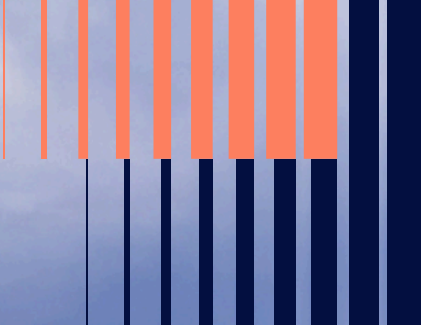




ACTIVITY REPORT 2025

Social and Circular Innovation



Summary

Foreword

• HR perspective	4
• Our vision	5
• Our areas of intervention	6
• SUEZ, a leading company in the field of social innovation	7

A. Accelerating an Inclusive Ecological Transition

Co-designing solutions to advance an inclusive ecological transition	9
---	----------

• Orchestrating on-the-ground implementation	10
• Sample of actions	11

Collaborating to establish circular economy loops	12
--	-----------

• Supporting Circular Economy Initiatives	13
• Managing Circular Economy Projects	15
• Sample of actions	18

B. Promoting Inclusion Initiatives

Inclusive recruitment	20
------------------------------------	-----------

• Sample of actions	21
• A Success Story: Ecoleadeuses	23

Rebound Insertion, a fully inclusive offering	24
--	-----------

• Success Story: Professional Development Support	26
---	----

C. Extending SUEZ's Impact Beyond Business

• Promoting employee volunteering across France	28
• Sample of actions	29
• A Success Story: Business Coalition for a more inclusive economy in Dijon	31
• Focus on : end-of-career skills sponsorship	32

Foreword

Inclusion does not happen automatically. It takes effort. It is a culture. It is a necessity in a world where 'social fragmentation' is now seen as one of the greatest risks to our society, according to the Axa 2025 Future Risks Report.

When the social fabric cracks, it is our collective ability to cope with crises that falters. This is true at both the national level and within an organisation. The decline in human connection, isolation and withdrawal into oneself increase feelings of vulnerability and undermine our collective resilience.

Inclusion, attention to interpersonal relationships, trust and social cohesion, therefore become strategic priorities. Professions based on caring for others, local roots, care provision, cooperation or mediation will take on a new value in the future, precisely because they can never be entirely replaced by technology.

At SUEZ, this conviction lies at the heart of our approach to social and circular innovation: building bridges between employees, charities, social entrepreneurs, local authorities and all those who work, often behind the scenes, to strengthen our collective ability to live together.

In this 2025 Annual Report, you will find numerous concrete examples: local cooperation to develop the circular economy, support for circular economy entrepreneurs, integrating people who are distant from the labour market into our business lines, promoting diversity and inclusion within the company, and community initiatives led by employees.

An inclusive society requires a genuine collective understanding of vulnerability, even as our times often place greater value on performance and strength than on attention to human and social fragilities



Benoit BONELLO

Director of Social and Circular Innovation

HR Perspective

Three questions for Laurent-Guillaume GUERRA, Executive Vice President of Human Resources, Health and Safety, and Industrial & Environmental Risks.

1. **What role does social innovation play at SUEZ, and how is it integrated into the company's overall strategy?**

Social and Circular Innovation serves as a strategic lever for SUEZ, contributing to three primary objectives. First, it aims to enhance SUEZ's performance and differentiation by providing solutions that yield a positive impact. Second, it seeks to facilitate the transformation of our business by fostering professional integration and skills development in sectors facing labor shortages. Lastly, it aspires to enrich the employee experience by enabling all individuals to contribute to the common good, particularly through skills-based volunteering.

2. **What is your perspective on the challenges related to Inclusion and Diversity, and how does this impact SUEZ's practices?**

Beyond the ongoing discussions, SUEZ remains resolute in its principles and commitments. Diversity, inclusion, and equal opportunities are not mere trends; they are essential tenets of management and sustainable performance, thoroughly embedded in our HR strategy. Our ambition remains steadfast: to foster an inclusive work environment, enhance access to employment for all talents, and harness social responsibility to generate sustainable value.

3. **If you were to retain a single image in 2025 that encapsulates social and circular innovation activities, what would it be?**

It would undoubtedly be this event, organised in November 2025 at SUEZ's headquarters to celebrate the work and career journeys of eight refugee apprentices from our Lotus cohort, who are training to become maintenance technicians at our sorting centres. In the presence of Xavier Girre, Chief Executive of SUEZ, they spoke about their career journeys and how the Lotus programme – which we run in partnership with Humando and other partners – plays a decisive role in their integration into the world of work and into society at large.

“

Social innovation serves as a catalyst for sustainable performance, enhances HR appeal, and fosters employee engagement.

”



Our Vision

To advance the circular economy and ensure the effectiveness of our initiatives, we assert that our offerings must be inclusive, integrated within a framework of territorial cooperation, and synergistic with various forms of innovation, including technological, partnership, contractual, social, and process-oriented approaches.



An effective ecological transition must be inclusive.

In a nation where disparities are already pronounced, including the most vulnerable populations bolsters public support for transition measures by illustrating that these initiatives consider the realities of all individuals. Consequently, social issues cannot be dissociated from environmental performance and must be integrated by our group in its offerings and operational practices.

