RESOURCES FOR ALL AND FOR TOMORROW
ABOUT THIS REPORT

For the third consecutive year, SUEZ is publishing an Integrated Report, presenting the company’s strategic, forward-looking vision and the results it achieved in 2017 on behalf of all its stakeholders. From 2016, this report took the place of the Annual Report and the Sustainable Development Report.

In accordance with the International Integrated Reporting Council (IIRC) frame of reference, this reporting model is part of a movement that is gaining momentum in the business world. It meets the new needs of investors, customers, business partners, NGOs and employees to understand, analyse and measure the overall performance of a company and its interactions with society.

This report covers the 2017 fiscal year and is based on data from the 2017 Reference Document [a] and the reporting results for the 2017-2021 Roadmap [b]. It highlights links between economic, financial and extra-financial (environmental, employment and governance) issues.

Defined by the Group’s governing bodies and Business Units, the Integrated Report offers the keys to understanding and analysing SUEZ activities worldwide:

- the framework for value creation;
- the socio-economic footprint of the Group’s activity worldwide;
- its carbon footprint;
- its performance considered from the viewpoint of all the different stakeholders;
- how it exercises its duty of vigilance and respect for human rights.

The company’s internal and external stakeholders have contributed to the Integrated Report campaign since 2015, questioning and enriching it. SUEZ would like to thank them heartily.

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a. The Reference Document takes into account the financial and extra-financial impacts of acquiring GE Water in September 2017, except the reporting on environmental performance and safety in the workplace, the scope of which is set on 30 June of the reporting year.
b. The 2017 results reflecting progress on the goals of the 2017-2021 Roadmap refer to the full scope of the SUEZ Group, except the former GE Water.
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SOCIAL AND ENVIRONMENTAL INDICATORS
SUEZ, PLAYER IN THE CIRCULAR ECONOMY

€15.9 BILLION turnover in 2017

88,576 Employees

on 5 continents

€92 MILLION invested in R&D

27.4% of women in management

4.3 MILLION tonnes of secondary raw materials produced

1.3 BILLION cubic metres of alternative water produced

6.7 TWh of renewable energy produced

300 MILLION cubic metres of drinking water produced from sea water

7.4 BILLION cubic metres of drinking water produced

32.4 MILLION people benefiting from waste collection services

3.4 MILLION tonnes of hazardous waste treated

9.4 MILLION tCO₂e avoided

4.8 BILLION cubic metres of wastewater treated
“Protecting the planet and future generations is our business and our conviction.”

In late 2017, the staff of GE Water & Process Technologies joined the SUEZ teams. These new colleagues have become part of the history of a Group that is now over 160 years old. A history written by its people, pioneers who have contributed to great revolutions on behalf of human progress since the Group’s creation: the hygiene revolution, then the one of urban quality of life, and today the resource revolution.

A history also driven by high ambitions: improving human health by providing universal access to clean drinking water; preserving the environment and the resources essential for life by building today a new circular economy around responsible resource management.

The acquisition of GE Water Process & Technologies is an important step in the Group’s history and in the resource revolution, with all its wealth of challenges and opportunities. SUEZ is now a leader in industrial water at a time when the environmental needs of industrial customers are constantly increasing. This opens new horizons for the Group’s customers, but also for a wider potential customer base.

Building on this new expertise, which covers the whole water value chain, the Group must nevertheless go further in its transformation, which is already well under way. The SUEZ value creation model must continue to evolve towards a balance between infrastructure, services and high added-value products.

The Group must continue to look far into the future. It must also expand its international reach, continuing to develop without forgetting its historical and territorial anchoring in France.

Foresight, a taste for conquest and a bold spirit of initiative must continue to nourish the Group’s vision and the future of SUEZ. One such initiative has been to identify the importance of water and now the growing scarcity of resources earlier and more fully than anyone else. Protecting the planet and future generations is our business and our conviction. It is also what drives the company’s growing visibility on the international stage and an increasingly important concern for all the Group’s customers and stakeholders.

Global joined-up thinking is now an unavoidable necessity. This is the spirit in which this Integrated Report presents the performance of the Group in delivering an ambitious strategy that creates value for all its stakeholders.
THREE TOPICAL QUESTIONS

JEAN-LOUIS CHAUSSADE
CHIEF EXECUTIVE OFFICER OF SUEZ

“How is the resource revolution progressing?”

The resource revolution is under way: governments, local authorities, industry and citizen-consumers are increasingly aware that resources are not inexhaustible. Private and public players worldwide are mobilising – naturally to different degrees – to invent new modes of production and consumption that are more compatible with climate challenges and massive urbanisation. This is good news for the future of the planet and for SUEZ, which positions itself at the leading edge of the circular economy. We have profoundly transformed our core businesses since 2015 to become a supplier of circular economy technologies and digital solutions that maximise resource use. In 2017, we generated 6.7 TWh of renewable energy from waste; we brought 4.3 million tonnes of secondary raw materials to market; we produced a billion cubic metres of alternative water; and we created marketplaces to bring the producers and users of waste closer together. These initiatives are inspiring for our staff and attractive for our customers. Together, we are designing a desirable future where residents will live in resourceful cities, industry will be at the heart of circular ecosystems, farmers will also be energy producers, the ocean will be freed from plastic and our employees will develop their skills and their societal engagement to the full.

“What is your strategy in relation to industry’s growing environmental needs?”

Throughout the world, the challenge facing industrial companies is how to continue their growth in a time of increasing resource scarcity and greater vigilance in terms of public opinion. Industry represents nearly 22% of water consumption worldwide. Secure access to resources, flow monitoring and optimum waste treatment are becoming real strategic issues. The acquisition of GE Water & Process Technologies, resulting in the creation of a new Water Technologies & Solutions Business Unit, means we can now cover the whole water value chain. It strengthens our leadership in the industrial water market and reinforces our strategy of making the industrial sector a major driver of growth for the Group: the sector now represents 40% of SUEZ revenue, and the prospects of future commercial synergies are very promising.
You position yourselves at the leading edge of the circular economy. How are you always a step ahead?

We aim to amplify our transformation in 2018, mirroring an accelerating world. Three engines will power this acceleration.

One is the intensification of the digital revolution, which stimulates industrial performance and thus profitability: in the middle of the year, I will launch the SUEZ Digital Hub, which will optimise the launch of a brand new industrial and commercial project with high digital added value. Then comes the choice of a more agile organisation: we will draw full value from the synergies between our activities, particularly in France, so that our operation reflects the circular economy with a more interdisciplinary approach. Finally, we will emphasise an innovation policy that resolutely anticipates the arrival of a low-carbon world. This transformation will preserve our head start and consolidate our global leadership as a company that contributes to the major issues of society and the UN Sustainable Development Goals. The results of our 2017-2021 Roadmap clearly show that our growth model is responsible, respects the United Nations’ Global Compact, and creates shared value for all our stakeholders, as you will see in this third Integrated Report, which I hope you will enjoy reading!

“Encouraging business and governments to work together” round table at the One Planet Summit, bringing together Muhammad Yunus, Jean-Louis Chaussade, Isabelle Kocher and John Kerry.

5 KEY DATES

MARCH
Closure of the last coal-fired power station in the Chinese capital Beijing, illustrating China’s climate commitment

5-9 JUNE
United Nations Ocean Conference in New York, supporting the implementation of Sustainable Development Goal 14

SUMMER
France and southern Europe affected by episodes of severe drought

2 AUGUST
Earth Overshoot Day: the day when the planet had consumed more resources than it produced in a year

12 DECEMBER
One Planet Summit in Paris, where 190 states reiterated their commitments
the trends of a fast-moving world
By 2050, the planet will host nearly 10 billion inhabitants, and almost 70% of them will live in cities, in particular in Africa and Asia. This prospect has a strong impact on SUEZ activity forecasts.

**TREND 01**

**THE DEMOGRAPHIC CHALLENGE**

According to the NGO Global Footprint Network, in 2017 the world’s population consumed natural resources 1.7 times faster than ecosystems could regenerate them. At the same time, about a third of all food produced on the planet was thrown away, that is between 6 and 11 kg wasted per person per year in Asia and Africa, – but reaching between 26 and 115 kg in North America and Europe (FAO). Those figures are all the more important in cities. According to the C40 Cities Climate Leadership Group, which brings together over 90 of the world’s largest cities, fewer than 500 cities will be responsible for 60% of global economic growth and 50% of the increase in greenhouse gas emissions between now and 2030. The economic and political power of cities is becoming steadily more entrenched, though they remain very vulnerable to natural and social shocks.

Caught up in an increasingly intense competition to attract an active, demanding population, cities aspire to preserve the quality of life, transforming rivers for urban swimming and implementing greener transport policies are two examples adopted more and more widely. In a spirit of greater cooperation, cities are organising themselves into villages and communities which reinvent production, consumption, transport… But what are their consequences on traditional patterns of territorial solidarity? In France, the NOTRe and MAPTAM laws have accelerated the development of metropolitan areas, but the ripple effects exerted by cities on their surrounding territories are no longer as beneficial, according to a recent report by France Stratégie.
MEGA-CITIES WITH MORE THAN 10 MILLION INHABITANTS BY 2030

Mumbai
Hyderabad
Ahmedabad
Chennai
Bangkok
Jakarta
Ho Chi Minh City
Tokyo
Shenzhen
Shanghai
Osaka
Guangzhou
Chongqing
London

Opportunities
- arising from the demographic challenge, defined by SUEZ

Risks
- Platforms and Start-ups that challenge government of cities
- Territorial discrepancies and social instability

CIRCULAR ECONOMY AND SECONDARY RAW MATERIAL CYCLES
POLLUTION PROTECTION AND CLEAN-UP SOLUTIONS
INCLUSIVE BUSINESS MODELS TAILED TO FRAGILE ECONOMIC CONTEXTS
SMART CITY
INFRASTRUCTURE NEEDS

POPULATION CHANGE BETWEEN 2017 AND 2030

POPULATION IN 2030

CITIES (in bold) that will grow beyond 10 million inhabitants between 2017 and 2030

Extreme weather events, have for several years been the biggest risk in the World Economic Forum’s Global Risks Reports. The measurement of economic but also political risks, encourages players to act around a new watchword: we must move faster. Cities and companies have reaffirmed their commitments, including within the United States despite the Paris Agreement withdrawal announced by D. Trump in June 2017. The world of finance is also gradually including environmental stakes. According to Bloomberg New Energy Finance, the issuances of green bonds are set to reach $123 billion in 2017. During the One Planet Summit in Paris in December 2017, organised by the French government, the World Bank announced the end of subsidies for oil and gas extraction projects as of 2019. Echoing the report by Joseph Stiglitz and Nicholas Stern on carbon pricing, several announcements have been made on the development of carbon trading – China is to consolidate its various regional initiatives into a single national market; and Mexico has announced its participation in a carbon trading scheme for the Americas.

The climate emergency is gradually leading to the emergence of a new global geopolitical regime. In July 2017, China announced the ban, active as of 2018, on waste imports into its territory: in 2015, the country received half of the volumes exported by Europe.

Scientific observations show that the measures adopted by the Paris Climate Agreement will not be enough to limit global warming to two degrees, and that the economic and social consequences of climate disruption are growing worse each year.
Opportunities arising from the climate emergency, defined by SUEZ

Risks

Price per tonne of CO₂ by country (in euros)

2017 Price in €/tCO₂e

<table>
<thead>
<tr>
<th>Country</th>
<th>Price in €/tCO₂e</th>
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<tbody>
<tr>
<td>British Columbia</td>
<td>€79</td>
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<tr>
<td>Columbia</td>
<td>€31</td>
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<tr>
<td>Iceland</td>
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<td>France</td>
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<td>Switzerland</td>
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<td>South Korea</td>
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</tbody>
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**THE DIGITAL REVOLUTION**

Digital technology and artificial intelligence offer immense potentialities to optimise flow management and resource use. But deploying them, to the benefit of all, also result in major dilemmas.

In 2017, the WannaCry virus affected over 300,000 computers in 150 countries, incurring the total closure of several industrial sites.

The frenetic pace at which technologies evolve represents an enormous challenge in terms of regulation, organisational adaptation and training for individuals. At a time when artificial intelligence could increase China’s GDP by 1.6 points by 2035 (Accenture, 2017), countries such as Estonia are starting to legislate on algorithm transparency.

In 2017, the city of New York also set up a team responsible for checking that the algorithms used by local public services respect the principle of equality between service users.

“Whoever masters artificial intelligence will rule the world,” declared Vladimir Putin in 2017, as Saudi Arabia granted citizenship to a robot for the first time. While digital technologies bear the promises of a more efficient world, they also result in environmental costs, raise important ethical questions and requires the development of new skills to support their deployment without aggravating risks and inequalities. While blockchain will be able to secure transactions in a wider and wider variety of fields, including carbon markets, the world’s cyber-dependency does not cease to increase.

**IN 2017**

- 16 million of text messages
- 452,000 tweets
- 156 million of emails
- 3.5 million of Google queries
- The average annual cost of responding to a cyber attack for a company

**16.7 million $**

(1 minute)

*The nine priority challenges for SUEZ from the materiality matrix (see details on p.71).
“ROBOT DENSITY” IN THE INDUSTRIAL SECTOR BY COUNTRY

Opportunities arising from the climate emergency, defined by SUEZ

Risks

NEW ACTIVITIES, NEW SKILLS
NEW DIGITAL SERVICES
SMART MANAGEMENT OF RESOURCES AND FLOWS
SLOW TECHS
BLOCKCHAIN AND CRYPTOCURRENCIES: SOLUTIONS FOR SECURED AND TARGETED FUNDING?

NEW ACTIVITIES, NEW SKILLS

The intensification of exchanges leads to a higher level of public opinion interconnections, regardless of country. Technologies enable better-informed individuals to express their expectations more and more loudly, and directly, to decision-makers.

**TREND 04**

**EXPECTATIONS OF CITIZENS**

- **6,600 BILLIONS $ IN ASSETS IN LINE WITH THE PRINCIPLES OF POSITIVE IMPACT FINANCE (UNEP, 2017)**
- **43% OECD CITIZENS TRUST THEIR GOVERNMENT (GALLUP WORLD POLL AND OCDE 2016)**

In 2017, the #metoo phenomenon did not only reveal the distance still to be covered to achieve true equality between men and women. It also illustrated the power of global public opinion, which was crystallised in 24 hours and produced very visible effects, regardless of country. Citizen vigilance is exercised everywhere, and decision-makers must be ready to respond to questioning and controversies that can have an immediate impact. For businesses, this vigilance requires an ever greater control over the risks that can threaten their reputational capital throughout their value chain. Adopted in March 2017, the French law on the duty of vigilance obliges companies to prevent the social, environmental and governance risks associated with their operations and the activities of their subsidiaries and commercial partners (subcontractors and suppliers). In the face of the scale of this task, some companies are seeking to pool their efforts. In 2017, SUEZ, together with Air Liquide, Engie and Michelin, created the Materiality Observatory under the auspices of the Institute of Responsible Capitalism. For those companies, the goal is to share their questioning with stakeholders and to gauge together the public expectations toward them.

In 2017, air quality and human rights are the two priority issues for the French; the fight against climate change is the challenge to which businesses in the energy and urban services sector must respond most urgently.

* The nine priority challenges for SUEZ from the materiality matrix (see details on p.71).
THE ROLE OF BUSINESS ACCORDING TO PUBLIC OPINION

In your opinion, what is the purpose of a company?

To generate positive effects for all its stakeholders

81%
Strongly agree and agree

16%
Neither agree nor disagree

3%
Disagree and strongly disagree

To first of all generate profits for its shareholders

53%
Strongly agree and agree

25%
Neither agree nor disagree

22%
Disagree and strongly disagree

What do you think will be the most important challenges in the coming years?

1. Air quality
   56%

2. Human rights
   55%

3. Universal health
   54%

4. Climate change
   54%

5. Inclusion and job creation
   50%

The Materiality Observatory – Quantitative survey conducted in France amongst a representative sample of the French population (1,045 respondents) aged 18 and over. The sample was made up using the quota method based on sex, region, age and socio-professional category. The sample was questioned electronically between 22 and 24 January 2018.
DO WE NEED QUOTAS TO EXPAND THE ROLE OF WOMEN IN BUSINESS MORE QUICKLY?

The new SUEZ Sustainable Development Roadmap sets a target for women in management of 33%, and this target is incorporated into the calculation of executives’ variable compensation in the long term. In 2017, the level was 28.4% (excluding GE Water). Although this represents clear progress in recent years, the result raises the question of the need for further measures to achieve the target. Women are often the first to oppose quotas, because they see them as weakening their legitimacy. However, imposing quotas has progressed parity, particularly in politics. To accelerate the process, SUEZ has decided to set a level of at least 50% of women in the recruitments of managers. The Group is also committed to long-term initiatives to encourage women to try careers that are traditionally more male-dominated, and to support women’s career development through mentoring.

WHO WILL PAY FOR A TRULY RESPONSIBLE PROCUREMENT POLICY?

As an operator drawing on a multitude of skills and technologies in over 70 countries, SUEZ has more than 120,000 first-tier suppliers. In addition, the prices of water, sanitation and waste management services are often undervalued, particularly in emerging countries. Under these conditions, how can we define CSR clauses that do not transfer the load on to second, third or fourth-tier suppliers? Or that are too difficult to respect in certain countries? The solution involves a precise mapping of the risks, a definition of priorities, the implementation of appropriate action plans and finally suitable monitoring, evaluation and reporting. SUEZ works with industrial players facing the same issues, to define the most appropriate monitoring indicators and to coordinate their efforts in controlling and reducing the risks based on geographical locations.

Companies are often faced with the dilemmas of choosing between different approaches which, taken separately, are legitimate. SUEZ has decided to express these dilemmas. After the impact of digital technology on employment and the limits of zero waste in 2016, the following are examples of issues debated with stakeholders in 2017.
an accelerated strategy for the resource revolution

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The SUEZ value creation chain

P.21-30
Four strategic priorities for the resource revolution

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Two strategy boosters

P.33
Articulate strategy with the UN Sustainable Development Goals
THE SUEZ VALUE CREATION CHAIN IN 2017

**HUMAN CAPITAL**
- almost 89,000 employees

**NATURAL CAPITAL**
- water - air - soil - biodiversity

**FINANCIAL CAPITAL**
- X3 net debt/EBITDA*

**INTELLECTUAL CAPITAL**
- 3,750 patents
- €92 million invested in R&D per year
- 17 research and expertise centres

**SOCIETAL CAPITAL**
- An open innovation ecosystem
- 126,000 suppliers
- Industrial partners
- Partnerships with start-ups, think tanks, NGOs and universities

**VALUE CREATED**

- **WASTE MANAGEMENT**
  - COLLECTION AND SORTING CENTRES
  - RECYCLING PLANTS
  - LANDFILL CENTRES, WASTE-TO-ENERGY, METHANATION AND COMPOSTING UNITS

- **WATER MANAGEMENT**
  - DISTRIBUTION AND COLLECTION SERVICES
  - WASTEWATER TREATMENT PLANTS
  - DRINKING WATER PLANTS AND DESALINATION PLANTS

**INCOMING FLOWS**

- **HOUSEHOLD AND INDUSTRIAL WASTE**
- **RAW AND WASTE WATER**
- **OTHER CONSTRUCTION MATERIALS REAGENTS ENERGIES**

**CAPITAL**

- 43 million tonnes of waste processed
- 4,785 million m³ of wastewater treated
- 5,730 million m³ of water extracted
- 3,787 million m³ of drinking water distributed
- 4,800 sites operated in 40 countries
- 32 million people receiving waste collection services

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*Including ex-GE Water activities over a full year
Faced with an environmental market that is changing fast in response to demographic and climate challenges, SUEZ aims to be the leader in sustainable resource management and is accelerating its strategy. Its business model breaks away from the conventions of the linear economy. The Group now operates across the whole resource value chain, from building and operating water and waste collection infrastructures and sorting facilities, to delivering circular economy solutions and integrated services.

