

**Shaping a
sustainable
environment,
now!**

2020 Integrated Report

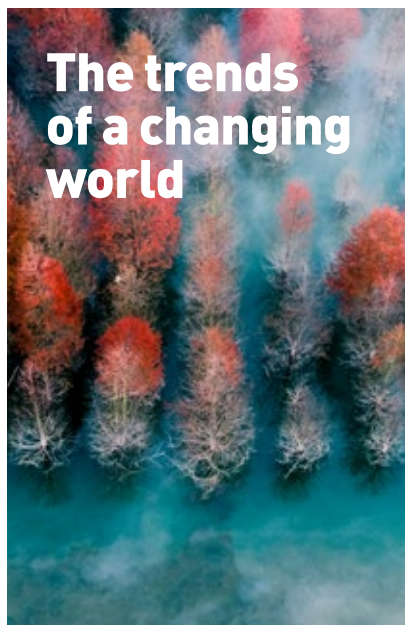


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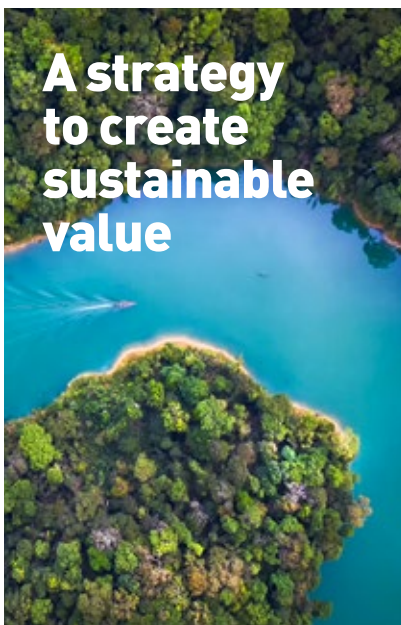
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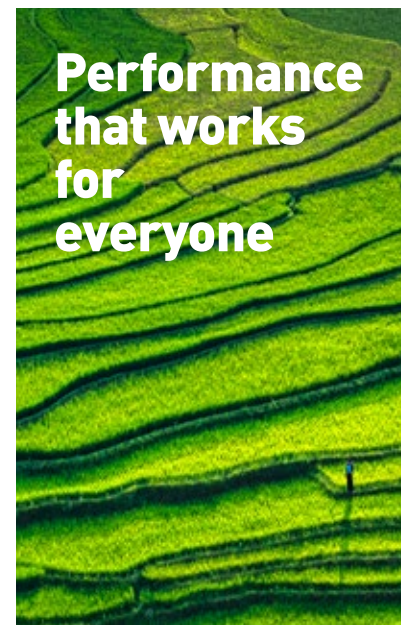
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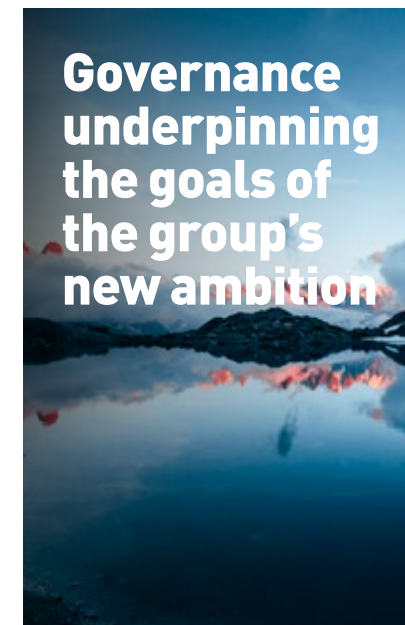
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Profile of SUEZ in 2019

 **89,000**
employees
on all five continents

 **28.2%**
of management positions
occupied by women
→ SDG 5, 10

 **4.2 Mt**
of secondary raw
materials produced
→ SDG 11, 12, 13, 14, 15

 **€18,015 million**
in revenue

 **7.1 billion m³**
of drinking water
produced
→ SDG 6

 **8.7 TWh**
of renewable energy
produced
→ SDG 7, 12, 13

 **4.1%**
of shares held by
employees*
→ SDG 8

 **2.1 billion m³**
of alternative water
produced
→ SDG 6, 12, 13, 14

 **56%**
of supplier contracts
include CSR clauses
→ SDG 8, 11, 12

 **60.3%**
of institutional share
ownership held
by SRI funds
→ SDG 8

 **10.22 MtCO₂**
avoided
→ SDG 3, 11, 12

* on 31/01/2020

Interview with Bertrand Camus

CEO of SUEZ



Bertrand Camus has been CEO of SUEZ Group since 14 May 2019. As part of the deployment of the Shaping SUEZ 2030 strategic plan, Bertrand Camus announced a new organization for the Group, taking effect on 1st January 2020. Here he sets out the ambition and progress of the plan.

What is your verdict on 2019?

2019 was a very good year for SUEZ. The Group met or exceeded all its financial targets and consolidated its excellent performance on the criteria applied by the extra-financial rating agencies. These results were only possible thanks to the unfailing commitment of all our employees, which enabled us to increase our operational efficiency and achieve a number of great commercial successes.

All our segments of activity contributed to this commercial momentum. In the municipal water sector, for example, we secured a major contract to produce and

distribute drinking water in Senegal, where we are proud to contribute our skills and expertise to improve the service provided to all the country's inhabitants. In Recycling and Recovery, the contract awarded to us by Greater Manchester will constitute a benchmark solution for global waste management across a whole city. Our technology and environmental services activities have also seen sustained growth in industrial water, hazardous waste management and treatment and smart solutions. In this last area, our smart city contract with Angers Métropole, won as part of a consortium, together with the contract we are fulfilling with Greater Dijon, illustrates our ability to establish and support territorial innovation.

But for me, **the past year was above all the beginning of SUEZ's transformation, with last autumn's launch of our strategic plan, Shaping SUEZ 2030.**

SUEZ drew on the energy and expertise of all its teams during the first nine months of the year to define our shared vision and build this strategy together. It aims to make SUEZ the global leader in environmental services, offering our customers a renewed value proposition based on 100% sustainable solutions with a reinforced positive impact on health, quality of life, the environment and the climate.

The Shaping SUEZ 2030 plan is based on three pillars which we are already putting into practice in our daily work: a more selective path to growth, simplified operational processes and a strong corporate culture centring on four cardinal values (passion for the environment, customer first, respect and team spirit), spearheading SUEZ's conquering spirit.

Our sustainable development policy is more central than ever to the Group's strategy. I wanted Shaping SUEZ 2030 to strengthen the ambition of the Group's commitments to the climate. As for our next Sustainable Development Roadmap, it will form an integral part of our vision, our new value proposition and our new corporate culture, as set out in the Shaping SUEZ 2030 strategic plan.

How is SUEZ responding to the Covid-19 health crisis? And how is the Group preparing to support the resumption of economic activities worldwide?

Our priorities in addressing the Covid-19 pandemic have remained the same since January: to protect the health of our employees, while ensuring the continuity of the essential services we provide to our municipal and industrial customers. Not only by guaranteeing drinking water distribution, wastewater treatment and municipal waste management 24 hours a day, seven days a week, but also by strengthening our support for the other essential strategic players in the crisis, such as healthcare manufacturers and the agri-food industry. And of course, for healthcare institutions, via processes for handling and treating hospital waste appropriate to the increased risk of contamination. Our international presence has also helped us to learn the lessons of the Covid-19 epidemic in China and prepare for its global spread, adapting our business continuity plans to the exceptional circumstances brought about by Covid-19.

Our priority at all times is protecting the health of our employees. I would like once again to thank everyone working on the ground for their unfailing commitment and professionalism. Not forgetting their colleagues in the support departments for



⌄

To make SUEZ the global leader in environmental services

⌄

our operational activities, who are also delivering remarkable work to assist our front-line staff while continuing to move forward on the transformation projects undertaken as part of our strategic plan.

I have every confidence in our preparations to support the gradual restarting of all our activities, in consultation with our customers and suppliers. We managed the brutal though successive entry into the crisis remarkably well, and in the same way our teams are ready for a progressive recovery throughout the world.

But I am also convinced **the current unprecedented crisis demonstrates that the environment, pollution, economics, biodiversity, the climate crisis, health, well-being and quality of life are inextricably linked.** In my view, it is clear that the restarting of the economy must incorporate these elements to make our societies more resilient. The urgency of the climatic and environmental crisis has not lessened – on the contrary. A more resilient society must not only adapt to the already-tangible consequences of this crisis (flooding, drought, more frequent extreme weather, loss of biodiversity, etc.); it must also do everything it can to limit its scale, for us and for future generations. This is why an economic recovery only makes sense if it is directed towards low-carbon, environmentally virtuous solutions. This is the only way of

helping the preservation of our planet's natural capital, and thus improving the well-being and quality of life of its inhabitants over the long term.

These themes are central to the value proposition SUEZ has set out for itself as part of Shaping SUEZ 2030. Our priority following the current crisis will thus be to accelerate our transformation in order to play a major role in this dynamic, which is the core of our vision.

In this context, what will be the role of the Purpose the Group has defined?

SUEZ's Purpose, developed throughout 2019 via a comprehensive process of internal and external consultation, is designed first of all to mark the Group's identity and to act as a compass for the future. In line with the French PACTE law and the worldwide commitments of the UN Global Compact, it also aims to explain to stakeholders how the company intends to contribute to resolving the major societal issues, on the basis of its history and culture but also of the profound changes introduced by Shaping SUEZ 2030. The current context shows us the importance of the Purpose in determining our social usefulness and providing clear responses to the great challenges of our time. ●

SUEZ works to support communities in the global health crisis

As soon as the health crisis began, SUEZ established a continuity plan for essential services in all the countries where it operates, prioritising the safety of its employees on the ground.

In all countries affected by the Covid-19 pandemic, SUEZ and its teams have immediately deployed business continuity plans to ensure that essential services are maintained and support industrial activity – in China, France, Europe, the USA, India, Africa, Latin America, etc.

In this unprecedented context, SUEZ plays a key role in protecting public health, from drinking water distribution, wastewater treatment and municipal waste collection and treatment to supplying high-quality

water and treating waste from strategic industries such as the health and agri-food sectors.

Some operational activities are digitalised, such as estimating the readings from domestic meters and providing customer support. In order to concentrate the Group's employees on the activities essential to ensure continuity of service, some non-urgent work has been postponed, including a number of maintenance operations.

AUSTRALIA



Hospital waste management

FRANCE



Water network management

THAILAND



Donation of masks to local associations

JORDAN



Water treatment

UNITED KINGDOM



Household waste collection

-

CHINA



Industrial waste treatment

-

Call for staff ideas to fight covid-19

In France, SUEZ responded to the call for ideas launched by the Defence Ministry and the Defence Innovation Agency (AID). In just a week, Group employees posted 130 suggestions for innovative solutions (technologies, processes and organisation) on the Innov@SUEZ platform to help in the fight against Covid-19.

Three of these ideas were selected and will be submitted to the Defence Innovation Agency (AID), 15 will be examined for potential in-house development and **70 are being compiled and shared within the Group.**

The three proposals submitted to the AID were chosen for their usefulness and the speed with which they can be applied:

→ **SIWA-REVEAL** – Monitoring the virus in wastewater as an indicator of the pandemic's spread and quantifying the virus and its survival in wastewater and sludge;

→ **On Connect Generation** – Monitoring water consumption by isolated people locked down in their homes;

→ **3S-Optimatics** - Optimising health service logistics.

Committed employees

To reinforce support for Fondation SUEZ partners, the SUEZ France Social Innovation department has launched "Vendredi CC", a web platform for employees in France that brings together requests for help and offers of voluntary assistance online.

Employees who want to help others are given opportunities to offer their skills – support with school work, phoning people in isolation to maintain social bonds, French conversation – to help partners in the community ecosystem of the Fondation and the Group.

A week after it opened, 400 employees had signed up to volunteer on the platform.

Fondation suez provides support for the most vulnerable

Fondation SUEZ has set up a special "Covid-19" fund to support emergency action in France and in developing countries. In France, Fondation SUEZ supports two major players:

→ **Le Samu Social de Paris:** maintaining social links with rough sleepers, supplying food, monitoring their health, providing healthcare and operating day centres that distribute personal hygiene and clothing packs;

→ **The French Order of Malta:** reinforcing social outreach, deploying new services to distribute food and hygiene products and setting up emergency services to provide health transport and illness detection on behalf of the authorities (regional health agencies, emergency medical call centres etc.).

In developing countries, the Fondation provides support to:

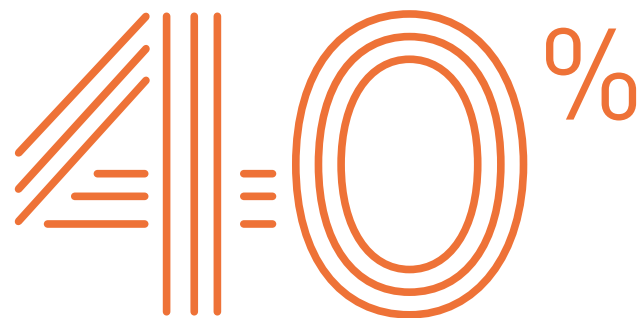
→ **ACTED Haiti:** introducing immediate measures to prevent the spread of the virus – encouraging social distancing and continuing regular programmes to ensure access to drinking water and food safety. Hand-washing stations have been set up in public spaces;

→ **ACF Senegal:** supporting districts and health centres with equipment and PPE for health professionals and community health workers in the Louga region. A guide to infection prevention and control in health and care centres has been distributed, together with educational posters.



The trends of a changing world

There are many global shifts that are affecting and will affect SUEZ's markets between now and 2030. Four particularly fundamental trends stand out.



proportion of water demand that will exceed the quantities available in 2030

—

The development of the circular economy, the emergence of new models, stricter regulations, biodiversity preservation, increased popular awareness of the climate crisis, the health emergency and damage to the environment... the stakes are rising across the world.

This feeling of urgency is expressed in opinion surveys, which bear witness to the vital importance placed on environmental issues by all stakeholders. Interviewed a few days before COP25, nearly one in every two Europeans (47%) identified climate change as the biggest challenge affecting them directly and requiring a response.

2010 -2019
was the **hottest decade on record**
since the Industrial Revolution

70%
the **rise** in the volume
of urban waste by 2050

4 trends fundamental to the future of SUEZ's activities

The rise of public concern with health and the environment

Growing for a number of years, and doubtless reinforced by the Covid-19 crisis in the future, concern with health and well-being among citizens and consumers is a clear trend in today's societies. Often going hand-in-hand with new modes of consumption

and more sustainable, ethical behaviours, this concern aligns with the priority given to the environment, particularly among the younger generations. This was illustrated by the many youth marches and school strikes for environmental justice and against climate inaction in 2019.



>1 in 2 consumers

worldwide say they are willing to pay more for eco-designed, recyclable or reusable products.

Urbanisation and ageing populations

While the demographic growth expected by 2050 (an extra two billion people) is already well known, attention should also be focused on the population's changing distribution.

Urbanisation, particularly in emerging markets and especially their mid-sized cities, presents a considerable challenge in terms of infrastructure and the environment.

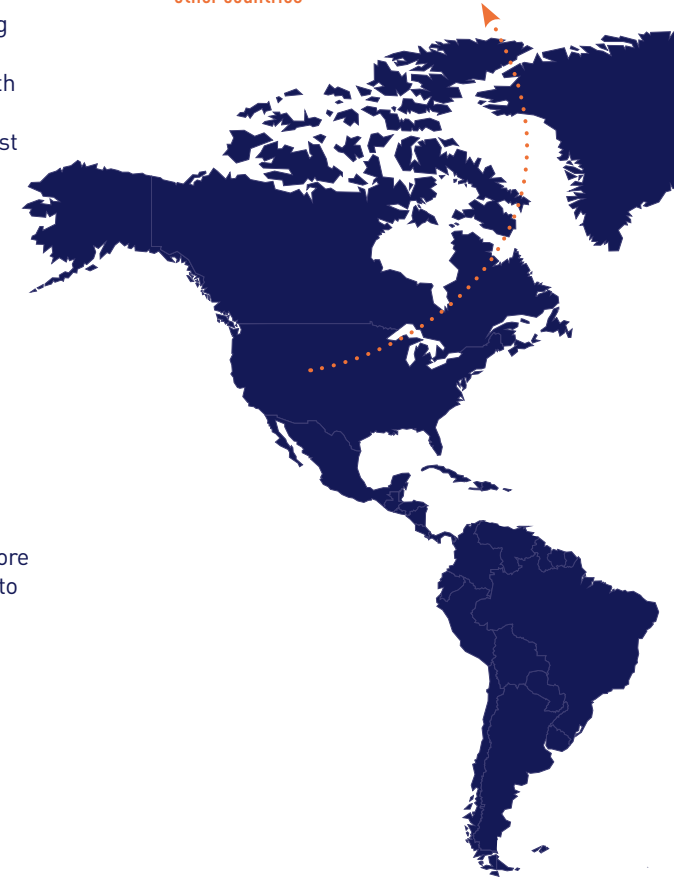
As the global population grows more urban, it is also getting older, due to rising life expectancy and falling fertility rates.

This situation represents a major shift in social and economic priorities – services adapted for people with reduced mobility, the maintenance of social bonds, changes in the scope of certain networks, mastery of new technologies, etc.



77.1 years global average life expectancy in 2050, five years longer than today

2 millions protesters took part in climate marches worldwide in September 2019, in the USA, Spain, Italy, France, New Zealand and other countries



50% of megacities will be located in emerging countries by 2030





90%
the target for collecting plastic bottles set by European Union member states by 2029



2030
the year when supplies of indium are expected to run out. Indium is a rare metal that is an essential element in the design of many digital products. Recycling levels are currently low, and most of the reserves are in China

Increased needs for environmental services at a time of climate emergency

Under pressure from their citizens, governments and regulatory authorities across the world are increasingly concerned about the state of the planet. They are regularly publishing and reinforcing regulations to secure and improve living conditions for future generations.

Businesses are also paying greater attention to environmental sustainability and the ethics of their procurement and supply chains, as a means of mitigating the risks and boosting their brand reputations.



190 number of companies, including SUEZ, that had signed up to the UN Global Compact's Business Ambition for 1.5°C: Our Only Future campaign by the end of 2019

The opportunities and dilemmas of digital technology

Whether controlling intelligent cities with lower resource consumption, deploying smart agriculture that can produce more with less or optimising the prevention of natural risks, the growth of digital technology offers many promising responses to the environmental challenges in the form of connected objects and data analysis which results in increasing agility.

But the environmental footprint of digital technology is also causing growing concern, from the energy needs of smart objects to the low recycling rates of waste electrical and electronic equipment. Another factor is the medium-term threat that we will exhaust the resources of rare metals and earth elements that are essential in the design of digital products.



+9% a year
growth in the energy consumption of digital technology

Risk and opportunity analysis

The changing social and environmental factors that characterise today's world create the background against which SUEZ customers operate (governments, local authorities, industry, the public).

