



United Nations Global Compact (UNGC)

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SUEZ - Sustainable Development Department

Communication On Progress 2018

SUEZ has been a signatory of the UN Global Compact (UNGC) since its creation in 2008 and Jean-Louis Chaussade, Chief Executive Officer of SUEZ, renewed the Company's commitment to the 10 principles of the UNGC on pages 7 and 66 of SUEZ 2017 Integrated Report.

All the information in this Communication on Progress (COP) was compiled mainly from the 2017 Integrated Report as well as:

- the 2017 Reference Document,
- the 2017 Foundation SUEZ report, and
- opinion columns written by Jean-Louis Chaussade, SUEZ's CEO, and H el ene Valade, SUEZ's Sustainable Development Vice-President.

Additional documents published 2016, 2017 or 2018 should be considered within the scope of the Communication on Progress (COP):

- The new 2017-2021 Sustainable Development Roadmap, published in May 2017, whose progress and results for the year 2017 have been published in the 2017 Integrated Report
- The Sustainable purchasing charter deployed in SUEZ since 2016 and publicly available on SUEZ website since 2018
- The SUEZ Commitments and Solutions for Climate (SUEZ 4 Climat booklet, published in December 2017 on the occasion of The One Planet Summit) to give full account on the progress made on SUEZ commitments to climate (2015 and 2016 progress / baseline 2014)

At last, other documents, which SUEZ published prior to 2017 remain relevant and were also referenced:

- The 2012-2016 Sustainable Development Roadmap.
- The Group's 2016 updated Ethics Charter
- The Ethics in practice Handbook (2010).
- The practical Guide of Ethics in Commercial Relations (2015).

**SUEZ**

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All the documents listed above are publicly available. Their web links are listed pages 27, 28 and 29 of this document for reference.

To maintain the GC Advanced level, we are communicating the progress on the 21 advanced criteria related to the UNGC 10 Principles:

- **Human Rights**
  - Principle 1: businesses should support and respect the protection of internationally proclaimed human rights; and
  - Principle 2: make sure that they are not complicit in human rights abuses.
- **Labor**
  - Principle 3: businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;
  - Principle 4: the elimination of all forms of forced and compulsory labor;
  - Principle 5: the effective abolition of child labor; and
  - Principle 6: the elimination of discrimination in respect of employment and occupation.
- **Environment**
  - Principle 7: businesses should support a precautionary approach to environmental challenges;
  - Principle 8: undertake initiatives to promote greater environmental responsibility; and
  - Principle 9: encourage the development and diffusion of environmentally friendly technologies.
- **Anti-Corruption**
  - Principle 10: businesses should work against corruption in all its forms, including extortion and bribery.

As the only international company focusing exclusively on water and waste management, SUEZ's aim is to be the world leader in sustainable resource management. Confronted with the challenges of urbanization, demographic pressure and climate change, cities, manufacturers and farmers have an ever more pressing need for secure access to high-quality, efficient, recovered resources. Working closely with its customers, SUEZ is taking part in the resource revolution following a strategy that now comes under a single brand and focuses on two strategic pillars:

- Transform the activities (focus on the circular economy and accelerate the deployment of smart solutions).
- Open up to new markets and clients (support environmental transition across the globe and develop integrated solutions for industry).

In line with 4<sup>th</sup> of its strategic objectives, SUEZ proceed to a major strategic operation in 2017 with the acquisition of GE Water & Process Technologies (finalized on September 29,2017) along with the creation of a new Business Unit dedicated to Industrial Water. This transaction enables the Group to increase its international presence and innovation capacities. SUEZ is now leader in industrial water services and supports its customers' growth and environmental needs in the age of the resource revolution.



The Group's strategy goes along with high ambitions in sustainable development and socially responsible commitments, in particular to underprivileged populations.

In May 2017, SUEZ published its 2017-2021 Sustainable Development Roadmap. In keeping with previous versions (2008- 2012 and 2012-2016), it was drawn up on the basis of an extensive internal and external consultation procedure targeting over 5,000 people and using different types of tools: a materiality analysis that enabled us to prioritise all the different issues at stake, and consultative panels of employees, individual shareholders and external stakeholders. This strong process of dialogue enabled us to include new and emerging issues.

The 2017-2021 Roadmap, which was adopted by the Management Committee in December 2016 and reviewed by the Ethics and Sustainable Development Committee in February 2017, covers all Group activities worldwide. It will support the resource revolution and fulfils two functions:

- to drive and manage Group transformation. The Roadmap is made up of 17 time-limited, quantified commitments, along with action plans to fulfil these commitments by 2021,
- to help achieve the SDGs defined by the UN in 2015.

As with the 2012-2016 Roadmap, these commitments are accompanied by quantified and dated indicators of results and progress. 2017 results have been published in the Group's Integrated Report, along with a verification by an independent third party. By publishing its annual results and progress, SUEZ provides the opportunity for annual dialogue with a panel of internal and external stakeholders, who challenge and, if necessary, adjust how the action plans are implemented.

Group subsidiaries has implemented the Roadmap in accordance with the priority expectations of the stakeholders in their region and depending on the contribution to Roadmap goals that the Group expects them to make. A contract is signed with each subsidiary, setting goals and defining reporting process and annual review is held in collaboration with the Group Sustainable Development department. The offers and solutions deployed are also assessed using an internal tool and according to the Group's sustainable development criteria.

The 4 priorities and 17 commitments (inherent to environmental, social and societal improvement policies) of the SUEZ 2017-2021 Sustainable Development Roadmap are shown below, with the 2017 results.

COMMITMENTS	OBJECTIVES	INDICATORS	BASE*	2017 RESULTS	2021 TARGETS
<b>PILLAR 1 – Be a collaborative, open and responsible company</b>					
1. Promote diversity and well-being in the workplace	Train more than 80% of Group employees every year	Percentage of employees who received training	67.5%	67.4%	80%
	Achieve a level of 33% of management positions filled by women Group-wide	Percentage of women in management positions	28.1%	28.4%	33%
	Increase the coverage and the rate of employee participation in commitment surveys	Coverage rate (aggregate over the last three years)	49%	56%	100%
Participation rate		39%	**	60%	
2. Act to ensure health and safety in the workplace	100% of restricted access zones equipped with suitable signage systems	Rate of restricted access zones equipped with suitable signage systems	-	42%	100%
	Reduce the frequency rate for all Group activities	Water frequency rate Waste frequency rate	Water: 4.9 Waste: 12.7	Water: 4.7 Waste: 12	Water <5 Waste <13
3. Foster collaborative and partnership working	Encourage new collaborative practices	Coverage rate of Skype, Yammer, OneDrive, Sharepoint, Groups	-	68%	↗
	Increase the number of start-ups in which SUEZ acquires an interest	Number of start-ups in which SUEZ has acquired an interest	4	7	15
	Develop innovation partnerships	Number of structures with shared governance or control (industrial framework agreements, mixed ownership companies, joint ventures)	-	**	↗
4. Master the stakes linked to globalisation	Promote a responsible supply chain	Rate of supplier contracts with CSR clauses	-	40%	↗
	Protect the working rights of employees and respect human rights	Rate of employees covered by social dialogue systems (in their company or on a more global level)	90%	91.3%	95%
	Guarantee the security of our employees' and our customers' personal data	Number of data privacy-related incidents	1	1	↘
		Coverage rate of personnel with tools to raise awareness of cybersecurity	58%	62%	↗

\* Base: the reference year for the Roadmap is 2016 for all indicators except those relating to priority 2, "Be the leader of the circular and low-carbon economy", which corresponds to climate commitments made in 2015.  
 \*\* Not yet available.