### Products of the circular economy

**SECONDARY RAW MATERIALS**
- Green polymers
- Glass
- Metals
- Paper
- Compost
- Wood

**ENERGY**
- Solid recovered fuels
- Electricity
- Heat
- Biogas
- Biomethane/BioLNG

**ALTERNATIVE WATER**
- Recycled wastewater
- Desalinated water
- Replenishing the water table

### Environmental services

**CITIES**
- Integrated service management
- Advanced Solutions
- Ecological engineering

**INDUSTRY**
- Eco-design
- Decontamination/dismantling
- Industrial outsourcing
- Industrial water Marketplace

**CONSUMERS**
- Smart waste
- Smart metering
- E-commerce
- Digital services

### SHARED VALUE

- **HUMAN CAPITAL**
  - €4,115 million of wages*

- **NATURAL CAPITAL**
  - 9.4 MtC O₂e of greenhouse gas emissions avoided

- **FINANCIAL CAPITAL**
  - €571 million distributed to shareholders*

- **INTELLECTUAL CAPITAL**
  - 1.3 million hours of employee training

- **SOCIETAL CAPITAL**
  - €9,118 million of purchases from suppliers and service providers*
  - €956 million of taxes paid to States and local authorities*

* Refer to page 38 for more details about the redistribution of financial flows generated by SUEZ’s activity in 2017.
FOUR STRATEGIC PRIORITIES TO SERVE THE RESOURCE

Transform our core activities

1. FOCUS ON THE CIRCULAR ECONOMY
   - Maintain the lead in circular economy solutions.
   - Adhering to the 2°C target by mitigating the causes of climate change (Commitment 5)
   - Promoting material recycling, recovery and reuse (Commitment 7)
   - Developing climate-responsible models (Commitment 8)
   - Fostering collaborative and partnership working (Commitment 3)
   - Accelerating the digital revolution (Commitment 10)
   - Acting for the health of the environment and the protection of the oceans (Commitment 13)

2. ACCELERATE THE DEPLOYMENT OF SMART SOLUTIONS
   - Become a data-driven company and offer new added-value services to customers.
   - +6% of annual growth in the global waste-to-energy market
   - i.e. €34 billion by 2020
   - The global smart networks market (in € billion)
     - 2016: 2.4
     - 2020: 6.6

Commitments of the 2017-2021 Sustainable Development Roadmap
3 SUPPORT THE ENVIRONMENTAL TRANSITION ACROSS THE GLOBE

Reinforce international leadership by promoting local partnerships and by delivering modular solutions that can be adapted to local specificities.

- Innovating to develop decentralised or modular solutions for the territories of the planet (Commitment 11)
- Promoting biodiversity and ecosystem services (Commitment 14)
- Advancing access to essential services (Commitment 15)
- Contributing to local development and territorial attractiveness (Commitment 16)
- Adapting to the consequences of climate change on water (Commitment 6)
- Putting forward 100% sustainable solutions (Commitment 9)

4 DEVELOP INTEGRATED SOLUTIONS FOR INDUSTRY

Make the industrial sector a major growth-driver for the Group.

- Mastering the stakes linked to globalisation (Commitment 4)
- Sustaining trust by reinforcing dialogue between stakeholders (Commitment 12)

Between €130 and 280 billion is the cost of measures to adapt to climate change in developing countries by 2030.

+5% annual growth of the industrial water market.
At a time when lawmakers are reasserting their intention to promote the circular economy within the European Union as well as in China, Australia and Japan, and while awareness of the growing scarcity of resources is increasing worldwide, SUEZ aims to maintain its lead in circular economy solutions with four ambitions:

- **make secondary raw materials a viable alternative to virgin materials** through greater selectiveness in the capture of waste flows and the modernisation of sorting centres;

- **develop sophisticated processing technologies to accelerate the reintegration of recycled products**, including plastics and non-ferrous metals;

- **expand the range of renewable energy** (solar/wind) by increasing the production of energy from waste and biowaste;

- **given that recycling resources that have already been used will alone not be enough to meet global demand** (if all the world’s existing copper was reused today, this would only cover 37% of demand according to Ademe), SUEZ also intends to **accelerate eco-design by strengthening its cooperation with manufacturers to minimise the impact of production from the earliest stages and ensure that products have a long life.**
RENEWABLE ENERGY: SOLAR AND WIND – BUT ALSO WASTE!

Non-recyclable waste and biowaste constitute an energy resource with three virtues: it is local, it has low carbon emissions and it is economical for local authorities and industrial companies nearby. The sources are multiple (recycling rejects, green waste, sewage sludge) and expanding (with the new requirement to sort biowaste at the source in certain countries), and avenues for recovery are diverse (gas, electricity, heat, steam, solid recovered fuel). SUEZ is targeting both the agricultural and the industrial anaerobic digestion markets and improving the energy efficiency of existing waste storage facilities, including making better use of the biogas they produce: in France today, for example, only 60% of the biogas captured in these facilities is recovered in the form of electricity or heat. An additional waste-to-energy solution for waste storage facilities is the production of biomethane, which has almost identical properties to natural gas. This is the approach taken by WAGABOX™, launched by SUEZ in collaboration with Waga Energy and GRDF and resulting from ten years’ development. After a purification stage, biogas is transformed into biomethane and can be injected into the GRDF gas distribution network to meet the needs of local users for heating, cooking, domestic hot water or fuel.

FROM WASTE COLLECTION TO SUPPLYING MATERIALS FOR PLASTIC PRODUCTION

A tonne of recycled plastic is equivalent to 1.6 tonnes of CO₂ avoided! SUEZ is committed to doubling the volume of plastic recycled by 2021. How? By reviewing the plastic value chain. Step one: improving collection. Step two: transforming used plastics into resins that are equivalent to virgin resins and bringing high-quality recycled plastics to the market. Demand is growing strongly, driven by stringent regulations (the European Union is now targeting a recycling rate of 55% by 2025). This is the context in which SUEZ and LyondellBasell have agreed to set up a joint venture to produce recycled polymers: SUEZ supplies post-consumer plastic waste and LyondellBasell markets the raw materials produced by QCP (Quality Circular Polymers). The expected growth will help the competitiveness of the sector to equal that of virgin raw materials production. This partnership marks a new stage in SUEZ’s strategy, which aims to increase the use of recycled polymers and help industrial producers to achieve their environmental targets.
Smart solutions improve performance for customers. Amplified by a new digital roadmap, they serve the SUEZ Group’s ambition to move from being a company focused on infrastructure to a company focused on services.

With its new digital roadmap, SUEZ is becoming a data-driven company, improving its operational performance while offering new services for its customers. Smart Waste uses data to optimise the waste treatment cycle and offer customers real flow traceability. The recent opening of the first Valovisio®, smart control centre in France, exclusively dedicated to business, is an example of this.

SUEZ also intends to invent new digital business models: this is the goal of platforms that can facilitate contact between upstream and downstream customers (the Hesus Store digital platform, with SUEZ and Cemex as partners, facilitates the exchange of materials between sites) or waste producers and transporters (such as the Rubicon platform for managing vehicles in cloud mode, in which SUEZ is a partner); meanwhile e-commerce platforms, whose development is being amplified, simplify customer operations in the circular economy.

In the Water sector, the Group is accelerating the development of its Advanced Solutions range of services, including the Aquadvanced Urban Drainage® digital solution, which responds to the growing need for cities to combat the risks of flooding and the pollution of natural habitats. Following its development in Europe and Singapore, the solution is arriving in China as part of the “Sponge City” programme, initiated by the Chinese government to improve rainwater management.

3.9 MILLION CONNECTED OBJECTS IN 2017
CONTINUING THE DEPLOYMENT OF DIGITAL SOLUTIONS TO SUPPORT NETWORK PERFORMANCE

Faced with growing urban populations and ageing water and sewage networks, extending and renewing this infrastructure represents a major investment for local authorities. The Group is supplementing its range of Aquadvanced® digital solutions dedicated to water service performance with OptimizerTM. Already on the market in Australia, the USA and France, this digital solution was developed by the start-up Optimatics, founded in Australia and based in the USA, in which SUEZ has acquired a stake. The solution generates the best combination of hydraulic components (reservoirs, pumps, networks etc.) to improve the investment/performance ratio for savings of up to 20%.

SUEZ now has a unique offering that enables its customers to optimise their water networks, from design to operation. The Group won the Smart Water Company of the Year prize at the Global Water Awards in 2017. This distinction rewards the companies that have contributed the most to the progress of digital technology in the water sector.

SUEZ, CREATOR OF LINKS BETWEEN PLAYERS IN THE CIRCULAR ECONOMY: THE EXAMPLE OF ORGANIX®

One of the challenges of the circular economy is to bring waste producers closer to the companies that can use or transform it. In the organic waste value chain, for example, producers cannot always find the right outlet for recovered waste, while waste-to-energy processors (operators of anaerobic digesters) find it difficult to ensure reliable supplies of organic matter – the Organix® platform brings them together. This digital marketplace launched by SUEZ is the first of its kind in France. It enables a wide variety of flows to be made available for sale. Producers can find buyers, while anaerobic digester operators can take control of their supply channels. SUEZ takes care of the logistics and transport and guarantees the quality of the organic waste by auditing the producers and analysing the flows.

Building on the results of an initial assessment in 2017, the area covered by Organix® is being extended nationwide in France and an expansion into Belgium is being considered.

“As a private-sector operator, we can draw on our experience with local authorities throughout the world facing the same problems of ageing infrastructure. Innovation is vital to optimise the renewal and maintenance work.”

“Faced with climate change and demographic growth, SUEZ is anticipating the needs of tomorrow’s citizens by imagining new roles that will capture the full value of water: developer of urban resilience, provider of integrated services for farmers, operator of biofactories for new resources.”
SUEZ is ready to respond to the multiplication of environmental programmes worldwide.

In China, where some environmental standards are now stricter than their European equivalents, the creation of SUEZ NWS (in which SUEZ owns a 58% stake representing all its operational assets) enables the Group to both reinforce its presence in the infrastructure market, including environmental services and hazardous waste management for cities and industrial companies, and to expand into Thailand, Indonesia, Malaysia, and Singapore.

In the USA, the Group’s solutions are particularly well placed in the context of the new infrastructure plan, while in Australia, which has introduced targets for the reduction of waste storage, SUEZ is consolidating its leading position in the waste recovery market and helping to combat water stress with its solutions for reusing waste water and replenishing groundwater.

In Latin America, including Chile and Panama, SUEZ is bolstering its position by transforming water treatment plants into biofactories (industrial facilities that generate water and energy resources). Building on its European expertise, the Group is positioning itself in the Middle East as a major player in soil decontamination and continuing its development in the market for dismantling, decontaminating and converting industrial sites.

In Africa, the Group intends to expand its influence from its base in Morocco, deploying compact water treatment units that are well suited to the needs of many African cities. India is one of the Group’s main strategic priorities in 2018. With a presence dating back over thirty years and the construction of more than 250 drinking water treatment plants, SUEZ aims to reinforce its presence here, including the drinking water distribution market: in the contract awarded recently by the Coimbatore Municipal Corporation to manage the drinking water system for the whole city is a passport for expansion to other cities.

With environmental programmes multiplying in many regions of the world, SUEZ intends to reinforce its international leadership with tailor-made solutions based on local partnerships.
FRANCE, A NEW FRONTIER FOR SUEZ

Achieving carbon neutrality by 2050: this is the target France set itself in 2017. This will require profound economic transformation, leading to changes or new directions in environmental policy. For example, France aims to accelerate the deployment of renewable energy (including methanation) and is working on a roadmap targeting the implementation of a 100% circular economy. Since France is the source of SUEZ’s expertise, accounting for over 30,000 employees and revenue of 5.5 billion euros, SUEZ intends to intensify its efforts here and initiate new proposals in response to French ambitions. Firstly, by reinforcing its solutions for the circular economy: priority will be given to accelerating material reuse, including plastic waste, and increasing biogas production from biowaste and sewage sludge. SUEZ will also strengthen its expertise to develop the city of tomorrow, a true city resource with the resilience to handle environmental and social challenges. The Group will capitalise on innovations such as integrated platforms for urban services, implemented for the first time in Dijon in 2017, and digital services that open up new possibilities for residents, such as e-commerce solutions and smart meters like those planned for Paris, where 100,000 meters will soon be rolled out. Going further, SUEZ wants to make the results of its contractual innovations available to support French environmental ambitions. These include the first PPP in Sète, the first water SEMOP (public-private company established for a single contract) in Dôle, the first concession contract for a waste-to-energy plant intended partly to supply electricity in Créteil and the deployment of the “Contrat pour la santé de l’Eau” (contract for water health). Finally, SUEZ will optimise its global performance by strengthening the integration of its water, recycling and recovery activities and improving the economic and environmental efficiency of its assets.

SUEZ HELPS THE CITY OF BANGALORE TO FACE THE CHALLENGE OF WASTEWATER TREATMENT IN INDIA

SUEZ has been assisting the city of Bangalore with its water resource management for several years. Considered the “Indian Silicon Valley”, Bangalore has experienced meteoric population growth, passing the 12 million mark in 2016. This urban growth, combined with the development of commercial activity, has led to an explosion in demand for drinking water supplies and wastewater treatment. To meet these challenges, SUEZ plans to design and build a new treatment plant with a capacity of 150,000 m³ per day and to manage the renovation of the existing plant which has capacity for another 150,000 m³ per day. The sewage sludge treatment facility shared by the two water treatment plants will be equipped with the SUEZ Degremont® technology (Sedipac™ and Digelis™) to convert the biogas produced into electricity, making the plant self-sufficient in terms of energy.
Supporting industrial growth in the age of the resource revolution and the growing vigilance of global public opinion: this is the ambition of SUEZ for its industrial customers.

SUEZ’s offering targets seven markets (food production; construction, dismantling and materials; energy; the chemical and pharmaceutical industries; pulp and paper; oil and gas) and its promise can be summarised in the form of four Is:
• Implement the continuity of production and access to resources;
• Improve operational efficiency, competitiveness and brand capital;
• Inhibit environmental risk and its impact;
• Increase resource recovery (thanks to one of the largest portfolios of circular economy solutions).

The creation of a new Business Unit – Water Technologies & Solutions – (emerging from the acquisition of GE Water & Process Technologies) opens up great potential for commercial synergies, stimulated also by a new approach to Key Accounts, and positions industry as a major growth driver for the Group: industrial customers now represent 40% of the SUEZ Group’s revenue. SUEZ also intends to collaborate with its industrial customers to build the future, including working with Bouygues to invent urban solutions for the 21st century and with AXA to better anticipate localised flood risks. Preparing for the future involves integrating expertise from different sectors of activity and promoting an interdisciplinary approach.

COMMERCIAL AND INDUSTRIAL CUSTOMERS WORLDWIDE

450,000

COMMERCIAL AND INDUSTRIAL CUSTOMERS WORLDWIDE

100 BILLION DOLLARS, THE VALUE OF THE GLOBAL INDUSTRIAL WATER MARKET, WHICH IS SET TO GROW BY ABOUT 5% A YEAR

Sorting 5 flows

THE FRENCH DECREE 2016-288 OF 10 MARCH 2016 MAKES IT MANDATORY FOR COMPANIES TO SORT THEIR FLOWS OF PAPER, METAL, PLASTIC, GLASS AND WOOD WASTE.
Behind agriculture, but well ahead of human consumption, industry represents nearly 22% of global water consumption. This is the context in which the Group strengthened and expanded its global expertise with the acquisition of GE Water & Process Technologies in September 2017. Combined with the SUEZ Group’s industrial water activities, the company’s assets have enabled the emergence of a new Business Unit: Water Technologies & Solutions. With an international network of 45 production and service centres, 10,000 employees meeting the needs of 50,000 customers and R&D centres on four continents, WTS offers a unique and unprecedented range of solutions in a market of over 10,000 products and services, covering the whole water value chain: design and construction of treatment infrastructure, specialist services for conditioning products, water treatment equipment and systems, digital solutions for resource optimisation, equipment monitoring and maintenance and data analysis, such as the Insight platform. WTS puts the Group in a world-leading position in the industrial water market, with a revenue target of 3.1 billion dollars by 2020.

“With an operational model balanced between the fields of treatment and infrastructure, and sites in all the main regions of the world, WTS is the only global player present throughout the value chain. In addition, this new Business Unit considerably expands our industrial customer base and creates significant cross-selling opportunities within the Group. It rebalances our geographical presence and improves our R&D and digital skills.”

“With this Business Unit, we have created a world leader offering solutions that have no equivalent in the competitive landscape. Our sustained R&D policy gives us a head start over our competitors in areas such as water reuse and energy efficiency, whether in terms of optimising plant performance or using sewage sludge to produce renewable energy.”

CHRISTOPHE CROS
CHAIRMAN OF WATER TECHNOLOGIES & SOLUTIONS

HEINER MARKHOFF
CEO OF WATER TECHNOLOGIES & SOLUTIONS

SUEZ WTS, NEW WORLD LEADER IN INDUSTRIAL WATER
1. DYNAMIC ACTION PLANS IN SUPPORT OF SYNERGIES AND PERFORMANCE

The transformation of SUEZ requires maximum integration between its water, recycling and recovery activities: this will be strengthened in 2018 in the areas of research programmes, implementing shared technologies, generating commercial synergies and pooling central functions. This is particularly the case in Spain and France, where the goal is to intensify the momentum of development and profitability. The Group also intends to continue benefiting from operational synergies with the energy activities of the ENGIE Group, illustrated recently by the decision to set up solar PV installations at all the storage centres managed by SUEZ in France.

The digital transformation of business lines and their integration into the processes of the circular economy are ways of optimising operational performance: geolocation, computerising inbound costs, optimising collection rounds but also energy efficiency, positive-energy treatment units and increasing renewable energy production capacity reduce both costs and carbon footprint. Process industrialisation combined with improvements in procurement efficiency and reductions in general and administrative costs led to long-term net savings of 150 million euros in 2017, in line with the target, enabling a programme of cost savings amounting to 200 million euros a year to be adopted for the period 2018-2020.

All these developments require strengthened support for staff, including explanations of the strategy, intensified training provision and internal mobility processes.

“Increasing our agility, capitalising fully on the synergies between our activities, building new digital businesses (marketplace, smart city) – this is the full meaning of the transformation we are driving forward in 2018.”

JEAN-YVES LARROUTUROU
SUEZ SENIOR EXECUTIVE
VP IN CHARGE OF GROUP’S
TRANSFORMATION AND GENERAL
SECRETARY, RESPONSIBLE FOR
LARGE INDUSTRIAL ACCOUNTS

“Our employees are the primary contributors to the resource revolution: we aim both to develop their skills in line with the transformation of our activities and to facilitate their societal commitment.”

ISABELLE CALVEZ
DIRECTOR OF HUMAN RESOURCES

2. INNOVATION FOR A LOW-CARBON FUTURE

In 2017, the Group invested 92 million euros in Research and Development.

The goal is to prepare for the future of the SUEZ Group’s activities at the heart of an innovation ecosystem consisting of its own researchers and the international community of scientists and start-ups.
RESPONDING TO THE DEMOGRAPHIC CHALLENGE
TREND 01

650 researchers and experts from the 17 SUEZ centres of expertise and research

RESPONDING TO THE DIGITAL REVOLUTION
TREND 03

International research partnerships with science and technology organisations/other industrial companies

RESPONDING TO THE CLIMATE EMERGENCY
TREND 02

Call for projects and regional collaborations

RESPONDING TO THE PUBLIC’S EXPECTATIONS
TREND 04

SUEZ Ventures, the SUEZ investment fund

The innovation ecosystem

Food
Stake in the start-up Nexitalim which uses insects to transform food residues into proteins

City of the future
Global partnership agreement between SUEZ and Bouygues Construction to design and develop solutions for the cities of the future

Biodiversity
Contract to renovate and extend the planted discharge zone at the Shanghai industrial park (based on the CIRSEE ZHART research project)

Connected trucks
Launch of the Smart Truck (new-generation collection trucks equipped with sensors)

Industrial Internet of Things
WIZE alliance promoting an international standard for the industrial Internet of Things

Equipment connectivity for employee safety
Partners in the Ideas Laboratory®, Air Liquide, Bouygues Construction, CEA and SUEZ are designing connected equipment to improve safety and ergonomics in the workplace for operators on the ground

Green energy
Stake in ETIA and the start-up COGEBIO: creation of a full range of solutions for green energy production. Optimisation of biogas production (“Master AD” research programme – CIRSEE – anaerobic digestion)

Air pollution
Carbon sink, solution to capture CO₂, and other particles – innovation programme at the SUEZ Eau France Lab

Drug residues
Biological indicators detecting endocrine disruptors (Micropolis research project)

Circular economy for water
Reusing urban wastewater in industry (Life Wire research project – Cetaqua research centre)

Circular economy for plastics
Analyses and tests of new ranges of biosourced plastics (Plast’Lab, SUEZ)

The needs of cities and their residents
Partnership with the NUMA incubator to imagine solutions in response to residents’ needs

New services
Hackathon at Lydec on the theme of new services for the population of Greater Casablanca
ARTICULATE STRATEGY WITH THE UN SUSTAINABLE DEVELOPMENT GOALS

The UN agenda offers a vital framework for companies to emphasise their purpose while referring to the global ambition of more sustainable development. SUEZ has been working to evaluate its geographical contribution to the SDGs and establish a reporting method.

