our economic, environmental and social contribution
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P.56 PERSPECTIVES
P.59 ADDITIONAL INFORMATION
I am absolutely convinced that the contribution we make to the collective challenges of our time is part of the company’s whole raison d’être. Combating climate change, inventing new models that reconcile growth and resource protection, taking action for equal opportunities, and promoting access to basic water and waste services are all priority issues for SUEZ. This conviction means two important things: that the company’s performance is not only financial, it is also environmental, social and societal; and that stakeholder dialogue is an essential part of a “contributing” company. SUEZ’s Sustainable Development Roadmap, which has been part of the Group’s strategy since 2006 and was developed with our stakeholders, has enabled us to gradually find the right path to this overall performance. We are now taking another step forward by publishing our first Integrated Report, based on the framework defined by the International Integrated Reporting Council (IIRC). It has several objectives:

- To share a precise analysis of the medium and long-term outlook for SUEZ’s business activities. This is based on several underlying trends, which also represent challenges: demographic and urban growth, climate change, the digital revolution, and the new societal aspirations resulting from this. Together, these trends generate new needs, including a now-global aspiration for a growth model that is less resource intensive. This aspiration opens up new opportunities for SUEZ, while simultaneously giving it new responsibilities: this is why I have invited the Group’s 82,536 employees - whether they be technicians, engineers or sales people - to join us in the Resource Revolution, and by this I mean working together and innovating to ensure that resources are available, high quality, reusable, and managed efficiently and economically.

- To present SUEZ’s strategy in light of these challenges. The Group has set its sights on becoming the leader of sustainable resource management and thus improve the economic and environmental performance of its city and industry clients, in France, Europe and further afield. This ambition involves a complete transformation of our water and waste sectors, while speeding up their synergy, their digitalisation and their contribution to a dynamic circular economy. It’s an ambition that is also leading us towards a more cross-organisational - or “matrix” - structure.

- To circulate the results of our environmental, social and societal performance, as well as financial; this clarification of SUEZ’s overall performance demonstrates the extent to which non-financial and financial performance feed off each other. The level of commercial success that has marked 2015 is evidence of this: customers choose our solutions simply because they help protect resources, create local jobs and allow cities and companies to make crucial savings. Environmental performance, particularly when it comes to energy and the climate, also contributes to reducing our costs, all while helping our customers to avoid greenhouse gas emissions. The commitment of our employees, underpinned by ambitious training and diversity policies, improves our service quality and increases customer loyalty.

This Integrated Report also describes the mechanisms of our governance and the principles that govern it, including the UN Global Compact, which we are wholly committed to. It is a tool for dialogue with our stakeholders, and was also designed with their help: 4913 people responded to our materiality survey, which was also supplemented by numerous qualitative interviews. SUEZ implements this dialogue at all stages of the value chain, and wherever the Group operates. It is because of dialogue that we are able to build our solutions together; it is because of dialogue that we are able to innovate, with new kinds of contractual partnerships, and ultimately, it is because of dialogue that we continue to make progress.
KEY FIGURES

15.1 billion euros in revenue
70 countries
82,536 employees
28% of women in management

400,000 industrial and commercial customers
9.2 MtCO₂e: GHG emissions avoided by our customers
16.3 millions of tons of waste recovered (equivalent to Portugal’s annual waste production)

248,891 km of distribution network (6 x the earth’s circumference)
2,310 wastewater treatment sites
1,130 drinking water production units
5.2 billion m³ of water produced

Revenue breakdown by geographical area
- France 34%
- Germany and Benelux 12%
- Spain 11%
- USA 5%
- Australia 5%
- Asia 7%
- Chile 5%
- Morocco 5%
- Other countries 31%

Revenue breakdown by activity
- Services 23%
- Elimination 29%
- EFW and other recovery 8%
- Sorting and recycling 8%
- Equipment & Services 11%
- Concessions & O&M 7%
- New services 12%
- Regulated 9%
- Design & construction 2%

GRI DISCLOSURE LABELS
G4-4 — G4-6 — G4-8
In 2015, for the first time, SUEZ committed to the voluntary process of establishing an Integrated Report, based on the reference framework published in December 2013 by the International Integrated Reporting Council (IIRC).

While the Group takes stock of its 2012-2016 Sustainable Development Roadmap and co-builds the forthcoming one together with its stakeholders, this first Integrated Report replaces the Sustainable Development Report. It covers the fiscal year 2015 and is based in particular on data from the 2015 Reference Document and the reporting results for the Sustainability objectives set by the Roadmap.

This report displays information on the company’s value creation process in the short, medium and long-term, as well as its overall performance. It aims to be is synthetic, informative and forward-looking. All the key financial and extra-financial issues are addressed herein, with consideration for the interests of our shareholders, investors, customers and employees, our business, scientific and NGO partners, and the communities in which SUEZ is active.

This report is based on a materiality exercise conducted by SUEZ in 2015, in line with the AA1000 standard, for which over 4900 people across 49 countries were consulted (see p.15). Its preparation directly involved most of the Group Departments, over several months, in order to establish a shared vision of our overall performance. Over 20 hours have been devoted to discussing the results of the materiality exercise and the structure of this report with the company’s governing bodies, the Management Committee and the Board’s Ethics and Sustainable Development Committee, as well as staff representative committees, and three advisory panels bringing together respectively employees, individual shareholders and representatives of external stakeholders.

During this consultation, a particular attention was paid to the integration process, and several expectations and recommendations emerged: this first report endeavors to take them into account and lays the first stone to change. Its publication and its digitalisation shall facilitate interactivity, and as such it constitutes an important step towards greater coherence, awareness, attentiveness and proximity, which SUEZ values greatly. The Integrated Report clarifies SUEZ’s strategy and overall performance to enhance the quality of the dialogue; we do hope it may also make it more appealing.

“As shareholders, the Group’s performance in terms of sustainable development and respect for ethical values is also very important to us. We would not invest in a company that does not respect these values.”

“In the utilities sector, I think it is important to explain how the company intends to reconcile its desire to reduce the volumes of its customers’ consumption of water and waste, with its obligation to maintain the profitability of its business.”
STAKEHOLDERS HAVE THEIR SAY ON THE INTEGRATED REPORT

“A company like SUEZ has a lot to gain from better involving its suppliers in its innovation process.”

Purchasing Director of a Major French Group

“Of course, eventually this report needs to become a tool to encourage dialogue with stakeholders, but before all, the primary challenge is to reflect upon structure, integration and coherence. This process involves revisiting existing and potentially siloed strategies and discourses.”

Research Lecturer

“The effort made and the tremendous work carried out by SUEZ to link up its strategic business challenges with external expectations, using this materiality matrix, is very impressive.”

Industrial Client

“SUEZ has completely embraced the idea that trust is central to achieve a Group-wide sustainable development policy involving all stakeholders.”

NGO

“This attempt to overcome the segmented nature of different stakeholders’ approaches definitely feels like a step in the right direction, but I am also aware of its difficulty.”

Moroccan Local Official

“In my opinion, integration would involve showing that all actions and decisions taken by the Group are going in the same direction, that of the Resource Revolution.”

SUEZ Technician

“The Integrated Report is a strategic tool that could help re-focus the Group's priorities by reconciling financial and ESG issues.”

Investor
in a rapidly changing world

P.9-11
the four key trends that are shaking up traditional models

P.12-13
a global aspiration for a less resource-intensive growth model

P.14-15
stakeholders with growing expectations
the four key trends
that are shaking up traditional models

Population and urban growth, climate change, the digital revolution and the new societal aspirations that result from it are the four major challenges that are profoundly altering the future of SUEZ’s activities. These four trends are shaping the world of tomorrow – a world where people have become fully aware of the reality of resource depletion and where they support environmental resource preservation.

**trend 1**

**Living in an urban world**

Exponential urban and population growth causes demand for water and the volume of municipal waste treated to soar. It results in a greater need for infrastructure, in environments that are increasingly dense and complex to develop. Such rapid urbanisation creates multiple tensions: between town and city, the rich and the poor, newcomers and natives, and between residents and industrial sites, which are increasingly close to urban centres. Cities are changing and their power tends to increase. In the meantime, competition also heightens between them. In this context, rational resource management practices must drive the transition towards a more sustainable city, in line with the 2015 UN Sustainable Development Goals which favor social inclusion and spatial harmony.

**trend 2**

**Tackling climate change through mitigation and adaptation**

It is a truth almost-universally acknowledged that climate change is of anthropogenic origin. The 2015 COP21 in Paris produced an agreement hailed as historical: 195 countries adopted a consensus to limit the rise in average global temperature to a desirable target of 1.5 to 2°C. It also provided a platform for a renewed dialogue between governments and civil society, local communities and businesses, with a firm focus on finding solutions. Initiatives like “Caring for Climate” have already achieved a 12% reduction in CO2 emissions among its 450 member companies since 2013. The Paris Agreement is an important springboard for implementing much-needed mitigation strategies as well as for adapting to the consequences of climate change. Its impact on the water cycle is already evident, as extreme weather events and rising sea levels are showing it all too well. As a result, water was the first risk identified by the World Economic Forum in 2015. The UN estimates that 250 million people may have to relocate between now and 2050 due to weather conditions, particularly related to water; furthermore, 16 of the 21 megacities with over 10 million inhabitants worldwide are located in coastal areas.

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1 Source: OMS/UNICEF, 2014
2 Source: UN, 2014 et 2015
3 Source: ONU, 2015 ; World Economic Forum, 2015
4 Source: ONU, 2015 ; World Bank, 2015
5 Source: UN, 2015
6 Source: Lavery Pennell, 2014
7 Source: UN, 2015
Challenges in a rapidly changing world

Chronic scarcity: net hydric deficit. Surface water withdrawals for irrigation, industrial and domestic purposes are superior to 75%.

Lasting scarcity: deteriorated water situation. Surface water withdrawals for irrigation, industrial and domestic purposes are superior to 60%.


Cities where more than 20% of the population do not have access to water at home.

Cities which are depending upon long-distance water transfer.

Chronic scarcity: net hydric deficit. Surface water withdrawals for irrigation, industrial and domestic purposes are superior to 75%.

Economic scarcity: low access to water due to lack of investment in the water and sanitation sector. Water resources in sufficient quantity with withdrawals less than 25%.

No scarcity: renewable water resources in sufficient quantity to meet the demand. Surface water withdrawals less than 25%.

Data not available.

trend 3

Enhancing our lives with digital technology

Digital technology is revolutionizing the way we live and the way stakeholders interact among themselves, at every level of the ladder, whether it be regional or industrial. Digital technology reduces distance and enables greater flexibility, better resource allocation and better coordination among stakeholders. However, it can also bring about division and disruption. As such, it represents an enormous challenge, especially when it comes to governance, data protection and environmental impact. Integrating digital technology is not just about developing the technology itself, it is also about adapting to people’s changing behavior; facilitating flow management; and controlling consumption while respecting personal privacy. The digital revolution goes along with a demand for greater transparency and democracy: today, the 2011 Open Government Partnership counts 65 member countries, which France joined in 2015.

84%

of EU citizens would support the EU should the Union allocate more funds to back environmentally-friendly activities.

87%

of Generation-Y employees (born between 1980 and 2000) believe that a company’s success should be measured against criteria which encompass more than just a financial component.

43% 6%

6% of the world population had an internet connection.

50 billion SMART objects.

53% 10

53% of the world population has an internet connection.

10 billion SMART objects.

41,000 billion dollars, it is the amount of money that cities would need to invest in digital infrastructure over the next 20 years.

2000 2016 2020 2035

43% 53% 41,000


3 Source: Eurobarometer 2014

4 Source: Deloitte, Millennial Survey 2016

5 Source: PwC, 2015

6 Sources: Novethic and the Forum for Responsible Investment

84%

This is how the sharing economy is expected to grow worldwide, reaching a value of $335 billion in 2025 against 15 billion in 2014.

87%

This is how the share of socially responsible investment has evolved in France between 2013 and 2014, rising from 14% to 31%.

6% 10

6% of the world population has an internet connection.

10 billion SMART objects.


3 Source: Eurobarometer 2014

4 Source: Deloitte, Millennial Survey 2016

5 Source: PwC, 2015

6 Sources: Novethic and the Forum for Responsible Investment

22

x2

84% 87%

22

x2

84% 87%

In a world where trade is accelerating and tensions are on the rise, new societal aspirations are emerging. As digital technology enhances citizens’ capacity to inform themselves, they are increasingly expressing social and environmental concerns and calling on public and private actors to act more responsibly. They are redefining patterns of consumption and collaboration in all areas of daily life, and by doing so they are shaking up traditional actors and consensus. Circular economy is a major channel for action for this society of “Doing” which does not contend itself with “Having”. Companies also need to rethink their management methods to recruit and retain employees whose aspirations have evolved. More autonomous and civically concerned than before, employees today define global performance not only in terms of financial success, but also in terms of social, environmental and societal impact. Investors are equally changing, and the market for socially responsible investment is making steady progress.
The above-described trends (increasing urbanisation, changing global demographics, climate change) impact the world's available resources negatively: in the future, a larger population shall share resources which are already under stress. Notwithstanding the current uncertain macroeconomic context, calls for greater environmental protection are therefore intensifying in both developed and emerging countries, pending the emergence of more environmentally-friendly growth models.

Exhaustible resources

- In 2035, 40% of the population will live in areas of hydric stress.

- Based on 2009 data pertaining to their level of exploitation, mineral resources as listed below shall be exhausted by year1:
  - Tin
  - Zinc
  - Iron
  - Copper
  - Nickel

- According to the “Red List of Threatened Species”, 16,119 of the 40,177 plant and animal species evaluated worldwide could disappear. Biodiversity loss affects our ecosystems, and as such limits the number of services they provide.

Increased awareness

- Keen to monitor public opinion with regard to environmental protection, SUEZ has opened a Global Resource Observatory in partnership with the Harris Interactive institute. 2015 studies showed that a real environmental consciousness is emerging in all the countries studied2.

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2 Source: World Resource Observatory, Harris Interactive-SUEZ, March 2015, 10,100 interviews; sample of 70,000 people representative of the population aged 18 and older in each of the 9 countries.
The changing needs of the market for environmental services

- According to the Ellen MacArthur Foundation, circular economy could save the equivalent of $1000 billion by reducing the consumption of virgin raw materials, as well as reducing the generation of waste by 100 million tons per year in the European Union.

- According to the OECD, projected investment requirements between now and 2025 in water and waste infrastructure amounts to $1.037 trillion a year, across OECD countries and some others (including Russia, India, China and Brazil).

- Demographic growth and resource scarcity will also affect agriculture and industry, creating a need for new water distribution and wastewater treatment solutions: industrial water market is expected to account for $21 billion between 2014 and 2018.

- The market of solutions for “SMART cities” should represent $400 billion by 2020.

- Desalination will be a $100 billion market in fifteen years, with a capacity of 280 million m³ per day. But it is not just about quantities; municipalities and industries expect a global, more sustainable resource management. Quality and environmental performance are becoming essential indicators in the process of value creation.

- There is a growing demand for economic models that stop resource depletion, such as the circular or the functional economy. We also observe the need for innovation and diversification in the types of contracts and financing models, especially in the context of public private partnerships. The mechanisms for carbon financing or real estate developers could be mobilized to support the upgrading of urban infrastructures.

Environmental regulations in constant evolution

- The French Energy Transition Law for green growth aims to fight wastage and foster circular economy. It sets several goals, such as reducing the amount of waste produced per inhabitant by 10% between 2010 and 2020, and recycling 70% of waste in the building and public works sector by 2020.

- China’s 13th Five-Year Plan (2016-2020) establishes “green growth” as one of the prerequisites for maintaining the country’s economic growth. Out of the 13 goals set by Beijing, 10 are related to the environment, for instance: a 15% decrease in energy intensity and an 18% drop in the carbon intensity of its GDP, plus a 15% increase in the proportion of renewable energy in the energy mix.

- In the European Union: the next European Commission Package on Circular Economy, currently under discussion, is expected to set more ambitious recycling goals for 2030, such as recycling 75% of packaging waste and 65% of municipal waste.

After the COP 21, the need to establish a credible price on carbon is acknowledged by a growing number of actors: 74 countries and more than 1000 companies have publicly supported the World Bank’s Declaration on carbon pricing. Carbon pricing mechanisms are being developed (for instance, in China the government wants to introduce a national carbon market in 2017) and reinforced: the EU emissions trading system (EU ETS) aims to increase the price of the CO₂ quota from 5 euros it costs now to 30 euros in 2030.

- Since the 50s, the use of plastics has increased 20-fold; and it is set to double again in the next 20 years.

- Waste recovery will be a 30 billion euros global market in 2029.

Sources:
1. Global Water Intelligence
3. Ellen MacArthur Foundation
4. Report of radiant Insights
stakeholders with growing expectations

In an increasingly regulated world, the sustainable management of resources requires an active, effective collaboration between stakeholders. Such exchanges are happening at the local and institutional level and determine the operational performance of SUEZ. The Group has implemented a critical and proactive process of dialogue with all its stakeholders in every region it operates, to identify and anticipate the evolution and future challenges of its activities. In 2015, this approach took the form of a materiality exercise aimed at identifying the priority issues for the company and its stakeholders. The dialogue between the internal and the external, between financial and non-financial viewpoints, will bring strategic insights to build our new 2016-2020 Sustainable Development Roadmap.

One of the most robust analysis methods in the world

In 2015, SUEZ led an exhaustive materiality exercise involving more than 4900 people across 49 countries. The 51 issues analysed were chosen based on sectoral observation, a five-year review of stakeholder dialogue, and interviews with experts. The relevance of these issues was tested via an online survey sent to seven categories of stakeholders - employees, shareholders and investors, private sector, public sector and civil society players, teachers and researchers, and journalists - in three geographic regions: France, the rest of Europe and the world. Several departments of SUEZ also participated, foreseeing the economic impact of these issues over the next five years, and evaluating the of level maturity of the company in the response to these challenges.

The results of the survey were presented via a materiality matrix in accordance with the international standard AA1000. The vertical axis captures the importance of the issue for stakeholders, measured by the level of press coverage over six months and the results of the survey, without weighting the categories of respondents. The horizontal axis reflects the impact of these issues for SUEZ.

A company that shares the concerns of its stakeholders

The materiality exercise shows high expectations from stakeholders towards SUEZ, with a remarkable matching between the vision of managers and that of stakeholders for almost half of the issues. Stakeholders expect most from SUEZ on themes related to its core activity, optimised resource management. Energy and climate change-related issues, as well as air pollution were also marked of high importance. These results capture the spirit of the COP21, celebrated in Paris the same year. Environmental issues, followed by governance issues, ranked highest. Finally, the development of digital technology in operational activities was identified as a strategic area to develop.

Some stakeholders made more specific remarks: the private sector looks after the safety of employees; the public sector expects a stronger support from SUEZ when it comes to environmental education; employees underlined the need for a more collaborative management culture.
driving the Resource Revolution

P.17-18 leading the sustainable resource management
P.19-20 strategic pillar 1: transform our activities
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leading the sustainable resource management

SUEZ is the only international company focusing exclusively on water and waste management. The Group is at the top of the market: no. 1 in the waste market in France, no. 2 in Europe and no. 4 worldwide; no. 2 in the water market in France and Europe, and no. 3 worldwide. Over the course of its history, SUEZ has participated to some of the main social changes of its time: health in the 19th century, urban comfort and quality of life in the 20th century. The 21st century has ushered in radical change in our modes of production and consumption to protect our resources: we are entering the Resource Revolution.

In fact, the challenges presented in the previous chapter (growing urbanisation, global warming) are aggregating and exacerbating the diminishing the stock of available resources in the world.

SUEZ is committed to be a driving force behind the Resource Revolution, and has consequently structured its vision around three priorities. The Resource Revolution must be:

- **Circular**, as it aims to generate and regenerate resources that are essential to life and the future, according to the principles of the circular economy.