The circular economy represents a collaborative effort.

To advance the circular economy, it is essential to mobilize coalitions of stakeholders, including local authorities, businesses, associations, and citizens.

Everyone has a role to fulfill; each individual contributes to the solution, and it is by working together that by collaborating, we can create a more efficient, expedited, and equitable transition.

The circular economy extends beyond better recycling alone

The interaction among various forms of innovation enables a profound transformation of production and consumption models, which is essential for the success of the circular economy.

Our areas of intervention

The essence of our approach's development lies in the dual positive impact of everything we undertake.

Our Social and Circular Innovation Department facilitates collaboration between SUEZ and the ecosystem of social, solidarity, and circular economy on a regional basis.

For SUEZ

- Differentiation
- Service innovation
- Business performance
- Employee pride and engagement
- Recruitment solution for occupations facing labour shortage

For our clients

- Waste minimization
- Resource conservation
- Fostering local and inclusive employment opportunities
- Appeal, expense minimization
- Service enhancement

The dynamic of Social and Circular Innovation is organized around three axes:

Accelerating an Inclusive Ecological Transition

By fostering efficient operational collaboration between our company and a network of stakeholders dedicated to the circular economy and access to essential services.

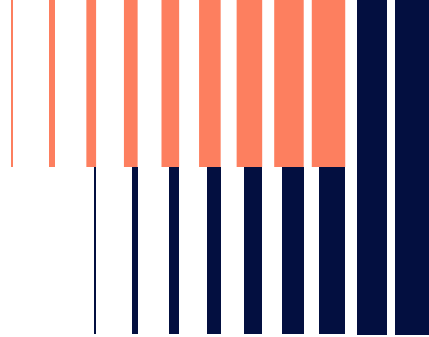
Extending our Impact beyond business

Through an ambitious skills-based volunteering initiative that places the expertise of our employees is dedicated to supporting associations and coordinating our entities of general interest (SUEZ Foundation, Aquassistance, TIS Foundation, Water For All Chair, etc.) in their development.

Advancing Inclusion

By coordinating the recruitment of individuals distanced from employment in high-demand occupations and subcontracting to social economy enterprises within the Group's value chain.

We are recognized as a pioneering company in social innovation in France



➤ Our approach to social innovation was showcased at the World Economic Forum in Davos for two consecutive years (January 2023 and 2024), where we had the privilege of signing the RISE AHEAD Pledge.



Global Alliance
for Social
Entrepreneurship



➤ We are also an engaged member of the **Business Coalition for a more Inclusive Economy**, which unites the CEOs of 40 prominent French companies. SUEZ co-chairs the working group focused on vulnerable customers and employees.



➤ The Group is deeply engaged in the PAQTE government initiatives and "Companies are dedicated," with initiatives spanning 23 territories and an emphasis on the employment and mentoring of refugees; we became a member of the international coalition Tent in 2021 and, in 2022, joined the "Refugees Are Talent" collective.





A Accelerating an Inclusive ● Ecological Transition

Co-designing solutions to advance an inclusive ecological transition

The social innovation team has created a methodology and tools to enhance the social and circular impact of our offerings.

We utilize calls for tenders to create a ripple effect among local social economy stakeholders. By incorporating solutions devised by our social economy partners into our proposals (such as short supply chains, reuse, green logistics, support for vulnerable users, and social inclusion), we contribute to the fortification of their business models and enhance their impact. Our aim is to cultivate enduring partnerships founded on trust, where mutual understanding serves as a critical element for success.