The objectives of the 2017-2021 Roadmap were established through dialogue with stakeholders based on a materiality matrix, an analysis of risks and opportunities and an examination of the 169 targets (or sub-goals, most associated with concrete figures) and 244 progress indicators selected by the UN. To define concrete targets, an exogenous approach was given preference wherever possible – this means the SUEZ climate targets are in line with the scientific consensus and fit into the two-degree objective.

SUEZ has also chosen different levels of action to contribute to achieving the Sustainable Development Goals. Concerned by all the SDGs and nearly 70 targets, the Group distinguishes between those for which it aims to be a driving force, which are associated with its core activities, those where it is committed to seizing opportunities for social innovation or the development of new services, and finally those for which its activities have only an indirect impact, but where it must remain vigilant. Along this path of contributing to the SDGs, SUEZ has identified two difficulties it is currently working on – beyond the global objective, how can the Group identify its contribution precisely in the areas where it has a presence, especially taking into account the analysis of the geographical intensity of needs?

And how can it report on this contribution rigorously and in accordance with the different reporting systems and standards? Indicators monitoring SUEZ’s contribution remain to be developed with stakeholders, who are still engaged in taking ownership of the SDGs. Governments will present their roadmaps in 2019 and non-state players, companies, cities and NGOs will respond accordingly, gradually adopting relevant reporting practices. There is no doubt that SDG reporting represents a huge challenge in terms of the production, processing, consolidation, storage and availability of data.
a performance that contributes in the public interest
## 2017 Results on Behalf of Stakeholders

SUEZ contribution to society takes form in a declaration of its financial and extra-financial performance, a concrete expression of the Group’s creation of global shared value.

<table>
<thead>
<tr>
<th>Circular economy indicators</th>
<th>Social performance indicators</th>
<th>Societal performance</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>FOR THE BENEFIT OF LOCAL AUTHORITIES AND INDUSTRIAL COMPANIES</strong></td>
<td><strong>FOR THE BENEFIT OF EMPLOYEES</strong></td>
<td><strong>FOR THE BENEFIT OF REGIONAL DEVELOPMENT</strong></td>
</tr>
<tr>
<td>56% Percentage of waste recovered into materials or energy (excluding biogas recovery from waste landfills)</td>
<td>27.4% Proportion of women in management positions (28.4% excluding ex-GE Water*)</td>
<td>40% Percentage of supplier contracts including CSR clauses*</td>
</tr>
<tr>
<td>562,000 tonnes Quantity of recycled plastics produced*</td>
<td>8.5 Frequency rate of accidents in the workplace*</td>
<td>€4m Amount allocated to the Fondation SUEZ*</td>
</tr>
<tr>
<td>21.5% Percentage of wastewater reused after treatment*</td>
<td>67.2% Percentage of employees who have received training (67.4% excluding the former GE Water*)</td>
<td>170 Number of decentralised water production plants*</td>
</tr>
<tr>
<td>76% Percentage of bottom ash recovered (excluding bottom ash recovery performed by subcontractors)</td>
<td>3.8% Proportion of Group’s shares owned by employees (third-largest shareholding)</td>
<td>x 2.43 One job at SUEZ supports 2.43 indirect jobs</td>
</tr>
<tr>
<td>22% Level of energy self-sufficiency of wastewater treatment plants</td>
<td>68% Employees equipped with collaborative work tools*</td>
<td>93% of Group revenue is reinvested for local players’ benefit</td>
</tr>
</tbody>
</table>
“Every company must [...] show how it makes a positive contribution to society. Companies must benefit all their stakeholders, including shareholders, employees, customers and the communities in which they operate.”

“A company’s proactive consideration of its externalities (suppliers, environment, territories etc.) is a source of shared value creation, durability and development.”

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**Societal performance indicators**

**For the benefit of consumers**

- People receiving drinking water and wastewater treatment services in developing countries*: 23.8 million
- Level of customer satisfaction in waste activities*: 82%
- E-commerce platforms*: 13
- ON’connect smart metering*: 3.9 million
- Technical yield of drinking water distribution networks*: 80.1%

**Environmental performance indicators**

**For the benefit of the health of the environment**

- Emissions avoided* for 8.5MtCO₂e of direct and indirect emissions*: 9.4 Mt CO₂e
- Average NOₓ emissions rate*: 60% below European requirements
- Average SOₓ emissions rate*: 40% below European requirements
- Trajectory for emissions reduction by 2030 in line with the 2°C target approved by Science Based Targets*: 2°C

**Financial indicators**

**For the benefit of financial investors**

- Revenue*: €15,871 million
- EBIT*: €1,284 million
- Net income, group share*: €302 million
- Net debt / EBITDA (with activities ex-GE Water full year)* x 3
- Dividend*: €0.65 million
- Capital held by SRI funds*: 9%

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* Indicator associated with a target in the 2017-2021 Roadmap (see pages 73-75).

The new roadmap, designed as a tool for steering the Group’s strategy, marks out the path ahead as far as 2021. Launched in early 2017, it extends the previous 2012-2016 Roadmap and applies to all Group’s activities within the world. SUEZ international Business Units have adopted it and defined their own contributions to the Group’s global targets. The results achieved in 2017 illustrate the strategy’s acceleration. For example, the Group’s carbon performance is in line with the 2°C pathway and reflects the dynamic progress of solutions for the circular economy: waste-to-energy is now the second-biggest source of avoided emissions, resulting from the Group’s activity in European countries that are replacing landfill with thermal recovery; the development of alternative water production (desalination and reuse) responds to a growing need for secure resource access amongst local authorities and industrial players. Digital technology is amplifying the transformation of SUEZ activities and the plan to optimise operational performance while also generating new services: 800,000 additional smart meters were installed worldwide in 2017, bringing the total to 3.9 million.

One job at SUEZ generates two indirect jobs locally. Its support for local development and regional vitality is also reflected in the proportion of procurement from SMEs or suppliers belonging to the social, cooperative and inclusive economy (34%). Access to essential services is promoted: 23.8 million people (1.4 million more than in 2016) were connected to water and sanitation services in developing countries. All these results illustrate SUEZ’s commitment to contributing to the common good.

The results achieved in 2017 provide reasonable assurances that the 2021 targets will be met, even if there is room for improvement for some of them (for example, in terms of levels of women in management or biodiversity local action plans). But above all, these results confirm the relevance of a voluntary, motivational approach to advancing the company’s financial and extra-financial performance for the benefit of everyone.

“The results confirm the relevance of a voluntary, motivational approach to advancing the company’s financial and extra-financial performance for the benefit of everyone.”
In accordance with the commitment to “Sustain trust by reinforcing the means for inclusive governance” in its 2017-2021 Sustainable Development Roadmap, the Group is committed to working with its stakeholders to evaluate the economic and social impacts of its activities as well as its CSR policy in the territories where it operates.

Every year, SUEZ puts figures on the financial flows related to its activity and redistributed to its main stakeholders. This evaluation is based primarily on the accounting data published by the Group, including its Reference Document, and the information published by its internal reporting systems (procurement databases, HR and sponsorship). The results show that in 2017 nearly 93% of the Group’s revenue was redistributed to local economic players (employees, suppliers and service providers, NGOs and communities, governments and local authorities).

Another illustration of this approach is the “Local Footprint” evaluation of SUEZ’s activities impact, i.e. the number of jobs generated by its activity in the main countries where the Group operates (see page 51).
Water, waste collection and recycling services are part of what makes cities attractive – they expect a high-quality service with a positive impact on the environment, generating savings and rooted in the local community. They aspire to become resourceful cities. SUEZ is evolving its range of solutions to support their environmental transition.

Reducing the nuisance associated with waste collection was one of Rennes Métropole’s objectives when it renewed its contract with SUEZ to collect household waste from its 420,000 residents. A first for France, the metropolitan council switched its entire fleet of waste collection vehicles to natural gas on 1 January 2018, with two benefits; reducing both air pollution and noise pollution. As well as being greener, waste collection will be more intelligent, as SUEZ will deploy its “smart truck”. Equipped with sensors and on-board information systems, this new-generation collection truck will be able to measure the city’s air quality and conduct thermal imaging, collecting data in real time to optimise collection routes.

Waste recovery with a positive environmental impact is an ambition for many of the local authorities who choose SUEZ. Near Toulouse, the Econotre eco-centre has equipped itself with an innovative heating network to heat agricultural greenhouses with renewable energy produced by incinerating waste.

In the Sydney metropolitan region, the contract won by SUEZ will involve turning household waste into recycled and organic materials, avoiding annual emissions of 43,000 tonnes of CO₂ over the next ten years. In Belgrade, the SUEZ-ITOCHU consortium is upgrading the Serbian capital to European waste standards – a waste-to-energy plant will replace one of the largest landfill sites still in operation in Europe.
Access to water 24/7 remains the priority goal for many cities worldwide: this is the case of the Coimbatore Municipal Corporation in India, which has awarded its drinking water distribution contract to SUEZ, combined with the creation of customer service offices for more efficient complaint management. In the French town of Louveciennes, limescale is the leading cause of dissatisfaction for 85% of tap water users: in collaboration with SUEZ, the Versailles and Saint-Cloud water management association opted for a collective water softening plant. Other cities, such as Paris, which plans to install 93,000 ON’connect smart meters, are reinforcing their residents’ control over their water consumption, while combating water vulnerability is a growing concern. Cities want to give a second life to treated wastewater, using it for energy as in Panama City where SUEZ produces biogas from wastewater treatment sludge, or to replenish groundwater as in Perth, Australia.

The Marianne d’Or for the “e-intelligent city” has just been awarded to #Dijon. This distinction recognises our ambition to inspire citizens with the desire to be active players in the public sphere.

09:48 - 8 nov. 2017
François Rebsamen
Mayor of Dijon – President of Dijon Métropole
@frebsamen

DIJON

Connected Management of Public Space in Dijon

In September 2017, Dijon Métropole decided to centralise the management of all its public facilities with a single control centre. The project was entrusted to a consortium involving Bouygues Energies et Services, Citelum (EDF group), Capgemini and SUEZ through a performance contract. It is a first step in the development of a smart city project offering residents new public services based on digital technology.

This first example of connected management of a public space is meeting several objectives:
- managing investment and operating expenses more efficiently;
- making the crisis management system more effective;
- contributing to local participatory democracy;
- developing local attractiveness by promoting the digital economy.
**CRÉTEIL, FRANCE**

**THE CRÉTEIL WASTE-TO-ENERGY PLANT: CONTRIBUTING TO A COOPERATIVE CIRCULAR ECONOMY**

In December 2017, the Val-de-Marne urban mixed agency for waste treatment awarded the concession to upgrade and operate the Créteil waste-to-energy recovery unit to SUEZ, in partnership with TIRU, for a period of 20 years. The project aims to expand the unit’s annual treatment capacity from 244,000 tonnes to 345,000 tonnes by 2023, in order to support the development of the Créteil heat network and to supply the municipalities in the Syndicate with renewable electricity.

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**AS SAMRA, JORDAN**

**AS SAMRA: REUSING TREATED WASTEWATER TOWARDS ENERGY AUTONOMY**

In Jordan, SUEZ manages the As Samra wastewater treatment plant, meeting the needs of Greater Amman, which will have a population of seven million by 2022. Reusing treated wastewater, the plant produces 10% of the country’s water resources, preserving conventional water resources to supply local authorities.

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**PERFORMANCE**

**Economic**
- Supply of green electricity at the price of conventional electricity.
- NOx emission threshold set at 50 mg/Nm³ (75% below the European requirement).
- Carbon sink for CO₂ sequestration using microalgae.

**Environmental**
- 4,500 m² of an urban agricultural greenhouse supplied.
- Partnership with the Maison pour Rebondir Val de Marne.

**Social**
- Educational tour dedicated to the circular economy, a benchmark in sustainable development education.

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**AS SAMRA**

**Economic**
- Emissions threshold of 80% of the plant’s energy needs covered with biogas production and hydroelectric turbines.
- 300,000 tCO₂e of emissions avoided per year.

**Environmental**
- 270 permanent jobs, 70% of them filled locally.

**Social**
- 4,000 farms supplied with reused wastewater.
- Proactive dialogue with stakeholders in line with the OECD principles for water governance to improve understanding of the project.
AMSTERDAM, NETHERLANDS

SUPPORTING AMSTERDAM IN ITS SUSTAINABLE URBAN DEVELOPMENT INITIATIVE

In December 2017, the city of Amsterdam commissioned SUEZ to decontaminate and redevelop the Amstelkwartier district in the east of the capital. The contract aims to support the city in its urban redevelopment project by transforming a former industrial area into a public space.

PERFORMANCE

Economic

- Contribution to a mixed housing/business development of over 30 hectares.

Environmental

- 90,000m³ of excavated soil.
- 13,000 tonnes of soil decontaminated according to the strictest environmental standards.

Social

- 3,000 new homes (contribution to their construction).
- Improved quality of life for residents living near what used to be a wasteland occupied by a disused gas plant.

SYDNEY, AUSTRALIA

WESTERN SYDNEY UNIVERSITY: A GLOBAL BENCHMARK FOR UNIVERSITY CAMPUSS WASTE MANAGEMENT

The eight campuses of Western Sydney University house 47,000 students and researchers. The waste management contract signed with SUEZ for the 2009-2029 period has greatly increased the service’s overall performance, establishing systematic waste sorting at source and innovating with the introduction of composting units and smartphone recycling processes.

PERFORMANCE

Economic

- 72% reduction in waste management costs over six years, saving AUS$1 million (€630,000) a year.

Environmental

- 57% reduction in waste production over six years.

Social

- from 14% to 83% increase in the waste recycling rate over six years.
- Production of compost for landscape gardening and soil remediation.
- Organisation of waste sorting training days for students and researchers.
FOR THE BENEFIT
OF INDUSTRIAL CUSTOMERS

70% OF PACKAGING IS INTENDED FOR THE USE OF THE FOOD INDUSTRY (source France Emballage 2017)

500 l OF WATER ARE NEEDED TO PRODUCE 1KG OF PAPER (source CNRS)

Operational excellence, brand capital and competitiveness are increasingly correlated with environmental performance amongst companies. SUEZ provides its resource protection and circular economy solutions to serve their responsible growth.

WATER RESOURCE ACCESS AND PROTECTION: AN ESSENTIAL CHALLENGE FOR INDUSTRY

There is a growing demand from industry for flood protection. AXA and SUEZ have sealed a partnership to offer a global range of services for anticipating flooding and reducing vulnerability. Securing the water supply is another essential service, particularly in the upstream oil and gas industry. In 2017, SUEZ equipped 11 Petrobras rigs with an innovative solution ideally suited for offshore operations, the mobile desalination unit, which guarantees the water supply. Optimising treatment is also an essential challenge: WTS, the new SUEZ Business Unit, offers new technologies such as the FiltraFast™ solution, an extremely compact filtration system.

In China, Solvay and SUEZ are partners in the development of complex effluent treatment methods requiring advanced technologies and combining the expertise of several players. The first success achieved by the partnership is the award of a joint contract to treat effluent at the Wan Hua Chemical industrial park, intended to meet tighter Chinese regulations.
SUEZ SIGNS A PARTNERSHIP DEAL WITH BOUYGUES CONSTRUCTION TO DEVELOP INNOVATIVE SOLUTIONS IN SUPPORT OF SUSTAINABLE SMART CITIES

“Responding to the environmental challenge of more virtuous resource management will be the priority for the partnership between our two Groups. To achieve this, we will be able to count on our long experience of successful collaborations, both in France and abroad, within which we co-constructed innovative solutions on behalf of our customers. Today the environmental emergency is pushing us to go further still and mobilise our respective areas of expertise to propose disruptive solutions to promote more efficient resource use.”

PHILIPPE BONNAVE
CHAIRMAN AND CEO OF BOUYGUES CONSTRUCTION

SUEZ AND L’OREAL SIGNED A GLOBAL AGREEMENT PROTOCOL COVERING ENVIRONMENTAL PERFORMANCE AND RESOURCE MANAGEMENT AT L’OREAL GROUP SITES

“L’Oréal has been committed to reducing its environmental impact for many years, and its performance is recognised worldwide. This partnership with SUEZ should enable us to go further still and to acquire the best technologies and innovative solutions to strengthen our environmental performance even more. With the key experience that this collaboration with SUEZ will give us, we are convinced we can succeed.”

BARBARA LAVERNOS
L’OREAL EXECUTIVE VICE-PRESIDENT OPERATIONS

CO-INNOVATION PARTNERSHIPS TO SERVE THE COOPERATIVE CIRCULAR ECONOMY

To address the challenge of massive packaging production in the food industry, SUEZ and Nespresso are implementing new aluminium recovery solutions in France and Morocco to collect and reuse coffee capsules. Since the construction industry addresses a great deal of waste, SUEZ targets its whole value chain with digital solutions. These include both apps (such as VaBene, which enables customers to manage skip delivery, removal or emptying from a smartphone) and digital platforms (such as Hesus Store, which facilitates the exchange of materials between sites).

SUEZ has created a joint venture with the group La Poste, RECYGO, which specialises in collecting and recovering office waste, based on a circular model that preserves resources and promotes local jobs. These new kinds of partnerships between industrial players also have a future-focused aspect, as illustrated by the agreements SUEZ has signed with L’Oréal and Bouygues.

Source: boursier.com

Source: lsa.fr
SUEZ SUPPORTS INDUSTRIAL PLAYERS IN THEIR CLIMATE COMMITMENTS WITH THE TARGET OF HELPING THEM AVOID OVER 60 MILLION TONNES OF GREENHOUSE GAS EMISSIONS BY 2021.

BOUYGUES CONSTRUCTION
“Improve the energy efficiency of projects and reduce CO₂ emissions”

CARREFOUR
“Recover 100% of supermarket waste by 2025”

DANONE
“Achieve zero net carbon in the long term thanks to solutions created jointly with our partners”

L’ORÉAL
“Reduce greenhouse gas emissions from factories and distribution hubs by 60% by 2020 compared to 2005”

MARS
“Achieve zero carbon emissions by 2040”

ARKEMA
“Reduce greenhouse gas emissions by 50% by 2025 compared to 2012”

SANOFI
“Reduce CO₂ emissions by 20% by 2020 compared to 2010”

SUEZ
help its customers to avoid more than 60 million tons of greenhouse gas emissions
SUEZ IS REINFORCING ITS STRATEGIC PARTNERSHIP WITH DOW WITH THE ACQUISITION OF A HAZARDOUS WASTE TREATMENT UNIT IN GERMANY AND A LONG-TERM CONTRACT FOR ENVIRONMENTAL SERVICES.

With the acquisition of the hazardous waste treatment unit on the Schkopau (Dow ValuePark®) industrial platform near Leipzig in November 2016, SUEZ became a major operator in the recovery of hazardous waste in Germany. With a rotary furnace and a sludge dryer, this unit can treat the solid and liquid waste produced by Dow and other local industrial manufacturers in a totally environmentally friendly manner. At the same time, the plant is able to produce steam from waste incineration (up to 120,000 tonnes a year) in order to supply Dow and other companies of the industrial platform, together with recovered chlorine for industrial use. Finally, SUEZ recovers the sludge generated by treating wastewater discharged by local industrial production.

DELTA ELECTRICITY, AUSTRALIA

IN AUSTRALIA, SUEZ OPERATES A WASTEWATER RECYCLING PLANT THAT SUPPLIES A DELTA ELECTRICITY POWER STATION, REDUCING ITS WATER FOOTPRINT AND ITS ENVIRONMENTAL IMPACT.

Australian power operator Delta Electricity requires large volumes of water to run its Vales Point power plant, and relies on a wastewater recycling unit. Since 2008, the plant has used water treated by the Mannering Park sewage treatment plant located nearby. To save even more water and minimise the environmental impact of the power plant, Delta Electricity signed an initial two-year contract with SUEZ in 2014, and renewed in 2017.

