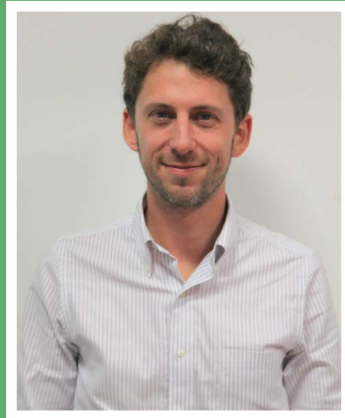




# 2024 Activity Report

SOCIAL AND CIRCULAR  
INNOVATION DEPARTMENT

# Editorial



Benoît Bonello,  
Director of Social  
& Circular Innovation, SUEZ

**The 2024 activity report of the Social and Circular Innovation Department presents SUEZ's unique approach to working with other players, particularly those from the social, solidarity and circular economy.**

**It showcases SUEZ's ability to create coalitions of stakeholders to develop the circular economy at the regional level and how, through its inclusive recruitment and purchasing practices, the Group helps to create jobs for people who are distant from employment.**

**We are convinced that the development of a circular and inclusive economy cannot happen without a significant increase in our ability to cooperate and create alliances with complementary players.**

**This dynamic of SUEZ in the field of social innovation has been built over time, by capitalizing on strong initiatives such as Rebond Insertion, our in-house social enterprise dedicated to inclusion subsidiary created in 2002, and La Maison pour Rebondir, our social innovation laboratory launched in Bordeaux in 2012.**

**It is the result of SUEZ's ongoing investment in the development of a multidisciplinary team dedicated to social innovation, with 18 employees working in the field, closely involved with our operations and local ecosystems.**

# Our vision

To contribute to the development of the circular economy and ensure that our actions are effective, we believe that our offerings must be inclusive, collaborative, and combine technology with other types of innovation (partnership-based, contractual, social, process-based, etc.).



## A SUCCESSFUL ECOLOGICAL TRANSITION MUST BE INCLUSIVE

In a country with significant existing inequalities, integrating the most vulnerable helps to strengthen social acceptance of green transition measures by showing that they take into account the reality of everyone's situation. Social issues cannot therefore be separated from environmental performance and must be taken into account by SUEZ in its offerings and operating methods.



## THE CIRCULAR ECONOMY IS A COLLECTIVE EFFORT

To foster circular economy, we must mobilise coalitions of stakeholders: local authorities, businesses, associations, citizens, etc. Everyone has a role to play, everyone holds part of the solution, and it is by working together that we can build a more effective, faster and fairer transition.



## THE CIRCULAR ECONOMY IS NOT JUST ABOUT BETTER RECYCLING

It is the interaction between different forms of innovation that enables the fundamental transformation of production and consumption models, which is a necessary condition for the success of the circular economy.





# How we operate

olidarité  
e dans  
nos métiers

ASSISTANCE

assaiement -

www.aquasist

## SOCIAL INNOVATION: A METHOD OF ACTION

Social innovation involves developing and implementing effective solutions to social or environmental problems related to our water and waste management activities, through collaboration with stakeholders from different sectors (social and solidarity economy, circular economy start-ups, institutions, etc.).

## WORKING WITH OTHERS

Experience shows that in order to respond effectively to challenges that are beyond our control, we must act collectively, with other stakeholders. This is true when it comes to helping a region or a company achieve zero waste, or ensuring access to high-quality drinking water in informal areas in emerging countries

## ORCHESTRATING COOPERATION

Our role is to create cooperation, which often contributes to scaling up local solutions. This always involves partnerships with actors from different sectors: local authorities, NGOs, social and solidarity economy organisations, universities, etc. It is often at the crossroads of different worlds that innovations are born.



# Our areas of intervention

SUEZ's Social and Circular Innovation Department organises cooperation between SUEZ and the social, solidarity-based and circular economy ecosystem, region by region.