COMMITMENTS	OBJECTIVES	INDICATORS	BASE*	2017 RESULTS	2021 TARGETS
<b>PILLAR 2 – Be the leader of the circular and low-carbon economy</b>					
5. Adhere to the 2 degrees target by mitigating the causes of climate change	Reduce greenhouse gas emissions by more than 30% in the entire scope of activity by 2030	Direct and indirect greenhouse gas emissions	7.8Mt	8.5Mt	-10%
	Help our customers to avoid more than 60 million tonnes of greenhouse gas emissions	Aggregate emissions avoided	8.9Mt	agg. 28Mt	agg. 60Mt
	Double the volume of recycled plastics	Volume of recycled plastics	432Kt	562Kt	x2
	Increase the production of renewable energy by more than 10%	Production of renewable energy	5.2TWh (Europe)	6.7TWh (World)	10%
6. Adapt to the consequences of climate change for water	Systematically offer to our customers resilience plans for the effects of climate change		-	**	✓
	Promote different usages of water by tripling our alternative water supplies by 2030	Capacity for the reuse of treated wastewater and desalination	820Mm <sup>3</sup> of reused wastewater	1,304Mm <sup>3</sup> of desalination capacity + reused wastewater	+ 1/3
	Save the equivalent of the water consumption of a city of more than 2 million inhabitants	Water savings in the drinking water distribution network	-	1.5m residents vs. baseline	2m residents
7. Promote material recycling, recovery and reuse	Increase the production of secondary raw materials by 20%	Quantity of secondary raw materials produced	4.1Mt	4.3Mt	+20%
	Achieve a ratio of two tonnes of waste for reuse for every tonne of waste that is not recovered	Ratio between tonnes of waste recovered and tonnes of waste disposed of	-	2.3 in Europe 1.2 in world	x2
8. Develop climate-responsible models	Introduce a directive carbon price in 60% of the annual expenditure committed to new projects	Revenue committed to the operational committee with a reference carbon price	-	1 major energy recovery project	60%
	Introduce a harmonised global circularity indicator for goods and services		-	on-going	✓
	Systematically offer pay packages partially index-linked to our global performance		-	on-going	✓
	Raise employee awareness and promote training in emerging models (carbon accounting, new business models etc.)	Coverage rate for awareness-raising tools	-	1 manual on new business models	↗
<b>PILLAR 3 – Support the environmental transition of our customers with concrete solutions</b>					
9. Put forward 100% sustainable solutions	Implement a Sustainable Portfolio Tool for all new solutions	Create and deploy the tool Number of solutions assessed using the tool	-	on-going	✓
10. Accelerate the Digital Revolution in Water & Waste solutions for agriculture, industry, cities and citizens	Increase the number of connected objects by 20%	Number of connected objects	3.1m smart meters	3.9m smart meters	20%
11. Innovate to develop decentralised or modular solutions for the territories of the planet	Increase the number of decentralised or modular solutions in Desalination, Water, Sanitation and Waste	Number of technologies related to the production of decentralised and modular solutions	161	170	↗

\* Base: the reference year for the Roadmap is 2016 for all indicators except those relating to priority 2, "Be the leader of the circular and low-carbon economy", which corresponds to climate commitments made in 2015. \*\* Consolidation in progress.

COMMITMENTS	OBJECTIVES	INDICATORS	BASE*	2017 RESULTS	2021 TARGETS
12. Sustain trust by reinforcing the means for inclusive governance	For all strategic projects and contracts, analyse local issues and map stakeholders in order to define the most appropriate means of dialogue	Number of mappings in operational committee files and number of associated dialogue plans	-	**	↗
	Annual monitoring of the Group's sustainable development and CSR strategy and performance by a panel of stakeholders moderated by a third-party guarantor	Annual publication of the minutes of discussions on the consultation, written by a third-party guarantor	1	1	once a year
	Annual monitoring of SUEZ's reputation and customer satisfaction ratings	Annual publication of the results of SUEZ's reputation ratings	-	**	✓
		Rate of Water and Waste customer satisfaction	Water: 87.4%	Waste: 82% Water: 73.9%	↗
<b>PILLAR 4 – Contribute to the common good</b>					
13. Act for the health of the environment and the protection of the oceans	Constantly maintain air emissions under the levels required by local regulations	NOx and SOx ratios, Hg per incinerated tonne	NOx: 40% below the EU threshold SOx: 60% below the EU threshold Mercury: 93% below the EU threshold	NOx: 40% below the EU threshold SOx: 70% below the EU threshold Mercury: 85% below EU threshold	↘
	Speed up roll-out of integrated and collaborative approaches designed to significantly reduce the disposal of plastic at sea	Number of integrated approaches adopted (Water and Waste)	-	1 contract in Marseille	20
	Offer our customers solutions to treat microplastics in wastewater before it is discharged into the sea	Total capacity [PE] of water treatment plants equipped with a system to treat microplastics	-	Pilot phase	1m EH
14. Promote biodiversity and ecosystem services	Implement a biodiversity strategy in all Group BUs	Proportion of Group turnover covered by a biodiversity strategy	47%	47%	↗
	Roll out biodiversity action plans at 50% of priority sites managed by the Group	Number of action plans adopted at priority sites/number of sites identified as priorities	11.2%	15.2%	50%
15. Advance access to essential services	Allocate €4 million a year to Fondation SUEZ and support 30 projects a year dedicated to improving access to essential services in countries with the greatest need	Sum allocated to Fondation SUEZ every year	€4m	€4m 34 projects	€4m
	Develop sustainable access to essential services under the terms of our contracts in developing countries	Number of people with access to essential services in developing countries	22.4m	23.8 m	↗
	Share our knowledge in order to boost access to services by supporting training and providing expertise	Number of water and sanitation professionals and managers in developing countries trained by the Group since 2016	149 people trained	150 people trained	↗
16. Contribute to local development and territorial attractiveness	Maintain the proportion of purchases from SMEs	Proportion of purchases from SMEs (worldwide)	32.8%	33.6%	=
	Where appropriate, call on the social and responsible economy, the economy of diversity and suppliers that employ disabled persons and support professional integration	Share of purchases made from the social and responsible economy, the economy of diversity and suppliers that employ disabled persons and support professional integration	-	€7.2m (France)	↗
	Develop partnerships with socially and environmentally responsible entrepreneurs	Annual number of partnerships signed with socially and environmentally responsible entrepreneurs	**	**	↗

\* Base: the reference year for the Roadmap is 2016 for all indicators except those relating to priority 2, "Be the leader of the circular and low-carbon economy", which corresponds to climate commitments made in 2015. \*\* Consolidation in progress.

# Human Rights

## A strong engagement in favor of Human Rights

Having been committed for many years to human rights and the respect of human dignity, SUEZ is strongly reasserting this stance in 2017 by explicitly incorporating this challenge into Commitment No. 4 of its 2017-2021 Sustainable Development Roadmap.

As stated in its Reference Document, and in its Guide of Ethical Practices, SUEZ's action principles are in line with international standards:

- the Universal Declaration of Human Rights, and additional pacts,
- the International Labor Organization conventions,
- the Charter of Fundamental Rights of the European Union,
- the Guidelines for Multinational Enterprises adopted by the Organization for Economic Cooperation and Development (OECD),
- the United Nations Convention against Corruption.

Additionally, in 2017, under the leadership of an internal "Vigilance and Human Rights" committee specifically established for this purpose, the Group adopted a strong human rights policy. This policy has been formalized by a policy statement outlining the conditions for implementing SUEZ's commitment. This statement is intended to be incorporated into the Group's Ethics Charter. Before publication, this document will be submitted for an opinion to a panel of stakeholders during the first half of 2018.

Furthermore, the Group is also participating to voluntary initiatives and working groups, such as the Global Compact working Group on Human Rights and the "Entreprises pour les Droits de l'Homme" (Business and Human Rights), in which it is member of the Board.

## The implementation of our Human Rights actions plans

Based on the United Nations Guiding Principles on Business and Human Rights, SUEZ human rights approach is fully incorporated into our compliance management and ethical procedures

### 1. **Strengthening the existing measures to mitigate and prevent the risk of human rights infringements that could occur in connection with the Group's activities and supply chain**

An action plan has been established and is being implemented in 2018. This plan is based on two major pillars:

- *Informing and training staff in best practices* to adopt in the event of a risk of human rights violation. For instance: factsheets providing information on the main points of vigilance to observe

concerning human rights in certain countries are regularly updated and sent to the managers of teams operating in these countries; internal events are organized to raise awareness in this area among staff, such as the first internal human rights conference, which was organized at the SUEZ headquarters in Paris in February 2017 with partners specializing in the field (Vigeo and Companies for Human Rights) and other business partners; an internal e- learning module for staff will be launched in 2018.

- *Strengthening of qualification, control and support processes for suppliers and subcontractors* by the Procurement Department, which coordinates relations and negotiations with the Group's strategic suppliers and which specifically ensures that they commit to respect the principles of sustainable development and human rights and to comply with SUEZ's ethical rules. These processes will be strengthened based on the mapping of risks specific to suppliers.

## 2. The adoption of a Vigilance Plan

In 2017, the Group drew up a vigilance plan in accordance with the provisions of Law No. 2017- 399 of March 27, 2017 on the duty of vigilance of parent companies and contractors, with a twofold ambition: to provide a broader understanding of the impacts generated by the Group's activities, and to implement the most appropriate means to allow it to maximize its positive impacts, while also preventing and mitigating its negative impacts. This vigilance plan is intended to identify and prevent the risk of serious harm to the environment, human rights and fundamental freedoms, as well as the health and safety of individuals arising from the Group's activities or those of the sub- contractors and suppliers when they are linked to the Group's activities.

