2019 INTEGRATED REPORT | SUEZ

a company for society

Extra-financial performance and SUEZ’s financial results in 30 illustrations
In 2015, SUEZ decided to publish an Integrated Report. This document presents the company’s strategic, forward-looking vision and the results it achieved in 2018 on behalf of all its stakeholders.

Drawing inspiration from the International Integrated Reporting Council (IIIRC) framework, the report meets the new needs of investors, customers, partners, NGOs and employees, enabling them to understand, analyse and measure the overall performance of a company and its interactions with society.

It covers the 2018 fiscal year and is based on data from the 2018 Reference Document and results from the report on the 2017-2021 Roadmap.

It emphasises the links between economic, financial and extra-financial (environmental, employment and governance) issues. Written with the Group’s governing bodies and business units, the document offers the keys to understanding and analysing the global performance of SUEZ through 30 illustrations. The company’s stakeholders have contributed to the Integrated Report campaign since 2015, questioning and enriching it. SUEZ would like to thank them heartily.
THE ESTABLISHMENT OF A CLIMATE ECONOMY, ESSENTIAL FOR HALVING CO₂ EMISSIONS BY 2030

FEEDING 1 BILLION MORE PEOPLE BY 2030: A MAJOR CHALLENGE FOR THE ENVIRONMENT

BLOCKCHAIN, FOCUS ON A TECHNOLOGY THAT COULD TRANSFORM THE LANDSCAPE IN MANY SECTORS

THE CALL TO CIVIC CLIMATE ACTION: YOUNG PEOPLE, CATALYSTS FOR CUTTING CO₂ EMISSIONS IN HALF BY 2030?

MEGATRENDS: RISKS AND OPPORTUNITIES FOR SUEZ

THE SUEZ VALUE CREATION CHAIN

FOUR STRATEGIC PRIORITIES TO REINFORCE OUR PARTNERS’ ENVIRONMENTAL LEADERSHIP, Driven by the 2017–2021 Roadmap

ACCELERATING THE CIRCULAR ECONOMY: NEW ALLIANCES THROUGHOUT THE VALUE CHAIN

THE DIGITAL TRANSFORMATION: ACCELERATING INNOVATION IN SUEZ’S ACTIVITIES

AFRICA AND THE CHALLENGE OF THE ENVIRONMENTAL TRANSITION

THE CLIMATE COMMITMENTS OF INDUSTRIAL CUSTOMERS

INNOVATION TO BUILD A DESIRABLE FUTURE

THE DILEMMAS OF PLASTIC WASTE MANAGEMENT IN FRANCE

“CLEAN WATER AND SANITATION” (SDG 6): A SUSTAINABLE DEVELOPMENT GOAL THAT CUTS ACROSS THE 2030 AGENDA

2018 RESULTS FOR THE BENEFIT OF STAKEHOLDERS

REDISTRIBUTION OF THE FINANCIAL FLOWS GENERATED BY SUEZ’S ACTIVITY IN 2018

THE BIOFACTORY, THE 21ST-CENTURY WASTEWATER TREATMENT PLANT

GLOBAL PERFORMANCE IN 4 REGIONS

WATER RISK MANAGEMENT: INDUSTRY IS STRENGTHENING ITS PRACTICES

BÂTIRIM: A SECOND LIFE FOR BUILDING MATERIALS THROUGH DIGITAL TECHNOLOGY

GLOBAL PERFORMANCE FOR THE BENEFIT OF INDUSTRY

THE COMMITMENT OF SUEZ’S EMPLOYEES IN THE MAIN COUNTRIES WHERE THE GROUP OPERATES

THE SOCIO-ECONOMIC FOOTPRINT OF THE GROUP’S ACTIVITY WORLDWIDE

SUEZ CARBON PROFILE AND PROJECTION TO 2050

A COMPANY WORKING FOR THE BENEFIT OF CONSUMERS/CITIZENS AND RESIDENTS

2018 FINANCIAL RESULTS

SUEZ IS A FIXTURE IN PRESTIGIOUS INDICES

SUEZ SHAREHOLDING STRUCTURE

IMPLEMENTATION OF REINFORCED DILIGENCE

A STRATEGY OF INFLUENCE AND ALLIANCES TO PROMOTE SUSTAINABLE RESOURCE MANAGEMENT
TRENDS

Climate emergency
Demographic challenge
Digital revolution
Public expectations
Risks and opportunities

STRATEGY

The SUEZ value creation chain
Four strategic priorities
Circular economy
Smart solutions
Environmental transition in the regions
Integrated solutions for industry
Three strategy accelerators
The dilemmas facing a responsible company
The SUEZ contribution to the 2030 agenda

GOVERNANCE

Governance bodies
Shareholding structure
Ethics and vigilance
Dialogue and responsible lobbying

APPENDICES

Materiality analysis and reputation
Methodology note on the annual reporting
Sustainable Development Roadmap 2018 results
Reports of the Statutory Auditors
GRI Standards content index
Environmental, social and societal indicators
Understanding the SUEZ contribution to society in 2018

PERFORMANCE
p.39

2018 results for the benefit of stakeholders
p.41

A look at the results from the Sustainable Development Roadmap
p.43

Performance that benefits...

p.45 ... local authorities
p.49 ... industrial customers
p.53 ... employees
p.55 ... regions
p.57 ... the health of the environment
p.59 ... consumers and residents
p.61 ... investors
p.63

Exemplary extra-financial performance

89,000 employees on all 5 continents

27.6% of management positions occupied by women

61% employee engagement rate

20% of institutional share ownership held by SRI funds

€17.3 billion of revenue

€120 million invested in R&D

7.6 billion m³ of drinking water produced

2.6 billion m³ of alternative water produced

4.4 million tonnes of secondary raw materials produced

7.6 TWh of renewable energy produced

10 Mt CO₂e avoided

55% of supplier contracts include CSR clauses
I am deeply honoured to have been chosen by the Board of Directors to succeed Gérard Mestrallet, to whom I pay tribute. His dependable confidence, renewed every year, has made it possible to transform SUEZ in ten years from a Group focused on water, sanitation and waste collection services into a leader in sustainable resource management under a single brand that catalyses the values of the company and its employees.

The imperative of positioning our activities and our business model within a circular economy approach has spurred this transformation. Today, we generate 7.6 TWh of renewable energy from waste; we bring 4.4 million tonnes of secondary raw materials to market; we produce 2.6 billion m³ of alternative water; and we create marketplaces to bring the producers and users of waste closer together.

The resource revolution has become our employees’ daily life, in that it is now the primary expectation of local authorities and industrial companies keen to manage the risks of natural resource depletion. To meet this challenge, we are enriching our range of solutions. The acquisition of GE Water widened our services for industrial customers. I am delighted to announce its successful integration into our new Water Technologies & Solutions (WTS) division and its excellent results: with organic revenue growth of +6.7% in 2018, WTS is a unique platform in a fast-growing industrial water market.

The Group's transformation, driven by 17 sustainable development commitments, is a clear illustration of the contribution made by SUEZ to many broader public policy challenges, including the fight against climate change: in 2018, our circular economy solutions helped to reduce our customers’ carbon footprint, while our commitment to cut our own greenhouse gas emissions by 30% by 2030 made SUEZ the first company in the environmental services sector to be recognised by the Science Based Targets initiative.

Over the last ten years, the vision of what constitutes a company’s performance has also been transformed: it must be both financial and extra-financial, as illustrated, for the third consecutive year, in the results of the 2018 Integrated Report. This is why, for the first time in its history, SUEZ has decided to index part of its credit costs to the environmental and social indicators of its Sustainable Development Roadmap.

My colleagues on the Board and I wish to reinforce this strategy of sustainable, responsible growth.

I will pay close attention to both the Group’s financial performance and its social and environmental performance.
Water, sanitation, waste collection and recycling services are essential for human health and development. In some countries, they can lead to elections being won or lost, so symbolic are they of the fair, rigorous management of public services. Today they are also a contributor to resource regeneration, because, after being processed, wastewater and solid waste can be recycled, recovered, and reused.

I am proud to have been appointed Chief Executive Officer of SUEZ and would like first of all to acknowledge the Group’s remarkable transformation in the hands of Jean-Louis Chaussade: as the leader in sustainable resource management, SUEZ is now committed to a responsible growth strategy, supporting the principles of the UN Global Compact and creating value that is shared with all stakeholders. The 2018 results disclosed in the new edition of the Integrated Report confirm this: with organic revenue growth of +3.6%, solid commercial momentum, a carbon profile that helps its customers avoid 10 million tonnes of CO₂ emissions and an employee commitment rate of 61%, the Group can lay claim to excellent financial and extra-financial performance.

We must now go further still to pursue the aim of a desirable future. SUEZ is contributing to these aspirations by opening new frontiers, supporting local authorities and industrial companies that want to increase their environmental leadership. The needs for water and sanitation in India and Africa are immense, and untreated waste could represent 10% of greenhouse gas emissions in 2030 if nothing is done to address them. In Europe and the USA, network infrastructure is ageing while water resource scarcity is a real and growing threat. China has made a huge commitment to the circular economy in response to a challenge that is no longer solely environmental, but also now a public health issue.

Technological, contractual and social innovation are essential to meet these needs. This will also involve smart technologies. The digital transformation of SUEZ is accelerating. Tomorrow, single systems supervising urban services, such as OnDijon, will be multiplying; data will make it possible to invent new services for consumers, while flows of materials, tracked reliably and transparently with blockchain technology, will enable the circular economy to be scaled up. Contributing to this essential environmental and social transition is SUEZ’s purpose, the cornerstone of its vocation. With shared values motivating our employees, whose health and safety are our primary concern; by guiding investment decisions towards cost-effective low-carbon solutions; in partnership and cooperation with companies and local stakeholders who also want to change the world.

”We must now go further still to pursue the aim of a desirable future”
TRENDS

The climate emergency
p. 9

→ ILLUSTRATION #1

The demographic challenge
p. 11

→ ILLUSTRATION #2
The digital revolution
p.13

Public expectations
p.15

→ ILLUSTRATION #3

Risks and opportunities
p.17

→ ILLUSTRATION #5
The latest IPCC (Intergovernmental Panel on Climate Change) report highlighted the overall inadequacy of the commitments in the Paris Agreement to limit the risks associated with the consequences of climate change. According to scientists, a world at +2 °C would be much more dangerous than had previously been anticipated; the report now recommends reducing our emissions by 45% by 2030 compared with 2010 to establish a trajectory towards carbon neutrality by 2050 and limit the temperature rise to +1.5 °C by the end of the century.

Ever-increasing mobilisation

Faced with difficulties at state level, the mobilisation of non-state actors is continuing. The United Nations NAZCA platform listed over 12,000 stakeholders involved in 2018 (cities, regions, NGOs, investors and businesses), twice as many as in 2016, while the Science Based Targets initiative counted 536 major global corporations committed to reducing their greenhouse gas emissions in line with the requirements of the Paris Agreement. These commitments illustrate these actors’ growing awareness of the risks and economic opportunities associated with the climate transition.

But it is the financial sphere that now appears to be truly realising the scale of the new global climate situation, multiplying initiatives such as climate indices and specific funding tools. At the same time, the price of a carbon allowance on the European market (EU-ETS) rose to €24 per tonne at the end of 2018 compared with barely €5 a year before, driven by the European reform adopted last March.

The establishment of a climate economy

At this rate, the carbon allowance price could reach €40 by 2023 and €55 by 2030 according to the Carbon Tracker thinktank. However, although the amounts invested in fighting climate change are rising, they still remain too low. In France, for example, climate investment exceeded €40 billion in 2018 and has grown by 17% over the last three years (source: I4CE), whereas the sums needed are estimated at €50 to €70 billion per year.
COMPANIES ARE INCLUDING THE CLIMATE IN THEIR ECONOMIC MODELS

$652bn/year

- $230bn Renewable energy
- $231bn Energy efficiency
- $172bn Climate change adaptation and resilience
- $11bn Low-carbon transport

Source: Climate Policy Initiative

$53bn

Savings identified by companies through climate solutions

Source: IDPF2018

THE RESPONSIBLE FINANCE AGENDA

December 2017

Launch of Climate Action 100+, a coalition of 300 investors representing $31,000 billion of assets asking companies to improve their climate governance, reduce their greenhouse gas emissions and strengthen their financial communication

September 2018

Goldman Sachs launched the Euronext CDP Environment France index, including the 40 stocks with the best scores from the CDP rating agency for their climate, water and forest management strategies

December 2018

Total value of green bonds in 2018
Total value of Sustainability Linked Loans in 2018

$167.6bn $36.4bn

Source: Climate Bonds Initiative, BloombergNEF
Current projections suggest continuing demographic growth in the coming decades, reaching a global human population of 8.5 billion by 2030 and nearly 10 billion by 2050. This trend, combined with population concentration in cities and increasingly westernised lifestyles, including diet, raises a number of questions.

An environmental impact that is likely to grow

The environmental pressure due to the current agricultural model raises the issue of whether it is possible to accommodate so much demographic growth sustainably. With rapid rises in water withdrawal, continuing loss of arable land and already-significant greenhouse gas emissions, the challenges involved in meeting future demand for food are considerable.

If current trends continue without our practices being questioned, the impact projections are indisputable: for example, it is estimated that water requirements would almost double by 2050 (source: UNESCO), while greenhouse gas emissions due to the agricultural sector would increase by nearly 30% (source: FAO) and global waste production by about 70% (source: World Bank).

Technical progress, necessary but not sufficient

To meet these challenges, production methods, lifestyles and individual behaviour will have to change. Solutions are being developed, such as more economical irrigation techniques, reductions in inputs and organic waste recovery, including developing animal feeds made from insects and nourishing soils, which are increasingly deficient in organic matter. But technical progress alone will not be enough to reduce the impact while ensuring global food security (source: I4CE). The impact of meat-rich diets, food losses and waste (a third of global food production, according to the FAO) and food wasted by retailers and end consumers... these are all challenges which, if addressed, could enable the world of tomorrow to be fed while preserving resources and the climate.

In late 2018, a study estimated that cutting food losses by half and limiting the global rise in demand for meat to a third by 2050 (compared with 50% if current trends continue) would make it possible to feed the future human population while keeping warming to 2 °C (source: World Resources Institute).

Raising awareness to encourage change

Several studies also consider these levers compatible with nutritional and accessibility requirements for food products (source: I4CE), but they will require in-depth work on the environmental perception of these products and consumer willingness to adapt their own behaviour.
FEEDING 1 BILLION MORE PEOPLE BY 2030: A MAJOR CHALLENGE FOR THE ENVIRONMENT

THE ENVIRONMENTAL IMPACT OF THE FOOD SYSTEM

2018

69% of water withdrawals
28% of greenhouse gas emissions

2030

(if nothing is done)

+14% water withdrawals
+25% greenhouse gas emissions

3 LEVERS FOR ACTION

Smart agriculture
Modernising and improving irrigation services and input management

Decarbonising diets
61% of food emissions come from livestock breeding

Tackling food waste
1/3 of global food production is wasted every year → 24% to 37% of the carbon footprint of food

Sources: FAO, BIPE, I4CE
Built on knowledge and techniques accumulated over centuries, environmental work has undergone a real digital revolution over the last ten years, though this process is still in its early stages.

From ancient structures to digital utilities

Inherited from Antiquity, techniques for water and waste management have evolved slowly over the centuries (illustration on p. 28). But with the arrival of digital technology, these functions have experienced a real revolution over the last ten years. Sensors for predictive management, connected meters and containers, smart sorting robots: the era of digital utilities is emerging.

Towards a new balance between humans and machines

This digital revolution involves inventing a new balance between humans and machines to prevent the social imbalances that could lead to lower-skilled tasks and jobs disappearing. Gender equality must also be questioned in a sector where parity is still far from being achieved, despite movement in the right direction: only 14% of start-ups that raised funds in 2017 were led by women (source: Baromètre StartHer-KPMG #2). With volumes of data growing a thousandfold every ten years since 2000, the digital revolution also has an environmental cost that is still poorly understood and that must be controlled for these technologies to provide real social benefits.

A booming digital market

Valued at $60 billion in 2025, compared with $4 billion in 2018 (source: Cabinet Keyrus), the artificial intelligence market should account for $232 billion in investment in 2025, compared with $12 billion in 2018 (source: KPMG). The Internet of Things (IoT) is also growing exponentially, with 7 billion connected objects in 2018 compared with 5.9 in 2017; in 2030, we can expect 35 billion (source: Idate DigiWorld). Some technologies are still at an experimental stage, but promise profound transformations in the environmental sector. In a world increasingly marked by suspicion of all types of institutions, blockchain in particular offers extraordinary prospects for guaranteeing confidence, security and traceability for transactions.
BLOCKCHAIN IN BRIEF

An open, tamper-proof, decentralised register operating via a peer-to-peer network:

01. A sends a transaction to B

02. Several transactions are stored together in a block

03. The block is validated by the network nodes using cryptographic techniques

04. The block is dated and added to the blockchain, which all users can access

05. B receives the transaction from A

Security, authentication and traceability, exchanges with no intermediary: a revolution in trust

EXAMPLES OF CURRENT EXPERIMENTS

- BETTER SUPPLY CHAIN CONTROL AND PRODUCT TRACEABILITY
  (e.g. WWF Blockchain Tuna project, New Zealand)

- REGULATION OF GROUNDWATER USE TRANSPARENTLY AND INCORRUPTIBLY IN HIGH-RISK REGIONS
  (e.g. IBM & Freshwater Trust, USA)

- SIMPLIFYING AND OPTIMISING CROSS-BORDER WASTE TRANSFERS
  (e.g. European waste transportation on blockchain, Netherlands/Belgium)

- DECENTRALISED ENERGY TRADING BETWEEN RESIDENTS, ENCOURAGING COLLECTIVE SELF-CONSUMPTION
  (e.g. Brooklyn Microgrid, USA)

- ACCESS TO FINANCIAL SERVICES FOR PEOPLE WITH NO BANK ACCOUNTS
  (e.g. Coins.ph, Philippines)

- SMART CONTRACTS AUTOMATIC EXECUTION OF CONTRACTS ASSOCIATED WITH FUTURE EVENTS
  (e.g. insurance against climate risk)

- SECURING ELECTORAL PROCEDURES
  (e.g. 2018 presidential elections in Sierra Leone)

Source: blockchainfrance.net
The year 2018 saw mass public activism in favour of the climate, including young people demonstrating against political inaction, in a context also marked by strong social resistance.

Hundreds of thousands of people mobilised across the world

The growing public mobilisation around the climate emergency first resulted in a new wave of climate marches. Relaunched in France following the resignation of Nicolas Hulot, the environment minister, climate marches again united thousands of participants across the globe.

Movements of civil disobedience

In the United Kingdom, this mobilisation took the shape of a civil disobedience movement, Extinction Rebellion, which spread to other countries. Strikes and demonstrations by school and university students also emerged in Sweden, Australia, Belgium and Canada. The Swedish high school student Greta Thunberg was a figurehead for this global youth movement against climate inaction. This was combined with the publication of student manifestos in several European countries expressing their refusal to work for companies that fail to make adequate commitments to the climate challenge.

Citizens taking legal action

At the same time, legal proceedings were launched, taking inspiration from the successful case against the Dutch government. In Colombia on 5 April 2018, the Supreme Court ruled in favour of 25 plaintiffs aged 7 to 26 who had taken action against the government to force it to stop deforestation in the Amazon and reduce greenhouse gas emissions. In France, the “Affaire du siècle” petition, promoted by a group of YouTubers, received record support from 2 million French people.

Reconciling sometimes contradictory expectations

These actions contrast with forces of social resistance that remain strong: the French “gilets jaunes” movement, which started by rejecting environmental taxes, is one example. Reconciling social justice with environmental preservation is clearly essential to avoid the risk of handing power to governments that are hostile to environmental questions, as the USA and Brazil have shown.
### The Call to Civic Climate Action: Young People, Catalysts for Cutting CO₂ Emissions in Half by 2030?

<table>
<thead>
<tr>
<th>Illustration #4</th>
</tr>
</thead>
<tbody>
<tr>
<td>Extinction Rebellion</td>
</tr>
<tr>
<td><strong>World</strong></td>
</tr>
<tr>
<td>&quot;0 net emissions by 2025&quot;</td>
</tr>
<tr>
<td>Civil disobedience movement launched in October 2018 that has since spread to 48 countries</td>
</tr>
</tbody>
</table>

| Student Manifesto: Wake-up Call on the Environment |
| **France, Belgium, Sweden** |
| "Companies, take steps to respond to the climate emergency" |
| 35,000 signatures |

| School Strike for Climate |
| **World** |
| "Respect the Paris Agreement" |
| Student strikes since November 2018; 16 March 2019: more than one million young people in 125 countries |

---

**Rise for Climate**

**World**

"Make climate issues a political priority"

The Climate March on 8 September 2018, more than 800 marches in nearly 960 countries

**L'affaire du siècle**

**France**

"Recognise the state's obligation to fight climate change"

Over 2 million supporters for action against the state by 4 NGOs
The needs for environmental services are growing fast in a context of macroeconomic, climatic and geopolitical uncertainty. These changes require businesses to be agile and responsive. For SUEZ, this means a robust analysis of the risks and opportunities engendered by these “megatrends”, in alignment with the progress of the UN 2030 agenda.

A robust risk management process

A risk identification process has been in place for the whole Group for several years. It classes risks by category (strategic, financial, operational), evaluates them (in terms of importance and frequency), quantifies them when possible and reviews how they are addressed, feeding into action plans at different levels of the company. This process was reinforced in the context of the French law on the duty of vigilance (p.73).

Seizing opportunities while taking stakeholders’ expectations into account

To manage its global performance, SUEZ regularly measures its reputation among stakeholders and their expectations from the company in terms of the range of sustainable development issues (see annexes). This enables the Group to orient its action plans and concentrate its efforts on the most “relevant” issues across its markets.
For each of the megatrends identified, SUEZ analyses and monitors the risks and opportunities for the Group in line with the UN 2030 agenda.