## THE KEY TO THE DEVELOPMENT OF OUR APPROACH LIES IN THE DOUBLE POSITIVE IMPACT OF EVERYTHING WE DO:

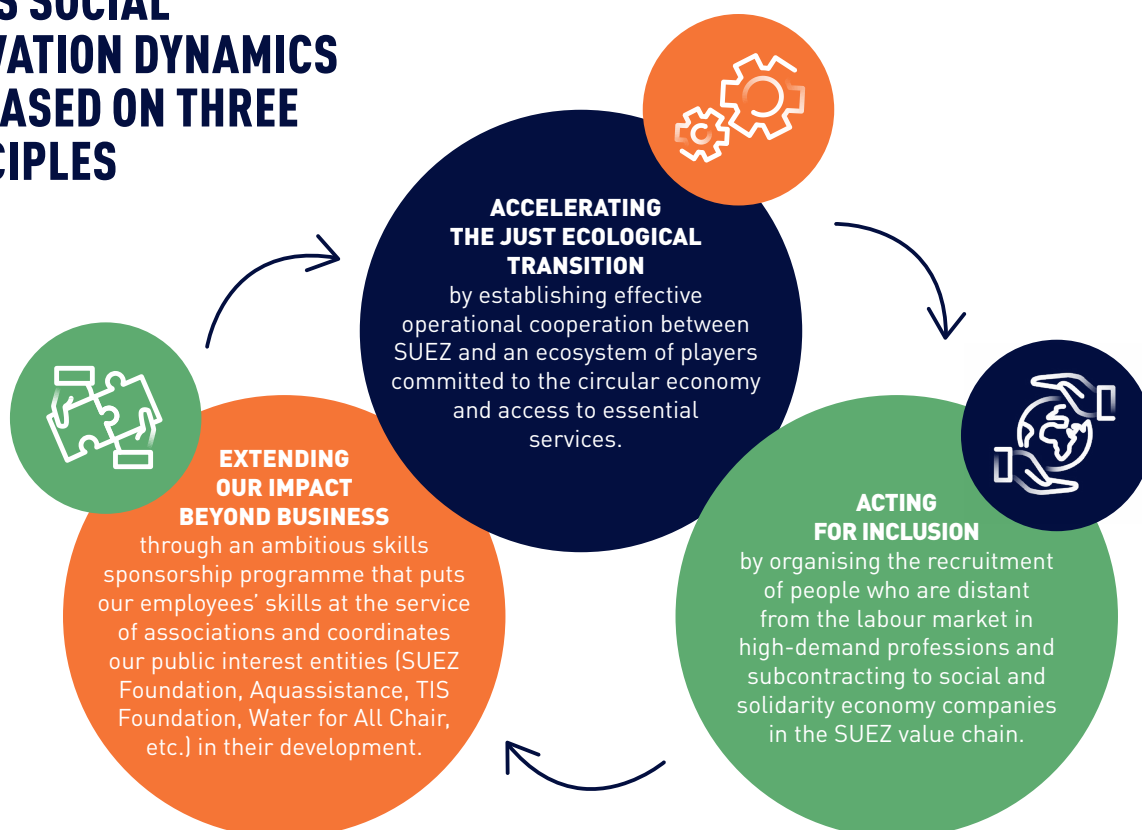
### FOR THE GROUP

- > Differentiation
- > Service innovation
- > Business performance
- > Recruitment solutions for short-staffed
- > Employee pride and commitment

### FOR OUR CLIENTS

- > Waste reduction
- > Resource conservation
- > Creation of local and inclusive jobs
- > Attractiveness, cost reduction
- > Service improvement

## SUEZ'S SOCIAL INNOVATION DYNAMICS ARE BASED ON THREE PRINCIPLES



# A multi-disciplinary team



Social and circular innovation at SUEZ is driven by a team with expertise in strategy, project management, the circular economy, social entrepreneurship, integration, human resources, change management, collective intelligence, and more, **working at the intersection of the corporate world, the social and solidarity economy, and local authorities.**

## Social integration in action with Rebond Insertion

As part of its efforts to promote social and circular innovation, in 2002 SUEZ created a subsidiary company dedicated to social integration, **a wholly-owned subsidiary of SUEZ Recyclage & Valorisation France : Rebond Insertion.**

It is a social enterprise and solidarity economy enterprise with ESUS certification whose purpose is social: all its profits are reinvested in the company to strengthen its social impact.