At a time when these changes are accelerating, the need for responsiveness and agility in SUEZ's activities and models is a constant challenge and the analysis of the risks and opportunities they present to SUEZ is a necessity.

SUEZ intends to play a driving role in achieving the UN Sustainable Development Goals for 2030 – particularly the goal relating to water and sanitation (no. 6), but also those targeting the climate (no. 13) and sustainable production and consumption (no. 12). In this way, SUEZ aims to reinforce its

presence by transforming its activities in areas of growing need (no. 11, 15). The Group's 2017-2021 Sustainable Development Roadmap and its integrated risk and opportunity management process build on a detailed analysis of the 169 targets in the UN's 2030 Agenda.

SUSTAINABLE DEVELOPMENT GOALS



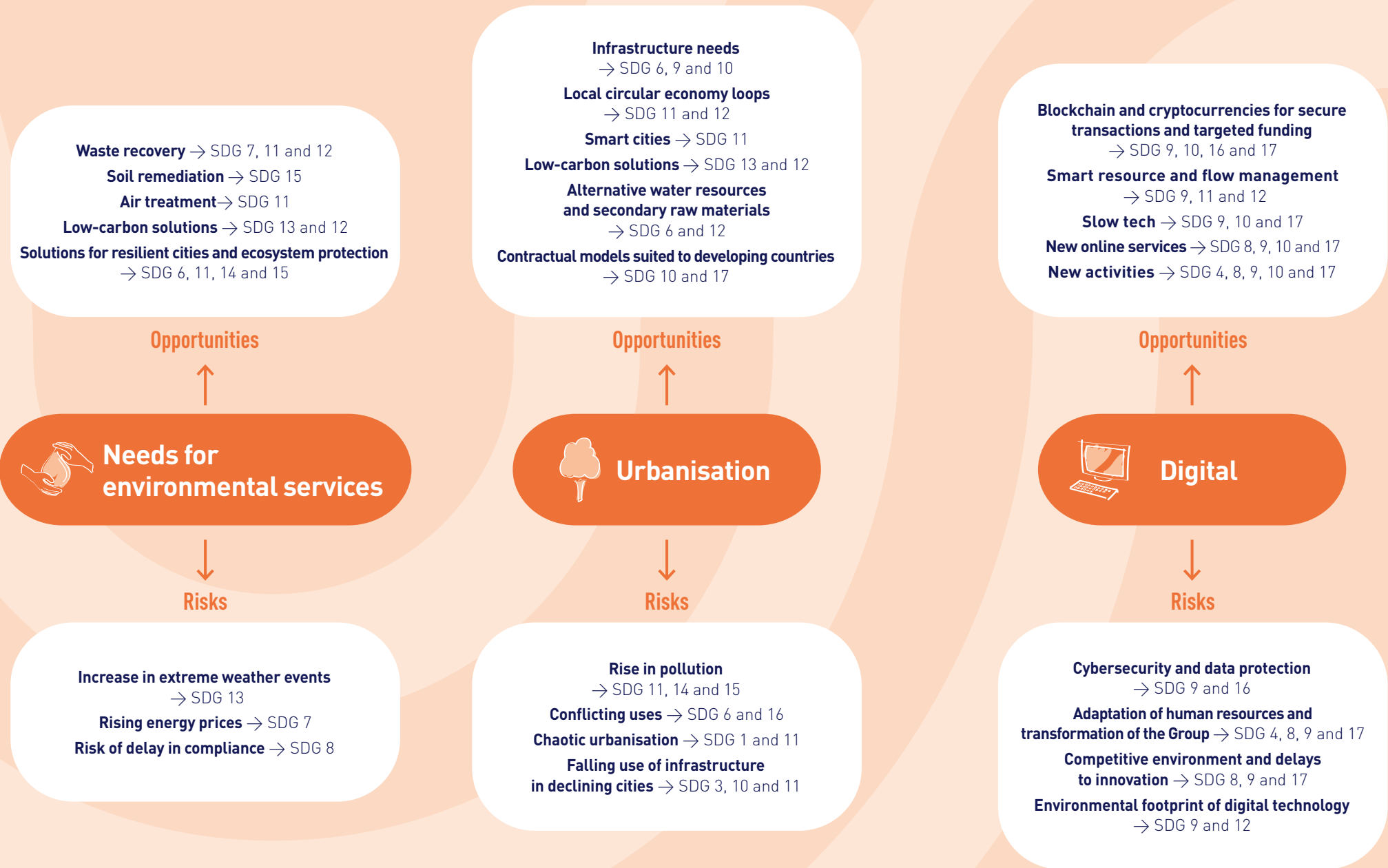
Essential services for health and well-being → SDG 3
Attracting talents → SDG 5, 8, 10 and 17
Civic participation → SDG 16 and 17
Attractiveness of responsible companies to investors → SDG 8

↑
Opportunities

 **Health and public concern**

↓
Risks

Ethical and reputation risks → SDG 16 and 17
Social conflict → SDG 16 and 17
Risks of falling volumes and price → SDG 11 and 12
Health risks → SDG 3
Duty of vigilance with regard to suppliers → SDG 16 and 17



SUEZ defines its Purpose

In a context marked by the growing recognition of the role played by companies in society, **SUEZ initiated a programme to jointly define its Purpose in 2019**. Its long-standing emphasis on contributing to society, structured around a roadmap with clear targets, led some stakeholders to suggest seeing the Group as a social enterprise in 2015.

In accordance with its tradition of dialogue, SUEZ began by consulting experts and stakeholders on the relevance of such a tool and estimating the work that remained to be done to achieve it, before undertaking to define the Group's Purpose. This process went hand-in-hand with the drafting of its strategic plan, Shaping SUEZ 2030.

After several months of participatory work involving employees, public-sector and industrial customers, shareholders, investors and the wider public, a Purpose was drafted to play the role of a compass, taking all stakeholders into account.

Defining the contribution the Group wants to make to society's great challenges, based on its history and its corporate culture, **the Purpose is already an integral part of the strategic choices in the Shaping SUEZ 2030 plan and will guide the development of the Group's next Sustainable Development Roadmap.**

20,000
people

took part in the online survey of Group employees and **42,000 opinions were collected**

2

internal working groups "Purpose and 2030 Vision" and "Values and Corporate Culture", led personally by the Chief Executive, the Human Resources Director and the General Secretary

4

consultative panels of about thirty stakeholders (customers, investors, partner NGOs, academics, extra-financial analysts, trade unions, etc.), supplemented by individual interviews

595

people took part in the online survey of individual shareholders

⤴
Providing essential services to women and men worldwide: that's your purpose!

A REPRESENTATIVE OF A COMMUNITY GROUP



⤴
Having worked for years for companies that did not take responsibility for the environment and the community, it's great to know that where you work makes a difference in the fight to save the planet!

AN EMPLOYEE





Shaping a sustainable environment together, now!

SUEZ draws on the expertise it has been developing since the late 19th century, to help people constantly improve their quality of life by protecting their health and supporting economic growth.

We work to provide access to essential environmental services for everyone. We supply high-quality water, suited to every type of use, while preserving this common good. We recover wastewater and waste to convert them into new resources.

Faced with demographic growth, climate change, and social and geographical inequalities, people are increasingly exposed to the consequences of the environmental emergency that is affecting our planet.

Every single day, SUEZ commits to preserving the fundamental elements of our environment – water, soil, and air – that ensure our future.

At SUEZ, we invest in preserving and restoring natural capital, and in the future of biodiversity, both on land and at sea.

As a committed partner of local communities, industry players and citizens, SUEZ mobilises stakeholders to succeed in the environmental transition, developing circular business models and innovating to plan for tomorrow's challenges.

Proud of their work and strengthened by their values, SUEZ's teams based in regions throughout the world are shaping a sustainable environment, now.

An aerial photograph of a tropical island with a vibrant turquoise lagoon. A small boat is visible in the water, leaving a white wake. The island is covered in dense, lush green forest. The text is overlaid on the left side of the image.

A strategy to create sustainable value

To address the challenges and opportunities of the next decade, SUEZ has defined and is implementing Shaping SUEZ 2030, its strategic plan, which aims to increase the Group's positive contribution to creating value in a changing world.



—

The ambition of the Shaping SUEZ 2030 plan is to make SUEZ the worldwide leader in environmental services within ten years.

Building on the strength of its many widely-acknowledged areas of expertise and the talent and commitment of its 90,000 employees, SUEZ aims to be the first-choice partner for companies, local authorities, citizens and all stakeholders in responding to the planet's major challenges: water and resource scarcity, accelerating climate change and biodiversity loss, pollution, health and quality of life.

SUEZ wants to reinforce its pioneering role in preserving the environment and restoring natural capital by accelerating the deployment of the circular economy.

This ambition is applied across the Group's three global activity sectors:



The "Water sector",
which brings together
all the expertise of
the Group's water activities

—



The "Environmental Tech & Solutions sector",
which includes skills in the
technologies and processes of
water treatment, hazardous
waste management and
digital solutions to protect
water, air and soil

—



The "Recycling and Recovery sector",
which contains all the activities of non-hazardous
waste treatment, management and recovery

—

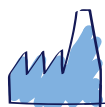
Contributing solutions with a positive impact on health, quality of life, natural capital and the climate

The Group offers its industrial customers, local authorities and the public a portfolio of 100% sustainable solutions with high added value.

This unique value proposition stands out from the competition, focusing on human health and quality of life and on a circular and sustainable economy that reduces the carbon footprints of industrial and economic players, while conserving and restoring the planet's natural assets.

It is the cornerstone of the Shaping SUEZ 2030 transformation plan, and will result in changes to our resource allocation processes.

This new value proposition targets clear goals:



Helping our industrial customers achieve their sustainable roadmaps

with performance-driven and integrated offers while securing their industrial processes



Easing access to sustainable consumption for citizens by providing them with affordable solutions

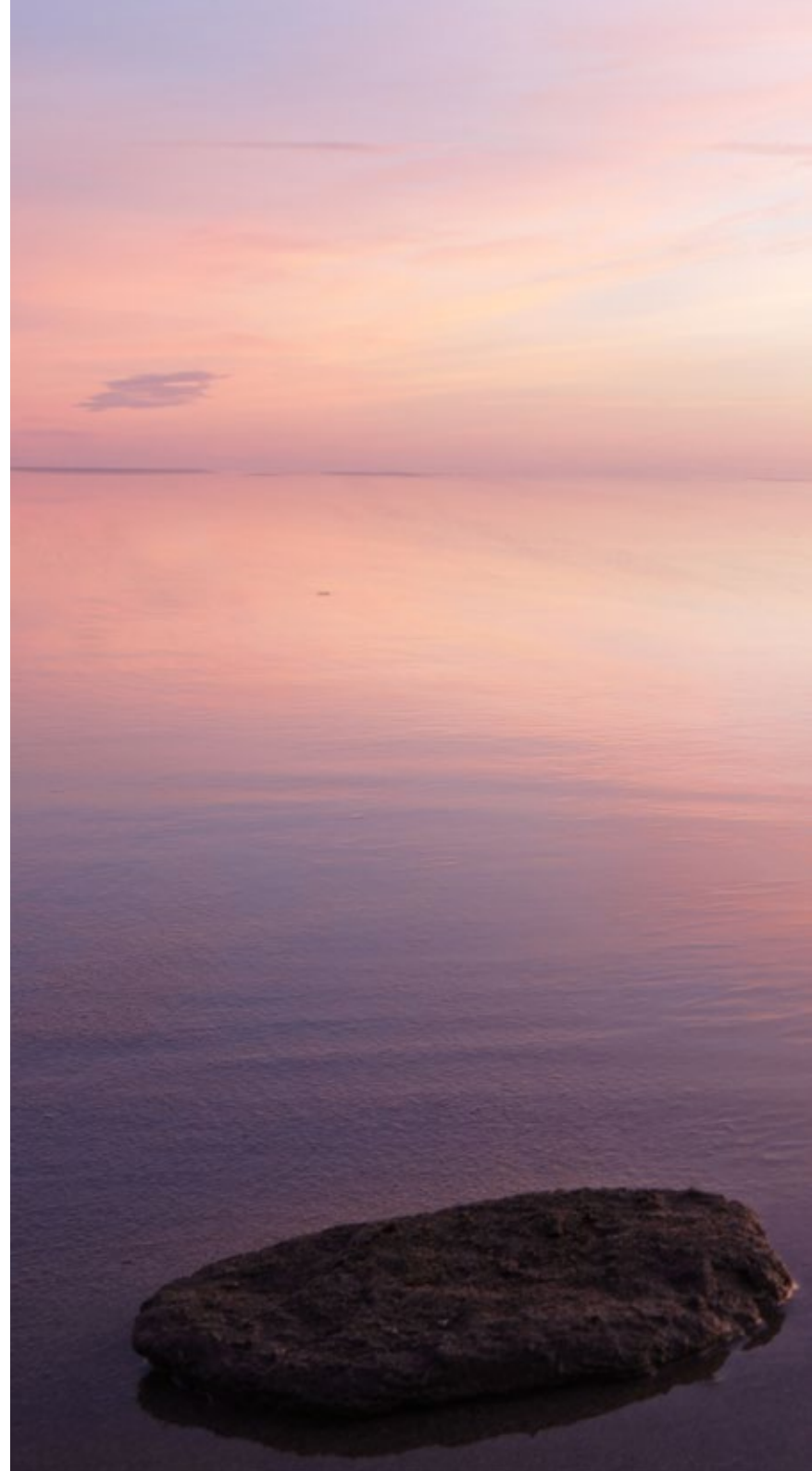


Supporting cities and territories to deliver their environmental transition

thanks to smart & digital solutions



Engaging SUEZ employees





Health and quality of life

- access to water and wastewater
- water quality
- micro-pollutants treatment
- waste management
- smart city
- clean air offer



Positive impact on climate

- strengthened resilience as an answer to climate crisis (flood prevention, predictive systems)
- recycled and green products
- renewable energy and sustainable chemical products
- green landfills
- greenhouse gas capture



Positive impact on the planet natural capital

- optimized management of water resources and usage
- regeneration of the planet through depollution
- biodiversity enhancement
- alternative water production
- smart agriculture

The SUEZ value proposition



Local presence alongside our stakeholders

- mobile units and decentralised solutions for access to water and sanitation
- heat production from waste
- rehabilitation of industrial sites and regeneration of polluted soils
- agroforestry



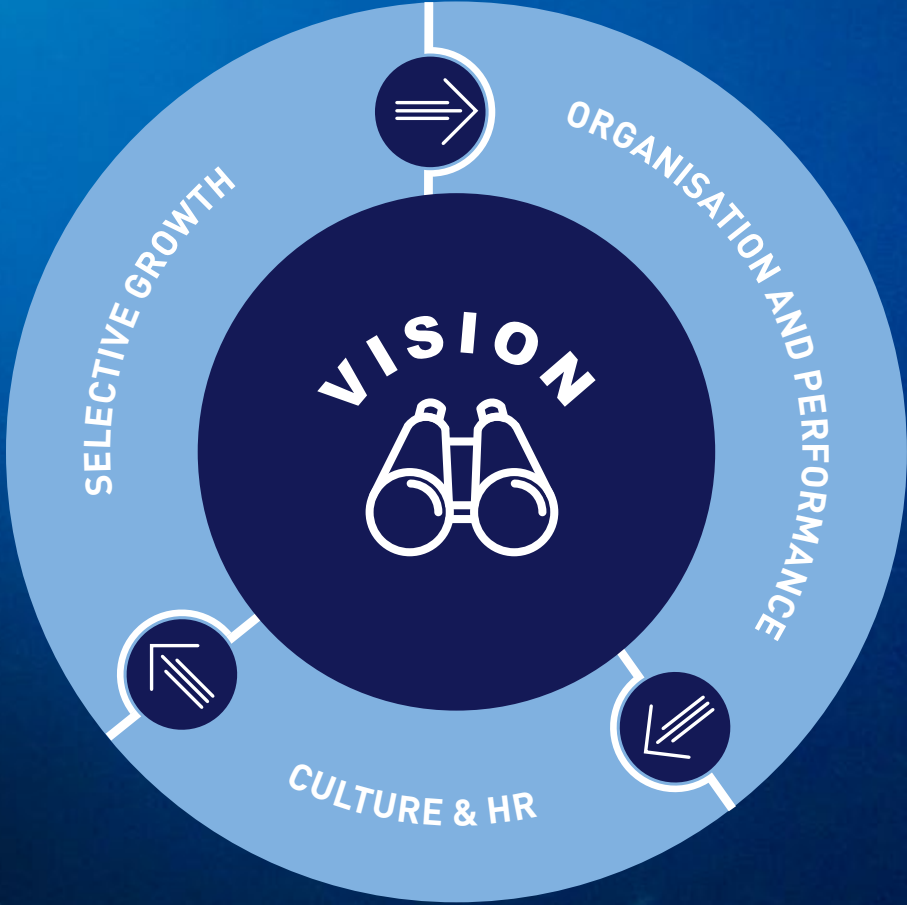
Waste no more and 100% circular, traceable solutions

- zero non-revenue water and the elimination of water leaks from networks
- growth of biofactories and reuse of treated wastewater
- innovative collection scheme for smart cities
- eco-design and eco-friendly materials for industries
- recycling and recovery: prioritising flows of biosolids, biowaste, agri-food waste and plastics
- smart solutions for sustained water quality to the benefit of health and the environment
- environmental tracking, accreditation & certification
- air & water quality monitoring



Transformative levers to serve the Group's strategy

-
To make its 2030 vision a reality, SUEZ is deploying a transformation strategy built on three pillars: a more selective path to growth, simplified operational processes and a new culture that embodies the SUEZ winning spirit on a daily basis.



⇒ Selective growth

By targeting selective growth, SUEZ intends to build on its strong capacity to innovate in Europe and to speed up its development in the fields where the most promising opportunities have been identified across all its segments of activity.

International markets

SUEZ is developing its international activity to deploy its global

value proposition and reinforce its investment in innovative services. The Group also aims to grow in markets where the need for environmental infrastructure is rising sharply.

Industrial customers

SUEZ wants to accelerate its development in five key high-growth markets (food and drink, energy, chemicals

and pharmaceuticals, refinery, microelectronics). The Group offers custom solutions through partnerships with its industrial customers, contributes to their development and supports them in their sustainable development roadmaps.

Data-driven technologies and solutions

SUEZ draws on proprietary

technologies and innovation to develop and deploy solutions around the world based on data analysis, smart network management and connected objects. The Group also aims to develop new high-potential activities such as air quality management and smart agriculture.

⇒ Organisation and performance

Building a decentralised, agile SUEZ that is close to its customers is the ambition the Group has set itself for its new organisation. This includes simplifying and optimising processes to improve operational performance and significantly increasing investment in research, innovation and the digital transformation. **This is the goal of the SPOT 2023 project, launched across the Group in 2019. The project is based on three pillars:** establishing a culture of

operational excellence, introducing actions to reduce environmental impact and supporting local teams through this transformation. It targets 1 billion in annual savings by 2023.