- **Concrete**, since the Resource Revolution means tangible and innovative actions that increase resource security and safeguard their quality, efficiency, recovery and re-use.

- **Collaborative**, so as to engage every actor, each at their own level, to better manage, protect and renew resources for the future.

This conviction has led SUEZ to redefine its ambition: the Group intends “to be the leader in sustainable resource management to improve the environmental and economic performance of cities and industries.” Each and every one of our men and women is a SUEZ ambassador for this cause.

Today a single brand gathers the previous 40 brands: SUEZ. This rebranding in 2015 was a very significant progress to consolidate, integrate and foster cooperation between all Group employees. Our strategy at SUEZ is now based on two pillars:

- **Transform our activities** through SMART solutions that lead the way to circular economy

- **Open up to new markets across the globe** and in new customers segments

strategy driving the Resource Revolution

help SUEZ’ clients become leaders in environmental and economic performance

Transform our activities
- Focus on the circular economy
- Accelerate the deployment of SMART solutions

Open up to new markets
- Support environmental transition across the globe
- Develop integrated solutions for industry

BE THE LEADER IN SUSTAINABLE RESOURCE MANAGEMENT

TO IMPROVE THE ECONOMIC AND ENVIRONMENTAL PERFORMANCE OF CITIES AND INDUSTRIES

FOCUS

DEMOGRAPHIC GROWTH AND URBANISATION

CLIMATE CHANGE

DIGITAL REVOLUTION

NEW SOCIETAL ASPIRATIONS

Challenges

Conviction

Ambition

THE RESOURCE REVOLUTION

The Resource Revolution
strategic pillar 1: transform our activities
focus towards circular economy and SMART solutions

The Resource Revolution implies a change in the Group’s value creation chain and a double transformation of its core activities. First transformation: the range of activities of SUEZ is expanding. We are adding new recycling and waste recovery businesses to our existing production and supply of drinking water, wastewater treatment, collection, sorting and recycling of waste. Landfills and incinerators can be exploited as sites of renewable energy production, recycled materials can become secondary raw materials for industrial circuits, and organic waste can be transformed into energy or compost. Wastewater treatment plants can become production centres for a number of flows: treated wastewater for re-use, renewable energy or soil fertiliser. Second transformation: incorporating the latest technologies of information and communications. These innovations have a direct impact on the efficiency of the monitoring and maintenance of infrastructures, as well as the monitoring of flux, and could bring further improvements to our activities, even to our final clients. The digital revolution accelerates the Resource Revolution. SUEZ is determined to embrace the circular economy and SMART solutions.

Focus on the circular economy

The linear model (extract, produce and consume) has come to an end. The roaring effects of climate change and the growing scarcity of resources call for a new model to generate growth, one that is not consumption driven, one that will create new jobs: this is, circular economy. It means optimum recovery of waste for reuse and re-manufacturing. The Group intends to accelerate the evolution of its waste recovery activities, such as:

- **Material recovery**: SUEZ returned 4.7 million tonnes of secondary raw materials (paper, cardboard, glass, metals, plastics and wood) to the market in 2015. We aim to accelerate this trend by raising operating and innovation standards, improving performance, increasing the sophistication of recovery techniques, and targeting the flows where recovery offers the most potential for reducing greenhouse gas emissions, such as plastics. In fact, SUEZ has undertaken to double the rate of plastics being recycled by 2020. We also intend to develop our activities in dismantling and recycling electric and electronic equipment (WEEE), end-of-life aircraft and vehicles.

- **Energy recovery**: SUEZ’s ambition is to be a leader in clean energy by leveraging the methods for producing energy from waste, including incineration, methanisation or the production of solid recovered fuel (SRF), which may constitute excellent alternative fuels in cement kilns, thermal power plants or steam generation plants in energy intensive industries. SUEZ was amongst the first companies to position itself in energy recovery from waste – a sector that is developing rapidly – in countries such as the UK, Belgium, Germany and the Netherlands. We intend to consolidate our leadership and bolster our positions in Central Europe and around the Mediterranean, where we are seeing a gradual convergence with European regulations, supported by EU funding. SUEZ also aims to set up cross-border organisations to accelerate growth in a number of activities, such as hazardous waste, alternative fuels and secondary raw materials.

Suez’s ambition in the water sector is to consolidate its leadership position in the re-use of treated wastewater, for which there is a broad range of potential uses (industry, agriculture, and even drinkable water). Reclaimed water can help to forestall conflicts between different uses of the water resource. Suez is already positioned in the promising markets of heat recovery from wastewater and the generation of energy from sewage sludge.

Water and waste are considered resources in the circular economy model. From an urban point of view, they are both key elements of a well functioning city or territory. SUEZ wants to promote this synergy through shared technologies and common commercial efforts (in 2015 we established in France a unified Commercial Development division), as well as through cross-functional research programmes. The circular economy is a new model that requires openness for experimentation and large-scale innovation. In Europe, SUEZ supports Green Deals (partnership agreements between companies and local authorities to get around potential regulatory obstacles) and was one of the first groups to sign a European Green Deal.
Accelerate the deployment of SMART solutions

Digital technology is deeply embedded in SUEZ’s operating activities: 2.6 million SMART meters are installed in the drinking water distribution networks managed by the Group. Data is fed back into the system and different analysis are carried out in real-time management of the networks to optimize flows, improve network efficiency, monitor the management of water and sanitation services, and cut energy costs. The Group is designing a new line of Advanced Solutions, and aims to accelerate their development for municipal use. For example, Aquadvanced monitors the hydraulic behaviour of a network using sensors that measure flow, pressure and flow rate to identify and anticipate problems, such as leaks, water pressure or water quality. The data is centralised, analysed and used to produce overviews, simulations and proposals to optimise energy consumption. Digital innovations also benefit households. SUEZ SMART meter technology is a referent in the European market. With 2.5 million SMART meters sold, the Group continues to develop its range of digital services helping customers keep track of their water consumption and interact with utility companies.

Innovative solutions based on digital technologies will define the new face of the city of tomorrow: a more resilient city thanks to the integrated management of utilities.

Digital technologies also facilitate waste management: SUEZ wants to accelerate their deployment to optimise the management of the waste cycle, improve recovery and offer end-customers new services, particularly in e-commerce. Regarding waste collection, trucks equipped with sensors and GPS allow local and municipal authorities to monitor the service in real-time. Sorting can also be improved using robotic waste sorting systems (Zen Robotics Recycler) to increase recycling rates. IT systems can be used to create a tariff system that incentivizes waste reduction and recycling. Households pay either for waste volume, the frequency of truck collection, or waste deposits at collection points.

SUEZ wants to position as a leader in the waste recovery chain, by providing SMART waste solutions at each stage and offering end customers more and better waste management options, through a range of services, such as SITA.scope® and SITA.connect and e-commerce, which contributed to the Group’s success in 2015.
Support environmental transition at global level

Water and waste management models are locally designed, taking into account the specific environmental and social contexts. This is an advantage when expectations for a decentralized system are strong. Taking this into account, and in order to give an answer to the demands for more environmentally respectful modes of development, SUEZ is reorganizing its international division into five geographical business units and four business lines. This will boost its sales momentum and accelerate growth.

SUEZ intends to further strengthen its markets in the United States, China, the Middle East and Australia. Australia is the International Division’s largest business unit with 2,500 employees and a revenue of AUD 1.5 billion. The business unit aims to offer municipal and industrial clients a complete integration of its recycling/energy recovery activities and treatment infrastructures so as to optimize the cycle.

In China, the Group is well placed to seize the opportunities resulting from by a growing demand for environmental protection solutions, thanks to the diverse collaboration with local partners. The creation of Derun Environment, for instance, established a cooperation agreement between SUEZ and New World Services on the one hand, and Chongqing Water Assets on the other. The Group also intends to take a joint approach to promoting its water and waste activities to meet the growing demand from Chinese industries for an integrated, multi-utility management service. SUEZ’s presence in the Middle East dates back 60 years. In an environment where water scarcity is a growing concern, its strategy for this region includes developing its expertise in reverse osmosis desalination and the recycling of treated wastewater.

SUEZ also wants to seize the opportunities for growth in several other regions. It was a forerunner in India – a country with immense environmental needs – where it has built more than 200 wastewater treatment plants. Another promising market is North Africa, with its rising demand for new solutions for the treatment of municipal waste. The Group is also pursuing its implementation in new regions, such as sub-Saharan Africa and South-East Asia, with selected strategic and lasting projects.

Develop integrated solutions for industries

SUEZ’s ambition is to be THE referent for the provision of environmental management solutions for industrial customers. They implement sustainable development or corporate social responsibility policies, meet commitments under COP 21, and move towards new business models based on the circular or functional economy.

This paradigm shift creates a set of values and objectives that position SUEZ as their natural partner, as companies strive to meet multiple requirements: managing the supply of raw materials and energy, reducing water consumption, complying with environmental standards, managing complex processes, operating performance, reputation and operating licenses. With a total revenue of €5.5 billion and major customers such as SANOFI, Safran, Solvay and Total, SUEZ is solidly placed and has an excellent reputation, and is seen by its clients as a supporting partner. It stands out for its culture and collaborative approach based on robust working methods, which have earned recognition through a long tradition of dialogue and openness.

SUEZ’s ambition is to expand its business by developing ad hoc, specific products and services for targeted sectors, such as construction, retail, agri-food, paper, pharmaceuticals and energy. Its objectives are twofold: 1) provide industrial customers with a stable and reliable water and raw materials supply to meet the twofold challenge of resource security and cost control; and 2) help industrial customers achieve environmental excellence by making our expertise and top technologies a fundamental part of their processes.

SUEZ is transforming its business lines and offering new solutions to drive the Resource Revolution. Desalination techniques and the recycling of treated wastewater maximise water supply are some of the solutions of circular economy for more integrated flow management. These services contribute to the environmental transition, and will open up new international markets for the Group and bolster our position in the industrial sector.

strategic pillar 2: open up to new markets and clients

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two strategy accelerators

An ambitious and open innovation policy

We need solutions for the Resource Revolution, and SUEZ has developed a combination of unique research and innovation tools: a global network of research centres, the SUEZ Ventures investment fund earmarked exclusively for innovation, working closely with an ecosystem of international experts and partners.

At SUEZ, we look at research and innovation as the means to further develop and fine-tune our expertise, improve our processes (particularly in energy optimisation and reduction of greenhouse gases) and step up the quality of our services. The Group continues to make significant investments in research programs in the area of drinking water quality to improve how the risks related to mixtures of micro-pollutants are assessed. Numerous programs also study the circular economy, with a focus on material and energy recovery. For example, the new PLAST’Lab is working with industry customers to develop resins that contain a high percentage of recycled plastics that can be re-used in the production of packaging or window jambs. In a global first on this scale, 8,000 tonnes of biofuel are produced from plastic waste every year.

SUEZ innovation strategy encompasses a wealth of other topics and goes beyond technology alone. Innovation is also social, societal and legal. To that purpose SUEZ has established a large array of partnerships with universities: research program on public-private partnership with the IAE chair; on social tariffs with the HEC Action Tank; on collective perceptions of water with Lyon 3 University, etc...

Optimisation of operating performance

The Group has consistently given priority to optimising the profitability of its businesses through continuous performance improvement plans. In 2013 and 2014, the COMPASS plan (the in-house standard aiming for industrial excellence and cost control) met the targets set and delivered a total of €180,000 and €160,000, respectively, in savings. In 2015, the Group saved €160 million as it pursued its continuous performance improvement drive, targeting industrial processes, purchasing efficiency and a reduction of general and administrative expenses.

Find out more about the Group’s strategy, see the 2015 Reference Document, chapter 6.3
**FOCUS**

**our value chain adapts to the circular economy**

- **822** million cubic meters of water re-used
- **3,212** million cubic meters of drinking water distributed
- **5,855** GWh of renewable energy produced in Europe
- **4.7M** tonnes of raw materials produced

**NEW SERVICES**

- collaborative platforms

**SLUDGE TO ENERGY**

- Collection of wastewater
- Quality of discharge

**WASTEWATER TREATMENT PLANTS**

- Desalination
- Pumping

**RE-USE OF TREATED WASTEWATER**

**DRINKING WATER PLANTS**

**LOCAL AUTHORITIES**

**CITIZENS**

**INDUSTRY**

**FARMERS**

**OUR STRATEGY**

- driving the Resource Revolution
- our value chain adapts to the circular economy
- our value chain adapts to the circular economy

**GRI DISCLOSURE LABELS**

- G4-4

**NEW TECHNOLOGIES & INNOVATION**

- distribution, optimisation of industrial processes

**ENERGY RECOVERY**

- Storage
- Incineration

**MATERIAL RECOVERY**

- Capture and recovery of biogas
- Preliminary sorting
- Recycling
SUEZ’s strategy for climate

At SUEZ, tackling climate change is an absolute priority. To that purpose a number of targets were set in the Sustainable Development Roadmaps for the periods 2008-2012 and 2012-2016, which aimed at reducing greenhouse gas emissions as well as protecting water resources. Addressing the impacts of climate change is an integral part of the Group’s ambition to become the leader in sustainable resource management.

In October 2015, SUEZ has undertaken 12 new commitments for climate to:

- Continue efforts to reduce the Group’s carbon footprint.
- Promote the circular economy model as a structural approach to reduce greenhouse gas emissions and protect our resources.
- Adapting to the consequences of global warming on water resources.

Pillar 2
Adapt to the consequences of climate change on water

By 2035, 40% of the world’s population will live in regions suffering from water stress. This is one of the consequences of climate change. But water rhymes with development, food, agriculture and health. SUEZ believes that water should be dealt with on an equal footing with energy, which is why SUEZ is also making commitments to water.

Pillar 3
Act for the implementation of climate responsible models

If the reduction of GHG emissions and the preservation of resources are to last, then they must be part of new economic and social models, which decouple growth from the consumption of resources. The design of these new models demands collective action based on open attitudes, experiments, the crossing fertilization of expertise and education.

12 new commitments to fight climate change

Commitment 1
Reduce GHG emissions by 30% on a global perimeter by 2030

Commitment 2
Contribute to avoiding 60 million tonnes of GHG emissions by 2020 for our customers

Commitment 3
Multiply by two the volume of plastic packaging recycled by 2020

Commitment 4
Increase by 10% the production of renewable energy by 2020

Commitment 5
Systematically offer to our customers plans of resilience to the effects of climate change

Commitment 6
Promote the different usages of water by multiplying by 3 our alternative water production capacity by 2030

Commitment 7
Save the equivalent of the water consumption of a city of 2 million inhabitants by 2020

Commitment 8
Set-up an internal price of carbon in 2016

Commitment 9
Mobilize ourselves to reinforce the price of carbon

Commitment 10
Commit ourselves in favor of circular economy

Commitment 11
Contribute to awareness raising on climate solutions

Commitment 12
Establish a Committee of Experts on the Climate Transition attached to SUEZ General Management
SUEZ helps its customers to avoid emissions of GHG emissions in a number of ways: waste can replace fossil fuels, supply green energy or be recycled for use as secondary raw materials.

The Group supports its customers in reducing their emissions Scope 1 (from combustion), Scope 2 (from electricity consumption) and Scope 3 (from the nature of the materials used in the value chain). Our goal is to avoid 60 million tonnes of carbon dioxide equivalent (tCO₂e) by 2020.

We are committed to a 30% reduction in greenhouse gas emissions from our own activities by 2030. To reach this target, we will reduce GHG emissions from waste storage platforms and vehicle fleets while relying increasing on green electricity.

SUEZ also keeps a close watch on GHG emissions on either end of its value chain: downstream emissions by its suppliers, which can be reduced by sustainable purchasing policies, and upstream emissions by end consumers, although their range of action is more limited.

2015-2020 commitment: 60 million tonnes of CO₂e avoided by 2020

Greenhouse gas emissions avoided by our customers: 9.2 million tonnes of CO₂e

UPSTREAM

- Transformation of ultimate waste into substitute fuels
- Production of primary and secondary raw materials

SUEZ

- Greenhouse gas emissions due to the waste combustion & decomposition process at waste storage facilities
- GHG emissions by suppliers

DOWNSTREAM

- Heating water at home (kitchen, shower, etc.)
- GHG emissions from water consumers

SUEZ GHG EMISSIONS: 8.2 MILLION TONNES OF CO₂e

2015-2030 commitment: -30% = 5.5 million tonnes of CO₂e
strategic assets
to support the Resource Revolution

SUEZ has major strengths which it can rely on to face up to new economic, environmental, social and societal challenges. The Group has played a pioneering role in the circular economy. In addition, sustainable development and a partnership-based approach have been central in the development of its strategy.

A balanced business model drawing on synergy between businesses

One of the Group’s major strengths is its diversified and balanced activities between: service contracts, short-, medium- and long-term contracts, local authorities and industry customers, regulated and non-regulated markets, mature and emerging economies, water and waste management activities. This balanced mix generates synergies between our two core activities: we share technologies, pool our R&D efforts, and generate operating synergies (energy loop between wastewater treatment plants and waste-to-energy plants, for example).

Human capital, a driving force for development

The talents of the men and women working at SUEZ are key to the transformation of our activities. They are the primary contributors to the Resource Revolution via the formulation of increasingly-innovative and value-creating solutions for our customers. In all its host markets, SUEZ is committed to a human resources policy that values commitment, diversity and skills development.

A selective policy for the management of development projects

To accelerate its growth, SUEZ applies strict financial discipline and take a selective approach to the management of development projects. The Group’s development is based on a combination of organic growth of its activities to reinforce its historical base, and targeted acquisitions to seize opportunities in new markets and promising sectors, so as to benefit from emerging economies.

Its position as a leading operator in the environment sector and its growth ambitions expose SUEZ to a number of strategic risks that may vary according to changes in the regulatory, economic and competitive landscapes.

SUEZ has a robust risk management policy to anticipate these risks and design the appropriate action plans.

Our risk management policy seeks to provide a comprehensive view of the risk portfolio, by using the same methodologies and tools in all subsidiaries and functional departments.

Find out more about risk management: Reference document 2015, chapter 4

Risks are identified and prioritised

The risks the Group faces are classified (strategic, financial or operational), assessed according to significance, and frequency, quantified wherever possible, and addressed (review of management methods). The inputs from this process inform action programs at all levels of the company.

In 2015, an in-depth study has been carried out to define and analyze the reputational risk. The aim was to ensure that potential controversies and crises, which could affect the Group, were adequately incorporated into the risk management framework.
### Risks
- Provision of access to basic services not keeping pace with anarchic urban sprawl (shanty towns)
- Rapid increase of the resource management-related needs of cities and industries.
- Growing need for sustainable cities-oriented development
- Leading position in sustainable urban and regional planning
- Technological, contractual and social innovations, to adapt to the local context

### Opportunities
- Application of circular economy closed loops.
- Integrated management solutions for industrial sites, which include pollution control, remediation of polluted sites or soil, and the protection of biodiversity.
- Need to develop wastewater treatment and pollution control solutions

### Suez Strengths
- Number of customers
- Number of new contracts with municipalities
- Number of people provided with sanitation services (treated wastewater)
- Number of people who have gained access to water and sanitation

### Indicators
- Pressure on resources and conflicts over usage
- Application of circular economy closed loops.
- Integrated management solutions for industrial sites, which include pollution control, remediation of polluted sites or soil, and the protection of biodiversity.