### Climate Emergency

**Opportunities**
- Alternative water resources
- Waste recovery
- Low-carbon solutions
- Solutions for resilient cities and ecosystem protection

**Risks**
- Reduction of energy & raw materials prices
- Impacts of climate disruption
- Increase in extreme events

### Demographic Challenge

**Opportunities**
- Infrastructure needs
- Smart city
- Circular economy loops and secondary raw materials
- Habitat protection and decontamination
- Inclusive business models tailored to fragile economic contexts

**Risks**
- Rise in pollution
- Conflicting uses and changing modes of consumption
- Territorial divisions
- Chaotic urbanisation in emerging countries

### The Digital Revolution

**Opportunities**
- Blockchain and cryptocurrencies for secure transactions and targeted funding
- Smart resource and flow management
- Slow tech
- New online services
- New activities

**Risks**
- Cyber security
- Adaptation of human resources and transformation of the Group
- Shifting competitive environment

### Public Expectations

**Opportunities**
- Corporate social responsibility (CSR)
- Attractiveness of a community-focused business
- Civic participation
- Changing modes of consumption

**Risks**
- Social conflict
- Duty of vigilance with regard to suppliers
- Political instability
- Ethical risk
STRATEGY

The SUEZ value creation chain
p. 21
→ ILLUSTRATION #6

Four strategic priorities
p. 23
→ ILLUSTRATION #7

Circular economy
p. 25
→ ILLUSTRATION #6

Smart solutions
p. 27
→ ILLUSTRATION #9
Environmental transition across regions
p.29

→ ILLUSTRATION #10

Integrated solutions for industry
p.31

→ ILLUSTRATION #11

Three strategy accelerators
p.33

→ ILLUSTRATION #12

The dilemmas facing a responsible company
p.35

→ ILLUSTRATION #13

The SUEZ contribution to the 2030 agenda
p.37

→ ILLUSTRATION #14
SUEZ supports the environmental transition of an industrial and municipal market that is now fully aware of resource scarcity. The Group favours the circular economy model and is active throughout the water treatment and waste recovery value chain: from constructing and operating networks and infrastructure for water, waste collection, sorting and recovery to renewable energy generation, new materials and digital services.
**HUMAN CAPITAL**
€4,598 million in salaries*

**NATURAL CAPITAL**
10.0 MtCO₂e of emissions avoided
42 million tonnes of sand saved
1.5 million tonnes of iron ore saved
The equivalent of 5.2 million barrels saved

**FINANCIAL CAPITAL**
€696 million distributed to shareholders*

**INTELLECTUAL CAPITAL**
€120 million invested in R&D

**SOCIETAL CAPITAL**
€9,882 million of procurement and subcontracting*
€1,008 million of taxes and duties paid to States and local authorities*

---

* Refer to page 44 for more details of the redistribution of financial flows generated by SUEZ’s activity in 2018
FOUR STRATEGIC PRIORITIES

TRANSFORMING OUR CORE ACTIVITIES AND DEVELOPING SKILLS

PRIORITY 1
Focus on the circular economy

Ambition:
Maintain the lead in circular economy solutions.

Commitments:
- Adhere to the 2°C target by mitigating the causes of climate change
- Develop climate-responsible models
- Foster collaborative and partnership working
- Promote material recycling, recovery and reuse

PRIORITY 2
Accelerate the deployment of smart solutions

Ambition:
Become a data-driven company and offer new added-value services to customers.

Commitments:
- Act to ensure health and safety in the workplace
- Accelerate the Digital Revolution
- Act for the health of the environment and the protection of the oceans

TO REINFORCE OUR PARTNERS’ ENVIRONMENTAL LEADERSHIP, DRIVEN BY THE 2017-2021 ROADMAP

GRI DISCLOSURES
103-1 / 103-2 / 103-3 / 303-1
Put forward 100% sustainable solutions

COMMITMENT 9

Adapt to the requirements of climate change for water

COMMITMENT 6

OPEN UP TO NEW MARKETS AND CUSTOMERS

PRIORITY 3
Support environmental transition across the globe at global level

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

Promote biodiversity and ecosystem services

COMMITMENT 14

Innovate to develop decentralised or modular solutions for the territories of the planet

COMMITMENT 11

Advance access to essential services

COMMITMENT 15

Contribute to local development and territorial attractiveness

COMMITMENT 14

PRIORITY 4
Develop integrated solutions for industry

Ambition:
Make the industrial sector a major growth driver for the Group.

Adapt to the requirements of climate change for water

COMMITMENT 6

Put forward 100% sustainable solutions

COMMITMENT 9

Master the stakes linked to globalization

COMMITMENT 4

Sustain trust by reinforcing the means for inclusive governance

COMMITMENT 12

GRI DISCLOSURES
103-1 / 103-2 / 103-3 / 303-1
As the circular economy becomes increasingly essential as the model for the 21st century, SUEZ is reinforcing its waste recovery solutions and bringing producers and users together within new ecosystems.

Supported by ambitious regulations in Europe and Asia, the circular economy model increasingly appears to be the inevitable response to the issues of resource depletion and the need to cut carbon emissions, making it possible to avoid the equivalent of 3.6 billion tonnes of CO2 emissions by 2050. Our industrial and local authority customers, alongside stakeholders in civil society, understand this all too well: they are unanimous in considering that the top priority for SUEZ is to promote material recovery, recycling and reuse (Commitment 7 in the Roadmap).

In this context, SUEZ is adapting its industrial facilities, training its staff in the new requirements of its operating methods and planning to maintain its lead in the development of circular economy solutions through:

- **a policy of selectiveness in the flows processed**: plastic, bio-waste and construction/deconstruction waste are prioritised due to their volume and their carbon content, with support for innovation programmes (chemical treatments for plastic; creation of the BioResourceLab, a research centre dedicated to transforming organic waste into bioresources);
- **an ambition to increase the production of renewable energy by 2021**, with targets for each country and targeted investments in technologies for generating green energy from waste (e.g. €4.2 million of investment in the Etia Group in 2018 to create a full range of solutions for decentralised energy generation from all types of biomass and dry waste);
- **continued efforts to reinforce the circular economy for water** by converting treatment plants into biofactories able to produce both energy and water for different types of uses (agricultural and industrial);
- **a strategy of alliances with companies and regional ecosystem players throughout the circular economy value chain**: intensified in 2018, this policy of inter- and intra-sector alliances will be reinforced further between now and 2030, with the aim of bringing producers, manufacturers and users together to maximise the impact of the circular economy.
ACCELERATING THE CIRCULAR ECONOMY: NEW ALLIANCES THROUGHOUT THE VALUE CHAIN
Increasing operational performance and commercial agility: this is the ambition of a fast and far-reaching digital transformation.

SUEZ places digital technology at the service of customer relations, the evolution of marketplace-focused business models, the optimisation of operational infrastructure management and the creation of new services. Not to mention staff training! It provides wider access to more personalised training programmes and accelerates the spread of digital habits while giving the Group new skills.

In this context, the Group is accelerating the development of digital solutions:

• to make them a major competitive advantage in terms of water network resilience. Developed countries are now facing the need to renew almost all of these networks, while emerging countries are extending or creating the water infrastructure that is vital for their peoples’ needs. SUEZ is broadening its range of digital solutions with Aquadvanced® Quality Monitoring, which makes it possible to monitor drinking water quality in water distribution networks in real time, and OPTIMIZERTM, software for optimising investments in terms of infrastructure performance. This range of solutions is deployed through over 600 contracts worldwide and marks a new stage in the Group’s technological history and offers prospects for solid commercial momentum.

• by positioning the Group in the smart city and BtoC markets. Digital solutions, such as connected control centres, lie at the heart of the smart city, as with OnDijon and the new applications aimed at consumers: On’Connect Coach enables consumers to analyse their waster consumption and control spending, while On’Connect Génération helps ensure elderly people can be cared for in their homes.

• to optimise the waste treatment value chain. The Group is continuing its Smart Waste strategy to optimise the waste cycle for local authorities and trialling blockchain technology to control the traceability of waste flows in real time, from collection to treatment: a prototype for tracking waste in Warsaw, Poland, is being developed with the Microsoft Azure cloud computing platform. SUEZ is also investing in the industrial market, targeting players that wish to reinforce their circular economy strategy – for example, batiRIM® (Resource Information Modelling), a digital modelling tool, can quantify and map flows of products and materials from buildings that are being renovated or deconstructed to evaluate their potential for reuse or recycling (p.51).

• by reducing the time needed to produce new solutions. SUEZ emphasises cooperation to accelerate the development of digital solutions and offer new services for local authorities, industry and consumers with significant financial and operational benefits: the Group has launched the Digital Hub, which brings multi-activity teams and partners together (tech start-ups, incubators etc.) to work in agile mode, reducing production time.

SMART SOLUTIONS

IN 2030

35 billion objects will be connected

Cities will have spent

$41,000 billion to digitalise their infrastructure

85% of the jobs that will occupy people do not exist today

Sources: Idate DigiWorld, Institute for the Future
ILLUSTRATION #9
THE DIGITAL TRANSFORMATION: ACCELERATING INNOVATION IN SUEZ’S ACTIVITIES

First sewage networks in Europe
First half of 19th century

First incineration plant in the UK
1874

First biological treatment system in England
1914

First chemical treatment to make water drinkable using chlorine
1916

First motorised waste collection vehicle in Paris
1919

Aniquity
19th century

Ancient techniques

The turning point in hygiene and industry

The technological revolution in treatment methods

Solutions based on nature to treat micro-pollutants
Zira LuxiKate®

Connected control centre
Oujija
(world first)

Anticipating selective building deconstruction with digital modelling
BuildRin®

Latest generation of dedicated autonomous robots for sorting centres
MAX-AI®

Software to optimise investment and network performance
OPTIMIZER®

Network inspection using drones and connected robots
Drone-e

2016-2019

Real-time network management
Aquapowered Water Networks, Aquadrained Urban Drainage, Visio

2015-2017

Direct reinjection of biogas into networks
Rivolux

2010

Recovering heat from wastewater
Deges bleue®

2009

Drinking water treatment using membranes in France
AquaSource

1980

Membrane bioreactor water treatment
Ultrafract® France (world first)

1996

Surface water treatment with ultrafiltration and activated carbon
Cristal process (world first)

1997

2005

Smart metering
OnConnect

2017-2018

Smart containers and connected trucks to optimise collection rounds
Smart Truck

Wasteconnect

YaleVisio®

2016-2017

Digital transformation of the overall customer experience

Interconnection of all urban services

Digital control of the whole operating chain

Blockchain traceability for flows

For tomorrow
Most territories on the planet are committed to moving towards the environmental transition, and SUEZ’s activities help them to do so. The Group has chosen to strengthen their international development in a targeted way:

• **By favouring a strong partnership culture:** in China, for example, SUEZ supports the authorities’ environmental policy based on a model of partnership and knowledge transfer through over 70 shared companies founded with Chinese partners. The contracts to operate four wastewater treatment plants in Changshu and transform hazardous waste into energy in Qinzhou, signed in 2018, are a testament to this.

• **By offering innovative contractual models** able to meet the growing water needs of emerging countries in Africa and India. In India, where SUEZ strengthened its presence in 2018 by winning drinking water distribution contracts for the cities of Davanagere, Udupi and Puttur, the Group encourages contracts covering both network modernisation and operation to ensure drinking water distribution 24/7.

• **By emphasising new solutions to guarantee the world’s drinking water supply**, including desalination (SUEZ delivered its 3,300th desalination plant worldwide in Barka in the Sultanate of Oman in summer 2018) and decentralised solutions such as the UCD (a compact, modular drinking water production unit): in the context of the Côte d’Ivoire’s “Water for All” programme, SUEZ has installed 40 UCDs to supply 18 secondary towns.

• **By entering new areas such as sanitation and waste treatment in emerging countries:** in Africa, for example, the lack of sanitation represents a cost of 1 to 2.5% of annual GDP in about twenty African countries according to the World Bank. If landfill sites in emerging countries are not converted into treatment and recovery units, the contribution of waste to greenhouse gas emissions could reach 10% by 2025: SUEZ is working with funding bodies financial backers to better integrate these solutions into development finance programmes.

• **By continuing to develop its strongholds in Europe, the USA and Australia while extending its geographical footprint:** in 2018, the Group secured its first contract in Ecuador (to improve drinking water distribution services in Santo Domingo), illustrating the Group’s growing momentum in Latin America (7% of the SUEZ Group’s revenue). Since 2018, it has also supported the Greater Moscow urban transformation and circular economy project.

Increased water demand and water stress; cutting greenhouse gas emissions; population growth: SUEZ supports the world’s regions in resolving these complex equations.
WATER STRESS AND URBAN GROWTH

Level of water stress*
- > 70%
- 25 - 70%
- 10 - 25%
- 0 - 10%
- Insufficient data

Urban population (2018)
- 500,000 to 750,000
- 750,000 to 1 million
- 1-5 million
- 5-10 million
- over 10 million

SUEZ SOLUTIONS IN AFRICA

Sources: UNDESA 2018; United Nations 2018

* Water stress is defined here as the ratio of the total freshwater withdrawn annually by all major sectors to the total renewable freshwater resources, expressed as a percentage.
The ambition of SUEZ in a fast-growing industrial market is to strengthen its position as an environmental backstop.

More and more companies in all sectors are making a commitment to reduce their impact, and they need long-term solutions to help them keep their promises.

**Strengthening commercial momentum with stand-out industrial solutions**

SUEZ offers a very wide choice of products and services that cover the whole range of industrial water needs (water treatment equipment and systems, digital solutions for resource optimisation, equipment monitoring and maintenance and data analysis) and the circular economy (solutions for eco-design and material and energy recovery) for waste in the construction, materials, energy, chemicals and pharmaceuticals, mining and metallurgy, pulp and paper, food and oil and gas markets.

The Group aims to develop its industrial solutions in its traditional areas of services for local authorities, enabling the emergence of ecosystems with a positive environmental impact. The Shanghai industrial park where SUEZ provides water cycle management and hazardous waste treatment and recovery based on a circular economy model illustrates this strategy: designated as a pilot site in the petrochemical sector by the Beijing government, SCIP will be replicated across the country.

**WTS: average growth prospects of 5% between 2018 and 2020**

The 2018 growth of +6.7% in the revenue of WTS (Water Technologies & Solutions, emerging from the acquisition of GE Water & Process Technologies) and the synergies it has created ($30 million compared with a forecast of $25 million) consolidates relations with key accounts: the industry now represents 43% of the SUEZ Group’s revenue.

The prospects for development are many, especially in high-added-value market segments such as the microelectronics sector. The extended range of membrane technologies to optimise low-capacity wastewater treatment plants and mobile solutions mounted on trailers are solutions for which SUEZ stands out in the industrial market.

The risks associated with water could cut the profits of food companies by 116%.

*Source: WBCSD*
THE CLIMATE COMMITMENTS OF INDUSTRIAL CUSTOMERS

**Chemicals sector**

- **Air Liquide**
  - **-30% carbon intensity**
  - Air Liquide has announced a target for the reduction of its carbon intensity by 30% by 2025 by increasing the proportion of renewable energy in its energy consumption, improving the energy efficiency of its sites and reducing the carbon footprint of its products.

- **BASF**
  - **Carbon-neutral growth**
  - BASF’s strategy aims to achieve carbon-neutral growth by 2030 by optimising existing processes, gradually replacing fossil fuels with renewable energy and developing radically new low-emission production processes.

**Energy sector**

- **EDF**
  - **Carbon neutrality**
  - EDF has confirmed its target of achieving carbon neutrality by 2050.

- **Engie**
  - **+25% renewable energy**
  - Engie has announced that renewable energy would represent 25% of its production portfolio by 2020.

- **Iberdrola**
  - **Reduction of CO₂ emissions**
  - Iberdrola has set a new target for reducing CO₂ emissions to below 150g of CO₂ per kWh by 2030.

**Consumer sector**

- **L’Oréal**
  - **-25% greenhouse gas emissions**
  - L’Oréal has committed to reducing its scope 1, 2 and 3 greenhouse gas emissions by 25% relative to 2016 by 2030, and has received validation from the Science Based Targets initiative.

- **Nestlé**
  - **-50% greenhouse gas emissions**
  - Nestlé has committed to reducing its scope 1, 2 and 3 greenhouse gas emissions by 50% relative to 2010 by 2050.

- **Solvay**
  - **-1 million tonnes of CO₂ emissions/year**
  - Solvay is committed to reducing its global CO₂ emissions by a million tonnes a year by 2025 compared like for like with 2017.
The health and safety of staff and customers: a fundamental prerequisite

The new 2017-2021 Roadmap places health and safety managers, supported by a network of 950 professionals, directly below operational executives and trains managers in health and safety leadership. It also organises the prevention of serious and fatal accidents and introduces a “fair culture”. Evaluated against proactive performance indicators at a higher level than conventional indicators, SUEZ’s policy is reviewed twice a year by the Ethics and Sustainable Development Committee. Consequently, frequency rates have been halved over ten years.

1. Objectives: promoting safety culture and encouraging everyday commitment from all staff. Safety is everywhere, all the time, for everyone and with everyone!

The new Digital Roadmap will give the Group new skills and accelerate the development and launch of new digital solutions. A team and a network of data scientists have been put in place to better exploit in the future the huge quantities of data produced by the Group’s operational activities (water consumption data via smart meters; waste container fill levels and contents etc.).

The Innovation, Marketing and Industrial Performance department (DIPI) has reorganised to deploy a new Innovation/Digital/Performance/Intrapreneurship system able to promote a Group-wide approach to innovation.

The digital transformation of the Group’s activities, and particularly waste collection and sorting, combined with improved procurement efficiency and reduced general and administrative costs, led to long-term net savings of €210 million in 2018, beating the target and paving the way for a programme to save €200 million in costs in 2019.

2. Synergies and digitisation of systems for increased performance

The Innovation in service of human progress

In 2018, the Group invested €120 million in Research and Development. The goal is to conquer the markets that serve sustainable development and prepare for the future of the SUEZ Group’s activities at the heart of an innovation ecosystem consisting of its own researchers, the international scientific community and start-ups. The Group also launched its first Innovation Week in 2018, together with the Digital Hub (→ p.27). By focusing resolutely on a structured open innovation policy, the Group can access knowledge and technologies that complement its own, accelerating the commercial development of innovative solutions.

In 2018, SUEZ has come together with CNRS, Inria, Université PSL and other companies (Amazon, Criteo, Facebook, Faurecia, Google, Microsoft, NAVER LABS, PSA Group, Valeo) to found the PRAIRIE Institute (PaRis Artificial Intelligence Research InstitutE), a centre of excellence in artificial intelligence with three goals: contributing to the progress of basic knowledge in AI, taking part in solving concrete problems with high value in terms of applications and contributing to training.
RESPONDING TO THE CLIMATE EMERGENCY
TREND 01
- Energy transition in major cities: Stake in Paris Fonds Vert, a regional investment fund created through an initiative by the city of Paris to support SMEs innovating in the energy transition.
- Packaging: CircPack, a retail advice service to optimise packaging recyclability.
- Marine biodiversity: Development of SeaQuadriNovel, a system for tracking marine ecosystems by recording sound.
- Low-carbon cities: Origins.Earth, a tool enabling cities to measure their greenhouse gas emissions continuously and access climate finance.

RESPONDING TO THE DEMOGRAPHIC CHALLENGE
TREND 02
- Bioresources: Creation of the BioResourceLab, a research centre dedicated to converting organic waste into bioresources.
- Microplastics: “Microplastic“ partnership programme, the most effective technologies for eliminating these plastics at waste treatment plants.
- Air quality in cities: IpAir project, 3D modelling of pollution at metro stations, positive ion air purification and recovery of the captured particles.

RESPONDING TO THE DIGITAL REVOLUTION
TREND 03
- 650 researchers and experts from the networks of the 17 SUEZ centres of expertise and research.
- International research partnerships with scientific and technical organisations and other industrial companies.
- Digital Hub: Collaborative programme to accelerate digital solutions.
- SUEZ Ventures: SUEZ investment fund dedicated to new technologies.

RESPONDING TO PUBLIC EXPECTATIONS
TREND 04
- Women and the environment: Research partnership with LEPA to identify levers for female environmental leadership.
- Digitalised waste collection: Waste.connect®, a "mymonitor" solution for triggering collection when the container fill threshold is reached.
Companies are often faced with the dilemma of choosing between equally legitimate approaches. SUEZ decided to formulate these dilemmas and explore them freely with stakeholders.

**DILEMMA 1**

*How to improve the management of plastic waste?*

Given the global profile of this subject, SUEZ placed the dilemmas of plastic management on the agenda of its annual stakeholder consultation. There are few spaces where the many players concerned can discuss the issue freely, with no regard for regulatory, commercial or media considerations.

Although SUEZ could theoretically recycle all plastics, certain flows still fall through the net and the recycled product does not necessarily find commercial outlets. Given this, how should the investments needed to achieve the very ambitious regulatory requirements be targeted? What can SUEZ do to overcome the obstacles encountered by players in the plastic value chain? As the regulatory issues and ecosystems of players are specific to each country, the dialogue first took place in France. The discussions focused in particular on how to develop a deposit system, which, concentrating on easily recyclable resins such as PET, could weaken the economic balance of public-service waste management. The 37 participants – plastics experts, industrial users of plastics, public organisations, representatives of associations, SUEZ experts and managers – also discussed the comparative advantages of various recovery methods for different types of resins and different uses, together with levers for developing eco-design for products containing plastic. In 2019, this consultation will be extended to the Group’s other markets, including China, where the prohibition on plastic waste imports in 2018 has disrupted the international markets.

**DILEMMA 2**

*Duty of vigilance: supporting “small” suppliers or limiting the risks by focusing on the biggest players*

As a company that places orders with other companies in order to satisfy the requirements of French law on the duty of vigilance, SUEZ has to do everything it can to control the risks of abuses of human rights, health and safety and the environment in its value chain.

To achieve this, there are two possible approaches for the Group and its buyers. On one hand, giving preference to large suppliers and leaders in their fields, preferably French and thus subject to the same legal requirements, giving SUEZ a level of operational and legal security. On the other, working with smaller suppliers that may be less well-prepared to deal with these risks, which SUEZ will thus have to support in improving their practices. The solution to this equation depends largely on the resources available to the Group to deploy a responsible procurement policy in all the territories where it operates. SUEZ seeks wherever possible to pool its efforts to monitor and support suppliers with other companies contracting with its suppliers.
THE DILEMMA OF PLASTIC WASTE MANAGEMENT IN FRANCE

How can industry be encouraged to use recycled plastic?
- Cost of raw PET lower than recycled food grade PET
- Saving of 1.6t of CO₂ and up to 90% of energy for 1t of recycled plastic compared with 1t of virgin plastic

How can collection rates be optimised?
- €1.2 billion to €1.8 billion of investment needed by 2030 to support the development of the packaging recycling process
- Will the development of returnable packaging penalise local authorities, which partly fund waste services by reselling materials?

How can consumers be encouraged to buy recycled?
- 3 public eco-labels in France
- No VAT differential depending on whether the product is recycled

How can the processing of growing flows be improved in terms of quantity and quality?
- +2.5 Mt of plastics to recycle by 2025
- ~20-40% of flows lost due to poor sorting or inadequate quality

3.41 Mt of plastic waste collected in 2016 but only 0.4 Mt of recycled raw materials reused

How can consumers be encouraged to buy recycled?
- 3 public eco-labels in France
- No VAT differential depending on whether the product is recycled

How can collection rates be optimised?
- €1.2 billion to €1.8 billion of investment needed by 2030 to support the development of the packaging recycling process
- Will the development of returnable packaging penalise local authorities, which partly fund waste services by reselling materials?
SUEZ intends to play a driving role in achieving the UN Sustainable Development Goals for 2030, particularly the goal relating to water and sanitation (no. 6), but also the goals concerning climate (no. 13) and sustainable production and consumption (no. 12). In this way, SUEZ wishes to reinforce its presence where the needs are greatest.