The reduced number of Business Units and a decentralised decision-making process also enable greater responsiveness to customers' needs through: → **The division of the operational Business Units into six major regions** [France; Northern Europe;

Southern Europe and Latin America; North America; Africa, the Middle East and Central Asia; Asia Pacific] and two global Business Units [Water Technologies & Solutions for industrial solutions, Environmental and Digital Solutions for new and digital services]. → **Three centres of excellence** [marketing; skills and performance; digital technology and innovation] will support the operational BUs, which will have greater responsibilities and be closer to customers.

SPOT

2023

Over 1,000 employees involved in working groups

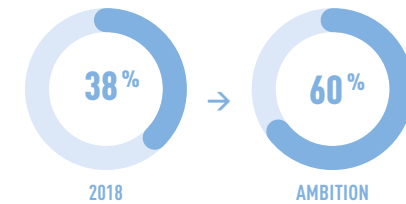
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900 Performance experts on the ground

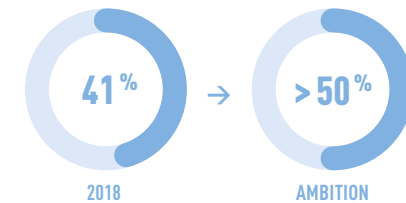
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Revenue growth targets

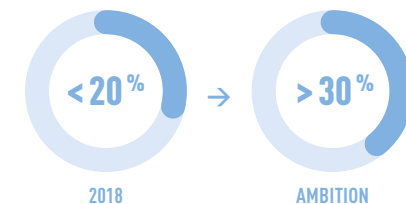
 INTERNATIONAL MARKETS




 INDUSTRIAL CUSTOMERS



 TECHNOLOGY AND DIGITAL





⇒ Culture and human resources: inspiring the winning spirit

The success of Shaping SUEZ 2030 depends on harnessing the energy and expertise of our employees in order to meet the needs of our customers and our partners.

The SUEZ Group has adopted four values to foster a new corporate culture.

Combined and applied in all the Business Units across the world, they support the major changes targeted in the strategic plan.



Passion for the environment

Helping to preserve and restore the planet's natural capital

Focusing all its action on helping to reduce, reuse, recycle and recover water and resources and contribute to a positive impact on the climate



Customer first

Dealing responsibly with customers

Being open-minded and innovative

Using the organisation's agility to be competitive

Developing a culture of partnership to provide the best solutions to customers

The 4 values of the SUEZ winning spirit



Respect

Caring about everyone's safety and well-being

Acting ethically and with integrity

Respecting other people's diversity of skills, personalities and experiences

Considering the social impact of its actions and working to reduce inequalities



Team spirit

Contributing to teamwork at all levels

Trusting others and learning from them

Sharing information and promoting open communication

A reinforced climate strategy

The convergence between the actions of public authorities and economic players towards a low-carbon economy has never been as strong as it is now. This is why SUEZ has made its contribution to the fight against climate change even more ambitious as part of its strategic plan, including three commitments for 2030 aligned with the 1.5°C trajectory recommended by the Intergovernmental Panel on Climate Change (IPCC).

Commitment #1

Reduce by 45% the direct and indirect greenhouse gas emissions from our activities by 2030*

-45%

Commitment #2

Help our customers avoid 20 million tonnes of CO₂e emissions a year by 2030

Commitment #3

Offer 100% sustainable solutions for our customers

* reference year: 2014.

Helping to scale up the implementation of low-carbon solutions

SUEZ was one of the first signatories to the “Business Ambition for 1.5°C: Our Only Future” campaign launched in 2019 by the United Nations Global Compact. So far, over 200 major global companies have signed up to the goal of carbon neutrality by 2050. Reinforcing the Group’s climate targets for 2030 is the first step on this journey.

SUEZ aims to transform all the sites managed by the Group into resource centres, helping to reduce the carbon footprint of the Group’s activities alongside those of its customers. This is already happening with the transformation

of wastewater treatment plants into biofactories in Chile and Spain. Recycling 100% of water and biosolids at these plants makes them carbon-neutral, positive-energy producers of alternative water resources. And in emerging countries such as Lebanon, the capture and recovery of the biogas produced at waste storage facilities is being made systematic.

SUEZ also plans to develop this work by increasing R&D and innovation spending on many other low-carbon solutions, such as the production of biofuels for aviation, recycled plastic with high added

value, digital e-commerce platforms and the direct reinjection of biomethane into natural gas distribution networks.

Finally, as 2019 demonstrated once more the urgency of adapting to the effects of climate change, the value proposition in the Group’s strategic plan reasserts the importance of increasing regional resilience, paying particular attention to the nexus of water, climate and biodiversity.

An aerial photograph of terraced rice fields, showing the intricate patterns of the terraces. A small figure of a person is visible in the lower center of the frame. On the right side, there is a large, semi-transparent circular graphic consisting of several overlapping circles, resembling a target or a stylized globe.

Performance

that works for everyone

The Group's commercial successes of 2019 are already demonstrating the primary focal points of its development strategy – internationalisation, industrial markets, technologies and digital solutions – but also the fundamentals of the renewed value proposition the Group offers to its customers.



€18,450 million
Revenue and other income

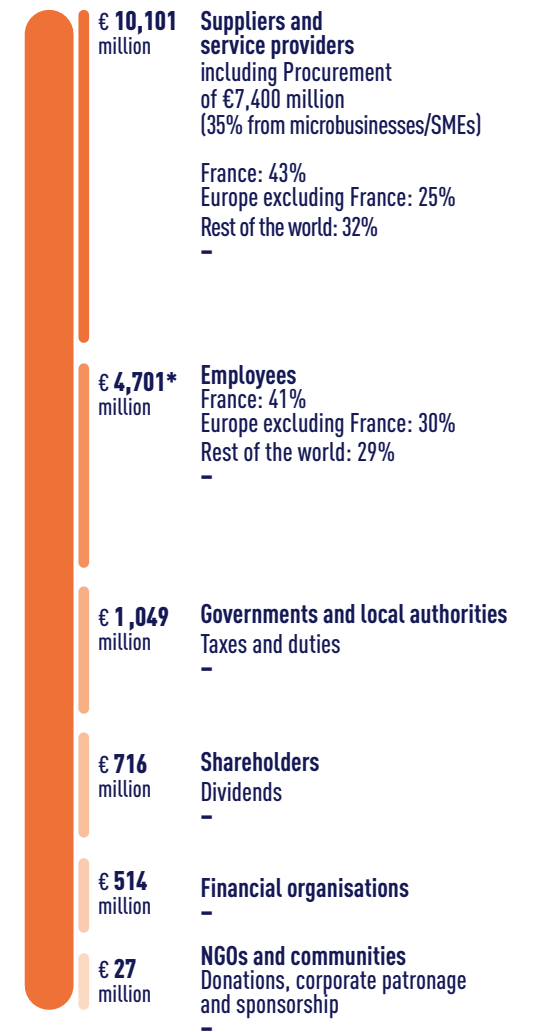
SUEZ's range of solutions with a positive impact on the climate and natural capital is in line with the principles of the circular economy, while contributing to public health and protecting the environment in which we all live.

Especially in **industrial markets**, **new partnerships** have continued to accelerate the development of production pathways for secondary raw materials with high added value, such as biofuels and fertilisers, while the industrial water market is confirming its strong growth potential.

Finally, SUEZ has evaluated the economic and social impact of its activities in the regions where it operates, as it does every year: nearly 93% of the financial flows generated by its activities are **redistributed to its principal stakeholder categories**. In another yearly exercise, the Group uses the Local Footprint® methodology to estimate the number of direct and indirect jobs generated throughout its supply chain (see p. 32).

Redistribution of the financial flows generated by SUEZ's activity in 2019

€17,108 million
Redistributed flows



* including social security charges and pension payments.

The key figures for our contribution in 2019

The SUEZ Group's contribution to society is expressed through its financial results and its Non-Financial Performance Statement¹, a tangible statement of the global shared value generated by the Group's activity.

THE HEALTH OF THE ENVIRONMENT

39.8%
proportion of sites with
priority issues that have
deployed a biodiversity
action plan

THE REGIONS

8,668
GWh of renewable energy
generated

56%
of supplier contracts
include csr clauses

93%
of group revenue is redistributed
to regional players

CONSUMERS

79.8%
Technical efficiency of drinking
water distribution networks

41.4 million
people receiving drinking water
and sanitation services in
developing countries

LOCAL AUTHORITIES AND INDUSTRY

50.9%
of waste recovered in material or energy
form (excluding biogas recovery from
waste storage facilities)

400,950 tonnes
of plastic sorted and recycled

67.1%
of clinker recovered
(excluding recovery by subcontractors)

25.4%
of wastewater reused

10.2 million
tonnes of Co₂ avoided
by SUEZ customers

EMPLOYEES

28.2%
of management positions
occupied by women

86%
of employees covered by systems
for dialogue with management

6.94
frequency rate of workplace
accidents

5,000
employees trained in
anti-corruption rules

69.4%
of employees have received
training

4.1%
of group capital
held by employees
in january 2020

¹ To find out more about the content of the Group's Non-Financial Performance Statement, see chapter 5.9 of its Universal Registration Document, <https://www.suez.com/en/news/list-of-publications>

18,015
€M
in revenue

€1,408 M
EBIT

60.3%
of institutional share ownership
held by SRI funds

€352 M
Net income,
group share

€ 0.45
Dividend per share

X 3.2
Net debt / EBITDA

ESG performance recognised by the main international indices

With sustainable development being now an ever-increasing focus of its strategy, SUEZ has again consolidated its excellent performance with regard to the requirements of the non-financial rating agencies and its rankings on the main international ESG indices.

For example, in 2019:





→ The Group was included for the eleventh consecutive year in the **DJSI World** index, created by S&P Dow Jones Indices and RobecoSAM in 1999. Amongst the 2,500 highest market capitalisations, the DJSI World rewards the top 10% of best-performing companies in their sectors in terms of social and environmental responsibility;

→ **Vigeo Eiris** confirmed SUEZ's top place in its evaluation of Waste and Water Utilities and its inclusion in all the Euronext/Vigeo Eiris indices. SUEZ also takes third place worldwide among the 4,885 companies assessed by Vigeo Eiris across all activity sectors;

→ **MSCI** confirmed SUEZ's A rating, unchanged from 2018;

→ **Ecovadis** an agency specialising in rating suppliers' ESG performance, confirmed SUEZ's "Gold" level, awarded to the best-performing 5% of companies;

→ finally, SUEZ has featured on the **CDP** "Climate A List", which recognises the 2% of global companies with the highest climate performance rating, since 2016.

RATING AGENCY	INDEX	2015	2016	2017	2018	2019
RobecoSAM		79	82	82	79 ^(a)	76
Vigeo Eiris		58	-	66	-	71
FTSE Russell		85	85	82	91	-
CDP		99	A ^(b)	A	A	A
Sustainalytics	STOXX	83	-	83	84	-

All the scores are out of 100 unless indicated otherwise. Where scores are given as letters, A is the highest score. [a] Rating reduction following a change in the methodology. [b] Change in the rating system in 2016.

Serving our local authority customers

The newly-granted or renewed trust placed in SUEZ in 2019 by state and local authority procurement specialists illustrates their support for the value proposition formulated by SUEZ: solutions with a positive impact on the climate and natural capital, aligned with the principles of the circular economy, contributing to public health, protecting the environment in which we all live and developed through consultation with all stakeholders.

ANGERS (FRANCE)

In line with its ambition to become one of France's first "smart regions", Angers Loire Métropole has commissioned a consortium made up of ENGIE Solutions, La Poste, Groupe VYV and SUEZ to develop digital solutions to accelerate the region's **environmental transition** and improve its attractiveness, by optimising the organisation of public services and managing resources more efficiently.



DIJON (FRANCE)

The Greater Dijon authority has decided to renew its water and sanitation contract with SUEZ as part of a public service delegation in the form of a SEMOP (semi-public company with a single purpose), an original form of governance in which the mixed-economy company responsible for managing the contract is jointly owned by the organising authority and the operator. The contract aims to make water and sanitation a **zero-waste, positive-energy service**.

LYON (FRANCE)

In June 2019, the Lyon metropolitan authority decided to entrust the operation of its waste-to-energy plant in Rilleux-la-Pape to SUEZ. The Group's bid will reduce the plant's nitrogen oxide emissions by **40%** and increase the power available for the district heating network by **30%**, saving **14 GWh** of natural gas consumption a year, which represents 3,000 tonnes of CO₂e emissions.

AGDE (FRANCE)

At the Agde wastewater treatment plant, **200,000 m³** of treated wastewater a year will be used to supply sprinklers at the Cap d'Agde golf course, reducing pressure on water resources during the summer tourist season.



NAPLES (ITALY)

Alongside its partner Impresa Pizzarotti & C. S.p.A, SUEZ will renovate and operate the Napoli Nord and Cuma plants, which treat wastewater for a population equivalent of **2 million**. The contract includes energy generation from recovered sludge and a significant reduction in the plants' energy footprint through increased self-consumption.

MANCHESTER (UK)

The Greater Manchester Combined Authority (GMCA) has chosen SUEZ to manage **1.1 million tonnes** of household waste collected from over a million homes. The Group will support Greater Manchester in its strategy of moving towards a circular economy in order to significantly improve recycling rates and divert away from landfill **96%** of the household waste currently being produced.

SENEGAL

Senegal's Ministry of Water and Sanitation has awarded the leasing contract to manage the public drinking water production and distribution service in the country's cities and their peripheries to SUEZ. The 15-year contract will ensure sustainable drinking water supplies to a current total of **7 million residents**, with a guaranteed level of excellence. Innovation will be given a central place, including the scheduled opening of a research and innovation centre in Dakar in partnership with Senegalese universities. The ambition of the country's public authorities is for the contract to embody "excellence for Senegal and a benchmark for Africa".

BANGKOK (THAILAND)

SUEZ has begun building a plant to convert plastic waste into recycled polymers in Bang Phli, near Bangkok.

The plant will contribute to the Thai government's ambitious target of recycling **100% of the plastic collected** by 2030. This new project strengthens SUEZ's presence in South-East Asia and confirms its role as a global expert in plastic recycling.



DELHI (INDIA)

The Delhi Jal Board has awarded to SUEZ the contract to build and operate India's largest wastewater treatment plant, south of New Delhi. The processes developed by the Group will significantly reduce the volumes of sewage sludge produced and facilitate their recovery in the form of energy and fertiliser for local agriculture. Electricity generated from recovered sludge will also cover **50%** of the plant's needs.

Serving our industrial customers

2019 saw SUEZ strengthening its presence in the fields of waste management and the optimisation of the water cycle for its industrial customers.

The Group has signed new partnerships that will draw on its expertise to develop new recovery processes in order to produce new secondary raw materials.

SUEZ has also applied the circular economy concept to the management of water resources, offering its customers solutions for recycling wastewater to produce process water while limiting or even completely eliminating industrial discharge.



TARRAGONA (SPAIN)

Working with Enerkem, the world-leading chemical company, SUEZ will create an innovative centre for the molecular recycling of carbon in El Morell, Tarragona, by 2022. The unit is the first in Spain dedicated to commercial biofuel production in the form of green methanol derived from raw materials from pre-treated non-recyclable waste. 400,000 metric tonnes of residual waste will be recovered every year.



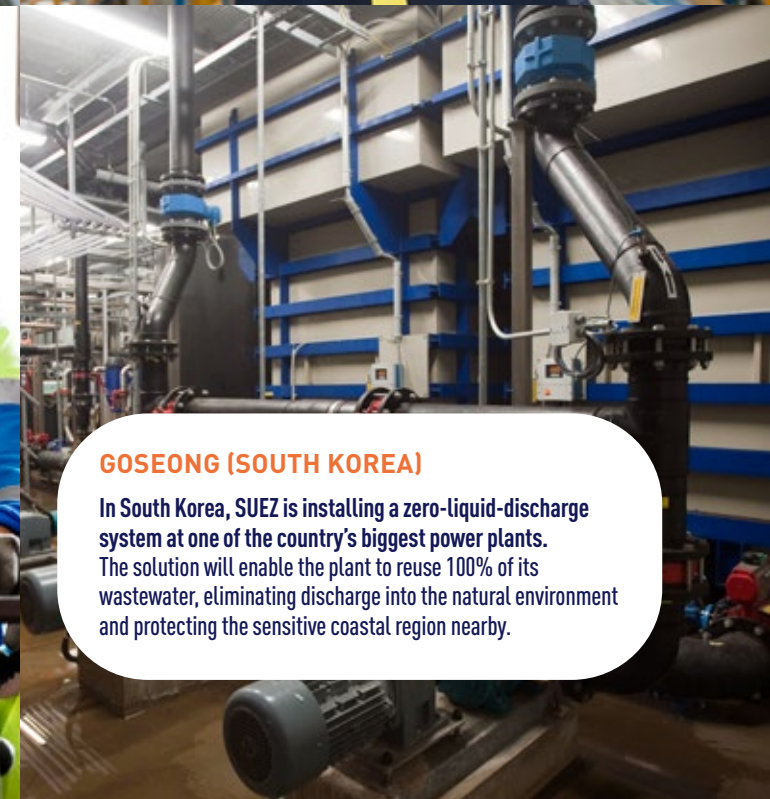
DONGYING (CHINA)

SUEZ NWS has secured the 30-year contract to manage industrial waste at the Dongying industrial park in Shangdong province, worth a total of €603 million. It will build and operate a waste-to-energy plant processing 24 types of hazardous waste, with capacity for 60,000 tonnes a year. The contract will allow the Group to provide the site with a full range of environmental services for industry, as SUEZ has been treating the city's industrial water since 2018.



MOROCCO

SUEZ is continuing its partnership with NABC (North Africa Bottling Company, Coca-Cola's bottling firm in Morocco) with a new industrial waste management contract covering its four plants.



GOSEONG (SOUTH KOREA)

In South Korea, SUEZ is installing a zero-liquid-discharge system at one of the country's biggest power plants. The solution will enable the plant to reuse 100% of its wastewater, eliminating discharge into the natural environment and protecting the sensitive coastal region nearby.



QATAR

SUEZ has signed a five-year contract to equip the Pearl GTL complex in Qatar, operated by Shell and Qatar Petroleum, with ultrafiltration membranes. The membranes will allow the platform's wastewater to be treated and recycled to produce process water, preserving water resources in a region subject to high levels of water stress.



FRANCE

SUEZ has partnered with Avril to acquire a 32% stake in Terrial, contributing its compost activities. A specialist in fertilisation and the recovery of organic co-products, Terrial converts livestock effluents and organic residue from industrial activities into fertilisers, compost and methane to produce soil conditioners and renewable energy. The partnership will lead to the creation of a French leader in organic fertiliser production able to produce over a million tonnes of sustainable fertiliser, limiting the use of artificial chemical inputs produced from non-renewable mined resources (phosphate, nitrogen, potash). It will also enable the development of new avenues for organic waste recovery in a circular economy model.