The Plan includes:

- *a mapping of the risks identified, analyzed and prioritized* and the methodology used: the Group takes into account two main factors, represented by the risks inherent in the nature of its activities, and the risks inherent to the countries in which it operates. This specific Human Right risk mapping will complete the global risk mapping process carried out for the whole Group by the Chief Risk Officer and its network of local Risk Officers;
- *the procedures for regularly evaluating these risks*, which are in line with the Company's integrated risk policy. Under the supervision of the Chief Risk Officer, these risks will be assessed each year by the Risk Officers who, at the level of the various subsidiaries, are in charge of deploying the assessment methods for said risks, in coordination with the relevant operational departments. Said risks will also be incorporated by the Internal Audit and Transformation department in the construction of its annual audit plan;
- *the actions taken by the Group to prevent and mitigate these risks*, ranging from a large-scale e- learning program, elaborated for all the employees, to customized training sessions organized for local managers according to their context of operation. The risks faced by Group entities depend directly on the nature of their activities and the geographical, political and legal context in which they are performed. Each of them, taking into account the Group's internal policies, sets out the measures which seem to it to be the most suited to the challenges it faces and is supported in this task by the operational departments. Two cross- departmental policies support the Groups Human Rights' risks'

prevention, namely the Group's Ethics policy and the Group's Responsible Procurement policy;

- *the alert and report collection mechanisms* for the existence or development of risks, such as an email contact (ethics@suez-env.com) and SUEZ's twitter account, which already allow anybody in the world to report to the General Secretary and to Sustainable Development Department on any question or alert related to human right or ethics. These mechanisms shall be completed with local grievance mechanisms to be set up on specific projects, those with the higher level of risk identified;
- *the arrangements for steering and monitoring the plan and the measures implemented*, such as a human right management committee, gathering executives from the top management and from all the relevant departments (Human Resources, Health and Safety, Purchasing, subsidiaries, Risk management, Sustainable Development, Legal etc.).

### 3. Dedicated policy for specific Rights:

Besides the implementation process of this global human right policy, the Group carried out several action plans on issues and rights he deemed to be the most salient considering its activities:

- *personal data protection*, which has resulted in the development of a compliance program that is periodically supplemented: Since late 2016 SUEZ has made use of a network of "data and freedoms" officers coordinated by a Data Protection Officer (DPO). The DPO is notably in charge of the global coordination of compliance with the new European Regulation 2016 / 679 on the protection of personal data (the "GDPR"), in cooperation with the Ethics and Compliance Department.
- *fundamental Right to water and Sanitation (HRWS)*: Thanks to its activities in developing countries, in 2017, the Group already provided 15.6 million people with water access and 8.2 million people with sanitation service. Nonetheless, firmly decided to reinforce the support it has been given to the promotion of HRWS for years and to contribute to the achievement of SDG 6, SUEZ took the opportunity given by the definition of its new 2017-2021 Sustainable Development Roadmap to pledge Commitment n°15, "Advancing access to essential services", under Priority n°4, to contribute to the Common Good.
- *human resources*: Employees are asked to consider the impact of their actions and decisions on any person, to ensure that the integrity or dignity of said person is not compromised by a Group entity or one of its employees. The Group also strives to consistently defend human rights in sensitive situations, for example, by upholding the rules on protection of property in sensitive regions of the world. In this respect, all SUEZ employees must ensure that their words and actions are non-discriminatory, particularly in terms of age, gender, ethnic, social or cultural origin, religion, political or union affiliation, lifestyle choices, physical characteristics or disability



## Labor

### Human Capital Development

**The following development programs and initiatives have been reinforced or created from 2017 onwards in order to strengthen SUEZ Human Capital:**

- The entire People Review process has been deployed in all the entities of the SUEZ group.
- SUEZ has developed and rolled out a simple and user-friendly HR system: "Talent'Up". This platform, which will eventually be shared by all employees (90,000 people) in 2018.
- Two new development centers for the Talent for Key roles are being rolled out (a 100% Digital Development Center enabling the Group to keep in touch with the most geographically remote Talents in the Group and a "Topex" Development Center to support young executives as soon as they are appointed.).
- SUEZ developed a Graduate Program to provide young talents interested in sustainable management with the opportunity to develop transdisciplinary skills throughout a two-year journey in several Business Units of SUEZ. In 2018, this initiative was enhanced through two major additions: the members are now offered permanent contracts upon entry into the program and can enjoy multiple opportunities to enter the world of start-up with a 3-month mission at a partner company.

Besides those talent identification and development tools, SUEZ intensively supports internal mobility to insure that every employee position fits with his expectations and potential. In 2017, a total of 3,608 individuals participated in the mobility program, a 10.6% increase compared to 2016. In 2017, for instance, 67.3% of the open positions for managers have been filled by internal candidates in France.

**The hereinafter initiatives regarding training and mentoring have been reinforced or created from 2017 onwards to support employees' professional fulfilment:**

- The new 2017-2021 Roadmap which intensively places the emphasis on building a "collaborative, open, and responsible company" have been published. SUEZ desires to achieve a level of more than 80% of the Group's employees trained per year and make "apprenticeship for all" a reality by 2021.
- To meet with these objectives, SUEZ marked a major turning point with the creation of the SUEZ Academy. This international center of excellence offers learning solutions for the managers in the company and promotes an adapted and harmonized corporate culture in order to catalyze the innovation and the performance within the Group.
- SUEZ is currently reinforcing its e-learning policy in order to provide employees with a more personalized and convenient way to wider their scope of expertise and foster their ambitions in the Group. The number of training hours via e- learning represented 14.4% of the total training hours during the year compared to 11.9% in 2016.
- SUEZ measures the return of its investments dedicated to human capital development (employees' development training costs (except H&S training) and mobility promotion expenses) by looking at avoided costs related to the low voluntary turnover and absenteeism rates as compared to a baseline year of 2008, year of creation of SUEZ Group. In 2017, this metric experienced a very significant surge compared to the previous year and equaled 4.32 (vs 3.11 in 2016). This means that the avoided costs have been 4.32 times higher than the investments to reduce those costs (and 39% more than in 2016). This is partly due to the increase of investments in regards to the Mentoring program since the

employees have benefited from 35 500 hours of mentoring in 2017, representing a 11 % increase compared to 2016.

**SUEZ places strong emphasis on meeting the expectations of its employees to catalyse their potential and guide them throughout their career. The following initiatives were created or reinforced from 2017 onwards in the interest of invigorating its Human Capital Development:**

- Encourage collaborative endeavors, in line with the SUEZ 2017-2021 Roadmap third commitment “Foster collaborative and partnership working”.
- Develop skills sponsorship and philanthropic activities to give the employees the opportunity to take part in projects that would satisfy their desire of community engagement. For instance, in China in 2017, staff worked with Oxfam to collect unsold fresh vegetable and redistributed them to the most deprived people in society.
- The Group has been developing several instruments in order to reward employees for their performance and express its gratitude for their achievements. In that context, collaborators benefit from allotment of bonus shares and employee shares purchase plans in order to be granted the right to buy at a lower-than-market price. Long-term incentives are also provided to executives, managers or performing technicians and supervisors. For the executives, the Long-Term Incentive Plan includes a target linked to the proportion of women amongst management.
- Also, if part of the annual compensation of the employees is calculated based on key financial indicators, CSR components (H&S, application of the Group’s Ethics Charter ...) are taken into consideration in the annual amount one employee would receive as well.

## Health and safety

In 2017, Health and Safety services noticed improvements in all the main indicators compared to 2016:

- Employees fatalities: 4 (vs 6 in 2016)
- Contractors fatalities: 1 (vs 3 in 2016)
- Employees Lost-Time Injury Frequency Rate: 8.54 vs (vs 9.03 in 2016)
- Contractors Lost-Time injury Frequency Rate: 3.69 (vs 4.57 in 2016)

More globally, the frequency rate has been cut by half for SUEZ in 10 years.

Those better results can be explained by the measures taken in line with the new 2017-2021 SUEZ Roadmap. Health & Safety activities have indeed been guided by very stringent targets reinforced in 2017. For instance, SUEZ committed to provide 100 % of the safety access zones with suitable signage systems, and to limit the frequency rates for all Group activities as low as 13 for the Waste activities (vs 15 in the 2012-2016 Roadmap).

**In order to tackle health and safety issues with a holistic approach, SUEZ places the emphasis on addressing employees and suppliers matters equally and thereby implemented the following measures:**

- Fatality Prevention: Restricted Access Zones (RAZ) monitoring and control, major risks management, contractors and subcontractor’s prescreening, management training and communication
- Implementation of the Fair Culture: set-up of auto-evaluation action plans, near-miss reporting, good behavior and best practices recognition and disciplinary action for non-compliance to SUEZ’s rules and procedures.

- Compliance to the 10 Life-Saving Rules (for employees and contractors): field staff to become advocates of the Life-Saving Rules and contractors and subcontractors H&S orientation with penalty when non-compliant with the Group's rules.
- Field presence and activity oversight: managerial safety visits, supervision and oversight of activities, review of field documents and corrective actions and constructive feedback

The Group Executive Committee also decided to significantly increase the weight of Health and safety results in the BUs scorecards in 2017 and in the annual variable compensation (since H&S results are part of the extra-financial indicators driving the final amount provided to performing supervisors, technicians, managers and the executives).