The SUEZ 2021 Roadmap and its integrated risk and opportunity management process (→ p.18) are based on a detailed analysis of the 169 targets in the UN 2030 agenda, illustrated opposite for SDG 6, one of the broadest in scope. Its links with other targets, including those relating to the climate, are no doubt even stronger than the detail of the UN indicators suggests.

Concerned by all the SDGs and almost 70 targets, SUEZ has identified three distinct levels of contribution to the SDGs:

- areas where its activities can make a strategic contribution (SDGs 6, 12 and 13);
- SDGs for which SUEZ, as a major French company, needs to be vigilant and to set an example throughout its value chain (4, 8, 9 and 16);
- and SDGs for which the Group is committed to grasping opportunities for innovation, new models and new services for more sustainable forms of development (5, 10, 14, 15, 11 and 17).

SUEZ is determined to strengthen its presence in the countries where the needs are greatest by developing appropriate solutions (such as UCDs → pp.29-30). But the political and economic fragility of these regions, rural areas and secondary cities in emerging countries, requires forces to come together on the basis of a robust, shared analysis of needs. Gathering and harmonising data on all the relevant scales remains a huge challenge for all the organisations involved. 2019 will be a key year for the SDGs, as all the states must present their implementation reviews, opening the way for better alignment of budget strategies and the efforts of all players in view of local priorities.
"CLEAN WATER AND SANITATION" (SDG 6): A SUSTAINABLE DEVELOPMENT GOAL THAT CUTS ACROSS THE 2030 AGENDA
PERFORMANCE

2018 results for the benefit of stakeholders
p.41
→ ILLUSTRATION #15

A look at the 2018 roadmap results
p.43
→ ILLUSTRATION #16

For the benefit of local authorities
p.45
→ ILLUSTRATIONS #17-18

For the benefit of industrial customers
p.49
→ ILLUSTRATIONS #19-20-21

For the benefit of employees
p.53
→ ILLUSTRATION #22
For the benefit of regional development
p.55
→ ILLUSTRATION #23

For the benefit of the health of the environment
p.57
→ ILLUSTRATION #24

For the benefit of consumers and residents
p.59
→ ILLUSTRATION #25

For the benefit of investors
p.61
→ ILLUSTRATION #26

Exemplary extra-financial performance
p.63
→ ILLUSTRATION #27
The SUEZ Group’s contribution to society takes concrete form in a declaration of its financial and extra-financial performance, a tangible expression of the Group’s creation of global shared value.

Local authorities and industry

- **54% (Europe 69%)**
  Percentage of waste recovered in material or energy form (excluding biogas recovery from landfills)

- **525,000 tonnes**
  Quantity of plastic sorted and recycled*

- **22.8%**
  Percentage of treated wastewater reused*

- **78.2%**
  Percentage of bottom ashes recovered (excluding recovery by subcontractors)

- **14.4%**
  Level of energy self-sufficiency of wastewater treatment plants

Employees

- **27.6%**
  Proportion of managers who are women*  
  (29.4% excluding SUEZ WTS)

- **8.15**
  Frequency rate* of workplace accidents

- **69.3%**
  Percentage of employees who received training*

- **3.7%**
  Proportion of employee ownership of the Group’s shares (third-largest shareholding)

- **91.5%**
  Employees equipped with collaborative work tools*
Purpose is not a mere tagline or marketing campaign; it is a company’s fundamental reason for being – what it does every day to create value for its stakeholders. Purpose is not the sole pursuit of profits but the animating force for achieving them.
-Larry Fink, founder of the BlackRock asset management company, January 2019

Regions

55% Percentage of supplier contracts including CSR clauses* (excluding SUEZ WT3)

€4,000,000 Amount allocated to Fondation SUEZ*

210 Number of decentralised water production installations*

1 direct job at SUEZ generates 2.18 additional indirect jobs

94% of Group revenue is reinvested with regional players

9% Percentage of drinking water production and wastewater treatment plants located in areas of water risk

Consumers

26.7 million People receiving drinking water and wastewater treatment services in developing countries*

72% End consumers’ level of satisfaction with waste treatment services*

15 E-commerce platforms*

4.1 million ON’connect meters*

79.7% Efficiency of drinking water distribution networks*

Health of the environment

10 MtCO₂e Emissions avoided* for 9 MtCO₂e of direct and indirect emissions*

660 mg/tonne of waste incinerated Average annual NOx emissions*

51 mg/tonne of waste incinerated Average annual SOx emissions*

2 °C Trajectory for reducing emissions by 2030 in line with the 2 °C target validated by Science Based Targets*

Investors

€17,331m Revenue

€1,335m EBIT

€335m Net income, Group share

x 3.2 Net debt / EBITDA

€0.65 Dividend per share

9.3% Capital held by SRI funds

* Indicator associated with a target in the 2017-2021 Roadmap (→ pp. 82-84)
The year 2018 was marked by growing public expectations of concrete, verifiable commitments from companies in response to societal challenges. 95% of people in France, 89% in Germany and 77% in Poland expect companies to be "involved in society", i.e. to engage proactively with social issues.

The goal of the SUEZ Sustainable Development Roadmap, applied by all its Business Units, is to commit the company to targets for its contributions to the public interest, whether this means reducing its carbon footprint, helping to protect the oceans from plastic pollution or supporting local development and regional vitality. As the bedrock of the Group’s strategy, the Roadmap has led to 2018 results that bear witness to the now-intrinsic link between financial and extra-financial performance: the SUEZ Group’s commercial successes in 2018 are based on its capacity to reinforce the environmental leadership of its customers and partners, while digital technology strengthens their operational and commercial performance. Circular economy solutions, for example, have avoided emissions of over 10 million tonnes of CO₂, while 55% of contracts with suppliers include CSR clauses. In 2019, SUEZ has chosen to index the financial terms of its main credit line to four targets representing the priorities in its 2021 Sustainable Development Roadmap: Priority 1/ Achieving a level of 33% of management positions filled by women Group-wide; Priority 2/ Cutting the Group’s direct and indirect emissions by 30%; Priority 3/ Avoiding emissions of over 60 million tonnes of greenhouse gases by our customers; Priority 4/ Developing sustainable access to essential services in developing countries while increasing the Group’s revenue in the targeted countries by 26%.

The results still reveal room for progress (particularly on the issues of biodiversity and the reuse of recycled plastic), but they also show that SUEZ acts "with consideration for the environmental and social stakes of its activity", as required by the recently approved Pacte law, which also encourages companies to define their purpose. This is a subject that requires a rigorous, in-depth approach and SUEZ is engaged in a thought process with stakeholders and experts, building on the bricks that have made SUEZ a company that contributes to collective challenges over recent years: a clearly defined mission of securing and providing access to resources reinforced by 17 commitments to be achieved by 2021; formalised processes for regular dialogue; sharing the value created with all stakeholders. For example, 94% of Group revenue was redistributed to local stakeholders in 2018 and a job at SUEZ creates over two more with its subcontractors and suppliers. A new way of being and of conducting business is taking shape and making employees want to come together to design a positive vision of the future.
In accordance with the commitment to “Sustain trust by reinforcing dialogue with stakeholders” in its 2017-2021 Sustainable Development Roadmap, the Group is committed to working with its stakeholders to evaluate the economic and social consequences of its activities and its CSR policy in the territories where it operates.

Every year, SUEZ evaluates the financial flows generated by 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). It appears that in 2018, nearly 94% of Group 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 evaluation of the global “Local Footprint” of SUEZ’s activity, i.e. the number of jobs generated by its activity in the main countries where the Group operates (→ p.56).
Renovating infrastructure, the circular economy and connectivity: 3 key expectations of the cities where SUEZ deploys its expertise.

Sanitation plants, essential facilities in the local circular economy

Working with local authorities, SUEZ upgrades wastewater treatment plants into renewable resource production centres (water and energy). With its partners John Holland and Beca, the Group has secured the contract to modernise the water recycling plant in Boneo, Australia, enabling agricultural land to be irrigated with treated wastewater and contributing to the local authority’s targets for reducing greenhouse gas emissions.

The Eurometropolis of Strasbourg has renewed its confidence in SUEZ to operate the city’s wastewater treatment plant, a national showcase for the circular economy and the first to inject biomethane produced from wastewater into the natural gas network, while in Marseille the Group is building a unit for injecting biomethane produced from wastewater treatment that will be the biggest in France.

In Chile, the SUEZ subsidiary in Santiago was awarded the United Nations “Momentum for Change” prize at COP24 in Katowice, for its project to convert the city’s wastewater treatment plants into carbon-neutral, zero-waste biofactories by 2022 while helping to regenerate local wildlife. In Toulouse Métropole, the sanitation service for which SUEZ has secured the contract is designed to contribute to the area’s energy transition.

The city’s health: a new approach to air quality and cleanliness

With its “resource-city” approach, SUEZ encourages local authorities and industrial companies to work together, though they are not necessarily used to doing so. In France, for example, as part of a call for expressions of interest from regions with ambitious innovation plans, SUEZ has partnered with the Dunkirk urban district council to make the city a “demonstrator of 21st-century industry.” One of the goals is to improve air quality for Dunkirk residents, mobilising all the industrial companies involved to treat pollution at its source and anticipate its harmful effects.

In Santiago, SUEZ is taking part in transforming Chile’s capital into a smart city by installing micro-sensors that measure air quality in real time.

Following Marseille in 2017, SUEZ has won two new urban cleaning contracts in Bordeaux and Reims that take a new approach: they are based on citizens’ perceptions and the use of digital technology to optimise waste collection and respond to users’ expectations regarding their urban environment.

Increasing 24/7 access to water while reducing consumption

Improving network efficiency and securing drinking water supplies are central to the contracts secured in Latin America in São Paulo (Brazil), Querétaro (Mexico) and Santo Domingo (Ecuador), while SUEZ is continuing its development in Singapore by deploying the ICE Pigging technology to clean the city-state’s drinking water networks.

In Egypt, Uganda, Côte d’Ivoire and Nigeria, the Group is contributing to several major projects to provide drinking water to a fast-growing population, while in India SUEZ has been tasked by the city of Davanagere to improve its drinking water service and provide a continuous supply for its population of 500,000.

As part of its global plan to improve water quality, the city of Woonsocket in the USA has commissioned SUEZ to build and operate its new drinking water production plant.
Hauts-de-Seine (France)
As the operator for 25 years, SUEZ renewed its contract to manage and maintain water treatment facilities in Hauts-de-Seine for another 12 years in 2018. Taking the area’s challenges and future evolution as a starting point, the Group proposed the solutions most relevant to local issues. The contract opens new prospects for the public services of the future, targeting value creation for all stakeholders.

California (USA)
The West Basin wastewater recycling plant (the largest in the country) near Los Angeles, operated by SUEZ since 1994, helps preserve water resources in a region that is regularly exposed to drought and where 70% of the water consumed is imported. Renewed in 2018 and covering nearly a million users, the contract reinforces SUEZ’s presence in the USA.
**Poznan (Poland)**

To reduce the quantity of waste sent to landfill and meet the population’s growing need for electricity, the city of Poznan commissioned SUEZ to build a waste-to-energy plant for non-recyclable waste and operate it for 25 years. Opened in 2016, the plant processes over 210,000 tonnes of waste a year for the benefit of 730,000 residents.

**Environmental**
- Electricity generation equivalent to the consumption of 120,000 residents
- Over 40% of the electricity generated is recognised as renewable with green certificates
- 5% of the city’s energy needs for urban heating
- 100% of bottom ashes recovered for road building

**Economic**
- Funding for the operation financed by a public-private partnership between the city of Poznan and a joint venture set up by SUEZ and the Marguerite Fund, the European Fund for Energy, Climate Change and Infrastructure
- Predictable household waste treatment costs and a saving of approximately 20% compared with landfill

**Societal**
- Contribution to the Walloon region’s sustainable development objectives: creation of a business park and a solar farm
- The installation is regularly opened to the public, and has already been visited by over 4,000 people to understand its role in the waste management system

---

**Tertre (Belgium)**

Rehabilitation of the former site of Belgium’s largest coking plant. The public interest organisation SPAQuE, commissioned by the Walloon region to rehabilitate brownfield sites, contracted SUEZ to decontaminate the soil at the site of the former Carcoke plant, which is to become an eco-zone covering nearly 40 hectares.

The choice of the bioremediation technique, which involves creating the optimum conditions for contaminants to be broken down by micro-organisms already present in the soil, helped reduce the cost of the site’s rehabilitation and minimise its environmental impact.

- Contribution to the Walloon region’s sustainable development objectives: creation of a business park and a solar farm
- Reuse of soil decontaminated through bioremediation at the site: reduction of about 30% in processing, transport and elimination costs relative to a conventional solution

**Environmental**
- 1.4 million tonnes of soil decontaminated, 98% reused at the site
- Minimisation of the road transport associated in conventional decontamination operations, which transfer polluted soil to off-site processing installations and bring in soil from outside
- Controlling and reducing the negative effects for people nearby (odours, dust)

**Societal**
- Contribution to the Walloon region’s sustainable development objectives: creation of a business park and a solar farm
- The installation is regularly opened to the public, and has already been visited by over 4,000 people to understand its role in the waste management system

---

**Economic**
- Reuse of soil decontaminated through bioremediation at the site: reduction of about 30% in processing, transport and elimination costs relative to a conventional solution
At a time when environmental performance is becoming essential for the health of businesses, SUEZ is growing strongly in the industrial market.

**Optimised resource management solutions in industrial markets**

The Group is strengthening its presence in the food-processing market. In Morocco, NABC (North Africa Bottling Company, which bottles Coca-Cola) has just entrusted waste management at its four factories to SUEZ, which also supports Lesieur Cristal, Nestlé, Mondelez, Pepsi, Danone and Nespresso via a circular economy partnership to recycle coffee pods. In Brazil, Mexico and Costa Rica, SUEZ supplies leading producers of drinks, sugar and ethanol with equipment, services and packaging products to optimise water management in production processes. In the oil and gas markets, the Group’s dynamism, thanks to the widening of the WTS membrane technology range and its product innovations in separating water from oil, is being demonstrated on several continents: in Brazil, it supplies Modoc, a global supplier and operator of floating offshore platforms, with a full range of treatment solutions including desalination units and is opening an innovation and development laboratory in Rio de Janeiro to test custom solutions and offer them to industrial companies in the sector. In Saint Petersburg, during the 2018 International Economic Forum, SUEZ reinforced its collaboration with Rosneft by signing a strategic cooperation agreement to encourage the technological development and deployment of programmes to manage water, wastewater and waste at its refineries and petrochemical plants.

**Custom services to reinforce the environmental leadership of committed companies**

As part of the global agreement protocol signed in 2017 with L’Oreal to contribute to its ambitious environmental performance commitments, SUEZ signed specific contracts in 2018 for effluent treatment and recycling and for the recovery of waste from several factories and a distribution centre. In France, SUEZ will build effluent treatment plants for the L’Oreal factories in Vichy (Allier) and Caudry (Nord) and operate them for three years. In Mexico, SUEZ will rehabilitate and extend the effluent treatment plant for the Xochimilco factory in southern Mexico City. These plants will be equipped with a membrane treatment process so that treated effluents can be reused on site.

RecyCâbles, the result of a joint venture between SUEZ and Nexans in 2008, has become the European leader in cable recycling and recovery in the space of 10 years. Every year, approximately 30,000 tonnes of cables are recovered at SUEZ’s Nord eco-centre in Noyelles-Godault and transferred to specialist processing channels, including the production of new cables by Nexans. By 2020, the site aims to reach its maximum processing capacity of 36,000 tonnes of cables recovered every year by creating a second crushing line in 2018, while Nexans is extending its partnership with SUEZ by three years to align cable production with the circular economy approach from the design stage.
**WATER RISK MANAGEMENT: INDUSTRY IS STRENGTHENING ITS PRACTICES**

The CDP Water questionnaire surveys companies annually about their water resource management strategies. Extracts from their responses:

<table>
<thead>
<tr>
<th>Transparency</th>
<th>Response rate to the CDP Water survey</th>
</tr>
</thead>
<tbody>
<tr>
<td>62% Biotechnology, health, pharma</td>
<td>58% Food and agriculture</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Governance and strategy</th>
<th>Percentage of companies that have board-level oversight of water issues, integrate water into long-term business objectives and have a publicly available water policy</th>
</tr>
</thead>
<tbody>
<tr>
<td>39% Biotechnology, health, pharma</td>
<td>51% Food and agriculture</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Risk assessment</th>
<th>Percentage of companies that conduct a regular risk assessment including river basin management authorities</th>
</tr>
</thead>
<tbody>
<tr>
<td>60% Biotechnology, health, pharma</td>
<td>67% Food and agriculture</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Objectives for</th>
<th>Percentage of companies that set company-wide targets and/or goals that are monitored at the corporate level and targets and/or goals for any of the following: business activity, site/facility, brand, country or river basin.</th>
</tr>
</thead>
<tbody>
<tr>
<td>31% Biotechnology, health, pharma</td>
<td>41% Food and agriculture</td>
</tr>
</tbody>
</table>

Source: CDP Global Water Report 2018
ILLUSTRATION #20

BÂTIRIM: A SECOND LIFE FOR BUILDING MATERIALS THROUGH DIGITAL TECHNOLOGY

1 tonne of construction and demolition waste produced per person per year in Europe

70% the target for construction and civil engineering waste recovery in Europe by 2020

25 to 30% of the waste generated in Europe comes from the construction and demolition sector

18.5% of global GHG emissions

Source: European Commission, GEC
Australian Paper (Australia)
SUEZ and Australian Paper have come together to launch the first waste-to-energy project in the state of Victoria. Australian Paper has announced a partnership with SUEZ to develop a $600 million waste-to-energy project at Maryvale Mill following its successful feasibility study. The $7.5 million study was financed jointly by the Australian and Victorian governments. As Victoria’s biggest industrial user of natural gas and a big energy consumer, Australian Paper intends to develop alternative electricity sources to preserve its future competitiveness. Converting waste to energy will enable Australian Paper to combine electricity and heat generation and secure its investments in progress at the site. Australian Paper and SUEZ plan to finalise supplies of waste for the project by 2020. Construction of the installation should begin shortly afterwards and end in 2024.

Forest Water Environmental Engineering (Taiwan)
SUEZ has signed a 12-year service contract with Forest Water Environmental Engineering Co Ltd to optimise the efficiency and output quality of the treatment plant in the Guanyin industrial park in Taoyuan.

The ZeeWeed MBR membrane technology already enables the plant to produce high-quality treated effluent for discharge into the environment. The new service contract will cover a membrane replacement programme, the upgrading of the aeration system and a series of services to optimise global performance thanks to the cloud-based InSight® asset management platform. This combines advanced data management and analysis tools to help improve the installation’s operational effectiveness.

**Global Performance for the Benefit of Industry**

- **Environmental**
  - Increase in the treatment plant’s total capacity of 2,250 m³/day
  - Reduction in energy-related greenhouse gas emissions

- **Economic**
  - Generating up to four petajoules of natural gas per year and 30 MWh of electricity per hour for the retail energy market in Victoria

- **Societal**
  - Contributing to the creation of 1,046 jobs in Victoria during the three-year construction phase and over 900 during the operating phase
  - Diverting about 650,000 tonnes of residual waste from the Melbourne and Gippsland landfill sites, avoiding 543,000 tonnes of greenhouse gas emissions per year

- **Economic**
  - Becoming a benchmark in the emerging waste recovery sector in the state of Victoria and strengthening the state’s waste management system

- **Societal**
  - Signature of a memorandum of understanding on recycled water between SUEZ and Forest Water Environmental Engineering to reduce pressure on water resources and stabilise industrial demand for water in accordance with Taiwan’s Reclaimed Water Resources Development Act
  - Prevention of unforeseen stoppages due to greater asset reliability

- **Environmental**
  - Increase in the treatment plant’s total capacity of 2,250 m³/day
  - Reduction in energy-related greenhouse gas emissions

- **Economic**
  - Generating up to four petajoules of natural gas per year and 30 MWh of electricity per hour for the retail energy market in Victoria

- **Societal**
  - Contributing to the creation of 1,046 jobs in Victoria during the three-year construction phase and over 900 during the operating phase
  - Diverting about 650,000 tonnes of residual waste from the Melbourne and Gippsland landfill sites, avoiding 543,000 tonnes of greenhouse gas emissions per year
The Group conducted a global employee engagement survey, "Tell Us", in all its business units worldwide for the first time in 2018. The survey reveals a high level of engagement (61%) and real employee pride in working for SUEZ (72%).

In line with the sustainable development goals, the percentage of women in management rose by a point between 2017 and 2018 (29.4% excluding WTS), resulting from a diversity roadmap with strong ambitions to accelerate the recruitment of women, reduce the gender pay gap and develop the corporate culture with a campaign against everyday sexism in all the Group’s business units.

The health and safety policy is the SUEZ Group’s main strength in the eyes of employees: results continued to improve in 2018, with new targeted action plans such as the one focused on boosting the prevention of collisions between vehicles and pedestrians.

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:

- **Annual incentive**: All Group employees
- **Long-term incentive (LTI)**: 1,570 beneficiaries: “Top executives”, managers and particularly high-performing supervisors
- **Employee Shareholding Schemes**: All Group employees

By ranking the Group’s sustainable development commitments second among SUEZ’s strengths, employees express their enthusiasm and their aspirations for dialogue and joint construction of the future.

In 2018, for the fifth year in a row, SUEZ obtained “Top Employer France” certification.

SUEZ tops the Palmarès Capital 2019 list of environmental companies preferred by their employees.

73% of SUEZ employees express their pride in working for the Group.

**Incentives Scope Economic and Financial Performance Extra-Financial Performance**

<table>
<thead>
<tr>
<th>INCENTIVES</th>
<th>SCOPE</th>
<th>ECONOMIC AND FINANCIAL PERFORMANCE</th>
<th>EXTRA-FINANCIAL PERFORMANCE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Annual incentive</td>
<td>All Group employees</td>
<td>Key financial indicators (1)</td>
<td>Leadership skills, as defined by the Group:</td>
</tr>
<tr>
<td>Long-term incentive (LTI)</td>
<td>1,570 beneficiaries: “Top executives”, managers and particularly high-performing supervisors</td>
<td>Group EBIT accumulated over three years Total Shareholder Return (TSR) accumulated over 3 years</td>
<td>Application of the principles of the Group’s Ethics Charter Implementation and results of operational action plans (2) Health and safety performance</td>
</tr>
<tr>
<td>Employee Shareholding Schemes</td>
<td>All Group employees</td>
<td>SUEZ share price</td>
<td>Gender parity rate within management</td>
</tr>
</tbody>
</table>

(1) Organic revenue growth, EBIT, cash flow from ordinary activities, (2) e.g. efficiency of drinking water systems, performance of sanitation, waste recovery rate etc.
The commitment of SUEZ’s employees in the main countries where the Group operates

Data from the Tell Us survey conducted between 16 May and 1 June 2018 among 66,376 SUEZ employees.