EUROPE

Alongside Eramet and BASF, SUEZ is taking part in the ReLeVie project to develop a technology-based closed-loop recycling process for lithium-ion batteries. As part of the project, SUEZ is helping to put together an integrated pathway for collecting and dismantling end-of-life batteries, recycling the materials and producing new batteries.



DOEL (BELGIUM)

SUEZ and Indaver have come together to build a waste treatment installation for non-recyclable wood, which will be called E-Wood. Processing 180,000 tonnes of wood, the unit will generate 20 MW of renewable electricity for the Indaver factory, together with additional steam for the port's industrial network.

NETHERLANDS

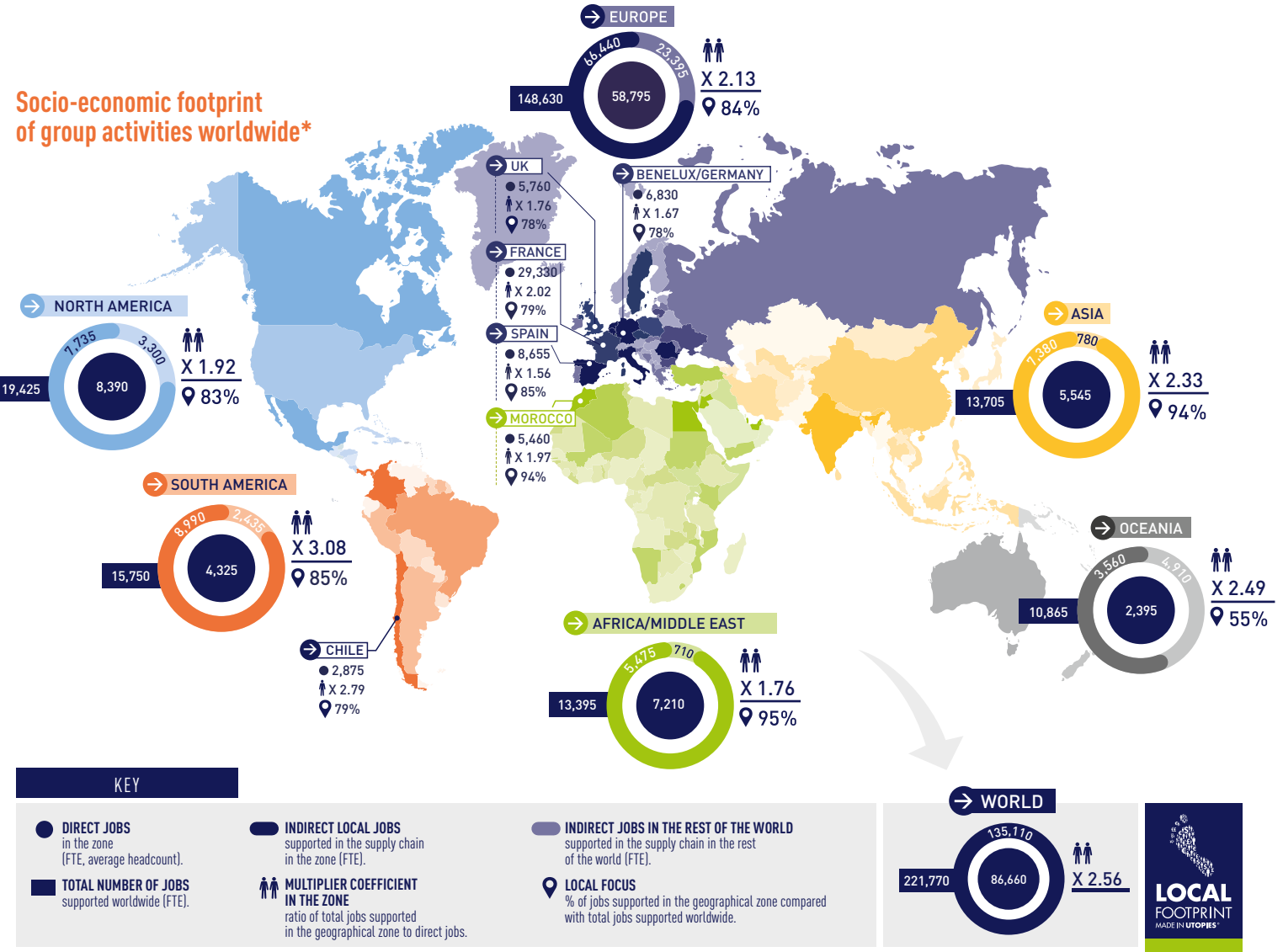
SUEZ has been awarded the waste management contract for a factory run by Fujifilm, the world leader in photography and imaging. SUEZ teams will be responsible for managing and recovering various waste flows, such as photographic paper and the aluminium plates used for printing, and transforming them into new secondary raw materials.

Serving regions and the environment

In line with the goals of the Group's Sustainable Development Roadmap, SUEZ's performance continued its trajectory of continuous improvement in 2019, in terms of both operational eco-efficiency and positive impact on regions and ecosystems.

SUEZ is committed to producing and publishing an annual assessment of its direct and indirect impact on the global economic fabric

This process supports the constant methodological development of the Local Footprint® socio-economic evaluation method, which estimates the propagation of an activity's effects throughout the supply chain and the extent to which the Group's procurement is locally rooted. In 2019, SUEZ supported nearly 220,000 jobs worldwide, which is almost 2.6 times the number of direct jobs in Group subsidiaries: 67% of these jobs are located in Europe.



* Calculation made with the updated 2019 version of the Local Footprint® model.

The SUEZ Group's carbon footprint in 2019 (in tCO₂e)

Given the Group's carbon profile, **achieving the targets in its 2030 climate commitments, strengthened in 2019** (a 45% reduction in direct and indirect emissions relative to 2014, 20 MtCO₂e of emissions avoided by its customers), requires several levers to be activated at the same time.

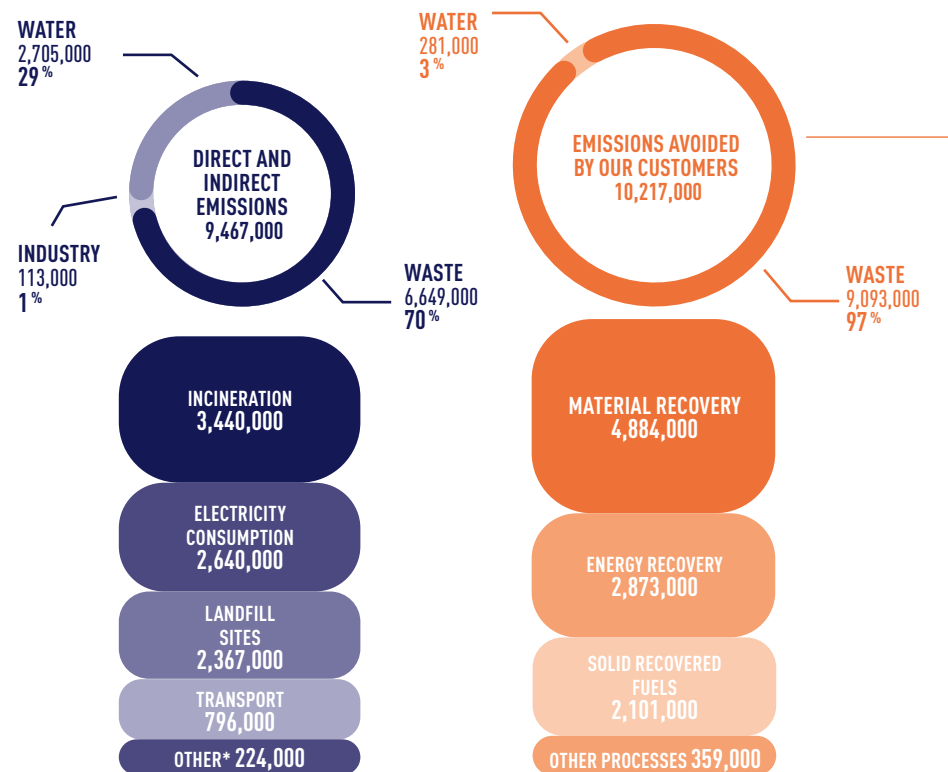
For direct and indirect emissions, industrial action plans involving:

- continuing the **reduction in methane emissions** from landfill sites, including systematically rolling out emissions capture in developing countries,
- developing **self-consumption** at production sites (wastewater treatment plants,

incinerators) and increasing the **procurement of low-carbon electricity**,
 → improving the traceability of the carbon content in incinerated waste and exploring the feasibility of applying **carbon capture** technologies to incinerators.

For the Group's contribution to helping its customers avoid emissions:

- scaling up industrial **circular economy loops** that generate secondary raw materials and renewable energy,
- in particular, accelerating projects involving **biomass recovery**.



* Wastewater treatment, treatment of hazardous industrial waste.

Accelerating the mobilisation in favour of biodiversity

By making a **positive impact on natural capital** a fundamental element of its value proposition, in line with growing public authority concerns about biodiversity loss, the Group is committed to accelerating the implementation of solutions that contribute to a significant improvement in the ecological quality and functionality of habitats, either within its own sphere of activity or those of its customers.

In France, SUEZ has been an active supporter of **the Entreprises Engagées pour la Nature / Act4Nature France initiative** backed by the French Biodiversity Office since its launch in early 2019, renewing its commitment to France's National Biodiversity Strategy since 2014. At an international level, the Group has also signed up to the World Business Council for Sustainable Development's Business for Nature initiative.

2019 also saw a significant increase in the number of **operational action plans to support biodiversity** launched by the Group. These plans currently cover 40% of the sites where SUEZ operates that have been identified as priorities in terms of nature conservation by the IUCN in categories IV, V or VI or are part of the Natura 2000 network in Europe. Finally, a positive contribution to biodiversity is now one of the criteria for

evaluating the Group's operational decisions when selecting business development projects.

Positive contribution to SUEZ activities in relation to the main pressures on biodiversity identified by the IPBES ⁽¹⁾	
Land development	High
Overexploitation of resources produced by ecosystems	Low
Climate change	High
Pollution	High
Introduction of invasive exotic species	Adequate

(1) Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services, "le GIEC de la biodiversité".

90,000 employees the drivers of our performance

The commitment and expertise of all SUEZ employees is the best response to the needs of our customers and partners.

Health & safety: everywhere, all the time, with and for everyone

SUEZ places workplace Health and Safety at the heart of its activities for its employees, subcontractors and stakeholders. Coinciding with the Shaping SUEZ 2030 plan, the Health and Safety network, in consultation with managers and staff representatives, has formalised its new Roadmap to place Health and Safety at the centre of the company's efforts and its values: **achieving the target of zero serious or fatal accidents, creating a fair, integrated Health and Safety culture and reinforcing the momentum around individual well-being.**

The resulting action plan is being applied to all the Group's operational entities through an annual contract of Health and Safety targets. In terms of major risks, the 2019 actions focused in particular on the risk of vehicles hitting pedestrians, installing protection in trenches, the risk of chlorine gas and the creation of new training modules. Finally, **Health and Safety results have been given more prominence in the scorecards evaluating the performance of the Group's Business Units** and in the calculation of annual incentive payments to directors.

Maintaining and developing key skills

Deploying the Group's winning spirit, leadership, skills, supporting the digital revolution – SUEZ's HR policy is guided by ambitious goals. Specific action plans were introduced in 2019 **to develop the careers of experts in their sectors, encourage generational renewal, identify and develop talents and acquire and develop new commercial, digital skills and industrial market skills.**

Through the SUEZ Academy, for example, SUEZ offers training programmes for all its entities, such as Global Mind Opener or Let's Talk Digital, helping staff to understand new technologies, their uses and their impacts. To attract and develop the skills of young graduates, the Group offers graduate programmes in several countries (France, USA, Asia, etc.).

A proactive programme to develop employee shareholding

In October 2019, SUEZ launched Sharing 2019, its fourth share offer reserved for employees in France and abroad. Sharing 2019 covers over 84,000 employees in 25 countries.

This fourth share subscription offer was a chance for employees to become even more closely involved with

the Group's development and performance, and to demonstrate their collective support for SUEZ's values and ambitions. Following this operation, employees now hold over 4% of the Group's share capital, making them the third-largest SUEZ shareholder.



150

nationalities represented among SUEZ's employees



6.94

frequency rate of workplace accidents in the Group in 2019, a reduction of 37% over the last five years



1,623,000

hours of training in 2019, a rise of 4% compared with 2018



17,300

employees oversubscribed to the Sharing 2019 share offer

Mobilising employees and management to ensure the Group's success

In addition to their fixed annual salary, SUEZ offers its employees the following incentives as recognition of their level of involvement in the overall performance of the Group.

Incentives	Scope	Economic and financial performance	Non-financial performance
Annual incentive	All Group managers	Key financial indicators ⁽¹⁾	<ul style="list-style-type: none"> • Application of the principles of the Group's Ethics Charter • Implementation and results of operational action plans ⁽²⁾ • Health and safety performance
	Top executives	60% of the total amount Key financial indicators ⁽¹⁾	<ul style="list-style-type: none"> • 40% of the total amount. Individual criteria + contribution to the Group's operational efficiency plan. • The health and safety results influence the global incentive amount in the form of a bonus/penalty of +/- 20%
Long-term incentive (LTI)	1,700 beneficiaries: Top executives, experts in the Group's activities, managers and particularly high-performing supervisors and operational staff	Earnings per share (EPS), free cash flow (FCF) and total shareholder return (TSR) evaluated over three years	Gender parity rate within operational management influence in the particularly effective form of a bonus/penalty of +/- 10%
Employee shareholding scheme	All Group employees	SUEZ share price	

(1) Organic revenue growth, EBIT, recurring free cash flow (FRF), net income, revenue.

(2) E.g. efficiency of drinking water systems, performance of sanitation, waste recovery rate etc.



Governance

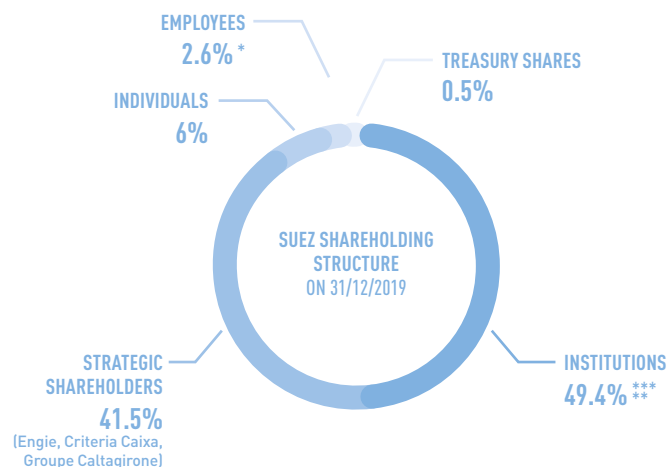
underpinning the
goals of the Group's
new ambition

In 2019, SUEZ renewed its governance
to accelerate the Group's transformation.



—

The SUEZ Board of Directors again showed its confidence in the development ambitions and transformation initiatives undertaken by the Group’s new Executive Committee, by unanimously approving the Shaping SUEZ 2030 strategic plan and the new Group organisation presented in September 2019 by the Chief Executive.



At the same time, the Board of Directors has continued its focus on diversifying the profiles of its members in line with the Group’s new strategic directions, while increasing its representation of other nationalities and women: since the Shareholders’ Annual General Meeting on 12 May 2020, it has consisted of 58%

independent directors, including the Chairman, 58% women and 40% non-French directors. Throughout 2019, all Group stakeholders were involved in a highly structured process to define its Purpose, building on SUEZ’s tradition of dialogue (see pages 14-15). Finally, the continuing implementation of the

Vigilance Plan in the Group’s entities in 2019 focused specifically on strengthening the health and safety policy, protecting personal data and preventing human rights risks associated in some countries with companies that use secondary raw materials produced by the Group.

* 4.1% on 31/01/2020 following the closure of the latest share offer reserved for employees launched in 2019.
 ** 60.3% of this capital is held by SRI investors.
 *** including 3.6% held by Inversiones los Canelos.

Governing bodies

THE BOARD OF DIRECTORS

SUEZ's Board of Directors sets the directions for the Group's business and oversees their implementation. It draws on the work of committees tasked with studying questions submitted by the Board or its Chairman for examination and advice.



PHILIPPE VARIN
Chairman of the SUEZ
Board of Directors



**MIRIEM BENSALAH
CHAQROUN**
Vice-Chairman, Chief
Executive of Eaux Minérales
d'Oulmès



FRANCK BRUEL
Deputy Chief Executive
of ENGIE responsible for
the UK, LATAM and NORAM
(USA, Canada) BUS



FRANCESCO CALTAGIRONE
Chairman and Chief Execu-
tive of Cemantir Holding SpA



MARTHA J. CRAWFORD
Senior lecturer at Harvard
Business School



DELPHINE ERNOTTE CUNCI
Chairwoman of France
Télévisions



BERTRAND CAMUS
CEO of SUEZ



ISIDRO FAINÉ CASAS
Chairman of Criteria Caixa



JUDITH HARTMANN
Deputy Chief Executive
of ENGIE, Finance Director



ISABELLE KOCHER
Director



ANNE LAUVERGEON
Chairman and Chief Executive
of ALP SA



BRIGITTE TAITTINGER-JOUYET
Director



**ENRIC XAVIER AMIGUET
I ROVIRA**
Director elected by employees



AGATTA CONSTANTINI
Director elected by employees



GUILLAUME THIVOLLE
Shareholder employee director

15

directors

58%
independent directors*

58%
women**

40%
of Directors
are non-French nationals

6
nationalities
represented

In 2019

9
meetings

90.8%
attendance

* Calculated in accordance with the AFEP-MEDEF Code.

** Calculated in accordance with the provisions of article L.225-27 of the French commercial code (Code de Commerce).

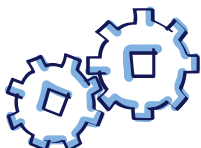
**Profile of the directors
in view of the Group's
strategic priorities**



**International markets
over
80%**



**Digital technologies
and solutions
50 to 80%**



**Industrial customers
over
80%**

THE EXECUTIVE COMMITTEE

The Executive Committee, consisting of the Chief Executive and the Group's top executives, is responsible for leading the company and driving forward the strategy agreed with the Board of Directors.



BERTRAND CAMUS
CEO of SUEZ



JEAN-MARC BOURSIER
Group Deputy CEO – France
Region and Operations



CHRISTOPHE CROS
Group Deputy CEO – North
America Region, Chairman of
the WTS BU*



DIANE GALBE
Group Deputy CEO – Smart &
Environmental Solutions BU
and Strategy



ANA GIROS
Group Deputy CEO – APAC*
and AMECA* Regions and Key
Industrial Accounts



DAVID PALMER-JONES
Group Deputy CEO – Northern
Europe Region*



ANGEL SIMON
Group Deputy CEO – Southern
Europe* and Latin America
Region



JULIAN WALDRON
Group Deputy CEO – Finance



JACQUES AUDIBERT
Group General Secretary



ISABELLE CALVEZ
Group Human Resources
Director



TIPHAÏNE HECKETSWEILER
Group Engagement and
Communications Director

* APAC: Asia, Australia, India / AMECA: Africa, Middle East, Central Asia / Northern Europe: UK, Sweden, Netherlands, Belgium, Germany, Luxembourg, IWS, Poland, Serbia, Central Europe, Czech Republic / Southern Europe: Spain, Italy, Slovenia, Greece / WTS: Water Technologies & Solutions.