IN NUMBERS

120

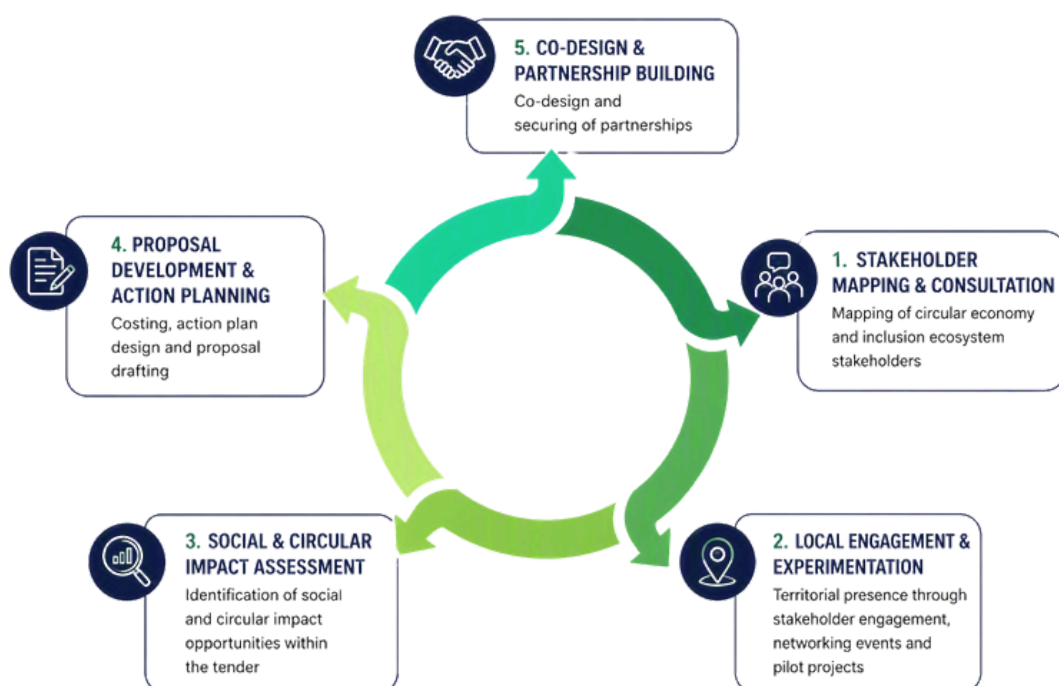
**significant
requests for
proposals**

20

regions

29 M €

**purchases from the
integrated and protected
sectors in France**



In 2025, we assisted our sales teams in 120 tenders, achieving significant successes.

Coordinating a coalition of social and circular partners in Montauban

A region that boldly embraces transformation in its framework.

Since 2022, the Greater Montauban metropolitan area has initiated an ambitious endeavor: to substantially decrease its waste over the next seven years and fundamentally reconsider how residents engage with their resources. To address this challenge, we have opted to establish environmental performance as a collective, transparent project, deeply embedded in the local community.



An unparalleled coalition coordinated with social economy stakeholders.

We unite actors from the social and solidarity economy to collaboratively develop impactful services aimed at reducing waste and promoting the circular economy. Initiatives range from the collection of biowaste using electric cargo bikes to home garden shredding, as well as the environmentally conscious collection of bulky items for reuse. Each of these actions aligns environmental performance objectives with social impact.

Territorial cooperation serves as a catalyst for the sustainable transformation of practices.

ECONORD, a hallmark of a new era, serves as a distinctive venue that unites a waste disposal facility and a resource center, featuring repair workshops, a sales area, and DIY activities for users.

Residents are no longer merely visiting the recycling center to dispose of their waste; they are increasingly recognizing the potential for reuse and exploring alternative consumption methods.

Tangible outcomes and enduring progress

In 2025, a total of 53,678 hours were completed under the social clause by 110 individuals participating in integration programs. These efforts yielded significant performance outcomes: a 15.6% reduction in residual household waste and a 65.7% reduction in bulky waste.

Circular economy

Insertion

Territorial collaboration

Reuse

Sustainable impact

Sample of actions



BULKY WASTE COLLECTION IN THE CITY CENTER OF MARSEILLE WITH TOUT EN VÉLO.

As part of the "BGV Bulky Waste" contract for northern Marseille, a bulky waste collection service utilizing bicycles has been established. This initiative facilitates a more rapid response to illegal dumping and enhances agility in areas with challenging access, such as narrow streets. This project, initiated in April 2024, employs two bicycles functioning as sentinels, deployed five days a week. Approximately 700 collection points are gathered each month, totaling nearly 200 tonnes collected since its inception.



A RENEWED PURPOSE FOR WATER METERS

For several years, we have been facilitating the development of a new recycling initiative for end-of-life water meters. This initiative is structured in two phases: the disassembly of each meter by employees from social enterprises, followed by the recovery of the plastic components for the benefit of a local association. This association utilizes the profits from the resale of the materials to finance projects that support individuals with disabilities. A portion of the collected plastic is forwarded to the meter manufacturer for reuse in the production of another technical component.



BIOECONOMY HACKATHON IN REIMS

We collaborated as a partner in the second edition of the Bioeco Camp, organized with students from the University of Reims Champagne-Ardenne in Reims, centered on a challenge addressing the valorization of food waste in support of the local bioeconomy.

A student initiative centered on citizen engagement was awarded the SUEZ Prize for its innovative potential. This hackathon also engaged our teams over the weekend to assist the students and advance the group's careers, highlighting the significance of collaborative innovation in fostering the circular economy.



BULKY WASTE IN POITIERS

Rebond Insertion Poitiers Services, the Vienne branch of Rebond Insertion, provides a wide array of services, including various collections, waste logging, the installation of waste collection points, apartment cleaning, and the sorting of toys and DIY items, among others. These services are delivered directly to Grand Poitiers and its semi-public organizations, including the social housing provider Ekidom. Here are some key figures:

- 28 to 30 personnel in integration programs
- 83.3% of dynamic outputs by 2025
- 24 apartments serviced per month

Collaborating to establish circular economy loops

1. Fostering the development of circular economy entrepreneurs through customized programs.

In collaboration with local incubators and institutional stakeholders (eco-organizations, local authorities, ADEME), we have been co-designing and co-leading entrepreneurship support programs focused on the circular economy for several years.

2. Establish operational partnerships to transform the circular economy and its impacts into concrete outcomes

Identifying resources within waste deposits, seeking actors capable of valorizing them, conducting economic modeling, and organizing the entire circular loop—from sorting and collection to transportation within a circular economy sector—we connect stakeholders to operationalize the circular economy.