The engagement rate is an aggregated indicator based on positive responses to the following items: “I am proud to work for my company” / “I intend to stay at my company for a long time” / “I would recommend my company as a place to work” / “My company inspires me to go further.”
The circular economy is also community-focused and collaborative. SUEZ encourages complementarity between its skills and those of social and environmental entrepreneurs and start-ups within local loops of the circular economy to amplify their potential for integration and job creation. The SUEZ Maison pour Rebondir programme, tasked with reinforcing the Group’s local impact on jobs, has also mobilised players in the social and community economy as co-contractors within the framework of the Bordeaux urban cleaning contract secured in 2018: the Atelier Remuménage employment support project is responsible for collecting bulky items using tricycles, while the start-up Ecomégot collects cigarette butts by bicycle and is working with research centres to create commercial recovery channels. Elixir, a social enterprise that collects unsold fruit and vegetables from supermarkets and resells them in the form of ready meals, is one of the components of the SUEZ anti-waste programme aimed at supermarkets in south-western France. In Latin America, an entrepreneurship programme open to vulnerable communities living near the Mapocho El Trebal and La Farfana sites aims to reinforce the social and environmental impact of biofactories.

Social innovation to serve professional integration

Strengthening cooperation with local employment and back-to-work initiatives, diversifying sources of candidates and securing the integration of people finding it difficult to enter the job market into the SUEZ workforce are objectives shared with the Maison pour Rebondir programme, which spread from Bordeaux to Ile-de-France and Lyon in 2018: over the year, 550 people with employment difficulties were trained in SUEZ’s activities and 75 people with poor job prospects were supported and recruited into the Group. In Morocco, backed by Fondation Lydec, the Coop Créatives project, which promotes economic inclusion through baking, cooking and dress-making for women in difficult circumstances, has contributed to training for 40 women and raised their awareness of resource preservation. The Group’s social impact is reinforced by sponsorship: Fondation SUEZ supports the Jouques and Villeurbanne projects, which are among the ten areas in the “Zero Long-Term Unemployment” trial, which aims to create supported employment companies. In 2018, the Group made a commitment to employing refugees as part of the HOPE programme offering accommodation, guidance and routes to employment: 12 candidates were trained as truck drivers to work for the Group’s sites in France and supported by SUEZ Rebond Insertion teams.

The challenge of the environmental transition in the regions is intertwined with the challenge of jobs and social integration, societal challenges to which SUEZ contributes by serving local development.

According to the International Labour Organization, the circular economy could help create a net total of 18 million green jobs by 2030.
SUEZ evaluates annually the Group’s direct and indirect impacts on the global economic fabric. The Local Footprint® socio-economic evaluation method is used to estimate the propagation of its activity’s effects throughout the supply chain. In 2018, SUEZ supported nearly 275,000 jobs worldwide, which is almost 3.2 times the number of direct jobs in Group subsidiaries.
FOR THE BENEFIT OF THE HEATH OF THE ENVIRONMENT

In line with the goals of the Group’s Sustainable Development Roadmap, SUEZ’s environmental performance continued its trajectory of continuous improvement in 2018 in terms of both operational eco-efficiency and positive impact on resources and ecosystems.

Performance to serve public health

In 2018, SUEZ maintained a level of performance well above European requirements in terms of the air emission quality of waste-to-energy plants, with an annual average of 660 mg of NOx emissions and 51 mg of SOx emissions per tonne of waste incinerated.

An annual report on the Group’s contribution to air quality will reinforce the coordination of action plans in this area starting in 2019.

To preserve consumer health, SUEZ deploys significant resources to analyse and control drinking water quality, together with methods designed to prevent any risk of non-compliance, such as ISO 22 000 certification on food safety management. With regard to the European Union quality thresholds, the compliance level of the water produced and distributed by the Group worldwide was 99.7% in 2017.

A carbon profile in line with the Group’s commitments to the climate

While the absolute rise in the Group’s greenhouse gas emissions in 2018 is due to the change in the scope of consolidation following the acquisition of the former GE Water, the average carbon intensity of the Group’s activities continued to fall, illustrating the resolute low-carbon focus of the projects backed by the Group.

As a corollary, the emissions avoided by SUEZ customers in 2018 exceeded the value of 10 MtCO2e, partly due to growth of 15% in a year in its production of renewable energy.

In 2018, the Group’s Scope 3 emissions remained stable at 17.5 MtCO2e (including 4.4 MtCO2e from procurement and 13.1 MtCO2e from domestic hot water).

A strengthened contribution to the protection of water resources

The Group’s alternative water production capacity rose by 30% in a year thanks to the commissioning of major processed wastewater reclamation projects, as in Spain and Mexico, and desalination projects, as in the Middle East. The integration of the former GE Water’s activities also contributed to this significant growth.

Moreover, the continued reductions in leaks on the distribution network once again saved water consumption equivalent to that of 1.3 million residents in 2018.

Transforming the sites managed by the Group into biodiversity reservoirs

As part of the Act4Nature initiative, backed by 65 major French companies in 2018, SUEZ underlined its commitment to establishing biodiversity action plans at 50% of the priority sites managed by the Group by 2021. This commitment has already been achieved at 34% of these sites, where there is a need to go beyond the avoid/reduce/compensate principle and support a significant net improvement in the ecological quality of habitats.

Elsewhere, the Group’s Spanish water subsidiary was rewarded by the European Commission’s European Business Awards for the Environment for its BiObserva project, which involves employees in protecting biodiversity.
Residents’ expectations change quickly and are manifold: from access to water to personalised services, the attitudes of residential customers can be those of demanding consumers or civic-minded citizens keen to protect resources.

**Towards personalised services**

Personalising water services involves using individualised indicators providing information on consumption (including domestic hot water) and the breakdown between different uses relative to other similar homes: the ON’Connect™ Coach application supplies this data and evaluates the savings that could be made.

In 2018, the Group also launched the ON’Connect™ Generation platform, which offers care workers and community social organisations a preventive support service for isolated elderly people to help them stay independent in their own homes by interpreting their daily water consumption data.

At the same time, SUEZ continued its efforts to improve drinking water quality in 2018, including helping the water agency on the Gennevilliers peninsula to implement a collective service to soften the water, saving an average of €150 a year for every household and protecting the environment by reducing detergent consumption.

**Involving users in governance and new circular economy solutions**

Invited to rank the Group’s 17 sustainable development commitments as part of the SUEZ Reputation Survey, customers listed “Acting for the health of the environment and the protection of the oceans” in first place followed by “Offering 100% sustainable solutions”. The ranking illustrates the growing importance of environmental concerns in public opinion, changing expectations with regard to water and recycling services: residents behave as both consumers and citizens in terms of services linked to the resource protection issues on which they want to take action.

SUEZ strives to favour structures that enable citizens to be actively involved in their services, such as the public service contract for sanitation awarded to the Group by Toulouse Métropole in 2018, which provides for the creation of a company with a supervisory board including representatives of civil society (environmental associations, user groups and the scientific community). As well as being involved in governance, users are also taking part in new circular economy solutions: the Reco® kiosks developed by the Group and its partners allow for voluntary deposits of plastic bottles for high-quality recycling. SUEZ is also involved in launching LOOP, an e-commerce site that will enable consumers to order products for delivery in a bag that will be collected on the doorstep with used packaging for cleaning and reuse.

**Developing female leadership to facilitate access to essential services**

Access to essential services is still the priority issue in developing countries. Since 1990, the SUEZ Group’s activities have connected 17.5 million people to drinking water services and 9.2 million to sanitation. This contribution is supplemented by the action of Fondation SUEZ, which supports 30 projects a year dedicated to access to essential services in the countries with the greatest need: between 2011 and 2018, these projects have improved living conditions for 5.5 million residents, particularly women.

For those who still have to travel to fetch water from a well, access to resources also means access to fulfilment, development and thus emancipation. SUEZ supports Women4Climate, which promotes women’s leadership on environmental issues.
A COMPANY WORKING FOR THE BENEFIT OF CONSUMERS/CITIZENS AND RESIDENTS

Advance access to essential services

- Water 24/7
- Socially responsible pricing
- Developing shared facilities for remote populations

Improve services and customer relations

- Multi-channel customer experience
- Smart meters and leak alerts
- Collective decarbonation (softer water)

Raise awareness and share information

- Designing dedicated customer portals
- Creating mobile apps
- Creating fun educational spaces in centres and factories

Personalise services

- New digital services
  - On-demand waste collection with a QR code
  - Monitoring vulnerable or isolated people: ON'connect™ Generation
  - Controlling water consumption: ON'connectTM coach

Involve users in services and governance

Supervisory bodies: Taste Observatory

Evolution in sorting behaviour
- Kiosque RECO

Towards Zero-Waste
- LOOP platform

Co-design workshops: Organisation of a hackathon
In the 2018 financial year, SUEZ achieved revenue of €17,331 million, a gross increase of €1,548 million on the 2017 financial year, with organic change of +3.6% (€564 million).

This organic revenue growth, which cuts across all divisions, was partly driven by the Water Technologies and Solutions division, formed in 2017 following the Group’s strategic acquisition of GE Water (+6.7% relative to 2017 pro forma), and by the International division (+5.0%). In addition, the scope effect due to the impact of the former GE Water’s activity in the first full year accounted for +8.3% and exchange rate change for -2.0%.

EBIT reached €1,335 million, a gross rise of €123 million compared to 2017 (+10.2%), or +11.5% at constant exchange rates, despite the -€30 million negative impact from commodity price trends (diesel, recycled raw materials, energy) in Europe. Given the reduction in restructuring costs in 2018 relative to 2017 (€88 million compared with €158 million) and capital gains on non-strategic assets amounting to €54 million, the net income Group share ended at €335 million in 2018, up 13.4%.

Net investments amounted to €1,257 million. In line with its strategic priorities, SUEZ maintained strict discipline on capital expenditure which broke down into €607 million in maintenance capex and €680 million in growth capex. The Group also had €245 million in asset sales.

Net debt was €8,954 million at December 31, 2018, for a net debt/EBITDA ratio of 3.2x, down 0.1x relative to December 2017.

As of 1 March 2019, taking into account the cash inflow from the sale of a 20% stake of the Group’s regulated water activities in the United States, announced in July 2018, this ratio will be approximately 3x the EBITDA.

In the 2018 financial year, SUEZ achieved revenue of €17,331 million, a gross increase of €1,548 million on the 2017 financial year, with organic change of +3.6% (€564 million).

This organic revenue growth, which cuts across all divisions, was partly driven by the Water Technologies and Solutions division, formed in 2017 following the Group’s strategic acquisition of GE Water (+6.7% relative to 2017 pro forma), and by the International division (+5.0%). In addition, the scope effect due to the impact of the former GE Water’s activity in the first full year accounted for +8.3% and exchange rate change for -2.0%.

EBIT reached €1,335 million, a gross rise of €123 million compared to 2017 (+10.2%), or +11.5% at constant exchange rates, despite the -€30 million negative impact from commodity price trends (diesel, recycled raw materials, energy) in Europe. Given the reduction in restructuring costs in 2018 relative to 2017 (€88 million compared with €158 million) and capital gains on non-strategic assets amounting to €54 million, the net income Group share ended at €335 million in 2018, up 13.4%.

Net investments amounted to €1,257 million. In line with its strategic priorities, SUEZ maintained strict discipline on capital expenditure which broke down into €607 million in maintenance capex and €680 million in growth capex. The Group also had €245 million in asset sales.

Net debt was €8,954 million at December 31, 2018, for a net debt/EBITDA ratio of 3.2x, down 0.1x relative to December 2017.

As of 1 March 2019, taking into account the cash inflow from the sale of a 20% stake of the Group’s regulated water activities in the United States, announced in July 2018, this ratio will be approximately 3x the EBITDA.

In April 2019, SUEZ introduced this approach, indexing the financial terms of its main credit line to the achievement of four targets representing the pillars in its 2021 Sustainable Development Roadmap: Priority 1/ Achieving a proportion of women in management of 33% across the Group; Priority 2/ Cutting the Group’s direct and indirect greenhouse gas emissions by 10%; Priority 3/ Avoiding emissions of over 60 million tonnes of greenhouse gases by our customers; Priority 4/ Developing sustainable access to essential services through our contracts in developing countries while increasing the Group’s revenue in the targeted countries by 26%.

Indexing SUEZ’s main credit line to extra-financial criteria (Sustainability Linked Loans)

Sustainability linked loans aim to reward companies’ continuous improvement in extra-financial performance by including it in their funding conditions. Unlike green bonds, these credits are not solely dedicated to project funding, but can be used to fund any aspect of the company’s activity. In concrete terms, the funding conditions are adjusted annually on the basis of targets for progress set jointly with the company, in terms of either extra-financial ratings or the achievement of dated/quantified targets reflecting the company’s sustainable development commitments.

In April 2019, SUEZ introduced this approach, indexing the financial terms of its main credit line to the achievement of four targets representing the pillars in its 2021 Sustainable Development Roadmap: Priority 1/ Achieving a proportion of women in management of 33% across the Group; Priority 2/ Cutting the Group’s direct and indirect greenhouse gas emissions by 10%; Priority 3/ Avoiding emissions of over 60 million tonnes of greenhouse gases by our customers; Priority 4/ Developing sustainable access to essential services through our contracts in developing countries while increasing the Group’s revenue in the targeted countries by 26%.
2018 Financial Results

Breakdown of Group’s Revenue by Division on 31 December 2018

<table>
<thead>
<tr>
<th>Division</th>
<th>2017 (%)</th>
<th>2018 (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Water Europe</td>
<td>26.7</td>
<td></td>
</tr>
<tr>
<td>International</td>
<td>23</td>
<td></td>
</tr>
<tr>
<td>Recycling and Recovery Europe</td>
<td>35.8</td>
<td></td>
</tr>
<tr>
<td>WTS</td>
<td>13.8</td>
<td></td>
</tr>
<tr>
<td>Other (incl)</td>
<td>0.6</td>
<td></td>
</tr>
</tbody>
</table>

Key Financial Indicators 2017 (in € million)

<table>
<thead>
<tr>
<th></th>
<th>2017 (b)</th>
<th>2018</th>
<th>organic growth</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>15,783</td>
<td>17,331</td>
<td>+3.6%</td>
</tr>
<tr>
<td>EBITDA</td>
<td>2,578</td>
<td>2,768</td>
<td>+3.4%</td>
</tr>
<tr>
<td>EBIT</td>
<td>1,212</td>
<td>1,335</td>
<td>+7.5%</td>
</tr>
<tr>
<td>Net income, group share</td>
<td>295</td>
<td>335</td>
<td></td>
</tr>
<tr>
<td>Free cash flow</td>
<td>1,004</td>
<td>1,023</td>
<td></td>
</tr>
<tr>
<td>Net investment</td>
<td>3,446</td>
<td>1,257</td>
<td></td>
</tr>
<tr>
<td>Net debt</td>
<td>8,470</td>
<td>8,954</td>
<td></td>
</tr>
<tr>
<td>Net debt / EBITDA</td>
<td>x 3.3</td>
<td>x 3.2</td>
<td></td>
</tr>
</tbody>
</table>

Net Investment (in € million)

<table>
<thead>
<tr>
<th></th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>561</td>
<td>736</td>
</tr>
<tr>
<td>Maintenance capex</td>
<td>497</td>
<td></td>
</tr>
<tr>
<td>Development capex</td>
<td>551</td>
<td>736</td>
</tr>
<tr>
<td>Financial investments</td>
<td>194</td>
<td>194</td>
</tr>
<tr>
<td>Disposal</td>
<td>-357</td>
<td>-245</td>
</tr>
</tbody>
</table>

Cost of Net Debt (c) (in %)

<table>
<thead>
<tr>
<th>Year</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>5.19</td>
<td>5.08</td>
<td>4.88</td>
<td>4.45</td>
<td>4.19</td>
<td>3.67</td>
<td>3.05</td>
<td>3.88</td>
</tr>
</tbody>
</table>
With the strength of its strategy’s increasingly resolute focus on sustainable development, SUEZ is consolidating its presence on the international ESG indices and seeing its pioneering role rewarded by the UN.

**Best-in-class ambition on the main indices**

SUEZ is listed on the Dow Jones Sustainability Index for the tenth consecutive year. In 2019, the Group was placed third on the global ranking of companies in the Utilities sector and awarded the “Silver Class” distinction. This evaluation reinforces the Group’s leading position on the Euronext VigeoEiris, STOXX and FTSE4Good indices.

The Group also has an A rating from MSCI, the Goldman Sachs ESG index, which positively evaluates the SUEZ Group’s circular economy-based business model and its capacity to reduce its customers’ greenhouse gas emissions by recovering materials and energy from their waste. The Group’s climate commitments, validated by the Science Based Targets initiative, establish SUEZ’s pioneering role in its sector in the field of fighting climate change, as shown by its three-year presence in the “A-List” of the CDP extra-financial rating agency’s Climate questionnaire.

**A Group committed to its customers**

An exemplary supplier, SUEZ entered the CDP Supplier Engagement Leader Board in 2018, which lists the suppliers most committed to reducing greenhouse gas emissions in their value chains. This reflects the Group’s constant efforts to engage in dialogue with its partners about climate and establish joint innovation and mutual awareness of the climate imperative. SUEZ also has a “Gold Medal” rating from the Ecovadis rating agency, which specialises in evaluating suppliers’ sustainable development performance for global supply chains. In 2019, the Group was among the 1% top-rated companies by Ecovadis with a rating of 72/100.

**A circular economy pioneer working for the environment**

In 2018, SUEZ was recognised several times by the United Nations for its role in the transition towards the circular economy in order to preserve the climate and natural resources. At the United Nations Global Compact Business Leaders Summit in New York in September 2018, Jean-Louis Chaussade, the Group’s CEO, was named a Sustainable Development Goals Pioneer for Climate Action through Resource Efficiency.

SUEZ also joined the select circle of United Nations Global Compact “LEAD” companies in 2018 for its activities within the Global Compact Low Carbon and Resilient Development and Water Security through Stewardship platforms. This coalition consists of the 30 most advanced members of the Global Compact in terms of sustainable development at global level.
ILLUSTRATION #27

SUEZ IS A FIXTURE IN PRESTIGIOUS INDICES

ENTRY IN CDP A-LIST

2015

1st integrated report

Climate commitments

2016

Sustainable procurement policy

2017

SD roadmap 2017-2021

2018

SUSTAINALYTICS LEADER CATEGORY

VIGEO SECTOR LEADER

#SDG Pioneers
GOVERNANCE

Governance bodies
p. 67

Shareholding structure
p. 71
→ ILLUSTRATION #28
Ethics and vigilance
p. 73

Dialogue and responsible lobbying
p. 75
Rigorous succession plans

At the end of the shareholders’ AGM and Board of Directors’ on 14 May 2019, Bertrand Camus has been appointed Chief Executive Officer of SUEZ. Previously Group Senior Executive Vice President in charge of Africa, the Middle East, India and Asia Pacific, he was unanimously appointed on 20 December 2018 by the Board of Directors, who chose an executive from within the Group to lead SUEZ through the next stages of its development.

Bertrand Camus succeeds Jean-Louis Chaussade, whose term of office ended on 14 May 2019. Jean-Louis Chaussade was appointed unanimously by the Board on 26 February 2019 as Chairman of the Group’s Board of Directors, succeeding Gérard Mestrallet, whose term of office ended at the end of the 14 May 2019 shareholders’ AGM, in accordance with the company’s by-laws.

Gérard Mestrallet and Jean-Louis Chaussade have led the development and transformation of SUEZ since the Group was listed on the stock market in 2008, adapting it to evolutions in its markets and its customers’ needs.

These successions have been conducted according to a rigorous process led by the Board’s Appointments and Governance Committee, with the assistance of external consultants.

A new period is about to begin for SUEZ: the renewed governance bodies will set to work to smooth the Group’s transformation and development (→ p.70) and a new SUEZ 2030 corporate plan will be presented to the Board.

At the end of the AGM on 14 May 2019, the SUEZ’s Board of Directors welcomed two new Directors, Bertrand Camus and Martha J Crawford, a French-American senior lecturer at Harvard Business School who has occupied several executive positions in R&D at major industrial groups. In accordance with the recommendations arising from recent Board self-assessments, as well as maintaining the Board’s gender balance and level of independence, this appointment will strengthen its skills in innovation and R&D and continue its international development in a geographical area that is particularly important to the Group’s growth strategy.

The Board will now include six non-French directors, 32% of its members, with six nationalities represented. Close attention is also paid to strike a balance between keeping Directors who have extensive knowledge of the Group and its businesses in their position for several years and integrating new members who bring new momentum and expertise.