**Covid-19
solidarity measures
adopted by the Group's
Board of Directors and
Executive Committee**

To respond to the unprecedented economic and social situation created by the Covid-19 pandemic and to contribute to the responsible solidarity measures that come naturally to SUEZ, the Group's Board of Directors and Executive Committee have adopted the following measures:

→ submitting a motion to the 12 May 2020 Annual General Meeting to reduce the 2019 dividend amount to €0.45 per share (rather than €0.65 as initially indicated), a reduction of nearly a third on the previous financial year;

→ donating a quarter of the salaries of the Chief Executive and the Executive Committee members to actions in favour of the underprivileged and the fight against maltreatment.

Ethics, dialogue and vigilance

Underlined once again in the Shaping SUEZ 2030 plan, ethical values have always been at the heart of SUEZ's strategy and its development. This is why the Group set up an Ethics and Compliance department, which coordinates a network of **17 compliance officers** covering all the Group's entities, together with **local compliance officers** in particularly large or geographically dispersed business units. This system is supplemented by a **mechanism for collecting and processing reports** from employees and third parties about situations that breach the Group's ethics and vigilance rules.

The ethics system is also one of the foundations of the plans to prevent and mitigate the risks of breaches of human rights and fundamental freedoms and risks to health, safety and the environment. These plans

result from the **vigilance plan deployed by the Group throughout its value chain since 2017**. Based on a **mapping** reviewed every year, measures are taken to prevent and mitigate risks prioritised according to operations, areas of activity and procurement categories.

In 2019, the Group reinforced its health and safety policy across all its operational subsidiaries with the target of "zero serious or fatal accidents" and continued its major risk management plans, emphasising the risk of vehicles hitting pedestrians, installing protection in trenches, the risk of chlorine gas and the creation of training modules. **In line with its human rights policy**, the Group maintains a heightened level of vigilance about the living conditions of subcontractors at its sites, especially in Africa, the Middle East and India.

To prevent and address any controversy about its activities, **SUEZ has operated a proactive policy of dialogue for over 10 years**. The Group consults experts and stakeholders every year under the guidance of a third-party guarantor to collectively address any issues it encounters and proposes mechanisms for dialogue tailored to the contexts and stakeholders of its projects. The Group also applies a **strategy of positive influence and responsible**

lobbying, communicating with institutions involved in subjects associated with its activities, builds strategic alliances with other players to **support the environmental transition** and originates exchange platforms and common standards, such as the OECD water governance principles.

9,000

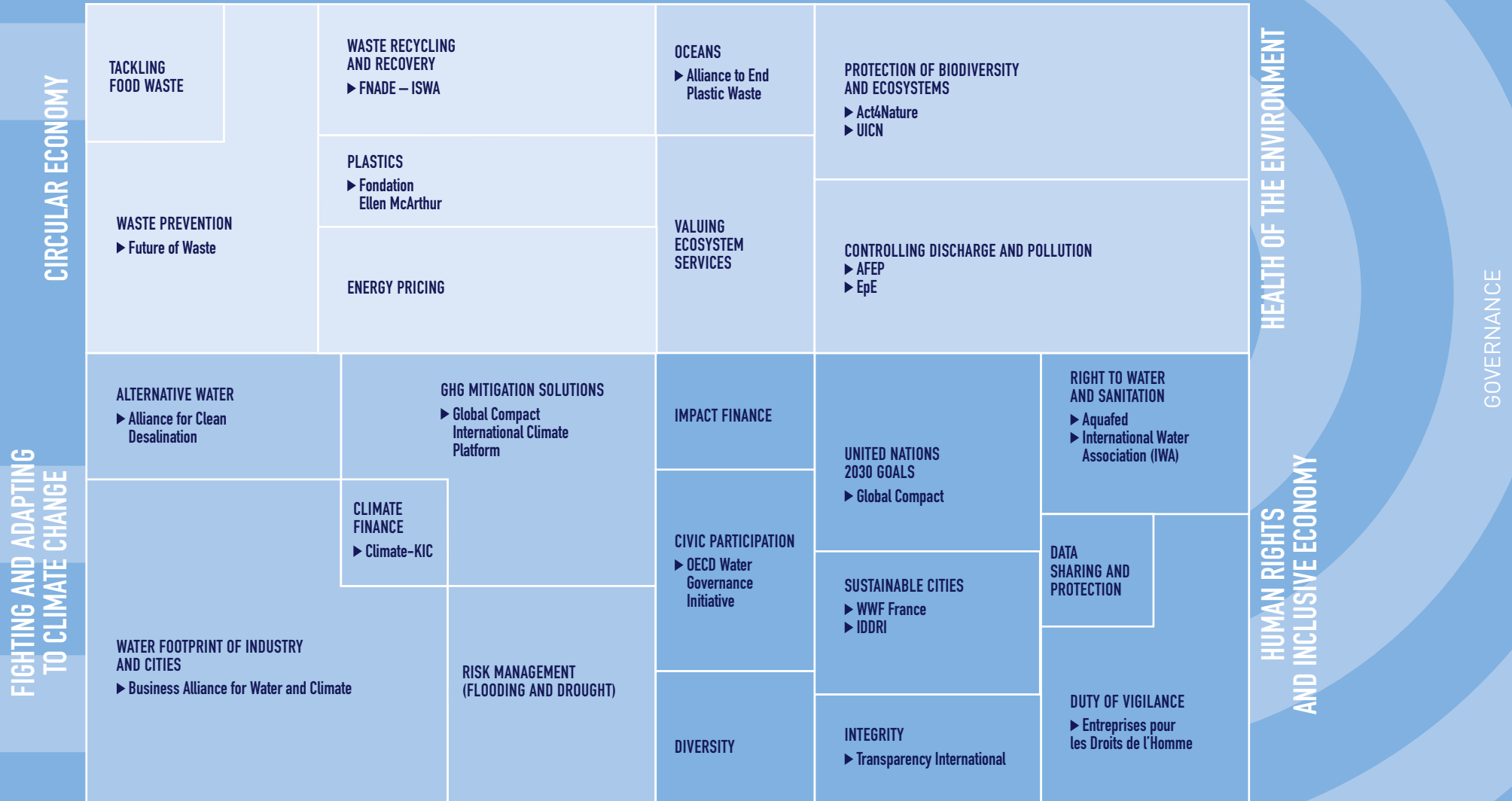
employees trained in ethical subjects in 2019, including 5,000 in anti-corruption rules, mostly chosen from the populations identified as the most sensitive

Heightened vigilance to protect personal data

SUEZ has deployed a personal data protection plan across all its activities since 2018. This is part of its vigilance plan, and complies with European regulations (GDPR) and other legal obligations outside Europe. SUEZ has established a network of data protection officers and set up procedures to prevent and mitigate data management risks in order to ensure user privacy. In 2018 and 2019, SUEZ did not receive any administrative sanctions or substantial complaints from stakeholders about its management of private data.

Strategy of alliances and advocacy for a sustainable environment

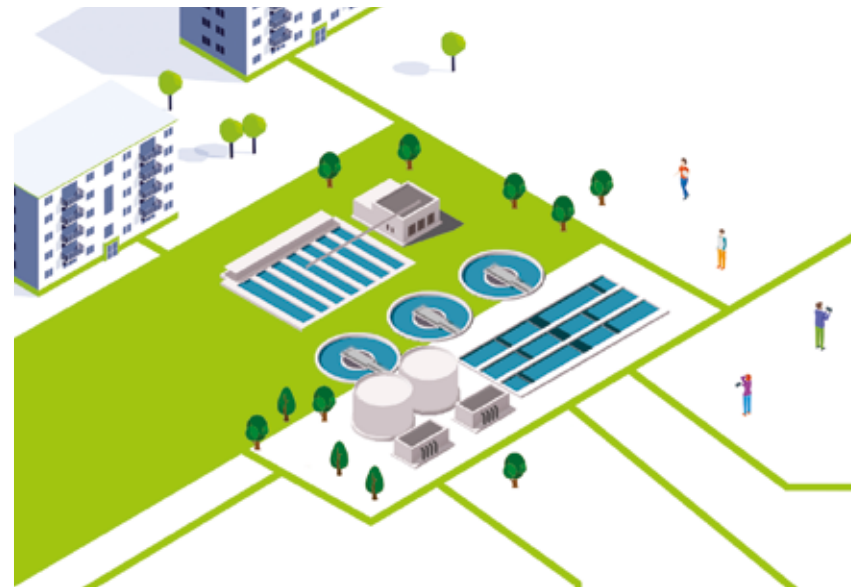
SUEZ conducts positive lobbying and forges institutional alliances to advance the agenda of environmental protection.



IDENTIFY AND PREVENT ENVIRONMENTAL RISKS

In accordance with the law on the duty of vigilance, the Group has prepared an Environmental Risk Management Policy covering all its business units and central departments. The policy is aligned with the Global Risk Management policy and the Workplace Health and Safety policy. The risks covered may be accidental or of natural origin, or they may be due to human or organisational factors, equipment failures or malicious acts. When risks are identified, action plans aiming to prevent or limit the potential consequences of a «near miss» or an environmental accident are put in place and monitored until they are fully under control. This diagram is a simplified representation of the risks associated with a wastewater treatment plant, together with the risk control measures that are systematically implemented.

SIMPLIFIED DIAGRAM OF THE ENVIRONMENTAL RISKS ASSOCIATED WITH A WASTEWATER TREATMENT PLANT



WASTEWATER TREATMENT

Risk of odour emissions, due principally to the possibility of hydrogen sulphide formation in wastewater

Risk control measures: covering structures where emissions may occur, mixing, injecting products, air collection and treatment, odour measurement

Risk of toxic gas release (including chlorine) if incompatible products are mixed

Risk control measures: strict procedures covering delivery and storage operations and controlling access to these products

2019 results:
5,000 million m³ of wastewater treated

DRYING OF SLUDGE OR METHANATION DIGESTATE

Risk of fire or explosion (self-heating, carbon monoxide emissions in the event of incomplete combustion etc.) and the emission of odours during the drying or storage of dried sludge

Risk control measures: stock separation and limiting, monitoring of temperatures and CO and O₂ emissions, fire detection and extinguishing systems, ventilation, deodorisation if necessary.

2019 results:
no sludge drying fires

SLUDGE METHANATION, BIOGAS STORAGE AND RECOVERY

Risk of biogas fire and explosion

Risk control measures: staff training, standards for the design and use of specific equipment (explosion-proof), access control, security rounds, automatic gas and fire monitoring and detection, fire protection equipment and safety valves

2019 results:
189 million m³ of biogas produced and recovered,
no biogas fires or explosions

KEY



Risk of unpleasant smells



Risk of pollution in water, air, soil and subsoil



Health and safety risk to people nearby

SLUDGE RECOVERY FOR AGRICULTURE or HEAT



Risk of odour emissions (hydrogen sulphide, ammonia)

Risk control measures: liming, turning, ventilation, recovery process inspection and monitoring, deodorisation if necessary

Risk of water and soil pollution (sludge contamination with heavy metals or PCBs)

Risk control measures: regular batch analysis, working on sealed floors, recovering water run-off at sludge and compost storage sites

Risk of fire (compost self-heating)

Risk control measures: stock separation and limiting, temperature monitoring and turning

2019 results:
631,000t of sludge produced for recovery

TREATED EFFLUENT DISCHARGE



Risk of discharging inadequately treated water in the event of a malfunction (electrical or mechanical failure), heavy rainfall or the arrival of abnormally polluted flows

Risk control measures: backup equipment and power supply, flow management (storm basins etc.), analyses tracking the plant's input and output flows

2018 results:
94.5% of analyses compliant

Appendices

-



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Materiality analysis and reputation

To manage the progress of the Roadmap and keep it in line with society's expectations, SUEZ regularly measures its reputation in the eyes of the public and stakeholders and periodically updates its materiality analysis.

In 2015, SUEZ conducted a major consultation with internal and external stakeholders as part of a materiality study involving nearly 5,000 people in 49 countries. In keeping with the integrated risk management system (→ pp.17-18), the study was used to prioritise the Group's extra-financial challenges and construct its 2021 Roadmap.

Each issue was evaluated based on the press coverage it had received during a six-month period, its importance for the seven categories of stakeholders surveyed (employees, shareholders and investors, the public sector, the private sector, education and research, civil society and journalists), its positive or negative financial impact on SUEZ's results over five years and the degree of control of the operational processes put in place by the Group to address it.

SUEZ 2015 materiality matrix

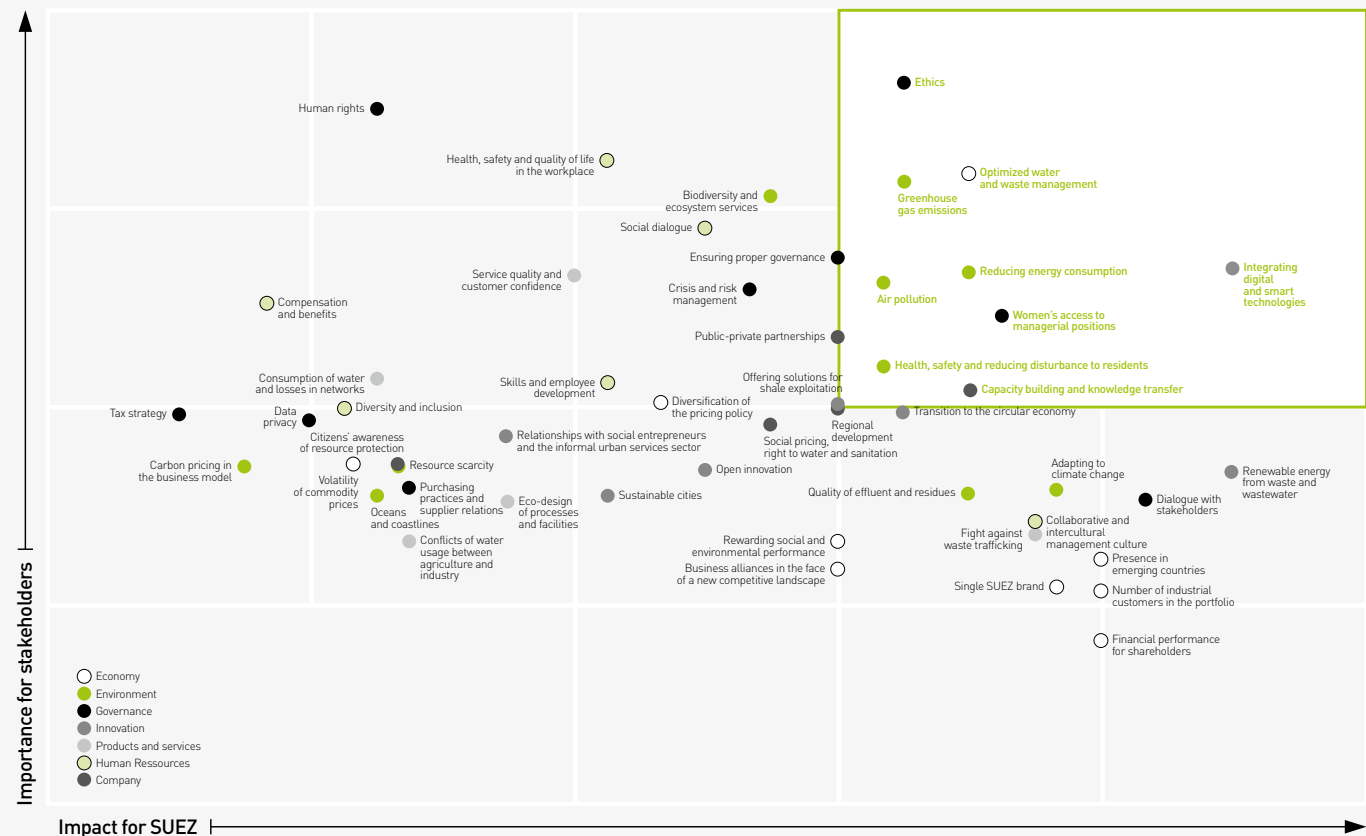
4,913 respondents in 49 countries

7 categories of stakeholders^(a)

16 issues submitted for public consultation^(b)

3 geographical areas^(c)

9 priority issues identified



(a) Employees, investors and shareholders, public sector, private sector, civil society, research and education, media.
 (b) In France, the United Kingdom, Spain and Morocco.
 (c) France, rest of Europe and rest of the world.

2018 REPUTATION AND MATERIALITY SURVEY

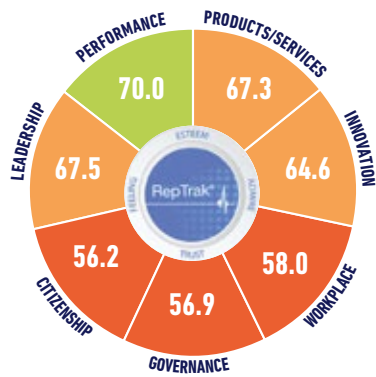
In 2018, SUEZ tested the importance of its various commitments to its public and private-sector customers and prospective customers, employees and citizens, surveying nearly 2,000 people. The study, conducted in six key markets (France, the UK, Spain, the USA, Australia and China), is part of commitment 12 in the SUEZ 2017-2021 Roadmap: sustain trust by reinforcing dialogue with stakeholders.

It shows that responsible citizenship and governance are essential markers of SUEZ's reputation, which is globally viewed more highly than the average for companies in the sector according to the Reputation Institute criteria. The commitments considered to be priorities in the 2017-2021 Roadmap relate to employee health and safety, the circular economy, the development of 100% sustainable solutions, protecting the health of the environment and oceans and adapting to the impact of climate change on water.