This Group-wide action plan was thoroughly reviewed and approved by management and the Ethics and Sustainable Development Committee (ESDC). Following these validation steps, the plan was distributed to all the Group's operating subsidiaries via an annual Health and Safety Contract.

## **Group socio-economic footprint worldwide**

In 2016, SUEZ analysed its socio-economic footprint in order to gain an understanding of the Group's direct and indirect impacts in terms of jobs on the entire European economic fabric. In 2017, the company rolled out the LOCAL FOOTPRINT® socio-economic evaluation method worldwide to estimate the propagation of the activity's effects throughout the entire supply chain. In 2017, SUEZ supported nearly 200,000 jobs worldwide, which is almost two and a half times the number of direct jobs in Group subsidiaries (around 80 000 in 2017 as illustrated in the SUEZ Integrated Report, P.50).

## **Discrimination**

In line with the UN Global compact principle 6, SUEZ non-discrimination policy applies to every single employee and advocates that "Every SUEZ employee must ensure to practice no discriminations in words or actions, linked to age, to gender, to ethnics, social, or cultural origins, to religion, to syndical or political opinions, to lifestyle choices, to physical particularities or to handicap". This policy is extensively described in the SUEZ Guide of Ethics, P.31 onwards. This policy illustrates the fact that SUEZ is strongly committed in "selecting its employees on the basis of their ability to do the job and makes no distinction, exclusion, or preference made on other grounds".

### **If the company is proactively mitigating discrimination at all levels, it also promotes diversity with several actions plans aiming at:**

- Reducing the gap between males and females (Gender Diversity Roadmap) should it be in the proportion of employee in the Group (the 2017-2021 Roadmap targets 33% of women in management by 2021. In 2017, this figure amounted to 27.4% of the managers' cohort and 29.2% in the junior management positions), career opportunities, or remuneration (as publicly stated on the SUEZ website: <https://www.suez.com/en/Who-we-are/A-committed-group/Act-for-equal-opportunities-and-diversity>).
- Promoting the integration of disabled and handicapped employees (Disability Roadmap) and providing every employee with equal Health and Safety standards (regardless of the location and the type of collaborator (suppliers, contractors, or employees)).

- Taking care of the fulfilment of the seniors' expectations.
- Promoting the integration of young people: apprenticeships, internships, training supported by a mentoring system; tailored integration programs
- Integrating people from deprived or underemployed communities: personalized professional preparation programs, job training and integration; start-up programs

## **Labour rights**

In 2017, SUEZ reinforced its commitment to respect all Human Rights, including the respect of the Labour Rights. This decision is followed by the draft of the SUEZ 2017-2021 which 4th commitment's second objective is "Protecting the working rights of employees and respect human rights" specifying that "Social rights are fundamental to human rights".

SUEZ initiatives to protect labour rights in line with that objective are described in details in the "Human Rights" section at the beginning of this document. The following points are a reminder of some policies SUEZ has geared itself up with, from 2017 onwards:

- SUEZ implemented a specific governance system in order to boost the prevention of cybersecurity risks ("GDPR", on May 25, 2018)
- The company drew up a thorough vigilance plan in 2017 to have a broader understanding of the impacts generated by the Group's activities and to implement the most appropriate means to maximize its positive impacts while also tackling its negative impacts.
- In that context, the Group monitors the risks, and makes action plans to prevent any harmful situations (for instance preliminary identification, assessment and mapping of the impacts related to illegal labor).

## **Freedom of association and social dialogue**

The 2017-2021 SUEZ Roadmap, orienting SUEZ towards "a collaborative, open and responsible company", applies a target at 95 % of employees covered by a social dialogue system by 2021 (commitment 4 Master the stakes linked to globalization). In 2017, 91.3% (+1.3% vs 2016) of employees of the Group were covered by a social dialogue system, either directly within their legal entity connection, or at a more global level depending on their own preference. To meet this target, SUEZ also actively promotes social dialogue through several initiatives:

In line with ILO's Conventions Nos. 87 and 98 on freedom of association and collective bargaining, SUEZ enables and encourages social dialogue:

- SUEZ regularly asks internal stakeholders (employees, managers, social partners...) about their opinion, suggestions and their stakes to contribute and improve the Group's strategy. In 2018, The company rolled out a 100% satisfaction survey, named Tell Us 2018, at a worldwide scale in order to grasp the employee engagement and relevant thoughts concerning the companies. This initiative covered more than 80% of the total headcount and presented a whopping 72% participation rate (up

to 98% in Asia), thereby proving the commitment of the employees and the importance of such a tool to improve social dialogue.

- SUEZ reinforces its constructive social dialogue policy, with the Group's Management that regularly meets with social partners and employees' associations, to discuss, negotiate, make agreements, and monitor their implementation. In 2017, the France Group Work Council has signed a new agreement which further promotes social dialogue and the roles of the Employees Representative Bodies. At the more global level the European Work Council is active since 2013, and represents approximately 60 000 employees over 12 countries in 2017. This entity holds meetings several times annually in plenary sessions and is often consulted on large-scale Group projects, especially in terms of strategy and operational and commercial performance.
- SUEZ encourages its employees to become active in the Group's governance, at both the local level and at the Corporate level. Along with the two Boards Directors representing the employees, a director representing employee shareholders was appointed at the annual Shareholders' Meeting. After appointing employee Directors to the Board of Directors, the Group has striven to train its representatives to support their integration onto the Board. As a result, employee Directors received individualized training based on their needs (finance, compensation and company benefits, technology, languages, personal development, etc.) enabling them to both carry out their term of office as a Director on the Board of Directors and enhance their skills and employability at the end of their term. These two directors representing employees are respectively member of the Ethics and Sustainable Development committee as well as the Compensation and Strategy committee. This involvement further reinforces the leverage of employees on crucial aspects relevant to their labor rights.

# Environment

## SUEZ Environmental Commitments

The Group's 12 climate commitments were integrated in the 2<sup>nd</sup> priority of the 2017-2021 Sustainable Development Roadmap “Be the leader of the circular and low-carbon economy” based on the following commitments along with quantitative and dated objectives:

- Adhere to the 2 degrees target by mitigating the causes of climate change.
- Adapt to the consequences of climate change on water.
- Promote material recycling, recovery and reuse.
- Develop climate-responsible models.

The target to reduce greenhouse gas emissions by 30% by 2030 has been aligned with the objective set by the Intergovernmental Panel on Climate Change, of keeping the increase in global average temperature to below 2°C by the end of the century. This step was validated by the Science Based Targets international initiative in December 2017. SUEZ was the first environmental services business in the world to receive this recognition

## International associations and commitments

The Group continued in 2017 to be strongly involved in the international debates on climate: preparation of COP23, as well as Global Climate Agenda process. Several elements can be highlighted:

- At the One Planet Summit in Paris on December 12, 2017, the Chief Executive Officer of SUEZ, participating in the “Accelerating local and regional climate action” round table, reiterated the urgent need to introduce a meaningful carbon price. SUEZ, along with 90 other French companies, also renewed its commitment to the French Business Climate Pledge, which aims to raise EUR 320 billion for funding, research and development and innovation between 2016 and 2020 as part of the transition to a low carbon society.
- The Group's General Management contributed to the work of the United Nations General Assembly and the Global Compact at Climate Week in New York in September 2017, and the work of the Marrakech Partnership for Global Climate Action (formerly Global Climate Action Agenda) at the COP23 conference in Bonn in November 2017.
- SUEZ is an active member of the EPE (Businesses in Favor of the Environment, French WBCSD's affiliate association), an association created in 1992. It brings together some forty large French and international companies from all sectors of the economy that want to take better account of the environment in their strategic decisions and in their day-to-day management. In 2017, SUEZ participated, among other members, to an issue to define “avoided emissions” as clearly as possible and then provides recommendations on how to calculate and communicate about them.

- SUEZ is one of the founding partner of the Business Alliance for Water and Climate Change ([BAFWAC](#)), with UN Global Compact CEO Water Mandate, CDP and WBCSD. It's a coalition that bring together more than 40 companies with \$650 billion in annual revenues (Danone, Unilever, Carrefour, Ford...) to identify water-related risks and reduce their impacts on water resources. Each
- year, BAFWAC tracks and reports the progress of signatory companies towards the commitment at the UNFCCC Conference of Parties. The BAFWAC works closely with We Mean Business to drive action on water and climate issues.  
In 2017, SUEZ intervened in the BAFWAC multi-stakeholder conference in Sweden And a Moroccan national section of BAFWA was created in early 2018, on the occasion of the World Water Forum in Brasilia.
- As a member of the OECD Water Governance Initiative steering committee, SUEZ took part in 2017 in developing indicators and analyzing the implementation of the guiding principles adopted by the OECD in 2015.