**Rebond Insertion** offers environmental services and temporary employment solutions. Since its creation in 2002, Rebond has supported **more than 13,000 employees in their social and professional integration...**





# SUEZ recognised as a pioneer in social innovation in France

> SUEZ's social innovation approach was honoured at the **World Economic Forum in Davos** for two consecutive years (January 2023 & 2024) and SUEZ had the opportunity to sign the **RISE AHEAD Pledge**, committing alongside a dozen other pioneering companies to increase investment in social innovation.



Global Alliance  
for Social  
Entrepreneurship



> SUEZ is also an active member of the **Collectif des Entreprises pour une Economie Plus Inclusive** (Collective of Companies for a More Inclusive Economy), which brings together the CEOs of **40 major French companies**: SUEZ co-chairs the **Working Group on Vulnerable Customers and Vulnerable Employees**.



> The Group is strongly committed to the **PAQTE** and **Les entreprises s'engagent** government programmes, with a presence in **23 regions** and a focus on the employment and mentoring of refugees. SUEZ joined the international **Tent** coalition in 2021 and the **Refugees Are Talent** collective in 2022



> Finally, our inclusive HR policy has been recognised with **two awards**: the **IMPACT** award at the HR Digital Awards and the **DRH ETHIQUE** award at the Victoires du Capital Humain.



# 1. Accelerating the just ecological transition of territories





**By establishing effective operational cooperation between SUEZ and an ecosystem of stakeholders committed to the circular economy. Our approach combines three actions:**

**A. Collectively designing offers that truly contribute to the development of a just transition**

**B. Orchestrating implementation in the field**

**C. Growing solutions and supporting the circular economy ecosystem by supporting social and circular entrepreneurs**

# A. Collectively Designing Solutions That Support the Development of a Just Transition

It is primarily through its core business—water and waste management—that SUEZ supports the ecological and social transition of its clients. In other words, **SUEZ's service offerings are its main lever for impact.**

## KEY FIGURES



43

major public tenders



272

partners from the Social and Solidarity Economy (SSE)



23

targeted departments

The social innovation team has developed a methodology and tools to strengthen the social and circular impact of SUEZ's offerings, always guided by the same principle: **mobilize and integrate complementary local stakeholders to better meet client expectations and go further in terms of circular economy and inclusion.**

SUEZ uses calls for tenders to generate a ripple effect among local players in the social and solidarity economy. The Group integrates solutions developed by its circular and social entrepreneurs partners (circular economy loops, reuse, green logistics, support for vulnerable clients, social and professional integration, etc.) into its offerings, thereby helping to reinforce their business models and impact. **The Group aims to build long-term, trust-based partnerships where mutual understanding is a key success factor.**

## THE DESIGN OF ENHANCED OFFERS ALWAYS INVOLVES 5 STEPS:

> **LOCAL ROOTING** through knowledge of territorial stakeholders, key issues, and initial concrete collaborations (events, pilot projects...)

> **MAPPING AND CONSULTATION** of circular economy and inclusion actors

> **DIAGNOSIS OF SUEZ'S** social and circular impact levers within the tender

> **CO-DEVELOPMENT AND SECURING** of partnerships

> **PROPOSAL** including pricing, marketing, and drafting

In 2024, we supported SUEZ's commercial teams in 43 tenders, including major wins such as **Melun Val de Seine, UVE Argenteuil, UVE DECOSET, Perrier, and household waste collection for the Lyon Metropolitan Area.**



## B. Orchestrating implementation in the field

The social innovation department operates in areas that are key priorities for SUEZ across the country.