IN NUMBERS

4

**SUEZ Startups
Acceleration
Programs**

17

**Circular solutions
implemented in
our service
offerings**

145

**Training hours
offered by SUEZ**

42

**Circular entrepreneurs
supported**

+400

**Circular economy
enterprises within our
ecosystem**

Promoting initiatives for a circular economy

Two programs entirely devoted to the circular economy.

In the Lyon Metropolitan region

Les boucles

RONALPIA

METROPOLE
GRAND LYON

In the Île-de-France region

#lasaisoncirculaire

impulse



Région
Île-de-France

Through these two regional programmes, approximately twenty projects will have been supported by 2025, encompassing initiatives for the collection and refurbishment of computer equipment and medical devices, the repair of professional textiles, and eco-design within the construction sector.

A thematic initiative focused on the circular economy within the construction sector.

In the Île-de-France region

ACCÉLÉRATEUR DU BÂTIMENT CIRCULAIRE

LES CANAUX



VALDELIA

RÉPUBLIQUE
FRANÇAISE
Liberté
Égalité
Fraternité



The program provides support over an 18-month period to entities within the construction sector, facilitating their growth and assisting them in adapting to market changes associated with the ecological transition.

A collaborative partnership between companies for impact-driven solutions.

In Nouvelle-Aquitaine Region



UNITEC

enedis

linkcity

edf

The program fosters networking within the entrepreneurial ecosystem and facilitates access to industrial experiments or collaborations to accelerate the development of the proposed impact solutions.

Focus on: Les Boucles

A program that supports a circular economy grounded in the local community.

Since 2021, the Les Boucles program, co-managed with Ronalpia and the Lyon Metropolitan Area, has fostered an ecosystem of entrepreneurs dedicated to the circular economy in the Lyon region. Designed as an accelerator for green and just transition, this program supports local initiatives focused on reuse, repair, recovery, and resource conservation. It meets a tangible need: empowering innovative projects to strengthen their business models and enhance their impact for the benefit of the region.



Structured Support for Scaling Up

The Boucles program provides a nine-month curriculum that integrates group sessions, individual coaching, thematic workshops, inspiring visits, and strategic boards that convene entrepreneurs, experts, and institutional partners. This support empowers organizations to enhance their strategy, solidify their business model, and more effectively assimilate into established sectors. Since its inception, the program has successfully assisted over 40 social enterprises across four consecutive seasons.

Territorial collaboration at the core of the project

The strength of Les Boucles resides in its collaborative governance among public, private, and non-profit stakeholders. Each year, over 50 employees engage in mentoring, facilitating workshops, and participating in strategic boards.

This dynamic cultivates meaningful dialogue among entrepreneurs, local authorities, and manufacturers, establishing the foundation for sustainable collaboration in support of locally anchored circular solutions.

Tangible outcomes and enduring progress

Cooperation

Ecological transformation

Regional supply chains

Reuse

Economic resilience

Managing Circular Economy Projects

The circular economy provides a framework for reducing the environmental impact of our production and consumption patterns. Rather than imposing a one-size-fits-all solution, it enables us to draw on a range of measures, tailored to specific contexts and challenges, in order to provide practical solutions that are suited to the realities on the ground.

To guide our work and maximise its impact, our approach is based on two fundamental principles:

- **Combination of measures:** it is by coordinating, in a complementary manner, initiatives to reduce, reuse and recycle that a genuine and sustainable impact can be achieved.
- **Collaboration among stakeholders :** businesses, local authorities, organisations and entrepreneurs each have a part to play in finding solutions.

As part of this approach, we support the development of innovative circular economy projects through entrepreneurial programmes, whilst integrating practical solutions for our clients into our day-to-day operations. These initiatives are tailored to the needs of local areas and can take various forms, such as the shared use of spaces dedicated to reuse and recycling, the organisation of campaigns aimed at reducing waste, raising awareness of the zero-waste approach, or the creation of networks of local stakeholders

It is therefore by combining these levers for action and fostering cooperation that the circular economy becomes a genuine driver of sustainable transformation.



Impact Story

Redirecting confiscated items to people in need.

At Marseille Provence Airport, we are implementing a system for the collection of confiscated food, which will be redistributed to vulnerable individuals in collaboration with the city's Samu Social.

Where does it commence?

Since SUEZ has been overseeing the airport's waste management since 2019, the project commences with a shared observation alongside the airport staff: the security regulations, which mandate the confiscation of liquids exceeding 100 ml, lead to the disposal of tons of new products annually.

With the assistance of our Social and Circular Innovation Department, various types of reusable products were identified, stakeholders capable of retrieving them were engaged, and the complete circular process was organized, encompassing collection, sorting, and redistribution.

How does it function in practice?

The confiscated items are meticulously set aside by our teams. Subsequently, the teams from Samu Social in Marseille assume responsibility: two to three times a week, they gather the items and redistribute them to vulnerable individuals during outreach patrols or through partner organizations.



What were the outcomes?

Today, the system is fully operational, and within just one month, this initiative has amassed 1.5 tons of products. Ultimately, it is projected to facilitate the recovery of 20 tons annually, comprising 60% food items and 40% hygiene products.

