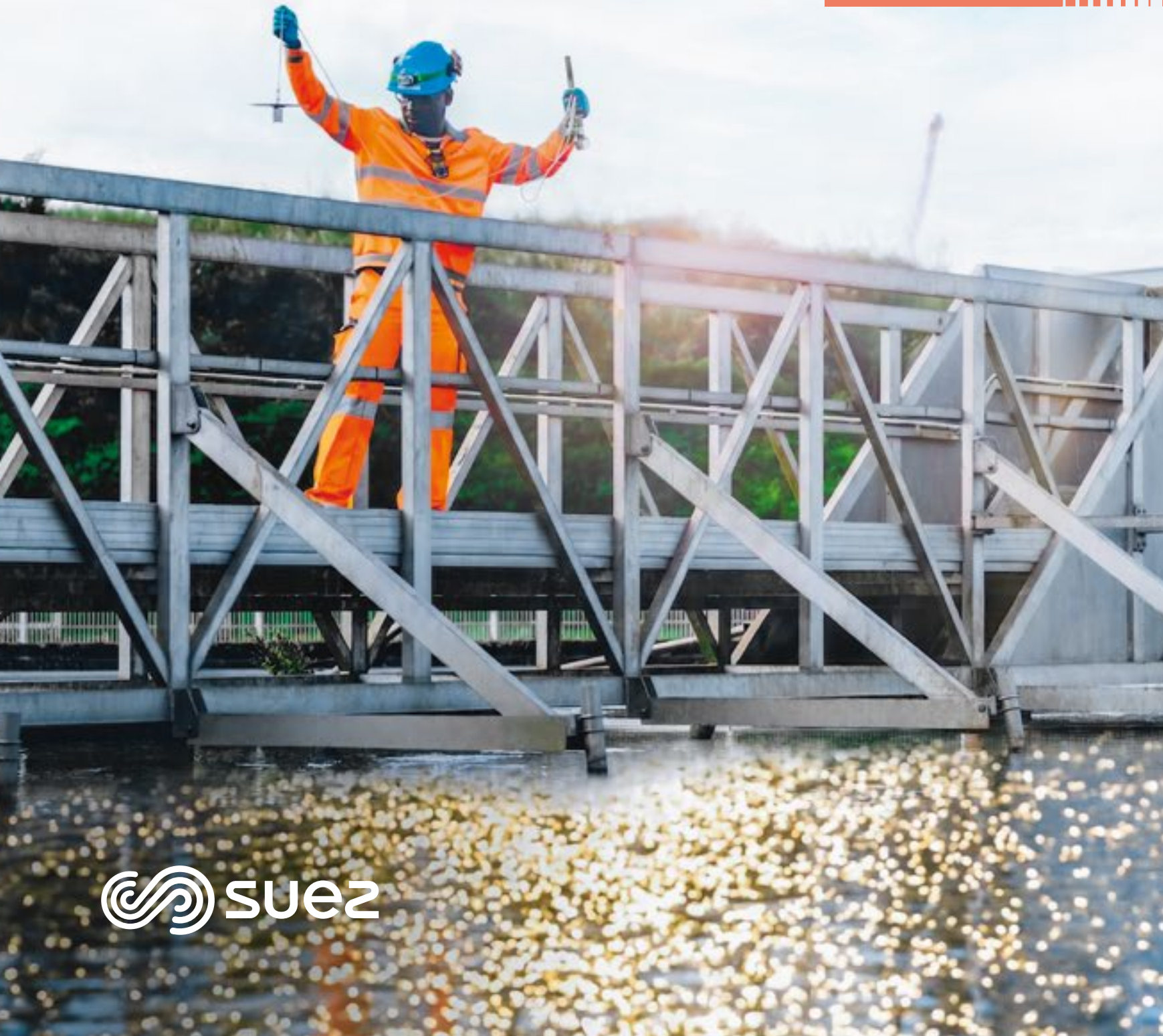


# Lighting the way **FORWARD**

2025 COMMITMENT REPORT



# Lighting the way **FORWARD**

As the world faces major upheavals and the climate and environmental emergency, access to water and waste management are more than ever critical issues for humanity.

For over 160 years, SUEZ has been protecting and enhancing vital resources. Today, the Group is gaining new momentum and reaffirming its commitment to taking action to preserve what matters most.

Building on its strengths and remaining true to its values, SUEZ is moving forward with confidence and conviction. Drawing on science and innovation, collaboration with its customers and partners, and the commitment of its 40,000 employees across 40 countries, the Group is calling for new pathways to be forged so that, together, we can light the way forward.

SUEZ is committed and pledges:

**The benchmark for building a sustainable future together.**

Thierry Déau, Chairman of SUEZ and  
Xavier Girre, Chief Executive Officer of SUEZ  
answer

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# THE NEW SUEZ **DYNAMIC**

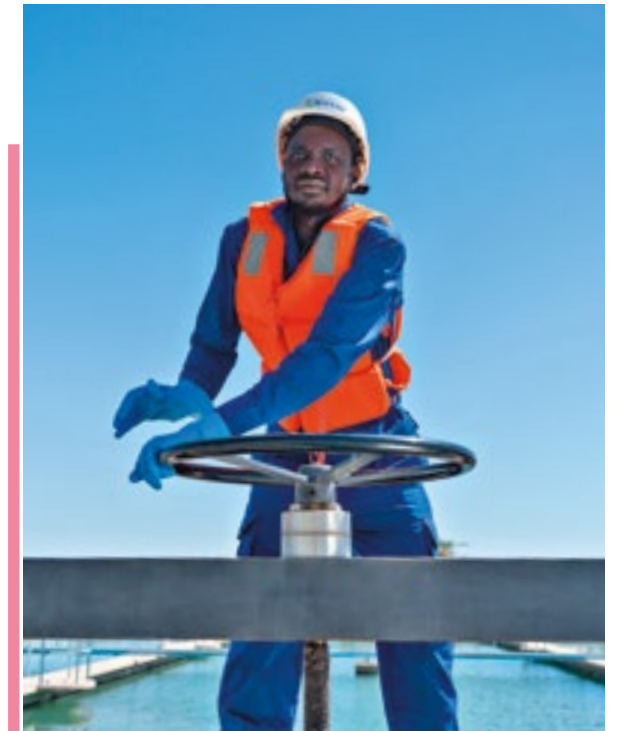
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Questions  
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**“INFRASTRUCTURE IS THE DRIVING FORCE BEHIND GROWTH AND ATTRACTIVENESS, SO ITS DEVELOPMENT AND MAINTENANCE MUST BE A PRIORITY.”**

THIERRY DÉAU

## Interview

with **THIERRY DÉAU**, Chairman of SUEZ and **XAVIER GIRRE**, Chief Executive Officer of SUEZ

### IN A WORLD OF DISRUPTION, HOW DO WE STAY ON COURSE?

**Thierry Déau**\_ The world we live in is changing ever more rapidly. What seemed certain yesterday is being questioned today and may disappear tomorrow. We are adapting to this new reality. Amidst the chaos, one reality remains: that of environmental challenges, which require a transition and a great deal of resilience. These challenges are long-term in nature, and we must therefore maintain a long-term vision to ensure our actions are effective.

**Xavier Girre**\_ Faced with complexity and unpredictability, the challenge is to create the conditions for resilience within our businesses and societies. To this end, I believe it is important to take a holistic view of performance. Pursuing all round performance – financial, operational, environmental and social – means reinforcing the company’s stability, maintaining its balance and giving it the ability to stay on course in a changing environment.

### SUEZ IS A NAME STEEPED IN HISTORY, REFLECTING THE GROUP’S HERITAGE. HOW DOES THIS HERITAGE HELP US BUILD THE FUTURE?

**Xavier Girre**\_ Treating water to make it safe to drink and available, treating wastewater, collecting waste... these activities, which SUEZ has been carrying out for over 160 years, are essential. They contribute to hygiene and public health, and to protecting the planet. They play a part in regional development and in making these areas attractive.

## “SCIENCE HAS BEEN AT THE HEART OF SUEZ’S ACTIVITIES SINCE THE GROUP’S INCEPTION. IT IS OUR HERITAGE AND OUR FUTURE.”

XAVIER GIRRE



They lie at the heart of the challenges of resilience and sovereignty. These are essential activities today and will likely become even more so tomorrow. Few companies have this ability to address such strategic and cross-cutting issues. Our long-standing expertise enables us to provide concrete, proven solutions and to anticipate by directing our innovation efforts where they will have the greatest impact.

**Thierry Déau\_** SUEZ possesses leading expertise in both people and technology. This enables the Group to offer its clients tailored local solutions. Of course, climate change, the energy transition and the decline in biodiversity are global challenges, but they do not manifest themselves in the same way everywhere. We can only tackle them by taking action at the regional and local level. SUEZ’s presence in more than 40 countries enables a detailed understanding of different local realities.

### THE ACCELERATING PACE OF CHANGE CALLS FOR NEW APPROACHES. WHAT DOES THIS MEAN FOR SUEZ’S ACTIVITIES?

**Thierry Déau\_** The crises of recent years have highlighted the strategic nature of SUEZ’s activities. Water is no longer seen as merely a subject for experts; it has returned to the heart of public debate. The energy potential of waste treatment is becoming increasingly apparent in the face of supply pressures. This realisation paves the way for accelerated action – action that can only be effective if it is coordinated and driven collectively by specialist companies, financial institutions, local authorities and government bodies.

**Xavier Girre\_** This also reinforces our commitment to innovation. Artificial intelligence, for example, opens up a world of possibilities for anticipating risks and improving infrastructure performance. Scientific advances enable us to detect micropollutants in water ever more effectively and to develop new treatment technologies. We are also working to push the boundaries of waste recovery. We must go further to transform waste into new resources.

### WHAT IN YOUR VIEW IS A RESILIENT REGION?

**Xavier Girre\_** Water and waste services play a major role in supporting regions in building their resilience. Firstly, because water is a key issue in adapting to climate change. All over the world, droughts and extreme rainfall are becoming more frequent and unpredictable. Adapting to this means, above all, planning ahead. Resilience requires a more structured approach to water management, to avoid being overwhelmed by crises. Waste can also provide regions with new materials through recycling or local energy. Through its treatment, it can therefore contribute to their resilience.