SUEZ ⁽¹⁾



COMPANIES IN THE ENERGY AND ENVIRONMENT SECTOR ⁽²⁾

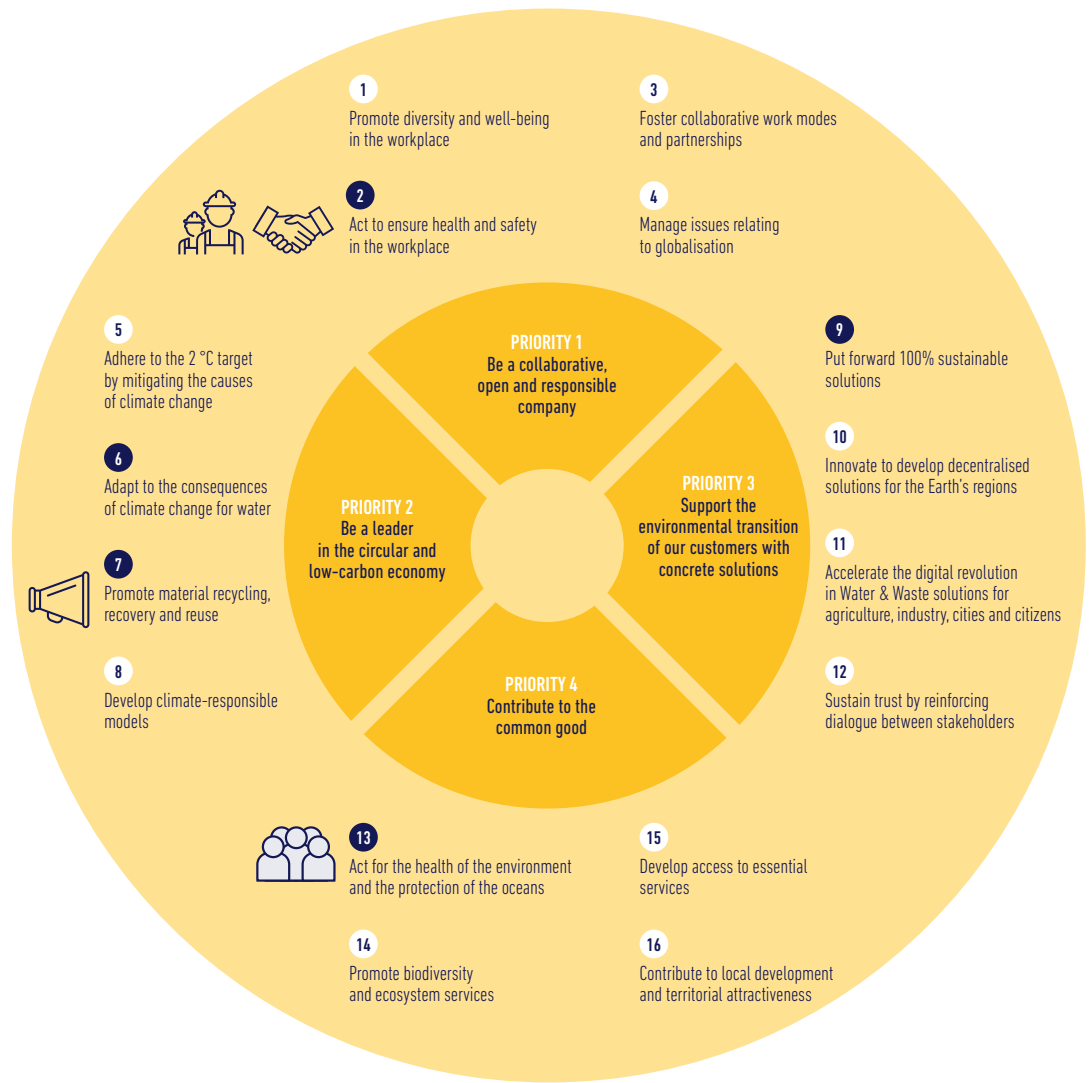


● Strong ● Medium ● Weak

(1) SUEZ reputation barometer, survey of the general public in France (Sept.-Oct. 2018)

(2) RepTrak survey assessing the reputation of 380 companies (CAC40 and SBF120) among the general public in France (Jan.-Feb. 2018)

SUEZ SUSTAINABLE DEVELOPMENT PRIORITY COMMITMENTS FOR STAKEHOLDERS



Top 1 by stakeholder categories



Methodology note on the annual reporting

PRINCIPLES

In order to control the rollout of its sustainable development commitments, manage related risks and encourage communication with stakeholders, SUEZ developed a specific reporting system for these areas in 2003. This system was developed on the basis of recommendations arising from the work performed at international discussion bodies like the Global Reporting Initiative (GRI) or the World Business Council for Sustainable development (WBCSD). It covers all information required, including publication in the Management Report required by Article 225 of the Grenelle II Law and by Decrees dated 24 April 2012 and 19 August 2016 as well as by Ordinance 2017- 1280 of 19 July 2017 and Decree 2017-1265 of 9 August 2017.

Through its subsidiaries, SUEZ conducts very different types of business in the water and waste industries and has many different types of contracts, as shown by the wide variety of operational methods implemented at several thousand sites across the world. This wide array of situations in addition to constant change in the Group's operational scope make it particularly difficult to harmonize the definitions of relevant indicators as well as to calculate and collect statistical data. As a result, SUEZ is continuing its efforts to have data audited by third parties, a key to increased reliability. The aim is to make the non- financial reporting process an increasingly effective guidance tool for supporting the goals of the Group's Sustainable Development and Corporate Social Responsibility Roadmap, as well as a tool used in dialog regarding the ongoing improvement of its overall performance.

SCOPE

The figures published in this report relate exclusively to fully consolidated companies whose operations are controlled by SUEZ. When a company becomes fully consolidated, 100% of its environmental data is incorporated, irrespective of the percentage held by the Group in its capital. The scope of consolidation is set on 30 June of each year. For disposals occurring after that date, the entity is expected to fill in the environmental questionnaire with the data available up until the date of disposal. Acquisitions completed after 30 June are not taken into account.

EXTERNAL AUDITS AND VERIFICATIONS

For the 2019 fiscal year, the work that the Group requested a third party to perform falls under the new obligations under Ordinance 2017-1280 of 19 July 2017 and Decree 2017- 1265 of 9 August 2017, which transposes into French law European Directive 2014/95/EU pertaining to the publication of non-financial information, namely producing a reasoned opinion on the statement of non- financial information expressing a limited assurance conclusion on:

- the statement complying with the provisions set forth in Article R. 225-105 of the French Commercial Code;
- the fairness of the information provided in accordance with paragraph 3 of Article R. 225- 105-I and II of the French Commercial Code, namely action plans and results of policies, including key performance indicators related to the main challenges identified.

However, for the sake of maintaining continuity with previous years, this assignment has been expanded to producing a limited reasoned opinion on all the environmental and social indicators published during previous years and in the Management Report and Universal Registration Document under the previous obligations of Article 225 of the Grenelle II Law, and which remain published for 2019 in chapters 5.9 and 15.2 of the Universal Registration Document. These indicators are indicated by special characters (X) in the general table of indicators on pages 55 to 60.

In addition, beyond these regulatory obligations and to maintain continuity with previous years, the Group also entrusted its Statutory Auditors with specialized services for 2019:

- an assignment to verify six calculated environmental indicators based on 124 primary environmental indicators with reasonable assurance;
- an assignment to verify 10 calculated social indicators based on 32 primary social indicators with reasonable assurance;

The indicators verified with reasonable assurance are indicated by special characters (XXX) on pages 55 to 60. The nature of the work carried out and the conclusions of the Statutory Auditors appointed as independent third parties, dated February 26 and March 6, 2020, are available on pages 52 to 54 of this report.

CONTRIBUTION OF THE ANNUAL REPORTING PROCESS TO MONITORING THE TARGETS IN THE SUEZ ROADMAP

Once the data gathered had been processed, the environmental, employment and societal reports were used to provide traceability for the quantified indicators in the Group's 2017-2021 Sustainable Development Roadmap. Furthermore, because the Sustainable Development Roadmap is the framework for a progressive approach, some of the indicators, which are accompanied by targets to be achieved in 2021 according to dedicated action plans, do not systematically cover all the business activities or the entire scope covered by the Group's environmental and employee reports. These restrictions on the consolidation scope have been indicated on a case-by-case basis in the chapters relating to each of the Roadmap's 12 commitments.

The 2017-2021 sustainable development road map: 2019 results

The 2017-2021 sustainable development road map covers all of the group related activities worldwide. It contributes to shaping a sustainable environment now. It fulfills two other functions: to drive and manage transformation (it is made up of 17 time-limited, quantified commitments as well as action plans to fulfill these commitments by 2021), and to help achieve the sustainable development goals defined by the UN in 2015.

COMMITMENTS	OBJECTIVES	INDICATORS	BASE YEAR*	2019 RESULTS	2021 TARGETS
PRIORITY 1 - Be a collaborative, open and responsible company					
1 Promote Diversity and well-being at work	Train more than 80% of employees every year	Percentage of employees who received training	67.5%	69.4%	80%
	Achieve a level of 33% of management positions filled by women Group-wide	Percentage of women in management positions	28.1%	28.2%	33%
		Percentage of women in management positions (excluding WTS)	28.1%	29.7%	
	Increase the coverage and the rate of employee participation in commitment surveys	Coverage rate (aggregate over the last three years)	49%	69.6%	100%
Participation rate		39%	72.5%***	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	-	78%	100%
	Reduce the frequency rate for all Group activities	Water frequency rate Waste frequency rate	Water: 4.9 Waste: 12.7	Water: 4.14 Waste: 10.27	Water < 5 Waste < 13
3 Foster collaborative and partnership working	Encourage new collaborative practices	Coverage rate of Skype, Yammer, OneDrive, Sharepoint, Groups	-	> 92%	↗
	Increase the number of start-ups in which SUEZ acquires an interest	Number of start-ups in which SUEZ has acquired an interest	4	11	15
	Develop innovation partnerships	Number of structures with shared governance or control (industrial framework agreements, mixed ownership companies, joint ventures)	-	**	↗
4 Manage issues relating to globalisation	Promote a responsible supply chain	Rate of supplier contracts with CSR clauses	-	56% (excluding WTS)	↗
	Protect the working rights of employees and respect human rights	Proportion of employees covered by a social dialogue system (in their company or on a more global level)	90%	86%	95%
	Guarantee the security of employee and customer personal data	Number of data privacy-related incidents	1	0	↘
		Percentage of staff covered by tools to raise awareness of cybersecurity	58%	89.5%	↗

* 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 available yet.

*** Tell Us 2018 Survey results.

COMMITMENTS	OBJECTIVES	INDICATORS	BASE YEAR*	2019 RESULTS	2021 TARGETS
PRIORITY 2 - Be the leader of the circular and low-carbon economy					
5 Adhere to the 2 degrees target by mitigating the causes of climate change	Reduce GHG emissions by more than 30% in the entire scope of activity by 2030	Direct and indirect GHG emissions Direct and indirect GHG emissions, updated base year***	7.8 Mt 9.9 Mt	9.47 Mt 9.47 Mt	-10%
	Help our customers to avoid more than 60 million tonnes of greenhouse gas emissions	Aggregate emissions avoided	cum. 8.9 Mt	cum. 48.9 Mt	cum. 60 Mt
	Double the volume of recycled plastics	Volume of recycled plastics	432 Kt	447 Kt	x 2
	Increase the production of renewable energy by more than 10%	Production of renewable energy	5.2 TWh (Europe)	8.67 TWh (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		-	in progress	✓
	Promote different usages of water by tripling our alternative water supplies by 2030	Capacity for the reuse of treated wastewater and desalination	820 Mm ³ (reused wastewater)	2,117 Mm ³	+ 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	-	1.4 M inhabitants vs. base	2 M inhabitants
7 Promote material recycling, recovery and reuse	Increase the production of secondary raw materials by 20%	Quantity of secondary raw materials produced	4.1 Mt	4.2 Mt	+20%
	Achieve a ratio of 2 tonnes of waste recovered for every tonne of waste disposed of	Ratio between tonnes of waste recovered and tonnes of waste disposed of	-	Europe: 1.76 World: 1.02	x 2
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	-	in progress	60%
	Introduce a harmonised global circularity indicator for goods and services		-	in progress	✓
	Systematically offer pay packages that are partially index-linked to our global performance		-	in progress	✓
	Raise employee awareness and promote training in emerging models (carbon accounting, new business models, etc.)	Coverage rate for awareness-raising tools	-	100%	↗
PRIORITY 3 - Support the environmental transition of our customers with concrete solutions					
9 Put forward 100% sustainable solutions	Implement a Sustainable Portfolio Tool for all new solutions	Creation and deployment of the tool Number of solutions assessed using the tool	-	in progress carbon footprint calculation tool	✓
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	3.1 M smart meters	5.6 M smart meters	+ 20%
11 Innovate to develop decentralised or modular solutions for the territories of the planet	Increase the number of decentralised or modular solution in Desalination, Water, Sanitation and Waste	Number of technologies related to the production of decentralised and modular solutions	161	236	↗

* 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 available yet.

*** Reference year updated to take the changed scope of consolidation into account.

COMMITMENTS	OBJECTIVES	INDICATORS	BASE YEAR*	2019 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	2	One per 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	Waste: 87.4%	Water: 83.5% Waste: 79.2%	↗
PRIORITY 4 - Contribute to the common good					
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= 37.5% below the EU threshold. SOx= 78% below the EU threshold. Mercury= 92% below the EU threshold	↘
	Speed up the 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)	-	in progress	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	1 M 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%	40%	↗
	Roll out biodiversity action plans at 50% of priority sites managed by the Group	Proportion of priority sites with an action plan	11.2%	39.8%	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	4 M€	4 M€	4 M€
	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	22.4 M	41.4 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 2009	149 people trained	278 people trained	↗
16 Contribute to local development and territorial attractiveness	Maintain the proportion of purchases from SMEs	Proportion of purchases from SMEs	32.8%	35%	=
	Where appropriate, use suppliers in the social and responsible economy supporting diversity, disability and professional inclusion	Proportion of purchases from suppliers in the social and responsible economy supporting diversity, disability and professional inclusion	-	**	↗
	Develop partnerships with socially and environmentally responsible entrepreneurs	Annual number of partnerships signed with socially responsible and environmental 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.

** Not yet available.

*** Reference year updated to take the changed scope of consolidation into account.

The road map's contribution to Sustainable Development Goals

COMMITMENTS	ASSOCIATED SDGs	COMMITMENTS	ASSOCIATED SDGs	COMMITMENTS	ASSOCIATED SDGs
1 Be a collaborative, open and responsible company	SDG 4, 5, 8   	8 Develop climate-responsible models	SDG 8, 9, 11   	14 Promote biodiversity and ecosystem services	SDG 15 
2 Act to ensure health and safety in the workplace	SDG 8 	9 Put forward 100% sustainable solutions	SDG 9, 12, 17   	15 Advance access to essential services	SDG 3, 6, 7, 11, 17     
3 Foster collaborative and partnership working	SDG 16 	10 Accelerate the digital revolution in Water & Waste solutions for agriculture, industry, cities and citizens	SDG 11, 12  	16 Contribute to local development and territorial attractiveness	SDG 4, 8  
4 Manage issues relating to globalisation	SDG 4, 8, 16   	11 Innovate to develop decentralised or modular solutions for the territories of the planet	SDG 9, 11, 13, 17    		
5 Adhere to the 2 degrees target by mitigating the causes of climate change	SDG 7, 9, 11, 12    	12 Sustain trust by reinforcing the means for inclusive governance	SDG 16 		
6 Adapt to the consequences of climate change for water	SDG 6, 9, 11, 13    	13 Act for the health of the environment and the protection of the oceans	SDG 6, 9, 12, 14    		
7 Promote material recycling, recovery and reuse	SDG 6, 7, 9, 12    				

Reports of the statutory auditors

INDEPENDENT THIRD PARTY'S REPORT ON THE CONSOLIDATED NON-FINANCIAL PERFORMANCE STATEMENT PRESENTED IN THE MANAGEMENT REPORT

For the year ended December 31st, 2019

This is a free translation into English of the independent third party's report issued in French and is provided solely for the convenience of English speaking readers. This report should be read in conjunction with, and construed in accordance with, French law and professional standards applicable in France.

To the Shareholders,

In our capacity as independent third party of your company (hereinafter the "entity"), accredited by COFRAC under number 3-1058 (whose scope is available at www.cofrac.fr), and member of the Mazars network of one of the SUEZ Statutory Auditors, we hereby report to you on the consolidated non-financial statement for the year ended December 31st, 2019 (hereinafter the "Statement"), included in the Group management report pursuant to the legal and regulatory requirements of articles L. 225 102-1, R. 225-105 and R. 225-105-1 of the French Commercial Code (Code de commerce).

THE ENTITY'S RESPONSIBILITY

The Board of Directors is responsible for preparing the Statement, including a presentation of the business model, a description of the principal non financial risks, a presentation of the policies implemented considering those risks and the outcomes of said policies, including key performance indicators.

The Statement has been prepared in accordance with the entity's procedures (hereinafter the "Guidelines"), the main elements of which are presented in the Statement and available on request from the entity's head office.

INDEPENDENCE AND QUALITY CONTROL

Our independence is defined by the requirements of article L. 822-11-3 of the French Commercial Code and the French Code

of Ethics (Code de déontologie) of our profession. In addition, we have implemented a system of quality control including documented policies and procedures regarding compliance with the ethical requirements, French professional guidance and applicable legal and regulatory requirements.

RESPONSIBILITY OF THE INDEPENDENT THIRD PARTY

On the basis of our work, our responsibility is to provide a report expressing a limited assurance conclusion on:

- the compliance of the Statement with the requirements of article R. 225-105 of the French Commercial Code;
- the fairness of the information provided in accordance with article R. 225 105 I, 3° and II of the French Commercial Code, i.e., the outcomes, including key performance indicators, and the measures implemented considering the principal risks (hereinafter the "Information").

However, it is not our responsibility to comment on:

- the entity's compliance with other applicable legal and regulatory requirements, in particular the French duty of care law and anti-corruption and tax avoidance legislation nor on;
- the compliance of products and services with the applicable regulations.

1 – OPINION ON THE COMPLIANCE AND THE FAIRNESS OF THE STATEMENT

NATURE AND SCOPE OF OUR WORK

The work described below was performed in accordance with the provisions of articles A. 225-1 et seq. of the French Commercial Code as well as with the professional guidance of the French Institute of Statutory Auditors ("CNCC") applicable to such engagements, and with ISAE 3000:

- We obtained an understanding of the entity's activities and of all the companies included in the scope of consolidation, the statement of the main social and environmental risks related to this activity;

→ We assessed the suitability of the Criteria with respect to their relevance, completeness, reliability, neutrality and understandability with due consideration of industry best practices, where appropriate;

→ We verified that the Statement includes each category of social and environmental information set out in Article L. 225- 102- 1 III of the French Commercial Code, as well as information regarding human rights and the anti-corruption and tax evasion legislation;

→ we verified that the Statement includes an explanation for the absence of the information required under article L. 225-102-1 III, 2 of the French Commercial Code;

→ We verified that the Statement presents the business model and the principal risks associated with the activity of all the entities included in the scope of consolidation; including where relevant and proportionate, the risks associated with their business relationships, their products or services, as well as their policies, measures and outcomes, including key performance indicators;

→ We referred to documentary sources and conducted interviews to:

- assess the process used to identify and confirm the principal risks as well as the consistency of the outcomes, including the key performance indicators used, with respect to the principal risks and the policies presented, and
- corroborate the qualitative information (measures and outcomes) that we considered the most important presented in Appendix 1. For the risk « Promoting Human Rights and the vigilance plan», our work was carried out at the level of the consolidating entity, to other risks, work was carried out at the level of the consolidating entity and in a selection of entities.