The initiative extends beyond this: the teams are collaboratively investigating new strategies to optimize resource reuse.

IN NUMBERS

1,5

tonnes of products
collected in one month

Focus on: Our dedication to waste reduction

Revitalizing games and toys for a new purpose

As part of a tender for games and toys in Nouvelle-Aquitaine and Occitanie, and thanks to a partnership with local social enterprises, these items are not merely given a new lease of life: they also become a catalyst for positive social and environmental impact.



Across nine SUEZ locations, 878 tons of games and toys were collected, with 5% earmarked for reuse. Through the efforts of local social integration organizations and partner associations, each toy is sorted, inspected, cleaned, repaired as needed, and refurbished prior to being resold at affordable prices or donated. This initiative not only aids in waste reduction and resource conservation but also fosters social inclusion, granting numerous families access to quality games and toys.

Waste is no longer represented on the map.

As with any reuse initiative, numerous challenges arise in identifying buyers who can manage the volumes and coordinate logistics between our warehouses and those of the beneficiaries. Donations are not exempt from this reality, and post-COVID masks serve as a prime example.



Confronted with an excess of unused masks following the COVID-19 pandemic, our Procurement and Social & Circular Innovation teams took action to repurpose them instead of allowing their destruction. Through meticulous efforts in inventory management, compliance verification, and logistical coordination, 5 million masks were redistributed to hospitals, medical schools, shelters, humanitarian organizations, and countries impacted by epidemics. This initiative exemplifies our dedication to fostering a more responsible economy, integrating waste reduction, solidarity, and the fulfillment of critical needs.

Sample of actions



REUSE AT THE SCALE OF A LOGISTICS WAREHOUSE

35,000 m² of floor space, over 15,000 rigid plastic containers, kilometers of cabling, and numerous other industrial apparatus initially designated for recycling or disposal channels as part of the site's closure. This did not consider the activation of an ecosystem of complementary stakeholders (eco-organizations, associations, donation specialists, and expert partners in complex waste) to provide reuse solutions with greater added value.



ENHANCING REUSE AT WASTE DISPOSAL FACILITIES

We manage 13 waste collection centers for Decoset in the Toulouse area and are allocating resources to enhance collection efforts in support of reuse.

In practical terms, we collaborated with our social economy organizations to implement reuse agents at waste collection centers. The added value is clear, providing a second life to items entrusted to local recycling facilities.



TRIZZY

With Trizzy startup, we discovered a shared commitment to social and environmental values, along with a determination to innovate workplace prevention strategies. From this emerged "The Phenixys Affair," our zero-waste escape game designed to enhance our clients and their employees' understanding of issues related to waste and resources.

An innovative and enjoyable instrument!



B. Advancing Inclusion

Inclusive Recruitment

Our teams assist the Human Resources department in promoting the recruitment of individuals who are distanced from employment or underrepresented in various professions.

We are consequently implementing diverse initiatives to engage individuals distanced from employment: site visits with job seekers, job immersions (Work Placement Period), and innovative recruitment strategies through partners (Sport in the City, interview simulations, culinary experiences in Marseille, etc.).

In 2025, 1,096 individuals distanced from employment engaged in 190 initiatives organized by the Directorate of Social Innovation.



Testimonial from Jonathan, who was recruited following his apprenticeship.

Following his completion of a technological baccalaureate, Jonathan shifted his academic focus to a short program aimed at qualifying as a Water Treatment Technician.

His work-study placement at SUEZ, which entailed visiting wastewater treatment facilities in the Auvergne-Rhône-Alpes region, enabled him to explore an enjoyable field role and cultivate significant autonomy.

Jonathan has successfully secured a permanent contract, allowing him to further enhance his process-oriented skills.

IN NUMBERS

17,7

% of apprentices sourced from priority neighborhoods, urban free zones, and rural revitalization zones.

224

New hires from Priority Neighborhoods under the Urban Policy (permanent/fixed-term contracts)

13

apprentices recruited with acknowledgment of disabled workers

26

Employees benefiting from the professional development support program

86

apprentices sourced from rural revitalization areas

2

flagship initiatives in short staffed jobs launched by IS

190

Inclusion recruitment initiatives and projects executed

14

refugees participating in our integration programs

Sample of actions



SIGNING OF THE "CHARTER OF 1000" IN JUNE 2025.

The Charter of 1000 is an initiative implemented in the Lyon metropolitan area to foster workplace integration. In 2025, Neovaly recorded a total of 1,160 hours dedicated to integration, conducted four site visits focused on integration, and hosted four interns from Priority Neighborhoods as part of the Urban Policy.



GUIDING YOUTH FROM PRIORITY NEIGHBORHOODS TOWARDS CAREERS IN WATER AND SANITATION.

As part of the JobIRL program, eight high school students from priority neighborhoods participated in a half-day immersion with several of our employees, supplemented by a week-long internship for three ninth-grade students from Maria Casarès Middle School, aimed at enhancing their understanding of the professional landscape. Additionally, during the "Job in the City" forum on March 6, 2025, organized in collaboration with Sport dans la Ville and the R&V HR teams, 80 young individuals explored our career opportunities in water management, recycling, and waste recovery.