**Thierry Déau\_** Another key factor is the ability of infrastructure to withstand shocks and stresses. For regions, strengthening resilience means incorporating risk management from the design stage of new infrastructure, or, for existing infrastructure, modernising it with this approach in mind.

Reducing their environmental footprint by making them more compact and optimising their energy consumption is also a way to strengthen the region’s resilience. Infrastructure is the driving force behind growth and attractiveness, so its development and maintenance must be a priority.

### WHAT ROLE CAN THE COMPANY PLAY IN THE FACE OF CURRENT CHANGES?

**Xavier Girre\_** A company is, above all, a group of people united around a common goal. As such, it reflects our societies: diverse and ever-changing. It is also the place where individual aspirations and collective projects can converge. This is particularly true for a group like SUEZ, where employees make a very tangible contribution to the ecological transition. Against a backdrop of profound global change, it can be a source of reassurance, providing meaning and making a contribution to social integration and cohesion in the regions where it operates. A place where everyone feels responsible and valued.

**Thierry Déau\_** Through its people, its capacity for innovation and its financial resources, the company has many assets that enable it to help tackle collective challenges. SUEZ’s activities, which are deeply rooted in local communities and that provide essential services to the public, are a case in point. Creating value and creating a lasting impact are two goals that can reinforce one another.

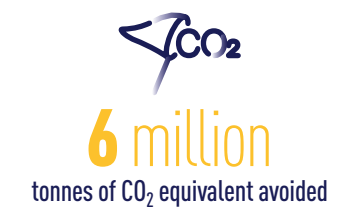
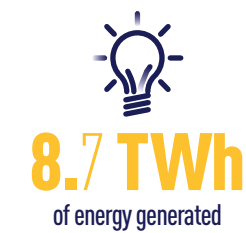
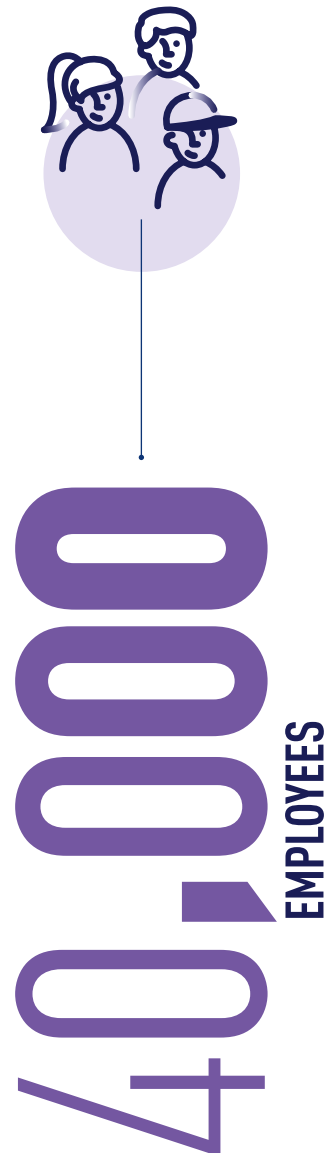
### LIGHTING THE WAY FORWARD MEANS CHARTING THE COURSE TOWARDS THE FUTURE WE WANT TO BUILD. HOW DOES THIS AMBITION MANIFEST ITSELF FOR SUEZ?

**Thierry Déau\_** Through our activities, we are at the heart of the challenges of the coming decades, so we have the opportunity to help shape the world of tomorrow. SUEZ builds on a solid heritage and an international presence that enable it to pursue sustained and sustainable growth. We have set a clear course, in pursuit of an ambitious development project. It is through this ambition we have set ourselves that we are shaping our future.

**Xavier Girre\_** Our project, *SUEZ: Safety, Solutions, Success*, is a new impetus for the Group. It involves a transformation, which is essential to realise this ambition and to better meet the expectations of our customers today and tomorrow. We can draw on solid strengths that enable us to face the future with confidence and determination: the dedication of our 40,000 employees, our recognised expertise, our capacity for innovation, our unique local presence, and the trust of our customers and partners. Lighting the way forward also means reaffirming our foundation in science. It is a compass for navigating uncertainty, a tool for addressing environmental challenges. Science has been at the heart of SUEZ’s activities since the Group’s inception. It is our heritage and our future.

# SUEZ in 2025

As a global player in water and waste management, we have been providing essential services for over 160 years that help improve quality of life wherever we operate. For and with our customers, we design, develop and deploy tailor-made, locally-focused solutions that make a real difference.



# Our commitment in the light of **SCIENCE**

**We manage water and waste for millions of people around the world.** From research to innovation, we are breaking new ground and inspiring the industry as a whole to improve everyone's lives and the future.



**9.7**  
BILLION PEOPLE  
BY 2050 (UN)

**OUR IMPACT**  
SUEZ's activities help to protect public health and ensure public hygiene.

**HOW?**  
We provide access to quality drinking water, the collection and treatment of wastewater and waste, and the removal of micropollutants.

# ACTING



# FOR PEOPLE





**42%**  
 OF DOMESTIC  
 WASTEWATER  
 WAS DISCHARGED  
 WITHOUT SAFE  
 TREATMENT  
 IN 2022 (WHO)



**“IT IS BY RELYING  
 ON SCIENCE THAT  
 WE WILL BE ABLE  
 TO COLLECTIVELY  
 SHAPE THE FUTURE.”**

GILLES BOULANGER

**The expert's  
 view**

**GILLES BOULANGER,**  
 Director of the International  
 Centre for Research on Water and  
 the Environment (CIRSEE), SUEZ

“For over 40 years, CIRSEE has been developing practical solutions to address current challenges and anticipate those of the future in the fields of drinking water production, wastewater treatment, waste recycling and the management of health and environmental risks. Our teams work every day to advance technologies from the laboratory to pilot projects and then to industrial scale. It is by relying on science that we will be able to collectively shape the future of water and waste management worldwide.”



**2.1**  
 BILLION PEOPLE  
 WORLDWIDE,  
 OR 1 IN 4 PEOPLE,  
 STILL LACK ACCESS TO  
 SAFE DRINKING WATER  
 BY 2025 (UNICEF)





# SUP- PORTING

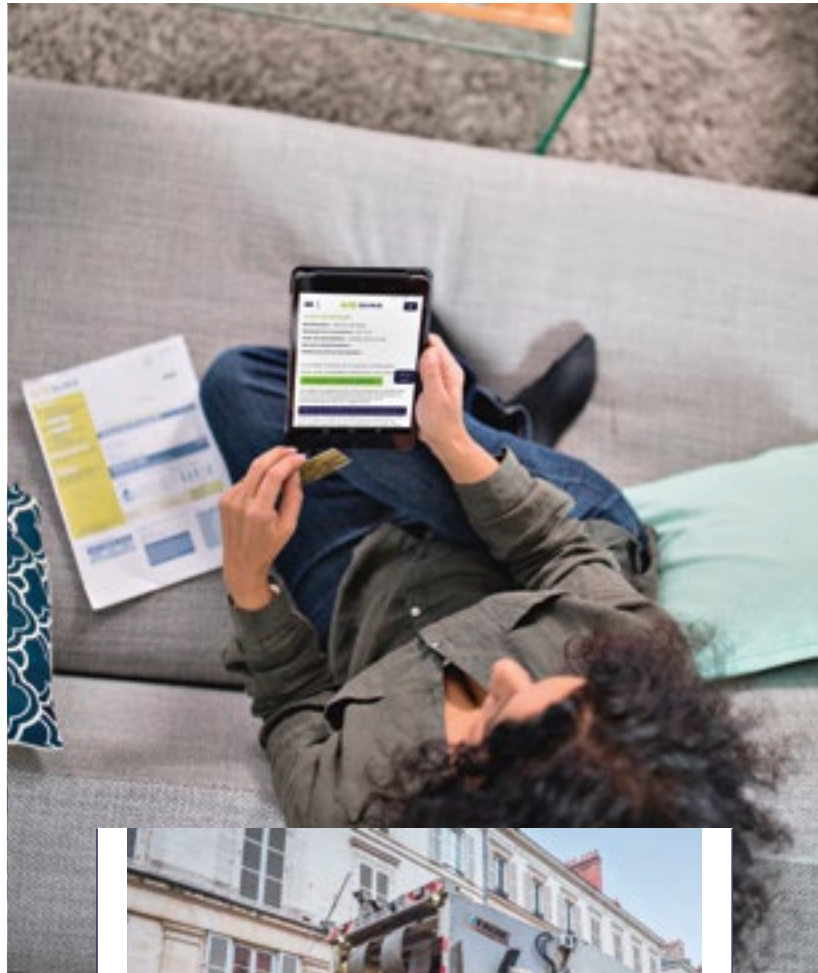
**OUR IMPACT**  
SUEZ's activities strengthen the resilience of communities and businesses in the face of climate change, contributing to regional self-sufficiency and local economic prosperity.

**HOW?**  
We are taking action to secure sustainable access to water, and we are creating new resources and energy through our locally based teams and our activities that promote social inclusion.

**x4**  
DEMAND FOR MINERALS CRITICAL TO THE ENERGY TRANSITION COULD QUADRUPLE BY 2030 (UN)



# LOCAL COMMUNITIES



# Up to 58%

BY 2050, 30% TO 58% OF THE DEMAND FOR MINERALS CRITICAL TO THE ENERGY TRANSITION COULD BE MET BY SECONDARY RESOURCES FROM THE CIRCULAR ECONOMY (UNEP)

# A 13.4%

REDUCTION IN GLOBAL DEMAND FOR SYNTHETIC AGRICULTURAL FERTILISERS COULD BE ACHIEVED BY REUSING THE NITROGEN, PHOSPHORUS AND POTASSIUM CONTAINED IN WASTEWATER FROM TREATMENT PLANTS (UNEP)



### The expert's view

**TIM OTLEY,**  
Chief Operating Officer – Energy in the UK, SUEZ

“The world needs reliable, secure waste treatment solutions more than ever. At the same time, pressure on natural resources is increasing, and the energy transition must accelerate. By turning waste into secondary raw materials and local sources of energy, recovery offers concrete answers to these challenges. Together with our municipal and industrial customers, we are implementing practical solutions that support resource efficiency and strengthen the resilience of local communities.”



