

2024/2025

GENDER PAY GAP

Veolia is trusted and recognised as Ireland’s leading supplier of Ultra Pure Water Solutions and Technologies. We provide the complete range of services required to design, build, upgrade and manage water and wastewater treatment facilities and systems.

WHAT IS THE GENDER PAY GAP?

The Gender Pay Gap refers to the average difference in earnings between man and women in the workforce and continues to be a significant challenge in achieving workplace equality and fairness. It is important to note that this differs from equal pay, which means men and women receive the same wages for performing the same jobs or work of equal value.

The Gender Pay Gap looks at the overall average pay based on gender regardless of job role, grade, market forces or any other influences on pay. This report aims to provide a comprehensive analysis of the current gender pay gap within Veolia.

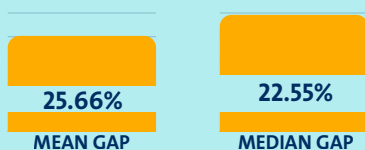
By identifying patterns and trends, we seek to promote transparency and drive actionable strategies toward achieving pay equity.

Key highlights

GENDER SPLIT



GENDER PAY GAP: HOURLY RATE OF PAY INCLUDING ALL RELEVANT EMPLOYEES

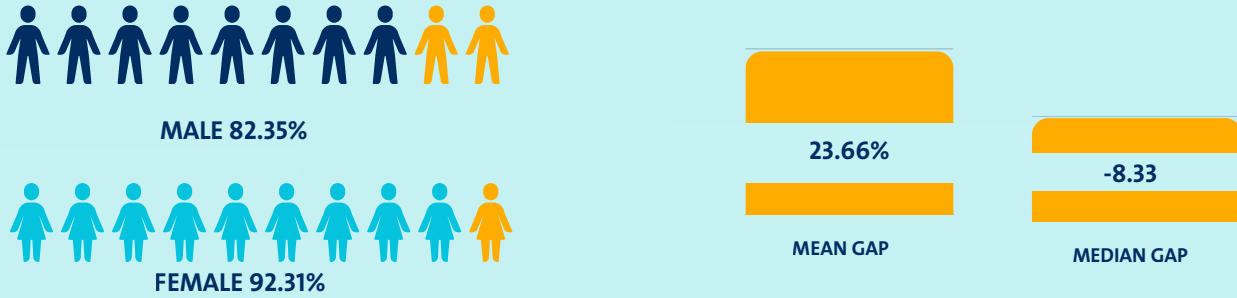


The mean and median pay gaps are driven by the gender distribution of our workforce and the technical nature of our business. This metric is not comparing average pay across the same job roles for males and females within the organisation, rather the overall male to female average hourly pay.

It is also worth noting that a large proportion of our roles are technical in nature either technicians, engineers or technical managers and a high percentage of those occupying these roles are male, which is also representative of industry across Ireland.

Other highlights

PROPORTION OF MALE AND FEMALE EMPLOYEES AT VEOLIA RECEIVING BONUS PAY



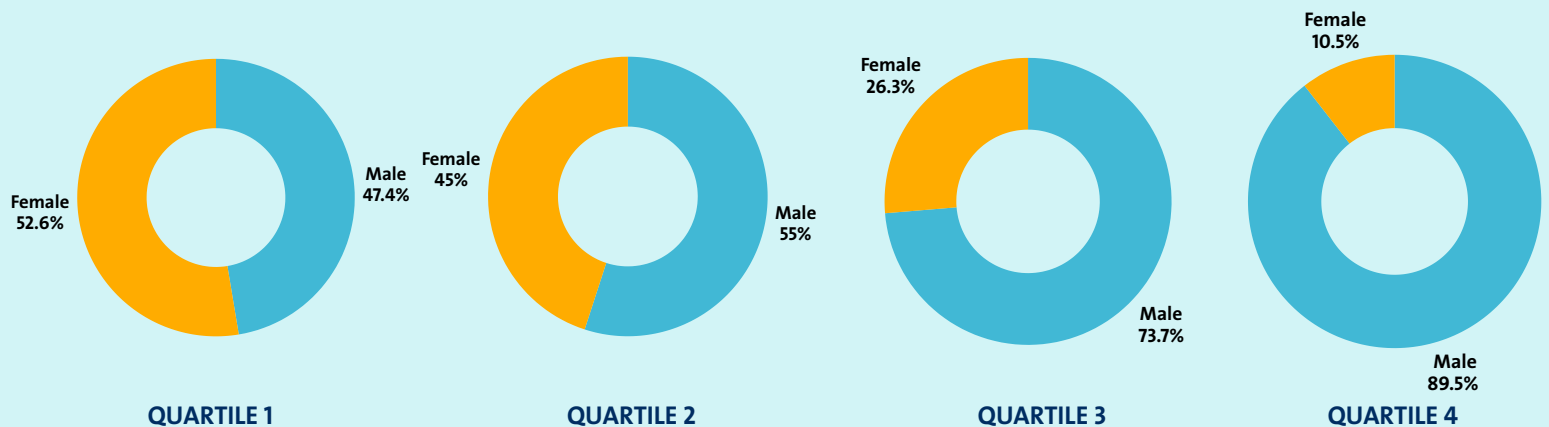
During the report period, a higher proportion of female employees received a bonus compared to male employees. This variance is due to the bonus scheme requiring completion of the probationary period. As our Field Service Team continues to grow, recent recruitment has included male engineers who are still on probation, which has influenced the distribution. The difference reflects recruitment timing and eligibility criteria, and is not indicative of differential treatment in bonus allocation.