### Risks
- Slow environmental and public health regulations
- Pressure on industrial customers to incorporate their water footprint and secondary raw materials in their production processes
- Need to develop resource management solutions with limited environmental impact
- Solutions to reduce GHG emissions, to optimise energy consumption and promote the use of renewable energies

### Opportunities
- New market opportunities
- Reduction in greenhouse gas emissions through circular economy
- Need to develop resource management solutions with limited environmental impact
- Solutions to increase resilience and prevent and manage flooding

### Suez Strengths
- Cubic meters of desalinated seawater
- Energy produced from waste
- GHG avoided
- kWh produced

### Indicators
- Need to reassess our relationship with water and our management practices
- Secondary raw materials more appealing
- Broader approach to the overall water cycle and to ecosystem services

### Climate Change Risks
- Disruption of the water cycle and steep increase in the number of regions with insufficient water supply or affected by water stress
- Need to reassess our relationship with water and our management practices
- Secondary raw materials more appealing

### Climate Change Opportunities
- Identification of new energy sources
- Waste recovery as new local and renewable sources of energy

### Climate Change Indicators
- Increasing scarcity of fossil fuels
- Presence of alternative resources in regions affected by water stress
- Broader approach to the overall water cycle and to ecosystem services
<table>
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<th>OPPORTUNITIES</th>
<th>SUEZ STRENGTHS</th>
<th>INDICATORS</th>
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**The digital revolution**

- Shifting of individual consumption behavior that could lead to reducing resource consumption
- Changing public attitudes as people become increasingly exacting in their standards for the environment, health, quality of life and the efficiency and transparency of public services
- New business models geared towards service delivery to optimise consumption and protect the resource

- New SMART solutions, for increasingly intelligent and digital management practices in our two core businesses
- Changing industry expectations regarding managing the water and waste cycle, which has become a pressing issue not just for environmental policy, but also in terms of competitiveness and economic performance
- Advanced solutions to convert resources into renewable energy, secondary raw materials or compost

- Risks associated with infrastructure safety
- Risks associated with personal data protection
- Technologie assurant la sécurité des infrastructures et la protection des données personnelles
- Number of risks identified and measures in place
- Review of strict compliance with data protection regulations

**New social aspirations**

- Rising concerns about responsibility issues
- Requirement for companies to be more ethical and committed to the environment and society
- Pioneering inclusion of social, community and environmental dimensions into the Group’s products and services

- More active participation of stakeholders in managing services
- Expectation of a partnership-based approach to jointly develop innovative solutions
- Numerous partnerships to create shared value and ensure customer and stakeholder requirements are taken into account

- Sustainable Development Roadmap
dilemmas: a pressing need for dialogue with stakeholders

The challenges of our modern world generate a certain number of risks and opportunities for the Group, as described in the tables in the previous pages. They also create difficult trade-offs, because they relate back to conflicting principles, all of which are legitimate. More often than not, dialogue and consultation are key to overcoming them. Below are some of the points of focus for discussion between the Group and stakeholders.

Does waste recovery not contradict the “zero waste” target?

The idea that waste recovery encourages waste production is widespread. In our opinion, reducing waste at the source remains a primary objective: the environmental solutions we are developing for our industrial customers are a definite step in this direction. However, the 4 billion tonnes of waste produced every year in the world remain a reality. Their transformation into primary secondary materials or their recovery as energy is environmentally, economically and socially efficient. This is what is at stake when we talk about circular economy: to enable growth that is disconnected from resource consumption.

Can water, essential to life, really be managed by a private company?

A public authority can decide to delegate its water service to a public company or a governing authority. Because water is a service: to be used and to contribute to development, it must be treated and distributed 24 hours a day, and be of impeccable quality in terms of health and taste. Public Private Partnerships are the subject of some criticism, which it is important to consider, beyond the traditional public-private divide. Indeed, it is important to compare different management methods on comparable and rigorous criteria, such as network performance rate, quality of water supplied, and the quality of service to the user. It is equally important to develop water services to meet the expectations of elected officials and residents, but also to address issues of protection and resource availability. This is the purpose of the SUEZ’s Contract for Water Health, which offers extensive contractual options for shared modes of governance, compensation mechanisms based on environmental and social performance, as well as new services such as SMART meters to control usage, and social water pricing.

Does cost rationalization not have a negative impact on employment and quality of service?

SUEZ’s activities have undergone several changes in the past years, including industrialization and digitization. Their purpose is to optimize employees’ time rather than reduce their intervention. Information and communication technologies reduce time and distance; they also create new opportunities, whether it be in the water sector (new remote metering services; network maintenance and SMART industries) or in the waste management sector (waste recovery and waste-to-energy processes). Emphasis on training is key to a smooth transition, one that respects employment and ensures quality of service. This is why SUEZ adopted an ambitious policy with regard to training of its employees (see p. 39).
TOWARDS A GLOBAL PERFORMANCE

P.31 commercial success creating multi-dimensional value
P.32-33 environmental performance at the heart of operational performance
P.34-38 solutions to enhance the environmental and economic performance of our customers

P.39-41 2015 social performance: engaging employees in the Group's transformation
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P.44-45 a high-performing Group serving people worldwide
P.46-47 a responsible performance praised by our stakeholders
commercial successes creating multi-dimensional value

In 2015, SUEZ’s four strategic objectives supported the strengthening of its position on the market, with major commercial success both in Europe and around the world. Cities and industrial clients alike opted for solutions combining both economic and environmental performance.

**FOCUS**
a strategy that led to commercial success in 2015

**Towards a circular economy**

- 1.9 t RECYCLED / 1 t DISPOSED
- 9.2 MCO₂e AVOIDED

An innovative partnership for the Covaldem II public service concession for waste collection and treatment (Aude, France) (€459 million).

A waste-to-energy facility and electricity generation for the County of Suffolk (UK) (£1 billion).

Renewal of SYCTOM waste-to-energy facilities in the Ile-de-France region. (1.8 billion € for IP13 Partnerships)

**Accelerate the deployment of SMART solutions**

- 2015: +23% REVENUE
- 2.6 M SENSORS
- 15% CUSTOMERS EQUIPPED WITH SMART METERS

Renewing of the PPP content with Syndicat des Eaux de la Presqu’île de Gennevilliers, with decarbonisation solution (€873 million).

Aquadvanced solutions in Alençon, Calais and Guingamp.

Energy recovery solutions in wastewater treatment plants (Strasbourg, Valenton, Annecy, Angers)

**Support environmental transition across the globe**

- 2015: +17% REVENUE
- 822 MILLION M³ OF TREATED WASTEWATER REUSED
- 14.7 MILLION PEOPLE PROVIDED WITH DRINKING WATER AND 7.4 MILLION PEOPLE PROVIDED WITH SANITATION IN EMERGING COUNTRIES

Circular economy solution for Changshu Chemical Park (€354 million).

**Developing integrated solutions for industries**

- 2015: +37% REVENUE
- 1,852 Mt OF RDF SOLD

Multi-site contract with Safran.

Global agreement with Sanofi to enhance environmental and economic performance of its production sites.

Industrial wastewater treatment plant for a SOLAR platform.

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Towards a global performance
environmental performance
at the heart of operational performance

In addition to its ambition to become the leader in sustainable resource management, SUEZ aims at being evaluated on all aspects of its performance, whether it be operational, financial, environmental, social or societal - all of which being beneficial to stakeholders. The 2012-2016 Sustainable Development Roadmap was designed as a support tool to guide the Group’s transformation strategy. The Roadmap is organized around three key themes: helping our customers become leaders of economic and environmental performance; developing the talents of our employees to ensure they play an active role in the transformation of our activities; ensuring that our activities contribute to the attractiveness of the region they take place in, and co-building solutions with stakeholders. The Roadmap sets quantitative targets, and results are measured against a set of key indicators to reflect the Group’s environmental, social and societal performance. The 2015 results may be used to understand how these three aspects come together to create responsible growth, and how, in turn, they impact SUEZ’s financial performance.

The continuous improvement of the Group’s operational efficiency, in terms of its commitment to environmental protection, meets three requirements: guaranteeing the future development of our activities, taking into account the rising expectations from our customers regarding cost and quality of services; contributing to managing the operational risks inherent to our activities; and finally, meeting the requirements of our stakeholders, who expect SUEZ to set an example in this area. As a result, five of the major challenges that emerged from our materiality study are related to the Group’s operational and environmental performance: sustainable and optimised management of water and waste, limiting GHG emissions, reducing energy consumption, fighting air pollution, and reducing disturbance to residents.

In 2015, the Group’s water activities made a significant contribution to the management efficiency of “smaller” urban water cycles. In terms of water supply, almost 1.7 million customers are now equipped with SMART meters, allowing them to control their usage; the overall technical performance of drinking water systems in the Group’s four main subsidiaries (Water France, Agbar, SUEZ US and Lydec), despite the problems that arose on the Santiago de Chile distribution network, was once again above 77% for 2015, and the bacteriological compliance rate of water distributed continued at a level of excellence with regard to all local standards (in France it was 99.8%).

For wastewater sanitation, 2015 also saw an improvement in the purification yields of facilities managed by the Group, both for BOD5 (+1.6%) and nitrogen (+3%). The solutions offered by the Group for the treatment of micro-pollutants in wastewater (pesticides, drugs, hydrocarbons, heavy metals, solvents, etc.) also enabled it to win more contracts, such as those in Sofia Antipolis, Zurich and Lausanne.

In the field of waste management, support for local policies aimed at making the transition from storage to recovery resulted in the improved environmental efficiency of processes. At SUEZ, growth in its collection business is accompanied by an increase in the rate of lorries running on alternative fuel: 11.3% in 2015 vs. 4.7% in 2012.

To respond to residents’ concerns about air quality near these sites, the Group is committed to achieving performance levels that are higher than the emission thresholds required by local regulations, across the 45 Waste-to-Energy (WtE) units it manages worldwide. Also in 2015, it reduced total dust emissions from the WtE units it manages from 56 to 52 tons. Meanwhile, the reuse rate of bottom ash from ERUs rose by 3.7% in 2015. Finally, 95% of waste stored by the Group is done so in centres fitted with biogas collection and recovery systems. This progress has contributed to a reduction of 680,000 tCO2e in greenhouse gas emissions at this plant in 2015.

11.3 % of lorries run on alternative fuel, vs. 4.7% in 2012
More generally, the Group’s carbon performance means it is able to help its customers avoid more GHG emissions through waste and wastewater recovery solutions (9.2 million tCO2e) than the Group emits itself during its direct operations (8.2 million tCO2e), as illustrated by the carbon profile overleaf.

In line with the commitments made in the Group’s Sustainable Development Roadmap, the number of action plans on sites deemed sensitive with regard to biodiversity rose again sharply in 2015, from 144 to 214.

And finally, SUEZ’s operational performance:

- Has contributed to achieving the goals of the COMPASS cost reduction plan, with net earnings totalling 160 million euros in 2015. These numbers are the result of a concerted efforts in optimising collection rounds, controlling the cost of energy consumption, and increasing the Group’s capacity to generate energy from waste and wastewater. The gains related to the increased energy efficiency of facilities operated by the Group are thus estimated at €4 million per year.

- Was reflected, in 2015 (as in previous years), by a very low number of convictions related to incidents causing environmental degradation (5 in 2015 vs. 7 in 2014).

- Was rewarded with a satisfaction rating from water consumers that was once again higher than the 80% target set by the Group’s Sustainable Development Roadmap in 2012.

### FOCUS

The SUEZ Group’s Carbon profile in 2015

**Emissions produced CO2e**

- **BY ACTIVITY (in tCO2e)**
  - Waste: 6,125,324
  - Water: 2,086,363

**Avoided emissions CO2e**

- **BY ACTIVITY (in tCO2e)**
  - Waste: 9,021,887
  - Water: 159,158

- **BY SOURCE (in tCO2e)**
  - Incineration: 3,702,067
  - Electricity: 1,790,763
  - Storage: 1,624,580
  - Transport: 620,378
  - Other: 420,899
  - Material recovery: 6,201,521
  - Energy recovery: 1,873,974
  - Solid recovered fuels: 1,105,550
SUEZ’s commitment to help its customers become leaders of economic and environmental performance requires enhancing the safety, quality, efficiency and recovery of the resources they are responsible for.

**Safe and high quality resources**

Industrial companies, just like farmers and local authorities, are well aware of the vulnerability of resources, particularly water resources, and expect solutions that reduce the risk of water scarcity, already evident in some regions of the world.

Reusing wastewater is one of them: in 2015, the Group treated 822 million m$^3$ of waste water for reuse, and was selected to supply equipment for Huai Fang wastewater recycling plant in Beijing, which will treat the effluent of more than 3 million inhabitants in 2016.

In 2015, SUEZ strengthened its global leadership in the desalination of seawater using reverse osmosis, by building 250 plants across the world equipped with this solution. The research contract was signed in January 2015 with Abu Dhabi Future Energy Company, the Masdar Institute of Science and Technology and ENGIE, and aims to innovate to reduce the economic and carbon imprint of a technology that is still very energy-intensive. The purpose of the research is to produce a 100% solar power supply, which would provide this arid region - and indeed the rest of the world - with a solution whose environmental performance would be considerable.

**Solution**

In Brazil, closed loop industrial water circuits to fight against water stress.

Near a river whose flow is in significant decline following several years of drought, Companhia Siderúrgica Nacional, one of the largest ferrous metal producers in the country, approached SUEZ to develop a facility allowing the reuse of 4500 m$^3$ of wastewater per day for uses related cooling and processes, allowing it greater autonomy in terms of water supply while reducing the risk of pollution of the river.
Cities now have to find a solution to the considerable challenge of providing their inhabitants with access to high quality resources at the lowest possible cost. Rising to this challenge will involve a radical change in their approach to resource management. SMART Water solutions are key. As such, in 2015, the Urban Community of Alençon, as well as the Syndicat Mixte pour la Gestion du Service des Eaux de Versailles et Saint Cloud (SMGSEVESC), chose SUEZ’s Aquadvanced solution: this management and optimisation tool for water systems offers real-time monitoring of all hydraulic flows, and leak detection using multi-parameter sensors. The data collected also contributes to decision-making in the investment policy. Just like for water, local authorities need to improve performance and efficiency in all stages of waste treatment and recovery. Use of SMART Waste digital technologies is another powerful tool in this optimisation: managing collection in real-time (location-based sensors embedded in SMART lorries), reducing the volume of waste and encouraging recycling through incentive pricing schemes based on information systems, as well as improving the quality of waste recovery and encouraging recycling through the use of sorting robots.

These new digital technologies are shaping the face of the city of the future, that of the "resource-city": a city which, because it will have a 360° view of all its flows, will be able to create new resources. Digital platforms are also moving in this direction, enabling the collection, analysis, storage and provision of urban data (mobility, quality of life, urban services, infrastructure, etc.). Saint-Etienne is the first city in France to decide on the implementation of a digital platform, winner of the MEDDE (French ministry of Sustainable Development and Environment) “Sustainable City Industrial Demonstrators” call for projects, the ANRU (French Agency for Urban Renovation) “Sustainable and inclusive City” call for expressions of interest, and the result of a joint initiative between the city of Saint-Etienne, Saint-Etienne Métropole, SUEZ and their partners.

Solution

Launch of SMART Operation Center

Digital technology is a powerful tool for addressing the environmental challenges faced by local authorities. To support their work and enhance the performance of their water and sanitation services, SUEZ has opened a centre in the French commune of Pecq (Yvelines) for monitoring AMR and SMART Water infrastructure in France and overseas: the SMART Operation Center.

The first of its kind, this platform guarantees the performance of all systems and facilities, and provides reliable and up-to-date information for local authorities and water operators.

This comprehensive overview allows it to detect incidents as early as possible (leaks, meter failure, falling pressure levels, etc.) and to reduce response times when resolving the reported malfunctions.

This centre will eventually oversee all environmental SMART devices (water, gas and multi-utility meters, as well as sensors for the voluntary waste drop-off bins, etc.) to support local authorities in the sustainable management of their resources.
Resource recovery: the circular economy in action

As well as being accessible, protected and optimised, more and more companies and local authorities now expect their resources to be recycled too. Moving towards a circular economy approach allows them to manage their resources (whether water or waste) more economically, but also to emit less greenhouse gases and potentially create jobs. To meet these growing demands, in 2015 SUEZ increased its percentage of recovered waste, while perfecting techniques thanks to SMART Waste.

Of the 24.8 million tons of waste processed by the Group in Europe, just over 65% are recovered. The recovery/disposal ratio significantly increased between 2014 and 2015, from 1.52 to 1.90 with a target of 2 (Commitment 2 of the Group’s Sustainable Development Roadmap) in 2016. This has enabled SUEZ to market 4.7 million tons of secondary raw materials (paper, cardboard, glass, metals, plastics, wood) and to greatly increase its renewable energy production: a 14% increase in useful energy production across Waste Europe, with the commissioning of new facilities in France, such as the ROBIN green steam production plant on the industrial platform in Roussillon, or the Teesside EfW plant, one of 11 PFI (Private Finance Initiative) contracts entered into by the Group in the UK. The production of solid recovered fuels sold in 2015 remained stable compared to the previous year.

The circular economy model also concerns Water activities: the ratio of energy produced vs. consumed increased from 7.3% [2014] from 7.8%, due to the commissioning of new cogeneration facilities, like in Pontiac in the United States, or Biovalsan, a unit for injecting biomethane into the natural gas distribution network in Strasbourg.

The circular economy model is dependent on commodity and electricity prices. Despite their respective decline and an unfavourable economic climate, the turnover from our Recycling and Waste Recovery Europe business increased from 6.32 billion euros in 2014 to 6.36 billion euros in 2015, while helping SUEZ customers avoid 9 million tCO2e in emissions. The continuation of a trend to which SUEZ is committed for the future: the Group plans to help its customers prevent 60 million tCO2e of emissions between now and 2020, and to build economic models with them based on environmental performance, and particularly carbon-related, in line with carbon price modelling in the different countries where the Group operates.

Objectives

The ratio giving the number of tons of waste for recovery to one ton of waste for disposal (scope: Waste Europe):

<table>
<thead>
<tr>
<th>Year</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ratio</td>
<td>1.40</td>
<td>1.42</td>
<td>1.52</td>
<td>1.90</td>
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</tr>
</tbody>
</table>

Solution

An integrated waste management solution tailored to the needs of emerging countries

As the leading player in waste recovery for emerging countries, SUEZ has developed the “SMART Cells” solution, offering modular solutions adapted to local contexts, to accelerate the transition from disposal to recovery of municipal and industrial waste, in connection with the climate/energy and environmental policies of local authorities. This solution also contributes to supporting local economic growth and the creation of formal wastepickers cooperatives.
Solution

Experiment new forms of dialogue between experts and the General Public

Within the events organised for COP21, SUEZ supported an original initiative “Blackmarket for Useful Knowledge and Non-Knowledge” organised in Le Musée de l’Homme. Thought of as an invitation to reflect upon new roles human kind is endorsing, the event took the form of intimate conversations between the public and 75 experts from all backgrounds, including sciences and engineering, human sciences, agriculture, counter-culture, religion. Exchanges revolved around themes such as climate change and Anthropocene, i.e. the period during the course of which human influence on the planet became prominent. The performance ran parallel to official debates on the adoption of a world climate policy, which the public was not invited to, and put forward another representation of ecological democracy.

Innovative partnerships as a new growth driver

The circular economy model is a new business model. It requires a new kind of governance that brings together all players in the value chain (businesses, startups, communities, local organisations) within dedicated bodies and promotes the “co-construction” of more and more cross-business solutions. This “co-construction” is therefore becoming a contractual expertise, which SUEZ is able to consolidate thanks to its extensive experience in dialogue and partnership. It is proving to be a real growth driver, and takes various forms, as evidenced by numerous examples in 2015. In particular:

- **Shared management between a local authority and a private operator:** whereby Dôle and SUEZ created Doléa Water and Doléa Sanitation, the first two single operation mixed-economy companies in France. The local authority joined forces with the operator to decide on actions to be implemented, paving the way for an innovative management method, transparent and shared.