## “RECOVERY OFFERS CONCRETE ANSWERS TO CURRENT CHALLENGES.”

TIM OTLEY



**+1.1°C**

GLOBAL WARMING  
CAUSED BY HUMAN  
ACTIVITIES SINCE  
THE START OF THE  
INDUSTRIAL ERA  
(IPCC)

**OUR IMPACT**  
SUEZ helps  
to preserve nature,  
prevent the risk of  
ecosystem degradation,  
restore biodiversity,  
mitigate climate change  
and adapt to it.

**HOW?**  
We limit the  
depletion of natural  
resources by  
creating new materials  
from waste,  
we secure water  
supplies by developing  
alternative resources,  
we protect aquatic  
environments and  
biodiversity by  
treating wastewater,  
we recover waste  
and develop local  
renewable energy.

**PROTECT-  
ING**

**THE  
PLANET**



1

MILLION ANIMAL AND PLANT SPECIES WORLDWIDE ARE THREATENED WITH EXTINCTION (IPBES)



“WITHOUT OUR ACTIVITIES, THE DEGRADATION OF NATURAL ENVIRONMENTS ACCELERATES.”

LUCILE RICHOMME



The expert's view

LUCILE RICHOMME, Head of Nature, SUEZ

“At SUEZ, we have a unique relationship with nature, linked to the very essence of our business. The collection and treatment of wastewater and waste are essential services. Without them, the degradation of natural environments from human activities accelerates. Our activities also depend on the services provided by nature, such as the regulation of the water cycle. Beyond this intrinsic link, we are taking proactive steps in two key areas: reducing the impact of our activities on ecosystems and working to preserve and restore nature.”



4

BILLION PEOPLE EXPERIENCE SEVERE WATER SHORTAGES FOR AT LEAST ONE MONTH A YEAR (UNU-INWEH)



# A shared drive

Our employees are committed to contributing to the Group's project, *SUEZ: Safety, Solutions, Success* and building a sustainable future together.



"My role is to support teams through change, develop skills, and encourage **a collective that is committed and responsible.**"

**Noha,**  
HR Manager Africa & Business Excellence, SUEZ



"I am convinced that **innovation, sustainable solutions, and collective commitment are key drivers**

of our financial performance – never at the expense of our resources."

**Rita,**  
Head of Sustainable Development, Engineering & Construction entity, SUEZ



"Digital is a key lever to make **teams' lives easier.**

Reliable data and streamlined tools help to better manage operations and anticipate disruptions."

**Olivier,**  
Director of User Experience, SUEZ



"I see how **strongly employee commitment strengthens the Foundation's action.**

Their collective mobilisation makes it possible to support an ever-growing number of projects. What a source of pride, for the Foundation and for them."

**Muriel,**  
Director of Operations and Partnerships, SUEZ Foundation



"We're **modernising how we operate at SUEZ,**

but our focus remains the same: delivering a reliable and sustainable service every day, especially as water scarcity makes solutions like desalination increasingly important."

**Lisa,**  
Plant Manager at Perth Seawater Desalination Plant in Australia, SUEZ

"AI is **reshaping our businesses:**

it enables us to anticipate incidents, optimise processes, and improve the management of water and waste. It accelerates and secures decision-making while addressing environmental challenges."

**Olaf,**  
Head of Data Science, SUEZ



"I support industry players in transitioning to more sustainable solutions.

**Evolving processes is a powerful driver of sustainable performance."**

**Zhou,**  
Director of SCIP Water Research Center, Shanghai Chemical Industry Park Sino French Water Development Co. Ltd



"Buying better secures our supply chains, systematises more responsible purchasing practices, controls supplier risks, and ultimately **strengthens our overall performance."**

**Anna-Camille,**  
Head of Procurement Performance and Transformation for Recycling & Recovery activities in France, SUEZ



"On my day-to-day work, I strive to balance safety, operational excellence, and local impact.

**Continuous improvement is tangibly changing the way we work."**

**Mandla,**  
Disposal Manager, EnviroServ<sup>(1)</sup>



"I'm part of a **close-knit team. We look after the site together,**

support each other and are proud to operate a vital facility under demanding conditions."

**Pijush,**  
Deputy General Manager Plant (Operations & Services) in India, SUEZ



"We truly feel useful. When we help secure a city's wastewater treatment or contribute to the production of local energy, **we immediately see the purpose of our work and the impact it has on the environment."**

**Thierry,**  
Director of Contract and Performance, SERAMM<sup>(1)</sup>

(1) A SUEZ company.

# The new SUEZ DYNAMIC

**Urbanisation, climate change, pressure on natural resources, evolving regulations, and rising concerns among users:** challenges are mounting, making SUEZ's activities increasingly essential. Proud of its globally recognised brand and driven by a new ambition, the Group is setting its sights on 2030.



# Sustained growth that benefits everyone

The Group's strategic project, *SUEZ: Safety, Solutions, Success*, sets out an ambition for sustainable and sustained growth by 2030: to make SUEZ the benchmark for building a sustainable future together. With its 40,000 employees, SUEZ is transforming itself to better support its core missions and build a future that creates value for its customers and all its stakeholders.



### Strengthening our growth drivers

SUEZ is accelerating its development in the international markets where it already operates: in Europe, Africa, the Middle East, Asia and Oceania. By combining its expertise in infrastructure development and operations the Group is responding to demand driven by strong structural trends: population growth, rapid urbanisation and increased needs for infrastructure and water and waste management solutions.

At the same time, the Group is rolling out its solutions in the hazardous waste sector. Regulatory changes and heightened vigilance regarding the health and environmental risks of industrial activities, particularly concerning PFAS, are reinforcing the need for expertise and dedicated treatment infrastructure. SUEZ draws on its expertise integrated across the entire value chain to support industrial clients in the safe and reliable management of all their hazardous waste streams.

### A new landscape in our traditional markets

In France and the United Kingdom, the business activities of SUEZ are evolving in rapidly transforming markets. The Group is adapting its business models to support its customers in meeting new environmental and regulatory requirements, against a backdrop of growing public concern.

The Group is supporting the shift away from landfilling by changing the paradigm. Turning waste into a resource involves deploying circular solutions at every stage of the value chain to promote waste reduction, reuse, recycling and recovery into new materials and energy.

In France, as the effects of climate change increase pressure on water resources – both in terms of quality and quantity – the challenges of ensuring sustainable and efficient water and wastewater services are becoming structural. They require a collective effort, as well as reflection on the evolution of funding models.

These transformations reinforce the position of SUEZ as a key partner for local communities.

### The keys to SUEZ's success

SUEZ is maintaining its direction focused on its strategic project *SUEZ: Safety, Solutions, Success*, by building on what has always been its strengths. First and foremost, innovation. Grounded in science and people-centred, it aims to develop robust, reliable and replicable solutions for its customers. The Group and its centres of expertise are focusing their efforts on innovations and technologies that have a significant impact on local areas, tailored to each specific context: infrastructure performance, treatment of micropollutants, water supply, recovery of organic waste, carbon capture... And in the future, the production of new molecules from waste treatment to support new circular industries.

Another cornerstone of SUEZ's work is its ambitious sustainable development roadmap: structured around 3 pillars (Climate, Nature, Social) and 19 indicators, whose progress is monitored annually. This ambition is reaffirmed to maximise the positive contribution of SUEZ's activities to the climate, to regions and to nature.



# Innovations accelerating the transition

To tackle the urgent challenges of sustainable water and waste management, SUEZ is rolling out an innovation strategy grounded in science, inspired by people and delivering tangible results. Delivered by 1,300 experts, it opens up new possibilities for communities today and tomorrow.

## Grounded in science

SUEZ is a science-led organisation. Its 10 research and excellence centres are exploring, testing and developing solutions to address the environmental and industrial challenges faced by local authorities and businesses. Research draws on a wide range of disciplines: chemistry, microbiology, hydraulics, process science, data science, modelling, and more. Long-standing, high-level partnerships with the scientific and academic communities, notably INRAE<sup>(1)</sup> and the CNRS<sup>(2)</sup> in France, further strengthened by international collaborations, reinforce this scientific momentum. This is reflected in a portfolio of 1,800 patents and 200 live research and innovation projects.

This scientific foundation underpins the technological leadership of SUEZ. Its ability to transform research findings into practical solutions is a major asset for its customers.

(1) French National Research Institute for Agriculture, Food and the Environment.  
 (2) French National Centre for Scientific Research, a major player in fundamental research and innovation on a global scale.  
 (3) French National Institute of Industrial Property.



**37<sup>th</sup>**  
 IN THE  
 RANKING OF  
 THE TOP  
 50 PATENT  
 FILERS AT INPI<sup>(3)</sup>.  
 SUEZ IS  
 THE ONLY  
 ENVIRONMENTAL  
 SERVICES  
 COMPANY TO  
 FEATURE IN  
 THE TOP 50 OF  
 THIS BENCHMARK  
 RANKING  
 IN FRANCE



## Essential resources for the common good

At SUEZ, research and innovation focus on concrete challenges and safeguarding essential resources: securing water resources, improving network management and reducing leaks, making infrastructure ever more efficient, developing new waste recovery solutions, and accelerating the transition to circular economy models.

This impactful innovation enables SUEZ to provide its customers with concrete solutions to meet their current regulatory and environmental objectives, and to anticipate future needs: 65% of contracts won in 2025 included innovation.



**65%**  
 OF CONTRACTS  
 WON IN 2025  
 INCLUDED  
 INNOVATION

## People are the driving force

Innovation is driven first and foremost by the people at SUEZ. 1,300 researchers, engineers, business experts, operators and specialists in digital technology, data management and artificial intelligence work together to design, test and deploy new solutions. This collaboration between research, engineering and operational teams enables innovations to be tested against real-world conditions, technologies to be adapted to technical, regulatory and local constraints, and the needs of each client to be met.

