rights and Fundamental Freedoms;
 - The Charter of Fundamental Rights of the European Union.

- o By International Labour Organisation (ILO) conventions - including in countries that have not ratified them:
 - Guaranteeing freedom of association and the principles of collective bargaining o Convention 87, concerning Freedom of Association and Protection of the Right to Organise (1948)
- o Convention 98, concerning the Application of the Principles of the Right to Organise and to Bargain Collectively (1949)
 - Abolishing the use of forced or compulsory labour o Convention 29, concerning Forced or Compulsory Labour (1930) o Convention 105 concerning the Abolition of Forced Labour (1957)
 - Prohibiting the employment and exploitation of children o Convention 138 concerning Minimum Age for Admission to Employment (1973) o Convention 182 concerning the Prohibition and Immediate Action for the Elimination of the Worst Forms of Child Labour (1999)
 - Protecting workers o Convention 102, concerning Minimum Standards of Social Security (1952) o Convention 155 concerning Occupational Safety and Health and the Working Environment (1981) o Convention 167, concerning safety and health in construction (1988)
 - Fighting against discrimination
 - o Convention 100, concerning equal remuneration for men and women workers for work of equal value (1951)
 - o Convention 111, concerning discrimination in respect of employment and occupation (1958)
 - o Convention 135, concerning the protection and facilities to be afforded to workers' representatives in the undertaking (1971)
 - o Convention 156 concerning Equality of Opportunity and Treatment for Men and Women Workers: Workers with Family Responsibilities (1981)
 - o Convention 159 on the vocational rehabilitation and employment of disabled persons (1983) and the "Business and Disability" Charter signed by Veolia on 16 November 2022
 - o Convention 190, on violence and harassment (2019).

APPENDIX 2 – GLOSSARY/DEFINITIONS/LINKS

→ Discrimination criteria

Discriminatory criteria identified by Article 14 of the European Convention on Human Rights and Article 21 of the Charter of Fundamental Rights of the European Union:

- Sex
- Race
- Colour
- Ethnic or social origin
- Genetic features
- Language
- Religion
- Belief
- Political or any other opinion
- Membership of a national minority
- Property
- Birth
- Disability
- Age
- Sexual orientation

In each country, this list is supplemented by additional criteria determined by local legislation where applicable.

→ Psychological harassment

- **Definition of (psychological) harassment under Council Directive 2000/78/EC of 27 November 2000 establishing a general framework for equal treatment in employment and occupation:**

"Harassment shall be deemed to be a form of discrimination within the meaning of paragraph 1, when unwanted conduct related to any of the grounds referred to in Article 1 takes place with the purpose or effect of violating the dignity of a person and of creating an intimidating, hostile, degrading, humiliating or offensive environment. In this context, the concept of harassment can be defined in accordance with the national laws and practices of the Member States."

→ **Sexual harassment**

- **Definition of sexual harassment in accordance with Directive 2002/73/EC of the European Parliament and of the Council of 23 September 2002 amending Council Directive 76/207/EEC on the implementation of the principle of equal treatment for men and women as regards access to employment, vocational training and promotion, and working conditions:**

" sexual harassment: where any form of unwanted verbal, non-verbal or physical conduct of a sexual nature occurs, with the purpose or effect of violating the dignity of a person, in particular when creating an intimidating, hostile, degrading, humiliating or offensive environment."

→ **Veolia's Corporate Purpose (footnote 1)**

Veolia's Purpose and its implementation in the Impact 2023 strategic programme. Brochure available in EN and FR.

Source: Veolia intranet site
<https://oneintranet.veolia.com/home/ls/content/5834287543746560/notre-groupe/raison-detre>

→ **ManagementBehaviors@Veolia (footnote 2)**

Different versions are available in the ManagementBehaviors@Veolia charter drive file.

→ **Intersectional discrimination (footnote 6)**

Definition by Sandra Fredman, May 2016, Council of Europe¹⁴:

"Intersectional discrimination - happens when two or multiple grounds operate simultaneously and interact in an inseparable manner, producing distinct and specific forms of discrimination."

→ **Veolia's ethics charter and whistleblowing process (footnote 7)**

Different versions are available in the drive file containing the 2023 ethics charter and its appendix 2 on Veolia's whistleblowing process.

→ **→ LGBTQ+ (footnote 10)**

- **International Labour Organisation (ILO) definition:**

¹⁴ Source: <https://www.coe.int/fr/web/north-south-centre/intersectionality>

« acronym for gay, bisexual, transgender, intersex and queer. The plus sign represents people with diverse sexual orientation, gender identity, gender expression and sexual characteristics who identify using other terms.”