Regional teams support the design of circular and inclusive offerings and then coordinate operational implementation with social entrepreneurs.

This may involve setting up a project with social entrepreneurs such as Emmaüs on the new-generation household waste and recycling centre in Nevers, or building and coordinating coalitions of social, solidarity and circular economy stakeholders, as in Montauban.



### KEY FIGURES



28

circular economy  
services deployed



66

contracts involved  
operationally



1,2

million hours  
of inclusive hours



## WATER POVERTY



➤ The social innovation team coordinated the implementation of **3 Social plumbing initiatives in France in 2024**, including the one in the Champs aux Melles neighborhood in Nanterre, with client **Sénéo, the Nanterre Neighborhood Association**, and the housing provider Nanterre **Coop Habitat**. This Social Plumbing operation in Nanterre raised **awareness among more than 580 residents about eco-friendly practices**, provided **free diagnostics to 61 households**, and plumbing interventions for half of them. In Brive, two low income neighborhoods (Rivet and Tujac), **105 people sensitized, 89 free home diagnostics conducted, 200 faucet aerators + 37 shower regulators installed, 100+ Defid'O kits distributed, 19 reports sent to housing providers.**

## SOCIAL AND CIRCULAR ENTREPRENEURS COALITION ON THE MONTAUBAN PERFORMANCE CONTRACT



➤ Monitoring of the implementation of **12 services delivered** by our 5 social entrepreneurs partners. These services (reuse shop on the Econord site, collection and shredding of green waste from homes, compost bin production...) contribute to waste reduction and enabled **117 people with disadvantaged background to work, totaling more than 52,400 hours of inclusive employment in 2024.**

## CYCLE LOGISTICS



➤ Implementation of a cargo bike collection service for bulky items or cardboard in the city centers of La Rochelle and Marseille in partnership with **Tout En Vélo**. This same service has been operating in Lyon since 2023.

## VENDARGUES WASTE SORTING PLATFORM WITH DSI



➤ Creation of a bulky waste sorting platform as part of the OCTAV Energy Recovery Unit (UVE) contract. This platform sorts bulky waste flows from nearby Households waste and recycling centres to maximize reuse, recycling, and optimize volumes sent to the **OCTAV UVE of the Pics et Étangs Syndicate**. Sorting operations are carried out by 4 employees with disabilities from our partner DSI.





## BIOWASTE SECTOR



Partnership with **Oui Compost**, a former entrepreneur supported by SUEZ and Ronalpia through the **Les Boucles** program, and with **Les Alchimistes** as part of the biowaste treatment contract with the Lyon Metropolitan Authority. Partnership with **Les Alchimistes** in Marseille and development of a biowaste sorting awareness workshop with the association **Sauvage Méditerranée**. With the social integration project **Les Valoristes** in Vaucluse.



## REUSE ON MOBILE RECYCLING CENTERS IN PARTNERSHIP WITH LA FABRIC'A



Presence of a local reuse shops directly on mobile recycling units, to welcome users and recover repairable and reusable items while raising awareness in the process.



## ORGANIZATION OF CIRCULAR VILLAGES IN CLIENT SHOPPING CENTERS



In 2024, 3 circular villages were set up in several shopping centers with our clients Apsys and Ingka to showcase upcycled products from 10 entrepreneurs supported through our entrepreneurship programs during themed weeks focused on sustainable development or responsible consumption.

## ESTABLISHMENT OF A CIRCULAR COMMUNITY



In one of the Limoges low income area with **TERRAVOX**.

## COLLECTION AND RECYCLING OF POLYSTYRENE AND JOINERY AT HOUSEHOLDS WASTE RECYCLING CENTRES



With the workforce integration project **Les Valoristes** in Vaucluse.