It is this innovation— both scientific and industrial, deployed on a large scale and tailored to each specific case — that sets SUEZ apart and enables it to shape the future of businesses and regions.



**1,300**  
 EXPERTS

# Sustainable development: a catalyst for value

At SUEZ, sustainable development lies at the heart of the Group's strategic plan and is a key differentiator. This commitment is reflected in a roadmap structured around 3 pillars: Climate, Nature, Social. It sets out a common framework of 19 targets for 2030 and supports SUEZ's ambition for integrated performance – financial, operational, as well as social and environmental. Rolled out across all geographies where SUEZ operates, this roadmap amplifies the natural contribution of the Group's operations to a sustainable future.

## CLIMATE

### Driving decarbonisation and climate resilience

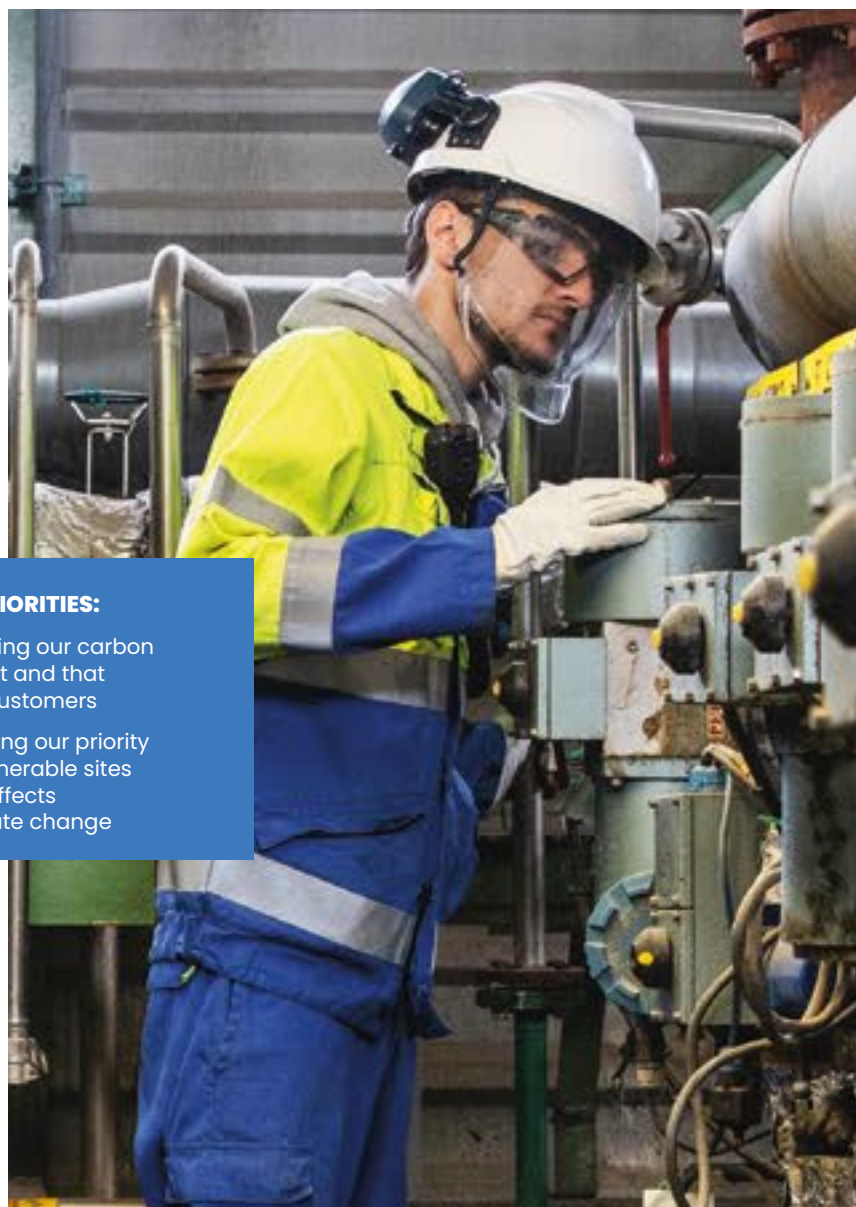
In the face of the impacts of climate change, SUEZ is taking action on two complementary and inseparable fronts: mitigation and adaptation. To help limit global warming, the Group has committed to a demanding pathway to reduce its greenhouse gas emissions, both in its own operations and throughout its value chain. SUEZ is also working to strengthen the resilience of regions to climate change, with the aim of equipping all the sites it operates that have been identified as priorities with an adaptation plan by 2030.

The ambition of SUEZ extends beyond its own sites, and the Group is putting its expertise at the service of its clients' decarbonisation pathways and adaptation strategies. By 2030, 40% of its total revenue will be generated by solutions that support climate action<sup>(1)</sup>.

<sup>(1)</sup> All revenue associated with activities defined by the SUEZ Green Financing Framework as contributing to the climate change mitigation and adaptation sustainability objectives.

#### OUR PRIORITIES:

- Reducing our carbon footprint and that of our customers
- Adapting our priority and vulnerable sites to the effects of climate change



## NATURE



### Driving resource preservation and a circular economy

Water and waste treatment activities place SUEZ at the heart of a dual imperative regarding nature. As an industrial player, the Group's primary aim is to reduce or even avoid the negative impacts associated with its activities: this is the key issue in rolling out the Nature Standards<sup>(2)</sup> across all sites located in areas of high environmental significance. The second course involves transforming its activities into drivers for resource conservation. The Group's 2030 target is concrete: to recover at least 33% of treated waste as new resources, save 1 billion m<sup>3</sup> of water, and achieve 43% of revenue generated by nature-enhancing solutions<sup>(3)</sup>.

<sup>(2)</sup> Nature Standards are a set of best practices for sites managed or operated by SUEZ to protect biodiversity and resources, while supporting the circular economy.

<sup>(3)</sup> All revenue associated with activities defined by the SUEZ Green Financing Framework as contributing to the following sustainability objectives: sustainable use and protection of water and marine resources, transition to a circular economy, pollution prevention and control.

#### OUR PRIORITIES:

- Reducing pressure on biodiversity
- Transforming water and waste into sustainable resources for local communities and industry

## SOCIAL

### Driving inclusion, engagement and a collaborative culture

SUEZ looks after its workforce and treats this as a strategic priority. Health and safety remain an absolute priority, with an uncompromising goal: zero serious or fatal accidents. Convinced that diversity of backgrounds is a strength, the Group is continuing its efforts to increase the representation of women in senior management positions, with a target of 35% by 2030, and to support the integration of employees with disabilities. Furthermore, SUEZ continues to embed its activities within local communities by creating shared economic and social value, driven in particular by its inclusive entities and its professional integration schemes, and by the work of the SUEZ Foundation.

#### OUR PRIORITIES:

- Promoting the development and engagement of our employees
- Contributing to the development of the regions in which we operate and to the integration of people who are far from employment



# Our key progress in 2025

## CLIMATE



### REDUCING our greenhouse gas emissions

A 11.3% reduction in greenhouse gas emissions linked to our activities (scopes 1 and 2) compared to 2021<sup>(1)</sup>

2030 target  
-20% vs 2021<sup>(2)</sup>

**Our key initiatives:**

- Modernising facilities to optimise energy efficiency.
- Capturing fugitive methane emissions at landfill sites, particularly in South Africa enabling the production of biogas.
- Developing on-site renewable energy generation capacity, particularly for self-supply: installing solar panels and scaling up biogas production from waste and wastewater.
- Deployment of plants using solid recovered fuel (SRF) in France and developing carbon capture projects (CCUS) in the United Kingdom.

### ADAPTING our priority and vulnerable sites to climate change

10% of climate priority and vulnerable sites with a defined action plan

2030 target  
100%

**Our key initiatives:**

- Assessment of sites' exposure to the 28 climate hazards identified by the European taxonomy.
- Assessment of over 50 sites using our internal vulnerability analysis tool for these risks.
- Identification of appropriate remediation measures to address identified vulnerabilities, whether structural, operational or related to supply chains.

### SUPPORTING the development of reuse and recycling

30.6% of waste transformed into regenerated resources<sup>(3)</sup>

Objective by 2030  
33% (vs 29.6% in 2021)

**Our key initiatives:**

- Implementation of performance contracts with ambitious targets for waste reduction and recycling.
- Deployment of artificial intelligence to optimise facility performance and material recovery.
- Rolling out a Group circular economy policy to limit the environmental footprint of activities and optimise resource management.

### SUPPORTING water resilience

469 million m<sup>3</sup> of freshwater saved<sup>(4)</sup>

Objective by 2030  
1 billion m<sup>3</sup> (vs 85 million in 2021)

**Our key initiatives:**

- Deployment of smart water meters and digital solutions to further improve leak detection and reduction in water networks.
- Development of alternative water resources (wastewater reuse, aquifer recharge, and seawater desalination).
- Rollout of Nature Standards to preserve water resources and optimise consumption across all Group sites.

## NATURE

## SOCIAL

### CONTRIBUTING to inclusion

2,936 beneficiaries of the inclusive entities and employment outreach programmes of SUEZ

Objective by 2030  
5,000 (vs 2,308 in 2021)

**Our key initiatives:**

- Training and recruitment of people who are distant from the labour market or under-represented in the Group's sectors, notably through Rebond Insertion and our partners in work integration through economic activity.
- Active participation in government programmes promoting inclusion.
- Promoting the integration of waste reclaimers at relevant landfills operated by EnviroServ in South Africa.
- Promotion of inclusive apprenticeship programmes targeting talent from priority urban neighbourhoods under urban policy initiatives.