SUEZ upgraded the installations and improved the wastewater treatment, enabling better reuse in the demineralisation plant and saving 250 million litres of water a year, compared with the previous 230 million.

PERFORMANCE

Economic

Cost reduction of approx. 8 million euros per year.

Supply of renewable energy:

18 MWh in 2017.

Recovery of 35 jobs created.

Social

Recovery of 750 to 900 tonnes of sludge per month.

Economic

Supply of household grey water and human sewage from the neighbouring municipality.

Environmental

Reduction in the discharge of treated wastewater into the natural environment near areas of lakes, beaches, bird reserves and marine life.

Biodiversity

Saving of 250,000 m³ of water per year.

Cost reduction due to the installation of new membranes to optimise water filtration.
FOR THE BENEFIT
OF EMPLOYEES

The Group’s agility and capacity to lead the resource revolution depend on a cultural transformation that aims to explore other ways of working together and enable everyone to adapt to changes in their jobs. SUEZ promotes increasingly collaborative, interdisciplinary relationships by encouraging networked operation and tools such as Skype, Yammer and Sharepoint.

The Talent’Up interactive platform enables everyone to show off all their experience and skills, manage their objectives and share their career and training ambitions. In 2017, the Group completed its training ecosystem by creating the SUEZ Academy. The goal is to offer training programmes for managers to help them think outside the box and capitalise on digital skills. At the same time, SUEZ is uniting its management culture around five leadership attitudes (see opposite) – more than just values, these are principles for action and constitute one of the extra-financial criteria used to calculate the variable component of remuneration.

Health is the first criterion for staff well-being: subsidiaries have completely revised their preventive and protective measures for major health risks and are innovating to improve working conditions. This is the goal of the connected sleeve, for example – a portable terminal attached to the forearm for waste collection and recycling staff, providing real-time guidance and information on the ground.

It is essential to promote our cross-cultural dimension and equal opportunities to allow diverse thinking to be expressed, reflecting the reality of our society. In 2017, SUEZ strengthened its Diversity policy, focusing it on the themes of gender, disability, social inclusion and sexual orientation. While the proportion of women managers has grown slightly (28.4% compared with 28.1% in 2016, excluding ex-GE Water), further measures are necessary to achieve the target of 33% by 2021. The new Gender Parity Roadmap introduces a requirement for 50% women amongst external applications and addresses ways of increasing the number of women in roles that are currently highly imbalanced, such as operational and technical functions.

INDICATOR

In 2017, for the fourth year in a row, SUEZ obtained “Top Employer France” certification

THE 5 LEADERSHIP ATTITUDES

<table>
<thead>
<tr>
<th>COMMITMENT</th>
<th>Ability to develop and demonstrate commitment to yourself and others.</th>
</tr>
</thead>
<tbody>
<tr>
<td>CUSTOMER FOCUS</td>
<td>Ability to anticipate, understand and respond to customer needs.</td>
</tr>
<tr>
<td>ENTREPRENEURIAL SPIRIT</td>
<td>Ability to anticipate problems and opportunities.</td>
</tr>
<tr>
<td>COOPERATION</td>
<td>Ability to understand and use the organisation and its resources for greater effectiveness.</td>
</tr>
<tr>
<td>LEARNING FROM DIFFERENCES</td>
<td>Ability to seek out different viewpoints and enrich your understanding and ability to act more effectively.</td>
</tr>
</tbody>
</table>
MOBILISING EMPLOYEES AND MANAGEMENT TO ENSURE THE GROUP’S SUCCESS

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

COMMUNITY ENGAGEMENT FROM SUEZ STAFF

Working for a company that contributes in the public interest has very concrete implications for SUEZ employees, who are not members of the Group’s staff for nothing!

Every year, Solidarity Together unites employees from all the Group’s subsidiaries for two weeks to work on useful community projects. In China in 2017, staff worked with Oxfam to collect unsold fresh vegetables and redistribute them to the most deprived people in society; in France, they combat food waste alongside food banks and the association Le Chaînon Manquant. Throughout the Group, they can organise their own seaside waste collections by visiting the #suez4ocean site. Going further still, and offering opportunities to carry out community initiatives throughout the year, SUEZ is encouraging a new form of skill-based sponsorship that anyone can use within the pool of partner associations of the Fondation SUEZ and the Group.

INCENTIVES

<table>
<thead>
<tr>
<th>INCENTIVE</th>
<th>SCOPE</th>
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<tbody>
<tr>
<td>Annual incentive</td>
<td>All Group employees</td>
</tr>
<tr>
<td>Long-term incentive (LTI)</td>
<td>1,400 beneficiaries: “Top executives”, managers and particularly high-performing supervisors</td>
</tr>
<tr>
<td>Employee shareholding scheme</td>
<td>All Group employees</td>
</tr>
</tbody>
</table>

ECONOMIC AND FINANCIAL PERFORMANCE SCOPE

<table>
<thead>
<tr>
<th>ECONOMIC AND FINANCIAL PERFORMANCE SCOPE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Key financial indicators¹</td>
</tr>
<tr>
<td>Group EBIT accumulated over 3 years.</td>
</tr>
<tr>
<td>Total Shareholder Return (TSR) accumulated over 3 years.</td>
</tr>
<tr>
<td>SUEZ share market price</td>
</tr>
</tbody>
</table>

EXTRA-FINANCIAL PERFORMANCE

<table>
<thead>
<tr>
<th>EXTRA-FINANCIAL PERFORMANCE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leadership attitudes, as defined by the Group.</td>
</tr>
<tr>
<td>Application of the principles of the Group’s Ethics Charter.</td>
</tr>
<tr>
<td>Implementation and results of operational action plans².</td>
</tr>
<tr>
<td>Health and safety performance.</td>
</tr>
<tr>
<td>Gender parity rate within management</td>
</tr>
</tbody>
</table>

1. Organic revenue growth, EBIT, cashflow from ordinary activities.  
2. E.g., efficiency of drinking water systems, performance of sanitation, waste recovery rate etc.
By the very nature of its activity, the Group is rooted in local areas. As well as protecting their environment, it has a responsibility to contribute to their economic development, social cohesion and influence: this is the true meaning of the Group’s commitment to redistributing the value it creates on behalf of local economic players.

A RESPONSIBLE PROCUREMENT POLICY TO BENEFIT LOCAL AREAS

SUEZ has included strengthening its contribution to local development and territorial attractiveness in the commitments of its 2017-2021 Roadmap. Its procurement policy favours the local economic players: out of the Group’s 126,000 suppliers, one third worldwide and two thirds in France are micro-businesses or SMEs. A 30% of the total procurement volume in France and a 33% globally are done with these companies. The Group wishes is to act as a catalyst in the emergence of new local solutions for value creation in line with its evolving activities: innovating in partnership with its suppliers to integrate them more effectively into the new roles of the circular economy, stimulating partnerships between suppliers to develop new eco-industry sectors, incorporating companies from the social and inclusive economy into its tendering processes.

SOCIAL EXPERTISE MOBILISED TO SERVE PROFESSIONAL INTEGRATION

The first “Maison pour Rebondir” was opened in Bordeaux in 2012, and since then it has helped over 400 people return to work and supported the creation of 41 companies. Now as a real laboratory of social innovation on behalf of local communities, it has also been working with economic players in Val-de-Marne since 2017 and will establish a base in Lyon in 2018. Rebond insertion, the Group’s inclusive employment company, helps people in the construction, public works and environment sectors return to work through its 12 offices in France.

The SUEZ Initiatives fund, renamed the Fondation SUEZ in November 2017, restated its commitment to fighting professional exclusion in its new statutes, and dedicates a third of its budget to the issue. In Calvados, for example, it supports the national trial of the “Territoire Zéro Chômeur de Longue Durée” (region with zero long-term unemployment) programme, in which ten territories have committed to redirecting part of the public budget for the costs of unemployment towards the creation of permanent jobs for the long-term unemployed. The Group’s mobilisation in favour of professional integration is just as energetic abroad: in Morocco, the LYDEC foundation supports the CoopCREAtives programme to help women into employment and provides training for young people with no qualifications in the construction industry through a partnership with the FMJD foundation. In Santiago, Chile, Aguas Andinas has helped to set up around a thousand local plumbing workshops, employing over 20,000 women from low-income households. The model has been emulated in several other South American cities.
Having conducted this exercise in 2016 for its activities in Europe, SUEZ evaluated its direct and indirect impact in terms of jobs supported by the Group in the global economic fabric in 2017. The LOCAL FOOTPRINT® socio-economic evaluation method is used to estimate the spread of the Group’s activities throughout the supply chain. In 2017, SUEZ supported nearly 200,000 jobs worldwide, which is almost two and a half times the number of direct jobs in Group subsidiaries.
Environmental performance is an essential component of quality of service. The environmental objectives that SUEZ sets itself for its industrial processes aim to control their impact but also to generate a positive impact on the environment.

CARBON PERFORMANCE IN 2017 IN LINE WITH THE GROUP’S CLIMATE COMMITMENTS

With a total emissions volume of 8.5 MtCO₂e (now calculated with a global warming potential of 28 for methane based on the recommendations of the 5th IPCC Report) and a volume of emissions avoided by its customers of 9.4 MtCO₂e, the Group’s carbon performance is in line with its climate commitments, which aim to reduce its carbon footprint by 30% by 2030, base-line year 2014, and to save over 60 MtCO₂ for its customers by 2021. The expansion of biogas capture and recovery at landfill sites in developed countries has compensated for the increase in emissions from new centres in emerging countries not yet equipped with these systems. The increase in emissions from electricity consumption due to business growth and improvements in the quality of wastewater treatment internationally can be contained by buying green electricity, as is already the case in Spain.

TRANSFORMING TREATMENT INFRASTRUCTURE INTO RESOURCE FACTORIES

As well as their primary function of protecting the environment, the facilities managed by the Group have huge potential for generating alternative resources (water, energy, secondary raw materials) and contributing to the protection of natural resources. All such opportunities must be exploited. In Spain, for example, the Granada wastewater treatment plant has become a biorefinery: all the wastewater and sewage sludge it treats is reused in agriculture, the grease and sand produced are converted into compost and the surplus electricity that will be generated by the plant after 2020, when it will be entirely self-sufficient in terms of energy, will be injected back into the distribution network.

AN INCREASED CONTRIBUTION TO IMPROVING AIR QUALITY

In line with the 2017-2021 Roadmap, the Group maintained a high level of performance in terms of NOx and SOx emissions in 2017, with average emissions respectively 60% and 40% below European requirements despite running-in periods at several waste-to-energy plants. Dust emissions were reduced by 20% on average at all the facilities managed by the Group.

MOBILISATION AGAINST WATER SCARCITY

In its 2017-2021 Roadmap, the Group once again set itself the target of saving a water quantity equivalent to the consumption of two million people over five years by reducing water leaks from drinking water networks: a “population equivalent” of 1.3 million was already saved in 2017 thanks to the efforts made in France, Chile and Colombia. In addition, 21.5% of wastewater treated by the Group is reused for non-food purposes.
INCREASED BIODIVERSITY PROMOTION

In 2017, 265 sites managed by the Group worldwide implemented an action plan to promote biodiversity, a result which shows strong growth but is not yet enough. This is why SUEZ has committed to ensuring all its subsidiaries worldwide adopt a biodiversity strategy based on the ones already in place in France and Spain. This commitment is one element of the partnership renewed in 2017 between SUEZ and the French Natural History Museum. At the same time, SUEZ is promoting the use of natural solutions to its customers, such as the Zone Libellule®, a planted discharge area in Shanghai that treats the discharge from Asia’s biggest petrochemical complex.

PROTECTING THE SEAS AND OCEANS: A SHARED COMMITMENT

Preserving marine ecosystems is one of the key elements of the Group’s commitment to the health of the environment: as a partner of the UNESCO Oceanographic Commission, it promotes an integrated water/waste approach to local authorities with the aim of reducing the discharge of micro- and macroplastics into the sea. Alongside Procter and Gamble, SUEZ was awarded the “Momentum for Change” prize by the UN at COP23 for designing the first recyclable shampoo bottle, 25% of which comes from plastic collected on beaches.
FOR THE BENEFIT OF CONSUMERS AND RESIDENTS

Access to essential services and the quality of the services delivered are the SUEZ Group’s primary responsibility to consumers and residents. Beyond this, consumers expect more personalised services and want to play an active role in the circular economy.

FROM HIGH-QUALITY PUBLIC SERVICE TO PERSONALISED SERVICES

When it comes to consumers and residents, the quality of the service provided is the SUEZ Group’s primary responsibility. In France, trust in tap water stands at 80% but excess limescale remains one of the primary reasons for dissatisfaction, behind flavour. The collective decarbonation that SUEZ has begun to deploy in Île-de-France will provide softer water from the tap, and illustrates the constant efforts of SUEZ teams to provide a water service that meets public needs. Consumers also want more information: “Marseille Info Plages” is the first French app dedicated exclusively to bathing water quality. Users can access information in real time such as water quality, temperature, weather conditions and whether swimming is authorised.

When it comes to waste collection, residents expect services to be more and more personalised. The collection contract secured by SUEZ in eastern Toulouse in 2017 incorporates an administration platform that will enable household waste collections to be managed on request in real time while offering pricing incentives. In Germany and Benelux, SUEZ is developing QR code apps enabling customers to request bin collections online and announce periods when they will be absent.

IDENTIFYING USAGE HABITS BETTER SO THE RESOURCEFUL CITY BENEFITS EVERYONE

Smart technology and the arrival of the resourceful city are also a great opportunity to rethink how the city works, based on its residents’ habits and needs. To understand them better, SUEZ is organising “design thinking” sessions and hackathons in France and Morocco. One result amongst many is that women, who take children to school and elderly relatives to hospital more than men, have specific needs in terms of both mobility and safety.

The knowledge of behaviour patterns is essential to design the new digital services that will be made possible by the urban data platforms to which SUEZ contributes. For example, Saint-Etienne city council, Saint-Etienne Métropole and SUEZ launched the “Digital Saint-Etienne” project in 2017. This is a digital platform for public data, an open community project that will enable many apps to be developed and operated alongside new uses for urban services.

<table>
<thead>
<tr>
<th>INDICATORS</th>
<th>amongst Europeans in 2017:</th>
</tr>
</thead>
<tbody>
<tr>
<td>65%</td>
<td>Sort most of their waste for recycling</td>
</tr>
<tr>
<td>34%</td>
<td>Avoid single-use plastic products</td>
</tr>
<tr>
<td>43%</td>
<td>Buy local products</td>
</tr>
<tr>
<td>27%</td>
<td>Reduce their water consumption</td>
</tr>
<tr>
<td>35%</td>
<td>Reduce their energy consumption</td>
</tr>
</tbody>
</table>

Eurobaromètre survey (27,881 interviews between 23 September and 2 October 2017)
FAVOURING ACCESS TO ESSENTIAL SERVICES IN DEVELOPING COUNTRIES

In many cities in developing countries, access to essential services remains the highest priority. Since 1990, SUEZ has connected 15.6 million people to drinking water services and 8.2 million people to sanitation services in such countries. The Group makes available to its customers the experience it has acquired in improving and extending these services in deprived areas with no network connections. Deployed on a wide scale in Argentina, South Africa and now India, this experience combines knowledge of the water industry with expertise in social engineering techniques to ensure community involvement throughout the project and guarantee that the technical solutions installed are suited to local conditions. SUEZ’s contribution to the achievement of Sustainable Development Goal 6 is supplemented by the Fondation’s commitment to supporting 30 projects a year dedicated to access to essential services in the countries where the need is greatest. Between 2011 and 2017, support from the SUEZ Initiatives fund improved living conditions for four million people and released 150,000 children from the need to fetch and carry water so they could attend school.

CONSUMER MOBILISATION: A PREREQUISITE FOR RECYCLING

Increasing plastic waste recycling cannot be achieved without consumer mobilisation. In France, 100 RECO® kiosks encourage waste sorting. They have been installed by SUEZ in partnership with major retailers, with support from the eco-organisation, Citeo and the manufacturer, Nestlé Waters. For every bottle consumers deposit (water, milk, detergent, shampoo etc.), they are rewarded with a voucher worth one to two euro cents that they can spend in the partner supermarket or in certain local shops. Once collected, the bottle is taken to a treatment and recovery centre where it is transformed into secondary polymers for use in the production of similar new products (bottles, food packaging, textiles etc.). Over 125 million plastic bottles and containers have thus been completely reused since 2014. Building on this success, SUEZ is adding the RecyclingBox, suited to small spaces, to its range of solutions tailored to consumers’ needs. Another flow that is difficult to intercept without consumer help is used mobile phones. In 2017, SUEZ helped Bouygues Telecom, WWF France, Samsung and Recommerce to raise consumer awareness of used mobile phone recycling and reuse: a national collection was organised in Bouygues Telecom shops, and SUEZ was responsible for recycling the phones.
During the 2017 financial year, SUEZ generated revenues of €15,871 million, a gross increase of €549 million on 2016 and an organic increase of +1.5% (€233 million). Organic revenue growth was driven by the Recycling and Recovery Europe division [+3.1%] and, to a lesser extent, Water Europe [+1.0%] and International [+0.9%]. This is supplemented by changes in the scope of consolidation of +2.6%, associated primarily with the first consolidation of GE Water during the fourth quarter of 2017, and by currency fluctuations [-0.5%].

EBIT reached €1,284 million, stable year on year (+0.2% and +€2 million) and rising by +0.6% at constant exchange rates. Affected in the fourth quarter by €45 million of specific expenditure associated firstly with the decision to end two service contracts in the Africa/Middle East/India zone due to operational difficulties and secondly with the political instability in Spain, EBIT showed an organic fall of 2%. There were significant differences between the divisions, including a gradual improvement in Recycling and Recovery Europe and the continuing impact of low inflation on Water Europe performance.

Given exceptional expenditure of €44 million due to the acquisition of GE Water and the €73 million voluntary redundancy package in France, the net income, Group share, was €302 million in 2017, compared with €420 million in 2016.

Net investment amounted to €3,646 million, including €2,699 million due to the acquisition of GE Water. The Group maintained strict discipline on industrial investment in line with its strategic priorities, amounting to €1,177 million. It also disposed of assets worth €357 million. Net debt stands at €8,473 million as of 31 December 2017, a rise of €431 million compared to last year. This change includes the effect of acquiring GE Water for +€687 million.
### Key financial indicators 2017

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2017</th>
<th>ORGANIC GROWTH</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>15,322</td>
<td>15,871</td>
<td>+1.5%</td>
</tr>
<tr>
<td>EBITDA</td>
<td>2,651</td>
<td>2,644</td>
<td>-2%</td>
</tr>
<tr>
<td>EBIT</td>
<td>1,282</td>
<td>1,284</td>
<td></td>
</tr>
<tr>
<td>Net income, group share</td>
<td>420</td>
<td>302</td>
<td>-2%</td>
</tr>
<tr>
<td>Free cash flow</td>
<td>1,005</td>
<td>1,004</td>
<td></td>
</tr>
<tr>
<td>Net investment</td>
<td>705</td>
<td>3,646</td>
<td></td>
</tr>
<tr>
<td>Net debt</td>
<td>8,042</td>
<td>8,473</td>
<td></td>
</tr>
<tr>
<td>Net debt / EBITDA</td>
<td>x3</td>
<td>x3.2</td>
<td></td>
</tr>
</tbody>
</table>

**Investment**

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Maintenance CAPEX</td>
<td>595</td>
<td>626</td>
</tr>
<tr>
<td>Development CAPEX</td>
<td>492</td>
<td>551</td>
</tr>
<tr>
<td>Financial investment</td>
<td>184</td>
<td>126</td>
</tr>
<tr>
<td>Disposals</td>
<td>(486)</td>
<td>(357)</td>
</tr>
</tbody>
</table>

**Bank charges**

- Excluding the cost of securitisation and inflation-linked interest charges in Chile.

### Revenue

+4.1% at constant exchange rates

- 15,322 Scope & others
- 364 Currency
- 46 Water Europe
- 187 R&R Europe
- 37 International

### Investment

- Excluding investment from the acquisition of GE Water

### Bank charges

- Cost of the net debt (in %)
- Cost of the gross debt (in %)
RESPONSIBLE PERFORMANCE
HAILED BY RATING AGENCIES

Recognised for its fight against climate change, SUEZ confirms its leadership in responsible performance.