## **SUEZ's Innovations and technological partnerships**

In 2017, the group launch several products to mitigate Climate Change and to reinforce its leadership in the Circular Economy:

- SUEZ launched "Organix®", the first digital marketplace for organic waste. This innovative platform creates links between producers of organic waste and the biogas plants that convert this waste into energy. The platform is a place where transactions can be made easily and securely, with SUEZ providing logistics and transport. It encourages and facilitates the creation of new waste recovery channels, new sources of supply for operators of metalation, and the production of new organic and energy resources at a local level.
- Origin's is an intrapreneurship project launched by SUEZ in cooperation with LSCE (CEA/CNRS) to better connect cities and projects holders on the CO2 emissions reduction subject. The main objective of this project & cooperation structure (small entity disconnected from Large Group's processes of SUEZ ensure a much better time to market & flexibility.
- To address the growing concern of flooding and its related costs, AXA and SUEZ partner in 2017 to improve resilience of cities and territories against flood risks. By joining their competencies, the two groups propose solutions to communities and industries to help them improve resilience, a factor of performance and attractiveness.
- In China, Solvay and SUEZ have jointly launched solutions to treat effluents from the Wanhua Chemical industrial complex, reducing the platform's environmental footprint and responding to changes in Chinese regulations. It is the first contract won within the Alliance between SUEZ and

Solvay in China this year to combine their expertise and technologies to provide innovative industrial effluent treatment solutions based on Advanced Oxidation Processes (AOP)

- In January 2017, SUEZ and Rubicon Global, an American company, officially announced an innovative strategic partnership. This partnership aims to boost the digitization of the Group's Recycling & Recovery activities and transform waste management to conform with smart city design. To do this, SUEZ relies on Rubicon's innovative optimization technologies for waste collection and sustainable recovery services. The combination of Rubicon's innovative model and SUEZ's experience in sustainable resource management is going to lead to the roll-out of new efficient solutions on European markets.
- SUEZ and Bouygues Construction started working together on sustainable and smart cities. The two groups have signed a global memorandum of understanding for an initial three-year period covering the design and development of new solutions to optimize resource management and encourage a more sustainable development.
- SUEZ also associated with Thales, Total, the CNRS, the CEA and Paris-Saclay university to launch Trace, a program to develop better methods for satellite monitoring of GHG emissions.

Furthermore, GE Water integrated in the WTS BU increase the Group R&D and innovation on a global scale: it has a significant technological presence and R&D centers on four continents, where 250 scientists and engineers develop state-of-the-art technologies with a budget of 18MEuros, increasing the SUEZ's R&D budget from 74 MEuros to a total of 92MEuros. In addition, the number of patents in the group intellectual property portfolio increased from 1,063 to 3,748.

## **SUEZ CEO's publication to promote greater environmental responsibility**

Several opinion columns were published by SUEZ in 2017 and early 2018 related to the Group's climate policy by Jean-Louis Chaussade, SUEZ's CEO, in:

- The French newspaper Les Echos, published in December 20<sup>th</sup> 2017, entitled « Climat : il faut accélérer d'urgence »
- The French newspaper Les Echos, published in November 9<sup>th</sup> 2017, entitled « Mieux traiter les déchets pour préserver le climat »
- The French newspaper Les Echos published in March 21<sup>th</sup> 2018, on the occasion of the World Water Forum entitled « Y aura-t-il, demain, de l'eau potable pour tout le monde ? »
- The French newspaper Les Echos published in March 20<sup>th</sup> 2018, on the occasion of the World Water Forum, entitled « La crise de l'eau s'aggrave, il faut agir ! »



## Anti-Corruption

- The Group established an Ethics and Compliance Division in 2017, following the recommendations published by the French anti-corruption agency. The Ethics and Compliance Director, reporting to the Group Ethics Officer and General Secretary, coordinates a network of 19 ethics officers, whose scope has been widened to ensure it corresponds to the Group's operational organization.
- In France, the Group is now registered with the Higher Authority for Transparency in Public Life (HATVP) in accordance with the Sapin 2 act.
- Specific training on anti-corruption supplemented in 2017 by case studies in e-learning format, aiming to increase corruption risk prevention while taking into account the specific circumstances of each location. Training adapted to employees who are most exposed continued in 2018, based on a corruption risk mapping conducted at the Group and Business Unit level after the Sapin 2 Law took effect.

Our reporting approach was validated by the GRI-G4 content index in the Group's 2017 Integrated Report, as in the previous years.

Lastly, engagement and improvements on the 10 UNGC principles structural topics also require the sharing of experiences and viewpoints with peers. So as to be in line with the commitment to the Resource Revolution, the Group continued in 2017 to reinforce its presence in both specific thematic working groups/civil societies (e.g. Institut Montaigne Circular Economy Group, Partenariat Français pour l'Eau, OREE, Comité 21, ClimateChance etc.) and professional networks (e.g. WBCSD, BSR, C3D, Entreprises pour environnement, Partenariat Français pour les Villes et Territoires, Business Alliance for Water and Climate, UNFCCC Global Alliance for Water and Climate, AFEP, etc.).

The Group also renewed its partnership with French Natural History Museum, which supports the implementation of the Group's biodiversity policy in France. Finally, in October 2017, SUEZ signed a partnership with WWF France to promote the creation of local circular economy loops to support climate change commitments in French towns.

## 2017

### Communication on Progress (COP) Content table

To facilitate the identification of information related to the 2017 COP, the following table lists the relevant chapters in SUEZ 2017 Integrated Report, SUEZ 2017 Reference Document and other published documents.

2017 Integrated Report	2017 Reference Document	Other published documents
<b>Strategy</b>		
<b>Criterion 1: The COP describes mainstreaming into corporate functions and business units</b>		
P.37 A look at the 2017 results of the sustainable development roadmap P.47 A remuneration policy to foster value creation P.61 Governance for responsible performance P.61 The remits and duties of the Group's management bodies P.65 Ethics: an essential feature of global performance P.66 The governance of ethics in the Group P.71 The SUEZ's materiality matrix P.73-75 2017 Results of the 2017-2021 Sustainable development roadmap	P.30 The Ethics Program is applied by all subsidiaries P.103 Headed up by its network of Environmental and Industrial Risks Officers P.112 Corporate commitments to sustainable development P.117 Subcontracting and Suppliers P 226 Ethics and Sustainable Development Committee	<ul style="list-style-type: none"> <li>▪ 2017-2021 Roadmap</li> <li>P.1: Taking action in support of the Resource Revolution</li> <li>P.22: Implementation, monitoring and control of the Commitments</li> <li>▪ SUEZ Ethics Charter</li> </ul>
<b>Criterion 2: The COP describes value chain implementation</b>		
P.6, 7 Editorial by SUEZ's CEO Jean-Louis Chaussade P.19-20 The SUEZ value creation chain in 2017 P.21-30 Four strategic priorities to serve the resource revolution P.31-32 Two strategy boosters P.33 Articulate strategy with the UN sustainable development goals P.37 A look at the 2017 results of the sustainable development roadmap P.50 Group socio-economic footprint worldwide P.57 A responsible performance hailed by	P.15 Risks related to the Group's Business activities P.25 General Framework for Group Risk management and control P.45 An integrated player throughout the entire water and waste value chain P.117 Subcontracting and Suppliers P.124 Independent verifier's report on consolidated social, environmental and societal information presented in the management report	<ul style="list-style-type: none"> <li>▪ 2017-2021 Roadmap</li> <li>P.22: Implementation, monitoring and control of the Commitments</li> <li>▪ SUEZ Ethics Charter</li> <li>▪ SUEZ Ethics practical guide on commercial relations</li> <li>▪ SUEZ sustainable purchasing policy</li> </ul>