PROPORTION OF MALE AND FEMALE EMPLOYEES AT VEOLIA WHO RECEIVED BENEFITS IN KIND



You may notice a higher percentage of male employees receiving BIK compared to female employees. This is simply because Health Insurance and Share Schemes are offered as a voluntary Benefit in Kind. It's available to all, but employees must proactively choose to participate. The difference reflects personal choices in uptake, not eligibility or company preference. Additionally, company vehicles are provided to members of the Management Team and employees whose roles require regular travel. These are predominantly male employees, thus contributing to the slight difference in percentages.

PERCENTAGE OF MALE AND FEMALE EMPLOYEES AT VEOLIA BY QUARTILE PAY BANDS (LOW TO HIGH)



Analysis of the gender distribution across the four pay quartiles indicates a greater proportion of men in the higher-paid quartiles and in senior positions. This reflects current market challenges, including a narrowing talent pool, as well as the organisation's existing hierarchical structure and typical career progression pathways. The data does not indicate that these patterns are the result of gender-based disparities in pay practices.

Gender Pay Gap Action Points

Female Career Progression

We are committed to improving gender balance at senior positions and actively increasing female representation in leadership roles. To achieve this, we are implementing targeted talent development programmes, inclusive recruitment practices, and clear leadership pathways. Our goal is to ensure that every employee has equitable access to opportunities for growth and advancement across the organisation.

Family Leave Policies

We are committed to continuously enhancing our family leave policies that are focused on enabling all employees to take equal responsibility for family commitments. This includes carers' leave, reduced working hours, paternity leave, parental leave and parents' leave. We will continue to review and strengthen these policies and ensure that all employees are fully aware of and understand how to access them.

Pay Audits & Pay Transparency

We will conduct regular pay and bonus audits to identify and address any unjustified pay gaps. Where discrepancies are not supported by performance, experience, or role requirements, we will take corrective action to ensure equity. In addition, we will implement transparent pay bands for each role and conduct regular market benchmarking to maintain fairness, consistency, and competitiveness across the organisation.

Schools, Career Fairs and University Partnerships

The organisation has strengthened its engagement with schools, career fairs, and universities in recent years to attract a diverse and talented graduate workforce. This includes sponsoring Dublin City University's final-year Projects Expo earlier this year, further reinforcing our partnership with the institution. We will continue to expand our outreach to schools and universities, promoting STEM opportunities within Veolia and the wider engineering industry. Through these initiatives, we aim to encourage students, particularly women to pursue careers in technical and leadership fields.

Empowering Women in Technical and Leadership Roles

The organisation remains committed to increasing the representation of women in technical roles and supporting their progression into leadership positions. In 2024, two female employees were promoted to senior technical roles, reflecting ongoing efforts to enhance gender diversity within these functions. Over the past three years, the proportion of women in technical roles has steadily increased, supported by targeted recruitment campaigns, partnerships with STEM networks, and career development initiatives including mentoring and leadership training. Looking ahead, the organisation aims to continue expanding female representation in technical positions through focused development programs and retention measures, reinforcing its commitment to an inclusive and diverse workforce.

Our commitment to Inclusion

At Veolia, diversity and inclusion are essential to our success and innovation. We are committed to creating a workplace where all employees feel valued, respected and empowered to contribute their unique perspectives and talents, specifically:

- Fostering an inclusive culture that celebrates differences
- Promoting equal opportunities for all employees
- Attracting and retaining diverse talent
- Encouraging open dialogue and collaboration across teams

We encourage all employees to actively participate in our diversity and inclusion efforts. Together, we can build a stronger, more inclusive Veolia team that reflects the communities we serve and drives sustainable growth for our organisation.



A handwritten signature in black ink that reads "Barry Donlon". The signature is stylized and cursive.

Barry Donlon
Managing Director
& Service and Techno Delivery
Director