Finally, the Board of Directors has decided to apply two new principles:
- In the future, the chairmen or chairwomen of Committees shall all be independent directors.
- Directors who lose their independent status during their term of office committed to resign as soon as they are no longer considered independent.
COMPOSITION OF THE BOARD OF DIRECTORS:
A REINFORCED INTERNATIONAL EXPERTISE

JEAN-LOUIS CHAUSSE
Chairman of the Board of Directors of SUEZ

BERTRAND CAMUS
Chief Executive Officer of SUEZ

NICOLAS BAZIRE
Chief Executive Officer of Group Arnault SAS

MIRIEM BENSALAH CHAOBOUNI
Vice-Chairwoman, Chief Executive Officer of Eaux Minérales d’Oulmès

FRANCK BRUEL
Deputy Chief Executive Officer of ENGIE. Supervises the UK, LATAM and NORAM (USA, Canada) BUs

FRANCESCO CALTAGIRONE
Chairman and Chief Executive of Cemantir Holding SpA

JEAN-LOUIS CHAUSSE
Chairman of the Board of Directors of SUEZ

NICOLAS BAZIRE
Chief Executive Officer of Group Arnault SAS

MIRIEM BENSALAH CHAOBOUNI
Vice-Chairwoman, Chief Executive Officer of Eaux Minérales d’Oulmès

FRANCK BRUEL
Deputy Chief Executive Officer of ENGIE. Supervises the UK, LATAM and NORAM (USA, Canada) BUs

FRANCESCO CALTAGIRONE
Chairman and Chief Executive of Cemantir Holding SpA

JEAN-LOUIS CHAUSSE
Chairman of the Board of Directors of SUEZ

NICOLAS BAZIRE
Chief Executive Officer of Group Arnault SAS

MIRIEM BENSALAH CHAOBOUNI
Vice-Chairwoman, Chief Executive Officer of Eaux Minérales d’Oulmès

FRANCK BRUEL
Deputy Chief Executive Officer of ENGIE. Supervises the UK, LATAM and NORAM (USA, Canada) BUs

FRANCESCO CALTAGIRONE
Chairman and Chief Executive of Cemantir Holding SpA

JEAN-LOUIS CHAUSSE
Chairman of the Board of Directors of SUEZ

NICOLAS BAZIRE
Chief Executive Officer of Group Arnault SAS

MIRIEM BENSALAH CHAOBOUNI
Vice-Chairwoman, Chief Executive Officer of Eaux Minérales d’Oulmès

FRANCK BRUEL
Deputy Chief Executive Officer of ENGIE. Supervises the UK, LATAM and NORAM (USA, Canada) BUs

FRANCESCO CALTAGIRONE
Chairman and Chief Executive of Cemantir Holding SpA

Composition of the Board of Directors on 14 May 2019

* Calculated in accordance with the provisions of article L225-27 of the French commercial code (Code de Commerce)
 FUNCTIONING OF THE BOARD OF DIRECTORS AND ITS SPECIALIZED COMMITTEES

**BOARD OF DIRECTORS**
- Determines the strategic objectives of the Group and monitors the carrying out of its performance commitments.

| 7 meetings in 2018 | 91.5% attendance rate | 50% independent directors** |

**AUDIT AND FINANCIAL STATEMENTS COMMITTEE**
- Assists the Board of Directors in ensuring the accuracy and fair presentation of SUEZ’s parent company and Consolidated Financial Statements and the quality of the internal control procedures and information provided to shareholders and financial markets.

| 6 meetings in 2018 | 93% attendance rate | 75% independent directors** |

**APPOINTMENTS AND GOVERNANCE COMMITTEE**
- Regularly reviews the principles and independence criteria relating to members of the Board of Directors and the application of the recommendations in the AFEP-MEDEF Code.
- Examines all applications for appointment to the Board of Directors.
- Formulates all pertinent recommendations regarding the composition of Committees.
- Prepares recommendations for the successors of the Chief Executive Officer and the Chairman of the Board of Directors.

| 17 meetings in 2018 | 94% attendance rate | 75% independent directors** |

**COMPENSATION COMMITTEE**
- Sets the Chief Executive Officer’s targets each year, which serve as a reference in assessing his performance.
- Prepares the Board’s work on issues related to employee shareholding and long-term incentives plans.

| 3 meetings in 2018 | 100% attendance rate | 67% independent directors** |

**STRATEGY COMMITTEE**
- Gives its opinion and submits a recommendation to the Board of Directors concerning the strategic objectives set by the Board of Directors or proposed by the CEO, and on all significant projects involving internal and external growth, disposal, strategic agreements, alliances and partnerships.

| 2 meetings in 2018 | 86% attendance rate | 50% independent directors** |

**ETHICS AND SUSTAINABLE DEVELOPMENT COMMITTEE** *
- Ensures compliance with the individual and collective values on which the Group bases its actions and the rules of conduct that all staff members must follow.

| 3 meetings in 2018 | 100% attendance rate | 67% independent directors** |

---

* Renamed the CSR, Innovation, Ethics, Water and Sustainable Planet Committee following the Board meeting on 25/04/2019
** Calculated in accordance with the criteria of the AFEP-MEDEF Code
NEW GOVERNANCE AND MANAGEMENT BODIES:
IMPROVED AGILITY AND OPERATIONAL PROXIMITY

DECISION-MAKING

Board of Directors

CEO Executive Committee

Information

Prior authorisation

Consultation

STEERING OF OPERATING PERFORMANCE

Performance Management Committee

Executive Committee + BUs managers and some cross-cutting functions

Analysis

HELPING DEFINE AND IMPLEMENT GROUP ORIENTATIONS

Leadership Group

Performance Management Committee + about 50 members mainly from SUEZ operational businesses

Operational performance
Commercial development
Business expertise
Group’s corporate culture

SHARING AND ENGAGEMENT

Business Units and Functional divisions
The SUEZ Group’s very diverse shareholders are characterised by their long-term confidence, which makes them a strength for the Group’s development strategy.

**Constant support from strategic shareholders**

The Group’s long-term shareholders – ENGIE, the major shareholder, Criteria Caixa and the Caltagirone Group – hold 41.5% of the Group’s capital in total. They have demonstrated their confidence in the Group’s development strategy since its creation, as shown by their unanimous agreement for the capital increase carried out in 2017 as part of the acquisition of GE Water Process and Technologies. The SUEZ stock exchange listing also gives the Group increased visibility and direct access to the financial markets.

**Employees, the Group’s third-largest shareholder**

Since its initial public offering in 2008, the company has prioritised employee shareholding, both as a way to involve the Group’s employees in its business development plans over the long term and to reach a proportion of share capital held by employees of 5%. On 31 December 2018, the employee shareholding represented 3.73% of the capital.

**Individual shareholders attentive to the Group’s global performance**

Individual SUEZ shareholders are regularly invited to express what they think about the Group’s strategy through online surveys and consultative panels organised via the Shareholders’ Club: in 2018, 63% considered that SUEZ’s reputation in the field of sustainable resource management had influenced their investment decision.

**Significant capital held by SRI funds**

The shareholding study carried out in October 2018 by SUEZ confirmed its position among the leading French companies with stakes owned by SRI funds, which represent 9.3% of the Group’s shares, nearly 20% of its institutional shareholding.
ILLUSTRATION #28

SUEZ SHAREHOLDING STRUCTURE

<table>
<thead>
<tr>
<th>Year</th>
<th>Event Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1997</td>
<td>Merger between Lyonnaise des Eaux and the Compagnie Financière de SUEZ to create the SUEZ Lyonnaise des Eaux Group, the world’s leading provider of local services.</td>
</tr>
<tr>
<td>1998</td>
<td></td>
</tr>
<tr>
<td>1999</td>
<td></td>
</tr>
<tr>
<td>2000</td>
<td></td>
</tr>
<tr>
<td>2001</td>
<td></td>
</tr>
<tr>
<td>2002</td>
<td></td>
</tr>
<tr>
<td>2003</td>
<td>Merger of Water and Waste activities into SUEZ Environnement.</td>
</tr>
<tr>
<td>2004</td>
<td></td>
</tr>
<tr>
<td>2005</td>
<td></td>
</tr>
<tr>
<td>2006</td>
<td></td>
</tr>
<tr>
<td>2007</td>
<td></td>
</tr>
<tr>
<td>2008</td>
<td>Finalisation of the consolidation of all environment-related activities in a new company, SUEZ Environnement Company, which was floated on the stock exchange as part of the merger between SUEZ and Gaz de France.</td>
</tr>
<tr>
<td>2009</td>
<td></td>
</tr>
<tr>
<td>2010</td>
<td>ENGIE (GDF SUEZ at the time) and all members of the company’s shareholder pact decide not to renew the pact on 22 July 2013. ENGIE reiterates its commitment to remaining a long-term strategic partner and main shareholder of SUEZ Environnement.</td>
</tr>
<tr>
<td>2011</td>
<td></td>
</tr>
<tr>
<td>2012</td>
<td>The Group finalises 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.</td>
</tr>
<tr>
<td>2013</td>
<td></td>
</tr>
<tr>
<td>2014</td>
<td>SUEZ strengthens its presence in Italy by buying 10.85% of the capital of ACEA from the Callagirone group, which, in return, becomes a long-term shareholder in SUEZ.</td>
</tr>
<tr>
<td>2015</td>
<td></td>
</tr>
<tr>
<td>2016</td>
<td></td>
</tr>
<tr>
<td>2017</td>
<td></td>
</tr>
<tr>
<td>2018</td>
<td></td>
</tr>
<tr>
<td>2019</td>
<td>With the acquisition of GE Water Process and Technologies, SUEZ becomes the world leader in the industrial water market.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Shareholder Category</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Institutional Investors</td>
<td>48.2%</td>
</tr>
<tr>
<td>Strategic Shareholders</td>
<td>41.5%</td>
</tr>
<tr>
<td>Individuals</td>
<td>6%</td>
</tr>
<tr>
<td>Employees</td>
<td>3.7%</td>
</tr>
<tr>
<td>Self-Supervision</td>
<td>0.6%</td>
</tr>
</tbody>
</table>
The SUEZ Group’s ethical approach and the way it exercises its duty of vigilance are based on the principle of continuous improvement to fully satisfy the latest regulatory requirements and optimise its territorial footprint.

**An approach that involves stakeholders**

Having developed its diligence plan in 2017, the Group has continued to deploy it with the aim of continuously improving the prevention of risks to human rights, health and safety and the environment in its value chain. Presented to staff representative bodies and a panel of external stakeholders, the vigilance plan’s risk mapping has been extended to specify the priority areas, activities and procurement categories. Specific prevention and mitigation plans have been launched as a result.

**Staff training in duty of vigilance** has focused primarily on SUEZ sales representatives in Africa, the Middle East and India, central buyers in the main procurement categories and subsidiaries’ procurement managers. Applying the Group’s Sustainable Procurement policy, the training covers improving supplier qualification and applying and monitoring CSR contractual clauses. SUEZ has also strengthened its media and society intelligence system, bringing several functional departments together to monitor and ward off any controversies associated with its activities.

**An internal culture of ethics**

In accordance with the recommendations of the French anti-corruption agency, an Ethics and Compliance Department has also been created: coordinating a network of 18 ethics officers, it is responsible for identifying and managing the risks associated with ethical failures and breaches of compliance rules.

SUEZ is also continuing to train its staff in ethics: 12,000 employees took a course of this type in 2018.

Based on a mapping of corruption risk prepared across the Group and its Business Units in line with the provisions of the Sapin 2 law, over 3,000 employees received more specific training in anti-corruption rules.
IMPLEMENTATION OF REINFORCED VIGILANCE

Deliver new resources for local authorities to prevent conflicts of use

- CO₂ emission control and reduce greenhouse gas emissions
- Protect water resources
- Deliver new resources for local authorities to prevent conflicts of use

Ensure access to services for all

- Ensure decent working conditions for employees and partners
- Ensure access to services for all

Adopt a personal data protection policy and specific governance (GDPR framework)

- Ensure ethical rules are respected, particularly anti-corruption rules
- Protect the personal data of our customers and employees

Ensure ethical rules are respected, particularly anti-corruption rules

- Guarantee the health and safety of our employees and partners
- Support the practices of our suppliers and subcontractors

Strengthen the monitoring of chemicals distributors and small suppliers

- Inspect living quarters at sites in Africa, the Middle East and India on the basis of stronger criteria of respect for dignity and Human rights
- Inspect living quarters at sites in Africa, the Middle East and India on the basis of stronger criteria of respect for dignity and Human rights

Restore ecosystems and preserve biodiversity

- Reinforce road safety training and install digital tools to assist drivers
- Training in anti-corruption rules for the 3,300 most exposed employees
As its activities are intertwined with the public interest, SUEZ is well aware that its reputation is a strategic asset. This is why the Group has deployed an ambitious policy of dialogue for over 10 years in the service of global performance.

In accordance with the commitment of its 2021 Roadmap, SUEZ consults experts and stakeholders every year under the moderation of a third-party guarantor to collectively address the dilemmas it encounters (→ p.35). Within its projects, SUEZ uses rigorous methods to map out all the stakeholders and suggest terms of dialogue suited to their needs and expectations. Convinced that this dialogue is vital in a context of environmental, demographic and digital transformation, SUEZ has contributed to the launch of sharing platforms and common standards such as the OECD principles on water governance.

SUEZ deploys a strategy of positive influence and responsible lobbying of French, European and international institutions on subjects related to its daily activities, such as management procedures and public procurement, legislation related to recycling and to waste recovery or drinking water and wastewater treatment. The Group also builds strategic alliances with other players or institutions to speak with a common voice on subjects of public interest, such as the fight against climate change, effective natural resource management and sustainable production and consumption (illus.30).

In 2018, for example, SUEZ worked with WWF France to create a reference framework for a sustainable city, reflecting a shared vision of the current and future challenges facing urban areas. Built around seven sustainability and attractiveness priorities, the matrix offers a pragmatic, consensual tool for analysing actions and policies. Currently being tested with local authorities, the matrix is designed to be shared and to evolve.

Companies’ Purpose: what is the news for SUEZ?

In accordance with the commitment in its Roadmap, SUEZ consults stakeholders every year to guide its strategy and its action plans. In 2015, the discussions raised the idea that SUEZ could be seen as a “social” enterprise. This year, in a context marked by the French PACTE bill, which invites stakeholders to rethink the role of business in society, SUEZ dedicated a consultation session to the subject of the Company’s Purpose (“raison d’être” as defined in PACTE law). Experts and stakeholders were invited to consider the opportunity for SUEZ of adopting this kind of tool and to analyse any additional efforts that could be made in terms of its long-standing, well-structured approach to contributing to society.

The discussions confirmed the benefits for SUEZ of working to adopt a Company’s Purpose, in order to guide and give meaning to its operational objectives, as long as it is long-lasting, sufficiently detailed and shared by all employees.
SUEZ conducts positive lobbying and forges institutional alliances to advance the agenda of sustainable resource management.

Strategic partnerships and memberships of representative bodies

- **CIRCULAR ECONOMY**
  - **TACKLING FOOD WASTE**
  - **RECYCLING**
    - UNESCO
  - **WASTE RECOVERY**
    - FA4DE – ISWA – AFEP
  - **PLASTICS**
    - Ellen MacArthur Foundation
  - **ENERGY PRICING**

- **FIGHTING AND ADAPTING TO CLIMATE CHANGE**
  - **ALTERNATIVE WATER**
    - Alliance for Clean Desalination
  - **GHG MITIGATION SOLUTIONS**
    - Global Compact International Climate Platform
  - **CLIMATE FINANCE**
    - Climate KIC
  - **WATER FOOTPRINT OF INDUSTRY AND CITIES**
    - Business Alliance for Water and Climate
  - **RISK MANAGEMENT (FLOODING AND DROUGHT)**

- **ECOSYSTEM PROTECTION**
  - **ACT4Nature**

- **HEALTH OF THE ENVIRONMENT**
  - **CONTROLLING DISCHARGE AND POLLUTION**

- **HUMAN RIGHTS AND INCLUSIVE ECONOMY**
  - **IMPACT FINANCE**
    - SDGs
    - Global Compact
  - **CITIZENS’ PARTICIPATION**
    - OECD Water Governance Initiative
  - **SUSTAINABLE CITIES**
    - WWF France
    - UCLG
  - **DIVERSITY**
    - Transparency International
  - **RIGHT TO WATER AND SANITATION**
    - Aquatech
  - **DATA SHARING AND PROTECTION**
  - **DUTY OF VIGILANCE**
    - Entreprises pour les Droits de l’Homme

SDGs

- **Future of Waste**
Reports of the Statutory Auditors
p. 85

GRI Standards content index
p. 88

Environmental, employment and societal indicators
p. 90
To manage the progress of the Roadmap and keep it in line with society’s expectations, SUEZ regularly measures its reputation in the eyes of the public and stakeholders and periodically updates its materiality analysis.

In 2015, SUEZ conducted a major consultation with internal and external stakeholders as part of a materiality study involving nearly 5,000 people in 49 countries. In keeping with the integrated risk management system (→ pp.17-18), the study was used to prioritise the Group’s extra-financial challenges and construct its 2021 Roadmap.

Each issue was evaluated based on the press coverage it had received during a six-month period, its importance for the seven categories of stakeholders surveyed (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 five years, its importance for the seven categories of stakeholders surveyed (employees, shareholders and investors, the public sector, private sector, civil society, research and education, media), and its positive or negative impact on society and journalists.

In 2015, SUEZ conducted a major consultation with internal and external stakeholders as part of a materiality study involving nearly 5,000 people in 49 countries. In keeping with the integrated risk management system (→ pp.17-18), the study was used to prioritise the Group’s extra-financial challenges and construct its 2021 Roadmap.

Each issue was evaluated based on the press coverage it had received during a six-month period, its importance for the seven categories of stakeholders surveyed (employees, shareholders and investors, the public sector, private sector, education and research, civil society and journalists), its positive or negative financial impact on SUEZ’s results over five years, and the degree of control of the operational processes put in place by the Group to address it.
2018 REPUTATION AND MATERIALITY SURVEY

In 2018, SUEZ tested the importance of its various commitments to its public and private-sector customers and prospective customers, employees and citizens, surveying nearly 2,000 people. The study, conducted in six key markets (France, the UK, Spain, the USA, Australia and China), is part of commitment 12 in the SUEZ 2017-2021 Roadmap: sustain trust by reinforcing dialogue with stakeholders.

It shows that responsible citizenship and governance are essential markers of SUEZ’s reputation, which is globally viewed more highly than the average for companies in the sector according to the Reputation Institute criteria. The commitments considered to be priorities in the 2017-2021 Roadmap relate to employee health and safety, the circular economy, the development of 100% sustainable solutions, protecting the health of the environment and oceans and adapting to the impact of climate change on water.

SUEZ SUSTAINABLE DEVELOPMENT PRIORITY COMMITMENTS FOR STAKEHOLDERS

1. Promote diversity and well-being in the workplace
2. Foster collaborative work modes and partnerships
3. Act to ensure health and safety in the workplace
4. Manage issues relating to globalisation
5. Adhere to the 2 °C target by mitigating the causes of climate change
6. Adapt to the consequences of climate change for water
7. Promote material recycling, recovery and reuse
8. Develop climate-responsible models
9. Put forward 100% sustainable solutions
10. Innovate to develop decentralised solutions for the Earth’s regions
11. Accelerate the digital revolution in Water & Waste solutions for agriculture, industry, cities and citizens
12. Sustain trust by reinforcing dialogue between stakeholders
13. Act for the health of the environment and the protection of the oceans
14. Promote biodiversity and ecosystem services
15. Develop access to essential services
16. Contribute to local development and territorial attractiveness

Top 1 by stakeholder categories
- Civil society
- Employees
- Customers
- Grand Public

Commitment mentioned in one top 3 by at least one stakeholder

(1) SUEZ reputation barometer, survey of the general public in France (Sept.-Oct. 2018)
(2) RepTrak survey assessing the reputation of 380 companies (CAC40 and SBF120) among the general public in France (Jan.-Feb. 2018)

The presentation is confidential and contains proprietary information and intellectual property of Reputation Institute, which may not be reproduced or disclosed without the express written permission of Reputation Institute. RepTrak® is a registered trademark of Reputation Institute. © 2018 Reputation Institute, all rights reserved.
METHODOLOGY NOTE ON THE ANNUAL REPORTING

PRINCIPLES
In order to control the rollout of its sustainable development commitments, manage related risks and encourage communication with stakeholders, SUEZ developed 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 bodies like the Global Reporting Initiative (GRI) or the World Business Council for Sustainable development (WBCSD). It covers all information required, including publication in the Management Report required by Article 225 of the Grenelle II Law and by Decrees dated 24 April 2012 and 19 August 2016 as well as by Ordinance 2017-1260 of 19 July 2017 and Decree 2017-1265 of 9 August 2017.

Through its subsidiaries, SUEZ conducts very different types of business in the water and waste industries and has many different types of contracts, as shown by the wide variety of operational methods implemented at several thousand sites across the world. This wide array of situations in addition to constant change in the Group’s operational scope make it particularly difficult to harmonize the definitions of relevant indicators as well as to calculate and collect statistical data. As a result, SUEZ is continuing its efforts to have data audited by third parties, a key to increased reliability. The aim is to make the non-financial reporting process an increasingly effective guidance tool for supporting the goals of the Group’s Sustainable Development and Corporate Social Responsibility Roadmap, as well as a tool used in dialog regarding the ongoing improvement of its overall performance.

SCOPE
The figures published in this report relate exclusively to fully consolidated companies whose operations are controlled by SUEZ. When a company becomes fully consolidated, 100% of its environmental data is incorporated, irrespective of the percentage held by the Group in its capital. The scope of consolidation is set on 30 June of each year. For disposals occurring after that date, the entity is expected to fill in the environmental questionnaire with the data available up until the date of disposal. Acquisitions completed after 30 June are not taken into account. The WTS BU (resulting from the acquisition of the activities of GE Water in September 2017) has therefore been included within the scope of reporting for 2018.

EXTERNAL AUDITS AND VERIFICATIONS
For the 2018 fiscal year, the work that the Group requested a third party to perform now falls under the new obligations under Ordinance 2017-1260 of 19 July 2017 and Decree 2017-1265 of 9 August 2017, which transposes into French law European Directive 2014/95/EU pertaining to the publication of non-financial information, namely producing a limited reasoned opinion on the statement of non-financial information expressing a limited assurance conclusion on:

- the statement complying with the provisions set forth in Article R. 225-105 of the French Commercial Code;
- the fairness of the information provided in accordance with paragraph 3 of Article R. 225-105-I and II of the French Commercial Code, namely action plans and results of policies, including key performance indicators related to the main challenges identified.

However, for the sake of maintaining continuity with previous years, this assignment has been expanded to producing a limited reasoned opinion on all the environmental and social indicators published during previous years and in the Management Report and Reference Document under the previous obligations of Article 225 of the Grenelle II Law, and which remain published for 2018 in chapters 6.8 and 17.2 of the Reference Document. These indicators are indicated by special characters (X) in the general table of indicators on pages 90 to 96.

In addition, beyond these regulatory obligations and to maintain continuity with previous years, the Group also entrusted its Statutory Auditors with specialized services for 2018:

- an assignment to verify six calculated environmental indicators based on 124 primary environmental indicators with reasonable assurance;
- an assignment to verify 10 calculated social indicators based on 32 primary social indicators with reasonable assurance;
- an assignment to verify two societal indicators with reasonable assurance.

The indicators verified with reasonable assurance are indicated by special characters (XXX) on pages 90 to 96.