RECOGNISED BY THE SCIENCE BASED TARGETS INITIATIVE

Launched in 2015, the Science Based Targets (SBT) initiative is a joint programme run by CDP, the United Nations Global Compact, the World Resources Institute (WRI) and the WWF. Its goal is to evaluate how far companies’ emissions reduction targets for greenhouse gases comply with the recommendations of the scientists on the Intergovernmental Panel on Climate Change (IPCC), which aim to limit the average global rise in temperature to below 2°C by the end of the century. Since 2015, the SBT initiative has evaluated the targets of 89 of the 339 companies committed to this approach worldwide. Of these 89, SUEZ became the first environmental services company in the world in December 2017 to be recognised by Science Based Targets for its commitment to reducing greenhouse gas emissions by 30% by 2030, base-line year 2014.

ESTABLISHED PRESENCE IN THE DJSI

First created in 1999 by S&P Dow Jones Indices and RobecoSAM, DJSIs were the first global indexes to measure the extra-financial performance of companies, and have now become a key benchmark for socially responsible investment. Amongst the 2,500 highest market capitalisations, the DJSI rewards the top 10% of the best-performing companies in their sector in terms of social and environmental responsibility. SUEZ has been selected based upon its social, societal, environmental and governance performance.

RECOGNISED AS A LEADER BY VIGEOR EIRIS

The SUEZ Group’s performance has also been hailed by the extra-financial rating agency Vigeo Eiris, which placed SUEZ at the top of the Waste & Water Utilities sector in its latest evaluation, published in August 2017. Underlining SUEZ’s key role in responding to global warming, Vigeo raised its score by over 10% and named it as Best in Class in the areas of the Environment, Human Resources, Community Involvement and Business Behaviour1.

INCLUSION ON THE CDP “A LIST”

The CDP (formerly the Carbon Disclosure Project) is an international, non-profit organisation that questions almost 2,000 major global corporations on their climate strategy every year. It has become the benchmark for rating companies on their responsible behaviour in the face of climate change. Since 2016, SUEZ has featured on the “Climate A List”, which includes the 200 global companies with the highest rating. The Group is thus recognised as a leader towards a low-carbon future that regards companies as key players in enabling the global economy to achieve its climate targets.

### RATINGS BY EXTRA-FINANCIAL RATING AGENCIES

<table>
<thead>
<tr>
<th>RATING AGENCY</th>
<th>INDEXES</th>
<th>SUEZ SCORE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Foresight</td>
<td>ROBECOSAM</td>
<td>71</td>
</tr>
<tr>
<td>Ekosresearch</td>
<td>Euronext Verviers</td>
<td>B “prime”</td>
</tr>
<tr>
<td>VigeoEiris</td>
<td>Euronext Verviers</td>
<td>56</td>
</tr>
<tr>
<td>FTSE4Good</td>
<td></td>
<td>99</td>
</tr>
<tr>
<td>CDP</td>
<td></td>
<td>74</td>
</tr>
<tr>
<td>Sustainalytics</td>
<td>STOXX</td>
<td>82.2</td>
</tr>
<tr>
<td>ecoVadis</td>
<td></td>
<td>60</td>
</tr>
</tbody>
</table>

### SUEZ IS A FIXTURE IN THE MOST PRESTIGIOUS INDICES

- **2008**: 1<sup>st</sup> Sustainable Development Roadmap (2008-2012)
- **2009**: Included in the Dow Jones Sustainability Index (DJSI)
- **2010**: Included in the Ethibel and ASPI indices
- **2011**: Included in the FTSE4Good index
- **2012**: 2<sup>nd</sup> Sustainable Development Roadmap (2012-2016)
- **2015**: DJSI “Bronze Class” member
- **2016**: DJSI “Silver Class” member
- **2017**: 3<sup>rd</sup>Sustainable Development Roadmap (2017-2021)

All rating are 100 unless otherwise noted.
1- Rating downgrade resulting from a change in methodology
2- Change in methodology. A = maximum score
INVESTORS ARE INCREASINGLY ATTENTIVE TO CARBON STRATEGIES

THE SUEZ GROUP’S CARBON VALUE CHAIN IN 2017

EMISSIONS AVOIDED BY OUR CUSTOMERS

9.37MtCO₂e

GHG emissions avoided through the use of alternative fuels
Scope 1: 1.86MtCO₂e
Transformation of ultimate waste into solid recovered fuel
20%

GHG emissions avoided through the use of green energy
Scope 2: 2.08MtCO₂e
Energy from waste
Wastewater
19%
3%

GHG EMISSIONS FROM WATER CONSUMERS
Scope 3: 15.7MtCO₂e
Domestic water heating (kitchen, shower)

GHG EMISSIONS BY SUPPLIERS*
Scope 3: 1.8MtCO₂e
Production processes and composition of the materials used
Transport of construction plant and equipment

SUEZ GHG EMISSIONS
8.53MtCO₂e

GHG emissions due to the waste combustion & decomposition process at waste storage facilities
Scope 1: 6.05MtCO₂e
Vehicle fleet fuel**
Incineration and treatment of hazardous industrial waste
Storage
10%
40%
20%

Greenhouse gas emissions by electricity consumption
Scope 2: 2.48MtCO₂e
Distribution and treatment of water
Recycling
27%
2%

GHG emissions avoided through the use of recycled products
Scope 3: 5.43MtCO₂e
Production of primary and secondary raw materials (plastics, cullet, etc.)

*Upstream and downstream scope 3 emissions identified as relevant for SUEZ  ** Including subcontractors
Upstream and downstream scope 3 emissions identified as relevant for SUEZ, including subcontractors.

**GOVERNANCE**

A governance structure to accelerate the transformation

A shareholding structure supporting the Group’s strategy

An ethical framework to match the Group’s new organisation

A company in dialogue with society

**governance that guarantees a responsible transformation**
A GOVERNANCE STRUCTURE TO ACCELERATE THE TRANSFORMATION

THE BOARD OF DIRECTORS

Setting the Group’s strategic objectives and overseeing its performance commitments

The Board of Directors determines the Group’s business objectives and ensures their implementation. 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 Group and settles the matters related to it. Gerard Mestrallet is the Chairman of the Board of Directors, and Jean-Louis Chaussade holds the office of CEO. Since the Group’s creation in 2008, the decision to separate the two functions, together with the appointments of Gérard Mestrallet and Jean-Louis Chaussade, have been confirmed several times by the Board, the last time after the renewal of their role as Directors at the Annual General Meeting on 28 April 2016.

Five specialised committees are tasked with addressing the questions that the Board of Directors or its Chairman submit for examination:

- The Audit and Financial Statements Committee
- The Appointments and Governance Committee
- The Compensation Committee
- The Strategy Committee
- The Ethics and Sustainable Development Committee

The Board of Directors met six times in 2017, with a members’ attendance rate of 90%.

The main questions addressed included:

- the state of the business, the financial situation and results, the Group’s financing situation, the renewal of the share buyback programme;
- governance (evaluation of the organisation and functioning of the Board and Committees);
- the acquisition, in the scope of a partnership with the Caisse de dépôt et de placement du Québec (CDPQ), of GE Water & Process Technologies, its financing and its integration through the creation of the new WTS Business Unit;
- the implementation of the Sharing 2017 employee shareholding plan.

INCREASING DIVERSIFICATION AND INTERNATIONALISATION IN 2017

The diversification and internationalisation of the Board’s profile continued in 2017 with the arrival of Francesco Caltagirone, representing the Caltagirone Group, a new strategic shareholder.

Building on the evaluation of the Board’s functioning by an external consultant in 2016, individual self-assessment questionnaires were sent to all Directors in 2017. The composition of the Board is perceived as rich in terms of skills and experience, and is increasingly international. The Directors also highlighted the quality of the annual strategic seminar. However, they indicated that the Board’s diversification could be strengthened in the future with new entrepreneurship and innovation skills.

Focus on the circular economy

Accelerate the deployment of SMART solutions

Support environmental transition at global level

Develop integrated solutions for industries
A DIVERSE, COMPLEMENTARY TEAM

Composition of the Board of Directors on 31 December 2017

19 DIRECTORS
50% ARE INDEPENDENT*
41% WOMEN**
37% OF DIRECTORS ARE NOT FRENCH NATIONALS
7 NATIONALITIES
6 MEETINGS IN 2017 WITH A 90% ATTENDANCE RATE

* Calculated in accordance with the criteria of the AFEP-MEDEF code
** Calculated in accordance with the provisions of article L225-27 of the French commercial code (Code de commerce).
GOVERNANCE

THE MANAGEMENT COMMITTEE

Supervising the Group’s objectives for growth and improved profitability restated by its senior management.

The Management Committee, a discussion and decision-making body, examines the Group’s key decisions and objectives and sets its goals regarding the activity and the economic, environmental, social and societal performance of the Business Units. It has 11 members and is chaired by Jean-Louis Chaussade.

The composition of the Management Committee was modified and the roles of several of its members revised on 1 March 2018, in line with the Group’s objectives for growth and improved profitability restated by its senior management.

THE EXECUTIVE COMMITTEE

The Group’s operational organisation is governed by the Executive Committee, which manages and coordinates the Group’s activities and meets every two months. Since 1 March 2018, it has had 28 members: the 11 members of the Management Committee and the 17 heads of the main Business Units and support functions. Details of its composition can be found on the Group website (www.suez.com).
During 2017, the Group undertook two major capital increases to solidify its strategic ambition to become the leader in the industrial water market and its aim of involving employees in its long-term strategy – their success demonstrates the trust in the Group amongst all its shareholders.

UNANIMOUS COMMITMENT BY STRATEGIC SHAREHOLDERS TO THE ACQUISITION OF GE WATER

The Group’s long-term shareholders – ENGIE, the major shareholder, Criteria Caixa and the Caltagirone group – hold 41.3% of the capital. Their confidence in the Group’s ambitious strategy was shown once again in their unanimous agreement for the capital increase carried out in May 2017 as part of the acquisition of GE Water Process & Technologies.

Employees, the Group’s third-largest shareholder

Employee shareholding is a priority for the Group: with 3.8% of the capital, SUEZ employees are the third-largest shareholder. The subscription rate during the “Sharing 2017” operation, the third global capital increase operation reserved for employees since the Group was founded, testifies to their adoption of SUEZ’s desire to involve its employees in implementing its business plan in the long term.

The SUEZ stock exchange listing also gives the Group increased visibility and direct access to the financial markets. Similarly, the proportion of individual shareholders, representing about 6%, is a real guarantee of stability and support for the Group’s strategy.

In 2017, the Group finalised the process to gain control of AGBAR through the acquisition of the entire indirect stake of Criteria Caixa in the company. At the same time, Criteria Caixa becomes the second-largest shareholder in SUEZ Environnement.

All the Group’s trademarks are brought together under a single brand: SUEZ, positioned in the sustainable management of resources.

SUEZ strengthens its presence in Italy by buying 10.85% of the capital of ACEA from the Caltagirone group, which, in return, becomes a long-term shareholder in SUEZ.

With the acquisition of GE Water Process and Technologies, SUEZ becomes the world leader in the industrial water market.
Supervised by the Board’s Ethics and Sustainable Development Committee, the SUEZ ethical approach is based on adherence to the Group’s ethical values in all the Group’s activities, both in internal relationships within the Company, and in its relationships with clients, suppliers and all external stakeholders.

A STRONGER FRAMEWORK IN LINE WITH THE IMPLEMENTATION OF THE VIGILANCE PLAN

SUEZ has made ethics an essential aspect of its plan to improve its global performance, based on the fundamental principles of compliance with laws and regulations, integrity, loyalty, honesty and respect for others. Respect for these principles is essential in all the Group’s activities, including both internal relations between employees and external relations with customers, suppliers and all outside stakeholders. To ensure this compliance, the Group has introduced an ethical framework based on three pillars:

- An Ethics Charter supplemented by an Ethics in Practice Guide and a Guide to Ethics in Commercial Relations. These documents are available in eight languages and supplemented by a set of internal procedures;
- Specific governance including the Ethics and Sustainable Development Committee, the Board of Directors, the Ethics and Compliance Committee and the network of ethics officers;
- Ethical reporting instruments.

The Group established an Ethics and Compliance Division in 2017, following the recommendations published by the French anti-corruption agency. The Ethics and Compliance Director, reporting to the Group Ethics Officer and General Secretary, coordinates a network of 19 ethics officers, whose scope has been widened to ensure it corresponds to the Group’s operational organisation.

Specific training, supplemented in 2017, by case studies in e-learning format aim to increase corruption risk prevention while taking into account the specific circumstances of each location. Training adapted to employees who are most exposed will continue in 2018, based on a corruption risk mapping conducted at the Group and Business Unit level after the Sapin 2 Law took effect.

The Group’s audit plan, which provides for systematic reviews of its entities at regular intervals, includes ethics as a compulsory theme in various reviews, such as training activities, the operation of alerts and, more generally, the application of corporate social responsibility regulations.

ANTICIPATING EXPECTATIONS OF TRANSPARENCY IN LOBBYING ACTIVITIES

The Group is listed on the European Union Transparency Register. In particular, it publishes information annually on the European Commission website. This includes the Group’s fields of interest, membership of associations linked to the European Union, the amounts and sources of funding received from European Union institutions and the costs of advocacy at the European institutions (staff and travel costs, contributions to professional associations, external service providers). In 2017, these costs were between 800,000 and 899,000 euros.

In France, the Group is registered with the Higher Authority for Transparency in Public Life (HATVP) in accordance with the Sapin 2 act. Since April 2018, this registration has included annual reporting on all its lobbying activities to public institutions and the associated costs.

Much of the spending on these activities comes from SUEZ’s membership of national and international associations – this represented 300,000 euros in 2017 in France, for example.
THE GOVERNANCE OF ETHICS IN THE GROUP

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.

ETHICS AND COMPLIANCE DIRECTOR
Coordinates the Group’s network of Ethics Officers.

19 ETHICS OFFICERS
Ensure that the Group’s ethics approach is properly applied in its entities and subsidiaries.

BOARD OF DIRECTORS
Determines the Group’s strategic objectives and oversees their implementation.

MANAGEMENT COMMITTEE
Defines the audit plan, reviews and validates the documents from the ethics initiative, including the annual Ethics Report.

ETHICS AND COMPLIANCE COMMITTEE
Draws up an annual work programme and examines the most significant ethical alerts.

FOR MORE
About SUEZ’S ethics policy:
2017 Reference Document, chapter 4.2.6;

SUEZ SUPPORTS THE UNITED NATIONS 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.

FOR MORE
about the 10 principles of the United Nations Global Compact, go to www.unglobalcompact.org

APPLYING ETHICAL PRINCIPLES

The Ethics Charter
The Diversity Programme
Vigilance plan
The Ethics in Practice Guide
Code of Conduct for Responsible Lobbying

ILO Convention
OECD Guidelines for Multinational Enterprises
UN Global Compact
Universal Declaration of Human Rights and additional commitments

Guide of Ethics in Commercial Relations
CSR clauses in supplier contracts
United Nations Convention against corruption

APPlying ETHICAL PRINCIPLES...

With the Group
Within the Group
In the context of our business
With our customers and partners

Internal document
International reference text
Continuing the efforts the Group makes every year to increase its contribution to the common good and support its companies in their development momentum and transformation, SUEZ devoted itself in 2017 to preparing a vigilance plan to control its impact on local areas. Building on a holistic approach, the plan involves identifying all the risks to human rights, health and safety and the environment that could occur in the Group’s value chain, mapping them, prioritising them and launching the most appropriate preventive and corrective measures.

Responding to the demands of recent French legislation on the duty of vigilance of parent companies and contracting businesses, the plan was developed with SUEZ stakeholders, who were invited to comment on it in March 2018 at the discussion event organised every year by the Group. Incorporated into the company’s internal risk management process, the reinforced vigilance approach applies to all areas of the Group’s activities.

**IMPLEMENTATION OF REINFORCED VIGILANCE**

- Control air quality and reduce greenhouse gas emissions
- Support the practices of our suppliers and subcontractors
- Guarantee the health and safety of our employees and partners
- Protect water resources
- Protect the personal data of our customers and employees
- Ensure access to services for all
- Deliver new resources for territories
- Support the practices of our suppliers and subcontractors
- Restore ecosystems and preserve biodiversity
- Support the practices of our suppliers and subcontractors
SUEZ involves stakeholders in monitoring its global performance, concentrating on the most pressing challenges and dilemmas confronting the Group. In March 2017, the annual panel brought together about twenty external research players, international organisations, civil society institutions, investors, shareholders and private-sector bodies to identify the risks and opportunities involved in implementing the new roadmap, published in May, following a consultation launched in 2015.

SUEZ adopts the collaboration mechanisms best suited to stakeholders’ needs and constraints. After four events, the SUEZ Collaborative Tour has resulted in 15 collaborative environmental and social projects involving the Group and entrepreneurs. The tour is designed to optimise entrepreneurs’ time by ensuring their solutions correspond to the Group’s needs for innovation in the areas where it operates.

SUEZ also helps to set up multi-player platforms to develop resource management solutions together. In 2017, the Future of Waste programme, launched by SUEZ and Make Sense in 2014, concentrated on construction waste. As a member of the OECD Water Governance Initiative steering committee, SUEZ took part in 2017 in developing indicators and analysing the implementation of the guiding principles adopted by the OECD in 2015.

SUEZ cultivates a culture of collaboration amongst its employees, and this is one of the criteria for evaluating their performance. The Group equips and trains its managers for structured dialogue with stakeholders. This includes developing special software and an e-learning module. To evaluate the results of its dialogue initiatives, SUEZ sets up mechanisms to measure its reputation in its various markets.

Protecting resources for the benefit of everyone requires coordinated efforts from a variety of players. SUEZ has made dialogue with stakeholders a strategic compass for over ten years, guiding both the direction of the Group and the preparation and implementation of its projects.
Appendices

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Risks and opportunities mapping

P.71
The SUEZ materiality matrix

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Methodology note on the annual reporting

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The 2017-2021 Sustainable Development Roadmap: 2017 results

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Reports of the statutory auditors

P.79-80
GRI G4 content index

P.81-87
Environmental, social and societal indicators
RISKS AND OPPORTUNITIES MAPPING

The changing demographic and environmental factors that characterise the world we live in today are setting a new scene for SUEZ customers (governments, local authorities, industry) and for the Group’s business activities. Despite a macro-economic context that remains uncertain, the need for new environmental services continues to grow. And at a time when change happens fast, the demand for responsiveness and agility is a new challenge in itself. Strong and selective analysis of risks and opportunities – consistent with progress on the UN SDG agenda (see p.33) – is now more necessary than ever before.

AN INTEGRATED RISK MANAGEMENT SYSTEM

The company’s integrated risk management system aims to provide an overview of the risk portfolio using methods and tools that are common to all subsidiaries and functional divisions. The risks are categorised (strategic, financial, operational), assessed (in terms of importance and frequency) and quantified where possible. The way risks are processed is regularly reviewed to provide input for action plans at the various levels of the company.
In 2015, SUEZ conducted a particularly detailed materiality assessment involving more than 4,900 people in 49 countries. This was an opportunity to test a list of 51 issues defined on the basis of sector-specific databases and five years of dialogue with stakeholders.

Each issue was assessed according to the press coverage it received over a six-month period, its importance for the seven categories of stakeholders who were questioned (employees, shareholders and investors, the public sector, the private sector, education and research, civil society and journalists), its positive or negative financial impact on SUEZ’s results over a five-year period and the level of control of the operational processes put in place by the Group to address it. This strategic dialogue within and outside the Group led to the construction of the new 2017-2021 Sustainable Development Roadmap.
METHODOLOGY NOTE ON THE ANNUAL REPORTING

PRINCIPLES
To manage the implementation of its social, societal and environmental initiatives, control the related risks and promote communications with stakeholders, SUEZ 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 12 July 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 Decrees of 24 April 2012 and of 19 August 2016.

SUEZ operates very different businesses that span a wide variety of contractual forms in the Water and Waste sectors, illustrated by the implementation of very diverse operating models across several thousand sites throughout the world. In addition to constant changes in the Group’s operational scope, 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. 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 overall performance.

SCOPE
The figures published in this report refer exclusively to fully consolidated companies, in which SUEZ has operational control. As soon as a company enters the scope of fully consolidated companies, its environmental data is incorporated in full, regardless of the percentage of the equity held. The scope is defined on 30 June of the year of the exercise. Acquisitions taking place after 30 June are not included. This means the WTS BU (created from the acquisition of GE Water’s business in September 2017) is not included in the scope of the environmental and health and safety reporting. The employment and economic data for the activities incorporated through the acquisition of GE Water are included on a pro rata basis.