→ **Disabled persons and/or persons with disabilities** (footnote 11)

• **Definition of the UN Convention on the Rights of Persons with Disabilities:**

“Persons with disabilities include those who have long-term physical, mental, intellectual or sensory impairments which in interaction with various barriers may hinder their full and effective participation in society on an equal basis with others.”

→ **Procedure for reporting sexism and/or sexual harassment** (footnotes 15 and 17)

Different versions are available in the drive file containing the Procedure for reporting sexism and/or sexual harassment

→ **Domestic or intrafamily violence** (footnote 18)

According to the Council of Europe Convention on preventing and combating violence against women, *“Domestic violence refers to all acts of physical, sexual, psychological or economic violence that occur within the family or domestic unit or between former or current spouses or partners, whether or not the perpetrator shares or has shared the same residence with the victim”*¹⁵

Please note that in Spain, domestic or intrafamily violence includes what Spanish law calls ‘gender-based violence’.

¹⁵ See the Council of Europe Convention on preventing and combating violence against women and domestic violence (Istanbul Convention), article 3(b).

APPENDIX 3 – TRACKING INDICATORS (KPI)

The effects of the actions implemented under this Agreement will be examined within the framework of the Follow-up Committee at the European Works Council level, as well as within the Country Social Dialogue Forums (CSDFs), with particular regard to the tracking indicators consolidated at Group level¹⁶ and/or derived from the HR KRABI as well as the diversity and inclusion index of the "Voice of Resources" (VOR) engagement survey. These tracking indicators are listed below:

(1) Tracking indicators from Group social reporting data

Headcount

- Total headcount by BU
- Breakdown of headcount by activity (Water, Waste, Energy, Holding company and specialised subsidiaries)
- Percentage of women in the workforce
- Percentage of women by Occupational Category (employees, workers or operating staff, technicians and supervisors and managers)
- Breakdown of headcount by age and gender - Percentage of employees over 55 by gender
- Percentage of employees under 30 by gender
- Breakdown of employees on permanent contracts / fixed-term contracts by gender
- Percentage of women among managers and non-managers
- Percentage of women among Executive Resources (executive management) - Percentage of employees registered as disabled persons

Recruitment

- External recruitment rate (permanent / fixed-term contracts)
- Recruitment rate of managers/non-managers on permanent contracts by gender
- Share of women among permanent hires of managers and non-managers

Training

- Average number of training hours per employee
- Total hours of training by gender
- Share of training hours for women (compared to the female participation rate)
- Total number of training hours dedicated to employees under 30 years old
- Total number of training hours dedicated to employees over 50 years old
- Total number of training hours by category (digital, health & safety, operational)

Promotions

- Number of promotions for women
- Share of women in promotions
- Number of women promoted from non-management to management positions

¹⁶ Based on the definitions of the Group social reporting framework

- Share of women in promotions from non-management to management positions

Remuneration

- Pay gap between male and female managers/non-managers

Family-related leave [new indicator being consolidated]

- Number of employees taking family-related leave (maternity, paternity, parental and caregiver leave)
- Number of female employees taking family-related leave - Number of male employees taking family-related leave

(2) Diversity and Inclusion Index from the Voice of Resources (VOR) engagement survey

- The index is equal to the simple average of the percentages of positive responses ("yes rather" + "yes completely") to each of the following questions:
 - My company's management promotes diversity and inclusion within its teams
 - My company cares about me as an individual, not just as an employee
 - I feel appreciated and valued for my work
 - I'm satisfied with my work-life balance
 - In my entity, we are supportive and respectful of each other
- At the beginning of the questionnaire, participants are asked to answer the following question:
 - Do you feel you belong to a minority (yes/no/don't wish to answer)?

The Group (or BU) diversity and inclusion index is supplemented by calculating the index for the population who responded positively to this question.

(3) Tracking indicators from the Group whistleblowing system

Alert monitoring (Whispli tool) / vigilance plan

- Total number of alerts by type
- Total number of alerts concerning human rights/discrimination

An annual review of alerts will be presented to the Committee tasked to follow up this Agreement.

In addition, country-level best practices in the field of diversity and inclusion will be shared within the framework of the European Works Council's Follow-up Committee, as well as within the Country Social Dialogue Forums (CSDFs), to improve visibility and encourage duplication.

