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## FOUR QUESTIONS FOR A STAKEHOLDER

### **What is the nature, content and history of your interactions with ENGIE?**

I am Key Account Manager ENGIE for Veolia Water Technologies & Solutions, in this role I have been coordinating exchanges related to the development of "industrial water" activities since 2015. This coordination covers all the geographical areas covered by ENGIE where Veolia WTS activities can be deployed, as well as the corporate and operational aspects of the business.

### **In a context where socio-environmental impacts are becoming increasingly important, would you say that your relationship with ENGIE has changed? If so, in what way?**

It has indeed evolved, firstly from supplier to partner as our respective operational teams have worked together in a more committed, open and therefore more effective way.

Secondly, strategic priorities and the significant rotation of ENGIE's assets during this period led to the redeployment of business flows, which redrew the cartography and content of our exchanges, requiring us to make the necessary effort to adapt.

Finally, it is worth noting that the acceleration in the consideration of environmental issues linked to climate change, the use of resources, our dependence on energy, the acceptability of industrial and regional projects, and changes in our approach to work, partly due to the Covid crisis, have had an impact on and shaped the development of our relationships, the quality of the solutions and services we offer, and our prospects for innovation.

### **In your interactions with ENGIE, what strengths would you highlight?**

I think we've established a calm and constructive relationship, based on stability and reliability. Communication is well organized at all levels, and the digital tools we use help us to react more quickly and anticipate operational drifts and their financial consequences. We also have a similar culture and approach to health and safety, and I have to say that we always listen to and engage in open dialogue with the ENGIE teams on these aspects.

### **Conversely, what needs to be improved? Why or why not? And by when?**

I think we need to expand our current offering to include Projects and Services (Asset Care and Operations), activities that did not fall directly within the scope of the initial framework agreements and did not benefit from the same exposure; the 'water' issues linked to reuse/recycling and the development of green hydrogen, for example, could provide us with an opportunity to do so.