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 12 July 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, expressing a conclusion of limited assurance of the fact that the information is presented fairly in all significant aspects.

The environmental, social and societal indicators covered by the conclusion of limited assurance are indicated by specific symbols (X) in the general indicator reporting table on pages 81 to 87. It should be noted that, for the first time since the 2015 financial year, 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. The conclusion of limited assurance 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 in the GDF SUEZ Group and its business lines until 2007, and thereafter in the SUEZ Environnement Group, the SUEZ Group has entrusted the specialist departments of its Statutory Auditors with the following missions for the 2017 financial year:
• an audit providing reasonable assurance of six calculated environmental indicators based on 124 primary environmental indicators;
• an audit providing reasonable assurance of ten calculated social indicators, which are accompanied by targets as independent third parties, dated 8 March 2018, are available on pages 76 to 78 of this report.

CONTRIBUTION OF THE ANNUAL REPORTING PROCESS TO MONITORING THE TARGETS IN THE SUEZ ROADMAP
Once the data gathered had been processed, the environmental and social reports described opposite were used to determine traceability of the quantified indicators in the Sustainable Development Roadmap 2017-2021. Furthermore, because the Sustainable Development Roadmap is the framework for a progressive approach, some of the indicators, which are accompanied by targets to be achieved in 2021 according to dedicated action plans, do not systematically cover all the businesses or the entire scope covered by the Group’s environmental and employee reports. These restrictions on the consolidation scope have been indicated on a case-by-case basis in the chapters relating to each of the Roadmap’s 12 commitments.
## THE 2017-2021 SUSTAINABLE DEVELOPMENT ROADMAP: 2017 RESULTS

<table>
<thead>
<tr>
<th>PILLAR 1 - Be a collaborative, open and responsible company</th>
<th>OBJECTIVES</th>
<th>INDICATORS</th>
<th>BASE*</th>
<th>2017 RESULTS</th>
<th>2021 TARGETS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Train more than 80% of Group employees every year</td>
<td>Percentage of employees who received training</td>
<td>67.5%</td>
<td>67.4%</td>
<td>80%</td>
<td></td>
</tr>
<tr>
<td>Achieve a level of 33% of management positions filled by women Group-wide</td>
<td>Percentage of women in management positions</td>
<td>28.1%</td>
<td>28.4%</td>
<td>33%</td>
<td></td>
</tr>
<tr>
<td>Increase the coverage and the rate of employee participation in commitment surveys</td>
<td>Coverage rate (aggregate over the last three years)</td>
<td>49%</td>
<td>56%</td>
<td>100%</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Participation rate</td>
<td>39%</td>
<td>**</td>
<td>60%</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>2. Act to ensure health and safety in the workplace</th>
<th>OBJECTIVES</th>
<th>INDICATORS</th>
<th>BASE*</th>
<th>2017 RESULTS</th>
<th>2021 TARGETS</th>
</tr>
</thead>
<tbody>
<tr>
<td>100% of restricted access zones equipped with suitable signage systems</td>
<td>Rate of restricted access zones equipped with suitable signage systems</td>
<td>-</td>
<td>42%</td>
<td>100%</td>
<td></td>
</tr>
<tr>
<td>Reduce the frequency rate for all Group activities</td>
<td>Water frequency rate</td>
<td>Water: 4.9</td>
<td>Waste: 12.7</td>
<td>Water: 4.7</td>
<td>Waste: 12</td>
</tr>
<tr>
<td></td>
<td>Waste frequency rate</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>3. Foster collaborative and partnership working</th>
<th>OBJECTIVES</th>
<th>INDICATORS</th>
<th>BASE*</th>
<th>2017 RESULTS</th>
<th>2021 TARGETS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Encourage new collaborative practices</td>
<td>Coverage rate of Skype, Yammer, OneDrive, Sharepoint, Groups</td>
<td>-</td>
<td>68%</td>
<td>**</td>
<td></td>
</tr>
<tr>
<td>Increase the number of start-ups in which SUEZ acquires an interest</td>
<td>Number of start-ups in which SUEZ has acquired an interest</td>
<td>4</td>
<td>7</td>
<td>15</td>
<td></td>
</tr>
<tr>
<td>Develop innovation partnerships</td>
<td>Number of structures with shared governance or control (industrial framework agreements, mixed ownership companies, joint ventures)</td>
<td>-</td>
<td>**</td>
<td>**</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>4. Master the stakes linked to globalisation</th>
<th>OBJECTIVES</th>
<th>INDICATORS</th>
<th>BASE*</th>
<th>2017 RESULTS</th>
<th>2021 TARGETS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Promote a responsible supply chain</td>
<td>Rate of supplier contracts with CSR clauses</td>
<td>-</td>
<td>40%</td>
<td>**</td>
<td></td>
</tr>
<tr>
<td>Protect the working rights of employees and respect human rights</td>
<td>Rate of employees covered by social dialogue systems (in their company or on a more global level)</td>
<td>90%</td>
<td>91.3%</td>
<td>95%</td>
<td></td>
</tr>
<tr>
<td>Guarantee the security of our employees’ and our customers’ personal data</td>
<td>Number of data privacy-related incidents</td>
<td>1</td>
<td>1</td>
<td>**</td>
<td></td>
</tr>
<tr>
<td>Coverage rate of personnel with tools to raise awareness of cybersecurity</td>
<td>58%</td>
<td>62%</td>
<td>**</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

* Base: the reference year for the Roadmap is 2016 for all indicators except those relating to priority 2, “Be the leader of the circular and low-carbon economy”, which corresponds to climate commitments made in 2015.

** Not yet available.
<table>
<thead>
<tr>
<th>COMMITMENTS</th>
<th>OBJECTIVES</th>
<th>INDICATORS</th>
<th>BASE*</th>
<th>2017 RESULTS</th>
<th>2021 TARGETS</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>PILLAR 2 – Be the leader of the circular and low-carbon economy</strong></td>
<td>Reduce greenhouse gas emissions by more than 30% in the entire scope of activity by 2030</td>
<td>Direct and indirect greenhouse gas emissions</td>
<td>7.8Mt</td>
<td>8.5Mt</td>
<td>-10%</td>
</tr>
<tr>
<td></td>
<td>Help our customers to avoid more than 60 million tonnes of greenhouse gas emissions</td>
<td>Aggregate emissions avoided</td>
<td>8.9Mt agg. 28Mt</td>
<td>agg. 60Mt</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Double the volume of recycled plastics</td>
<td>Volume of recycled plastics</td>
<td>432Kt</td>
<td>562Kt</td>
<td>x2</td>
</tr>
<tr>
<td></td>
<td>Increase the production of renewable energy by more than 10%</td>
<td>Production of renewable energy</td>
<td>5.2TWh (Europe)</td>
<td>6.7TWh (World)</td>
<td>10%</td>
</tr>
<tr>
<td><strong>5. Adhere to the 2 degrees target by mitigating the causes of climate change</strong></td>
<td>Systematically offer to our customers resilience plans for the effects of climate change</td>
<td>-</td>
<td>**</td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Promote different usages of water by tripling our alternative water supplies by 2030</td>
<td>Capacity for the reuse of treated wastewater and desalination</td>
<td>820Mm³ of reused wastewater</td>
<td>1,354Mm³ of desalination capacity + reused wastewater</td>
<td>+1/3</td>
</tr>
<tr>
<td></td>
<td>Save the equivalent of the water consumption of a city of more than 2 million inhabitants</td>
<td>Water savings in the drinking water distribution network</td>
<td>-</td>
<td>1.5m residents vs. baseline</td>
<td>2m residents</td>
</tr>
<tr>
<td><strong>6. Adapt to the consequences of climate change for water</strong></td>
<td>Increase the production of secondary raw materials by 20%</td>
<td>Quantity of secondary raw materials produced</td>
<td>4.1Mt</td>
<td>4.3Mt</td>
<td>+20%</td>
</tr>
<tr>
<td></td>
<td>Achieve a ratio of two tonnes of waste for reuse for every tonne of waste that is not recovered</td>
<td>Ratio between tonnes of waste recovered and tonnes of waste disposed of</td>
<td>-</td>
<td>2.3 in Europe, 1.2 in world</td>
<td>x2</td>
</tr>
<tr>
<td><strong>7. Promote material recycling, recovery and reuse</strong></td>
<td>Introduce a directive carbon price in 60% of the annual expenditure committed to new projects</td>
<td>Revenue committed to the operational committee with a reference carbon price</td>
<td>-</td>
<td>1 major energy recovery project</td>
<td>60%</td>
</tr>
<tr>
<td></td>
<td>Introduce a harmonised global circularity indicator for goods and services</td>
<td>-</td>
<td>on-going</td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Systematically offer pay packages partially index-linked to our global performance</td>
<td>-</td>
<td>on-going</td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Raise employee awareness and promote training in emerging models (carbon accounting, new business models etc.)</td>
<td>Coverage rate for awareness-raising tools</td>
<td>-</td>
<td>1 manual on new business models</td>
<td>✓</td>
</tr>
<tr>
<td><strong>PILLAR 3 – Support the environmental transition of our customers with concrete solutions</strong></td>
<td>Implement a Sustainable Portfolio Tool for all new solutions</td>
<td>Create and deploy the tool Number of solutions assessed using the tool</td>
<td>-</td>
<td>on-going</td>
<td>✓</td>
</tr>
<tr>
<td><strong>9. Put forward 100% sustainable solutions</strong></td>
<td>Increase the number of connected objects by 20%</td>
<td>Number of connected objects</td>
<td>3.1m smart meters</td>
<td>3.9m smart meters</td>
<td>20%</td>
</tr>
<tr>
<td></td>
<td>Increase the number of decentralised or modular solutions for the territories of the planet</td>
<td>Number of technologies related to the production of decentralised and modular solutions</td>
<td>161</td>
<td>170</td>
<td>✓</td>
</tr>
</tbody>
</table>

* Base: the reference year for the Roadmap is 2016 for all indicators except those relating to priority 2, “Be the leader of the circular and low-carbon economy”, which corresponds to climate commitments made in 2015. ** Consolidation in progress.
<table>
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<tr>
<th>COMMITMENTS</th>
<th>OBJECTIVES</th>
<th>INDICATORS</th>
<th>BASE*</th>
<th>2017 RESULTS</th>
<th>2021 TARGETS</th>
</tr>
</thead>
<tbody>
<tr>
<td>12. Sustain trust by reinforcing the means for inclusive governance</td>
<td>For all strategic projects and contracts, analyse local issues and map stakeholders in order to define the most appropriate means of dialogue</td>
<td>Number of mappings in operational committee files and number of associated dialogue plans</td>
<td>-</td>
<td>**</td>
<td>✓</td>
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<tr>
<td></td>
<td>Annual monitoring of the Group’s sustainable development and CSR strategy and performance by a panel of stakeholders moderated by a third-party guarantor</td>
<td>Annual publication of the minutes of discussions on the consultation, written by a third-party guarantor</td>
<td>1</td>
<td>1 once a year</td>
<td></td>
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<tr>
<td></td>
<td>Annual monitoring of SUEZ’s reputation and customer satisfaction ratings</td>
<td>Annual publication of the results of SUEZ’s reputation ratings</td>
<td>-</td>
<td>**</td>
<td>✓</td>
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<tr>
<td></td>
<td>Rate of Water and Waste customer satisfaction</td>
<td>Water: 87.4%</td>
<td>Waste: 82%</td>
<td>Water: 73.9%</td>
<td></td>
</tr>
</tbody>
</table>

**PILLAR 4 – Contribute to the common good**

| 13. Act for the health of the environment and the protection of the oceans | Constantly maintain air emissions under the levels required by local regulations | NOx and SOx ratios, Hg per incinerated tonne | NOx: 40% below the EU threshold SOx: 60% below the EU threshold Hg: 93% below the EU threshold | NOx: 40% below the EU threshold SOx: 70% below the EU threshold Hg: 85% below the EU threshold | |
|  | Speed up roll-out of integrated and collaborative approaches designed to significantly reduce the disposal of plastic at sea | Number of integrated approaches adopted | - | 1 contract in Marseille | 20 |
|  | Offer our customers solutions to treat microplastics in wastewater before it is discharged into the sea | Total capacity (PE) of water treatment plants equipped with a system to treat microplastics | - | Pilot phase | 1m EH |

| 14. Promote biodiversity and ecosystem services | Implement a biodiversity strategy in all Group BUs | Proportion of Group turnover covered by a biodiversity strategy | 47% | 47% | ✓ |
|  | Roll out biodiversity action plans at 50% of priority sites managed by the Group | Number of action plans adopted at priority sites/number of sites identified as priorities | 11.2% | 15.2% | 50% |

| 15. Advance access to essential services | Allocate €4 million a year to Fondation SUEZ and support 30 projects a year dedicated to improving access to essential services in countries with the greatest need | Sum allocated to Fondation SUEZ every year | €4m | €4m 34 projects | €4m |
|  | Develop sustainable access to essential services under the terms of our contracts in developing countries | Number of people with access to essential services in developing countries | 22.4m | 23.8m | |
|  | Share our knowledge in order to boost access to services by supporting training and providing expertise | Number of water and sanitation professionals and managers in developing countries trained by the Group since 2016 | 149 people trained | 150 people trained | |

| 16. Contribute to local development and territorial attractiveness | Maintain the proportion of purchases from SMEs | Proportion of purchases from SMEs (worldwide) | 32.8% | 33.6% | = |
|  | Where appropriate, call on the social and responsible economy, the economy of diversity and suppliers that employ disabled persons and support professional integration | Share of purchases made from the social and responsible economy, the economy of diversity and suppliers that employ disabled persons and support professional integration | - | €7.2m (France) | |
|  | Develop partnerships with socially and environmentally responsible entrepreneurs | Annual number of partnerships signed with socially and environmentally responsible entrepreneurs | ** | ** | |

* Base: the reference year for the Roadmap is 2016 for all indicators except those relating to priority 2, “Be the leader of the circular and low-carbon economy”, which corresponds to climate commitments made in 2015. ** Consolidation in progress.

**APPENDICES**

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**GRI DISCLOSURE LABELS**

**G4-22 — G4-EC8**

**COMMITMENTS OBJECTIVES INDICATORS BASE* 2017 RESULTS 2021 TARGETS**

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**12. Sustain trust by reinforcing the means for inclusive governance**

- For all strategic projects and contracts, analyse local issues and map stakeholders in order to define the most appropriate means of dialogue.
- Annual monitoring of the Group’s sustainable development and CSR strategy and performance by a panel of stakeholders moderated by a third-party guarantor.
- Annual monitoring of SUEZ’s reputation and customer satisfaction ratings.
- Rate of Water and Waste customer satisfaction.

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**13. Act for the health of the environment and the protection of the oceans**

- Constantly maintain air emissions under the levels required by local regulations.
- Speed up roll-out of integrated and collaborative approaches designed to significantly reduce the disposal of plastic at sea.
- Offer our customers solutions to treat microplastics in wastewater before it is discharged into the sea.

---

**14. Promote biodiversity and ecosystem services**

- Implement a biodiversity strategy in all Group BUs.
- Roll out biodiversity action plans at 50% of priority sites managed by the Group.

---

**15. Advance access to essential services**

- Allocate €4 million a year to Fondation SUEZ and support 30 projects a year dedicated to improving access to essential services in countries with the greatest need.
- Develop sustainable access to essential services under the terms of our contracts in developing countries.
- Share our knowledge in order to boost access to services by supporting training and providing expertise.

---

**16. Contribute to local development and territorial attractiveness**

- Maintain the proportion of purchases from SMEs.
- Where appropriate, call on the social and responsible economy, the economy of diversity and suppliers that employ disabled persons and support professional integration.
- Develop partnerships with socially and environmentally responsible entrepreneurs.
REPORTS OF THE STATUTORY AUDITORS

INDEPENDENT VERIFIER’S REPORT ON THE CONSOLIDATED SOCIAL, ENVIRONMENTAL AND SOCIETAL INFORMATION INCLUDED IN THE MANAGEMENT REPORT

To the shareholders,

In our capacity as independent third party, certified by COFRAC under number 3-1058 (scope available at www.cofrac.fr), and member of the Mazars network of one of the company’s Statutory Auditors, we hereby report to you on the consolidated Human Resources, environmental and social information for the year ended 31 December 2017, included in chapters 6.8 and 17.2 of the Management Report (hereinafter named “CSR Information”), pursuant to Article L. 225-102-1 of the French Commercial Code (Code de commerce).

COMPANY’S RESPONSIBILITY

The Board of Directors is responsible for preparing a company’s Management Report including the CSR Information required by Article R. 225-102-1 of the French Commercial Code (Code de commerce), pursuant to Article L. 225-102-4 of the French Commercial Code (vigilance plan of parent companies) and law n° 2016-1691, dated 9 December 2016, said Sapin II (fight against corruption).

Our work involved eight persons and was conducted between October 2017 and March 2018 during a twenty-week period. We performed our work in accordance with the professional standards and with the order dated 13 May 2013 defining the conditions under which the independent third party performs its engagement, and with ISAE 3000 concerning our conclusion on the fairness of CSR Information.

INDEPENDENCE AND QUALITY CONTROL

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

RESPONSIBILITY OF THE INDEPENDENT THIRD PARTY

On the basis of our work, our responsibility is to:
— attest that the required CSR Information is included in the Management Report or, in the event of non-disclosure of a part or all of the CSR Information, that an explanation is provided in accordance with the third paragraph of Article R. 225-105 of the French Commercial Code (Attestation regarding the completeness of CSR Information);
— express a limited assurance conclusion that the CSR Information taken as a whole is, in all material respects, fairly presented in accordance with the Guidelines (Conclusion on the fairness of CSR Information).

It is however not our responsibility to attest compliance with other legal dispositions where appropriate, in particular those included in Article L. 225-102-4 of the French Commercial Code (vigilance plan of parent companies) and law n° 2016-1691, dated 9 December 2016, said Sapin II (fight against corruption).

NATURE AND SCOPE OF OUR WORK

On the basis of interviews with the individuals in charge of the relevant departments, we obtained an understanding of the Company’s sustainability strategy regarding human resources and environmental impacts of its activities and its social commitments and, where applicable, any actions or programmes arising from them. We compared the CSR Information presented in the Management Report with the list provided in Article R. 225-105-1 of the French Commercial Code. For any consolidated information that is not disclosed, we verified that explanations were provided in accordance with Article R. 225-105, paragraph 3 of the French Commercial Code.

We verified that the CSR Information covers the scope of consolidation, i.e. the Company, its subsidiaries as defined by Article L. 233-1 and the controlled entities as defined by Article L. 233-3 of the French Commercial Code, within the limitations set out in the methodological note, presented in sections 6.8.1.8 and 17.2.6 of the Management Report.

CONCLUSION

Based on the work performed and given the limitations mentioned above, we attest that the required CSR Information has been disclosed in the Management Report.

1. ISAE 3000 Assurance Engagements other than audits or reviews of historical information
II. CONCLUSION ON THE FAIRNESS OF CSR INFORMATION

NATURE AND SCOPE OF OUR WORK

We conducted about thirty interviews with the persons responsible for preparing the CSR Information in the departments in charge of collecting the information and, where appropriate, responsible for internal control and risk management procedures, in order to:
— assess the suitability of the Guidelines in terms of their relevance, completeness, reliability, neutrality and understandability, and taking into account industry best practices where appropriate;
— verify the implementation of data-collection, compilation, processing and control process to reach completeness and consistency of the CSR Information and obtain an understanding of the internal control and risk management procedures used to prepare the CSR Information.

We determined the nature and scope of our tests and procedures based on the nature and importance of the CSR Information with respect to the characteristics of the Company, the human resources and environmental challenges of its activities, its sustainability strategy and industry best practices. Regarding the CSR Information that we considered to be the most important:
— at parent entity level, we referred to documentary sources and conducted interviews to corroborate the qualitative information (organisation, policies, actions), performed analytical procedures on the quantitative information and verified, using sampling techniques, the calculations and the consolidation of the data. We also verified that the information was consistent and in agreement with the other information in the Management Report;
— at the level of a representative sample of entities selected by us on the basis of their activity, their contribution to the consolidated indicators, their location and a risk analysis, we conducted interviews to verify that procedures are properly applied, and we performed tests of details, using sampling techniques, in order to verify the calculations and reconcile the data with the supporting documents.