The nature of the work carried out and the conclusions of the Statutory Auditors appointed as independent third parties, dated 6 March 2019, are available on pages 85 to 87 of this report.
# SUSTAINABLE DEVELOPMENT ROADMAP 2018 RESULTS

## Pillar 1 - Be a collaborative, open and responsible company

<table>
<thead>
<tr>
<th>Commitments</th>
<th>Objectives</th>
<th>Indicators</th>
<th>Base Year*</th>
<th>2018 Results</th>
<th>2021 Targets</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Be a collaborative, open and responsible company</td>
<td>Train more than 80% of employees every year</td>
<td>Percentage of employees who received training</td>
<td>67.5%</td>
<td>69.3%</td>
<td>80%</td>
</tr>
<tr>
<td></td>
<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>27.6%</td>
<td>33%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Percentage of women in management positions (excluding WTS)</td>
<td>28.1%</td>
<td>29.4%</td>
<td></td>
</tr>
<tr>
<td></td>
<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>74.8%</td>
<td>100%</td>
</tr>
</tbody>
</table>

### Act to ensure health and safety in the workplace

<table>
<thead>
<tr>
<th>Commitments</th>
<th>Objectives</th>
<th>Indicators</th>
<th>Base Year*</th>
<th>2018 Results</th>
<th>2021 Targets</th>
</tr>
</thead>
<tbody>
<tr>
<td>2 Act to ensure health and safety in the workplace</td>
<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>80%</td>
<td>100%</td>
</tr>
<tr>
<td></td>
<td>Reduce the frequency rate for all Group activities</td>
<td>Water frequency rate</td>
<td>Water: 4.9</td>
<td>Water: 4.53</td>
<td>Water &lt; 5</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Waste frequency rate</td>
<td>Waste: 12.7</td>
<td>Waste: 12.38</td>
<td></td>
</tr>
</tbody>
</table>

### Foster collaborative and partnership working

<table>
<thead>
<tr>
<th>Commitments</th>
<th>Objectives</th>
<th>Indicators</th>
<th>Base Year*</th>
<th>2018 Results</th>
<th>2021 Targets</th>
</tr>
</thead>
<tbody>
<tr>
<td>3 Foster collaborative and partnership working</td>
<td>Encourage new collaborative practices</td>
<td>Coverage rate of Skype, Yammer, OneDrive, Sharepoint, Groups</td>
<td>-</td>
<td>91.5%</td>
<td></td>
</tr>
<tr>
<td></td>
<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>9</td>
<td>15</td>
</tr>
<tr>
<td></td>
<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>
</tr>
</tbody>
</table>

### Manage issues relating to globalisation

<table>
<thead>
<tr>
<th>Commitments</th>
<th>Objectives</th>
<th>Indicators</th>
<th>Base Year*</th>
<th>2018 Results</th>
<th>2021 Targets</th>
</tr>
</thead>
<tbody>
<tr>
<td>4 Manage issues relating to globalisation</td>
<td>Promote a responsible supply chain</td>
<td>Rate of supplier contracts with CSR clauses</td>
<td>-</td>
<td>55% (excluding WTS)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Protect the working rights of employees and respect human rights</td>
<td>Proportion of employees covered by a social dialogue system (in their company or on a more global level)</td>
<td>90%</td>
<td>87%</td>
<td>95%</td>
</tr>
<tr>
<td></td>
<td>Guarantee the security of employee and customer personal data</td>
<td>Number of data privacy-related incidents</td>
<td>1</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Percentage of staff covered by tools to raise awareness of cybersecurity</td>
<td>58%</td>
<td>73%</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>PRIORITY 2 – Be the leader of the circular and low-carbon economy</th>
<th>OBJECTIVES</th>
<th>INDICATORS</th>
<th>BASE YEAR*</th>
<th>2018 RESULTS</th>
<th>2021 TARGETS</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>5</strong></td>
<td>Adhere to the 2 degrees target by mitigating the causes of climate change</td>
<td>Reduce GHG emissions by more than 30% in the entire scope of activity by 2030</td>
<td>Direct and indirect GHG emissions</td>
<td>7.8 Mt</td>
<td>9.4 Mt</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Direct and indirect GHG emissions, updated base year***</td>
<td></td>
<td>9 Mt</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>cum. 8.9 Mt</td>
<td>cum. 38 Mt</td>
<td>cum. 60 Mt</td>
</tr>
<tr>
<td></td>
<td>Double the volume of recycled plastics</td>
<td>Volume of recycled plastics</td>
<td>432 Kt</td>
<td>525 Kt</td>
<td>x 2</td>
</tr>
<tr>
<td></td>
<td>Increase the production of renewable energy by more than 10%</td>
<td>Production of renewable energy</td>
<td>5.2 TWh (Europe)</td>
<td>7.6 TWh (World)</td>
<td>10%</td>
</tr>
<tr>
<td><strong>6</strong></td>
<td>Adapt to the consequences of climate change for water</td>
<td>Systematically offer to our customers resilience plans for the effects of climate change</td>
<td>-</td>
<td>in progress</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>820 Mm³ (reused wastewater)</td>
<td>2,610 Mm³ + 1/3</td>
<td></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>1.3 M residents vs. base</td>
<td>2 M residents</td>
</tr>
<tr>
<td><strong>7</strong></td>
<td>Promote material recycling, recovery and reuse</td>
<td>Increase the production of secondary raw materials by 20%</td>
<td>Quantity of secondary raw materials produced</td>
<td>4.1 Mt</td>
<td>4.4 Mt</td>
</tr>
<tr>
<td></td>
<td>Achieve a ratio of 2 tonnes of waste recovered for every tonne of waste disposed of</td>
<td>Ratio between tonnes of waste recovered and tonnes of waste disposed of</td>
<td>-</td>
<td>Europe: 2.2 World: 1.2 x 2</td>
<td></td>
</tr>
<tr>
<td><strong>8</strong></td>
<td>Develop climate-responsible models</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 solid recovered fuel boiler project 1 waste-to-chemical plant project 60%</td>
</tr>
<tr>
<td></td>
<td>Introduce a harmonised global circularity indicator for goods and services</td>
<td>-</td>
<td>in progress</td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Systematically offer pay packages that are partially index-linked to our global performance</td>
<td>-</td>
<td>in progress</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>Creation of the Sustainability Academy</td>
<td></td>
</tr>
</tbody>
</table>

**PRIORITY 3 – Support the environmental transition of our customers with concrete solutions**

| **9** | Put forward 100% sustainable solutions | Implement a Sustainable Portfolio Tool for all new solutions | Creation and deployment of the tool Number of solutions assessed using the tool | - | in progress | ✓ |
| **10** | Accelerate the digital revolution in Water & Waste solutions for agriculture, industry, cities and citizens | Increase the number of connected objects by 20% | Number of connected objects | 3.1 M smart meters | 4.1 M smart meters | 20% |
| **11** | Innovate to develop decentralised or modular solutions for the territories of the planet | Increase the number of decentralised or modular solution in Desalination, Water, Sanitation and Waste | Number of technologies related to the production of decentralised and modular solutions | 161 | 210 |

---

* 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.

*** Reference year updated to take the changed scope of consolidation into account (acquisitions/divestments).
<table>
<thead>
<tr>
<th>PILLAR 4 - Contribute to the common good</th>
<th>COMMITMENTS</th>
<th>OBJECTIVES</th>
<th>INDICATORS</th>
<th>BASE YEAR*</th>
<th>2018 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>
<td></td>
</tr>
<tr>
<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</td>
<td>One per year</td>
<td></td>
<td></td>
</tr>
<tr>
<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>Water: 87.4%</td>
<td>Water: 85.5%</td>
<td>Waste: 82%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>PILIER 4 - Contribute to the common good</td>
<td>Act for the health of the environment and the protection of the oceans</td>
<td>Constantly maintain air emissions under the levels required by local regulations</td>
<td>NOx and SOx ratios, Hg per incinerated tonne</td>
<td>NOx: 40% below the EU threshold SOx: 60% below the EU threshold Hg: 93% below the EU threshold</td>
<td>NOx: 656 mg/tonne SOx: 51 mg/tonne Hg: 0,0656 mg/tonne</td>
<td></td>
</tr>
<tr>
<td>Speed up the roll-out of integrated and collaborative approaches designed to significantly reduce the disposal of plastic at sea</td>
<td>Number of integrated approaches adopted (Water and Waste)</td>
<td>-</td>
<td>Alliance to End Plastic Waste 1 contract in Marseille</td>
<td>20</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Offer our customers solutions to treat microplastics in wastewater before it is discharged into the sea</td>
<td>Total capacity (PE) of water treatment plants equipped with a system to treat microplastics</td>
<td>-</td>
<td>Pilot phase</td>
<td>1 M EH</td>
<td></td>
<td></td>
</tr>
<tr>
<td>PILIER 4 - Contribute to the common good</td>
<td>Act for the health of the environment and the protection of the oceans</td>
<td>Implement a biodiversity strategy in all Group BUs</td>
<td>Total capacity (PE) of water treatment plants equipped with a system to treat microplastics</td>
<td>47%</td>
<td>42%</td>
<td></td>
</tr>
<tr>
<td>Roll out biodiversity action plans at 50% of priority sites managed by the Group</td>
<td>Proportion of Group turnover covered by a biodiversity strategy</td>
<td>11.2%</td>
<td>34.1%</td>
<td>50%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>PILIER 4 - Contribute to the common good</td>
<td>Advance access to essential services</td>
<td>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</td>
<td>Sum allocated to Fondation SUEZ every year</td>
<td>€4 M</td>
<td>€4 millions 30 projects</td>
<td>€4 M</td>
</tr>
<tr>
<td>Develop sustainable access to essential services under the terms of our contracts in developing countries</td>
<td>Number of people with access to essential services in developing countries</td>
<td>22.4 M</td>
<td>26.7 M</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Share our knowledge in order to boost access to services by supporting training and providing expertise</td>
<td>Number of water and sanitation professionals and managers in developing countries trained by the Group since 2009</td>
<td>149 people trained</td>
<td>239 people trained</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>PILIER 4 - Contribute to the common good</td>
<td>Contribute to local development and territorial attractiveness</td>
<td>Maintain the proportion of purchases from SMEs</td>
<td>Proportion of purchases from SMEs</td>
<td>32.8%</td>
<td>32%</td>
<td></td>
</tr>
<tr>
<td>Where appropriate, use suppliers in the social and responsible economy supporting diversity, disability and professional inclusion</td>
<td>Proportion of purchases from suppliers in the social and responsible economy supporting diversity, disability and professional inclusion</td>
<td>-</td>
<td>-</td>
<td>**</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Develop partnerships with socially and environmentally responsible entrepreneurs</td>
<td>Annual number of partnerships signed with socially responsible and environmental entrepreneurs</td>
<td>**</td>
<td>**</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 a leader in the circular and low-carbon economy”, which corresponds to climate commitments made in 2015.
** Not yet available
*** Reference year updated to take the changed scope of consolidation into account (acquisitions/divestments)

GRI DISCLOSURES 102-48 / 203-2
REPORTS OF THE STATUTORY AUDITORS

INDEPENDENT THIRD PARTY’S REPORT ON THE CONSOLIDATED NON-FINANCIAL PERFORMANCE STATEMENT PRESENTED IN THE MANAGEMENT REPORT

To the General Assembly,

In our quality as an independent third party, accredited by the COFRAC under number 3-1050 (whose scope is available at www.cofrac.fr), and as a member of the network of one of the Statutory Auditors of your entity SUEZ (hereafter “entity”), we hereby report to you on the consolidated non-financial statement for the year ended on the 31 December 2018 (hereinafter the “Statement”), included in the Management Report pursuant to the legal and regulatory provisions of Articles L. 225-102-1, R. 225-105 and R. 225-105-1 of the French Commercial Code (Code de commerce).

RESPONSIBILITY OF THE INDEPENDENT THIRD PARTY

On the basis of our work, our responsibility is to provide an opinion expressing a limited assurance conclusion on:

1. the compliance of the Statement with the provisions of Article R. 225-105 of the French Commercial Code;
2. the fairness of the information provided in accordance with Article R. 225-105-1 et seq. of the French Commercial Code, i.e., the outcomes, including key performance indicators, and the measures implemented considering the principal risks, hereinafter the “Information”.

Our responsibility is also to provide, at the request of the entity and outside the scope of accreditation, a conclusion of limited assurance that the information selected by the entity and identified in Appendix 2 (hereafter the “Selected Information”) was prepared, in all material respects, in accordance with the Criteria.

However, it is not our responsibility to comment on:

- the entity’s compliance with other applicable legal and regulatory provisions, particularly the French duty of care law and anti-corruption and tax evasion legislation;
- the compliance of products and services with the applicable regulations.

RESPONSIBILITY OF THE ENTITY

Pursuant to legal and regulatory requirements, the Board of Directors is responsible for preparing the Statement including a presentation of the business model, a description of the principal non-financial risks, a presentation of the policies implemented considering those risks and the outcomes of said policies, including key performance indicators.

The Statement has been prepared in accordance with the entity’s procedures (hereinafter the “Criteria”), the main elements of which are presented in the Statement (or which are available online or on request from the entity’s head office).

INDEPENDENCE AND QUALITY CONTROL

Our independence is defined by the provisions of Article L. 822-11-3 of the French Commercial Code and the Code of Ethics (Code de déontologie) of our profession. In addition, we have implemented a quality control system, including documented policies and procedures regarding compliance with the ethical requirements, professional guidance and applicable legal and regulatory requirements.

1. OPINION ON THE COMPLIANCE AND THE FAIRNESS OF THE STATEMENT

NATURE AND SCOPE OF THE WORK

Our work described below has been performed in accordance with the provisions of Articles A. 225-1 et seq. of the French Commercial Code determining the conditions in which the independent third party performs its engagement and with the professional guidance applicable in France to such engagements, as well as to the international ISAE standard 3000 - Assurance engagements other than audits or reviews of historical financial information.

The work that we conducted allows us to assess the compliance of the Statement with regulatory provisions and the fairness of the Information:

- We obtained an understanding of the entity’s activities and of all the companies included in the scope of consolidation, the statement of the main social and environmental risks related to this activity, and, where applicable, the impact of this activity on compliance with human rights and anti-corruption and tax evasion legislation, as well as the resulting policies and their outcomes;
- We assessed the suitability of the Criteria with respect to their relevance, completeness, reliability, neutrality and understandability with due consideration of industry best practices, where appropriate;
- We verified that the Statement includes each category of social and environmental information set out in Article L. 225-102-1 of the French Commercial Code, as well as information regarding human rights and the anti-corruption and tax evasion legislation;
- We verified that the Statement includes an explanation for the absence of the information required by the 2nd paragraph of III of Article L. 225-102-1 of the French Commercial Code;
- We verified that the Statement presents the business model and the principal risks associated with the activity of all the entities included in the scope of consolidation; including where relevant and proportionate, the risks associated with their business relationships, their products or services, as well as their policies, measures and outcomes, including key performance indicators;
- We verified, where relevant with respect to the principal risks or the policies presented, that the Statement provides the information required under Article R. 225-105 II of the French Commercial Code;
- We assessed the process used to select and validate the principal risks;
- We asked about the existence of internal control and risk management procedures the entity has put in place;
- We assessed the consistency of the outcomes and the key performance indicators with respect to the principal risks and policies presented;
- We verified that the Statement covers the consolidated scope, i.e., that the consensuses included in the scope of consolidation in accordance with Article L. 233-16 of the French Commercial Code, within limitations set out in the Statement;
- We assessed the data collection process implemented by the entity to ensure the completeness and fairness of the Information;
- For the key performance indicators and other quantitative outcomes that we considered to be the most important presented in Appendix 1, we implemented:
- analytical procedures to verify the proper consolidation of the data collected and the consistency of their trends;
- substantive tests using sampling techniques, in order to verify the proper application of the definitions and procedures and reconcile the data...
CONCLUSION

Based on our work, we have not identified any significant misstatement that causes us not to believe that the non-financial statement complies with the applicable regulatory provisions and that the Information, taken together, is fairly presented, in compliance with the Criteria.

2. LIMITED ASSURANCE REPORT ON THE SELECTED INFORMATION

NATURE AND SCOPE OF THE WORK

Concerning the Information Selected by the entity, identified in Appendix 2, we conducted work of the same nature as described in paragraph 1. The selection of contributing entities covers between 12% and 33% of the social information presented and between 6% and 23% of the environmental information presented.

We believe that the work carried out is sufficient to provide a basis for our limited assurance on the Selected Information.

CONCLUSION

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

Paris-La Defense, 6 March 2019

Independent third party French original signed by

ERNST & YOUNG ET ASSOCIES

ALEXIS GAZZO

PARTNER, SUSTAINABLE DEVELOPMENT

JEAN-FRANÇOIS BELORGEY

PARTNER
REASONABLE ASSURANCE REPORT BY THE STATUTORY AUDITORS ON A SELECTION OF CONSOLIDATED INFORMATION INCLUDED IN THE MANAGEMENT REPORT

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, presented in Annex 1, and identified by the XXX sign in chapters 6.8 and 17.2 of the Reference document (hereinafter named “the Information”), for the financial year ended 31 December 2018.

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 the “Criteria”), summarized in chapters 6.8 and 17.2 of the Reference document and available on request from the Human Resources Performance Department, the Health and Safety Direction, and the Innovation and Industrial Performance Department.

II. INDEPENDENCE AND QUALITY CONTROL

Our independence is defined by the requirements of Article L. 822-11-3 of the French Commercial Code and the French Code of Ethics (Code de déontologie) of our profession. 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 Reference document was prepared, in all material respects, in accordance with the adopted Criteria. Conclusions hereinafter expressed relate to these information only, and not on the whole of the Reference document’s chapters 6.8 and 17.2.

We performed the work described below in accordance with the professional guidance of the French Institute of Statutory Auditors (“CNCC”) applicable to such engagements and with the ISAE 3000¹ international norm.

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 familiarized ourselves with the internal control and risk management procedures relating to the compilation of the Information.
- We performed analytical procedures on the 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.
- We performed detailed tests, using sampling techniques, on a representative sample of entities¹ that we selected based on their activity, their localization and a risk analysis, consisting in verifying the calculations made and reconciling the data with supporting documents.

The selected sample thus represents 47% of the total headcount and between 57% and 84%³ 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 information cannot be totally eliminated.

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, 6 March 2019

The Statutory Auditors

MAZARS
ERNST & YOUNG ET AUTRES

ACHOUR MESSAS STEPHANE PEDRON

Appendix 1: Information selected by SUEZ verified in reasonable assurance

HUMAN RESOURCES INFORMATION
• Total headcount;
• Distribution of the headcount between managers and non-managers;
• Proportion of women in total headcount;
• Proportion of women amongst managers;
• Statutory turnover;
• Lost-time accidents frequency rate;
• Severity rate;
• Number of fatal accidents (employees);
• Proportion of employees who benefited from training.

ENVIRONMENTAL INFORMATION
• Renewable energy production and energy consumption of the Group’s Water activities;
• Renewable energy production and energy consumption of the Group’s Recycling and Recovery activities;
• Renewable energy production and energy consumption of the Group’s Industry activities;
• Direct greenhouse gas (GHG) emissions from processes or equipment owned or controlled by SUEZ, and indirect emissions associated with the consumption of electricity and heat;
• Technical yield of the networks of the Group’s Water activities.

SOCIAL INFORMATION
• Annual donation amount of the Foundation SUEZ;
• Number of trained professionals from water/wastewater services in developing countries.

¹ ISAE 3000 - Assurance engagements other than audits or reviews of historical financial information.
² HUMAN RESOURCES INFORMATION: SUEZ Recycling and Recovery UK, Sita Benelux, Sita Boulogne, Sita华中服务（香港），SUEZ Recyclage & élimination (France), SUEZ Recycling AB (Sweden), SUEZ France (Centre Est), SUEZ Eau France, SUEZ Spain, Aguas Andalucias, Lydec, SUEZ North America, SUEZ Water Technologies and Solutions.
³ ENVIRONMENTAL INFORMATION: SUEZ Recycling and Recovery UK, Sita华中服务（香港），SUEZ Recyclage & élimination (France), SUEZ Recycling AB (Sweden), SUEZ France, SUEZ Spain, Lydec, SUEZ North America, SUEZ Water Technologies and Solutions; and a follow-up audit for GHG emissions. SUEZ Recycling & Recovery Deutschland and MFS Water Association and Netherlands Port de Zeevaart.
⁴ Of which 72% of the Group’s direct and indirect greenhouse gas (GHG) emissions.
## GRI STANDARDS CONTENT INDEX

### CORE OPTION – ESSENTIAL CRITERIA

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>GRI 101: FOUNDATION 2016</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>101</td>
<td>p.88</td>
<td></td>
<td>No</td>
</tr>
<tr>
<td>GRI 102: GENERAL DISCLOSURES 2016</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Organizational profile</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>102-1</td>
<td>p.6</td>
<td>p.5</td>
<td>Yes, 2018 Reference Document p.385</td>
</tr>
<tr>
<td>102-4</td>
<td>p.56</td>
<td>p.63-44</td>
<td>Yes, 2018 Reference Document p.385</td>
</tr>
<tr>
<td>102-5</td>
<td></td>
<td>p.38</td>
<td>Yes, 2018 Reference Document p.385</td>
</tr>
<tr>
<td>102-6</td>
<td>p.21-22</td>
<td>p.63-44; 64</td>
<td>Yes, 2018 Reference Document p.385</td>
</tr>
<tr>
<td>102-9</td>
<td>p.21-22, 44</td>
<td>p.64-45</td>
<td>Yes, 2018 Reference Document p.385</td>
</tr>
<tr>
<td>102-10</td>
<td>p.72</td>
<td>p.64-45</td>
<td>Yes, 2018 Reference Document p.385</td>
</tr>
<tr>
<td>102-12</td>
<td>p.31-122</td>
<td>p.72</td>
<td>Yes, 2018 Reference Document p.385</td>
</tr>
<tr>
<td>102-13</td>
<td>p.75-76</td>
<td>p.121-122</td>
<td>Yes, 2018 Reference Document p.385</td>
</tr>
<tr>
<td><strong>Strategy</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>102-14</td>
<td>p.6</td>
<td></td>
<td>Yes, 2018 Reference Document p.385</td>
</tr>
<tr>
<td><strong>Ethics and integrity</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Governance</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Stakeholder engagement</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>102-41</td>
<td>p.82</td>
<td>p.245-246, 255-256</td>
<td>Yes, 2018 Reference Document p.385</td>
</tr>
<tr>
<td>102-42</td>
<td>p.75</td>
<td></td>
<td>No</td>
</tr>
<tr>
<td><strong>Reporting practice</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>102-46</td>
<td></td>
<td>p.1</td>
<td>No</td>
</tr>
<tr>
<td>102-48</td>
<td>p.82-84</td>
<td></td>
<td>No</td>
</tr>
<tr>
<td>102-49</td>
<td></td>
<td>p.81</td>
<td>No</td>
</tr>
<tr>
<td>102-50</td>
<td></td>
<td>p.81</td>
<td>Yes, 2018 Reference Document p.131-132</td>
</tr>
<tr>
<td>102-51</td>
<td></td>
<td>p.81</td>
<td>Yes, 2018 Reference Document p.131-132</td>
</tr>
<tr>
<td>102-52</td>
<td></td>
<td>p.81</td>
<td>Yes, 2018 Reference Document p.131-132</td>
</tr>
<tr>
<td>102-54</td>
<td></td>
<td>p.88</td>
<td>Yes, 2018 Reference Document p.131-132</td>
</tr>
</tbody>
</table>


This report was prepared in accordance with the GRI standards: Core Option. For the GRI Content Index Service, GRI Services reviewed that the GRI content index is clearly presented and the references for all disclosures included align with the appropriate sections in the body of the report. The service was performed on the French version of the report.
## TOPIC SPECIFIC DISCLOSURES