PARTNERSHIP WITH EPIDE

We are partners with the Establishment for Integration into Employment, contributing to the support of young individuals in their professional integration, particularly through the dedication of an employee who has served as a mentor throughout the year.

Site visits and participation in events, such as Ruban Rose and waste collection at Lacanau Pro, facilitated exchanges and fostered connections between young individuals and employees.



INDUSTRY PATHWAY

Launched by the Île-de-France Region, the Industry pathway seeks to train and direct 10,000 job seekers toward careers in the industrial sector.

It is founded on three pillars: career exploration, skills development, and access to sustainable employment. We have increased awareness among social economy stakeholders regarding the significance of commercial positioning in responding to industrial tenders.

Sample of actions



SCHOOL DISTRICT: ENHANCING CHILDREN'S ENVIRONMENTAL AWARENESS

In Marseille, we engaged in the assessment of the Quartier École program, launched by La Fabrique du Nous and directed by FACE Sud Provence. This initiative seeks to engage local businesses and professionals in support of children's education. In this context, we participate through our "Village de l'économie circulaire" initiative, in collaboration with Synergie Family's Ressourcerie des Futurs.



INTERVIEW SIMULATION WORKSHOP WITH THE YOUNG TALENTS LEAGUE.

Supporting motivated and well-prepared youth from the Île-de-France region in their professional integration through a mock interview workshop: an opportunity embraced by our six dedicated volunteers. This impactful half-day event enabled the young participants to affirm and strengthen their career aspirations and, in certain instances, to restore their self-confidence.



ENGAGING WITH THE YOUTH ASSISTED BY THE MISSION LOCALE DE PARIS

The team from the dedicated company MarnEauVal engaged with young individuals seeking employment and training by participating in a tennis initiation session. This initial encounter facilitated the organization of a career exploration event at our facilities, which included a tour and presentations from our industry experts. These two actions led to the recruitment of a young individual under an apprenticeship contract for training in industrial maintenance.



EMPLOYEES ARE COMMITTED TO THE COASTLINE AND THE YOUNG PEOPLE OF MARSEILLE

In June 2025, SERAMM employees conducted workshops to raise awareness about environmental issues and the water cycle for 300 children from priority neighborhoods in Marseille. This initiative was part of Coastal Day, organized in collaboration with the association Le Grand Bleu and funded by the SUEZ Foundation. Their involvement was facilitated by the "solidarity time credit" program, which enables each employee to allocate two days of work to non-profit organizations.

Impact story

Ecoleadeuses: when social inclusion serves as a catalyst for ecological transition

A dual territorial challenge: employment and ecological transformation

Two realities coexist: women living in priority neighbourhoods who have been persistently excluded from the labour market, often facing interrupted career paths or a lack of recognised qualifications; and sectors that are essential to the green transition – notably waste management and the circular economy – which are experiencing recruitment difficulties. Écoleadeuses aims to address this dual challenge: to promote the integration into the labour market of women from Priority Neighbourhoods under the Urban Policy, whilst contributing to the development of careers in the circular economy.



Local stakeholders collaboration at the heart of the program

The project is founded on a consortium governance model that unites economic, institutional, and non-profit stakeholders. Our company offers its industry expertise and engages in the program's design. The Limoges Métropole local authority guarantees alignment with local public policies and oversees administrative functions. The CIDFF Limousin association supports participants and coordinates the project. This collaboration enables us to establish a cohesive support system for women pursuing employment.

A progressive trajectory toward promising careers

Ecoleadeuses offers a structured programme combining social support, career exploration and work placements. Participants first focus on regaining motivation and building self-confidence, before exploring careers in the circular economy through workshops, company visits and work placements.

The aim is to facilitate access to essential roles such as sorting operator, recycling operator, refuse collector or lorry driver, which offer genuine employment opportunities.

Tangible Results and Long-Term Impact

Over three years, the programme aims to support 126 women across six sessions, with a target of 30 per cent securing employment and 40 per cent returning to sustainable employment or training. By combining social inclusion and the green transition, the programme demonstrates that structured cooperation between businesses, local authorities and voluntary sector organisations can have a lasting impact on people and local areas.

Rebond Insertion, a 100% Inclusive Service Offer

IN NUMBERS

885

Employees with disadvantage background

72,4%

Successful Transition Rate to sustainable employment or qualifying training

15%

of Rebond personnel recruited within SUEZ

516 881

Total Social Integration Hours Delivered

25 222

Employee training hours

27

Employees under judicial supervision

66

Refugee employees

Rebond Insertion, a SUEZ subsidiary dedicated to social integration of people who are distant from the labour market, has supported more than 13,500 people since its creation in 2002

Over the years, Rebond Insertion has become a leading player in the social integration sector and has developed a range of services that complement the activities of SUEZ Recycling and Recovery:

- Waste sorting in recycling centres
- Outsourced management at the client's site (on-site sorting, collection, transport)
- Street cleaning (cleaning of bollards and street furniture, cleaning and emptying bins in refuse storage areas)
- Last-mile collection (retailers' cardboard boxes, bulky items, fly-tipping, clearing out cellars and flats)
- Temporary employment schemes for integration into roles such as refuse collectors, sorters, goods handlers and construction workers
- Career development support for employees on permanent contracts who are vulnerable



Focus on: TEMA as the core of the green and inclusive transition

Rebond Insertion, the recipient of a European project grant backed by the Just Transition Fund.