The selected sample represents on average 23% of headcount, considered as material data of social issues and between 27% and 63% of quantitative environmental data considered as material data of environmental issues.

For the remaining consolidated CSR Information, we assessed its consistency based on our understanding of the Company.

We also assessed the relevance of explanations provided for any information that was not disclosed, either in whole or in part.

We believe that the sampling methods and sample sizes we have used, based on our professional judgement, are sufficient to provide a basis for our limited assurance conclusion; a higher level of assurance would have required us to carry out more extensive procedures. Due to the use of sampling techniques and other limitations inherent to information and internal control systems, the risk of not detecting a material misstatement in the CSR information cannot be totally eliminated.

CONCLUSION

Based on the work performed, no material misstatement has come to our attention that causes us to believe that the CSR Information, taken as a whole, is not presented fairly in accordance with the Guidelines.

Paris, La Défense, 28 February 2018
The independent verifier
MAZARS SAS

ACHOUR MESSAS
PARTNER

EDWIGE REY
PARTNER CSR & SUSTAINABLE DEVELOPMENT

1. Human resources indicators (quantitative information): Total headcount; Distribution of the headcount between managers and non-managers; Proportion of women (mix rate) in total headcount; Proportion of women (mix rate) amongst managers; Age pyramid; Turnover; Resignation rate – voluntary turnover; Hiring rate (permanent and fixed-term contracts); Annual number of training hours per employee; Proportion of employees who benefited from training (excluding e-learning); Gross salaries; Lost-time accidents frequency rate; Severity rate; Number of fatal accidents (employees); Number of newly recognised occupational diseases; Rate of employees covered by social dialogue schemes (at the company and more global level).

Social indicators (quantitative information): Number of trained professionals from water/sanitation services in developing countries; SUEZ Initiatives Fund’s annual grant amount.

Social indicator (qualitative information): Commitment n°4 of the Roadmap 2017-2021, “Mastering the stakes linked to globalisation: promoting a responsible supply chain”.

Environmental indicators (quantitative information): Energy production and energy consumption (primary and secondary sources) of the Group’s Water activities; Production of useful energy and energy consumption of the Group’s Recycling and Recovery activities; Material recovery tonnage; Direct greenhouse gas (GHG) emissions from processes or equipment owned or controlled by the Group, and indirect emissions associated with the consumption of electricity and heat; Greenhouse gas emissions avoided by the Group’s customers linked to the recovery of materials and to the energy recovery activities; Technical yield of the networks of the Group’s Water activities; Production of useful energy and energy consumption (primary and secondary sources) of the Group’s Recycling and Recovery activities; Environmental information: SUEZ R&V France (including the Astria site), SUEZ Recycling & Recovery UK (including the Packington site), Water North America (including the New Jersey site), SUEZ Eau France (including the Bordeaux site), AGBAR IG (including the EMASAGRA and SGAB Aigues de Barcelona sites).

To the shareholders,

In our capacity as SUEZ’s Statutory Auditors, we hereby report to you our reasonable assurance report on the information selected by SUEZ(1) and identified by the XXX sign in chapters 6.8 and 17.2 of the Management Report (hereinafter named “the Information”), for the financial year ended 31 December 2017.

I – COMPANY’S RESPONSIBILITY

The Information was prepared, under the responsibility of the Board of Directors, in accordance with the HR, Health & Safety, and Environment reporting protocols used by the Company (hereinafter named “the Criteria”), summarised in chapters 6.8 and 17.2 of the Management Report and available on request from the Human Resources Performance Department, the Health and Safety Direction, and the Technical and Performance Department.

II – INDEPENDENCE AND QUALITY CONTROL

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

III – STATUTORY AUDITORS’ RESPONSIBILITY

On the basis of our work, our responsibility is to provide, at the request of the Company, a reasonable assurance as to whether the Information identified by the symbol XXX in Chapters 6.8 and 17.2 of the Management Report was prepared, in all material respects, in accordance with the adopted Criteria. Conclusions hereinafter expressed relate to this information only, and not on the whole of the Management Report’s chapters 6.8 and 17.2. We performed the work described below in accordance with the relevant National Statutory Auditors company’s professional standards and with the ISAE 3000(1) international norm.

We performed detailed tests, using sampling techniques, on a representative sample of entities(1) that we selected based on their activity, their contribution to consolidated indicators, their localisation and a risk analysis, consisting in verifying the calculations made and reconciling the data with supporting documents. The selected sample thus represents 46% of the total headcount and between 32% and 86%(4) of the quantitative environmental Information.

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

IV – NATURE AND SCOPE OF OUR WORK

We conducted interviews with the persons responsible for preparing the Information, the departments in charge of collecting the Information and, where appropriate, responsible for internal control and risk management procedures.

We assessed the suitability of the Criteria in terms of relevance, completeness, neutrality, clarity and reliability, by taking into consideration, when relevant, the sector’s best practices.

We verified the set-up within the Group of a process to collect, compile, process and check the Information with regard to its completeness and consistency. We familiarised ourselves with the internal control and risk management procedures relating to the compilation of the Information.

V. CONCLUSION

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

Courbevoie and Paris—La Défense, 8 March 2018

The Statutory Auditors

Mazars

Ernst & Young et Autres

Achour Messas

Stéphane Pedron

1. Social and Societal information: Social indicators (quantitative information): Total headcount; Distribution of the headcount between managers and non-managers; Proportion of women (mix rate) in total headcount; Proportion of women (mix rate) amongst managers; Resignation rate – voluntary turnover; Lost-time accidents frequency rate; Severity rate; Number of fatal accidents (employees); Proportion of employees who benefited from training (excluding e-learning). Societal Indicators (quantitative information): Environment Initiatives Fund’s annual grant amount; Number of trained professionals from water/sanitation services in developing countries. Environmental information (quantitative information): Energy production and energy consumption (primary and secondary sources) of the Group’s Water activities; Production of useful energy and energy consumption of the Group’s Recycling and Recovery activities; Direct greenhouse gas (GHG) emissions from processes or equipment owned or controlled by the Group, and indirect emissions associated with the consumption of electricity and heat; Technical yield of the networks of the Group’s Water activities (equivalent inhabitants).

2. ISAE 3000 - Assurance engagements other than audits or reviews of historical financial information.

3. Human resources information: SUEZ Recycling & Recovery Holdings UK Ltd, SUEZ Recycling AB, SUEZ R&V Nord Est, SUEZ Eau France, Lydec SA, Agbar Chill, SUEZ Spain, S.L., SUEZ Eli Beida, SUEZ Bouhaziz, SUEZ Recycling & Recovery Pty Ltd Australia, SUEZ Recycling & Recovery Deutschland GmbH, SUEZ Recycling & Recovery Netherlands B.V., SUEZ Wyxist, SUEZ Water Inc. Environmental information: SUEZ R&W France (including the Astra site), SUEZ Recycling & Recovery UK (including the Packington site), R&W China (including the STTS site), R&W Deutschland (including the Bielefeld site), SUEZ Recycling & Recovery Australasia (audit of GHG emissions), SUEZ Eau France (including the Bordeaux site), Water North America (including the New Jersey sites), AGBAR IS (including the EMASAGRA and SGAB Aquies de Barcelona sites); and remote audits on GHG emissions: R&W Belgium Treatment, R&W Sita Atlas, as well as the Rekem Roussillion and Rekem Pont de Claix sites from IWS.

4. Including 71% of the Group’s direct and indirect greenhouse gas (GHG) emissions.
## GRI G4 CONTENT INDEX

### CORE OPTION – ESSENTIAL CRITERIA

#### GENERAL STANDARD DISCLOSURES

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<td>Yes, Reference Document p.366</td>
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<td>G4-34 p.67-69</td>
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<th>Reason(s) for omission(s)</th>
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<th>External assurance</th>
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<td>p.235-236, 240-241</td>
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<td>G4-LA12</td>
<td>p.81-86</td>
<td>p.227, 230-239</td>
<td>Breakdown by minority groups membership</td>
<td>Forbidden by law</td>
<td>French Data Protection Act 1978 (Chapter II, Section 1, Article 8)</td>
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## ENVIRONMENTAL, SOCIAL AND SOCIETAL INDICATORS

### ENVIRONMENTAL INDICATORS

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<th>Unit</th>
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<td>WASTE – Percentage of activity (tonnage) covered by an environmental management system (EMS)</td>
<td>%</td>
<td>N/A</td>
<td>84%</td>
<td>87.3%</td>
<td>98%</td>
<td>85.3%</td>
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<td>WATER – Percentage of activity (volume) covered by ISO 14001 certification</td>
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<td>N/A</td>
<td>68.1%</td>
<td>73.6%</td>
<td>59%</td>
<td>58%</td>
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<td>Compensation paid as a result of convictions (related to incidents affecting the environment)</td>
<td>€k</td>
<td>G4-EN29</td>
<td>1,715</td>
<td>72</td>
<td>406</td>
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<td>Installed capacity – Electricity – Biogas recovery</td>
<td>MWhe</td>
<td>G4-EN3</td>
<td>134</td>
<td>172</td>
<td>187</td>
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<td>Installed capacity – Electricity – Waste-to-energy recovery of household waste</td>
<td>MWhe</td>
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<td>517</td>
<td>515</td>
<td>513</td>
<td>550</td>
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<td>67</td>
<td>199</td>
<td>55</td>
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<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>1,637</td>
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<td>*of which Waste – Energy consumption - ELECTRICITY</td>
<td>xx MWhe</td>
<td>G4-EN3</td>
<td>587,000</td>
<td>358,360</td>
<td>417,935</td>
<td>616,233</td>
<td>568,793</td>
<td>1,304,762*</td>
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<td>Water – Energy consumption – TOTAL</td>
<td>xx MWhe</td>
<td>G4-EN3</td>
<td>4,920,966</td>
<td>6,043,316</td>
<td>5,657,935</td>
<td>5,954,653</td>
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<td>G4-EN3</td>
<td>4,170,000</td>
<td>4,542,515</td>
<td>4,251,884</td>
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<td>4,571,589</td>
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<td>xx MWhe</td>
<td>G4-EN3</td>
<td>436,250</td>
<td>387,973</td>
<td>394,658</td>
<td>501,072</td>
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<td>931,504</td>
<td>958,647</td>
<td>1,840,847</td>
<td>3,314,703</td>
<td>1,175,725</td>
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<td>3,201,198</td>
<td>2,947,780</td>
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<td>4,285,185</td>
<td>1,156,627</td>
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<td>Energy consumption per tonne of non-hazardous waste treated</td>
<td>kWh eq / t</td>
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<td>33</td>
<td>35</td>
<td>33</td>
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<td>71</td>
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<td>Electricity consumption per m³ of drinking water produced and distributed</td>
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<td>G4-EN5</td>
<td>519</td>
<td>424</td>
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<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>710</td>
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<td>Waste – Water consumption</td>
<td>m³</td>
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<td>9,588,054</td>
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<td>Surface water returned to the natural environment</td>
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* Including internal consumption of energy produced
## 2017 INTEGRATED REPORT

### AIR

**Direct GHG emissions**

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<td><strong>G4-EN15</strong></td>
<td><strong>G4-EN15</strong></td>
<td><strong>G4-EN15</strong></td>
<td><strong>G4-EN15</strong></td>
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<td>344,364</td>
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<tr>
<td><em>of which – Waste - Through waste-to-energy recovery of hazardous waste</em></td>
<td>x</td>
<td>tCO2e</td>
<td>G4-EN19</td>
<td>71,176</td>
<td>71,300</td>
<td>76,854</td>
<td>69,827</td>
<td>56,920</td>
</tr>
<tr>
<td><em>of which – Waste - Through the alternative fuels produced and supplied by SUEZ</em></td>
<td>x</td>
<td>tCO2e</td>
<td>G4-EN19</td>
<td>920,367</td>
<td>892,250</td>
<td>1,085,521</td>
<td>1,105,551</td>
<td>2,232,915</td>
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<tr>
<td><em>of which – Waste - By other recovery ([methanation + other renewable energy sources]</em>)</td>
<td>x</td>
<td>tCO2e</td>
<td>G4-EN19</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><em>of which – Water - Through energy recovery</em></td>
<td>x</td>
<td>tCO2e</td>
<td>G4-EN19</td>
<td>86,219</td>
<td>98,397</td>
<td>149,938</td>
<td>159,158</td>
<td>188,396</td>
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</table>

### DISTRIBUTION AND PRODUCTION OF DRINKING WATER

<table>
<thead>
<tr>
<th>Volume of groundwater drawn</th>
<th>Mm³</th>
<th>G4-EN8</th>
<th>553</th>
<th>603</th>
<th>669</th>
<th>759</th>
<th>742</th>
<th>798</th>
</tr>
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<tbody>
<tr>
<td>Volume of surface water drawn</td>
<td>Mm³</td>
<td>G4-EN8</td>
<td>3,216</td>
<td>3,216</td>
<td>3,430</td>
<td>3,411</td>
<td>3,506</td>
<td>4,531</td>
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<tr>
<td>Number of drinking water treatment plants</td>
<td>Nb</td>
<td>G4-9</td>
<td>1,177</td>
<td>1,154</td>
<td>1,154</td>
<td>1,148</td>
<td>1,155</td>
<td>1,207</td>
</tr>
<tr>
<td>Annual production volume (network input)</td>
<td>Mm³</td>
<td>G4-9</td>
<td>4,752</td>
<td>4,954</td>
<td>4,325</td>
<td>4,418</td>
<td>4,311</td>
<td>4,777</td>
</tr>
<tr>
<td>Volume of drinking water distributed</td>
<td>Mm³</td>
<td>G4-9</td>
<td>3,362</td>
<td>4,275</td>
<td>3,185</td>
<td>3,212</td>
<td>3,162</td>
<td>3,787</td>
</tr>
<tr>
<td>Technical yield of drinking water distribution networks</td>
<td>%</td>
<td>N/A</td>
<td>76.8</td>
<td>76.4</td>
<td>76.4</td>
<td>75.88</td>
<td>76.82</td>
<td>80.1</td>
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<tr>
<td>Network length</td>
<td>km</td>
<td>N/A</td>
<td>251,292</td>
<td>250,905</td>
<td>248,891</td>
<td>252,482</td>
<td>244,294</td>
<td>293,169</td>
</tr>
<tr>
<td>Quantity of reagents used for treating drinking water</td>
<td>t</td>
<td>G4-EN1</td>
<td>129,744</td>
<td>115,705</td>
<td>90,004</td>
<td>92,688</td>
<td>128,292</td>
<td>128,236</td>
</tr>
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</table>

### COLLECTION AND TREATMENT OF WASTEWATER

| Total number of wastewater treatment plants | Nb | G4-9 | 2,266 | 2,180 | 2,188 | 2,309 | 2,295 | 2,646 |
| Network length | km | N/A | 122,004 | 123,917 | 128,062 | 132,146 | 126,923 | 131,056 |
| Volume of wastewater treated | Mm³ | G4-9 | 3,318 | 3,891 | 4,641 | 4,298 | 4,519 | 4,785 |
| Amount of BOD waste entering wastewater treatment plants | t | G4-EN22 | 811,719 | 924,765 | 1,031,723 | 1,184,018 | 1,192,972 | 1,376,191 |
### SECTION

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<tr>
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<tr>
<td><strong>Amount of BOD waste exiting wastewater treatment plants</strong></td>
<td>Limited assurance</td>
<td>Unit</td>
<td></td>
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<td></td>
<td>Reasonable assurance</td>
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<tr>
<td>Treatment efficiency – amount of BODs eliminated from treatment plants</td>
<td>%</td>
<td>64-EN22</td>
<td>62,304</td>
<td>83,690</td>
<td>101,099</td>
<td>92,528</td>
<td>92,980</td>
<td>57,460</td>
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<td>Amount of nitrogen entering wastewater treatment plants</td>
<td>t</td>
<td>64-EN22</td>
<td>144,767</td>
<td>147,360</td>
<td>175,011</td>
<td>170,260</td>
<td>186,315</td>
<td>211,260</td>
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<tr>
<td>Treatment efficiency – amount of nitrogen eliminated from treatment plants</td>
<td>%</td>
<td>64-EN22</td>
<td>62</td>
<td>64</td>
<td>63</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>64-EN1</td>
<td>84,742</td>
<td>89,370</td>
<td>121,551</td>
<td>79,486</td>
<td>177,646</td>
<td>91,447</td>
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<tr>
<td>Percentage of water reused after treatment</td>
<td>%</td>
<td>64-EN10</td>
<td>23</td>
<td>20</td>
<td>20</td>
<td>19</td>
<td>19.5</td>
<td>21.5</td>
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<tr>
<td>Percentage of sludge reused</td>
<td>%</td>
<td>64-EN23</td>
<td>71</td>
<td>65</td>
<td>68</td>
<td>73</td>
<td>75</td>
<td>74</td>
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<tr>
<td>Production of electrical power(^2)</td>
<td>xx GWh</td>
<td>G4-EN3</td>
<td>NC</td>
<td>102</td>
<td>109</td>
<td>104</td>
<td>206</td>
<td>302</td>
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<tr>
<td>Production of thermal power(^2)</td>
<td>xx GWh</td>
<td>G4-EN3</td>
<td>NC</td>
<td>149</td>
<td>287</td>
<td>280</td>
<td>397</td>
<td>521</td>
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#### WASTE COLLECTION SERVICES

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<tbody>
<tr>
<td>Number of inhabitants receiving collection services</td>
<td>Nb</td>
<td>G4-9</td>
<td>49,292,436</td>
<td>52,376,940</td>
<td>36,316,522</td>
<td>33,945,986</td>
<td>33,724,081</td>
<td>32,387,165</td>
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<tr>
<td>Number of industrial and commercial customers receiving collection services</td>
<td>Nb</td>
<td>G4-9</td>
<td>466,275</td>
<td>477,349</td>
<td>410,077</td>
<td>400,227</td>
<td>397,922</td>
<td>367,717</td>
</tr>
<tr>
<td>Total tonnage of waste collected, excluding subcontracting</td>
<td>t</td>
<td>64-EN23</td>
<td>11,582,456</td>
<td>10,507,863</td>
<td>9,629,682</td>
<td>10,074,889</td>
<td>9,233,408</td>
<td>9,491,322</td>
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<tr>
<td>Total tonnage of household and similar waste collected</td>
<td>t</td>
<td>64-EN23</td>
<td>159,954</td>
<td>149,847</td>
<td>134,974</td>
<td>134,992</td>
<td>149,018</td>
<td>135,699</td>
</tr>
<tr>
<td>Total tonnage of industrial and commercial waste collected</td>
<td>t</td>
<td>64-EN23</td>
<td>14,002,761</td>
<td>11,988,467</td>
<td>11,425,490</td>
<td>10,617,434</td>
<td>11,203,284</td>
<td>10,583,556</td>
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<tr>
<td>Tonnage of hazardous waste collected</td>
<td>t</td>
<td>64-EN23</td>
<td>1,184,876</td>
<td>1,083,568</td>
<td>1,083,570</td>
<td>1,083,570</td>
<td>1,083,570</td>
<td>2,261,019</td>
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<tr>
<td>Tonnage of other waste collected (mixed household and industrial, construction)</td>
<td>t</td>
<td>64-EN23</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>6,098,171</td>
<td>6,029,150</td>
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<tr>
<td>Total number of waste collection, cleaning, and wastewater treatment trucks</td>
<td>Nb</td>
<td>G4-EN20</td>
<td>12,174</td>
<td>12,545</td>
<td>12,271</td>
<td>11,967</td>
<td>11,448</td>
<td>11,458</td>
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<tr>
<td>Percentage of the truck fleet running on alternative fuels</td>
<td>%</td>
<td>64-EN20</td>
<td>4.7</td>
<td>2.9</td>
<td>8</td>
<td>11</td>
<td>8.78</td>
<td>3.20</td>
</tr>
<tr>
<td>Average diesel fuel consumption per truck</td>
<td>m(^3)/Nb</td>
<td>G4-EN5</td>
<td>14.6</td>
<td>15</td>
<td>14.2</td>
<td>14.9</td>
<td>9.25</td>
<td>15.81</td>
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<tr>
<td>Average diesel fuel consumption per tonne collected</td>
<td>l/t</td>
<td>G4-EN5</td>
<td>7.4</td>
<td>6.7</td>
<td>7.5</td>
<td>6</td>
<td>3.8</td>
<td>6.23</td>
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#### SORTING AND RECYCLING BUSINESSES