## NEVERS ECOCENTER



Inaugurated in October 2024, the next-generation recycling center of Nevers in partnership with Emmaüs, which organizes repair and resale of second-hand items in a 1,200 m² on-site store.

## TOYS & GAMES SECTOR



Pre-sorting and bulk handling of reusable toys and games at 9 of our sites before sending them to 12 local partners for resale.

# C. Growing solutions by supporting social and circular entrepreneurs

Aware that developing the circular economy requires supporting entrepreneurs in the sector, SUEZ has been committed for several years to supporting social entrepreneurs in the circular economy in several regions.

## KEY FIGURES



70

**entrepreneurs**  
accelerated in 2024



3

**regions**  
Île de France,  
Auvergne Rhône-Alpes,  
Nouvelle Aquitaine



490

**hours**  
**of training**  
provided by SUEZ



17

**entrepreneurs**  
have been integrated  
into SUEZ's offerings



6

**key partners**  
in the implementation  
of these programmes



# We Co-Lead Acceleration Programs and a Strategic Partnership

Two generalist programs aimed at accelerating the growth of Social and Solidarity Economy (SSE) enterprises working toward the circular economy in the Auvergne Rhône-Alpes and Île-de-France regions:

## LES BOUCLES

Les Boucles, co-led with Ronalpia and the Lyon Metropolitan Authority, has supported the growth of 39 enterprises over the past three years—including 10 in 2024. Notable success stories include TIZU, Boomerang, and Ouicompost.



## LA SAISON CIRCULAIRE

La Saison Circulaire, is an acceleration program for circular and social entrepreneurs in the Île-de-France region, co-led with PULSE (Groupe SOS). In 2024, we supported 23 entrepreneurs, including From the Bloc, Revisité, and Hedj.



## A Thematic Program

### L'ACCÉLÉRATEUR DU BÂTIMENT CIRCULAIRE ET DURABLE (ABCD)

Co-designed in 2022 by SUEZ, Les Canaux, and Valdelia, in anticipation of the REP PMCB regulation (Extended Producer Responsibility for Construction Products and Materials), which aims to foster circular practices in the building sector. After a successful first season in Nouvelle-Aquitaine, ABCD was launched in Île-de-France in September 2024. 28 projects are currently supported, including 15 in Île-de-France. In 2024 alone, the Paris cohort achieved significant impact with 1,908 tonnes of materials reused or recycled and 369 full-time equivalent jobs created.



## A PARTNERSHIP WITH UNITEC

SUEZ is also involved in more targeted support for a select group of circular economy start-ups through the Transition Program, launched in 2024 by Unitec in Bordeaux, in partnership with other major corporations.





## 2. Acting for inclusion





**By organising the recruitment of people who are distant from the labour market for jobs in high-demand sectors and subcontracting to social and solidarity economy companies in the SUEZ value chain.**



# Rebond Insertion, a 100% SUEZ and 100% inclusive service offering

## KEY FIGURES



822

employees in social  
integration programs  
in 2024



29%

were recipients  
of minimum social  
benefits



75,6%

had an education level  
of CAP or below  
(French vocational  
certificate)



70,2%

transitioned  
to sustainable jobs  
or qualifying training

Rebond Insertion provides environmental services and temporary employment solutions by hiring individuals with disadvantaged background.

In 2024, Rebond Insertion carried out, alone or in partnership with SUEZ, manual sorting activities for selective waste collection in waste recycling centres located in Paris (Batignolles), Jas-de-Rodes (Marseille), Poitiers, Vedène (Avignon), and Reims.

Rebond Insertion also manages delegated waste management services for several shopping malls in the Île-de-France region, provides urban cleaning services in Poitiers, and multi-stream material collection from retailers in Marseille, among other activities... Beyond employment in the environmental

sector, employees in social integration benefit from personalized support provided by Rebond Insertion professionals to address issues related to housing, mobility, health, training, and to build their career plans.