- **Joint management of solutions for industrial customers:** within the framework of a renewable three-year agreement signed by SUEZ and Sanofi in 2015, which aims to increase the economic and environmental performance of its production sites through optimised resource management, teams from the two companies now work together to select the most suitable cutting-edge technology, write operating manuals, and provide joint steering for the project.

Solution

From managing water resources to sharing expertise: the example of Singapore

In June 2015, SUEZ signed an MoU [Memorandum of Understanding] for a renewable period of 5 years with the Singapore Public Utilities Board on water resources management. With a focus on social innovation, the agreement provides for the sharing of expertise and the joint development of technology through three research projects in SMART Water technology and energy optimisation of wastewater treatment. In addition, SUEZ has opened an innovation centre, consisting of 15 researchers and engineers who will support, through innovation, the development of projects in this country.
In early 2014, to encourage innovative circular economy initiatives in waste management, MakeSense and SUEZ joined forces to launch the collaborative platform Future of Waste. Its goal? To identify new business models and to support social and environmental entrepreneurs developing innovative solutions to reduce, redeploy, recycle and/or recover waste.

Future of Waste encourages the emergence of innovative solutions by solving the challenges faced by entrepreneurs every day, through a range of collaborative tools (digital platform, challenges) and creative workshops (hold-ups) to which SUEZ employees can contribute on a voluntary basis. Entrepreneurs thus benefit from the Group’s expertise, as well as dedicated support throughout the development of their project. As part of the COP21, Future of Waste launched its first “Waste & Climate” Impact Program, which in just three weeks brought together 400 people, including 50 Group employees, at 30 workshops in Paris, Brussels, Toulouse, Nantes, Mexico City, Dakar and Etterbeek. It resulted in the design of an open source database and a dedicated methodology for social entrepreneurs to measure their climate impacts.

Just two years after its creation, Future of Waste has become an active community with over one hundred entrepreneurs and several hundred enthusiasts. A total of 80 workshops for solving challenges were held in 17 different cities, including five outside France.
2015 social performance: engaging employees in the Group's transformation

The Resource Revolution starts at home, which goes to say how important it is to bring together our 82,536 employees under the single SUEZ brand, strengthening their commitment within a shared culture.

This is the purpose of the internal dialogue initiative “Imagine Together”, which got very good results both in terms of participation rates and approval of the program proposed: tangible proof of our employees’ commitment to the new Group ambition. A commitment that should now be measured over the long term: SUEZ has decided to systematically carry out commitment surveys across the Group, and to measure the commitment of its employees every two to three years as of 2015, with a common benchmark for all subsidiaries.

As well as this involvement in the Group’s strategy, employees also participate through social dialogue: over 84% of SUEZ employees worldwide have staff representation bodies, and the Group contributes to their implementation in its international subsidiaries, including in countries where their existence is not mandatory.

Supporting the transformation of business activities, a major focus of the Group’s strategy, is key to employee engagement: this year, the human resources policy once again puts the focus firmly on training, with the aim of developing skills, in line with the Group’s development priorities. The 2015 results were significantly higher than the previous year: more than two thirds of the Group’s employees, regardless of their professional category, received training. The average annual training duration was 17.3 hours per year in 2015 vs. 16.7 in 2014. Such results suggest that the target set by the 2016 Sustainable Development Roadmap - i.e. 18 hours of training per employee per year - is likely to be achieved.

By adding the hours of e-learning, a format particularly suited to staff who are far from training venues, and generating significant savings compared to a classroom system (of around €3 million per year), the average number of training hours per employee in 2015 was 25 hours.

The proportion of employees who received training

<table>
<thead>
<tr>
<th>Year</th>
<th>Workers, office staff and technicians</th>
<th>Senior technicians and supervisors</th>
<th>Executives and managers</th>
<th>Employees - all status</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012</td>
<td>67.8%</td>
<td>70.6%</td>
<td>72.3%</td>
<td>66.5%</td>
</tr>
<tr>
<td>2013</td>
<td>67.2%</td>
<td>71.0%</td>
<td>71.0%</td>
<td>67.5%</td>
</tr>
<tr>
<td>2014</td>
<td>68.2%</td>
<td>72.5%</td>
<td>75.2%</td>
<td>66.5%</td>
</tr>
<tr>
<td>2015</td>
<td>68.9%</td>
<td>73.3%</td>
<td>75.8%</td>
<td>69.0%</td>
</tr>
</tbody>
</table>
Launch of the SUEZ women’s network

Increased diversity to develop commitment

Working for equal opportunities is a CSR priority that is very important to SUEZ: the objectives of its Sustainable Development Roadmap include combating discrimination, promoting diversity and integrating Generation Y and over-55s, as part of a structured program implemented in 2010 - the Diversity Program. This year was another year of encouraging results.

The agreement on professional equality is one of the four fundamental agreements that were signed by Group Management and its main representative bodies (France Works Council and the European Works Council) in 2013, the date of the Group’s demerger with ENGIE. In 2014, for a period of 4 years, SUEZ also obtained the French government’s Diversity Label for its activities in France.

In 2015, the proportion of women is increasing in the Group, both overall (20.4% of the total vs. 20.1% in 2014) and in management: 28.2% in 2015 vs. 27.6% in 2014, reflecting the considerable efforts made, especially in countries where access to the labour market is more difficult for women. This is a result that the mentoring scheme launched in 2014, and the SUEZ women’s network launched on 8 March 2016, will undoubtedly help to continue to improve, since these are powerful tools for speeding up women’s careers.

Promoting diversity also involves other groups in society such as people with disabilities (1.8% of employees as a global average, 3.1% in France and 5.4% in Germany) and aims to encourage the integration of older workers: some of the latter are involved in the Generation Link scheme, which promotes knowledge sharing and inter-generational skills transfer, while the percentage of permanent employees aged over 55 rose from 15.4% to 15.9% in 2015.

Solution

JUMP: a new Excellence Program to train and develop young talents

JUMP is the first graduate program dedicated to postgraduate students with a passion for environment-related activities and sustainable development. Its purpose is to train candidates, through individualized support, to expert and management roles by offering them the opportunity to join the Group and grow within it. As part of the program they may successively get an internship, a short-term contract followed by a one or two years mission abroad (known as a ‘VIE’ contract).
Occupational Health and Safety: the crucial condition of the Group’s performance

The materiality survey shows very clearly that health and safety is a priority issue in the eyes of employees, as well as for customers, including industrial clients. The Group is aiming for a 30% reduction in the frequency rate of occupational accidents, and of 10% in their severity rate, during the term of its Sustainability Roadmap, that is to say, between 2011 and 2016, in order to strengthen SUEZ’s position as one of the most successful companies in its field of business.

In order to involve all staff in achieving these objectives, a European health and safety agreement was signed in 2014 with the Group’s European Works Committee, and its principles have been applied in the HR policies of all Group subsidiaries outside Europe.

In 2015, the improvement seen over these key indicators in recent years has continued. The frequency rate of occupational accidents in the Group was 10.05 for a 2016 target of 10, and the severity rate was 0.53 for a 2016 target of 0.54. The improvement is especially remarkable for waste activities in emerging countries, where the risk of industrial accidents is higher. In water activities, while the target for 2016 was achieved in 2014, a slight deterioration has been noted, mainly due to the Group’s water business in France. The “safety agreement” between Water France and the Group’s Health and Safety Department has therefore been immediately reviewed.

The campaign launched in 2013 committing all employees to follow the “10 life-saving rules” was continued in 2015, with a goal of 0 fatalities a year in the Group. It now makes a particular emphasis on the risks of accidents on the road, which is where the most serious accidents occur, and which most often involve third parties.

A return on investment indicator for human capital

In 2015, SUEZ obtained once again the “Top Employer France” certification for its good human resource management, an important indicator of the Group’s social performance, essential for attracting and retaining employees.

In addition, the contribution of social performance to the Group’s overall performance is also evaluated by measuring the return on investment in human capital. Using the 2008 figures as a benchmark, this indicator compares the annual costs related to training and promotion of internal mobility, and the costs avoided thanks to changes to the turnover rate, absenteeism and the severity rates of occupational accidents. In 2015, the return on investment indicator was 2.25, which means that the avoided costs since 2008 were twice superior as the costs incurred. Moreover, SUEZ’s social performance often helps its proposals stand out, and sometimes forms a specific component.

Solution

“Safety contracts”: a commitment from Group leaders

Each Group subsidiary manager is linked to the SUEZ Health and Safety Department by a contract, the “safety agreement”, which sets quantitative targets in terms of key indicators, but also insists on implementing actions that will help them reach these goals: training of management, control of major risks associated with the work of the subsidiary or its customers, prevention of occupational illnesses, action vis-à-vis subcontractors, particularly in countries where local requirements are weaker than those of the Group. This contract is subject to annual review, and compliance with its provisions is part of the criteria for calculating the share of variable remuneration of the subsidiary manager and their management team.
Contribution to employment and local development

In 2015, in France, the Group made a quarter of its purchases from small and very small businesses, the lifeblood of regions and communities, in line with the objectives of the new Responsible Purchasing policy (a common framework for all the functional departments, which implement it in their field as an operational action plan); it also seeks to develop partnerships with suppliers who uphold CSR objectives.

Social economy is another key player in local development: in 2015, the amount of purchases from the protected and adapted sector in France (EA/ESAT) increased again to more than 6 million euros. A partnership was signed with the Mouvement des Entrepreneurs Sociaux (MOUVES) to work with social enterprises to come up with local solutions to social and environmental needs. Other partnerships with NGOs and key players in the social economy, such as “100 chances, 100 emplois” (100 opportunities, 100 jobs) and Passeport d’Avenir (Passport to the Future) have enabled SUEZ to continue its work in 2015 to integrate people in difficulty.

The Group is also committed to increasing the rate of employees on work-based-learning contracts and internships (in 2015 it was 1.6% of the total, and accounted for 6 million euros in payroll and 304 jobs in France), and is working to improve the effectiveness of the social clauses introduced by local authorities in their tenders in France.

In emerging countries, the main challenge is integrating the informal economy. SUEZ is already working to find new solutions: in Morocco, for instance, the rehabilitation of a landfill for household waste in the city of Meknes is integrating the informal recyclers that already worked on the site by offering to organise them into a cooperative so they can stay in business while improving their working conditions and safety.

Access to essential services

Adopted by the United Nations in September 2015, the Sustainable Development Goals (SDGs), which set the development agenda between now and 2030, reminded us that despite the significant progress that has been made, the fight against inequality when it comes to universal access to essential services in the world is still a major issue, since it is estimated that 700 million and 2.5 billion people respectively still have no access to water or sanitation.

With its extensive experience in access to services, the Group now offers local authorities a range of solutions to help them identify access problems and address them through the coordination and implementation of projects. They will face three distinct challenges: the extension of physical access, ensuring the affordability of the service, and universal access to urban sanitary facilities. The deployment of these solutions is supported by a technical committee of 20 experts operating on five continents.

These solutions allow the Group to increase the number of people with access to basic services (currently 14.7 million people connected to drinking water supply and 7.4 million to sanitation in emerging and developing countries), in accordance with the Sustainable Development Goals.

Contributions to a positive economy

SUEZ’s responsibility is expressed in its contribution to universal issues, including: the fight against climate change (mentioned above), employment and local development in France and abroad, access to basic services, or the sharing of expertise.

GRI DISCLOSURE LABELS

G4-21 — G4-DMA — G4-EC8

towards a global performance
Knowledge sharing

This is one of the nine priority issues identified in the materiality matrix. It is also one of the commitments of the Sustainable Development Roadmap. SUEZ is committed to sharing its skills with educational and training organisations. With the class of 2015, 150 students will graduate with the “SUEZ - Water for All” ParisTech Executive Masters degree: for instance, SUEZ accompanied the students to Ouagadougou and Kampala as part of the “social responsibility and access to essential services” module, led in partnership with GRET, to meet local operators and talk about their approach to services in informal settlements.

Our employees also share their knowledge through our academic partnerships such as the “Water usage and economical systems for a SMART & Sustainable Mediterranean city” with the University of Nice Sophia Antipolis and the Métropole Nice Côte d’Azur, or the Economics of Public-Private Partnerships Chair with the IAE Sorbonne. At a local level, hundreds of public awareness campaigns for sustainable development are organised each year worldwide with the support of SUEZ.


Solution

Lydec celebrates ten years of INDH-INMAE programme for access to water

Following the launch of the National Initiative for Human Development by His Majesty the King of Morocco Mohammed VI in 2005, Lydec launched the INDH-INMAE programme, which has celebrated 10 years. Designed in close collaboration with local and national authorities, the project aims to give access to water and sanitation to 500,000 inhabitants in low income neighbourhoods of the Casablanca Metropolis. Since its creation, 470 million dirhams (around 47 million euros) have been invested, connecting 35,000 households to the network. Before the end of 2016, 25,000 additional households are expected to get access to water and sanitation services.

Supporting users in financial difficulty in Barcelona

To meet the challenges of financial insecurity in Spain, for a number of years now, SUEZ has been implementing aid mechanisms to support users with financial difficulties across numerous cities. In 2012, a Solidarity Fund with a budget of 3.2 million euros was created in Barcelona to support households in risk of exclusion. To ensure the effectiveness of this system, the Fund has established a close partnerships with social services and NGOs (Red Cross, Caritas). Less than five years after the creation of the Fund, 55,000 households have already received appropriate repayment schedules and grants, enabling them to pay their bills.
SUEZ enhanced its value creation with a ROCE that increased to 7.9% (vs. 7.8% in 2014).

These results allowed the Group to increase the amount of investments (up 23%) and in particular financial investments. Several acquisitions were made in 2015: they allowed SUEZ to speed up its internationalisation and expand its portfolio of solutions. In Australia, the acquisition of minority stakes in Recycling and Recovery has supported the deployment, within a single structure, of a strategy for integrating both Water and Waste activities to increase the Group’s performance, create synergies, and provide comprehensive responses to tenders on an Australian market with high potential. In India, SUEZ has acquired Driplex, one of the leading players in the Indian industrial water market. Also in the field of industrial water, the same logic prevailed with the acquisition of Poseidon in Canada (specialised in the design and manufacture of innovative flotation separation equipment for the treatment of industrial water) and B&V Group in the UK.

In 2015, SUEZ once again delivered a solid financial performance, illustrating the Group’s ability to adapt in a mixed and volatile environment.

**2015 financial targets met or exceeded**

SUEZ achieved a turnover of 15,135 million euros in 2015, a gross increase of 5.7% and organic growth of 2.7%, with favourable scope and foreign exchange effects (respectively, +0.5% and +2.5%). The contribution to the 2.7% organic growth is linked to that of the International Division (+9.3%) and the Water Europe Division (3.2%), while the organic growth of the Recycling and Recovery Europe Division fell by 1.1%. The distribution of the turnover in 2015 remains balanced between France (34%), the rest of Europe (35%) and the world (31%). It is evenly shared between water and waste activities (51% and 49% respectively).

EBIT\(^1\) totalled 1381 million euros, with strong gross growth (10.1%) and organic growth of 4.5%. The EBIT of the Water Europe and Recycling and Waste Recovery Europe divisions have experienced organic growth of 7.2% and 5.7% respectively. The International division remains stable (+0.3%). The EBIT margin on revenues rose from 8.8% in 2014 to 9.1% in 2015. It fully benefits from the COMPASS cost optimisation program, which generated 160 million euros in savings over the year.

Meanwhile, the net income Group share totalled 408 million euros. Free cash flow represents 1047 million euros, exceeding the Group’s annual target. Net investment amount to 1626 million euros, up 23%. Net financial debt amounted to 8,083,000,000 euros on 31 December 2015 and the net debt/EBITDA ratio stood at 1.8% (vs. 2.1% in 2014). Currency effects contributed to an increase of 326 million euros. In May 2015, the rating agency Moody’s reissued its A3 rating with a stable outlook assigned to the Group.
A redistribution of value that contributes to regional development

SUEZ is actively involved in the economic development of the regions where it operates, and grants growing importance to its local roots and relationships with its various stakeholders.

In 2016, the Group decided to explicate the way in which it redistributes the value it creates among its key stakeholders. For this purpose, it carried out an analysis work to identify and characterise the different financial flows to stakeholders in its environment. Presented in the following diagram, they are mainly based on accounting data released by the Group, mainly in its annual report, and on information provided by internal reporting systems (purchasing, HR and corporate patronage/sponsorship reports).

This first exercise will be further enhanced by the measurement of the indirect economic impacts generated by SUEZ throughout the regional, national and international economy.
a responsible performance praised by our stakeholders

Since its creation, SUEZ has driven the sector when it comes to the evaluation of extra-financial rating agencies, progressively joining the most prestigious indices. The ratings from different agencies allow to communicate the CSR performance to the stakeholders, but are also essential tools for the strategic management of the Group. In particular, they allow us to link economic issues with extra-financial challenges, and push forward managerial decisions in environmental and social fields.

**Vigeo Rating**

Vigeo is the leading European expert in the analysis, assessment and auditing of companies with regard to their CSR practices. SUEZ is evaluated every two years in the “Water and Waste Service Operators” category. When evaluated by Vigeo in 2015, it ranked first out of the seven companies in its sector.

**Dow Jones Sustainability Index**

This index, created in 1999 by Standards and Poors Dow Jones Indices in conjunction with the RobecoSAM agency, rewards - from a panel of 2500 companies representing the largest market capitalisations - the top 10% of companies in each industry with the best performance in terms of social and environmental responsibility. SUEZ has featured in the DJSI World since the creation of the Group and in the DJSI Europe since 2009. In 2015, the Group obtained an overall score of 79/100, which ranks it in the “Silver Class”. SUEZ is the only environmental services Group in the world to be given such a score.

**CDP (former Carbon Disclosure Project)**

With nearly 2000 global companies responding to its annual survey, CDP has become the benchmark for corporate ratings on climate change accountability. In 2015, SUEZ’s rating for the transparency of its climate strategy increased once again (99/100 vs. 95/100 in 2014), demonstrating its commitment to preparing for the COP21, and confirming the progress made in 2013 by the Group in terms of its climate performance (rating B).

Also in 2015, the Global Compact renewed SUEZ’s “GC Advanced” rating after reviewing the content of its “Communication on Progress” in light of the 10 principles of the UN Global Compact. Finally, the SUEZ 2014 Sustainable Development report has been certified by the Global Reporting Initiative as complying with the GRI-G4 guidelines.
key financial indicators for 2015

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<td>SUEZ rated “sector leader” by the DJSI</td>
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SUEZ’s rating by extra-financial rating agencies

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<td></td>
</tr>
</tbody>
</table>

All ratings are 100 unless otherwise noted.
10Downgraded due to a change in methodology.

Towards a global performance.
fostering responsible performance

P.49 our shareholding structure, a base of stability and support for the Group’s strategy

P.50-52 SUEZ’s Board of Directors: a diverse team with complementary skills

P.53 a remuneration policy to foster value creation

P.54-56 an ethical commitment applied at every level of the Group

P.57 dialogue with stakeholders
our shareholding structure, a base of stability and support for the Group’s strategy

A dynamic governance, heir of the history of SUEZ

Since the creation of the Universal Suez Canal Company by Ferdinand de Lesseps in 1858, SUEZ has participated to some of the main social changes of its time: public health in the 19th century, and urban comfort and quality of life in the 20th. The last two decades have brought some significant changes to the governance structure in order to help the company address the challenges of the Resource Revolution:

- In 1997, Lyonnaise des Eaux merged with the Compagnie Financière de SUEZ creating SUEZ Lyonnaise des Eaux Group, global leader in local services.
- In 2003, water and waste activities were brought together to create a new company, SUEZ Environnement.
- In 2008, as part of the merger between SUEZ and Gaz de France, SUEZ consolidated the gathering of all of its environment-related activities within a new company, SUEZ Environnement Company, which right after was listed on the stock exchange.
- In 2012, ENGIE (formerly GDF SUEZ) and the rest of the members of the shareholder pact of the company decided on the 22nd of July 2013 not to renew this pact. ENGIE reiterated its commitment to becoming a long-term strategic partner and main shareholder of SUEZ.
- In 2015, all the trademarks composing the Group united under a single brand - SUEZ - devoted to the sustainable management of resources.