TEMA (Tremplin Éco Métiers d'Avenir) is an initiative spearheaded by Rebond Insertion in Bouches-du-Rhône, Marseille, and is funded by the European Union through the Transition Fund.

Launched on July 1, 2025, the initiative aims to recruit, train, and support 135 job seekers by August 2027, with 75% of participants achieving positive employment outcomes in fields related to the ecological transition.



The project depends on identifying candidates who are knowledgeable about environmental issues, in partnership with employment stakeholders, training organizations, and recruiting companies.

To accomplish this objective, a new team was established to:

- Develop a professional support framework for "green and greening" jobs, incorporating immersive experiences, workshops, and collaborations with specialized training organizations.
- The creation of two new positions within Rebond Insertion: eco-ambassador and skip maintenance and recovery agent, enables employees in integration to acquire and apply essential skills.



This two-year initiative in Marseille seeks to promote sustainable access to employment within the ecological transition, while simultaneously addressing the recruitment demands of companies in the sector.

Impact story

Professional Development Assistance (PDA)

Launched as a pilot initiative in 2022, Rebond Insertion Professional Development Assistance program aids employees confronting site closures, disabilities, or career transitions. Drawing on Rebond Insertion expertise, it provides tailored assistance, encompassing training funding, mobility support, skills enhancement, and career transition planning. This strategy ensures secure career trajectories and fosters a sustainable reintegration into the workforce.

The PDA support worker assists employees in transition to develop a new professional plan and regain momentum toward sustainable employment.

For Employees

Securing their career trajectories and transitions by establishing a foundation of essential skills to navigate changes. Converting a challenging situation into a professional opportunity.

For Managers and Human Resources

To provide operational solutions that assist employees, particularly those who are least qualified and most vulnerable, and thus challenging to support.

IN NUMBERS

77

Individuals assisted since
2022

890

total hours of support

27

skills enhancement and training
initiatives

40

career transition projects

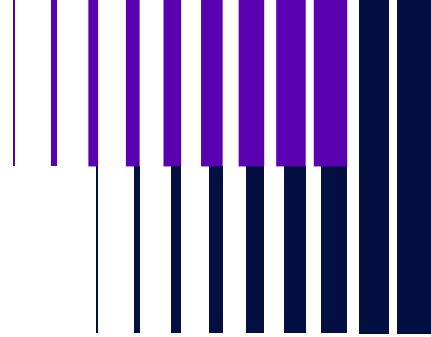


The ADP initiative was rolled out across France, supporting 26 individuals in 2025.



C. Extending our Impact beyond business

Fostering employee engagement across France



We are convinced that significant societal challenges, such as employment and environmental transition, necessitate enhanced collaboration among public, private, and non-profit sectors.

To live up to our commitments and maximise our positive impact on our local communities, we encourage our staff to get involved in the movement too and to foster synergy between our group and the wider community of organisations!

SUEZ employee volunteering program in France addresses three key challenges:

- Our employees are a powerful asset in amplifying our positive impact and ensuring it is firmly rooted in the local community
- Meeting our employees' aspirations for personal fulfilment and a sense of purpose.
- Recruiting qualified volunteers with a range of skills to meet the needs of our partner organisations..

It enables all employees to engage in three distinct ways:

- Volunteering in France (beyond working hours, without limits) via the "Komeet" platform (previously known as "Vendredi")
- Solidarity Time Credit: 2 days annually per employee (applicable to all employees in France)
- End-of-Career Skills Sponsorship: between six months and one year for employees approaching retirement

IN NUMBERS

3638

Number of employees enrolled on the Komeet engagement platform

559

Number of solidarity missions conducted

3834

Number of hours dedicated

6

Number of end-of-career transition sponsorships

suez employee volunteering program in France has been a success!

In 2025:

- **+20% increase in employee registrations on the platform**
- **+50% increase in completed missions**
- **A 42% increase in hours of volunteer work performed for the benefit of associations!**

Sample of actions



NATIONAL DONATION CAMPAIGNS FOR RESTOS DU CŒUR AND FOOD BANKS

Our employees actively engaged in the national food drives for Restos du Cœur in March and Food Banks in November. During these significant events, over 120 employees volunteered throughout France, demonstrating a level of participation that continues to increase annually.



MENTORSHIP, LEAGUE DES JEUNES TALENTS & SUEZ AMBASSADORS

As an integral component of our employee engagement initiative, we coordinated a solidarity day with our network of ambassadors. This event provided an opportunity to:

- To conduct a co-development workshop and enjoy a meal at the solidarity restaurant "La Salle à Manger";
- To facilitate a workshop with the League of Young Talents aimed at assisting 26 young individuals from the association in effectively "pitching" their applications.



MORNING OF ATHLETICS AND AWARENESS-RAISING WITH KABUBU

A variety of activities were organized in November in celebration of Social and Solidarity Economy Month. A workshop was conducted in collaboration with the Kabubu association, attracting participation from over 20 employees of Altiplano.