**Rebond is a stepping stone to mainstream employment : in 2024, 70.2% of its employees in social integration schemes transitioned to sustainable job or qualifying training.**

## FOCUS ON ADP:

Since 2023, Rebond Insertion has also offered a **professional development support service** (ADP) for employees seeking career advancement, retraining, or working at sites scheduled to close.

**In 2024, nearly 100 employees received support.**



# B. Inclusive Recruitment

## KEY FIGURES



10,4%

of apprentices  
from priority  
neighborhoods



1,2

million hours  
of inclusive  
hours



2

refugee training  
cohorts implemented  
each year



106

actions targeting  
individuals far from  
employment

Through its recruitment needs, SUEZ holds a major lever for promoting inclusion. The social innovation team supports the Group's HR teams to encourage the hiring of individuals who are far from employment or underrepresented in the company's professions.

SUEZ deploys a wide range of initiatives to reach people distant from the labor market:

> Site visits with job seekers, job immersions (PMSMP), new recruitment methods via partners (Sport dans la Ville, mock interviews, cooking workshops in Marseille...)

**In 2024, 1,758 individuals far from employment participated in 106 actions coordinated by the Social Innovation Department.**

More broadly, the Social Innovation team focuses on three areas of action to promote inclusion:

> **Promote inclusive apprenticeships** by mobilizing our ecosystem of employment and integration stakeholders, with a particular focus on individuals from priority neighborhoods.

**In 2024, we exceeded the target of integrating 10% of apprentices from priority neighborhoods in France.**

> **Develop training and recruitment cohorts for high-demand professions.** In 2024, we launched two refugee cohorts for Heavy vehicle mechanic and industrial maintenance technician roles, and one cohort for Pipeline Workers.

> **Actively participate in government programs supporting inclusion, such as "La France une Chance," "Les Entreprises s'Engagent," and "PAQTE."**

### FOCUS ON GENDER DIVERSITY IN OUR PROFESSIONS:

Inclusive recruitment also aims to meet social clause requirements or respond to specific expectations, particularly regarding gender diversity in operational roles. In 2024, we conducted pilot initiatives in Lyon and Seine-Saint-Denis to encourage the recruitment of women in household waste collection roles.

Example: with our client **Est Ensemble** and a collective of partners including **CIDFF, France Travail, Humando &, and Janus**, a dedicated visit for women allowed 5 participants to try out the role of street bin collection crew member—a great success, as 2 of them remained in the position afterward.







# **3** • Extending SUEZ's impact beyond its business





Extending our impact beyond business through an ambitious skills sponsorship programme that enables our employees to put their skills to work for associations.  
We also facilitate coordination between SUEZ's public interest entities (SUEZ Foundation, Aquassistance, TIS Foundation, Water for All Chair, etc.) in their development.

# A. Encouraging our employees to get involved in local associations

SUEZ facilitates its employees' involvement in local associations and social enterprises. Since 2023, SUEZ has had an employee volunteering policy that gives all its employees in France the opportunity to commit two days (solidarity time credit) or, at the end of their career, up to one year of skills sponsorship to carry out assignments for associations.

## KEY FIGURES



458

skills-based  
volunteering  
assignments



3545

employees registered  
on Komeet



300

mentors

This employee volunteering scheme has been a real success, with **3,545 employees registered on the Komeet** platform (formerly Vendredi), a web platform that connects employees who want to get involved with organisations that need help. A total of **458 assignments were carried out in 2024**.