Balanced distribution of capital, a guarantee of continuity and stability

SUEZ’s capital is evenly divided between the different shareholders. As at 31 December 2015, the long-term strategic shareholders of the Group (ENGIE, the main shareholder, and La Caixa) owned 39.2% of capital, which strengthens the Group’s capacity to deploy an ambitious strategy.

Similarly, the 6.6% represented by individual shareholders is a real guarantee of stability and support for SUEZ’s long-term strategy, reinforced by the loyalty and trust of its employees, who hold 4.2% of the capital, outpacing the average rate of other French companies. On this note, in 2015 SUEZ received the Prix de l’Évolution de l’Actionnariat Salarialé (Award for the Development of Employee Shareholding), which rewards companies whose rate of employee shareholding has significantly increased in recent years. For SUEZ, this rate more than tripled between 2010 and 2015.

### Shareholding structure

<table>
<thead>
<tr>
<th>Institutions</th>
<th>39.2%</th>
<th>Employees</th>
<th>4.2%</th>
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</thead>
<tbody>
<tr>
<td>Individuals</td>
<td>6.6%</td>
<td>Self-supervision</td>
<td>0.4%</td>
</tr>
</tbody>
</table>

The Group’s total equity equals €6,805.4 million

Sustainable development: a source of pride and loyalty for our shareholders

When the UN Climate Conference of Paris opened in December 2015, SUEZ took the opportunity to consult with the Group’s individual shareholders. Three major lessons emerged from the survey:

- 95% of shareholders believe that the introduction of a single brand in the interest of the circular economy and the sustainable management of resources is beneficial to the Group;
- 92% consider that the SUEZ Sustainable Development Roadmap for 2016 has significant impact on the Group’s performance;
- 98% of individual shareholders expressed their confidence in the future of SUEZ.

Find out more about the Group’s shareholding structure: Reference Document 2015 chapter 18, website: http://www.suez-environnement.com/finance/shares/capital-structure/

Institutions

49,6%
SUEZ’s Board of Directors: a diverse team with complementary skills

Determining SUEZ’s strategic objectives and watching for global performance

The Board of Directors determines the Group’s business objectives and ensures their implementation. To do so, it gathers experts and experienced professionals from a variety of backgrounds. Subject to the powers expressly granted to the Company Shareholder Meetings, the Board considers every topic affecting the smooth running of the Company and settles the matters related to it. Gérard Mestrallet is the Chairman of the Board of Directors, and Jean-Louis Chaussade holds the office of CEO.

In 2015, the Board of Directors focused on the running of the business market and the projects, as well as the Group’s financial position, results and financial situation. Its internal governance has evolved thanks to the changes in the composition of the Committees and the arrival of three new members.

Five specialised committees examine the issues submitted by the Board or its Chairman: the Audit and Financial Statements Committee, the Ethics and Sustainable Development Committee, the Appointments and Governance Committee, the Compensation Committee and the Strategy Committee.

The Ethics and Sustainable Development Committee

This committee ensures the compliance with the individual and collective values that rule the actions of the Group and each of its employees. These values include specific responsibilities related to environmental protection and sustainable development. The committee also checks the implementation and evaluation of health and safety policies, as well as that of policies related to social and environmental responsibility.

Main tasks in 2015

- Reviewing the outcome of the Sustainable Development Roadmap and analysing the results of the Group’s extra-financial rating.
- Validating the climate strategy and mobilising upon the COP21 strategy.
- Monitoring dialogue with stakeholders and reviewing the materiality matrix.
- Reviewing the Group’s health and safety performance.
- Reviewing the ethics approach and the Ethics Officer’s report.
- Examining the societal aspects of the Group’s tenders/proposals.
- Reviewing the Group’s diversity and equal opportunities policy.

The committees of the Board of Directors

<table>
<thead>
<tr>
<th>Committee</th>
<th>Independence rate</th>
<th>Attendance rate</th>
<th>% attendance rate</th>
<th>Number of meetings in 2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Audit and Financial Statements Committee</td>
<td>80%</td>
<td>77%</td>
<td></td>
<td>5</td>
</tr>
<tr>
<td>Ethics and Sustainable Development Committee</td>
<td>67%</td>
<td>100%</td>
<td></td>
<td>3</td>
</tr>
<tr>
<td>Appointments and Governance Committee</td>
<td>75%</td>
<td>100%</td>
<td></td>
<td>12</td>
</tr>
<tr>
<td>Compensation Committee</td>
<td>75%</td>
<td>100%</td>
<td></td>
<td>12</td>
</tr>
<tr>
<td>Strategy Committee</td>
<td>63%</td>
<td>96%</td>
<td></td>
<td>12</td>
</tr>
</tbody>
</table>

1 Calculated in accordance with the criteria of the AFEP-MEDEF code.
2 These committees were established on 28 July 2015. They were previously grouped into a single Appointments and Compensation Committee. In total, these committees met three times in 2015.
Skills in line with the Group's strategic objectives

The Board is committed to ensure a diverse membership to best address the activities and strategic priorities of the Group. This engagement was corroborated during a self-assessment exercise in 2014, pronouncing the need of involving more international and female members to the board, as well as reinforcing representation from the industry sector. The changes made to the composition of the Board in 2014 and 2015, upon recommendation of the Appointments and Compensation Committee (now the Appointments and Governance Committee) represented an important step in this direction.

Two employee directors also joined the Board in 2015. Thanks to their experience within the Group, they provide further insight and thus enrich the quality of the debates and the work of the Board and Committees they participate to.

So as to ensure constant improvement, on the 28th of April 2016 the General Shareholders’ Meeting considered the nomination of a female Moroccan independent director, and an employee-shareholder director (following the decisions of the General Meeting from the previous year).

**The Audit and Financial Statements Committee**

This Committee assists the Board of Directors in ensuring the accuracy and fair presentation of the Group’s statutory and consolidated financial statements, as well as the quality of the internal control procedures and of the information provided to shareholders and financial markets. The Committee may request the assistance of outside experts, as the Group’s Statutory Auditors.

**Main tasks in 2015**

- Review of the annual and half-year accounts, of the quarterly results and of the press releases relating thereto.
- Review of the Group’s financing and debt situation.
- Review of the earnings forecasts and updates, cash flow projections and management’s outlook reports.
- Supervision of the execution of the 2015 internal audit plan and of the main conclusions of the audits, monitoring of the progress in the internal control plans, review of the internal audit and internal control plans for 2016.
- Analyze of the risk presentation prepared by the Management Committee, as well as the measures taken to manage identified risks.
- Review of the Group’s task position as well as the insurance policy.

**Board of Directors key figures**

- **37.5%** diversity rate
- **33.3%** non-French directors
- **5** nationalities

1 Calculated according to the recommendations of the AFEP-MEDEF code
The Management Committee, a discussion and decision-making body, examines the Group’s key decisions and objectives, and sets its goals regarding the business activity, and economic, environmental, social and societal performance of business units.

As at 30th April 2016, the Management Committee is made up of eight members alongside Jean-Louis Chaussade, Chief Executive Officer:

- Jean-Marc Boursier
  Group Senior Executive VP in charge of Recycling & Recovery Europe

- Angel Simon
  Group Senior Executive VP in charge of Water Europe

- Marie-Ange Debon
  Group Senior Executive VP in charge of International

- Christophe Cros
  Group Senior Executive VP in charge of Finances

- Jean-Yves Larrouturou
  Group Senior Executive VP in charge of Performance, General Secretary

- Frédérique Raoult
  Group Senior VP Sustainable Development and Communications

- Denys Neymon
  Group Senior VP Human Resources and Senior VP Treatment Infrastructures

- Thierry Mallet
  Group Senior VP Innovation, Marketing and Business Performance

The Group’s operational organisation is governed by the Executive Committee, which manages and coordinates the business activities, and meets every two months under the chairmanship of the CEO. It is formed by 23 members: 9 members of the Management Committee and the 14 Managing Directors of the major business units, as well as representatives of support functions.
a remuneration policy
to foster value creation

Thanks to its balanced and dynamic remuneration policy, SUEZ involves each employee in the success and future performance of the Group. This policy was developed in coherence with the values and social commitments of SUEZ.

Based on principles of fairness and competitiveness, the Group’s remuneration policy rests on three key fundaments: a fixed annual salary, annual incentive pay, and - for some employees - long-term incentive remuneration, determined on a three-year basis. These compensation elements are awarded following strict attribution and performance evaluation procedures, which reflect the Group’s capacity to create economic, financial, environmental and social value, in line with SUEZ’s commitments. Moreover, these elements are spread over time in order to reflect both short- and long-term value creation. SUEZ shares its success with all of its employees and managers, from top executives to local management, taking into account both collective results and the individual performance of each employee.

Depending on employees’ profiles, the proportion of variable remuneration may represent:

- **On average, a third of the annual salary of executives and senior managers** (“Top executives”). More than half of this share of variable remuneration is based on non-financial criteria (achievement of individual objectives, leadership attitudes, the Group’s health & safety performance).

- **Between 10 and 20% of the annual salary of managers and supervisors.** In France water activities, more than half of this share of variable remuneration is also based on non-financial criteria (achievement of individual objectives, health & safety performance and operational performance of the Business Unit). This remuneration scheme is under study in some others BUs of the Group.

The aim of the long-term incentive plan is to involve employees in the future growth of the company and to create value, retain talent and recognise the performance of certain categories of employees.

Employee share ownership is an additional incentive offered to Group employees, and designed to involve them in the recognition of performance through the financial markets. Two global bonus share plans were launched in 2009 and 2013, as well as two capital campaigns exclusively for employees in 2011 and 2014. Their subscription rate reflects the confidence of SUEZ employees in their Group. Finally, depending on local regulations and practice, SUEZ offers its employees additional benefits, such as pension schemes, health coverage, retirement funds and employee savings.

In addition to their fixed annual salary, which rewards the level of responsibility, the experience and the work done in the position held, SUEZ offers its employees the following incentives as recognition of their level of involvement in the overall performance of the Group, and the performance criteria associated with these incentives are adapted to the hierarchical position and professions of the various categories of beneficiaries:

<table>
<thead>
<tr>
<th>Incentives</th>
<th>Scope</th>
<th>Economic and Financial Performance</th>
<th>Non-Financial Performance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Annual incentive</td>
<td>All Group employees</td>
<td>Key Financial Indicators¹</td>
<td>Leadership attitudes as defined by the Group²</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Implementation and results of operational action plans³</td>
</tr>
<tr>
<td>Long-term incentive (LTI)</td>
<td>1800 beneficiaries: “Top executives”, managers and particularly high-performing supervisors</td>
<td>The Group’s recurring revenue accumulated over 3 years Total Shareholder Return (TSR) accumulated over 3 years</td>
<td>Health and Safety performance</td>
</tr>
<tr>
<td>Employee Shareholding Schemes</td>
<td>All Group employees</td>
<td>SUEZ share market price</td>
<td>Gender parity rate within management</td>
</tr>
</tbody>
</table>

FOCUS
mobilising employees and management to ensure the Group’s success


1: Recurring net income, EBITDA, free cash flow, ROCE, COMPASS operating cost efficiency plan
2: Commitment, customer focus, entrepreneurship, cooperation, learning through differences
3: E.g. performance of drinking water systems, performance of wastewater treatment, waste recovery site, etc.
an ethical commitment
applied at every level of the Group

Based on the core values of the Group, SUEZ’s ethical approach is embodied in the daily actions of each of its employees. These principles sit right at the heart of the relation with all stakeholders, in every country in which the Group operates.

Each of our acts as employees reflect the values of SUEZ. The Group’s ethics are clear to see throughout the fundamental principles that guide our behaviour: compliance with laws and regulations, integrity, loyalty and honesty, and respect for others.

The SUEZ ethics policy was designed to promote a Group culture that encourages responsible behaviour on the part of each and every employee. It is based on three pillars:

• a Charter, supplemented by practical guidelines and procedures.
• specific governance including in particular the Board’s Ethics and Sustainable Development Committee, the Ethics and Compliance Committee and the network of ethics officers.
• ethical reporting instruments.

SUEZ has also signed several international charters and initiatives, helping the company structure its commitment, and guiding all employees in their daily work and interactions with stakeholders. The materiality exercise conducted by SUEZ in 2015 (see Challenges section) identified ethics as a priority issue for both stakeholders and SUEZ.

Lobbying: an issue of transparency and integrity

Today stakeholders keep lobbying under close watch. In order to guarantee a responsible lobbying, SUEZ adopted in 2013 an internal code of conduct, in line with its Ethics Charter, containing eight key commitments for each employee or consultant involved in lobbying activities on the company’s behalf.

SUEZ is in constant dialogue with public institutions at the local level, but also on a national, European and international scale. Committed to maintaining a transparent approach, SUEZ has joined the EU Transparency Register and, is committed to post every year some information on the website of the European Commission. This information includes the Group’s interests or the cost of advocacy at the European institutions (staff costs, contributions to professional organisations, external service providers). These were of the order of € 800,000 in 2015.

Topics covered by the Ethics Policy

• Compliance with competition rules.
• Respect for confidentiality.
• Prevention of conflicts of interest.
• Compliance with anti-corruption rules.
• Compliance with regulations on funding political parties.
• Respect for Human Rights

Focus

our principles applied

- The Ethics Charter
- The Diversity Programme
- The Ethics in Practice Guide
- UN Global Compact
- Universal Declaration of Human Rights and additional commitments
- Responsible Supplier Charter (France)
- Code of Conduct for Responsible Lobbying
- United Nations Convention against corruption
- OECD Guidelines for Multinational Enterprises
- ILO Convention

WITHIN
THE GROUP

APPLYING
ETHICAL PRINCIPLES

IN THE CONTEXT
OF OUR BUSINESS

WITH OUR CUSTOMERS AND PARTNERS

Internal document
International reference text

governance fostering responsible performance
An integrated ethical management within our decision and control processes

Risks concerning ethics are observed and taken into account in each of the investment decisions made by the Commitment Committees at every level of the Group. Ethics are an ineludible part in the programme for internal auditing, and set some standards for the systematic general evaluation of the units of the Group. The diffusion of ethics documents, awareness and training programmes, and the reporting of ethical incidents are some of the points regarded in these evaluations.

In 2015

- Group Ethics Officer annual report submitted to the Management Committee, and reviewed by the Board of Directors
- 27 Ethics Officers
- Ensure that the Group’s ethics approach is properly applied in its entities and subsidiaries

In 2015

0 convictions for breach of trade rules

In 2015

a governance that ensures ethical conduct at all levels of the company

- Ethics and Sustainable Development Committee
- Oversees the ethics and sustainable development policies. Ensures compliance with the individual and collective values of the Group.

- Group Ethics Officer (General Secretary)
- Incorporates Ethics into the vision, strategy, management and practices of SUEZ

- The Board of Directors
- Determines the Group’s strategic objectives and oversees their implementation

- Management Committee
- Defines the audit plan, reviews and validates the various documents from the ethics initiative, including the annual Ethics Report

- Ethics and Compliance Committee
- Formed by the General Secretary, the Director of Human Resources, the Legal Director and the Director of Internal Auditing.

SUEZ supports the Global Compact

SUEZ is a member of the United Nations Global Compact initiative. Based on ten principles, the Global Compact asks companies to adopt, support and apply in their sphere of influence, a set of core values in the areas of human rights, labour, the environment and corruption. The principles, category by category, are as follows:

Human Rights
Business should:
1. support and respect the protection of internationally proclaimed human rights;
2. make sure that they are not complicit in human rights abuses.

Labour
Business should:
3. uphold the freedom of association and the effective recognition of the right to collective bargaining;
4. eliminate all forms of forced and compulsory labour;
5. abolish the effective abolition of child labour;
6. eliminate discrimination in work and occupation.

Environment
Business should:
7. support a precautionary approach to environmental challenges;
8. undertake initiatives to promote greater environmental responsibility;
9. encourage the development and diffusion of environmentally friendly technologies.

Anti-corruption
Business should:
10. work against corruption in all its forms, including extortion and bribery.

SUEZ’s commitment to human rights

For many years, the companies that make up SUEZ have shared a culture of commitment to human rights and respect for human dignity. SUEZ’s principles of action are rooted in international reference models.

The Group has decided to strengthen all its policies and its organisation by fully integrating issues related to human rights. In 2015, an action plan was established, based on a group-wide approach that aims to reinforce the Group’s efforts on three major issues for our business:

- Working conditions throughout the Group’s supply chain.
- Data protection.
- The right to water and sanitation.

And with a keen desire to interact with our peers so as to better anticipate human rights issues, SUEZ is a member of Entreprises et Droits Humains (Companies and Human Rights), the Global Compact and Business for Social Responsibility.

Find out more about the UN Global Compact, https://www.unglobalcompact.org/
dialogue with stakeholders, a strategic compass

In an increasingly regulated and constrained world, the sustainable management of resources requires an active, effective collaboration between stakeholders. We need to join efforts to do more with less. For ten years now, SUEZ has worked to structure a dialogue with stakeholders of its activities, contributing to the improvement of the governance of resources. This dialogue is a strategic compass for the Group, at the heart of the company governance.

SUEZ is actively engaged in collective initiatives that promote a common language and design the guiding principles of dialogue with stakeholders.

• At the international level, the Group is member of the steering committee of the Water Governance Initiative of the OECD. This shared work led to the adoption in June 2015 of the OECD Principles on Water Governance, a set of guidelines on water governance for OECD member states. In France, SUEZ participated in the development of the Guiding Principles for a Constructive Dialogue with Stakeholders, under the aegis of Comité 21, and contributed to writing the Methodological Guide, published in 2015. SUEZ ensures that these guidelines are integrated into its internal procedures.

• At the Group level, SUEZ organises regular consultation meetings, at all appropriate levels, to better align the company’s strategy with societal expectations. In 2015, the results of the materiality exercise became the object of discussion for three stakeholder panels. A thematic consultation was also organised on the topic of sustainable cities, bringing together experts and stakeholders.

• At the local level, dialogue with stakeholders contributes to improve operational performance and enhances community involvement. SUEZ has developed a method for planning and coordinating dialogue, which includes its unique online software, the “Stakeholder Toolkit”, and offers regular trainings for managers.

organising dialogue at SUEZ

Voluntary dialogue in accordance with the principles established together with stakeholders (OECD, Comité 21)

<table>
<thead>
<tr>
<th>Business strategy</th>
<th>Products &amp; Services</th>
<th>Contracts &amp; Projects</th>
</tr>
</thead>
<tbody>
<tr>
<td>IDENTIFYING EMERGING ISSUES</td>
<td>WORKING TOGETHER TO BUILD INNOVATIVE, TAILORED SOLUTIONS</td>
<td>GOING BEYOND REGULATORY REQUIREMENTS TO IMPROVE ACCEPTABILITY</td>
</tr>
<tr>
<td>The Ethics Charter (2009), the Sustainable Development Roadmap (2012), the materiality matrix and Integrated Report (2015)</td>
<td></td>
<td>BUT ALSO DOWNSTREAM, IN A PROCESS OF CONTINUOUS IMPROVEMENT</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Governance committees, sentinel networks, etc.</td>
</tr>
</tbody>
</table>
Involving the different departments in the preparation stage of the report has several benefits: it raises awareness about the virtues of such a process; it consolidates the vision we share on the overall performance of the company and on the indicators we use for reporting. It is also necessary because this type of document breaks away from traditional forms of corporate expression: prospectives, cross-business approaches, a consideration for the context in which indicators are set, the demonstration of the economic rationality of CSR: all of this are new. Although it has not been exempt of difficulties, this first Integrated Report is integrated in a continuous improvement process: hence we look forward to hearing your feedback and that of all SUEZ’s stakeholders for future endeavors.