→ We verified that the Statement covers the consolidated scope, i.e. all the companies included in the scope of consolidation in accordance with article L. 233- 16 of the French Commercial Code, within the limitations set out in the Statement;

- We obtained an understanding of internal control and risk management procedures the entity has put in place, and assessed the data collection process implemented by the entity to ensure the completeness and fairness of the Information;
- For the key performance indicators and other quantitative outcomes that we considered to be the most important presented in Appendix 1, we implemented:
- analytical procedures to verify the proper consolidation of the data collected and the consistency of any changes in those data,
 - tests of details using sampling techniques, in order to verify the proper application of the definitions and procedures and reconcile the data with the supporting documents. This work was carried out on a selection of contributing entities and covers between 10% and 65% of the consolidated data relating to these tests (26% of employees, 39% of energy consumption, 45% of GHG emissions, 10% of supplied water and 65% of the eliminated waste);

→ We assessed the overall consistency of the Statement based on our knowledge of the entities included in the scope of consolidation;

We believe that the work carried out, based on our professional judgement, is sufficient to provide a basis for our limited assurance conclusion; a higher level of assurance would have required us to carry more extensive procedures.

MEANS AND RESOURCES

Our work was carried out by a team of eleven people and took place between September 2019 and February 2020 on a total duration of intervention of about 20 weeks.

We conducted around forty interviews with the persons responsible for the preparation of the Statement including, in particular, the Sustainable Development, Ethics and Compliance, Health and Safety, Social Relations, Performance and Industrial Risks, Learning and Diversity, Purchasing and Legal Departments.

CONCLUSION

Based on the procedures performed, nothing has come to our attention that causes us to believe that the non-financial statement is not presented in accordance with the applicable regulatory requirements and that the Information, taken as a whole, is not presented fairly in accordance with the Guidelines, in all material respects.

2 - LIMITED ASSURANCE REPORT ON THE SELECTED INFORMATION

NATURE AND SCOPE OF THE WORK

Concerning the Information Selected by the entity, identified in Appendix 2, we conducted work of the same nature as described in paragraph 1. The selection of contributing entities covers between 17% and 38% of the social information presented and between 23% and 79% of the environmental information presented.

We believe that the work carried out is sufficient to provide a basis for our limited assurance on the Selected Information.

CONCLUSION

Based on the procedures performed, we have not identified any significant misstatement that causes us to believe that the Selected Information, taken together, has not been fairly prepared in compliance with the Criteria.

Paris-La Défense, the 26th of February 2020
Independent third party
French original signed by
MAZARS

Achour MESSAS
Partner

Edwige REY
CSR Partner

Appendix 1: Information considered as the most important

SOCIAL INFORMATION	
Quantitative information (including key performance indicators):	Qualitative information (actions or results)
Share of women in management (%) Share of employees covered under a social dialog system (%) Number of fatal accidents involving employees Frequency rate of workplace accidents Proportion of employees who benefitted from training (%)	Equal treatment (promotion of diversity) Social relations (social dialog) Health and Safety (prevention actions)
ENVIRONMENTAL INFORMATION	
Quantitative information (including key performance indicators):	Qualitative information (actions or results):
Share of drinking water production sites and wastewater treatment plants located in water risk areas (%) Share of wastewater reused (%) Emissions avoided by SUEZ customers Production of renewable energy Direct GHG emissions Indirect GHG emissions Consumption of primary and secondary energy Share of waste recovery (%) Recycled plastic production Share of bottom ash recovered (%) Technical yield from drinking water distribution networks Energy produced/Energy consumption ratio (primary and secondary sources from Water activities)	Management of environmental and industrial risks Optimized water and waste management (circular economy) Making the water supply safer Protection of biodiversity and ecosystems Fighting climate change
SOCIETAL INFORMATION	
Quantitative information (including key performance indicators):	Qualitative information (actions or results):
Share of supplier contracts that include CSR clauses (%)	<ul style="list-style-type: none"> • Protecting human rights • Fighting corruption • Region's development

Appendix 2: Additional selected information verified in moderate insurance

Social information

- Total headcount
- Distribution of the headcount between managers and non- managers
- Proportion of women in total headcount
- Turnover rate (resignations and dismissals)
- Voluntary turnover
- Hiring rate (permanent and fixed- term contracts)
- The number of annual training hours per employee
- Severity rate

Environmental information

- Capacity to produce alternative water
- Average NOX and SOX emission rate

REASONABLE ASSURANCE REPORT BY THE STATUTORY AUDITORS ON A SELECTION OF CONSOLIDATED INFORMATION INCLUDED IN THE MANAGEMENT REPORT

To the shareholders,

In our capacity as SUEZ's statutory auditors, we hereby report to you our reasonable assurance report on the information selected by the company SUEZ, presented in Annex 1, and identified by the XXX sign in chapters 5.9 and 15.2 of the Universal Registration Document (hereinafter named «the Information»), for the financial year ended December 31st, 2019.

I. COMPANY'S RESPONSIBILITY

The Information was prepared, under the responsibility of the Board of Directors, in accordance with the HR, Health & Safety, and Environment reporting protocols used by the Company (hereinafter the "Criteria"), summarized in chapters 5.9 and 15.2 of the Universal Registration Document and available on request from the Human Resources Performance Department, the Health and Safety Department, and the Innovation and Industrial Performance Department.

II. INDEPENDENCE AND QUALITY CONTROL

Our independence is defined by the requirements of article L.822-11-3 of the French Commercial Code and by the French Code of ethics (Code de déontologie) of our profession. In addition, we have implemented a system of quality control including documented policies and procedures regarding compliance with the ethical requirements, professional standards and applicable legal and regulatory requirements.

III. STATUTORY AUDITORS' RESPONSIBILITY

On the basis of our work, our responsibility is to provide, at the request of the Company, a reasonable assurance as to whether the Information identified by the symbol XXX in Chapters 5.9 and 15.2 of the Universal Registration Document was prepared, in all material respects, in accordance with the adopted Criteria. Conclusions hereinafter expressed relate to this information only, and not on the whole of the Universal Registration Document's chapters 5.9 and 15.2. Nonetheless, it is not our role to give an opinion on the entire management report for the year ended on the 31 December 2019 or on the compliance by your company to other applicable legal provisions.

We performed the work described below in accordance with the professional guidance of the French Institute of Statutory Auditors ("CNCC") applicable to such engagements and with the ISAE 3000¹ international norm

V. NATURE AND SCOPE OF OUR WORK

- We conducted interviews with the persons responsible for preparing the Information, the departments in charge of collecting the information and, where appropriate, responsible for internal control and risk management procedures.
- We assessed the suitability of the Criteria in terms of relevance, completeness, neutrality, clarity and reliability, by taking into consideration, when relevant, the sector's best practices.
- We verified the set-up within the Group of a process to collect, compile, process and check the Information with regard to its completeness and consistency. We familiarized ourselves with the internal control and risk management procedures relating to the compilation of the Information.
- We performed analytical procedures on the information and verified, using sampling techniques, the calculations and the consolidation of the data. We also verified that the information was consistent and in agreement with the other information in the management report.
- We performed detailed tests, using sampling techniques, on a representative sample of entities² that we selected based on their activity, their contribution to consolidated indicators, their localization and a risk analysis, consisting in verifying the calculations made and reconciling the data with supporting documents.

The selected sample thus represents 52% of the total headcount and between 50% and 89% of the quantitative environmental information and 70% of the Group direct and indirect greenhouse gas (GHG) emissions.

We believe that the sampling methods and the sample sizes we have used, based on our professional judgement, allow us to express a reasonable assurance on the Information. Due to the use of sampling techniques and other limitations inherent to information and internal control systems, the risk of not detecting a material misstatement in the CSR information cannot be totally eliminated.

V. CONCLUSION

In our opinion, the Information identified by the XXX symbol was prepared, in all material respects, in accordance with the Criteria.

Courbevoie et Paris-La Défense, March, 6th 2020

The statutory auditors

MAZARS SAS - ERNST & YOUNG et Autres

Achour MESSAS

Stéphane Pédrón

[1] ISAE 3000 - Assurance engagements other than audits or reviews of historical financial information.

[2] Human resources information: SUEZ Recycling and Recovery UK, SUEZ RV France (Nord Est et Ile-de-France), SUEZ Eau France, SUEZ Spain, Agbar Chiti, Lydec, SUEZ North America, SUEZ Water Technologies and Solutions, SUEZ Recycling and Recovery Belgium, SUEZ Recycling and Recovery Netherlands, SUEZ Polska.
Environmental information: SUEZ Recycling and Recovery UK, SUEZ RV France, SUEZ Eau France, SUEZ Spain, SUEZ North America, SUEZ Water Technologies and Solutions, SUEZ Recycling and Recovery Belgium, SUEZ Recycling and Recovery Netherlands, Sita Waste Services (Hong Kong), SUEZ Recycling and Recovery Pty Ltd (Australie).

Appendix 1: information selected by SUEZ verified in reasonable assurance

SOCIAL INFORMATION:

- Total headcount;
- Distribution of the headcount between managers and non-managers;
- Proportion of women in total headcount;
- Proportion of women amongst managers;
- Voluntary turnover;
- Lost-time accidents frequency rate;
- Severity rate;
- Number of fatal accidents (employees);
- Proportion of employees who benefitted from training.

ENVIRONMENTAL INFORMATION:

- Renewable energy production and energy consumption of the Group's Water activities;
- Renewable energy production and energy consumption of the Group's Recycling and Recovery activities;
- Renewable energy production and energy consumption of the Group's Industry activities;
- Direct greenhouse gas (GHG) emissions from processes or equipment owned or controlled by SUEZ, and indirect emissions associated with the consumption of electricity and heat;
- Technical yield of the networks of the Group's Water activities.

Environmental, social and societal indicators

ENVIRONMENTAL INDICATORS

SECTION	Verification by the Statutory Auditors		Unit	GRI Standards	2014	2015	2016	2017	2018	2019
	Limited assurance	Reasonable assurance								
MANAGEMENT										
Waste – Percentage of activity (tonnage) covered by an environmental management system (EMS)			%	N/A	98%	85.3%	80.6%	84.8%	58.7%	72.1%
Water – Percentage of activity (volume) covered by ISO 14001 certification			%	N/A	59%	58%	65%	75.5%	97%	95.3%
Convictions relating to damage caused to the environment			Nb	307-1	7	5	2	8	1	6
Compensation paid as a result of convictions (related to incidents affecting the environment)			k€	307-1	406	455	7.85	180.06	12.95	38.37
Total number and volume of significant accidental spills			Nb	306-3	0	0	0	0	0	0
ENERGY										
Installed capacity – Electricity – Biogas recovery			MWe	302-1	187	184	201	191	190	181
Installed capacity – Electricity – Waste-to-energy recovery of household waste			MWe	302-1	513	550	550	686	680	386
Installed capacity – Heat – Biogas recovery			MWth	302-1	55	94	102	106	101	107
Installed capacity – Heat – Waste-to-energy recovery of household waste			MWth	302-1	1,631	1,636	1,637	2,043	2,040	1,023
Waste – Energy consumption – TOTAL		xx	MWhe	302-1	3,308,170	5,935,609	4,929,422	4,185,652	7,646,554	8,972,600
*including Waste – Energy consumption – ELECTRICITY		xx	MWhe	302-1	617,935	616,233	568,793	1,306,765	1,860,011	1,471,130
Water – Energy consumption – TOTAL		xx	MWhe	302-1	5,657,935	5,954,653	5,478,423	7,187,573	7,245,636	7,934,105
*including Water – Energy consumption – ELECTRICITY		xx	MWhe	302-1	4,251,884	4,646,124	4,571,389	5,911,081	6,074,105	6,489,234
Water and Waste – Energy consumption – ELECTRICITY		xx	MWhe	302-1	4,869,819	5,262,357	5,140,182	7,217,846	7,934,116	7,960,364
Water and Waste – Energy consumption – NATURAL GAS		xx	MWhe	302-1	394,658	501,872	796,334	790,071	866,505	826,725
Water and Waste – Energy consumption – FUEL		xx	MWhe	302-1	958,647	1,840,847	3,314,703	1,175,725	1,184,971	2,373,986
Water and Waste – Energy consumption – OTHER FUELS		xx	MWhe	302-1	2,742,981	4,285,185	1,156,627	2,189,584	4,906,598	5,745,630
Energy consumption per tonne of non-hazardous waste treated			kWh eq / t	302-3	33	107	71	41	123	157
Energy consumption per m ³ of drinking water produced and distributed		xx	Whe / m ³	302-3	424	446	460	469	465	557
Electricity consumption per m ³ of wastewater collected and treated			Wh eq / m ³	302-3	427	435	437	442	423	451
WATER AND WASTE IN THE PROCESSES										
WASTE – Water consumption			m ³	303-5	9,699,999	7,624,649	38,196,705	40,168,344	35,834,638	41,975,251
*including Waste – Municipal distribution network			m ³	303-5	6,700,000	6,114,755	6,504,344	6,904,808	7,354,856	11,055,620
*including Waste – Surface and groundwater			m ³	303-5	2,999,999	1,509,894	31,692,362	33,263,536	28,479,782	30,919,632
Surface water returned to the natural environment			m ³	303-4	-	-	29,190,387	30,515,620	25,791,741	30,207,869
Non-hazardous waste produced			t	306-2	847,695	645,226	636,666	563,762	484,421	568,839
Hazardous waste produced			t	306-2	288,364	289,978	299,058	357,823	372,533	559,640
AIR										
Direct GHG emissions		xx	teqCO2	305-1	6,086,997	6,364,728	6,197,115	6,047,795	6,729,015	6,681,887
*including Waste – Collection activities		xx	teqCO2	305-1	521,896	537,263	504,971	640,213	504,229	354,341
*including Waste – Incineration (including hazardous waste)		xx	teqCO2	305-1	2,310,006	3,292,122	2,898,303	3,151,123	3,353,272	3,344,127
*including Waste – Storage		xx	teqCO2	305-1	2,303,761	1,624,580	1,750,719	1,797,514	2,313,997	2,362,961

SECTION

SECTION	Verification by the Statutory Auditors		Unit	GRI Standards	2014	2015	2016	2017	2018	2019
	Limited assurance	Reasonable assurance								
*including Waste – Treatment of hazardous industrial waste (excluding incineration)			teqCO2	305-1	295,934	409,946	8,176	8,963	10,033	13,955
*including Waste – Sorting activity		xx	teqCO2	305-1	-	-	-	-	103,515	55,223
*including Waste – Subcontractors' fuel emissions		xx	teqCO2	305-1	-	-	195,179	169,502	177,086	207,328
*including Water – Wastewater treatment		xx	teqCO2	305-1	412,442	378,990	176,308	206,016	239,504	164,015
*including Industry – industrial facility management		xx	teqCO2	305-1						68,316
*Other emissions (primary energies, excluding treatment)		xx	teqCO2	305-1	242,958	121,828	663,460	74,463	27,378	111,621
Emissions of ozone-depleting substances			t	305-6						
Indirect GHG emissions		xx	teqCO2	305-2	1,796,765	1,790,762	1,751,616	2,479,648	2,436,756	2,786,785
*including Waste – Annual electricity consumption		xx	teqCO2	305-2	287,272	163,389	154,946	180,026	213,059	199,810
*including Water – Annual electricity consumption		xx	teqCO2	305-2	1,509,493	1,627,374	1,596,670	2,299,622	2,223,697	2,541,685
*including Industry – Annual electricity consumption			teqCO2	305-5						45,289
Indirect GHG emissions "market-based"	x		teqCO2	305-5				2,056,647	2,154,494	2,461,187
Contribution to avoidance of GHG emissions	x		teqCO2	305-5	8,886,832	9,173,526	9,451,276	9,374,082	10,035,943	10,218,184
*including Waste – through material recovery from sorting and recycling	x		teqCO2	305-5	5,606,494	6,194,001	5,406,097	5,429,910	4,855,747	4,884,005
*including Waste – through waste-to-energy recovery (incineration)	x		teqCO2	305-5	1,086,369	1,272,549	1,222,794	1,328,281	2,126,665	2,269,185
*including Waste – through waste-to-energy recovery (storage)	x		teqCO2	305-5	381,656	372,440	344,354	354,357	435,747	451,126
*including Waste – through waste-to-energy recovery of hazardous waste	x		teqCO2	305-5	76,854	69,827	56,920	115,501	188,495	153,341
*including Waste – through the alternative fuels produced and supplied by SUEZ	x		teqCO2	305-5	1,585,521	1,105,551	2,232,915	1,859,569	1,845,457	2,101,191
*including Waste – by other recovery (anaerobic digestion and other renewable energy sources)	x		teqCO2	305-5	-	-	-	5,070	223,258	39,683
*including Water – through waste-to-energy recovery					149,938	159,158	188,196	281,394	360,574	319,323
*including Industry – industrial facility management										331
DISTRIBUTION AND PRODUCTION OF DRINKING WATER										
Quantity of groundwater withdrawn			Mm ³	303-3	669	759	742	798	817	817
Quantity of surface water withdrawn			Mm ³	303-3	3,430	3,411	3,506	4,931	4,531	4,497
Quantity of seawater withdrawn			Mm ³	303-3	-	-	-	-	362	489
Quantity of water imported			Mm ³	303-3	-	-	-	-	993	979
Number of drinking water treatment plants			Nb	102-7	1,154	1,148	1,155	1,287	1,417	1,408
Annual production volume (network input)			Mm ³	102-7	4,325	4,418	4,311	4,711	4,718	4,658
Volume of drinking water distributed		xx	Mm ³	102-7	3,185	3,212	3,162	3,787	3,755	3,710
Technical yield of drinking water distribution networks		xx	%	N/A	76.4	75.9	76.8	80.1	79.7	79.8
Networks length		xx	km	N.A	248,891	252,482	246,334	299,169	243,491	236,630
Quantity of reagents used for treating drinking water			t	301-1	90,004	92,689	128,292	128,236	158,605	180,055
COLLECTION AND TREATMENT OF WASTEWATER										
Total number of wastewater treatment plants			Nb	102-7	2,188	2,309	2,295	2,460	2,701	2,642
Network length			km	N/A	128,062	132,146	126,923	131,056	124,474	121,809
Quantity of wastewater treated			Mm ³	102-7	4,641	4,298	4,519	4,785	5,144	5,000
Quantity of BOD waste entering wastewater treatment plants			t	303-4	1,031,723	1,104,018	1,192,972	1,375,191	1,143,116	1,216,524
Quantity of BOD waste exiting wastewater treatment plants			t	303-4	101,099	92,528	92,980	57,460	91,325	59,205
Treatment efficiency – amount of BOD5 eliminated from treatment plants			%	303-4	90	92	92	96	92	95
Quantity of nitrogen entering wastewater treatment plants			t	303-4	176,051	170,260	186,315	211,261	188,620	190,806
Quantity of nitrogen exiting wastewater treatment plants			t	303-4	65,231	57,820	69,894	75,770	71,862	72,867