### MAKING health and safety our top daily priority

6.06 Frequency rate<sup>(5)</sup>

0.46 Severity rate<sup>(6)</sup>

2030 targets  
5.30 Frequency rate (vs 6.73 in 2021);  
0.39 Severity rate (vs 0.51 in 2021)

**Our key initiatives:**

- Rigorous risk management to achieve "zero serious or fatal accidents".
- Implementation of Health, Safety and Environment standards to cover major risks, prevention plans and the "Life-Saving Rules", a set of behaviours to be adopted at all times to prevent accidents.
- Developing a proactive, participatory and fair Health and Safety culture that encourages all employees to get involved, share feedback and best practices, and report hazardous situations ("Speak Up & Stop").

### STEERING SUSTAINABLE DEVELOPMENT AT THE HIGHEST LEVEL

The implementation of the roadmap commitments is monitored at the highest level of SUEZ's governance, through the Executive Committee and the CSR Committee, both composed of members of the Board of Directors. The Group reports annually on the progress made against each of its commitments.



(1) Scope 2 "market-based". (2) Corresponding, to date, to the weighted average of the targets by activity: -39% for Water activities, -26% for Waste activities (excluding Energy from Waste), and -2% for Energy from Waste activities. (3) Regenerated resources are materials that were previously considered waste by their producers and have been transformed into valuable resources that re-enter the economy, including solid-recovered fuels (SRF) and refuse-derived fuels (RDF). (4) Cumulative figure compared to 2021. Volume of natural freshwater use avoided through efficiency measures and solutions at SUEZ sites, and the use of alternative water sources (e.g., water reuse, desalination under several conditions).

(5) Number of workplace accidents resulting in at least one lost workday and number of fatal workplace accidents occurring during the period considered, multiplied by one million, divided by the number of hours worked during the period considered. (6) Number of days lost due to a workplace accident (including relapse cases), multiplied by one thousand, divided by the number of hours worked during the period considered.



For a comprehensive overview of the 2025 sustainability performance, please refer to our sustainability report.

# Our business model

2025 data

## OUR RESOURCES...

### HUMAN

- 40,000 employees
- 10,113 hours of skills-based volunteering contributed by SUEZ employees to support local charities and causes

### FINANCIAL

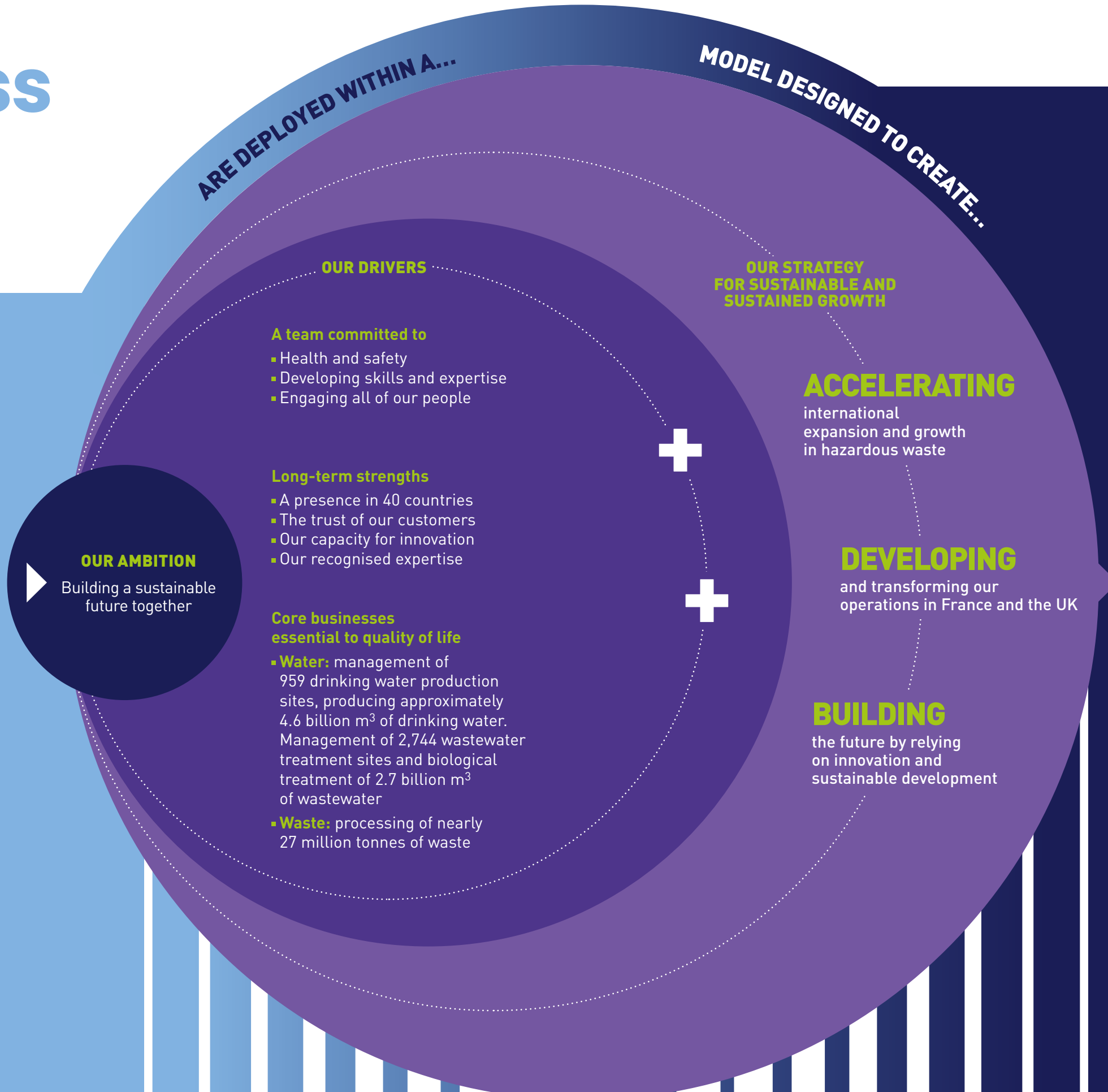
- €916 million in investments in 2025

### EXPERTISE

- 10 research and expertise centres
- 1,800 patents
- 400 researchers
- 1,300 experts

### INFRASTRUCTURE

- 1,700 construction professionals worldwide
- Over 10,000 water and waste treatment plants built



## ... SHARED VALUE

### FOR COMMUNITIES

- 67 million people supplied with drinking water
- 36 million people benefiting from our sanitation services
- 14 million people benefiting from our waste collection services
- 2,936 beneficiaries of our inclusive entities and employment outreach programmes

### FOR REGIONS AND INDUSTRIES

- 469 million m³ of water saved cumulatively since 2021<sup>(1)</sup>
- 6.3 TWh of energy generated from non-recyclable waste<sup>(1)</sup>
- 2.7 million tonnes of secondary raw materials produced
- 6 million tonnes of CO<sub>2</sub> equivalent avoided for our customers

### FOR OUR EMPLOYEES

- 6.06: workplace accident frequency rate
- 0.46: workplace accident severity rate
- 27.5%: proportion of women in management positions
- 4.4%: proportion of capital held by employees
- 83.5%: proportion of our employees trained during the year

### FOR OUR SUPPLIERS

- 3,000 partners across 11 key segments account for the Group's expenditure
- 41.5% of expenditure goes to small and medium-sized enterprises

### FOR THE PLANET

- 37.9% of our revenue makes a substantial contribution to the environmental objectives defined by the European taxonomy<sup>(2)</sup>
- -11.3% greenhouse gas emissions from our scopes 1 and 2 (scope 2 "market-based") compared to 2021

### FOR OUR SHAREHOLDERS, INCLUDING MORE THAN 15,000 EMPLOYEES SHAREHOLDERS OF THE GROUP

- €1.24: SUEZ share price (+24% vs 2022)<sup>(3)</sup>

(1) In accordance with CSRD accounting rules.

(2) Climate change mitigation and climate change adaptation, sustainable water resource management, transition to a circular economy, pollution prevention, and biodiversity protection.

(3) June 2025.

# Our actions, our **IMPACTS**

**SUEZ is taking action and reaffirming its contribution to a sustainable future, for and with its customers.** Waste is being turned into energy. Water, a fragile resource, is being preserved, both in terms of quantity and quality, and is finding new pathways, notably through wastewater reuse. Regions are becoming suppliers of resources and the environmental transition of industrial companies is accelerating.



# Think local in terms of energy

As global energy demand continues to rise (+60% over 25 years according to the International Energy Agency), regions are more exposed than ever to market volatility. Heat, electricity, steam or biogas: SUEZ produces local energy from waste and wastewater. These competitive and sustainable energy sources contribute to the energy transition of the region and the manufacturers that set up and grow their businesses there.

**Market leader in turning waste into energy in France, SUEZ continues to invest and innovate to improve the performance of its energy-from-waste plants (EfW) and reduce their environmental impact.**

Following modernisation and expansion works, the Taden EfW plant (France) will process up to 150,000 tonnes of non-recyclable household waste per year, compared to 106,500 previously, and will generate up to 99 GWh of electricity per year. At the same time, the new dry flue gas treatment process will reduce the EfW plant's water consumption from the mains supply by 96%.

In Argenteuil (France), SUEZ is upgrading the Energy Recovery Centre (ERC) to meet the energy transition targets of the AZUR authority. The modernisation of this facility, capable of processing 206,000 tonnes of waste per year, will increase electricity and heat production by 20%, bringing the amount of electricity fed into the grid to 72 GWh per year – equivalent to the consumption of 15,000 households – whilst increasing the amount of heat recovered for local district heating networks. In addition, a new dry flue gas treatment system will reduce the ERC's water consumption by 73%, enabling it to achieve zero liquid discharge.