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<tr>
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<tbody>
<tr>
<td>Number of sites operating in the transfer of waste</td>
<td>Nb</td>
<td>G4-9</td>
<td>270</td>
<td>385</td>
<td>332</td>
<td>336</td>
<td>319</td>
<td>345</td>
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<tr>
<td>Number of sites operating in sorting/recycling</td>
<td>Nb</td>
<td>G4-9</td>
<td>373</td>
<td>349</td>
<td>356</td>
<td>473</td>
<td>466</td>
<td></td>
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<tr>
<td>Tonnage of recovered materials from sorting centres</td>
<td>t</td>
<td>64-EN23</td>
<td>8,781,641</td>
<td>8,568,410</td>
<td>7,956,843</td>
<td>10,480,000</td>
<td>10,377,422</td>
<td>10,239,066</td>
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<tr>
<td>Volume of raw materials from recycling</td>
<td>t</td>
<td>64-EN23</td>
<td>NC</td>
<td>3,500,000</td>
<td>4,101,781</td>
<td>4,707,664</td>
<td>3,948,011</td>
<td>4,278,061</td>
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#### COMPOSTING ACTIVITIES

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</thead>
<tbody>
<tr>
<td>Number of composting facilities</td>
<td>Nb</td>
<td>G4-9</td>
<td>128</td>
<td>123</td>
<td>127</td>
<td>121</td>
<td>107</td>
<td>104</td>
</tr>
<tr>
<td>Incoming tonnage</td>
<td>t</td>
<td>64-EN23</td>
<td>2,081,652</td>
<td>2,209,960</td>
<td>2,041,291</td>
<td>1,786,805</td>
<td>2,222,970</td>
<td>2,241,467</td>
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<tr>
<td>Tonnage of compost produced</td>
<td>t</td>
<td>64-EN23</td>
<td>942,401</td>
<td>901,539</td>
<td>916,943</td>
<td>853,797</td>
<td>792,079</td>
<td>858,840</td>
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<tr>
<td>Tonnage of sewage sludge treated for material recovery</td>
<td>t</td>
<td>64-EN23</td>
<td>573,197</td>
<td>569,970</td>
<td>513,281</td>
<td>120,413</td>
<td>121,888</td>
<td>204,512</td>
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#### NON-HAZARDOUS WASTE THERMAL TREATMENT ACTIVITIES

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<tbody>
<tr>
<td>Number of urban waste incineration plants</td>
<td>Nb</td>
<td>G4-9</td>
<td>48</td>
<td>46</td>
<td>44</td>
<td>45</td>
<td>40</td>
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**Verification by the Statutory Auditors**

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<th>2016</th>
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<tr>
<td></td>
<td>Limited assurance</td>
<td>Reasonable assurance</td>
<td></td>
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<td></td>
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<tr>
<td>Tonnage of waste incinerated</td>
<td>xx</td>
<td>t</td>
<td>G4-EN23</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>397</td>
<td>344</td>
<td>398</td>
<td>422</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>
<td>4,378</td>
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<tr>
<td>Mercury emissions</td>
<td>t</td>
<td>G4-EN21</td>
<td>0,177</td>
<td>0,277</td>
<td>0,245</td>
<td>0,225</td>
<td>0,209</td>
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<tr>
<td>Dust emissions</td>
<td>t</td>
<td>G4-EN21</td>
<td>45</td>
<td>53</td>
<td>56</td>
<td>52,36</td>
<td>57,02</td>
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<tr>
<td>Quantity of air pollution control residues</td>
<td>t</td>
<td>G4-EN23</td>
<td>219,317</td>
<td>278,944</td>
<td>207,910</td>
<td>216,373</td>
<td>212,377</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>77</td>
</tr>
<tr>
<td>Production of electrical power</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>Production of thermal power</td>
<td>xx</td>
<td>MWth</td>
<td>G4-EN3</td>
<td>1,966,373</td>
<td>1,942,843</td>
<td>1,971,686</td>
<td>2,360,104</td>
</tr>
</tbody>
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**NON-HAZARDOUS WASTE STORAGE ACTIVITIES**

| Number of landfill waste facilities (K1+K2+K3) | Nb | G4-9 | 141 | 127 | 130 | 129 | 131 | 120 |
| Tonnage entering non-hazardous waste landfills | t | G4-EN23 | 15,960,908 | 18,501,616 | 16,315,366 | 15,349,521 | 16,682,739 | 16,178,996 |
| Volume of leachates treated | m³ | G4-9 | 3,084,549 | 3,107,766 | 3,490,151 | 3,131,519 | 3,320,796 | 3,556,899 |
| Percentage of waste stored in landfills equipped with a biogas collection and treatment system | % | G4-EN23 | 94 | 74 | 82 | 95 | 93 | 91 |
| Volume of methane collected and treated | Nm³ | G4-EN7 | 140,330,221 | 107,167,914 | 98,026,777 | 92,669,433 | 93,404,319 | 54,686,746 |
| Volume of methane recovered as energy | Nm³ | G4-EN7 | 332,594,670 | 293,058,622 | 310,873,507 | 300,295,045 | 309,125,052 | 263,310,999 |
| Quantity of electricity produced from biogas | Mwhe | G4-EN3 | 830,182 | 919,918 | 919,427 | 865,871 | 879,788 | 734,885 |

**ACTIVITIES RELATING TO THE TREATMENT OF HAZARDOUS WASTE**

| Number of hazardous waste incinerators | Nb | G4-9 | 9 | 9 | 9 | 9 | 12 | 12 |
| Number of hazardous waste platforms (pre-treatment and transfer) | Nb | G4-9 | 172 | 122 | 132 | 180 | 158 | 181 |
| Number of hazardous waste landfills (K1 landfills) | Nb | G4-9 | 16 | 16 | 17 | 17 | 17 | 16 |
| Number of medical waste treatment facilities | Nb | G4-9 | 7 | 7 | 5 | 5 | 5 | 6 |
| Hazardous waste treated (total excluding contaminated soil) | t | G4-EN23 | 2,705,737 | 2,204,273 | 2,319,303 | 2,301,365 | 2,193,955 | 2,192,317 |
* of which recovered in cement plants | t | G4-EN23 | 482,776 | 411,566 | 410,141 | 430,279 | 261,336 | 263,328 |
* of which incinerated | t | G4-EN23 | 348,982 | 360,820 | 355,649 | 440,431 | 385,023 | 408,024 |
| Tonnage of soil treated / recovered | t | G4-EN23 | 1,310,184 | 1,530,656 | 1,361,477 | 1,413,555 | 749,497 | 1,227,280 |
| Quantity of alternative energy provided by recovery of waste in the form of fuels | tep | G4-EN3 | 244,327 | 283,445 | 206,973 | 136,317 | 71,004 | 87,244 |
| Tonnage entering K1 landfills | t | G4-EN3 | 627,500 | 612,860 | 612,948 | 592,570 | 669,796 | 452,698 |

**ACTIVITIES RELATING TO ELECTRICAL AND ELECTRONIC EQUIPMENT WASTE**

| Number of sites treating end-of-life electrical and electronic equipment waste | Nb | G4-9 | 10 | 9 | 9 | 9 | 10 | 7 |
| Tonnage of end-of-life electrical and electronic waste treated by material recovery and recycling activities (dismantling and disassembly) | t | G4-EN23 | 18,704 | 23,918 | 27,583 | 68,325 | 38,686 | 39,607 |

**TOTAL**

| Total waste treated | t | G4-EN23 | 44,403,767 | 48,587,456 | 48,776,345 | 39,603,953 | 41,411,826 | 43,336,298 |
| % of products sold and of their packaging recycled or reused | % | G4-EN28 | No product sold is likely to be packaged |
## SECTION

### Verification by the Statutory Auditors

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<th>Absolute Value</th>
<th>Relative Value</th>
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<tr>
<td>G4-9</td>
<td></td>
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</tr>
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<td>Water Europe</td>
<td>G4-9</td>
<td>22,208</td>
<td>39,817</td>
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<td>Waste Europe</td>
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<td>22,423</td>
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<td>876</td>
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<tr>
<td>Central services</td>
<td>G4-9</td>
<td>762</td>
<td>749</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>xx</td>
<td>G4-9</td>
<td>80,445</td>
</tr>
</tbody>
</table>

### WORKFORCE BREAKDOWN BY GEOGRAPHICAL REGION

<table>
<thead>
<tr>
<th>Region</th>
<th>G4-9</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>France</td>
<td>G4-9</td>
<td>34,776</td>
<td>33,468</td>
<td>33,125</td>
<td>32,969</td>
<td>32,864</td>
<td>31,249</td>
</tr>
<tr>
<td>Europe (excluding France)</td>
<td>G4-9</td>
<td>29,974</td>
<td>29,521</td>
<td>29,554</td>
<td>30,566</td>
<td>28,200</td>
<td>28,012</td>
</tr>
<tr>
<td>North America</td>
<td>G4-9</td>
<td>3,367</td>
<td>3,312</td>
<td>3,390</td>
<td>3,650</td>
<td>4,264</td>
<td>11,183</td>
</tr>
<tr>
<td>South America</td>
<td>G4-9</td>
<td>240</td>
<td>293</td>
<td>395</td>
<td>459</td>
<td>3,102</td>
<td>3,757</td>
</tr>
<tr>
<td>Africa/Middle East</td>
<td>G4-9</td>
<td>6,165</td>
<td>7,231</td>
<td>8,830</td>
<td>8,938</td>
<td>8,555</td>
<td>8,555</td>
</tr>
<tr>
<td>Asia/Oceania</td>
<td>G4-9</td>
<td>5,027</td>
<td>5,394</td>
<td>5,686</td>
<td>5,954</td>
<td>6,519</td>
<td>5,820</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>xx</td>
<td>G4-9</td>
<td>79,549</td>
<td>79,219</td>
<td>80,990</td>
<td>82,536</td>
<td>83,921</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Under 25</td>
<td>xx</td>
<td>G4-LA12</td>
<td>2.8%</td>
<td>3%</td>
<td>2.3%</td>
<td>2.2%</td>
<td>2.2%</td>
</tr>
<tr>
<td>25-29</td>
<td>x G4-LA12</td>
<td>8.8%</td>
<td>8%</td>
<td>8.3%</td>
<td>8.3%</td>
<td>8%</td>
<td>7.9%</td>
</tr>
<tr>
<td>30-34</td>
<td>x G4-LA12</td>
<td>12.7%</td>
<td>12.5%</td>
<td>12.5%</td>
<td>12.5%</td>
<td>12.3%</td>
<td>12%</td>
</tr>
<tr>
<td>35-39</td>
<td>x G4-LA12</td>
<td>14.2%</td>
<td>13.9%</td>
<td>13.7%</td>
<td>13.8%</td>
<td>14.2%</td>
<td>14.2%</td>
</tr>
<tr>
<td>40-44</td>
<td>x G4-LA12</td>
<td>16.4%</td>
<td>16.4%</td>
<td>16.1%</td>
<td>15.7%</td>
<td>15.4%</td>
<td>14.8%</td>
</tr>
<tr>
<td>45-49</td>
<td>x G4-LA12</td>
<td>16.7%</td>
<td>16.7%</td>
<td>16.4%</td>
<td>16.2%</td>
<td>15.9%</td>
<td>15.7%</td>
</tr>
<tr>
<td>50-54</td>
<td>x G4-LA12</td>
<td>14.3%</td>
<td>14.8%</td>
<td>15.3%</td>
<td>15.4%</td>
<td>15.7%</td>
<td>15.3%</td>
</tr>
<tr>
<td>55-59</td>
<td>x G4-LA12</td>
<td>10.1%</td>
<td>10.8%</td>
<td>11%</td>
<td>11.4%</td>
<td>11.6%</td>
<td>12.2%</td>
</tr>
<tr>
<td>60-64</td>
<td>x G4-LA12</td>
<td>3.4%</td>
<td>3.7%</td>
<td>3.8%</td>
<td>3.9%</td>
<td>4%</td>
<td>4.7%</td>
</tr>
<tr>
<td>65 and over</td>
<td>x G4-LA12</td>
<td>0.6%</td>
<td>0.6%</td>
<td>0.6%</td>
<td>0.6%</td>
<td>0.7%</td>
<td>0.9%</td>
</tr>
</tbody>
</table>

### WORKFORCE BREAKDOWN BY GENDER

<table>
<thead>
<tr>
<th>Gender</th>
<th>G4-LA12</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Men</td>
<td>xx</td>
<td>G4-LA12</td>
<td>63,858</td>
<td>63,280</td>
<td>64,877</td>
<td>65,699</td>
<td>66,665</td>
</tr>
<tr>
<td>Women</td>
<td>xx</td>
<td>G4-LA12</td>
<td>15,691</td>
<td>15,939</td>
<td>16,319</td>
<td>16,837</td>
<td>17,276</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>xx</td>
<td>G4-LA12</td>
<td>79,549</td>
<td>79,219</td>
<td>80,990</td>
<td>82,536</td>
<td>83,921</td>
</tr>
</tbody>
</table>

### WORKFORCE BREAKDOWN BY SOCIO-PROFESSIONAL CATEGORY AND BY GENDER

<table>
<thead>
<tr>
<th>Category</th>
<th>G4-10</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Executives and managers</td>
<td>xx</td>
<td>G4-10</td>
<td>11,241</td>
<td>11,441</td>
<td>12,077</td>
<td>12,564</td>
<td>12,918</td>
</tr>
<tr>
<td>Men</td>
<td>xx</td>
<td>G4-10</td>
<td>8,741</td>
<td>9,032</td>
<td>9,289</td>
<td>10,066</td>
<td>10,146</td>
</tr>
<tr>
<td>Women</td>
<td>xx</td>
<td>G4-10</td>
<td>3,500</td>
<td>3,409</td>
<td>3,679</td>
<td>3,822</td>
<td>3,922</td>
</tr>
</tbody>
</table>
### WORKFORCE BREAKDOWN BY TYPE OF CONTRACT AND BY GENDER

<table>
<thead>
<tr>
<th>SECTION</th>
<th>Verification by the Statutory Auditors</th>
<th>GRI-G4</th>
<th>Absolute value</th>
<th>Relative value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Senior technicians and supervisors</td>
<td>xx</td>
<td>G4-10</td>
<td>16,162</td>
<td>16,476</td>
</tr>
<tr>
<td>Men</td>
<td>xx</td>
<td>G4-10</td>
<td>12,260</td>
<td>12,476</td>
</tr>
<tr>
<td>Women</td>
<td>xx</td>
<td>G4-10</td>
<td>3,902</td>
<td>4,000</td>
</tr>
<tr>
<td>Workers, office staff and technicians</td>
<td>xx</td>
<td>G4-10</td>
<td>52,126</td>
<td>51,302</td>
</tr>
<tr>
<td>Men</td>
<td>xx</td>
<td>G4-10</td>
<td>44,939</td>
<td>45,230</td>
</tr>
<tr>
<td>Women</td>
<td>xx</td>
<td>G4-10</td>
<td>6,887</td>
<td>7,098</td>
</tr>
<tr>
<td>Total</td>
<td>xx</td>
<td>G4-10</td>
<td>79,549</td>
<td>79,219</td>
</tr>
</tbody>
</table>

### DISABLED EMPLOYEES AS A PERCENTAGE OF THE WORKFORCE

<table>
<thead>
<tr>
<th>SECTION</th>
<th>Verification by the Statutory Auditors</th>
<th>GRI-LA12</th>
<th>Absolute value</th>
<th>Relative value</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>xx</td>
<td>G4-10</td>
<td>79,219</td>
<td>80,990</td>
</tr>
</tbody>
</table>

### EMPLOYMENT

<table>
<thead>
<tr>
<th>SECTION</th>
<th>Verification by the Statutory Auditors</th>
<th>GRI-LA1</th>
<th>Absolute value</th>
<th>Relative value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Turnover</td>
<td>xx</td>
<td>G4-10</td>
<td>6.4%</td>
<td>6.4%</td>
</tr>
<tr>
<td>Voluntary turnover</td>
<td>xx</td>
<td>G4-10</td>
<td>3.3%</td>
<td>3.3%</td>
</tr>
<tr>
<td>Hiring rate</td>
<td>xx</td>
<td>G4-10</td>
<td>18.6%</td>
<td>18.1%</td>
</tr>
<tr>
<td>Percentage of employees hired on permanent contracts</td>
<td>xx</td>
<td>G4-10</td>
<td>45.3%</td>
<td>42.8%</td>
</tr>
</tbody>
</table>

### HIRING

<table>
<thead>
<tr>
<th>SECTION</th>
<th>Verification by the Statutory Auditors</th>
<th>GRI-LA1</th>
<th>Absolute value</th>
<th>Relative value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of people hired externally on permanent contracts</td>
<td>xx</td>
<td>G4-10</td>
<td>6,743</td>
<td>6,203</td>
</tr>
<tr>
<td>Number of people hired externally on fixed-term contracts</td>
<td>xx</td>
<td>G4-10</td>
<td>8,137</td>
<td>8,287</td>
</tr>
<tr>
<td>Total</td>
<td>xx</td>
<td>G4-10</td>
<td>14,880</td>
<td>14,490</td>
</tr>
</tbody>
</table>

### WORKING CONDITIONS

<table>
<thead>
<tr>
<th>SECTION</th>
<th>Verification by the Statutory Auditors</th>
<th>GRI-LA6</th>
<th>Absolute value</th>
<th>Relative value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Absenteeism rate (days of absence/employee)</td>
<td>xx</td>
<td>G4-16</td>
<td>11.6</td>
<td>11.8</td>
</tr>
<tr>
<td>Rate of overtime</td>
<td>xx</td>
<td>G4-16</td>
<td>4.3%</td>
<td>4.8%</td>
</tr>
<tr>
<td>SECTION</td>
<td>Verification by the Statutory Auditors</td>
<td>GRI-G4</td>
<td>Absolute value</td>
<td>Relative value</td>
</tr>
<tr>
<td>---------</td>
<td>----------------------------------------</td>
<td>-------</td>
<td>----------------</td>
<td>---------------</td>
</tr>
<tr>
<td>SAFETY IN THE WORKPLACE</td>
<td>G4-LA6</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Recognised occupational illnesses</td>
<td>x</td>
<td>G4-LA6</td>
<td>56</td>
<td>53</td>
</tr>
<tr>
<td>Number of total accidents (employees)</td>
<td>x</td>
<td>G4-LA6</td>
<td>5</td>
<td>4</td>
</tr>
<tr>
<td>Frequency rate 2</td>
<td>xx</td>
<td>G4-LA6</td>
<td>13.32</td>
<td>12.17</td>
</tr>
<tr>
<td>Severity rate 2</td>
<td>xx</td>
<td>G4-LA6</td>
<td>0.6</td>
<td>0.54</td>
</tr>
<tr>
<td>TRAINING</td>
<td>G4-LA9</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Annual number of training hours per individual trained</td>
<td>xx</td>
<td>G4-LA9</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Average training expenses per individual trained</td>
<td>x</td>
<td>G4-LA9</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Percentage of the workforce trained</td>
<td>xx</td>
<td>G4-LA9</td>
<td></td>
<td></td>
</tr>
<tr>
<td>BREAKDOWN OF TRAINED WORKFORCE BY GENDER</td>
<td>G4-LA9</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Men</td>
<td>G4-LA9</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Women</td>
<td>G4-LA9</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>x</td>
<td>G4-LA9</td>
<td></td>
<td></td>
</tr>
<tr>
<td>BREAKDOWN OF TRAINED WORKFORCE BY SOCIO-PROFESSIONAL CATEGORY</td>
<td>G4-LA9</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Executives and managers</td>
<td>G4-LA9</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Senior technicians and supervisors</td>
<td>G4-LA9</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Workers, office staff and technicians</td>
<td>G4-LA9</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>x</td>
<td>G4-LA9</td>
<td></td>
<td></td>
</tr>
<tr>
<td>BREAKDOWN OF TRAINING HOURS BY TOPIC</td>
<td>G4-LA10</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operational training</td>
<td>x</td>
<td>G4-LA10</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Quality, environment and safety</td>
<td>x</td>
<td>G4-LA10</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Languages</td>
<td>x</td>
<td>G4-LA10</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Others</td>
<td>x</td>
<td>G4-LA10</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

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