#### **SUEZ**

rating agencies P.58 SUEZ's rating by extra-financial agencies P.66 SUEZ supports the Global Compact		
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Robust Human Rights Management Policies & Procedures		
<b>Criterion 3: The COP describes robust commitments, strategies or policies in the area of human rights</b>		
<p>P.65 An ethical framework to match the group's new organisation</p> <p>P.66 Our principles applied</p> <p>P.66 The governance of ethics in the Group</p> <p>P.66 SUEZ supports the united nations global compact</p> <p>P.67 A vigilance plan that applies throughout the value chain of the group's activities</p> <p>P.74 2017-2021 Sustainable Development Roadmap Pillar 1 "Be a collaborative, open and responsible company"</p>	<p>P.30 Ethics Program</p> <p>P.112- 116 Promotion of human rights and vigilance duty</p>	<ul style="list-style-type: none"> <li>▪ SUEZ Ethics Charter</li> <li>▪ SUEZ Ethics Handbook</li> <li>▪ SUEZ Ethics practical guide on commercial relations</li> <li>▪ Sustainable purchasing policy</li> </ul>
<b>Criterion 4: The COP describes effective management systems to integrate the human rights principles</b>		
<p>P.48 Community engagement from SUEZ staff</p> <p>P.48 extra-financial performance: Application of the principles of the Group's Ethics Charter</p> <p>P.65 An ethical framework to match the group's new organisation</p> <p>P.66 Our principles applied</p> <p>P.66 The governance of ethics in the Group</p> <p>P.67 A vigilance plan that applies throughout the value chain of the group's activities</p> <p>P.74 2017-2021 Sustainable Development Roadmap Pillar 1 "Be a collaborative, open and responsible company"</p>	<p>P.30 Ethics Program</p> <p>P.112- 116 Promotion of human rights and vigilance duty</p> <p>P.117-118 Subcontracting and suppliers</p>	<ul style="list-style-type: none"> <li>▪ 2017-2021 Roadmap</li> <li>P.9: Worker's right are fundamental human rights</li> <li>P.22 Strengthen the Sustainable Development implementation with the SUEZ WAY</li> </ul>
<b>Criterion 5: The COP describes effective monitoring and evaluation mechanisms of human rights integration</b>		
<p>P.50 Group socio-economic footprint in Europe</p> <p>P.65 A stronger framework in line with the implementation of the vigilance plan</p> <p>P.66 The governance of ethics in the Group</p> <p>P.67 A vigilance plan that applies throughout the value chain of the group's activities</p>	<p>P.30 Ethics Program</p> <p>P.112- 116 Promotion of human rights and vigilance duty</p>	<ul style="list-style-type: none"> <li>▪ 2017-2021 Roadmap</li> <li>P.9: Worker's right are fundamental human rights</li> <li>P.22 Strengthen the Sustainable Development implementation with the SUEZ WAY</li> </ul>

Robust Labor Management Policies & Procedures		
<b>Criterion 6: The COP describes robust commitments, strategies or policies in the area of labor</b>		
<p>P.17 The dilemmas of a responsible business</p> <p>P.33 Articulate strategy with the UN sustainable development goals</p> <p>P.37 A look at the 2017 results of the sustainable development roadmap</p> <p>P.47 The 5 Leadership attitudes</p> <p>P.48 Mobilizing employees and management to ensure the Group's success</p> <p>P.61 A governance structure to accelerate the transformation: increasing diversification and internationalization in 2017</p> <p>P.64 A shareholding structure: supporting the Group's Strategy: employees, the Group's third-largest shareholder</p> <p>P.65 An ethical Framework to match the Group's new organization</p> <p>P.66 The governance of ethics in the Group</p> <p>P.67 A vigilance plan that applies throughout the value chain of the Group's activities</p> <p>P.68 A company in dialogue with society</p> <p>P.70 Risks and opportunities mapping</p> <p>P.73 2017-2021 Sustainable Development Roadmap Priority 1 "Be a collaborative, open and responsible company"</p> <p>P.75 2017-2021 Sustainable Development Roadmap Commitment 16 "Contribute to local development and territorial attractiveness"</p>	<p>P.19 Risks related to Human resources management</p> <p>P.112-113 Promotion of human rights, social dialogue, and vigilance duty</p> <p>P.117 Subcontracting and Suppliers</p> <p>P.117-118 Contribute to a responsible economy through local employment and development</p> <p>P.230 A human resources management policy serving the transformation of the Group</p> <p>P.231 Our Human Resources strategy</p> <p>P.233 Diversity and equal opportunities</p>	<ul style="list-style-type: none"> <li>▪ 2012-2016 Roadmap</li> <li>P.15-19 Develop our employees' talents to become enablers in the transformation of our businesses</li> <li>P.22 Contribute to a responsible local employment and development</li> <li>P.29: Voluntary involvement</li> <li>▪ 2017-2021 Roadmap</li> <li>P.5 Priority 1 "Be a collaborative, open, and responsible company"</li> <li>P.8 Commitment 1: Promote diversity and wellbeing in the workplace</li> <li>Commitment 2: Act to ensure health and safety in the workplace</li> <li>P.9 Commitment 3: Foster collaborative and partnership working</li> <li>Commitment 4: Master the stakes linked to globalization</li> <li>▪ SUEZ Ethics Charter</li> <li>▪ SUEZ 2018 Personal data protection policy</li> </ul>
<b>Criterion 7: The COP describes effective management systems to integrate the labor principles</b>		
<p>P.38 shared value creation</p> <p>P.65 An ethical framework to match the Group's new organization</p> <p>P.66 The governance of ethics in the Group</p> <p>P.67 A vigilance plan that applies throughout the value chain of the Group's activities</p> <p>P.68 A company in dialogue with society</p> <p>P.75 2017-2021 Sustainable Development Roadmap Priority 1 "Be a collaborative, open and responsible company"</p>	<p>P.14 Risks of dependency on certain suppliers</p> <p>P.25 General Framework for Group risks management and control</p> <p>P.112-113 Promotion of human rights, social dialogue, and vigilance duty</p> <p>P.114 The responsible management policy</p> <p>P.117 Subcontracting and suppliers</p> <p>P.231 Our Human Resources strategy</p>	<ul style="list-style-type: none"> <li>▪ 2012-2016 Roadmap</li> <li>P.15-19: Develop our employees' talents to become enablers in the transformation of our businesses</li> <li>P.27-31: Implementation, monitoring and control of the commitments</li> <li>▪ 2017-2021 Roadmap</li> <li>P.5 Priority 1 "Be a collaborative, open, and responsible company"</li> <li>▪ SUEZ Ethics Charter</li> </ul>

	P.233 Diversity and equal opportunities	<ul style="list-style-type: none"> <li>▪ SUEZ 2018 Personal data protection policy</li> </ul>
<b>Criterion 8: The COP describes effective monitoring and evaluation mechanisms of labor principles integration</b>		
<p>P.17 The dilemmas of a responsible business: target for women in management</p> <p>P.35 Social performance indicators for the benefit of employees</p> <p>P.47-48 Extra-financial performance</p> <p>P.56 Responsible performance hailed by rating agencies</p> <p>P.58 Ratings by extra-financial rating Agencies</p> <p>P.72 Methodology note on the annual reporting</p> <p>P.73 The 2017-2021 sustainable development roadmap: 2017 results, Pillar 1</p> <p>P.76-78 Reports of the statutory auditors</p>	<p>P.7 Statutory auditors</p> <p>P.112-113 Promotion of human rights and vigilance duty</p> <p>P.231 Our Human Resources strategy</p> <p>P.233 Diversity and equal opportunities</p>	<ul style="list-style-type: none"> <li>▪ 2017-2021 Roadmap</li> </ul> <p>P.23: The commitments of the roadmap must be installed at the heart of the company's entire processes, our trademark in sustainable development</p>
<b>Robust Environmental Management Policies &amp; Procedures</b>		
<b>Criterion 9: The COP describes robust commitments, strategies or policies in the area of environmental stewardship</b>		
<p>P.21-22 Four strategic priorities to serve the resource revolution</p> <p>P.23 SUEZ aims to maintain its lead in circular economy solutions</p> <p>P.33 Articulate strategy with the UN sustainable development goals</p> <p>P.45 SUEZ supports industrial players in their climate commitments</p> <p>P.68 A company in dialogue with society</p> <p>P.74 The 2017-2021 Sustainable Development Roadmap Priority 2 "Be leader of the circular and low-carbon economy"</p> <p>P.74 Support with concrete solutions the environmental transition of our clients</p> <p>P.74 Contribute to the Common Good</p>	<p>P.100 17 commitments for 2021 for the resource revolution</p> <p>P.100 Environmental management</p> <p>P.101 Environmental management</p> <p>P.103 Organization and operational and environmental performance measurement and control systems</p> <p>P.112 Corporate Commitments to Sustainable Development</p>	<ul style="list-style-type: none"> <li>▪ 2017-2021 Roadmap</li> </ul> <p>P.11-13 : SUEZ is convinced that the ecological transition will only be sustainable if economic models change.</p> <ul style="list-style-type: none"> <li>▪ An opinion column by Hélène Valade SUEZ's Sustainable Development Vice-President, in the SUEZ 4 Climate document published after the COP 23</li> </ul>
<b>Criterion 10: The COP describes effective management systems to integrate the environmental principles</b>		
P.48 Mobilizing employees and management to ensure the group's success	P.49 Offering customers solutions that make them leaders in environmental	<ul style="list-style-type: none"> <li>▪ 2017-2021 Roadmap</li> </ul> <p>Commitment 17: Strengthen the Sustainable</p>