The opinion of those we consulted during the preparation phase, be they experts, NGO leaders, researchers or customers, has been invaluable and we are extremely grateful to them for their advice. We hope we have answered their initial expectations.

The process of construction of the Integrated Report coincides with a strategic moment in the history of SUEZ. It is a time for uniting employees under a single brand, for transforming our activities to gather momentum towards circular economy, for working together for innovative models and solutions, and for implementing a matrix organisation. The Integrated Report reflects this ambition to become an integrated Group; it is also a powerful instrument towards this change. This is all the more true after analysing the results of the materiality exercise, present throughout the entire report, which encourage us to pursue the development of a transversal perspective. External and internal points of view coincide on the importance of optimisation of resource management in the interest of our planet and the health of all its inhabitants.

The materiality exercise is also a key foundation for the preparation of SUEZ’s 2020 Sustainable Development Roadmap. The Climate engagements have already been implemented: 12 commitments guide our actions towards our 2020 and 2030 goals. These commitments will put the Group on the path to “2 degrees”, and beyond, so we need to cooperate to build climate-responsible models together. The implementation of an internal carbon pricing will help us guide our investments and research programmes towards low-carbon solutions. At the same time, measuring and assessing carbon goodwill means we will have the chance to experiment with new pricing models.

Our climate commitments also call for an adaptation to the effects of climate change on water resources. This is a true challenge for the Group – especially in Morocco – and will hence constitute the focus during the COP22. Nevertheless, the materiality survey also highlighted supplementary challenges that need to be addressed in our new roadmap: we will expand our the thematic scope to have a more in-depth understanding of the effects of our activities, incorporating sea and ocean-related issues; we will better integrate governance issues; we will reinforce existing goals for diversity, Human Rights, access to basic services, biodiversity; and we will commit to the SDGs.

The 2020 Roadmap, like the previous one, will be integrated into the strategy, and pursues three key goals:

- Steer the transformation of the company by defining a course of action, a true SUEZ Way, that can be applied across the Group, in subsidiaries, to sales models, and in the implementation of contracts;
- Link commitments, indicators and progress plans in a harmonious and effective manner;
- Contribute to making financial and extra-financial performance consistent and interdependent.

Employees will play a leading role in its development: it is a means of engaging them, the same way it is a way to achieve a more positive, inclusive and fruitful economy.
ADDITIONAL INFORMATION

P.60-61
the 2012-2016 Sustainable Development Roadmap

P.62
methodology note on the annual reporting

P.63-65
report of the Statutory Auditors

P.66-67
GRI-G4 content index core option

P.68-74
social and environmental indicators
2012-2016
Sustainable Development Roadmap

**commitment 1**
Help our clients to better manage the water cycle as a whole

- Reduce losses from drinking water networks to avoid wasting a volume of water equivalent to the annual consumption of a city with 2 million inhabitants.
- Aim to equip over 20% of our customers with SMART meters
- Increase the reuse of treated wastewater.

**commitment 2**
Help our clients to optimise the management and recovery of their waste

- By 2016, to achieve a ratio in Europe of 2 metric tonnes of waste allocated for recovery for every 1 metric tonne of waste disposed.
- Develop production and marketing streams for solid substitution fuels.

**commitment 3**
Improve the environmental footprint of our facilities and services

- Achieve a ratio of two metric tonnes of greenhouse gas emissions prevented for every one metric tonne emitted by 2016 (Waste Europe perimeter).
- Increase useful energy production (Waste Europe perimeter) by 15% (700 GWh more in comparison to 2011), which equates to the annual energy consumption of over 100,000 Europeans.
- Biodiversity: increase the number of action plans, regulatory and voluntary, implemented in sensitive sites situated in the vicinity of protected areas.
- Improve the energy efficiency of water and wastewater treatment plants at equivalent level of service rendered.
- Increase the production ratio of energy production/energy consumption for the Water activity (indicator: kWh of energy produced / kWh of energy consumed).

**commitment 4**
Improve customer satisfaction and trust

- Aim for a client (consumers) satisfaction rate of 80% in the Water activities.
- Aim for a client (companies and local authorities) satisfaction rate of 80% in the Waste activities.
- Increase the number of contracts including environmental performance objectives and quality of service.

**commitment 5**
Invest in the development of our employees

- Achieve 18 hours per year of training and personal development per employee, each year.
- Increase the proportion of employees who benefit from training, overall and by category.
- Increase the proportion of recruitments through internal mobility (managers in France).

**commitment 6**
Boost the engagement of our employees and quality of life at work

- Improve the participation rate in engagement and satisfaction surveys.
- Through internal surveys, develop plans to improve the engagement of employees.
- Keep the resignation rate (voluntary turnover) as low as possible (lower than the average in the countries in which we operate).
- Encourage dialogue with staff representatives on the design and implementation of the Sustainable Development policy.
commitment 8
Work together to ensure health and safety at work

• By 2016, reduce the frequency rate of work-related accidents to 5 for Water activities and to 15 for Waste activities. Locally, achieve the best results in our business sectors.
• Reduce the accident severity rate by at least 10%.
• Boost and systemize health and safety visits on the ground involving members of the management staff of the subsidiaries.
• Increase the consideration of accidents involving temporary personnel.
• Constantly improve the quality of life at work.
• Reduce the absenteeism rate.

commitment 10
Work together on solutions and have an open dialogue with our stakeholders

• Propose to the authorities implementing dialogue structures with stakeholders during the signing of new contracts of considerable size (towns with over 300,000 inhabitants).
• Systematise upstream dialogue with all stakeholders for complex industrial site projects of major regional significance, and with a prior analysis of regional impact on each occasion(1).
• Regularly organise stakeholder sessions at Group level with a view at involving NGOs, elected representatives and experts in the development and evaluation of our Sustainable Development policy.

commitment 9
Contribute to a responsible economy through local employment and development

• Every year, produce a case study on the economic and social impacts of the activities of the Group in a region and publish it in our Sustainable Development report.
• Contribute to the balanced development of regions by favouring local suppliers and structures employing disabled people.
A GUARANTEE OF A HIGH-QUALITY REPORTING

methodology note on the annual reporting

Principles

To manage the implementation of its social and environmental initiatives, manage the related risks and promote communications with stakeholders, SUEZ environment committed to introducing 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 forums like the Global Reporting Initiative (GRI) or the World Business Council for Sustainable Development (WBCSD). It specifically covers all the information required by Article 225 of the French Law of July 12, 2010 regarding the national commitment to the environment (commonly known as the “Grenelle 2” Act – Article R. 225-102-1 of the French Commercial Code) and by its Application Decree of April 24, 2012.

SUEZ operates very different businesses that span a wide variety of contractual forms in the Water and Waste sectors, and are illustrated via the implementation of very diverse operating models across several thousand sites throughout the world. In addition to constant changes in the Group’s operating perimeter, this very wide range of situations makes determining and stabilising relevant indicators extremely complex, as well as collecting and calculating statistical data. Accordingly, SUEZ has been pursuing its efforts to obtain increasingly reliable data audited by third parties since 2003. The aim is to make this non-financial reporting process an increasingly effective guidance tool for supporting the aims of the Group’s Sustainable Development and Corporate Social Responsibility Roadmap, as well as a tool used in discussions regarding the ongoing improvement of its non-financial performance.

External controls and checks

Since the 2012 financial year, the external control work entrusted to the third-party independent body has been in compliance with the obligations of Article 225 of the French Law of July 12, 2010 regarding the national commitment to the environment (commonly known as the “Grenelle 2” Act – Article R. 225-102-1 of the French Commercial Code), namely the following:


• A reasoned opinion on the fairness of the information published in the management report and the Reference Document, with an expression of limited assurance of the fact that the information is presented fairly in all significant aspects.

The social and environmental indicators covered by the conclusion of limited assurance are indicated by specific symbols in the general indicator reporting table.

It should be noted that, for the first time, the Group has included its entire “carbon profile” (emissions produced by SUEZ and emissions avoided for SUEZ customers) in its management document and Reference Document for 2015. The conclusion of moderate certainty reached by the independent third party therefore also applies to the environmental information that allowed the calculation of this profile.

Beyond these regulatory obligations, and in keeping with previous financial years that were conducted in the GDF SUEZ Group and its business lines until 2007, and thereafter in the SUEZ environnement Group, the Group has entrusted the specialised departments of its Statutory Auditors with the following missions for 2015 financial year:

• an audit providing reasonable assurance of 10 calculated social indicators based on 32 primary social indicators that should undergo audits providing reasonable assurance, and an audit providing limited assurance of 2 calculated social indicators,

• an audit providing reasonable assurance of 2 community-based indicators.

The audited indicators covered by the reasonable assurance are indicated by special characters (XX) contained in the general table of indicators on page 68 to 74.

The nature of the work carried out and the Statutory Auditors’ conclusions, dated February 23, 2016, are available on pages 63 to 65 of this report.

Contribution of the annual reporting process to monitoring the targets in the SUEZ Roadmap

Once the data gathered has been processed, the environmental and social reports described opposite are used to determine traceability of the quantified indicators in the Sustainable Development Roadmap 2012-2016.

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 2016 according to dedicated action plans, do not systematically cover all the businesses or the entire scope covered by the Group’s environmental and employee data 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. It should also be noted that, to allow comparison of the 2013 to 2015 indicators in the new Roadmap, these were calculated according to the same definition and scope of consolidation as in 2012.

To the shareholders,

In our capacity as independent verifiers accredited by the COFRAC, under the number 3-1050, and as member of the network of one of the statutory auditors of the company Suez Environnement Company, we present our report on the consolidated social, environmental and societal information established for the year ended on the 31/12/2015, presented in chapters 6.8 and 17 of the management report and available on request from the company’s Sustainable Development Department, Human Resources Performance Department and Health and Safety Department.

Independence and quality control

Our independence is defined by regulatory requirements, the Code of Ethics of our profession as well as the provisions in the article L. 822-11 of the French Commercial code (Code de commerce). In addition, we have implemented a quality control system, including documented policies and procedures to ensure compliance with ethical standards, professional standards and applicable laws and regulations.

Responsibility of the independent verifier

It is our role, based on our work:

• to attest whether the required CSR Information is present in the management report or, in the case of its omission, that an appropriate explanation has been provided, in accordance with the third paragraph of R. 225-105 of the French Commercial code (Code de commerce) (Attestation of presence of CSR Information);

• to express a limited assurance conclusion, that the CSR Information, overall, is fairly presented, in all material aspects, in accordance with the Criteria (Fairness report regarding CSR Information);

• to express, at the request of the company, a reasonable assurance conclusion that the information selected by the company and identified by the symbol XXX in chapters 6.8 and 17 of the management report, has been established, in all material aspects, in accordance with the Criteria.

Our verification work was undertaken by a team of twelve people between October 2015 and February 2016 for an estimated duration of twenty weeks.

We conducted the work described below in accordance with the professional standards applicable in France and the Order of 13 May 2013 determining the conditions under which an independent third-party verifier conducts its mission, and in relation to the opinion of fairness and the reasonable assurance report, in accordance with the international standard ISAE 3000.

GRI DISCLOSURE LABELS

G4-32 — G4-33

1 Scope available at www.cofrac.fr
2 ISAE 3000 - Assurance engagements other than audits or reviews of historical information
Attestation of presence of CSR Information

We obtained an understanding of the company’s CSR issues, based on interviews with the management of relevant departments, a presentation of the company’s strategy on sustainable development based on the social and environmental consequences linked to the activities of the company and its societal commitments, as well as, where appropriate, resulting actions or programmes.

We have compared the information presented in the management report with the list as provided for in the Article R. 225-105-1 of the French Commercial code (Code de commerce).

In the absence of certain consolidated information, we have verified that the explanations were provided in accordance with the provisions in Article R. 225-105-1, paragraph 3, of the French Commercial code (Code de commerce).

We verified that the information covers the consolidated perimeter, namely the entity and its subsidiaries, as aligned with the meaning of the Article L.233-1 and the entities which it controls, as aligned with the meaning of the Article L.233-3 of the French Commercial code (Code de commerce) with the limitations specified in the Methodological Note in chapters 6.8.1.8 and 17.2.6 of the management report.

Based on this work, and given the limitations mentioned above, we confirm the presence in the management report of the required CSR information.

Limited assurance on CSR Information

Nature and scope of the work

We undertook interviews with around thirty people responsible for the preparation of the CSR Information in the Sustainable Development Department, Human Resources Performance Department and Health and Safety Department, in charge of the data collection process and, if applicable, the people responsible for internal control processes and risk management, in order to:

- assess the suitability of the Criteria for reporting, in relation to their relevance, completeness, reliability, neutrality, and understandability, taking into consideration, if relevant, industry standards;
- verify the implementation of the process for the collection, compilation, processing and control for completeness and consistency of the CSR Information and identify the procedures for internal control and risk management related to the preparation of the CSR Information.

We determined the nature and extent of our tests and inspections based on the nature and importance of the CSR Information, in relation to the characteristics of the Company, its social and environmental issues, its strategy in relation to sustainable development and industry best practices.

For the CSR Information which we considered the most important1:

- at the level of the consolidated entity and of the Sustainable Development Department, the Human Resources Performance Department and of the Health and Safety Department, we consulted documentary sources and conducted interviews to corroborate the qualitative information (organisation, policies, actions, etc.), we implemented analytical procedures on the quantitative information and verified, on a test basis, the calculations and the compilation of the information, and also verified their coherence and consistency with the other information presented in the management report;
- at the level of the representative selection of entities that we selected2, based on their activity, their contribution to the consolidated indicators, their location and a risk analysis, we undertook interviews to verify the correct application of the procedures and undertook detailed tests on the basis of samples, consisting in verifying the calculations made and linking them with supporting documentation. The sample selected therefore represented on average 50% of the headcount and between 48% and 94% of quantitative environmental information3.

For the other consolidated CSR information, we assessed their consistency in relation to our knowledge of the company.

Finally, we assessed the relevance of the explanations provided, if appropriate, in the partial or total absence of certain information.

We consider that the sample methods and sizes of the samples that we considered by exercising our professional judgment allow us to express a limited assurance conclusion; an assurance of a higher level would have required more extensive verification work. Due to the necessary use of sampling techniques and other limitations inherent in the functioning of any information and internal control system, the risk of non-detection of a significant anomaly in the CSR Information cannot be entirely eliminated.

Conclusion

Based on our work, we have not identified any significant misstatement that causes us to believe that the CSR Information, taken together, has not been fairly presented, in compliance with the Criteria.
Environmental information:

• Energy production and energy consumption (primary and secondary sources) of the Group’s water activities, Renewable energy production of the Group’s waste and water activities, Electricity consumption by the Group’s waste activities, Direct greenhouse gas (GHG) emissions from waste activities, from processes or equipment owned or controlled by the Group, and indirect emissions associated with the consumption of electricity and heat by the Group and the consumption of fuel of its suppliers, Indirect greenhouse gas (GHG) emissions from the Group’s water activities, Contribution to avoided GHG emissions of the Group’s waste and water activities, Technical yield of the networks of the Group’s water activities.

Social & societal:

• Social information (quantitative information): Total headcount, Breakdown of workforce by status (manager - non manager), % of women in the workforce, % of female managers, Breakdown of workforce by age, Turnover, Voluntary turnover, Number of hires under permanent contracts, Number of hires under fixed-term contracts, Hiring rate, Average number of training hours per employee during the year, % of trained employees, Gross salary, Frequency rate of occupational accidents with sick leaves, Severity rate of workplace accidents with sick leaves Number of fatalities.

• Societal information (quantitative information): Annual amount of funds allocated by the SUEZ Initiatives Fund, Number of water/sanitation services professional in developing countries trained by the SUEZ Initiatives Fund.

Social information:


Environmental information:


1 72% of the direct and indirect greenhouse gas (GHG) emissions of the Group (Carbon Profile).

Reasonable assurance on a selection of CSR Information

Nature and scope of work

Regarding the information selected by the Company and identified by the sign XXX in the chapters 6.8 and 17 of the management report, we undertook work of the same nature as those described in paragraph 2 above for the CSR Information considered the most important, but in a more in-depth manner, in particular in relation to the number of tests.

The sample selected represents 50% of the headcount and between 66 and 94% of the environmental information identified by the XXX sign in the chapters 6.8 and 17 of the management report.

We consider that this work allows us to express a reasonable assurance opinion identified by the XXX sign in the chapters 6.8 and 17 of the management report.

Conclusion

In our opinion, the information selected by the company and identified by the XXX sign in the chapters 6.8 and 17 of the management report has been established, in all material aspects, in compliance with the Criteria.