<table>
<thead>
<tr>
<th>Management Approach and Disclosures</th>
<th>Page of the 2018 Integrated Report</th>
<th>Page of the 2018 Reference Document*</th>
<th>External assurance</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>CATEGORY: ECONOMIC</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Relevant topic: Indirect economic impacts</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>GRI 103: Management approach 2016</td>
<td>103-1 p.44, 56</td>
<td>No</td>
<td></td>
</tr>
<tr>
<td>GRI 103: Indirect economic impacts 2016</td>
<td>103-3 p.44, 56</td>
<td>No</td>
<td></td>
</tr>
<tr>
<td><strong>CATEGORY: ENVIRONMENTAL</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Relevant topic: Materials</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>CATEGORY: SOCIAL</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Relevant topic: Occupational health and safety</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>GRI 103: Management approach 2016</td>
<td>303-3 p.91</td>
<td>No</td>
<td></td>
</tr>
</tbody>
</table>

### ENVIRONMENTAL, SOCIAL AND SOCIETAL INDICATORS

#### ENVIRONMENTAL INDICATORS

<table>
<thead>
<tr>
<th>SECTION</th>
<th>Verification by the Statutory Auditors</th>
<th>Unit</th>
<th>GRI Standards</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>MANAGEMENT</td>
<td>Limited assurance</td>
<td>Reasonable assurance</td>
<td>%</td>
<td>N/A</td>
<td>86%</td>
<td>87.2%</td>
<td>98%</td>
<td>85.3%</td>
<td>80.6%</td>
<td>84.9%</td>
</tr>
<tr>
<td>Waste – Percentage of activity (tonnage) covered by an environmental management system (EMS)</td>
<td></td>
<td></td>
<td>%</td>
<td>N/A</td>
<td>68.1%</td>
<td>73.6%</td>
<td>59%</td>
<td>59%</td>
<td>65%</td>
<td>73.5%</td>
</tr>
<tr>
<td>Convictions relating to damage caused to the environment</td>
<td>Nb</td>
<td>307-1</td>
<td>3</td>
<td>3</td>
<td>7</td>
<td>5</td>
<td>2</td>
<td>8</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Compensation paid as a result of convictions (related to incidents affecting the environment)</td>
<td>€K</td>
<td>307-1</td>
<td>1,715</td>
<td>22</td>
<td>488</td>
<td>405</td>
<td>7,85</td>
<td>183,06</td>
<td>12.95</td>
<td></td>
</tr>
<tr>
<td>Total number and volume of significant accidental spills</td>
<td>Nb</td>
<td>304-3</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>ENERGY</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Installed capacity – Electricity – Biogas recovery</td>
<td>MWhe</td>
<td>302-1</td>
<td>134</td>
<td>172</td>
<td>187</td>
<td>184</td>
<td>201</td>
<td>191</td>
<td>190</td>
<td></td>
</tr>
<tr>
<td>Installed capacity – Electricity – Waste-to-energy recovery of household waste</td>
<td>MWhe</td>
<td>302-1</td>
<td>517</td>
<td>515</td>
<td>513</td>
<td>550</td>
<td>550</td>
<td>684</td>
<td>680</td>
<td></td>
</tr>
<tr>
<td>Installed capacity – Heat – Biogas recovery</td>
<td>MWth</td>
<td>302-1</td>
<td>67</td>
<td>199</td>
<td>55</td>
<td>94</td>
<td>102</td>
<td>104</td>
<td>101</td>
<td></td>
</tr>
<tr>
<td>Installed capacity – Heat – Waste-to-energy recovery of household waste</td>
<td>MWth</td>
<td>302-1</td>
<td>1,632</td>
<td>1,587</td>
<td>1,631</td>
<td>1,636</td>
<td>1,637</td>
<td>2,043</td>
<td>2,040</td>
<td></td>
</tr>
<tr>
<td>*including Waste – Energy consumption – ELECTRICITY</td>
<td>xx</td>
<td>MMhe</td>
<td>302-1</td>
<td>597,000</td>
<td>558,360</td>
<td>617,935</td>
<td>616,233</td>
<td>568,793</td>
<td>1,306,765</td>
<td>1,840,011</td>
</tr>
<tr>
<td>*including Water – Energy consumption – ELECTRICITY</td>
<td>xx</td>
<td>MMhe</td>
<td>302-1</td>
<td>4,170,000</td>
<td>4,547,515</td>
<td>4,251,084</td>
<td>4,464,124</td>
<td>4,537,389</td>
<td>5,911,081</td>
<td>6,074,105</td>
</tr>
<tr>
<td>Water and Waste – Energy consumption – ELECTRICITY</td>
<td>xx</td>
<td>MMhe</td>
<td>302-1</td>
<td>4,757,000</td>
<td>5,100,875</td>
<td>4,849,819</td>
<td>5,262,357</td>
<td>5,140,182</td>
<td>7,717,846</td>
<td>7,954,116</td>
</tr>
<tr>
<td>Water and Waste – Energy consumption – FUEL</td>
<td>xx</td>
<td>MMhe</td>
<td>302-1</td>
<td>-</td>
<td>931,504</td>
<td>938,667</td>
<td>1,340,867</td>
<td>3,114,723</td>
<td>1,175,725</td>
<td>1,184,971</td>
</tr>
<tr>
<td>Water and Waste – Energy consumption – OTHER FUELS</td>
<td>xx</td>
<td>MMhe</td>
<td>302-1</td>
<td>3,201,190</td>
<td>2,967,780</td>
<td>2,742,981</td>
<td>4,085,105</td>
<td>1,156,627</td>
<td>2,189,284</td>
<td>4,964,598</td>
</tr>
<tr>
<td>Energy consumption per tonne of non-hazardous waste treated</td>
<td>kWh eq / t</td>
<td>302-3</td>
<td>33</td>
<td>35</td>
<td>33</td>
<td>33</td>
<td>33</td>
<td>41</td>
<td>123</td>
<td></td>
</tr>
<tr>
<td>Energy consumption per m³ of drinking water produced and distributed</td>
<td>kWh eq / m³</td>
<td>302-3</td>
<td>519</td>
<td>426</td>
<td>424</td>
<td>446</td>
<td>460</td>
<td>469</td>
<td>465</td>
<td></td>
</tr>
<tr>
<td>Electricity consumption per m³ of wastewater collected and treated</td>
<td>kWh eq / m³</td>
<td>302-3</td>
<td>937</td>
<td>611</td>
<td>710</td>
<td>904</td>
<td>1,232</td>
<td>1,483</td>
<td>918</td>
<td></td>
</tr>
<tr>
<td>WASTE AND WASTE IN THE PROCESSES</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Waste – Water consumption</td>
<td>m³</td>
<td>303-5</td>
<td>9,580,054</td>
<td>9,345,534</td>
<td>9,699,999</td>
<td>7,636,464</td>
<td>38,196,705</td>
<td>40,148,364</td>
<td>35,834,638</td>
<td></td>
</tr>
<tr>
<td>*including Waste – Municipal distribution network</td>
<td>m³</td>
<td>303-5</td>
<td>-</td>
<td>6,500,000</td>
<td>6,700,000</td>
<td>6,114,733</td>
<td>6,524,344</td>
<td>4,956,808</td>
<td>7,354,856</td>
<td></td>
</tr>
<tr>
<td>*including Waste – Surface and groundwater</td>
<td>m³</td>
<td>303-5</td>
<td>-</td>
<td>2,864,525</td>
<td>2,999,999</td>
<td>1,589,894</td>
<td>31,492,362</td>
<td>33,023,536</td>
<td>28,479,782</td>
<td></td>
</tr>
<tr>
<td>Surface water returned to the natural environment</td>
<td>m³</td>
<td>303-4</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>29,190,387</td>
<td>35,510,620</td>
<td>25,791,741</td>
<td></td>
</tr>
<tr>
<td>Non-hazardous waste produced</td>
<td>T</td>
<td>304-2</td>
<td>-</td>
<td>904,617</td>
<td>847,495</td>
<td>645,236</td>
<td>636,666</td>
<td>543,762</td>
<td>484,421</td>
<td></td>
</tr>
<tr>
<td>Hazardous waste produced</td>
<td>T</td>
<td>304-2</td>
<td>-</td>
<td>376,384</td>
<td>280,364</td>
<td>289,978</td>
<td>299,058</td>
<td>357,823</td>
<td>372,533</td>
<td></td>
</tr>
<tr>
<td>AIR</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Direct GHG emissions</td>
<td>tCO2</td>
<td>305-1</td>
<td>5,495,229</td>
<td>5,426,088</td>
<td>6,084,997</td>
<td>6,346,728</td>
<td>6,197,115</td>
<td>6,047,795</td>
<td>6,279,015</td>
<td></td>
</tr>
<tr>
<td>*including Waste – Collection activities</td>
<td>tCO2</td>
<td>306-1</td>
<td>558,591</td>
<td>567,390</td>
<td>571,896</td>
<td>537,243</td>
<td>506,971</td>
<td>640,213</td>
<td>506,229</td>
<td></td>
</tr>
<tr>
<td>*including Waste – Incineration (excluding hazardous waste)</td>
<td>tCO2</td>
<td>306-1</td>
<td>2,275,013</td>
<td>2,066,971</td>
<td>2,310,086</td>
<td>2,392,122</td>
<td>2,890,383</td>
<td>3,151,123</td>
<td>3,253,272</td>
<td></td>
</tr>
<tr>
<td>*including Waste – Storage</td>
<td>tCO2</td>
<td>306-1</td>
<td>2,004,705</td>
<td>2,066,051</td>
<td>2,303,761</td>
<td>1,674,080</td>
<td>1,750,119</td>
<td>1,777,514</td>
<td>2,213,997</td>
<td></td>
</tr>
<tr>
<td>*including Waste – Treatment of hazardous industrial waste (excluding incineration)</td>
<td>tCO2</td>
<td>306-1</td>
<td>385,778</td>
<td>291,444</td>
<td>295,936</td>
<td>439,946</td>
<td>8,176</td>
<td>8,963</td>
<td>10,033</td>
<td></td>
</tr>
</tbody>
</table>

* Excluding co-consumption of energy produced

GRI DISCLOSURES 2013 / 2014 / 2015 / 2016 / 2017 / 2018
<table>
<thead>
<tr>
<th>SECTION</th>
<th>Verification by the Statutory Auditors</th>
<th>Unit</th>
<th>GRI Standards</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Including Waste – Sorting activity</strong></td>
<td>xx</td>
<td>tegO2</td>
<td>305-1</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>103,815</td>
</tr>
<tr>
<td><strong>Including Waste – Subcontractors’ fuel emissions</strong></td>
<td>xx</td>
<td>tegO2</td>
<td>305-1</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>195,179</td>
<td>172,866</td>
</tr>
<tr>
<td><strong>Including Water – Wastewater treatment</strong></td>
<td>xx</td>
<td>tegO2</td>
<td>305-1</td>
<td>427,191</td>
<td>426,249</td>
<td>426,224</td>
<td>378,990</td>
<td>176,308</td>
<td>200,016</td>
<td>230,504</td>
</tr>
<tr>
<td><em><strong>Including Waste – Sorting activity</strong></em></td>
<td>xx</td>
<td>tegO2</td>
<td>305-1</td>
<td>NC</td>
<td>NC</td>
<td>242,958</td>
<td>121,828</td>
<td>663,440</td>
<td>74,463</td>
<td>27,378</td>
</tr>
<tr>
<td><strong>Emissions of ozone-depleting substances</strong></td>
<td>T</td>
<td>305-6</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Indirect GHG emissions</strong></td>
<td>xx</td>
<td>tegO2</td>
<td>305-2</td>
<td>1,473,660</td>
<td>1,977,016</td>
<td>1,796,765</td>
<td>1,790,762</td>
<td>1,751,616</td>
<td>2,479,648</td>
<td>2,436,756</td>
</tr>
<tr>
<td><em><strong>Including Waste – Annual electricity consumption</strong></em></td>
<td>xx</td>
<td>tegO2</td>
<td>305-2</td>
<td>280,698</td>
<td>314,587</td>
<td>287,272</td>
<td>163,389</td>
<td>154,946</td>
<td>180,016</td>
<td>213,059</td>
</tr>
<tr>
<td><em><strong>Including Water – Annual electricity consumption</strong></em></td>
<td>xx</td>
<td>tegO2</td>
<td>305-2</td>
<td>1,192,962</td>
<td>1,662,429</td>
<td>1,509,493</td>
<td>1,627,374</td>
<td>1,596,670</td>
<td>2,299,622</td>
<td>2,223,697</td>
</tr>
<tr>
<td><strong>Indirect GHG emissions “market-based”</strong></td>
<td></td>
<td>tegO2</td>
<td>305-5</td>
<td>2,056,647</td>
<td>2,154,494</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Contribution to avoidance of GHG emissions</strong></td>
<td>x</td>
<td>tegO2</td>
<td>305-5</td>
<td>7,545,530</td>
<td>8,238,948</td>
<td>9,173,526</td>
<td>9,451,276</td>
<td>9,374,082</td>
<td>10,035,943</td>
<td></td>
</tr>
<tr>
<td><em><strong>Including Waste – through material recovery from sorting and recycling</strong></em></td>
<td>xx</td>
<td>tegO2</td>
<td>305-5</td>
<td>5,065,676</td>
<td>5,776,890</td>
<td>5,606,494</td>
<td>6,194,001</td>
<td>5,406,097</td>
<td>5,429,910</td>
<td>4,855,747</td>
</tr>
<tr>
<td><em><strong>Including Waste – through waste-to-energy recovery (incineration)</strong></em></td>
<td>x</td>
<td>tegO2</td>
<td>305-5</td>
<td>1,025,734</td>
<td>998,694</td>
<td>1,086,369</td>
<td>1,272,549</td>
<td>1,222,794</td>
<td>1,328,281</td>
<td>1,266,665</td>
</tr>
<tr>
<td><em><strong>Including Water – through waste-to-energy recovery (incineration)</strong></em></td>
<td>xx</td>
<td>tegO2</td>
<td>305-5</td>
<td>376,258</td>
<td>400,422</td>
<td>381,656</td>
<td>372,440</td>
<td>344,354</td>
<td>354,357</td>
<td>435,747</td>
</tr>
<tr>
<td><em><strong>Including Waste – through waste-to-energy recovery of hazardous waste</strong></em></td>
<td>x</td>
<td>tegO2</td>
<td>305-5</td>
<td>71,176</td>
<td>73,300</td>
<td>76,854</td>
<td>69,827</td>
<td>56,920</td>
<td>11,501</td>
<td>188,495</td>
</tr>
<tr>
<td><em><strong>Including Water – through the alternative fuels produced and supplied by SUEZ</strong></em></td>
<td>x</td>
<td>tegO2</td>
<td>305-5</td>
<td>920,367</td>
<td>899,250</td>
<td>1,585,521</td>
<td>1,105,551</td>
<td>2,233,915</td>
<td>1,859,569</td>
<td>1,845,437</td>
</tr>
<tr>
<td><em><strong>Including Waste – by other recovery (anaerobic digestion and other renewable energy sources)</strong></em></td>
<td>xx</td>
<td>tegO2</td>
<td>305-5</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>5,870</td>
<td>223,258</td>
</tr>
<tr>
<td><strong>DISTRIBUTION AND PRODUCTION OF DRINKING WATER</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Quantity of groundwater withdrawn</strong></td>
<td>Mm³</td>
<td>303-3</td>
<td>553</td>
<td>693</td>
<td>669</td>
<td>759</td>
<td>742</td>
<td>70</td>
<td>817</td>
<td></td>
</tr>
<tr>
<td><strong>Quantity of surface water withdrawn</strong></td>
<td>Mm³</td>
<td>303-3</td>
<td>3,216</td>
<td>3,213</td>
<td>3,430</td>
<td>3,411</td>
<td>3,056</td>
<td>4,931</td>
<td>4,351</td>
<td></td>
</tr>
<tr>
<td><strong>Quantity of seawater withdrawn</strong></td>
<td>Mm³</td>
<td>303-3</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>362</td>
<td></td>
</tr>
<tr>
<td><strong>Quantity of water imported</strong></td>
<td>Mm³</td>
<td>303-3</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td><strong>Number of drinking water treatment plants</strong></td>
<td>Nb</td>
<td>102-7</td>
<td>1,177</td>
<td>1,154</td>
<td>1,154</td>
<td>1,148</td>
<td>1,155</td>
<td>1,287</td>
<td>1,417</td>
<td></td>
</tr>
<tr>
<td><strong>Annual production volume (network input)</strong></td>
<td>Mm³</td>
<td>201-1</td>
<td>4,752</td>
<td>4,954</td>
<td>4,225</td>
<td>4,418</td>
<td>4,211</td>
<td>4,711</td>
<td>4,718</td>
<td></td>
</tr>
<tr>
<td><strong>Volume of drinking water distributed</strong></td>
<td>Mm³</td>
<td>201-1</td>
<td>3,362</td>
<td>4,275</td>
<td>3,185</td>
<td>3,212</td>
<td>3,787</td>
<td>3,755</td>
<td>3,755</td>
<td></td>
</tr>
<tr>
<td><strong>Technical yield of drinking water distribution networks</strong></td>
<td>%</td>
<td>303-3</td>
<td>76.8</td>
<td>76.4</td>
<td>76.4</td>
<td>75.8</td>
<td>76.2</td>
<td>76.2</td>
<td>79.7</td>
<td></td>
</tr>
<tr>
<td><strong>Quantity of reagents used for treating drinking water</strong></td>
<td>T</td>
<td>301-1</td>
<td>129,144</td>
<td>115,703</td>
<td>90,004</td>
<td>92,688</td>
<td>128,292</td>
<td>128,236</td>
<td>158,605</td>
<td></td>
</tr>
<tr>
<td><strong>COLLECTION AND TREATMENT OF WASTEWATER</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total number of wastewater treatment plants</strong></td>
<td>Na</td>
<td>102-7</td>
<td>2,266</td>
<td>2,180</td>
<td>2,188</td>
<td>2,309</td>
<td>2,293</td>
<td>2,440</td>
<td>2,781</td>
<td></td>
</tr>
<tr>
<td><strong>Network length</strong></td>
<td>km</td>
<td>N/A</td>
<td>122,054</td>
<td>123,917</td>
<td>128,062</td>
<td>132,146</td>
<td>126,923</td>
<td>131,056</td>
<td>158,605</td>
<td></td>
</tr>
<tr>
<td><strong>Volume of wastewater treated</strong></td>
<td>Mm³</td>
<td>201-1</td>
<td>3,362</td>
<td>4,275</td>
<td>3,185</td>
<td>3,212</td>
<td>3,787</td>
<td>3,755</td>
<td>3,755</td>
<td></td>
</tr>
<tr>
<td><strong>Technical yield of drinking water distribution networks</strong></td>
<td>%</td>
<td>303-3</td>
<td>76.8</td>
<td>76.4</td>
<td>76.4</td>
<td>75.8</td>
<td>76.2</td>
<td>76.2</td>
<td>79.7</td>
<td></td>
</tr>
<tr>
<td><strong>Quantity of reagents used for treating drinking water</strong></td>
<td>T</td>
<td>301-1</td>
<td>129,144</td>
<td>115,703</td>
<td>90,004</td>
<td>92,688</td>
<td>128,292</td>
<td>128,236</td>
<td>158,605</td>
<td></td>
</tr>
</tbody>
</table>
### Verification by the Statutory Auditors

<table>
<thead>
<tr>
<th>Section</th>
<th>Limited assurance</th>
<th>Reasonable assurance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percentage of water re-used after treatment</td>
<td>x</td>
<td>%</td>
</tr>
<tr>
<td>Percentage of sludge re-used</td>
<td>x</td>
<td>%</td>
</tr>
<tr>
<td>Production of electrical power</td>
<td>xx</td>
<td>GWh</td>
</tr>
<tr>
<td>Production of thermal power</td>
<td>xx</td>
<td>GWh</td>
</tr>
</tbody>
</table>

### Waste Collection Services

- **Number of inhabitants receiving collection services**
  - Nb | 102-7 | 49,292,436 | 52,776,940 | 36,716,532 | 33,942,986 | 33,724,081 | 32,387,155 | 32,730,359 |
- **Number of industrial and commercial customers receiving collection services**
  - Nb | 102-7 | 466,275 | 417,569 | 410,077 | 400,227 | 397,922 | 307,717 | 290,731 |
- **Total tonnage of waste collected, excluding subcontractors**
  - T | 304-2 | - | - | - | - | 28,377,522 | 29,019,744 | 25,807,543 |
- **Total tonnage of household and similar waste collected**
  - T | 304-2 | 11,582,456 | 10,507,863 | 9,629,682 | 10,074,889 | 9,333,408 | 9,471,322 | 8,835,887 |
- **Total tonnage of medical waste collected**
  - T | 304-2 | 159,954 | 149,867 | 134,704 | 134,992 | 149,018 | 135,699 | 110,432 |
- **Tonnage of hazardous waste collected**
  - T | 304-2 | 1,186,878 | 1,083,548 | 1,186,399 | 1,083,370 | 1,688,645 | 2,861,019 | 1,086,040 |
- **Tonnage of other waste collected (mixed household and industrial, construction)**
  - T | 304-2 | - | - | - | - | 6,098,171 | 6,028,150 | 4,742,488 |
- **Total number of waste collection, cleaning, and wastewater treatment trucks**
  - Nb | N/A | 12,174 | 12,545 | 12,271 | 11,967 | 11,448 | 11,458 | 11,487 |
- **Percentage of the truck fleet running on alternative fuels**
  - % | N/A | 4.7 | 2.9 | 8 | 11 | 8.78 | 3.20 | 3.84 |
- **Average diesel fuel consumption per truck**
  - m³/ha | 302-3 | 14.6 | 15 | 14.2 | 14.9 | 9.25 | 15.81 | 13.06 |
- **Average diesel fuel consumption per tonne collected (excluding subcontractors)**
  - L/t | 302-3 | 7.4 | 6.7 | 7.3 | 6 | 3.8 | 6.23 | 5.38 |
- **Average diesel fuel consumption per tonne collected (including subcontractors)**
  - L/t | 302-3 | - | - | - | - | 5.91 | 5.4 | 6.3 |

### Sorting and Recycling Activities

- **Number of sites operating as transfer stations**
  - Nb | 102-7 | 370 | 385 | 332 | 336 | 319 | 345 | 318 |
- **Number of sites operating in sorting/recycling**
  - Nb | 102-7 | 373 | 348 | 362 | 366 | 473 | 466 | 478 |
- **Tonnage of recovered materials from sorting centres**
  - x | T | 304-2 | 8,781,841 | 8,568,410 | 7,954,843 | 10,468,000 | 10,377,442 | 10,239,066 | 10,525,301 |
- **Quantity of raw materials from recycling**
  - x | T | 304-2 | NC | 3,500,000 | 4,101,701 | 4,707,444 | 3,948,011 | 4,270,019 |