<p>P.59 The SUEZ's carbon value chain in 2017</p> <p>P.70 Risks and Opportunities mapping</p> <p>P.74-75 2017-2021 Sustainable Development Roadmap</p> <p>P.81-84 Environmental indicators</p>	<p>performance</p> <p>P.102 Employee training and information on environmental protection</p> <p>P.103 Organization and operational and environmental performance measurement and control systems</p> <p>P.109 SUEZ's commitments for the climate</p> <p>P.110 Reporting methodology and scope</p>	<p>Development implementation with the SUEZ WAY</p>
<p><b>Criterion 11: The COP describes effective monitoring and evaluation mechanisms for environmental stewardship</b></p>		
<p>P.57 A responsible performance hailed by rating agencies</p> <p>P.59 The SUEZ's carbon value chain in 2017</p> <p>P.73-74 The 2017-2021 sustainable development roadmap: 2017 results</p> <p>P.72 Methodology note on the annual reporting</p>	<p>P.27 Management of industrial and environmental risks</p> <p>P.62 Description of the Group's main activities</p> <p>P.101 Environmental and Industrial Risk Management</p> <p>P.112 Corporate Commitments to Sustainable Development</p>	<ul style="list-style-type: none"> <li>▪ 2017-2021 Roadmap</li> <li>Commitment 17: Strengthen the Sustainable Development implementation with the SUEZ WAY</li> </ul>
<p><b>Anti-Corruption Implementation</b></p>		
<p><b>Criterion 12: The COP describes robust commitments, strategies or policies in the area of anti-corruption</b></p>		
<p>P.17 The dilemmas of a responsible business, the implementation of a responsible procurement policy</p> <p>P.65 An ethical framework to match the Group's new organization, including the mitigation of corruption</p> <p>P.66 Applying Ethical Principles, the governance of ethics in the Group</p> <p>P.71 The Suez materiality matrix considers Ethics (and therefore corruption)</p>	<p>P.20 Increase transparency and better combat corruption</p> <p>P.30-31 Ethics Program</p> <p>P.112 Human rights</p> <p>p.230 Values and Ethics</p>	<ul style="list-style-type: none"> <li>▪ 2012-2016 Roadmap</li> <li>P.28: Our principles of action and organization</li> <li>▪ SUEZ Ethics Charter</li> <li>▪ SUEZ Ethics in practice Handbook</li> <li>▪ 2017-2021 Roadmap</li> <li>P.5 Priority 1 "be a collaborative, open and responsible company"</li> </ul>
<p><b>Criterion 13: The COP describes effective management systems to integrate the anti-corruption principle</b></p>		
<p>P.17 The dilemmas of a responsible business, the implementation of a responsible procurement policy</p> <p>P.48 Extra financial performance taking into account the Group's Ethics Charter</p> <p>P.61 A governance structure to accelerate the transformation and the Ethics and Sustainable</p>	<p>P.20 Increase transparency and better combat corruption</p> <p>P.30-31 Ethics Program</p> <p>P.112 Human rights, a vigilance plan has been implemented</p> <p>P.191 A director representing employees is a member of the Ethics and Sustainable</p>	<ul style="list-style-type: none"> <li>▪ 2012-2016 Roadmap</li> <li>P.27-31: Implementation, monitoring and control of the commitments</li> </ul>

Development Committee	Development Committee	
<b>Criterion 14: The COP describes effective monitoring and evaluation mechanisms for the integration of anti-corruption</b>		
<p>P.61 A governance structure to accelerate the transformation and the Ethics and Sustainable Development Committee</p> <p>P.66 The governance of ethics in the Group</p> <p>P.76-78 The reports of the statutory auditors takes the corruption into account</p>	<p>P.30-31 Ethics Program</p> <p>P.191 A director representing employees is a member of the Ethics and Sustainable Development Committee</p> <p>P.112 Human rights, risk mapping of the violations of human rights and fundamental freedoms</p> <p>P.226 The Ethics and Sustainable Development Committee</p>	<ul style="list-style-type: none"> <li>▪ 2012-2016 Roadmap</li> <li>P.27-31: Implementation, monitoring and control of the commitments</li> <li>▪ SUEZ Ethics Charter</li> <li>▪ SUEZ Ethics in practice Handbook</li> </ul>
<b>Taking Action in Support of Broader UN Goals and Issues</b>		
<b>Criterion 15: The COP describes core business contributions to UN goals and issues</b>		
<p>P.21-22 Four strategic priorities to serve the resource revolution</p> <p>P.27-28 Support environmental transition across the globe</p> <p>P.33 Articulate strategy with the UN sustainable development goals</p> <p>P.38 Redistribution of financial flows generated by SUEZ's activity in 2017</p> <p>P.50 The socio-economic footprint of the group's activity worldwide</p> <p>P.54 Favouring access to essential services in developing countries</p> <p>P.75 The 2017-2021 Sustainable Development Roadmap Engagement 15 "Advance access to essential services" &amp; Engagement 16 "Contribute to local development and territorial attractiveness"</p>	<p>P.116-117: Contribute to a responsible economy through local employment and development</p> <p>P.122-123: SUEZ's contribution to the Sustainable Development Goals</p>	<ul style="list-style-type: none"> <li>▪ 2017-2021 Roadmap</li> <li>P.21: Developing sustainable access to essential services</li> <li>▪ 2017 Fonds SUEZ Initiatives report</li> <li>P.36-37 The challenges and opportunities of sustainable waste management in the South</li> </ul>
<b>Criterion 16: The COP describes strategic social investments and philanthropy</b>		
<p>P.19-20 Societal capital</p> <p>P.75 The 2017-2021 Sustainable Development Roadmap Engagement 15 "Advance access to essential</p>	<p>P.118-119: Partnership and sponsorship initiatives</p> <p>P.116: The SUEZ Initiatives Fund has an annual budget of €4 million.</p>	<ul style="list-style-type: none"> <li>▪ 2017-2021 Roadmap</li> <li>P.21: Developing sustainable access to essential services</li> <li>P.21: Sharing our knowledge in order to boost</li> </ul>

<p>services”</p>	<p>P.163 Open innovation</p>	<p>access to services by supporting, training and providing expertise</p> <ul style="list-style-type: none"> <li>▪ 2017 Funds SUEZ Initiatives report</li> </ul> <p>P. Project selection process</p> <p>P.16-43 improving access to essential services for underprivileged populations in developing countries</p> <p>P.8 The Foundation and its partners, a shared ambition and commitment</p>
<p><b>Criterion 17: The COP describes advocacy and public policy engagement</b></p>		
<p>P.05 Protecting the planet and future generations is our business and our conviction</p> <p>P.07 SUEZ model respect the Global Compact</p> <p>P.24 We are committed to the resource revolution</p> <p>P.66 SUEZ supports the united nations global compact</p> <p>P.75 The 2017-2021 Sustainable Development Roadmap Engagement 12 “Sustain trust by reinforcing the means for inclusive governance”</p>	<p>P.112-116 Promotion of human rights and vigilance duty</p> <p>P.116-118 Contribute to a responsible economy through local employment and development</p> <p>P.163 Open innovation</p>	<ul style="list-style-type: none"> <li>▪ 2017-2021 Roadmap</li> </ul> <p>P.17: trust is an essential asset and dialogue is the surest means of nurturing and sustaining it</p> <ul style="list-style-type: none"> <li>▪ An opinion column by Jean Louis Chaussade on the occasion of the World Water Forum entitled « The water crisis is getting worse, we must act! »</li> <li>▪ « Move from advocacy to shared action », a tribune by Jean Louis Chaussade on the occasion of the World Water Forum entitled « Let’s talk about water beyond the water sector »</li> </ul>
<p><b>Criterion 18: The COP describes partnerships and collective action</b></p>		
<p>P.07 SUEZ model respect the Global Compact</p> <p>P.45 SUEZ supports industrial players in their climate commitments</p> <p>P.66 SUEZ supports the united nations Global Compact</p> <p>P.68 A company in dialogue with society</p> <p>P.75 The 2017-2021 Sustainable Development Roadmap Engagement 12 “Sustain trust by reinforcing the means for inclusive governance” Engagement 16 “Contribute to local development and territorial attractiveness”</p>	<p>P.103 The Group is committed to developing partnerships with local authorities, industrial players and farmers to ensure the qualitative protection of water resources in river basins.</p> <p>P.109 SUEZ is a partner of several research centers or organizations</p> <p>P.118: Partnerships and sponsorships</p> <p>P.164 The innovation ecosystem implemented by SUEZ continued to grow through new projects and new partnerships</p>	<ul style="list-style-type: none"> <li>▪ 2017-2021 Roadmap</li> </ul> <p>P.17: trust is an essential asset and dialogue is the surest means of nurturing and sustaining it</p> <p>P.21: Sharing our knowledge in order to boost access to services by supporting, training and providing expertise</p> <ul style="list-style-type: none"> <li>▪ An tribune by Jean-Louis Chaussade, CEO of SUEZ, for World Ocean Day entitled « Protecting the oceans starts on land: objectives for the next decade »</li> </ul>