A gentle sporting activity, designed to awaken the muscles, was provided to commence the day.

This was succeeded by a Migration Mural aimed at raising awareness among our employees regarding the complexities of the refugee journey.



COLLECTION DRIVES WITH LA CRAVATE SOLIDAIRE AND RECYCLIVRE

Additionally, in conjunction with the Social and Solidarity Economy Month, various solidarity collections were organized:

- A total of 415 kg of professional clothing was collected from various locations in collaboration with La Cravate Solidaire.
- Twenty-seven boxes, containing over 337 kg of books, were collected at our headquarters in La Défense in collaboration with the Recyclivre association.

Sample of actions



2ND EDITION OF THE ASSOCIATIONS VILLAGE IN LYON

On October 14, 2025, an "Associations Village" was held at the Vaise site of Universaône, uniting employees, HR teams, and 11 associations from the social and solidarity economy dedicated to themes such as solidarity, reuse, recycling, and access to employment.

On this occasion, solidarity initiatives were implemented, including a clothing drive in collaboration with La Cravate Solidaire and a toy drive with Enjoué. A total of 71 kg of clothing and 100 kg of toys were collected, amounting to the equivalent of six moving boxes.



"SOLIDARITY TEAM BUILDING": AN EXCELLENT OPPORTUNITY FOR TEAM ENGAGEMENT!

A chance to integrate team unity with community engagement:

- An initiative conducted in collaboration with the Salvation Army Foundation and 43 young talents from the "SUEZ Graduate Experts" program involved the preparation of 114 hygiene kits, which were delivered that same evening to a gymnasium accommodating 180 individuals in significant need.
- An initiative organized in collaboration with France Nature Environnement Savoie and our consulting team from Bourget-du-Lac, consisting of 20 employees, focused on a pond restoration project.



THREE DAYS OF WALKING TO COMBAT CANCER WITH THE COEURS DE ROSES ASSOCIATION.

A three-day, 80 km adventure in the Yvelines region engaged 12 employees from three agencies in the Île-de-France area, all dedicated to combating cancer in partnership with the Cœurs de Roses association. We established two water stations along the route to supply hydration for the 140 volunteer walkers. The association actively promotes prevention, supports patients, and funds breast cancer research. The involvement of our trekkers allowed us to raise €3,000 in donations, which were contributed to the Gustave Roussy Institute.



THE SOLIDARITY WATER TREK

At the behest of the Regional Businesses and Works Councils of SUEZ's water activities in France, a hike was organized to support young individuals facing social challenges, children from special education institutions, and adults with disabilities. The objective was to provide participants with the opportunity to explore the environment and biodiversity in an enjoyable and engaging manner. The "Rand'Eau Solidaire" (Solidarity Water Hike), facilitated by 46 of our volunteer employees, occurred along the GR65 long-distance hiking trail, traversing three regions: Auvergne-Rhône-Alpes, Occitanie, and Nouvelle-Aquitaine.

Impact Story

The Dijon Business Collective for a More Inclusive Economy

Founded in December 2018, the Collective, consisting of 39 companies, inaugurated its branch in Dijon on April 14, 2023.



3rd edition of "Mentoring in All Its Forms"



Since its inception, the Dijon Collective has annually organized "Mentoring in all its forms." The third edition of this event occurred on February 12th, taking place behind the scenes at the Gaston-Gérard stadium, with the support of Dijon FCO.

This day convened 58 young individuals from various partner organizations, including Unis-Cité, the Mission locale, Article 1, along with numerous professionals from dedicated companies.

Participants had the opportunity to engage in various practical workshops aimed at improving their employability, including interview pitch preparation, CV optimization, effective use of the LinkedIn professional network, professional photography, and the identification of job or mentoring opportunities.

The day featured moments of inspiration and dialogue, particularly highlighted by a presentation from Dijon FCO, which shared insights on motivation, commitment, and career trajectories. The event was further enhanced by the participation of local public stakeholders dedicated to inclusion matters.

Focus on: End-of-Career Skills Sponsorship

SUEZ Employee Volunteering Program, signed in 2023, includes an End-of-Career Skills Sponsorship scheme.

This approach effectively addresses multiple challenges:

- Our employees aspire to prepare for their retirement by engaging, for some, in an association with a long-term sponsorship model.
- The opportunity for organizations to leverage the skills and experience gained throughout an employee's career.

In 2025, six skills sponsorships for end-of-career transitions were established. These initiatives involved employees with a wide range of profiles and six organizations advocating for equally diverse causes. In every instance, the feedback from both employees and organizations was overwhelmingly positive and unanimous.

“Franck has built his mentoring programme around his desire to support people facing difficulties. His many personal stories and his willingness to share his own life experience with young people are invaluable in inspiring those who are struggling to find career ideas. Franck is an integral part of our team.” – Audrey, Director of FACE Vendée.



The organizations that hosted our employees in 2025.



Ecole du Louvre
Palais du Louvre



Banques
Alimentaires

Would you like to learn more about our initiatives? Please reach out to us!

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