### Composting Activities

- **Number of composting facilities**
  - Nb | 102-7 | 128 | 123 | 127 | 121 | 107 | 104 | 101 |
- **Incoming tonnage**
  - T | 304-2 | 2,881,652 | 2,209,965 | 2,041,191 | 1,786,805 | 2,202,970 | 2,261,642 | 2,089,261 |
- **Tonnage of compost produced**
  - T | 304-2 | 847,401 | 901,538 | 915,963 | 853,797 | 792,079 | 858,840 | 832,000 |
- **Tonnage of sewage sludge treated for material recovery**
  - T | 304-2 | 573,197 | 569,970 | 513,281 | 130,413 | 121,888 | 106,512 | 180,659 |

### Non Hazardous Waste Thermal Treatment Activities

- **Number of urban waste incineration plants**
  - Nb | 102-7 | 48 | 46 | 44 | 45 | 46 | 45 | 47 |
- **Tonnage of waste incinerated**
  - T | 304-2 | 6,662,764 | 6,275,817 | 6,762,114 | 6,975,291 | 7,049,368 | 8,011,343 | 8,312,144 |
- **SOx emissions**
  - x | T | 305-7 | 385 | 297 | 344 | 398 | 422 | 471 | 428 |
- **NOx emissions**
  - x | T | 305-7 | 4,391 | 3,894 | 4,136 | 4,362 | 4,378 | 4,979 | 5,383 |
- **Mercury emissions**
  - x | T | 305-7 | - | 0.177 | 0.277 | 0.245 | 0.225 | 0.269 | 0.448 |
- **Dust emissions**
  - T | 305-7 | 45 | 53 | 56 | 52.16 | 57.02 | 49.86 | 51.78 |
- **Quantity of air pollution control residues**
  - T | 304-2 | 299,317 | 278,946 | 267,920 | 216,373 | 212,177 | 240,156 | 241,816 |
- **Percentage of bottom ash recovered**
  - x | % | 306-2 | 90 | 96 | 84 | 88 | 77 | 76 | 86 |
- **Quantity of electrical energy generated**
  - xx | MWhe | 302-1 | 2,862,674 | 2,704,202 | 2,789,238 | 3,066,185 | 3,179,385 | 3,584,740 | 3,784,149 |
- **Quantity of thermal energy sold**
  - xx | MMWh | 302-1 | 1,960,373 | 1,942,843 | 1,971,886 | 2,360,104 | 2,330,205 | 2,541,819 | 2,990,877 |
<table>
<thead>
<tr>
<th>Section</th>
<th>Verification by the Statutory Auditors</th>
<th>Unit</th>
<th>GRI Standards</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Non Hazardous Waste Storage Activities</td>
<td></td>
<td>Na</td>
<td>102-7</td>
<td>141</td>
<td>127</td>
<td>130</td>
<td>129</td>
<td>131</td>
<td>120</td>
<td>118</td>
</tr>
<tr>
<td>Number of landfill waste facilities (K1+K2+K3)</td>
<td>T</td>
<td>306-3</td>
<td>15,960,908</td>
<td>18,501,616</td>
<td>15,315,366</td>
<td>15,349,521</td>
<td>16,682,79</td>
<td>16,178,996</td>
<td>18,809,149</td>
<td></td>
</tr>
<tr>
<td>Tonnage entering non-hazardous waste landfill sites</td>
<td>m³</td>
<td>182-7</td>
<td>3,084,549</td>
<td>3,107,746</td>
<td>3,492,151</td>
<td>3,131,519</td>
<td>3,320,796</td>
<td>3,556,899</td>
<td>5,274,881</td>
<td></td>
</tr>
<tr>
<td>Percentage of waste stored in landfills equipped with a biogas collection and treatment system</td>
<td>%</td>
<td>306-3</td>
<td>94</td>
<td>74</td>
<td>82</td>
<td>95</td>
<td>93</td>
<td>91</td>
<td>99</td>
<td></td>
</tr>
<tr>
<td>Volume of leachates treated</td>
<td>m³</td>
<td>302-5</td>
<td>140,330,221</td>
<td>107,167,914</td>
<td>98,026,777</td>
<td>92,669,433</td>
<td>93,424,31</td>
<td>54,686,746</td>
<td>112,219,344</td>
<td></td>
</tr>
<tr>
<td>Volume of methane collected and treated</td>
<td>Nm³</td>
<td>302-5</td>
<td>332,594,670</td>
<td>293,058,622</td>
<td>310,873,507</td>
<td>380,295,045</td>
<td>309,125,052</td>
<td>263,310,999</td>
<td>340,421,661</td>
<td></td>
</tr>
<tr>
<td>Number of medical waste treatment facilities</td>
<td>Na</td>
<td>102-7</td>
<td>7</td>
<td>7</td>
<td>5</td>
<td>5</td>
<td>5</td>
<td>6</td>
<td>16</td>
<td></td>
</tr>
<tr>
<td>Hazardous waste treated – Total excluding contaminated soil</td>
<td>T</td>
<td>306-3</td>
<td>2,705,737</td>
<td>2,304,273</td>
<td>2,319,303</td>
<td>2,330,365</td>
<td>2,193,995</td>
<td>2,192,317</td>
<td>2,331,533</td>
<td></td>
</tr>
<tr>
<td>Tonnage of soil treated / recovered</td>
<td>T</td>
<td>306-3</td>
<td>1,310,164</td>
<td>1,530,656</td>
<td>1,361,477</td>
<td>1,413,535</td>
<td>749,497</td>
<td>1,227,280</td>
<td>1,308,947</td>
<td></td>
</tr>
<tr>
<td>Quantity of alternative energy provided by recovery of waste in the form of fuels</td>
<td>tep</td>
<td>302-1</td>
<td>244,307</td>
<td>282,445</td>
<td>286,973</td>
<td>136,317</td>
<td>71,204</td>
<td>87,244</td>
<td>81,358</td>
<td></td>
</tr>
<tr>
<td>Number of sites treating end-of-life electrical and electronic equipment waste</td>
<td>Na</td>
<td>102-7</td>
<td>10</td>
<td>10</td>
<td>10</td>
<td>10</td>
<td>9</td>
<td>7</td>
<td>9</td>
<td></td>
</tr>
<tr>
<td>Tonnage of end-of-life electrical and electronic waste treated by material recovery and recycling activities (dismantling and disassembly)</td>
<td>T</td>
<td>306-3</td>
<td>18,704</td>
<td>23,918</td>
<td>27,583</td>
<td>68,325</td>
<td>38,086</td>
<td>39,607</td>
<td>31,586</td>
<td></td>
</tr>
<tr>
<td>Total waste treated</td>
<td>T</td>
<td>306-3</td>
<td>44,433,767</td>
<td>40,878,456</td>
<td>40,776,345</td>
<td>39,403,953</td>
<td>41,118,826</td>
<td>43,336,219</td>
<td>45,220,584</td>
<td></td>
</tr>
</tbody>
</table>
| % of products sold and of recycled or reused packaging | % | 301-3 | No product sold is likely to be packaged.
## Social Indicators

### Verification by the Statutory Auditors

<table>
<thead>
<tr>
<th>GRI Standards</th>
<th>Absolute value</th>
<th>Relative value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Limited assurance</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Reasonable assurance</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Workforce Breakdown by Division

<table>
<thead>
<tr>
<th>Division</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Water Europe</td>
<td>22,208</td>
<td>29,817</td>
<td>24,161</td>
<td>24,206</td>
<td>25,211</td>
<td>24,917</td>
<td>24,796</td>
</tr>
<tr>
<td>Waste Europe</td>
<td>34,561</td>
<td>22,423</td>
<td>35,558</td>
<td>35,544</td>
<td>34,777</td>
<td>30,112</td>
<td>29,676</td>
</tr>
<tr>
<td>International</td>
<td>22,038</td>
<td>16,230</td>
<td>20,642</td>
<td>21,047</td>
<td>22,193</td>
<td>22,340</td>
<td>23,059</td>
</tr>
<tr>
<td>WTIS</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>9,405</td>
<td>10,378</td>
<td>0.0%</td>
</tr>
<tr>
<td>Consulting</td>
<td>896</td>
<td>876</td>
<td>828</td>
<td>779</td>
<td>760</td>
<td>765</td>
<td>935</td>
</tr>
<tr>
<td>Central services</td>
<td>742</td>
<td>749</td>
<td>861</td>
<td>960</td>
<td>980</td>
<td>1,037</td>
<td>931</td>
</tr>
<tr>
<td>Total</td>
<td>80,445</td>
<td>80,095</td>
<td>81,818</td>
<td>82,536</td>
<td>83,921</td>
<td>88,576</td>
<td>88,775</td>
</tr>
</tbody>
</table>

### Workforce Breakdown by Geographical Region

<table>
<thead>
<tr>
<th>Region</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>France</td>
<td>34,776</td>
<td>33,468</td>
<td>32,125</td>
<td>32,969</td>
<td>32,864</td>
<td>31,249</td>
<td>30,842</td>
</tr>
<tr>
<td>Europe (excluding France)</td>
<td>29,974</td>
<td>29,521</td>
<td>29,554</td>
<td>30,566</td>
<td>30,672</td>
<td>28,012</td>
<td>30,046</td>
</tr>
<tr>
<td>North America</td>
<td>3,367</td>
<td>3,312</td>
<td>3,393</td>
<td>3,650</td>
<td>4,266</td>
<td>11,183</td>
<td>7,918</td>
</tr>
<tr>
<td>South America</td>
<td>240</td>
<td>293</td>
<td>395</td>
<td>459</td>
<td>3,302</td>
<td>2,757</td>
<td>4,563</td>
</tr>
<tr>
<td>Africa / Middle East</td>
<td>6,365</td>
<td>7,231</td>
<td>8,832</td>
<td>8,937</td>
<td>8,355</td>
<td>7,639</td>
<td>7,737</td>
</tr>
<tr>
<td>Asia / Oceania</td>
<td>5,027</td>
<td>5,394</td>
<td>5,696</td>
<td>5,954</td>
<td>6,519</td>
<td>5,820</td>
<td>7,737</td>
</tr>
<tr>
<td>Total</td>
<td>79,549</td>
<td>79,219</td>
<td>80,990</td>
<td>82,536</td>
<td>83,921</td>
<td>88,576</td>
<td>88,775</td>
</tr>
</tbody>
</table>

### Workforce Breakdown by Age Group (Permanent Employees)

<table>
<thead>
<tr>
<th>Age Group</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Under 25</td>
<td>2.8%</td>
<td>3%</td>
<td>2.3%</td>
<td>2.2%</td>
<td>2.2%</td>
<td>2.3%</td>
<td>2.4%</td>
</tr>
<tr>
<td>25-29</td>
<td>8.8%</td>
<td>8%</td>
<td>8.2%</td>
<td>8.3%</td>
<td>8%</td>
<td>7.9%</td>
<td>7.8%</td>
</tr>
<tr>
<td>30-34</td>
<td>12.7%</td>
<td>12.5%</td>
<td>12.5%</td>
<td>12.5%</td>
<td>12.3%</td>
<td>12%</td>
<td>11.8%</td>
</tr>
<tr>
<td>35-39</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>
<td>14.2%</td>
</tr>
<tr>
<td>40-44</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>
<td>14.6%</td>
</tr>
<tr>
<td>45-49</td>
<td>16.7%</td>
<td>16.7%</td>
<td>16.4%</td>
<td>16%</td>
<td>15.9%</td>
<td>15.7%</td>
<td>15.6%</td>
</tr>
<tr>
<td>50-54</td>
<td>16.3%</td>
<td>16.8%</td>
<td>15.5%</td>
<td>15.4%</td>
<td>15.7%</td>
<td>15.3%</td>
<td>15.2%</td>
</tr>
<tr>
<td>55-59</td>
<td>10.1%</td>
<td>10.8%</td>
<td>11%</td>
<td>11.4%</td>
<td>11.6%</td>
<td>12.3%</td>
<td>12.7%</td>
</tr>
<tr>
<td>60-64</td>
<td>3.4%</td>
<td>3.7%</td>
<td>3.8%</td>
<td>3.9%</td>
<td>4%</td>
<td>4.3%</td>
<td>4.7%</td>
</tr>
<tr>
<td>65 and over</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>
<td>1%</td>
</tr>
</tbody>
</table>

### Workforce Breakdown by Gender

<table>
<thead>
<tr>
<th>Gender</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Men</td>
<td>63,858</td>
<td>63,280</td>
<td>64,671</td>
<td>65,699</td>
<td>66,645</td>
<td>69,872</td>
<td>69,427</td>
</tr>
<tr>
<td>Women</td>
<td>15,691</td>
<td>15,939</td>
<td>16,319</td>
<td>16,827</td>
<td>17,276</td>
<td>18,764</td>
<td>19,353</td>
</tr>
<tr>
<td>Total</td>
<td>79,549</td>
<td>79,219</td>
<td>80,990</td>
<td>82,536</td>
<td>83,921</td>
<td>88,576</td>
<td>88,775</td>
</tr>
</tbody>
</table>

### Workforce Breakdown by Socioprofessional Category and by Gender

<table>
<thead>
<tr>
<th>Category</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Executives and managers</td>
<td>11,261</td>
<td>11,441</td>
<td>12,077</td>
<td>12,566</td>
<td>12,918</td>
<td>13,668</td>
<td>14,805</td>
</tr>
<tr>
<td>Men</td>
<td>8,741</td>
<td>9,033</td>
<td>9,289</td>
<td>10,066</td>
<td>12,162</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Women</td>
<td>3,373</td>
<td>3,338</td>
<td>3,577</td>
<td>4,602</td>
<td>4,643</td>
<td></td>
<td></td>
</tr>
<tr>
<td>SECTION</td>
<td>Verification by the Statutory Auditors</td>
<td>GRI Standards</td>
<td>Absolute value</td>
<td>Value relative</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>---------</td>
<td>--------------------------------------</td>
<td>---------------</td>
<td>----------------</td>
<td>----------------</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Senior technicians and supervisors</td>
<td>xx</td>
<td>405-1</td>
<td>16,162</td>
<td>16,474</td>
<td>17,112</td>
<td>17,721</td>
<td>18,545</td>
</tr>
<tr>
<td>Men</td>
<td>xx</td>
<td>405-1</td>
<td>11,010</td>
<td>11,437</td>
<td>11,954</td>
<td>16,418</td>
<td>12,726</td>
</tr>
<tr>
<td>Women</td>
<td>xx</td>
<td>405-1</td>
<td>6,102</td>
<td>6,284</td>
<td>6,591</td>
<td>7,314</td>
<td>7,057</td>
</tr>
<tr>
<td>Workers, office staff and technicians</td>
<td>xx</td>
<td>405-1</td>
<td>52,136</td>
<td>51,302</td>
<td>51,801</td>
<td>52,239</td>
<td>52,638</td>
</tr>
<tr>
<td>Men</td>
<td>xx</td>
<td>405-1</td>
<td>44,930</td>
<td>45,320</td>
<td>45,682</td>
<td>45,388</td>
<td>44,573</td>
</tr>
<tr>
<td>Women</td>
<td>xx</td>
<td>405-1</td>
<td>6,881</td>
<td>7,009</td>
<td>7,056</td>
<td>7,588</td>
<td>7,614</td>
</tr>
<tr>
<td>Total</td>
<td>xx</td>
<td>405-1</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 TYPE OF CONTRACT AND BY GENDER

| 102-8 | Permanent contracts | x | 102-B | 73,809 | 75,364 | 75,933 | 76,738 | 76,238 | 81,632 | 81,307 | 93% | 93.2% | 93.1% | 92% | 91.4% | 92.1% | 91.6% |
| Men | x | 102-B | 60,536 | 60,801 | 61,259 | 64,848 | 63,979 | 63,979 | 63,979 | 63,979 | 63,979 | 63,979 | 63,979 | 63,979 | 63,979 |
| Women | x | 102-B | 14,283 | 15,594 | 15,679 | 16,914 | 17,328 | 17,328 | 17,328 | 17,328 | 17,328 | 17,328 | 17,328 | 17,328 | 17,328 |
| Other contracts | x | 102-B | 5,410 | 5,626 | 6,603 | 7,183 | 6,964 | 7,468 | 7% | 6.8% | 6.9% | 8% | 8.6% | 7.9% | 8.4% |
| Men | x | 102-B | 4,135 | 4,000 | 5,386 | 5,176 | 5,482 | 5,482 | 5,482 | 5,482 | 5,482 | 5,482 | 5,482 | 5,482 | 5,482 |
| Women | x | 102-B | 1,491 | 1,388 | 1,797 | 1,790 | 1,866 | 1,866 | 1,866 | 1,866 | 1,866 | 1,866 | 1,866 | 1,866 | 1,866 |
| Total | x | 102-B | 79,219 | 80,990 | 82,536 | 83,921 | 88,576 | 88,775 | 100% | 100% | 100% | 100% | 100% | 100% | 100% |

DISABLED EMPLOYEES AS A PERCENTAGE OF THE WORKFORCE

| 405-1 | Percentage of disabled employees compared with the total headcount at year-end | 1.8% | 1.8% | 1.8% | 1.8% | 1.8% | 1.6% | 1.8% |

EMPLOYMENT

| 401-1 | Turnover 1) | x | 401-1 | 6.4% | 6.4% | 6.3% | 5.6% | 6.3% | 7.3% | 7.5% |
| Voluntary turnover 1) | xx | 401-1 | 3.3% | 3% | 3.1% | 3% | 3.3% | 4.2% | 4.8% |
| Hiring rate 2) | x | 401-1 | 18.6% | 18.2% | 19% | 20.5% | 19% | 18.3% | 21% |
| Percentage of employees hired on permanent contracts 1) | x | 401-1 | 45.3% | 42.8% | 44.7% | 42.3% | 37.5% | 40.4% | 45.1% |

HIRING

| 401-1 | Number of people hired externally on permanent contracts | x | 401-1 | 6,743 | 6,203 | 6,890 | 7,112 | 6,824 | 6,526 | 8,424 |
| Number of people hired externally on fixed-term contracts | x | 401-1 | 8,137 | 8,287 | 8,535 | 9,718 | 10,641 | 9,641 | 10,239 |
| Total | x | 401-1 | 14,880 | 14,490 | 15,425 | 16,830 | 16,065 | 16,167 | 18,663 |

WORKING CONDITIONS

| 403-10 | Absenteeism rate (days of absences/employee) 3) | x | 403-10 | 4.3% | 4.8% | 4.1% | 4.1% | 3.9% | 4.2% | 4.4% |
| Rate of overtime 4) | x | 403-9 | 11.6 | 11.8 | 11.5 | 11.4 | 11.6 | 11.7 |
### SAFETY IN THE WORKPLACE

<table>
<thead>
<tr>
<th></th>
<th>403-9</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>GRI Standards</strong></td>
<td></td>
</tr>
<tr>
<td></td>
<td>403-10</td>
</tr>
<tr>
<td><strong>Absolute value</strong></td>
<td></td>
</tr>
<tr>
<td>2012</td>
<td>56</td>
</tr>
<tr>
<td>2013</td>
<td>53</td>
</tr>
<tr>
<td>2014</td>
<td>76</td>
</tr>
<tr>
<td>2015</td>
<td>96</td>
</tr>
<tr>
<td>2016</td>
<td>52</td>
</tr>
<tr>
<td>2017</td>
<td>79</td>
</tr>
<tr>
<td><strong>Value relative</strong></td>
<td></td>
</tr>
<tr>
<td>2012</td>
<td></td>
</tr>
<tr>
<td>2013</td>
<td></td>
</tr>
<tr>
<td>2014</td>
<td></td>
</tr>
<tr>
<td>2015</td>
<td></td>
</tr>
<tr>
<td>2016</td>
<td></td>
</tr>
<tr>
<td>2017</td>
<td></td>
</tr>
<tr>
<td>2018</td>
<td></td>
</tr>
</tbody>
</table>

#### Verification by the Statutory Auditors

<table>
<thead>
<tr>
<th></th>
<th>Limited assurance</th>
<th>Reasonable assurance</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Recognised occupational illnesses</strong></td>
<td>x</td>
<td>403-10</td>
</tr>
<tr>
<td><strong>Number of fatal accidents (employees)</strong></td>
<td>x</td>
<td>403-9</td>
</tr>
<tr>
<td><strong>Frequency rate</strong></td>
<td>xx</td>
<td>403-9</td>
</tr>
<tr>
<td><strong>Severity rate</strong></td>
<td>xx</td>
<td>403-9</td>
</tr>
<tr>
<td><strong>Frequency rate (sub-contractors)</strong></td>
<td>403-9</td>
<td>7.29</td>
</tr>
</tbody>
</table>

#### TRAINING

<table>
<thead>
<tr>
<th></th>
<th>404-1</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Annual number of training hours per individual trained</strong></td>
<td>xx 404-1</td>
</tr>
<tr>
<td><strong>Average training expenses per individual trained</strong></td>
<td>x 404-1</td>
</tr>
<tr>
<td><strong>Percentage of the workforce trained</strong></td>
<td>xx 404-1</td>
</tr>
</tbody>
</table>

#### BREAKDOWN OF TRAINED WORKFORCE BY GENDER

<table>
<thead>
<tr>
<th></th>
<th>404-1</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Executives and managers</strong></td>
<td>404-1</td>
</tr>
<tr>
<td><strong>Senior technicians and supervisors</strong></td>
<td>404-1</td>
</tr>
<tr>
<td><strong>Workers, office staff and technicians</strong></td>
<td>404-1</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>404-1</td>
</tr>
</tbody>
</table>

#### BREAKDOWN OF TRAINED WORKFORCE BY SOCIO-PROFESSIONAL CATEGORY

<table>
<thead>
<tr>
<th></th>
<th>404-1</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Executives and managers</strong></td>
<td>404-1</td>
</tr>
<tr>
<td><strong>Senior technicians and supervisors</strong></td>
<td>404-1</td>
</tr>
<tr>
<td><strong>Workers, office staff and technicians</strong></td>
<td>404-1</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>404-1</td>
</tr>
</tbody>
</table>

#### BREAKDOWN OF TRAINING HOURS BY TOPIC

<table>
<thead>
<tr>
<th></th>
<th>404-2</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Operational training</strong></td>
<td>x 404-2</td>
</tr>
<tr>
<td><strong>Duality, environment and safety</strong></td>
<td>x 404-2</td>
</tr>
<tr>
<td><strong>Languages</strong></td>
<td>x 404-2</td>
</tr>
<tr>
<td><strong>Others</strong></td>
<td>x 404-2</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 lost time accidents x 1,000,000/number of hours worked
(8) Severity rate: number of days compensated x 1,000/number of hours worked
(9) Treatment Infrastructures scope