**+20%**  
INCREASE IN  
ELECTRICITY AND  
HEAT PRODUCTION  
THANKS TO THE  
MODERNISATION OF  
THE ARGENTEUIL ERC

**MODERNISE**

Marion



**“FOR OVER 40 YEARS, SUEZ HAS BEEN BUILDING AND OPERATING ANAEROBIC DIGESTION PLANTS TO PRODUCE AND RECOVER BIOGAS.**

Anaerobic digestion is now one of the main methods for recovering bio-waste and sewage sludge, enabling local communities to benefit from local renewable energy through the biogas produced. We have created the BioResourceLab to further improve the performance of anaerobic digestion and composting processes, as well as to open up new avenues for the recovery of organic waste – in bioenergy, biofuels, biomaterials and even molecules for green chemistry. Our multidisciplinary teams – researchers, engineers, technicians and PhD students – carry out experimental tests at various scales, from the laboratory to larger-scale pilot projects and on to industrial sites in France and across Europe.”

**MARION CREST,**  
Head of the Bioresources Division  
at CIRSEE, SUEZ



**EXCEL**

The treatment of the growing volume of sewage sludge in the city of Chengdu, China, required a large-scale solution that was stable, reliable, and respectful of the urban environment. The project to expand the city's sludge treatment plant presented several challenges: complex technological integration to incinerate sludge within an existing facility, sludge with different characteristics coming from several wastewater treatment plants, and an extremely short construction timeframe.

The solution deployed by SUEZ employs a combination of advanced technologies, making the plant the largest sludge incineration facility in south-west China. The treatment process safely and reliably stabilises and eliminates sludge while recovering energy that is reused within the process. The expertise of SUEZ, combined with rigorous technical management, enabled the reduction of total construction time from 24 to 14 months.

This project sets a new regional standard for sewage sludge treatment.

**1,400**  
TONNES PER DAY:  
SEWAGE SLUDGE  
TREATMENT CAPACITY  
AT THE CHENGDU  
PLANT

# Preserve water and create alternative water resources

4 billion people worldwide already experience severe water shortages for at least one month a year. The implementation of long-term water management, tailored to the specific characteristics of each region, is essential to ensure water resilience. This management must combine assessment, consumption control, smart infrastructure management and the mobilisation of alternative resources such as treated wastewater or desalinated seawater. With more than 6,000 drinking water production and wastewater treatment plants built for local authorities worldwide, SUEZ is a key player in the future of water.

## DESALINATE

For nearly 60 years, SUEZ has designed, built, and operated desalination plants across the Middle East, Asia, Australia, and Europe. Desalination is now a mature solution that, in the context of water stress, can be implemented by coastal regions to provide a new water resource.

In Sri Lanka, the seawater desalination plant constructed by SUEZ supplies drinking water to 300,000 people in the city of Jaffna and the surrounding urban and rural areas. With a production capacity of 24,000 m<sup>3</sup> per day, expandable to 48,000 m<sup>3</sup> per day, this infrastructure meets the needs of Jaffna's growing population, one of the country's most populous cities.

In China, a desalination plant supplies the Penglai industrial park of the Wanhua Chemical Group, one of the world's top 20 chemical companies. This fully automated facility produces 100,000 m<sup>3</sup> of desalinated water daily, saving 36 million m<sup>3</sup> of fresh water annually. It relies on robust and adaptive technologies, particularly to adapt to significant fluctuations in the temperature of the treated water throughout the year.

**260**  
DESALINATION  
PLANTS  
CONSTRUCTED  
WORLDWIDE



**“WE AIM TO SAVE 28 MILLION M<sup>3</sup> OVER 10 YEARS, EQUIVALENT TO TWO YEARS’ PRODUCTION WITHIN THE RHÔNE VENTOUX WATER SYNDICATE’S AREA.**

Our partnership with SUEZ will help us better protect water resources by sustainably maintaining infrastructure and improving both the prevention and detection of leaks. Beyond real-time monitoring of the network, SUEZ is also supporting us in our work with users through the roll-out of 88,000 smart water meters and all associated services, enabling residents to better manage their consumption and be alerted in the event of a leak.”

**JÉRÔME BOULETIN,**  
President of the Rhône Ventoux Water Syndicate (France)



## DIGITALISE



**In Australia, Water Corporation and SUEZ have ushered the Golden Pipeline into the digital age through data-driven management.**

This 125-year-old pipeline, stretching 560 kilometres and equipped with 89 pumps distributed throughout the system, previously required around 1,000 manual interventions daily.

The use of digital twins and AI-based automated decision-making has halved this workload. The project enabled smarter decision-making, improved system visibility, and delivered measurable operational savings while enhancing safety and reliability for remote water supply operations.

## REUSE

**Projects developed by SUEZ in India demonstrate the broad range of wastewater treatment solutions and the potential for water reuse.**

In New Delhi, the Okhla Sewage Treatment Plant is one of the largest in the country, with a treatment capacity of 564,000 m<sup>3</sup> per day. Energy recovery from sludge and electricity generation from biogas allow the plant to produce 55% of the energy it consumes. The treated water helps reduce pollution in the Yamuna River, a critical water resource for the region, while benefiting aquatic ecosystems and the health of the roughly 4 million residents served by the facility. A portion of the treated water is reused locally for industrial purposes and the irrigation of green spaces.

**182 k**  
M<sup>3</sup> OF REUSED  
WASTEWATER  
DESIGN  
CAPACITY

# Transform regions into resource hubs

Global municipal waste production is estimated at 2 billion tonnes per year. According to estimates, this is set to increase by 56% if no action is taken. Combined with the growing scarcity of raw materials, this situation necessitates an accelerated shift towards the circular economy. SUEZ helps regions to embark on this transformation. Reusing and recovering waste to create strategic secondary raw materials boosts the local economy and strengthens industrial sovereignty.

SUEZ is transforming its industrial infrastructure in line with advances in waste recovery and the needs of the region, as demonstrated by the Terres d'Aquitaine site (France). Originally dedicated to composting organic waste, the site has become producer of local renewable energy thanks to the construction of a biogas plant in 2020.

Today, Terres d'Aquitaine takes resource recovery further with the commissioning of a biogenic CO<sub>2</sub> capture unit, supported by the Nouvelle-Aquitaine Region. Ultimately, the site will produce 3,500 tonnes of CO<sub>2</sub> captured, purified and liquefied on-site. Marketed to agricultural cooperatives in the south of France, it is already being used by market gardeners as a replacement for fossil fuels, and improves the yields of greenhouse-grown tomato plants whilst reducing their carbon footprint.

**3,500**  
TONNES OF CO<sub>2</sub>  
CAPTURED,  
PURIFIED AND  
LIQUEFIED ON SITE



**DIVERSIFY**



**RECYCLE**

SUEZ is a major player in the recycling of metals: iron, aluminium, steel, copper, etc. Its presence across the entire value chain, from collection to the sale of recycled materials, drives the creation of new sectors.

A critical raw material for the energy transition and European sovereignty, copper plays a central role in these activities. SUEZ benefits from long-standing expertise in copper recycling, developed over more than 15 years with Nexans, a global player in cable design and manufacturing. The Recycâbles site, established by the two industrial groups in Noyelles-Godault (France), recycles copper- and aluminium-based cables sourced from demolition or production waste. It provides comprehensive management of cable waste, from collection and sorting to shredding and conversion into recycled material. With a processing capacity of 30,000 tonnes of cables per year, Recycâbles produces over 15,000 tonnes of recycled granules annually, with a purity rate of nearly 100%. SUEZ also operates a cable recycling plant in Normandy.

As the market leader in France, processing 60,000 tonnes of cables annually, the Group contributes to the creation of short supply chains across Europe and to the continent's self-sufficiency.

**60,000**  
TONNES OF CABLES  
PROCESSED EACH YEAR



**"IT'S FANTASTIC THAT SO MANY PRE-LOVED ITEMS HAVE BEEN DIVERTED FROM THE WASTE STREAM AND GIVEN A NEW LEASE OF LIFE THROUGH THE KERNOW REUSE SHOPS."**

More than 100,000 items have been sold at affordable prices, and the initiative has created 12 new jobs across Cornwall. This project brings significant environmental, social and economic benefits and we are proud to work with SUEZ as we continue to expand our reuse network and champion sustainable living."

**COUNCILLOR LOIC RICH,**  
Cabinet member for Environment and Climate Change at Cornwall Council (United Kingdom)



# Preserve water quality – at the tap and in nature

The increase in pollutant concentrations in water resources is exacerbated by population growth, urbanisation and climate change. SUEZ’s approach is based on comprehensive management of the water cycle and a holistic view of quality. This includes the quality of water returned to natural environments following wastewater treatment, to prevent pollution. And the quality of water supplied to the tap, to ensure users have access to safe water in all circumstances.

## ANTICIPATE

SUEZ has leading expertise in rainwater and wastewater management, contributing to a genuine Mediterranean model for water and coastal conservation in urban areas.

In Nice (France), Haliotis 2 will be much more than a wastewater treatment plant: a technological and sustainable hub. The site will produce renewable energy, treat microplastics and reuse 5 million m<sup>3</sup> of wastewater per year for urban irrigation and cleaning. By 2030, it will generate four times more energy than it currently consumes and will avoid 15,000 tonnes of CO<sub>2</sub> equivalent each year through the recovery of biomethane, dried sludge and treated water.

In Marseille (France), SUEZ, through its wastewater subsidiary SERAMM, has launched France’s first wastewater service to simultaneously manage onshore infrastructure and its impact on the marine environment. The PHORE control centre optimises rainwater and wastewater management in real time using interconnected technologies, enabling a dynamic and predictive approach.

**5 M**  
M<sup>3</sup> OF WASTEWATER TREATED ANNUALLY BY THE HALIOTIS 2 PLANT AND REUSED BY THE CITY OF NICE



**René**

**“IN 2022, AFTER DISCOVERING THE PRESENCE OF PFAS MOLECULES IN THE WATER, WE TACKLED THE ISSUE WITH THE EXPERTS OF SUEZ.**

A series of analyses was carried out, along with tests at the international research centre of SUEZ, CIRSEE, and an industrial pilot project. This enabled us to identify the most effective technology, which we were able to integrate directly into our existing plant: continuous renewal of the activated carbon using a system of downflow reactors. This now allows us to supply quality water that complies with regulations.”