Paris-La Défense, February 23rd 2016
Independent Verifier
ERNST & YOUNG et Associés

Alexis Gazzo
Partner, Sustainable Development

Bruno Perrin
Partner
# GRI G4 content index

## core option

### GENERAL STANDARD DISCLOSURES

|-----------------------------|---------------------------------------|--------------------------|-------------------|

### STRATEGY AND ANALYSIS

| G4-1 | p.4 | Yes, Reference Document p.230 |

### ORGANISATIONAL PROFILE

| G4-3 | p.4 | Yes, Reference Document p.230 |
| G4-4 | p.5 ; 23 | p.43-44 ; 45 | Yes, Reference Document p.230 |
| G4-5 | p.5 | p.43-44 | Yes, Reference Document p.230 |
| G4-6 | p.38 | Yes, Reference Document p.230 |
| G4-7 | p.38 | Yes, Reference Document p.230 |
| G4-8 | p.38-44 ; 45 | Yes, Reference Document p.230 |
| G4-9 | p.44 ; 67-72 | Yes, Reference Document p.230 |
| G4-10 | p.238-239 | Yes, Reference Document p.230 |
| G4-11 | p.244 | Yes, Reference Document p.230 |
| G4-12 | p.244 | Yes, Reference Document p.230 |
| G4-13 | p.244 | Yes, Reference Document p.230 |
| G4-14 | p.244 | Yes, Reference Document p.230 |
| G4-15 | p.244 | Yes, Reference Document p.230 |
| G4-16 | p.244 | Yes, Reference Document p.230 |
| G4-17 | p.244 | Yes, Reference Document p.230 |
| G4-18 | p.244 | Yes, Reference Document p.230 |
| G4-19 | p.244 | Yes, Reference Document p.230 |
| G4-20 | p.244 | Yes, Reference Document p.230 |
| G4-21 | p.244 | Yes, Reference Document p.230 |
| G4-22 | p.244 | Yes, Reference Document p.230 |
| G4-23 | p.244 | Yes, Reference Document p.230 |

### IDENTIFIED MATERIAL ASPECTS AND BOUNDARIES

| G4-17 | p.244 | Yes, Reference Document p.230 |
| G4-18 | p.244 | Yes, Reference Document p.230 |
| G4-19 | p.244 | Yes, Reference Document p.230 |
| G4-20 | p.244 | Yes, Reference Document p.230 |
| G4-21 | p.244 | Yes, Reference Document p.230 |
| G4-22 | p.244 | Yes, Reference Document p.230 |
| G4-23 | p.244 | Yes, Reference Document p.230 |

### STAKEHOLDER ENGAGEMENT

| G4-24 | p.244 | Yes, Reference Document p.230 |
| G4-25 | p.244 | Yes, Reference Document p.230 |
| G4-26 | p.244 | Yes, Reference Document p.230 |
| G4-27 | p.244 | Yes, Reference Document p.230 |

### REPORT PROFILE

| G4-28 | p.244 | Yes, Reference Document p.230 |
| G4-29 | p.244 | Yes, Reference Document p.230 |
| G4-30 | p.244 | Yes, Reference Document p.230 |
| G4-31 | p.244 | Yes, Reference Document p.230 |
| G4-32 | p.244 | Yes, Reference Document p.230 |
| G4-33 | p.244 | Yes, Reference Document p.230 |

### GOVERNANCE

| G4-34 | p.244 | Yes, Reference Document p.230 |

### ETHICS AND INTEGRITY

| G4-35 | p.244 | Yes, Reference Document p.230 |

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### SPECIFIC STANDARD DISCLOSURES

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<td>G4-ENB</td>
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<td>Data currently unavailable</td>
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<td>Breakdown by minority groups membership</td>
<td>Forbidden by law</td>
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social and environmental indicators

ENIRONMENTAL INDICATORS

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<tr>
<td>WASTE — Percentage of activity (tonnage) covered by ISO 14001 certification</td>
<td>%</td>
<td>SE</td>
<td>84.0</td>
<td>87.3</td>
<td>98</td>
<td>85.3</td>
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<tr>
<td>WATER — Percentage of activity (volume) covered by ISO 14001 certification</td>
<td>%</td>
<td>SE</td>
<td>68.1</td>
<td>73.6</td>
<td>59</td>
<td>58</td>
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<tr>
<td>Convictions relating to damage caused to the environment</td>
<td>Number</td>
<td>G4-EN29</td>
<td>3</td>
<td>3</td>
<td>7</td>
<td>5</td>
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<td>Compensation paid as a result of convictions (related to incidents affecting the environment)</td>
<td>€ thousand</td>
<td>G4-EN29</td>
<td>1,715</td>
<td>22</td>
<td>406</td>
<td>455</td>
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<tr>
<td>Total number and volume of significant accidental spills</td>
<td>Number</td>
<td>G4-EN24</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
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<tr>
<td>ENERGY</td>
<td></td>
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<td>Installed capacity — Electricity — Biogas recovery</td>
<td>MWe</td>
<td>G4-EN3</td>
<td>134</td>
<td>172</td>
<td>187</td>
<td>184</td>
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<tr>
<td>Installed capacity — Electricity — Waste-to-energy recovery of household waste</td>
<td>MWe</td>
<td>G4-EN3</td>
<td>517</td>
<td>515</td>
<td>513</td>
<td>550</td>
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<tr>
<td>Installed capacity — Heat — Biogas recovery</td>
<td>MWth</td>
<td>G4-EN3</td>
<td>67</td>
<td>199</td>
<td>55</td>
<td>94</td>
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<tr>
<td>Installed capacity — Heat — Waste-to-energy recovery of household waste</td>
<td>MWth</td>
<td>G4-EN3</td>
<td>1,632</td>
<td>1,587</td>
<td>1,631</td>
<td>1,636</td>
<td></td>
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<tr>
<td>Energy consumption — Waste only — Electricity</td>
<td>x</td>
<td>xx</td>
<td>MWe</td>
<td>G4-EN3</td>
<td>587,000</td>
<td>558,360</td>
<td>617,935</td>
</tr>
<tr>
<td>Energy consumption — Water only — Electricity</td>
<td>x</td>
<td>xx</td>
<td>MWe</td>
<td>G4-EN3</td>
<td>4,170,000</td>
<td>4,542,515</td>
<td>4,251,884</td>
</tr>
<tr>
<td>Energy consumption — Water and waste — Electricity</td>
<td>x</td>
<td>xx</td>
<td>MWe</td>
<td>G4-EN3</td>
<td>4,757,000</td>
<td>5,100,875</td>
<td>4,869,819</td>
</tr>
<tr>
<td>Energy consumption — Water and waste — Natural gas</td>
<td>x</td>
<td>xx</td>
<td>MWe</td>
<td>G4-EN3</td>
<td>436,250</td>
<td>387,973</td>
<td>394,658</td>
</tr>
<tr>
<td>Energy consumption — Water and waste — Other fuels</td>
<td>x</td>
<td>xx</td>
<td>MWe</td>
<td>G4-EN3</td>
<td>3,201,198</td>
<td>3,899,284</td>
<td>3,701,628</td>
</tr>
<tr>
<td>Energy consumption — Waste — Total energy consumption</td>
<td>x</td>
<td>xx</td>
<td>MWe</td>
<td>G4-EN3</td>
<td>3,473,482</td>
<td>3,344,816</td>
<td>3,308,170</td>
</tr>
<tr>
<td>Energy consumption — Water — Total energy consumption</td>
<td>xx</td>
<td>MWe</td>
<td>G4-EN3</td>
<td>4,920,946</td>
<td>6,043,316</td>
<td>5,657,935</td>
<td>5,954,653</td>
</tr>
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<td>Energy consumption per tonne of non-hazardous waste treated</td>
<td>kWe/t</td>
<td>G4-EN5</td>
<td>33</td>
<td>35</td>
<td>33</td>
<td>107</td>
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<tr>
<td>Electricity consumption per m³ of drinking water produced and distributed</td>
<td>xx</td>
<td>Whe/m³</td>
<td>G4-EN5</td>
<td>519</td>
<td>426</td>
<td>424</td>
<td>446</td>
</tr>
<tr>
<td>Electricity consumption per m³ of wastewater collected and treated</td>
<td>Whe/m³</td>
<td>G4-EN5</td>
<td>937</td>
<td>611</td>
<td>770</td>
<td>904</td>
<td></td>
</tr>
</tbody>
</table>

1 Perimeter: fully consolidated companies.
2 Reasonable assurance for Waste Europe.
3 Reasonable assurance for (Lyonnaise des Eaux + AGBAR + United Water + Lydec).
4 GRI included: CDD (non-biological), CIL, K20.
5 Turnover: number of redundancies and resignations/average workforce.
6 Voluntary turnover: number of redundancies/average workforce.
7 Hiring rate: number of employees recruited on fixed-term and permanent contracts/average workforce.
8 Percentage of employees hired on fixed contracts: number of employees hired on permanent contracts/number of employees hired on permanent and fixed-term contracts.
9 Turnover: number of redundancies and resignations/average workforce.
10 Turnover: number of redundancies/average workforce.
11 Frequency rate: number of accidents with leave x 1,000,000/number of hours worked.
12 Severity rate: number of days compensated x 1,000/number of hours worked.
13 Improved methodology in calculating the indicator in 2015.
## SECTION

### Verification by the Statutory Auditors

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<th>WASTE – Water consumption</th>
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</thead>
<tbody>
<tr>
<td>Direct GHG emissions$^{2/4}$</td>
<td>m$^3$</td>
<td>G4-EN8 9,588,054</td>
<td>9,225,524</td>
<td>9,699,999</td>
<td>7,624,649</td>
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<tr>
<td>— of which Waste - Collection activities</td>
<td>tCO$_2$e</td>
<td>G4-EN15 5,695,329</td>
<td>5,426,088</td>
<td>6,086,997</td>
<td>6,364,728</td>
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<tr>
<td>— of which Waste - Incineration</td>
<td>tCO$_2$e</td>
<td>G4-EN15 2,275,013</td>
<td>2,066,971</td>
<td>2,310,006</td>
<td>3,292,122</td>
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<tr>
<td>— of which Waste - Treatment of hazardous industrial waste</td>
<td>tCO$_2$e</td>
<td>G4-EN15 385,778</td>
<td>291,446</td>
<td>295,934</td>
<td>409,946</td>
</tr>
<tr>
<td>— of which Water - Treatment of wastewater</td>
<td>tCO$_2$e</td>
<td>G4-EN15 427,191</td>
<td>434,230</td>
<td>412,442</td>
<td>378,990</td>
</tr>
</tbody>
</table>

### AIR

| Indirect GHG emissions$^4$ | tCO$_2$e | G4-EN16 1,473,660 | 1,977,016 | 1,796,765 | 1,790,762 |
| — of which Waste - Annual electricity consumption | tCO$_2$e | G4-EN16 280,698 | 314,587 | 287,272 | 163,389 |
| — of which Water - Annual electricity consumption | tCO$_2$e | G4-EN16 1,192,942 | 1,662,429 | 1,509,493 | 1,627,374 |

### DISTRIBUTION AND PRODUCTION OF DRINKING WATER

| Volume of groundwater drawn | Mm$^3$ | G4-EN8 553 | 693 | 669 | 759 |
| Volume of surface water drawn | Mm$^3$ | G4-EN8 3,216 | 3,213 | 3,430 | 3,411 |
| Number of drinking water treatment plants | Number | G4-9 1,177 | 1,154 | 1,154 | 1,148 |
| Annual production volume (network input)$^3$ | Mm$^3$ | G4-9 4,752 | 4,954 | 4,325 | 4,418 |
| Volume of drinking water distributed$^4$ | Mm$^3$ | G4-9 3,362 | 4,275 | 3,185 | 3,212 |

### COLLECTIVE AND TREATMENT OF WASTEWATER

| Total number of wastewater treatment plants | Number | G4-9 2,266 | 2,180 | 2,188 | 2,309 |
| Network length | km | SE 122,054 | 123,917 | 128,062 | 132,146 |
| Volume of wastewater treated | Mm$^3$ | G4-9 3,316 | 3,981 | 4,644 | 4,298 |
| Amount of BOD waste entering wastewater treatment plants | t | G4-EN22 811,719 | 924,765 | 1,031,723 | 1,104,018 |
| Amount of BOD waste exiting wastewater treatment plants | t | G4-EN22 62,304 | 83,690 | 101,099 | 92,528 |
### Verification by the Statutory Auditors

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<th>2015</th>
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<td>Treatment efficiency – amount of BOD5 eliminated from treatment plants</td>
<td>%</td>
<td>G4-EN22</td>
<td>92</td>
<td>91</td>
<td>90</td>
<td>92</td>
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<tr>
<td>Amount of nitrogen entering wastewater treatment plants</td>
<td>t</td>
<td>G4-EN22</td>
<td>144,767</td>
<td>147,365</td>
<td>176,051</td>
<td>170,260</td>
</tr>
<tr>
<td>Amount of nitrogen exiting wastewater treatment plants</td>
<td>t</td>
<td>G4-EN22</td>
<td>54,526</td>
<td>50,279</td>
<td>65,231</td>
<td>57,820</td>
</tr>
<tr>
<td>Treatment efficiency – amount of nitrogen eliminated from treatment plants</td>
<td>%</td>
<td>G4-EN22</td>
<td>62</td>
<td>66</td>
<td>66</td>
<td>66</td>
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<tr>
<td>Quantity of reagents used in wastewater treatment</td>
<td>t</td>
<td>G4-EN1</td>
<td>84,742</td>
<td>93,470</td>
<td>121,551</td>
<td>79,608</td>
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<tr>
<td>Percentage of water re-used after treatment</td>
<td>%</td>
<td>G4-EN10</td>
<td>23</td>
<td>20</td>
<td>20</td>
<td>19</td>
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<tr>
<td>Percentage of sludge re-used (agricultural recovery)</td>
<td>%</td>
<td>G4-EN23</td>
<td>71</td>
<td>63</td>
<td>68</td>
<td>73</td>
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<tr>
<td>Production of electrical power</td>
<td>xx</td>
<td>G4-EN3</td>
<td>NC</td>
<td>102</td>
<td>209</td>
<td>184</td>
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<tr>
<td>Production of thermal power</td>
<td>xx</td>
<td>G4-EN3</td>
<td>NC</td>
<td>149</td>
<td>287</td>
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### WASTE COLLECTION SERVICES

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<th>Section</th>
<th>Unit</th>
<th>G4-9</th>
<th>G4-19</th>
<th>G4-29</th>
<th>G4-39</th>
<th>G4-49</th>
<th>G4-59</th>
<th>G4-69</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of inhabitants receiving collection services</td>
<td></td>
<td>49,292,436</td>
<td>52,276,940</td>
<td>36,216,532</td>
<td>33,945,986</td>
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<tr>
<td>Number of industrial and commercial customers receiving collection services</td>
<td></td>
<td>466,275</td>
<td>417,349</td>
<td>410,077</td>
<td>400,227</td>
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<tr>
<td>Total tonnage of household and similar waste collected</td>
<td>t</td>
<td>11,582,456</td>
<td>10,507,863</td>
<td>9,629,682</td>
<td>10,074,889</td>
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<td></td>
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<tr>
<td>Total tonnage of medical waste collected</td>
<td>t</td>
<td>159,954</td>
<td>149,847</td>
<td>134,704</td>
<td>134,992</td>
<td></td>
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<tr>
<td>Total tonnage of industrial and commercial waste collected</td>
<td>t</td>
<td>14,002,761</td>
<td>11,988,467</td>
<td>11,425,490</td>
<td>10,617,434</td>
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<tr>
<td>Tonnage of hazardous waste collected</td>
<td>t</td>
<td>1,186,878</td>
<td>1,083,568</td>
<td>1,186,399</td>
<td>1,083,570</td>
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<td></td>
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</tr>
<tr>
<td>Total number of waste collection, cleaning, and wastewater treatment trucks</td>
<td></td>
<td>12,174</td>
<td>12,545</td>
<td>12,271</td>
<td>11,967</td>
<td></td>
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<tr>
<td>Percentage of the truck fleet running on alternative fuels</td>
<td>%</td>
<td>4.7</td>
<td>2.9</td>
<td>8</td>
<td>11</td>
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<tr>
<td>Average diesel fuel consumption per truck</td>
<td>m³/num.</td>
<td>14.6</td>
<td>15.0</td>
<td>14.2</td>
<td>14.9</td>
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<td></td>
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<tr>
<td>Average diesel fuel consumption per ton collected</td>
<td>l/t</td>
<td>1.74</td>
<td>6.7</td>
<td>7.5</td>
<td>6</td>
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### SORTING AND RECYCLING BUSINESSES

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<th>Unit</th>
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<th>G4-19</th>
<th>G4-29</th>
<th>G4-39</th>
<th>G4-49</th>
<th>G4-59</th>
<th>G4-69</th>
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<tbody>
<tr>
<td>Number of sites operating in the transfer of waste</td>
<td></td>
<td>270</td>
<td>385</td>
<td>332</td>
<td>336</td>
<td></td>
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<tr>
<td>Number of sites operating in sorting/recycling</td>
<td></td>
<td>373</td>
<td>349</td>
<td>362</td>
<td>356</td>
<td></td>
<td></td>
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<tr>
<td>Tonnage of recovered materials from sorting centres</td>
<td>t</td>
<td>8,781,841</td>
<td>8,568,410</td>
<td>7,954,843</td>
<td>10,468,000</td>
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<td></td>
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<tr>
<td>Volume of raw materials from recycling</td>
<td>t</td>
<td>3,500,000</td>
<td>4,101,701</td>
<td>4,707,664</td>
<td>120,413</td>
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### COMPOSTING ACTIVITIES

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<th>Unit</th>
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<th>G4-19</th>
<th>G4-29</th>
<th>G4-39</th>
<th>G4-49</th>
<th>G4-59</th>
<th>G4-69</th>
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<tbody>
<tr>
<td>Number of composting facilities</td>
<td></td>
<td>128</td>
<td>123</td>
<td>127</td>
<td>121</td>
<td></td>
<td></td>
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<tr>
<td>Incoming tonnage</td>
<td>t</td>
<td>2,081,652</td>
<td>2,209,965</td>
<td>2,041,291</td>
<td>1,786,805</td>
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<tr>
<td>Tonnage of compost produced</td>
<td>t</td>
<td>847,401</td>
<td>901,538</td>
<td>916,963</td>
<td>853,797</td>
<td></td>
<td></td>
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<tr>
<td>Tonnage of sewage sludge treated for material recovery</td>
<td>t</td>
<td>573,197</td>
<td>569,970</td>
<td>513,281</td>
<td>120,413</td>
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### NON-HAZARDOUS WASTE THERMAL TREATMENT ACTIVITIES

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<th>Unit</th>
<th>G4-9</th>
<th>G4-19</th>
<th>G4-29</th>
<th>G4-39</th>
<th>G4-49</th>
<th>G4-59</th>
<th>G4-69</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of urban waste incineration plants</td>
<td></td>
<td>48</td>
<td>46</td>
<td>44</td>
<td>45</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Tonnage of waste incinerated</td>
<td>xx</td>
<td>t</td>
<td>6,662,964</td>
<td>6,225,817</td>
<td>6,762,114</td>
<td>6,975,291</td>
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<tr>
<td>SOx emissions</td>
<td>t</td>
<td>G4-EN21</td>
<td>385</td>
<td>297</td>
<td>344</td>
<td>398</td>
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<td>2013</td>
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<td>--------</td>
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<tr>
<td></td>
<td>Limited assurance</td>
<td>Reasonable assurance</td>
<td></td>
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<tr>
<td>NOx emissions</td>
<td>t</td>
<td>G4-EN21</td>
<td>4,291</td>
<td>3,894</td>
<td>4,126</td>
<td>4,342</td>
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<td>Dust emissions</td>
<td>t</td>
<td>G4-EN21</td>
<td>45</td>
<td>53</td>
<td>56</td>
<td>52</td>
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<tr>
<td>Quantity of Air Pollution Control Residues</td>
<td>t</td>
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<td>299,317</td>
<td>278,946</td>
<td>207,920</td>
<td>216,373</td>
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<tr>
<td>Percentage of bottom ash recovered</td>
<td>%</td>
<td>G4-EN23</td>
<td>90</td>
<td>96</td>
<td>84</td>
<td>88</td>
<td></td>
<td></td>
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<tr>
<td>Quantity of electrical power generated</td>
<td>x</td>
<td>xx</td>
<td>MWhe</td>
<td>G4-EN3</td>
<td>2,862,674</td>
<td>2,704,202</td>
<td>2,789,228</td>
<td>3,066,185</td>
</tr>
<tr>
<td>Quantity of thermal energy sold</td>
<td>x</td>
<td>xx</td>
<td>MWhth</td>
<td>G4-EN3</td>
<td>1,960,373</td>
<td>1,942,843</td>
<td>1,971,686</td>
<td>2,360,104</td>
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<td><strong>NON-HAZARDOUS WASTE STORAGE ACTIVITIES</strong></td>
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<td></td>
<td></td>
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<tr>
<td>Number of landfill waste facilities [K1+K2+K3]</td>
<td>Number</td>
<td>G4-9</td>
<td>141</td>
<td>127</td>
<td>130</td>
<td>129</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tonnage entering non-hazardous waste landfills</td>
<td>t</td>
<td>G4-EN23</td>
<td>15,960,908</td>
<td>18,501,616</td>
<td>16,315,366</td>
<td>15,349,521</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Volume of leachates treated</td>
<td>m³</td>
<td>G4-9</td>
<td>3,084,549</td>
<td>3,107,766</td>
<td>3,490,151</td>
<td>3,131,519</td>
<td></td>
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<tr>
<td>Percentage of waste stored in landfills equipped with a biogas collection and treatment system</td>
<td>%</td>
<td>G4-EN23</td>
<td>94</td>
<td>74</td>
<td>82</td>
<td>95</td>
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<tr>
<td>Volume of methane collected and treated</td>
<td>Nm³</td>
<td>G4-EN7</td>
<td>140,330,221</td>
<td>107,167,914</td>
<td>98,026,777</td>
<td>92,669,433</td>
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<tr>
<td>Volume of methane recovered as energy</td>
<td>Nm³</td>
<td>G4-EN7</td>
<td>332,594,670</td>
<td>293,058,622</td>
<td>310,873,507</td>
<td>300,295,045</td>
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<tr>
<td>Quantity of electricity produced from biogas</td>
<td>MWhe</td>
<td>G4-EN3</td>
<td>830,182</td>
<td>919,918</td>
<td>919,427</td>
<td>865,871</td>
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<td><strong>ACTIVITIES RELATING TO THE TREATMENT OF HAZARDOUS WASTE</strong></td>
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<td></td>
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<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Number of hazardous waste incinerators</td>
<td>Number</td>
<td>G4-9</td>
<td>9</td>
<td>9</td>
<td>9</td>
<td>9</td>
<td></td>
<td></td>
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<tr>
<td>Number of hazardous waste platforms (pre-treatment and transfer)</td>
<td>Number</td>
<td>G4-9</td>
<td>172</td>
<td>122</td>
<td>132</td>
<td>180</td>
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<tr>
<td>Number of hazardous waste landfills (K1 landfills)</td>
<td>Number</td>
<td>G4-9</td>
<td>16</td>
<td>16</td>
<td>17</td>
<td>17</td>
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<td></td>
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<tr>
<td>Number of medical waste treatment facilities</td>
<td>Number</td>
<td>G4-9</td>
<td>7</td>
<td>7</td>
<td>5</td>
<td>5</td>
<td></td>
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<tr>
<td>Hazardous waste treated (total excluding contaminated soil)</td>
<td>t</td>
<td>G4-EN23</td>
<td>2,705,737</td>
<td>2,204,273</td>
<td>2,319,303</td>
<td>2,330,365</td>
<td></td>
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<tr>
<td>— of which recovered in cement plants</td>
<td>t</td>
<td>G4-EN23</td>
<td>482,776</td>
<td>411,566</td>
<td>410,141</td>
<td>430,279</td>
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<td></td>
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<tr>
<td>— of which incinerated</td>
<td>t</td>
<td>G4-EN23</td>
<td>348,982</td>
<td>360,820</td>
<td>355,649</td>
<td>440,431</td>
<td></td>
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<tr>
<td>Tonnage of soil treated / recovered</td>
<td>t</td>
<td>G4-EN23</td>
<td>1,310,184</td>
<td>1,530,656</td>
<td>1,361,477</td>
<td>1,413,555</td>
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<tr>
<td>Quantity of alternative energy provided by recovery of waste in the form of fuels</td>
<td>tep</td>
<td>G4-EN3</td>
<td>244,327</td>
<td>283,445</td>
<td>206,973</td>
<td>136,317</td>
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<tr>
<td>Tonnage entering K1 landfills</td>
<td>t</td>
<td>G4-EN23</td>
<td>627,500</td>
<td>613,860</td>
<td>613,948</td>
<td>592,570</td>
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<tr>
<td><strong>ACTIVITIES RELATING TO ELECTRICAL AND ELECTRONIC EQUIPMENT WASTE</strong></td>
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<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Number of sites treating end-of-life electrical and electronic equipment waste</td>
<td>Number</td>
<td>G4-9</td>
<td>10</td>
<td>9</td>
<td>9</td>
<td>10</td>
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<td>Tonnage of end-of-life electrical and electronic equipment waste treated by material recovery and recycling activities (disassembly and dismantling)</td>
<td>t</td>
<td>G4-EN23</td>
<td>18,704</td>
<td>23,918</td>
<td>27,583</td>
<td>68,325</td>
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<td></td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Total waste treated</td>
<td>t</td>
<td>G4-EN23</td>
<td>44,403,767</td>
<td>40,587,456</td>
<td>40,776,345</td>
<td>39,403,953</td>
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<td></td>
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<tr>
<td>% of products sold and of recycled or reused packaging</td>
<td>%</td>
<td>G4-EN28</td>
<td>No product sold is likely to be packaged</td>
<td></td>
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## SOCIAL INDICATORS