SECTION	Verification by the Statutory Auditors		Unit	GRI Standards	2014	2015	2016	2017	2018	2019
	Limited assurance	Reasonable assurance								
Treatment efficiency – amount of nitrogen eliminated from treatment plants			%	303-4	63	66	62	64	62	62
Quantity of reagents used in wastewater treatment			t	301-1	121,551	79,608	177,764	91,447	138,356	163,380
Percentage of water re-used after treatment	x		%	303-5	20	19	19.5	21.5	22.8	25.4
Percentage of sludge re-used	x		%	306-2	68	73	75	74	61	57
Production of electrical power		xx	GWh	302-1	209	184	206	302	300	308
Production of thermal power		xx	GWh	302-1	287	280	397	521	379	453
WASTE COLLECTION SERVICES										
Number of inhabitants receiving collection services			Nb	102-7	36,216,532	33,945,986	33,724,081	32,387,155	32,730,509	35,224,442
Number of industrial and commercial customers receiving collection services			Nb	102-7	410,077	400,227	397,922	367,717	290,731	321,727
Total tonnage of waste collected, excluding subcontractors			t	306-2	-	-	28,372,527	29,019,746	25,507,543	26,533,290
Total tonnage of household and similar waste collected			t	306-2	9,629,682	10,074,889	9,233,408	9,491,322	8,835,887	7,876,989
Total tonnage of medical waste collected			t	306-2	134,704	134,992	149,018	135,699	110,432	103,475
Total tonnage of industrial and commercial waste collected			t	306-2	11,425,490	10,617,434	11,203,284	10,503,556	10,732,696	12,834,410
Tonnage of hazardous waste collected			t	306-2	1,186,399	1,083,570	1,688,645	2,861,019	1,086,040	1,401,926
Tonnage of other waste collected (mixed household and industrial, construction)			t	306-2	-	-	6,098,171	6,028,150	4,742,488	4,316,491
Total tonnage of waste collected by subcontractors			t	306-2	-	-	11,892,941	14,241,220	17,505,475	9,300,014
Total number of waste collection, cleaning, and wastewater treatment trucks			Nb	N/A	12,271	11,967	11,448	11,458	11,487	11,354
Percentage of the truck fleet running on alternative fuels			%	N/A	8	11	8.78	3.20	3.84	3.33
Average diesel fuel consumption per truck			m ³ /nb	302-3	14.20	14.90	9.25	15.81	13.06	11.86
Average diesel fuel consumption per tonne collected (excluding subcontractors)			L/t	302-3	7.5	6	3.8	6.2	9.6	10.6
Average diesel fuel consumption per tonne collected (including subcontractors)			L/t	302-3	-	-	5.91	5.4	6.3	8.10
SORTING AND RECYCLING ACTIVITIES										
Number of sites operating as transfer stations			Nb	102-7	332	336	319	345	318	345
Number of sites operating in sorting/recycling			Nb	102-7	362	356	473	466	478	361
Tonnage of recovered materials from sorting centres	x		t	306-2	7,954,843	10,468,000	10,377,442	10,239,066	10,525,301	10,342,214
Quantity of raw materials from recycling	x		t	306-2	4,101,701	4,707,664	3,948,011	4,270,061	4,393,498	4,148,511
COMPOSTING ACTIVITIES										
Number of composting facilities			Nb	102-7	127	121	107	104	101	104
Incoming tonnage			t	306-2	2,041,291	1,786,805	2,222,970	2,241,462	2,005,261	1,730,174
Tonnage of compost produced			t	306-2	916,963	853,797	792,079	858,840	832,005	937,386
Tonnage of sewage sludge treated for material recovery			t	306-2	513,281	120,413	121,888	206,512	180,659	187,136
NON HAZARDOUS WASTE THERMAL TREATMENT ACTIVITIES										
Number of urban waste incineration plants			Nb	102-7	44	45	40	45	47	47
Tonnage of waste incinerated			t	306-2	6,762,114	6,975,291	7,049,368	8,011,435	8,312,144	8,217,480
SOx emissions	x		t	305-7	344	398	422	471	428	479
NOx emissions	x		t	305-7	4,126	4,342	4,378	4,979	5,303	5,410
Mercury emissions			t	305-7	0.277	0.245	0.225	0.209	0.448	0.132
Dust emissions			t	305-7	56	52.16	57.02	49.86	51.78	54.95

SECTION	Verification by the Statutory Auditors		Unit	GRI Standards	2014	2015	2016	2017	2018	2019
	Limited assurance	Reasonable assurance								
Quantity of air pollution control residues produced			t	306-2	207,920	216,373	212,177	240,256	241,026	331,961
Percentage of bottom ash recovered	x		%	306-2	84	88	77	76	88	93
Quantity of electrical energy generated		xx	MWhe	302-1	2,789,228	3,066,185	3,179,385	3,586,740	3,784,149	3,626,194
Quantity of thermal energy sold		xx	MWhth	302-1	1,971,686	2,360,104	2,330,205	2,541,819	2,990,877	3,832,710
NON HAZARDOUS WASTE STORAGE ACTIVITIES										
Number of landfill waste facilities (K1+K2+K3)			Nb	102-7	130	129	131	120	118	118
Number of closed landfill waste facilities (K1+K2+K3)			Nb	102-7	-	-	-	240	244	254
Tonnage entering non-hazardous waste landfill sites			t	306-2	16,315,366	15,349,521	16,682,739	16,178,996	18,009,149	18,212,220
Volume of leachates treated			m3	102-7	3,490,151	3,131,519	3,320,796	3,556,899	5,274,881	4,777,964
Percentage of waste stored in landfills equipped with a biogas collection and treatment system			%	306-2	82	95	93	91	99	98
Volume of methane collected and treated			Nm3	302-5	98,026,777	92,669,433	93,404,319	54,686,746	112,219,344	143,272,624
Volume of methane recovered as energy			Nm3	302-5	310,873,507	300,295,045	309,125,052	263,310,999	340,421,661	338,145,571
Quantity of electricity produced from biogas		xx	Mwhe	302-1	919,427	865,871	879,788	734,885	986,592	927,240
ACTIVITIES RELATING TO THE TREATMENT OF HAZARDOUS WASTE										
Number of hazardous waste incinerators			Nb	102-7	9	9	12	12	17	15
Number of hazardous waste platforms (pre-treatment and transfer)			Nb	102-7	132	180	158	181	101	143
Number of hazardous waste landfills (K1 landfills)			Nb	102-7	17	17	17	16	16	23
Number of medical waste treatment facilities			Nb	102-7	5	5	5	6	16	18
Hazardous waste treated – Total excluding contaminated soil			t	306-2	2,319,303	2,330,365	2,193,955	2,192,317	2,331,533	2,694,678
*of which recovered in cement plants			t	306-2	410,141	430,279	261,336	263,328	257,976	334,566
*of which incinerated			t	306-2	355,649	440,431	385,023	408,024	467,145	540,495
Tonnage of soil treated / recovered			t	306-2	1,361,477	1,413,555	749,497	1,227,280	1,308,967	2,188,474
Quantity of alternative energy provided by recovery of waste in the form of fuels			tep	302-1	206,973	136,317	71,004	87,244	81,558	154,164
Tonnage entering K1 landfills			t	306-2	613,948	592,570	669,796	452,698	460,082	1,130,497
ACTIVITIES RELATING TO ELECTRICAL AND ELECTRONIC EQUIPMENT WASTE										
Number of sites treating end-of-life electrical and electronic equipment waste			Nb	102-7	9	10	9	7	9	8
Tonnage of end-of-life electrical and electronic waste treated by material recovery and recycling activities (dismantling and disassembly)			t	306-2	27,583	68,325	38,686	39,607	31,586	33,525
TOTAL										
Total waste treated			t	306-2	40,776,345	39,403,953	41,411,826	43,336,298	45,220,584	45,844,992
% of products sold and of recycled or reused packaging			%	301-3						

SOCIAL INDICATORS

SECTION	Verification by the Statutory Auditors		GRI Standards	Absolute value						Relative value					
	Limited assurance	Reasonable assurance		2014	2015	2016	2017	2018	2019	2014	2015	2016	2017	2018	2019
WORKFORCE BREAKDOWN BY DIVISION			102-7												
Water Europe			102-7	24,161	24,206	25,211	24,917	24,796	24,371	29.5%	29.3%	30%	28.1%	27.9%	27.3%
Waste Europe			102-7	35,558	35,544	34,777	30,112	29,676	30,177	43.5%	43.1%	41.4%	34%	33.4%	33.8%
International			102-7	20,462	21,047	22,193	22,340	22,059	21,967	25%	25.5%	26.4%	25.2%	24.8%	24.6%
WTS			102-7	-	-	-	9,405	10,378	10,902	0.0%	0.0%	0.0%	10.6%	11.7%	12.2%
Consulting			102-8	828	779	760	765	935	979	1%	0.9%	0.9%	0.9%	1.1%	1.1%
Central services			102-7	809	960	980	1,037	931	956	1%	1.2%	1.2%	1.2%	1%	1.1%
Total		xx	102-7	81,818	82,536	83,921	88,576	88,775	89,352	100%	100%	100%	100%	100%	100%
WORKFORCE BREAKDOWN BY GEOGRAPHICAL REGION			102-7												
France			102-7	33,125	32,969	32,864	31,249	30,842	30,114	40.9%	39.9%	39.2%	35.3%	34.8%	33.70%
Europe (excluding France)			102-7	29,554	30,566	28,200	28,012	30,096	30,968	36.5%	37%	33.6%	31.6%	34%	34.70%
North America			102-7	3,390	3,650	4,264	11,183	7,918	8,319	4.2%	4.4%	5.1%	12.6%	8.9%	9.30%
South America			102-7	395	459	3,102	3,757	4,543	4,708	0.5%	0.6%	3.7%	4.2%	5.1%	5.30%
Africa / Middle East			102-7	8,830	8,938	8,972	8,555	7,639	6,759	10.9%	10.8%	10.7%	9.7%	8.6%	7.50%
Asia / Oceania			102-7	5,696	5,954	6,519	5,820	7,737	8,484	7%	7.2%	7.8%	6.5%	8.6%	9.50%
Total		xx	102-7	80,990	82,536	83,921	88,576	88,775	89,352	100%	100%	100%	100%	100%	100%
WORKFORCE BREAKDOWN BY AGE GROUP (PERMANENT EMPLOYEES)			405-1												
Under 25	x		405-1							2.3%	2.2%	2.2%	2.3%	2.4%	2.40%
25-29	x		405-1							8.3%	8.3%	8%	7.9%	7.8%	7.60%
30-34	x		405-1							12.5%	12.5%	12.3%	12%	11.8%	11.90%
35-39	x		405-1							13.7%	13.8%	14.2%	14.2%	14.2%	14.00%
40-44	x		405-1							16.1%	15.7%	15.4%	14.8%	14.6%	14.30%
45-49	x		405-1							16.4%	16.2%	15.9%	15.7%	15.6%	15.40%
50-54	x		405-1							15.3%	15.4%	15.7%	15.3%	15.2%	15.00%
55-59	x		405-1							11%	11.4%	11.6%	12.2%	12.7%	13.10%
60-64	x		405-1							3.8%	3.9%	4%	4.7%	4.7%	5.20%
65 and over	x		405-1							0.6%	0.6%	0.7%	0.9%	1%	1.10%
WORKFORCE BREAKDOWN BY GENDER			405-1												
<i>Men</i>		xx	405-1	64,671	65,699	66,645	69,872	69,422	69,509	79.9%	79.6%	79.4%	78.9%	78.2%	77.8%
<i>Women</i>		xx	405-1	16,319	16,837	17,276	18,704	19,353	19,843	20.1%	20.4%	20.6%	21.1%	21.8%	22.2%
Total		xx	405-1	80,990	82,536	83,921	88,576	88,775	89,352	100%	100%	100%	100%	100%	100%
WORKFORCE BREAKDOWN BY SOCIOPROFESSIONAL CATEGORY AND BY GENDER			405-1												
Executives and managers		xx	405-1	12,077	12,586	12,918	13,868	16,805	17,615	14.9%	15.2%	15.4%	15.7%	18.9%	19.70%
<i>Men</i>		xx	405-1	8,741	9,033	9,289	10,066	12,162	12,655						
<i>Women</i>		xx	405-1	3,336	3,553	3,629	3,802	4,643	4,960						

SECTION	Verification by the Statutory Auditors		GRI Standards	Absolute value						Relative value					
	Limited assurance	Reasonable assurance		2014	2015	2016	2017	2018	2019	2014	2015	2016	2017	2018	2019
Senior technicians and supervisors		xx	405-1	17,112	17,721	18,545	21,732	19,783	20,215	21.1%	21.5%	22.1%	24.5%	22.3%	22.60%
<i>Men</i>		xx	405-1	11,010	11,437	11,954	14,418	12,726	12,942						
<i>Women</i>		xx	405-1	6,102	6,284	6,591	7,314	7,057	7,273						
Workers, office staff and technicians		xx	405-1	51,801	52,229	52,458	52,976	52,187	51,522	64%	63.3%	62.5%	59.8%	58.8%	57.70%
<i>Men</i>		xx	405-1	44,920	45,220	45,402	45,388	44,573	43,912						
<i>Women</i>		xx	405-1	6,881	7,009	7,056	7,588	7,614	7,610						
Total		xx	405-1	80,990	82,536	83,921	88,576	88,775	89,352	100%	100%	100%	100%	100%	100%
WORKFORCE BREAKDOWN BY TYPE OF CONTRACT AND BY GENDER			102-8												
Permanent contracts	x		102-8	75,364	75,933	76,738	81,612	81,307	81,689	93.1%	92%	91.4%	92.1%	91.6%	91.40%
<i>Men</i>	x		102-8	60,536	60,801	61,259	64,698	63,979	63,929						
<i>Women</i>	x		102-8	14,828	15,094	15,479	16,914	17,328	17,760						
Other contracts	x		102-8	5,626	6,603	7,183	6,964	7,468	7,663	6.9%	8%	8.6%	7.9%	8.4%	8.60%
<i>Men</i>	x		102-8	4,135	4,000	5,386	5,174	5,482	5,493						
<i>Women</i>	x		102-8	1,491	1,288	1,797	1,790	1,986	1,593						
Total	x		102-8	80,990	82,536	83,921	88,576	88,775	89,352	100%	100%	100%	100%	100%	100%
DISABLED EMPLOYEES AS A PERCENTAGE OF THE WORKFORCE			405-1												
Percentage of disabled employees compared with the total headcount at year-end			405-1							1.8%	1.8%	1.8%	1.6%	1.8%	1.7%
EMPLOYMENT			401-1												
Turnover ⁽¹⁾	x		401-1							6.5%	5.6%	6.3%	7.3%	7.5%	7.60%
Voluntary turnover ⁽²⁾		xx	401-1							3.1%	3%	3.3%	4.2%	4.8%	5%
Hiring rate ⁽³⁾	x		401-1							19%	20.5%	19.0%	19.3%	21%	19.50%
Percentage of employees hired on permanent contracts ⁽⁴⁾	x		401-1							44.7%	42.3%	37.5%	40.4%	45.1%	47.50%
HIRING			401-1												
Number of people hired externally on permanent contracts	x		401-1	6,890	7,112	6,024	6,526	8,424	8,221						
Number of people hired externally on fixed-term contracts	x		401-1	8,535	9,718	10,041	9,641	10,239	9,075						
Total	x		401-1	15,425	16,830	16,065	16,167	18,663	17,296						
WORKING CONDITIONS			403-10												
Absenteeism rate (days of absence/employee) ⁽⁵⁾	x		403-10	11.5	11.4	11.8	11.6	11.7	12.3						
Rate of overtime ⁽⁶⁾	x		403-9							4.1%	4.1%	3.9%	4.2%	4.4%	4.50%

SECTION	Verification by the Statutory Auditors		GRI Standards	Absolute value						Relative value					
	Limited assurance	Reasonable assurance		2014	2015	2016	2017	2018	2019	2014	2015	2016	2017	2018	2019
SAFETY IN THE WORKPLACE			403-9												
Recognised occupational illnesses	x		403-10	53	76	96	52	79	99						
Number of fatal accidents (employees)	x		403-9	4	2	6	4	4	2						
Frequency rate ⁽⁷⁾		xx	403-9	11	10.05	9.03	8.54	8.15	6.94						
Severity rate ⁽⁸⁾		xx	403-9	0.54	0.53	0.54	0.48	0.41	0.39						
Frequency rate ⁽⁷⁾⁽⁹⁾ (sub-contractors)			403-9		7.29	4.57	3.69	1.26	2.96						
TRAINING			404-1												
Annual number of training hours per individual trained		xx	404-1							25	25	25.20	23.30	25.30	26.4
Average training expenses per individual trained	x		404-1							504	478	504	447	449	419
Percentage of the workforce trained		xx	404-1							66.5%	69.4%	67.5%	67.2%	69.3%	69.40%
BREAKDOWN OF TRAINED WORKFORCE BY GENDER			404-1												
<i>Men</i>			404-1	42,779	45,652	44,977	44,939	48,402	48,885	79.1%	79.7%	79.4%	79.9%	78.8%	78.90%
<i>Women</i>			404-1	11,271	11,628	11,669	11,331	13,051	13,128	20.9%	20.3%	20.6%	20.1%	21.2%	21.10%
Total	x		404-1	54,050	57,280	56,647	56,270	61,453	62,013	100%	100%	100%	100%	100%	100%
BREAKDOWN OF TRAINED WORKFORCE BY SOCIO-PROFESSIONAL CATEGORY			404-1												
Executives and managers			404-1	9,083	9,544	9,789	9,517	12,482	11,969	16.8%	16.8%	17.1%	16.9%	20.3%	19.3%
Senior technicians and supervisors			404-1	12,525	12,997	12,967	13,732	14,216	13,993	23.2%	22.8%	22.7%	24.4%	23.1%	22.56%
Workers, office staff and technicians			404-1	32,442	34,418	34,423	33,021	34,755	36,053	60%	60.4%	60.2%	58.7%	56.6%	58.14%
Total	x		404-1	54,050	56,959	57,179	56,270	61,453	62,013	100%	100%	100%	100%	100%	100%
BREAKDOWN OF TRAINING HOURS BY TOPIC			404-2												
Operational training	x		404-2							29%	27.9%	27.4%	29.3%	24.20%	20%
Quality, environment and safety	x		404-2							36.7%	35.4%	35.4%	36.0%	41.40%	44.40%
Languages	x		404-2							6.4%	7%	6.3%	7.6%	3.90%	4.10%
Others	x		404-2							27.8%	29.7%	30.9%	27.1%	30.50%	31.50%

- (1) Turnover: number of redundancies and resignations/average workforce
(2) Voluntary turnover: number of resignations/average workforce
(3) Hiring rate: number of employees recruited on fixed-term and permanent contracts/average workforce
(4) Percentage of employees hired on permanent contracts: number of employees hired on permanent contracts/number of employees hired on permanent and fixed-term contracts
(5) Based on a theoretical working day of 8 hours
(6) Rate of overtime hours: number of overtime hours/number of hours worked
(7) Frequency rate: number of lost time accidents x 1,000,000/number of hours worked
(8) Severity rate: number of days compensated x 1,000/number of hours worked
(9) Treatment Infrastructures scope

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