**RENÉ MARTINEZ,**  
Vice-President of the Rhône-Sud Joint Drinking Water Syndicate (France) from 2020 to 2026



## THINK BIG

**Chongqing, a megacity in western China with a population exceeding 32 million inhabitants, is the largest city in China and one of the largest globally.** Its rapid socio-economic growth drives increasing water demand. The Yuelai plant exemplifies the transformation of traditional infrastructure into a cutting-edge water treatment facility.

Operational excellence is ensured through intelligent management systems deployed throughout every phase of the process. Tertiary treatments using ozone and activated carbon yield water quality exceeding national standards. Alongside energy optimisation measures, the plant employs sustainable construction materials and equipment, complemented by a photovoltaic energy generation system that enhances environmental performance.

Covering water intake, production, pumping stations, and distribution networks, the new plant has a daily capacity of 400,000 m<sup>3</sup>. This expansion increases the water supply capacity in Chongqing of SUEZ to 1.6 million m<sup>3</sup> per day, providing services to over 3.3 million users, and has thus become the largest and most modern water treatment plant in the megacity.

**1.6 M**  
M<sup>3</sup> OF WATER SUPPLIED DAILY: THE TOTAL WATER PRODUCTION CAPACITY IN CHONGQING OF SUEZ



# Regenerate natural ecosystems

According to the World Bank, 50% of global GDP depends on services provided by nature, but this natural capital is now under threat. This means we must move beyond a mere preservation mindset and adopt a regenerative model. To achieve this, the sustainable development roadmap of SUEZ is proactive and structured: targeting priority sites, rolling out biodiversity action plans tailored to each local context, and developing nature-based solutions or solutions that contribute to its restoration.

**70% of the world's major aquifers are showing long-term decline trends.**

To help preserve these resources, SUEZ has developed unique expertise in Managed Aquifer Recharge (MAR). Among the eight projects led by SUEZ worldwide, the Aqua Renova programme, implemented with the town of Hyères (France) and the Toulon Provence Méditerranée Metropolis since 2015, has proven its effectiveness.

The over-exploitation of groundwater has reduced the availability of freshwater in many areas. Along coastlines, falling

groundwater levels can lead to saltwater intrusion, which jeopardises the production of drinking water. The MAR technique, inspired by the natural water cycle, involves introducing available fresh water, in a controlled manner, into groundwater aquifers to boost water storage in the ground. This solution addresses several challenges: boosting water reserves, preventing saltwater intrusion and improving water quality. This process has enabled the town of Hyères to regain over 88% self-sufficiency in water, including in summer, when the population quadruples, and during droughts.

## RECHARGE



**+88%**  
WATER  
SELF-SUFFICIENCY  
REGAINED BY THE  
TOWN OF HYÈRES

## PURIFY

**Completing wastewater treatment while creating an area conducive to the development of fauna and flora is the dual benefit of the Dragonfly Zone<sup>(1)</sup> developed by SUEZ.** It consists of a series of water basins planted with different local species, through which the treated wastewater flows in order to benefit from nature's purification capacity.

Since 2017, the Dragonfly Zone has been operational at the Shanghai Chemical Industry Park (SCIP), providing additional treatment for industrial wastewater discharged into Hangzhou Bay and improving its quality. It creates a landscaped area within the park and provides a prime habitat for local plants and animals. The expansion of the wetland area, scheduled for delivery in 2026, will increase the water treatment capacity by 5,000 m<sup>3</sup> per day, for a total of 30,000 m<sup>3</sup> per day.

(1) Biological Freedom Zone and Emerging Pollutants Control Zone.



**50**  
HECTARES  
OF WETLAND TO  
IMPROVE WATER  
QUALITY



**Florent**

**“OUR CONSULTING AND ENGINEERING TEAMS ARE ACCELERATING THE ECOLOGICAL TRANSITION BY PLACING ENVIRONMENTAL AND CLIMATE ISSUES AT THE HEART OF THEIR PRACTICES AND PROJECTS.**

We utilise the tools of ecological engineering to assess, avoid, reduce and, where necessary, offset the impact of our interventions on natural environments. This approach underpins all our areas of expertise: sustainable development, river and wetland restoration, the renaturation of artificial spaces, and integrated flood risk management. Through our work, we act to regenerate resources by balancing environmental performance, public safety and the attractiveness of local areas, which we support to strengthen their resilience to climate-related risks.”

**FLORENT PEZET,**  
Director of the Arc Alpin Regional Agency, Consulting & Engineering entity, SUEZ

## PROTECT

**Invasive alien species represent a major threat to biodiversity.** Introduced by human activity – either intentionally or accidentally – outside their natural habitats, they spread rapidly by appropriating local resources, to the detriment of native species. Combating their proliferation is one of the measures set out in the Nature Standards of SUEZ, a set of best practices applicable across all Group sites to preserve ecosystems.

At the Chloorkop landfill in South Africa, operated by EnviroServ (a SUEZ company), the removal of invasive alien plants is fully integrated into the site's day-to-day management. The species concerned are identified and removed during each mowing of the site's lawns, thereby preventing their spread. They are removed in a targeted manner, either manually or mechanically, to preserve the indigenous plants. This proactive approach prevents these water-intensive species from compromising the local ecosystem.

# Support the industrial transition

Chemicals, automotive, agri-food or retail: faced with environmental challenges and regulatory changes, manufacturers are adapting their practices and tools to accelerate the transition towards a more sustainable model. SUEZ is developing technologies and value chains to support their transformation, growth and resilience.



## RECYCLE

In 2025, SUEZ acquired Gruppo Ecosistem, which over 40 years has become one of Italy's most renowned private waste management companies. Specialising in industrial waste treatment, material recovery and the remediation of contaminated sites, Gruppo Ecosistem now partners with over 3,000 public and private clients.

Italy ranks second in manufacturing output in Europe. To support the transition of these industrial players, SUEZ has made Gruppo Ecosistem its Italian platform for sustainable environmental solutions. Drawing on the expertise of 350 specialists, SUEZ's technologies and its international experience, Gruppo Ecosistem is committed to a growth trajectory aimed at becoming an Italian leader in environmental services.

**655 k**  
TONNES OF INDUSTRIAL WASTE TREATED IN 2025, WITH OVER 90% RECOVERED



*Carine*

**“CARREFOUR HAS MADE A FIRM COMMITMENT: TO USE 100% RENEWABLE ELECTRICITY BY 2030.**

Signing green energy contracts contributes to this. The contract signed in 2025 with SUEZ covers nearly 700 GWh of electricity over 15 years, generated by the network of SUEZ's energy-from-waste plants. This is equivalent to the consumption of 15 hypermarkets over this period. Carrefour thus becomes the fourth-largest purchaser of green electricity by volume in Europe.”

**CARINE KRAUS,**  
Executive Director of  
Engagement of Carrefour Group

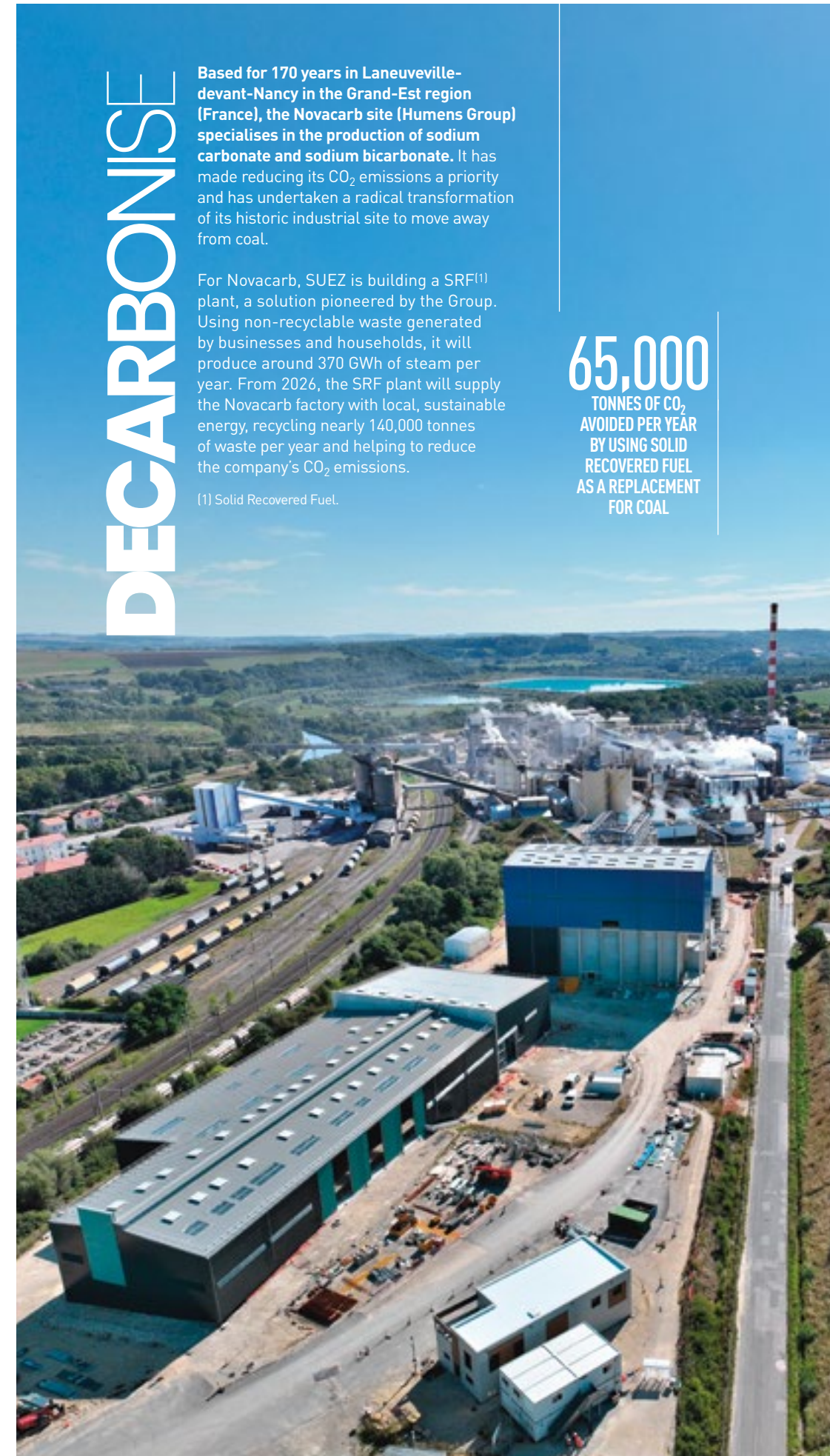
## DECARBONISE

Based for 170 years in Laneuveville-devant-Nancy in the Grand-Est region (France), the Novacarb site (Humens Group) specialises in the production of sodium carbonate and sodium bicarbonate. It has made reducing its CO<sub>2</sub> emissions a priority and has undertaken a radical transformation of its historic industrial site to move away from coal.