### SECTION

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<td>Waste Europe</td>
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<td>G4-9</td>
<td>22,038</td>
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<td>Consulting</td>
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<td>Central services</td>
<td>G4-9</td>
<td>742</td>
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<tr>
<td>Total</td>
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### WORKFORCE BREAKDOWN BY DIVISION

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<th>G4-LA12</th>
<th>Under 25</th>
<th>x</th>
<th>1,863</th>
<th>2.8%</th>
<th>3%</th>
<th>2.3%</th>
<th>2.2%</th>
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<tbody>
<tr>
<td>25-29</td>
<td>x</td>
<td>G4-LA12</td>
<td>6,722</td>
<td>8.8%</td>
<td>8%</td>
<td>8.3%</td>
<td>8.3%</td>
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<tr>
<td>30-34</td>
<td>x</td>
<td>G4-LA12</td>
<td>10,124</td>
<td>12.7%</td>
<td>12.5%</td>
<td>12.5%</td>
<td>12.5%</td>
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<tr>
<td>35-39</td>
<td>x</td>
<td>G4-LA12</td>
<td>11,096</td>
<td>14.2%</td>
<td>13.9%</td>
<td>13.7%</td>
<td>13.8%</td>
</tr>
<tr>
<td>40-44</td>
<td>x</td>
<td>G4-LA12</td>
<td>13,039</td>
<td>16.4%</td>
<td>16.4%</td>
<td>16.1%</td>
<td>15.7%</td>
</tr>
<tr>
<td>45-49</td>
<td>x</td>
<td>G4-LA12</td>
<td>16.7%</td>
<td>16.7%</td>
<td>16.4%</td>
<td>16.2%</td>
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<tr>
<td>50-54</td>
<td>x</td>
<td>G4-LA12</td>
<td>14.3%</td>
<td>14.8%</td>
<td>15.3%</td>
<td>15.4%</td>
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<tr>
<td>55-59</td>
<td>x</td>
<td>G4-LA12</td>
<td>10.1%</td>
<td>10.8%</td>
<td>11.0%</td>
<td>11.4%</td>
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<tr>
<td>60-64</td>
<td>x</td>
<td>G4-LA12</td>
<td>3.4%</td>
<td>3.7%</td>
<td>3.8%</td>
<td>3.9%</td>
<td></td>
</tr>
<tr>
<td>65 and over</td>
<td>x</td>
<td>G4-LA12</td>
<td>0.6%</td>
<td>0.6%</td>
<td>0.6%</td>
<td>0.6%</td>
<td></td>
</tr>
</tbody>
</table>

### WORKFORCE BREAKDOWN BY GEOGRAPHICAL REGION

| France | G4-9 | 34,776 | 33,125 | 32,969 | 43.7% | 42.2% | 40.9% | 39.9% |
| Europe (excluding France) | G4-9 | 29,974 | 29,554 | 30,566 | 37.7% | 37.3% | 36.5% | 37% |
| North America | G4-9 | 3,367 | 3,390 | 3,650 | 4.2% | 4.2% | 4.2% | 4.4% |
| South America | G4-9 | 240 | 395 | 459 | 0.3% | 0.4% | 0.5% | 0.6% |
| Africa / Middle East | G4-9 | 6,165 | 8,830 | 8,938 | 7.7% | 9.1% | 10.9% | 10.8% |
| Asia / Oceania | G4-9 | 5,027 | 5,696 | 5,954 | 6.3% | 6.8% | 7.0% | 7.2% |
| Total | xx | G4-9 | 79,549 | 80,990 | 82,536 | 100% | 100% | 100% | 100% |

### WORKFORCE BREAKDOWN BY AGE GROUP (PERMANENT EMPLOYEES)

| Men | xx | G4-LA12 | 63,858 | 64,711 | 65,699 | 80.3% | 79.9% | 79.9% | 79.6% |
| Women | xx | G4-LA12 | 15,691 | 16,279 | 16,837 | 19.7% | 20.1% | 20.1% | 20.4% |
| Total | xx | G4-LA12 | 79,549 | 80,990 | 82,536 | 100% | 100% | 100% | 100% |

### WORKFORCE BREAKDOWN BY GENDER

| Executives and managers | xx | G4-10 | 11,261 | 12,077 | 12,586 | 14.2% | 14.4% | 14.9% | 15.2% |
| Men | xx | G4-10 | 8,741 | 9,032 |
| Women | xx | G4-10 | 3,336 | 3,552 |
| Senior technicians and supervisors | xx | G4-10 | 16,162 | 17,112 | 17,721 | 20.3% | 20.8% | 21.1% | 21.5% |
| Men | xx | G4-10 | 11,010 | 11,437 |
| Women | xx | G4-10 | 6,102 | 6,284 |
| Workers, office staff and technicians | xx | G4-10 | 52,126 | 51,801 | 52,229 | 65.5% | 64.8% | 64% | 63.3% |
| Men | xx | G4-10 | 44,920 | 45,220 |
## Verification by the Statutory Auditors

<table>
<thead>
<tr>
<th></th>
<th>Absolute value</th>
<th>Relative value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Women</td>
<td>xx</td>
<td>G4-10</td>
</tr>
<tr>
<td>Total</td>
<td>xx</td>
<td>G4-10</td>
</tr>
</tbody>
</table>

## Workforce Breakdown by Type of Contract and by Gender

<table>
<thead>
<tr>
<th></th>
<th>G4-10</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Permanent contracts</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Men</td>
<td></td>
<td>73,809</td>
<td>75,364</td>
<td>75,933</td>
<td>93.0%</td>
</tr>
<tr>
<td>Women</td>
<td></td>
<td>60,536</td>
<td>60,801</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Other contracts</strong></td>
<td></td>
<td>5,410</td>
<td>5,626</td>
<td>6,034</td>
<td>7.0%</td>
</tr>
<tr>
<td>Men</td>
<td></td>
<td>4,135</td>
<td></td>
<td>4,000</td>
<td></td>
</tr>
<tr>
<td>Women</td>
<td></td>
<td>1,288</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td>79,219</td>
<td>80,990</td>
<td>82,536</td>
<td>100%</td>
</tr>
</tbody>
</table>

## Percentage of Disabled Employees as a Percentage of the Workforce

<table>
<thead>
<tr>
<th></th>
<th>G4-LA12</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>1.8%</td>
<td>1.8%</td>
<td>1.8%</td>
<td>1.8%</td>
</tr>
</tbody>
</table>

## Employment

<table>
<thead>
<tr>
<th></th>
<th>G4-LA1</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Turnover</td>
<td></td>
<td>6.4%</td>
<td>6.4%</td>
<td>6.5%</td>
<td>5.6%</td>
</tr>
<tr>
<td>Voluntary turnover</td>
<td></td>
<td>3.3%</td>
<td>3.0%</td>
<td>3.1%</td>
<td>3.0%</td>
</tr>
<tr>
<td>Hiring rate</td>
<td></td>
<td>18.6%</td>
<td>18.2%</td>
<td>19.0%</td>
<td>20.5%</td>
</tr>
<tr>
<td>Percentage of employees hired on permanent contracts</td>
<td>G4-LA1</td>
<td>45.3%</td>
<td>42.8%</td>
<td>44.7%</td>
<td>42.3%</td>
</tr>
</tbody>
</table>

## Hiring

<table>
<thead>
<tr>
<th></th>
<th>G4-LA1</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of people hired externally on permanent contracts</td>
<td></td>
<td>6,743</td>
<td>6,203</td>
<td>6,890</td>
<td>7,112</td>
</tr>
<tr>
<td>Number of people hired externally on fixed-term contracts</td>
<td></td>
<td>8,137</td>
<td>8,287</td>
<td>8,535</td>
<td>9,718</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td>14,880</td>
<td>14,490</td>
<td>15,425</td>
<td>16,830</td>
</tr>
</tbody>
</table>

## Working Conditions

<table>
<thead>
<tr>
<th></th>
<th>G4-LA6</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Absenteeism rate [days of absence/employee]</td>
<td>G4-LA6</td>
<td>11.6</td>
<td>11.8</td>
<td>11.5</td>
<td>11.4</td>
</tr>
<tr>
<td>Rate of overtime</td>
<td>G4-LA6</td>
<td></td>
<td>4.3%</td>
<td>4.8%</td>
<td>4.1%</td>
</tr>
</tbody>
</table>

## Safety in the Workplace

<table>
<thead>
<tr>
<th></th>
<th>G4-LA6</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Recognised occupational illnesses</td>
<td>G4-LA6</td>
<td>56</td>
<td>53</td>
<td>76</td>
<td></td>
</tr>
<tr>
<td>Number of fatal accidents [employees]</td>
<td>G4-LA6</td>
<td>5</td>
<td>4</td>
<td>4</td>
<td>2</td>
</tr>
<tr>
<td>Frequency rate</td>
<td>G4-LA6</td>
<td>13.32</td>
<td>12.17</td>
<td>11</td>
<td>10.05</td>
</tr>
<tr>
<td>Severity rate</td>
<td>G4-LA6</td>
<td>0.6</td>
<td>0.54</td>
<td>0.54</td>
<td>0.53</td>
</tr>
</tbody>
</table>

## Training

<table>
<thead>
<tr>
<th></th>
<th>G4-LA9</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of training hours per individual trained</td>
<td>xx</td>
<td>G4-LA9</td>
<td>24</td>
<td>25</td>
<td>25</td>
</tr>
<tr>
<td>Average training expenses per individual trained</td>
<td>xx</td>
<td>G4-LA9</td>
<td>537 €</td>
<td>489 €</td>
<td>504 €</td>
</tr>
<tr>
<td>Percentage of the workforce trained</td>
<td>G4-LA9</td>
<td>68.4%</td>
<td>69.4%</td>
<td>66.5%</td>
<td>69.4%</td>
</tr>
</tbody>
</table>

## Breakdown of Trained Workforce by Gender

<table>
<thead>
<tr>
<th></th>
<th>G4-LA9</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Men</strong></td>
<td>G4-LA9</td>
<td>42,779</td>
<td>45,652</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Women</strong></td>
<td>G4-LA9</td>
<td>11,271</td>
<td>11,628</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>G4-LA9</td>
<td>54,050</td>
<td>57,280</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### Breakdown of Trained Workforce by Socio-Professional Category

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Executives and managers</td>
<td>G4-LA9</td>
<td>9,083</td>
<td>9,544</td>
<td>16.8%</td>
<td>16.8%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Senior technicians and supervisors</td>
<td>G4-LA9</td>
<td>12,525</td>
<td>12,997</td>
<td>23.2%</td>
<td>22.8%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Workers, office staff and technicians</td>
<td>G4-LA9</td>
<td>32,442</td>
<td>34,418</td>
<td>60%</td>
<td>60.4%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>xx</td>
<td>54,050</td>
<td>56,959</td>
<td>100%</td>
<td>100%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Breakdown of Training Hours by Topic

<table>
<thead>
<tr>
<th>Topic</th>
<th>GRI G4</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operational training</td>
<td>x</td>
<td>27.2%</td>
<td>26.0%</td>
<td>29.0%</td>
<td>27.9%</td>
</tr>
<tr>
<td>Quality, environment and safety</td>
<td>x</td>
<td>36.8%</td>
<td>38.7%</td>
<td>36.7%</td>
<td>35.4%</td>
</tr>
<tr>
<td>Languages</td>
<td>x</td>
<td>7.7%</td>
<td>6.4%</td>
<td>6.4%</td>
<td>7.0%</td>
</tr>
<tr>
<td>Other</td>
<td>x</td>
<td>28.3%</td>
<td>28.8%</td>
<td>27.8%</td>
<td>29.7%</td>
</tr>
</tbody>
</table>

### Other Indicators Monitored in the 2012-2016 Sustainable Development Roadmap

#### Environmental Performance

<table>
<thead>
<tr>
<th>Indicator</th>
<th>GRI G4</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Proportion of customers equipped with SMART meters</td>
<td>SE</td>
<td>10%</td>
<td>11%</td>
<td>12%</td>
<td>15%</td>
</tr>
<tr>
<td>Ratio: tons of waste recovered/tons of waste disposed of (scope Waste Europe)</td>
<td>G4-EN23</td>
<td>1.40</td>
<td>1.42</td>
<td>1.52</td>
<td>1.90</td>
</tr>
<tr>
<td>Production of solid recovered fuels (in million tons)</td>
<td>SE</td>
<td>2,050</td>
<td>1,816</td>
<td>1,845</td>
<td>1,852</td>
</tr>
<tr>
<td>Ratio: greenhouse gas emissions avoided for customers/direct and indirect greenhouse gas emissions (perimeter Waste Europe)</td>
<td>G4-EN18</td>
<td>1.25</td>
<td>1.72</td>
<td>1.77</td>
<td>1.69%</td>
</tr>
<tr>
<td>Production of useful energy (in GWh - perimeter Waste Europe)</td>
<td>SE</td>
<td>5,260</td>
<td>5,138</td>
<td>5,154</td>
<td>5,855</td>
</tr>
<tr>
<td>Number of sites deemed biodiversity-sensitive, with a current action plan</td>
<td>SE</td>
<td>NC</td>
<td>111</td>
<td>144</td>
<td>214</td>
</tr>
<tr>
<td>Average satisfaction rate of customers in the water sector</td>
<td>SE</td>
<td>NC</td>
<td>84.5%</td>
<td>84.3%</td>
<td>83.8%</td>
</tr>
</tbody>
</table>

#### Social Performance

<table>
<thead>
<tr>
<th>Indicator</th>
<th>GRI G4</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Average hours of training per employee per year</td>
<td>G4-LA9</td>
<td>16.8</td>
<td>17.3</td>
<td>16.7</td>
<td>17.3</td>
</tr>
<tr>
<td>Proportion of women in management</td>
<td>G4-LA12</td>
<td>27%</td>
<td>27.8%</td>
<td>27.6%</td>
<td>28.2%</td>
</tr>
<tr>
<td>Percentage of women in the Group’s governing bodies and its subsidiaries</td>
<td>G4-LA10</td>
<td>19.15%</td>
<td>17.78%</td>
<td>17.80%</td>
<td>15%</td>
</tr>
<tr>
<td>Percentage of people over 55 years old in recruitments</td>
<td>G4-LA10</td>
<td>3.60%</td>
<td>5.95%</td>
<td>6.20%</td>
<td>5.8%</td>
</tr>
<tr>
<td>Frequency rate in water management activities</td>
<td>G4-LA6</td>
<td>5.10</td>
<td>5.28</td>
<td>4.8</td>
<td>5.30</td>
</tr>
<tr>
<td>Frequency rate in waste management activities</td>
<td>G4-LA6</td>
<td>18.02</td>
<td>17.03</td>
<td>16.23</td>
<td>14.06</td>
</tr>
<tr>
<td>Percentage of purchases from SMEs (across France)</td>
<td>G4-EC8</td>
<td>NC</td>
<td>32%</td>
<td>36%</td>
<td>24.5%</td>
</tr>
<tr>
<td>Purchase amounts entrusted to the sheltered sector (for France - in millions of euros)</td>
<td>G4-EC8</td>
<td>NC</td>
<td>5.2</td>
<td>5.98</td>
<td>6.1</td>
</tr>
</tbody>
</table>

#### Societal Performance

<table>
<thead>
<tr>
<th>Indicator</th>
<th>GRI G4</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of professionals and managers in water and sanitation services trained in developing countries</td>
<td>G4-EC8</td>
<td>34</td>
<td>79</td>
<td>116</td>
<td>149</td>
</tr>
<tr>
<td>Amount allocated to the SUEZ Initiatives Fund (in millions of euros)</td>
<td>G4-EC8</td>
<td>4</td>
<td>4</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>Number of people connected to drinking water services in developing countries (millions)</td>
<td>G4-EC8</td>
<td>NC</td>
<td>12.8</td>
<td>14.1</td>
<td>14.7</td>
</tr>
<tr>
<td>Number of people connected to wastewater treatment services in developing countries (millions)</td>
<td>G4-EC8</td>
<td>NC</td>
<td>6.6</td>
<td>7.1</td>
<td>7.4</td>
</tr>
</tbody>
</table>
CONCEPTION
SUEZ Sustainable Development Department, with the collaboration of CAPITALCOM

MATERIALITY MATRIX
SUEZ Sustainable Development Department, with the collaboration of Utopies

TEXTS
SUEZ Sustainable Development Department

DESIGN AND PRODUCTION
Heidi
www.agence-heidi.fr

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