To promote the programme and raise awareness of opportunities for community engagement in 2024, we:

> **Ran three themed campaigns**  
with charities supported by the SUEZ Foundation: Restos du Cœur, Banque Alimentaire and Fondation des Femmes

> **Co-organised with our colleagues from the Talent Department the first People Week**  
with 66 events around community involvement in 38 cities in France

> **Mobilised more than 300 mentors, including 50 refugee women**  
with our partner Kodiko

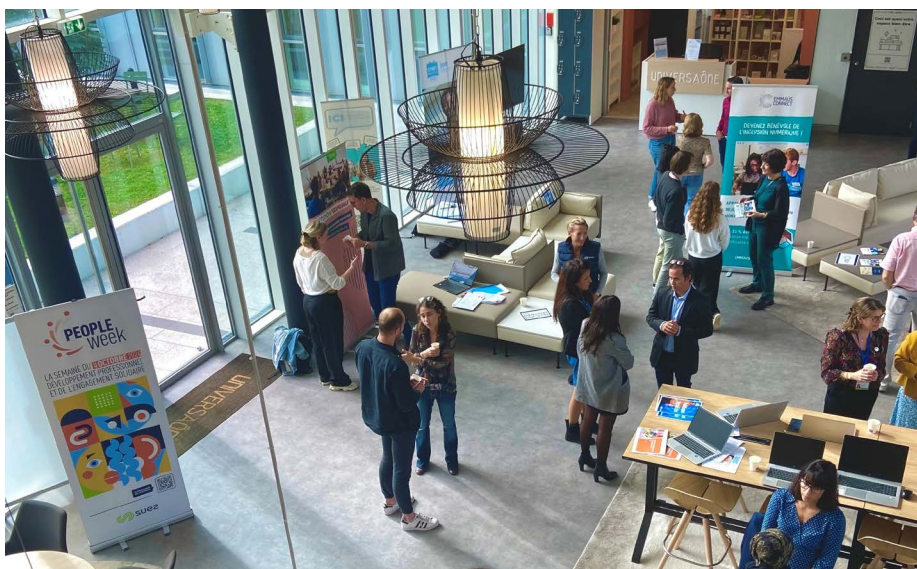
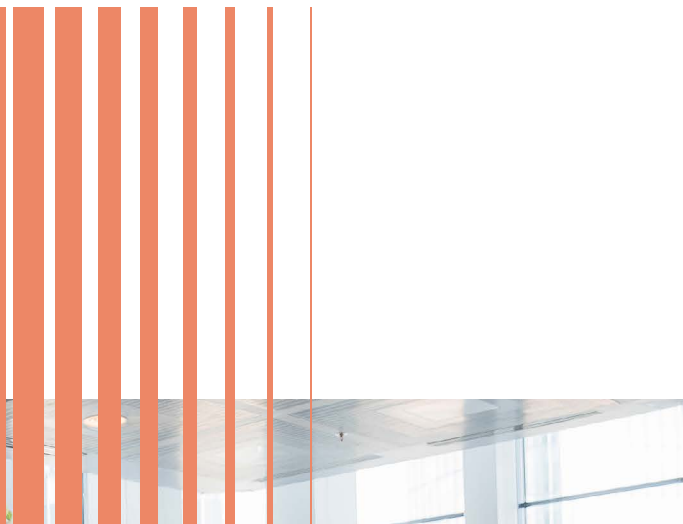




## FOCUS ON PEOPLE WEEK:

The aim of the first edition of People Week, held from 14 to 18 October 2024, was to highlight SUEZ's initiatives and schemes that promote professional development and employee engagement in solidarity, through nearly **200 events across all of the Group's geographical areas.**

The week provided an opportunity to **shine a spotlight on associations in the regions where the Group operates**, to engage in discussion with the M6 Foundation on the role of businesses in the reintegration of former prisoners (PHOTO) and to promote the Group's public interest entities and foundations, including the SUEZ Foundation, the NGO Aquassistance and the Water for All Chair.





**Want to find out more about what we do?  
Get in touch!**

**Social and Circular Innovation Department  
ALTIPLANO 4 Pl. de la Pyramide, 92800 Puteaux**



**SUEZ.COM**

