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Answers to the written questions put to the Board of Directors

The French Commercial Code stipulates that any shareholder is entitled to ask questions in writing, to which the Board of Directors is required to respond during the General Meeting. As a reminder, written questions must relate to the General Meeting's agenda to be admissible. They must also be addressed to the Chairman of the Board of Directors and sent to the company's registered office, by registered letter with request for acknowledgement of receipt, or via email, as from the date when the General Meeting is called (29 March 2013) and no later than four business days before the General Meeting (17 May 2013). The questions must be accompanied by a certificate showing that their author's shares have been registered in an account.

Sub-Paragraph 4 of Article L.225-108 of the French Commercial Code stipulates that the answer to a written question is deemed to have been provided once it has been published in a dedicated area on the company's website before the General Meeting is held.

On 24 April 2013, SUEZ Environnement received four questions from the IPAC (*Initiative Pour un Actionariat Citoyen*, or Initiative for Civic Shareholding) association, to which the Board of Directors provided the following answers at its meeting of 23 May 2013.

What was the trend in our Group's headcount in France in the last three years (on an average annual basis, if possible)?

ANSWER: In the last three years, the trend in the average headcount in France (including the French Overseas Departments and Territories) was as follows:

2010: 34,342
2011: 35,037
2012: 35,227



How do you see the outlook for our Group in France in terms of future job management during 2013?

ANSWER: The Group's French entities have signed several agreements relating to future job management. Specifically, an agreement on employment and social responsibility was signed by all the trade unions represented at Lyonnaise des Eaux (around 10,000 employees) in 2012. The agreement focuses on two areas:

- Future jobs and skills management, in order to:
 - o Manage employment and employability in a proactive manner thanks to dynamic and operational future jobs and skills management
 - o Encourage each employee's professional development at their own initiative, or as a result of changes in the businesses or the company
- A socially responsible company, that aims to be:
 - o An employer at the heart of the city, in line with its societal challenges
 - o A socially responsible company, focusing on promoting equal opportunities and non-discrimination and encouraging social inclusion.

This agreement includes practical commitments, the fulfilment of which will be measured throughout its term (3 years).

Furthermore, the Group hired 1,679 employees on permanent contracts in 2012. The employment outlook appears less favourable in 2013 due to the adverse environment in Europe.

What measures has our Group planned for young people with no qualifications, whose unemployment rate is particularly worrying?

ANSWER: SUEZ Environnement is highly sensitive to this issue and launched a "Diversity" programme in 2010, which is based on equal opportunities, social progress and commitment. This programme specifically includes the Group's work-study and social inclusion initiatives. In France, the percentage of work-study and social inclusion contracts is 3.6%. The Group had 969 work-study contracts in place at the end of 2012, including 920 in France.

More specifically, the Group's targets for young people for the period 2013-2016 are as follows:

- Continuing to develop apprenticeships for young people: up to a level of at least 4% of the headcount in France (5% as from 2015), including a target of hiring 30% of these staff on permanent contracts;
- Involving and training mentors, and boosting know-how transfer processes and support and monitoring for young people during their inclusion period;
- Supporting the roll-out of organisations dedicated to the inclusion of groups that are remote from the labour market and have few qualifications.

These targets are being rolled out at most Group companies, in different forms and depending on local features.



The Group actively supports and recognises all initiatives and policies that increase the employability of young people. Offering young people, particularly young people with no qualifications, employment solutions during an economic downturn is part of SUEZ Environnement's civic responsibility.

Two systems are more specifically intended for young people with no qualifications:

- o **Sita Rebond**, a subsidiary founded ten years ago, which specialises in social integration through employment, and has an average of 350 employees on inclusion programmes every year;
- o **Maison pour Rebondir**: this initiative, which SUEZ Environnement launched in Bordeaux in early 2012, is primarily aimed at helping young people to find permanent employment or set up their own business. To do so, the initiative relies on offers from all the Group companies operating in France, in order to put together individual career paths, in conjunction with local institutional partners and associations.

What undertakings and systems does our Group have in place to deal with potential internal reorganisations that are likely to have an impact on employment?

ANSWER: Given the tougher economic environment in 2012, the Group decided to restrict external hires at several of our French subsidiaries, and made commitments to promote internal job mobility and to optimise our employees' career management. A dedicated action plan has been introduced, and is based on:

- Mobility: working through employment pools, a skills-based approach, identifying stepping stones between jobs, a communication campaign in print and on the intranet, and more frequent meetings of the SUEZ Environnement Mobility Committee;
- Involving Senior Management in this management area: awareness-raising and training initiatives.

In 2012, the number of executives who changed jobs in France increased by almost one third compared with 2011. 71% of positions within this group, excluding positions intended for young graduates, were filled via job changes. We expect a 10% increase in executive job changes in 2013 compared with 2012. Specifically, we want to significantly increase mobility between the various Group entities as part of our dedicated action plan. In fact, the French companies' HR Departments have quantified targets in this area; the indicators for the first quarter are in line with those targets.

Our social partners are consulted regarding the work on internal reorganisations and on developing mobility.

The Group expects these measures to bear fruit in 2013, which will enable it to seamlessly adjust to the environment.