Corporate Sustainability Governance and Leadership		
<b>Criterion 19: The COP describes CEO commitment and leadership</b>		
<p>P.6-7 Editorial by SUEZ's CEO Jean-Louis Chaussade</p> <p>P.47-48 Mobilizing management to ensure the Group's success</p> <p>P.61 Separation of functions of Chairman of the Board and CEO</p> <p>P.63 The CEO leads the work of the management committee</p>	<p>P.174 Composition of governance and management bodies</p> <p>P.202 Long-term incentive plans</p> <p>P.225 The compensation committee</p> <p>P.396-397 Compensation of the CEO</p>	<ul style="list-style-type: none"> <li>▪ 2012-2016 Roadmap</li> <li>P.2: Putting our vision for green growth to action – Jean-Louis Chaussade</li> <li>▪ 2017-2021 Roadmap</li> <li>P.3 Quote of Jean-Louis Chaussade on the company sustainable resources management</li> </ul>
<b>Criterion 20: The COP describes Board adoption and oversight</b>		
<p>P.5 Editorial by Gérard Mestrallet, Chairman of the Board of Directors</p> <p>P.47-48 Mobilizing management to ensure the Group's success</p> <p>P.61 A governance structure to accelerate the transformation</p> <p>P.62 A diverse, complementary team</p> <p>P.65 An ethical framework to match the Group's new organization supported by the Board's Ethics and Sustainable Development Committee</p> <p>P.66 The governance of ethics in the Group</p>	<p>P.30 Ethics Program, Sustainable Development Committee</p> <p>P.47 Sustainable development at the core of the Group's organization</p> <p>P.114 Ethics policy, conditions for the preparation and organization of the work of Board of Directors and the Specialized Committee</p> <p>P.216 Terms of office of members of the Board of Directors</p> <p>P.217 Report on Corporate governance</p> <p>P.218 Composition of the Board and diversity</p> <p>P.220 Proportion of independent directors</p> <p>P.253 Number of shares hold by members of the Board of Directors</p>	<ul style="list-style-type: none"> <li>▪ 2012-2016 Roadmap</li> <li>P.30: SUEZ's Sustainable Development policy</li> <li>▪ 2017-2021 Roadmap</li> <li>P.8 in Commitment 2: Greater consideration will be given to health and safety results in the assessment of manager's performance (including directors)</li> </ul>
<b>Criterion 21: The COP describes stakeholder engagement</b>		
<p>P.15 Expectation of citizens: sharing of their questioning with stakeholders</p> <p>P.17 The dilemmas of a responsible business</p> <p>P.33 The objective of the 2017-2021 Roadmap established through dialogue with stakeholders</p> <p>P.35 2017 results on behalf of stakeholders</p> <p>P.38 Shared value creation: financial flows</p>	<p>P.30 Ethics Program in relationship with the stakeholders</p> <p>P.47 Sustainable development at the core of the Group's organization</p> <p>P.99-100 materiality analysis (section 6.8.3.5) which enabled challenges to be prioritized as well as consultation panels with employees, individual shareholders and external stakeholders</p>	<ul style="list-style-type: none"> <li>▪ 2012-2016 Roadmap</li> <li>P.23: Work together on solutions with our stakeholders</li> <li>▪ 2017-2021 Roadmap</li> <li>P.3 A materiality matrix elaborated with the stakeholders</li> <li>P.15 SUEZ will continue to pursue its strategy of dialogue with all the stakeholders</li> <li>P.17 in Commitment 12: For all strategic projects</li> </ul>

<p>redistributed to its main stakeholders</p> <p>P.65 An ethical framework to match the Group's new organization in relationship with stakeholders</p> <p>P.67 A vigilance plans developed with the stakeholders</p> <p>P.68 SUEZ adopts the collaboration mechanisms best suited to stakeholders needs and constraints</p> <p>P.71 The SUEZ materiality matrix</p> <p>P.75 The 2017-2021 Sustainable Development Roadmap Engagement 12 "Sustain trust by reinforcing the means for inclusive governance"</p>	<p>P.113 Promotion of Human Rights, document submitted to stakeholders</p> <p>P.114 Sustainable Procurement policy: the role of the stakeholders</p> <p>P.119 Sustaining trust by strengthening dialogue with stakeholders</p> <p>P.120 Materiality matrix</p> <p>P.230 Human Resources management policy in cooperation with the stakeholders</p> <p>P.232 Training Program: learning with stakeholders</p>	<p>and contracts, analyse local issues and map stakeholders in order to define the most appropriate means of dialogue</p> <p>Annual monitoring of the Group's sustainable development and CSR strategy performance by a panel of stakeholders moderated by third-party guarantor</p>
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## References:

### • **Policies:**

- SUEZ Ethics and Transparency Policy  
<https://www.suez.com/en/Who-we-are/A-committed-group/Ethics-and-transparency>
- SUEZ Ethics Charter  
<https://www.suez.com/-/media/Suez/Files/Publication-Docs/PDF-Francais/Ethics-charter-EN-pdf.pdf>
- SUEZ Ethics in practice Handbook  
[https://www.suez.com/-/media/Suez/Files/Publication-Docs/PDF-Francais/EthicsInPractice\\_VA.pdf](https://www.suez.com/-/media/Suez/Files/Publication-Docs/PDF-Francais/EthicsInPractice_VA.pdf)
- SUEZ Commitments and Solutions for Climate  
<http://hosting.fluidbook.com/SUEZ4climate/>
- SUEZ CSR Policy (Support vulnerable populations)  
<https://www.suez.com/en/Who-we-are/A-committed-group/Support-vulnerable-populations>
- SUEZ CSR Policy (Contribute to regions' economic development)  
<https://www.suez.com/en/Who-we-are/A-committed-group/Contribute-to-regions-economic-development>
- SUEZ CSR Policy (Support the right to water and sanitation)  
<https://www.suez.com/en/Who-we-are/A-committed-group/Support-the-right-to-water-and-sanitation>
- SUEZ CSR Policy (Spread and share our know-how)  
<https://www.suez.com/en/Who-we-are/A-committed-group/Spread-and-share-our-know-how>
- SUEZ CSR Policy (Dialogue with stakeholders)  
<https://www.suez.com/en/Who-we-are/A-committed-group/Dialogue-with-stakeholders>
- Sustainable purchasing policy  
<http://www.suez.com/-/media/SUEZ-GLOBAL/Files/Publication-Docs/PDF-English/sustainable-purchasing-charter-2018-EN.pdf?la=en>
- SUEZ 2018 Personal Data Protection Policy  
<http://www.suez.com/-/media/SUEZ-GLOBAL/Files/Publication-Docs/PDF-English/SUEZ-Personal-Data-Protection-Policy-may2018-EN.pdf>

### • **Documents:**

- 2017 Integrated Report  
<http://www.suez.com/-/media/SUEZ-GLOBAL/Files/Publication-Docs/PDF-English/Integrated-Report-SUEZ-2017-EN.pdf>

- 2017 Reference Document  
<http://www.suez.com/-/media/SUEZ-GLOBAL/Files/Publication-Docs/PDF-English/SUEZ-Reference-Document-2017-EN.pdf>
- 2017 Fondation SUEZ Report  
<http://www.suez.com/-/media/SUEZ-GLOBAL/Files/Publication-Docs/PDF-English/annual-report-FondationSUEZ-2017-EN.pdf>
- 2017-2021 Roadmap  
<https://www.suez.com/en/Who-we-are/A-committed-group/Our-2017-2021-road-map>
- 2012-2016 Roadmap  
[http://sustainabledevelopment.suez-environnement.com/pdf/feuille/road\\_map\\_eng.pdf](http://sustainabledevelopment.suez-environnement.com/pdf/feuille/road_map_eng.pdf)
- The Institut Montaigne report “Circular economy, reconciling growth and environment”  
<http://www.institutmontaigne.org/res/files/publications/rapport-economie-circulaire.pdf>
- Business Alliance for Water and Climate Change (BAFWAC)  
[www.bafwac.org](http://www.bafwac.org)
- EPE Publication - Avoided emissions  
<http://www.epe-asso.org/wp-admin/admin-ajax.php?wisadmin=false&action=dropfiles&?action=dropfiles&task=file.download&id=1110>
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  - SUEZ launches Organix  
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- **Opinion columns:**

- By Jean-Louis Chaussade, SUEZ's CEO, in:

- The French newspaper Les Echos, published in December 20<sup>th</sup> 2017, entitled « Climat : il faut accélérer d'urgence »

<https://www.lesechos.fr/idees-debats/cercle/0301040100134-climat-il-faut-acceler-durgence-2139957.php>

- The French newspaper Les Echos, published in November 9<sup>th</sup> 2017, entitled « Mieux traiter les déchets pour préserver le climat »

<https://www.lesechos.fr/idees-debats/cercle/030845996946-mieux-traiter-les-dechets-pour-preserver-le-climat-2128761.php>

- The French newspaper Les Echos published in March 21<sup>th</sup> 2018, on the occasion of the World Water Forum entitled « Y aura-t-il, demain, de l'eau potable pour tout le monde ? »

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