For Novacarb, SUEZ is building a SRF<sup>(1)</sup> plant, a solution pioneered by the Group. Using non-recyclable waste generated by businesses and households, it will produce around 370 GWh of steam per year. From 2026, the SRF plant will supply the Novacarb factory with local, sustainable energy, recycling nearly 140,000 tonnes of waste per year and helping to reduce the company's CO<sub>2</sub> emissions.

(1) Solid Recovered Fuel.

**65,000**  
TONNES OF CO<sub>2</sub> AVOIDED PER YEAR BY USING SOLID RECOVERED FUEL AS A REPLACEMENT FOR COAL



# Bring together ecosystems

To tackle today's environmental challenges, SUEZ draws on science and its 1,300 experts. And to develop practical solutions that closely match local needs, the Group works with local authorities, industry, academia, the social and solidarity economy (SSE) and start-ups to build virtuous ecosystems that create shared value.

## REUSE



**A 14%  
REDUCTION IN  
RESIDUAL HOUSEHOLD  
WASTE PRODUCED  
OVER SIX YEARS**

Since 2022, the Greater Montauban Urban Community (France) and SUEZ have been leading a coalition of SSE stakeholders around an ambitious performance contract. The aim is to reduce waste volumes by 10% over seven years by implementing a circular and inclusive economy. Among the flagship projects is a new-generation waste collection centre – a veritable “reverse supermarket” – which combines waste collection services, a resource centre, a repair workshop, and the sale of composters, second-hand bicycles and reusable materials. In addition, 12 services, such as home garden waste shredding and the installation of compost bins on request, improve local waste recovery. The initiative supports 117 direct and indirect jobs among partners and generates over 52,000 hours of work integration each year.



**“AT SUEZ, WE FIRMLY BELIEVE THAT WASTE IS NOT SIMPLY RUBBISH BUT A RESOURCE.**

We support our corporate and industrial clients across a wide range of sectors – retail, healthcare, printing, the automotive sector, energy and heavy industry – in the comprehensive management of their waste. Drawing on our culture of innovation and our partnership-based approach, we work with each client to develop bespoke solutions tailored to their operational constraints and challenges. Our ambition is clear: to ensure that every type of waste finds its way to recovery, whether as material (cardboard, packaging, copper, steel, aluminium, wood, etc.) or energy (heat, electricity, etc.), to accelerate our clients' environmental transition.”

**MARTIN BIGNOT,**  
Director of Waste Stream Strategy and Business Intelligence, Recycling & Recovery activities in France, SUEZ

## INNOVATE

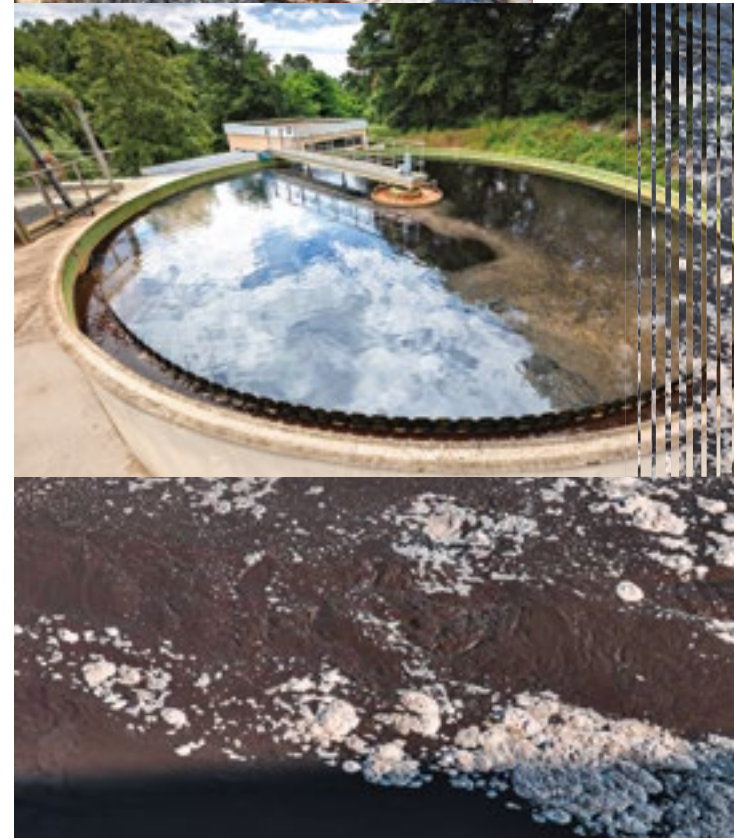
SUEZ and the CNRS, one of the world's leading research organisations, have collaborated on more than 30 projects over the last 10 years and hold a portfolio of 14 joint patents.

Teams from SUEZ and researchers from the ICMCB<sup>(1)</sup>, the CNRS laboratory specialising in supercritical fluids, have notably co-developed a pilot hydrothermal gasification unit. This innovative process makes it possible to treat liquid or wet organic waste by recovering the resources they contain, producing renewable gas while destroying pollutants. The new framework agreement signed in 2025 reinforces the pooling of the innovation capabilities of SUEZ and the CNRS's scientific excellence over the next five years.

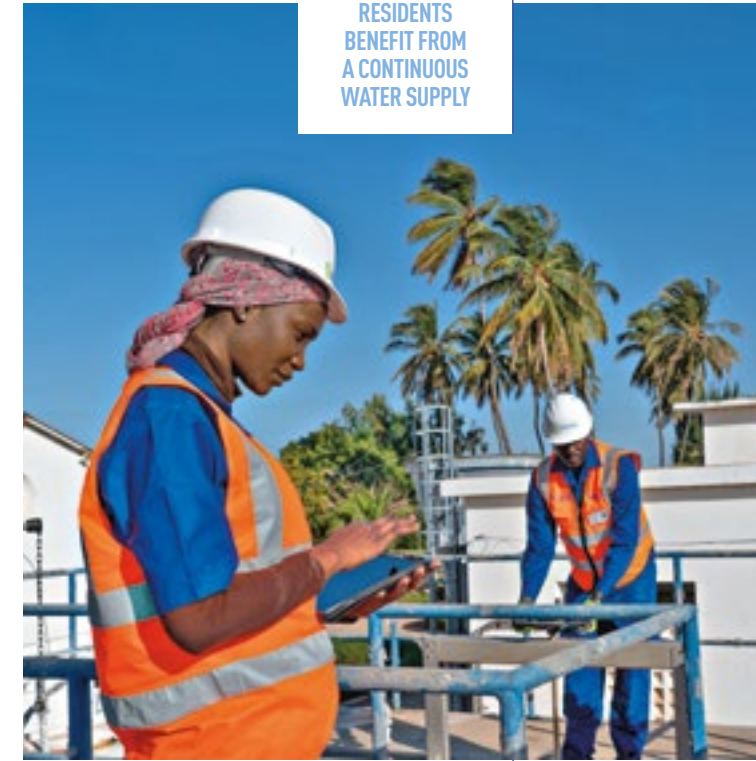
(1) Bordeaux Institute of Condensed Matter Chemistry.



**14  
JOINT  
PATENTS FILED  
OVER 10 YEARS  
BY SUEZ AND  
THE CNRS**



## BUILD TOGETHER



**98%  
OF DAKAR'S  
RESIDENTS  
BENEFIT FROM  
A CONTINUOUS  
WATER SUPPLY**

SUEZ has been supporting Senegal in its water and sanitation management for over 20 years. In 2020, the collaboration took on a new dimension with the creation of SEN'EAU, a company incorporated under Senegalese law established by SUEZ and the State of Senegal. It provides access to water for 10 million people with tangible benefits. Across the entire area managed by SEN'EAU, water is supplied 24 hours a day in urban and peri-urban areas, with a quality that meets WHO standards. In particular, 98% of Dakar's residents have a continuous water supply. Network modelling has enabled all residents of Dakar to benefit from a new water supply of 200,000 m<sup>3</sup> per day mobilised by the State. Today, 93% of consumers place their trust in SEN'EAU. In 2025, the United Nations Economic Commission awarded its first prize to SEN'EAU as a successful example of a Public-Private Partnership. The involvement of the State of Senegal and the expertise of SUEZ in the water sector within SEN'EAU have contributed to this success.

# Create social value for communities

Deeply rooted in local communities, SUEZ contributes to local economic development and social inclusion by supporting an inclusive circular economy. Beyond technology, the Group innovates to make inclusion a driving force behind its employees' commitment and to establish professional integration as genuine area of expertise. A commitment to a just ecological transition and access to essential services, also carried by the SUEZ Foundation, both in France and in the developing countries where SUEZ operates.

PASSION

Supporting the development of local initiatives led directly by residents is the solution proposed by SUEZ and Somerset Council to embed waste prevention, reuse, and repair within local communities in Somerset (United Kingdom).

SUEZ and Somerset Council have jointly co-created and funded the development of the Community Action Groups (CAG) Somerset network. Led by a locally recruited team of three, CAG provides support and resources to volunteer groups working on waste prevention across the county, through a wide range of initiatives such as repair cafes and awareness-raising activities.

This network of local stakeholders enables the sharing of best practices, drawing in particular on SUEZ's expertise in reuse, and strengthens the collective impact across the Somerset area.

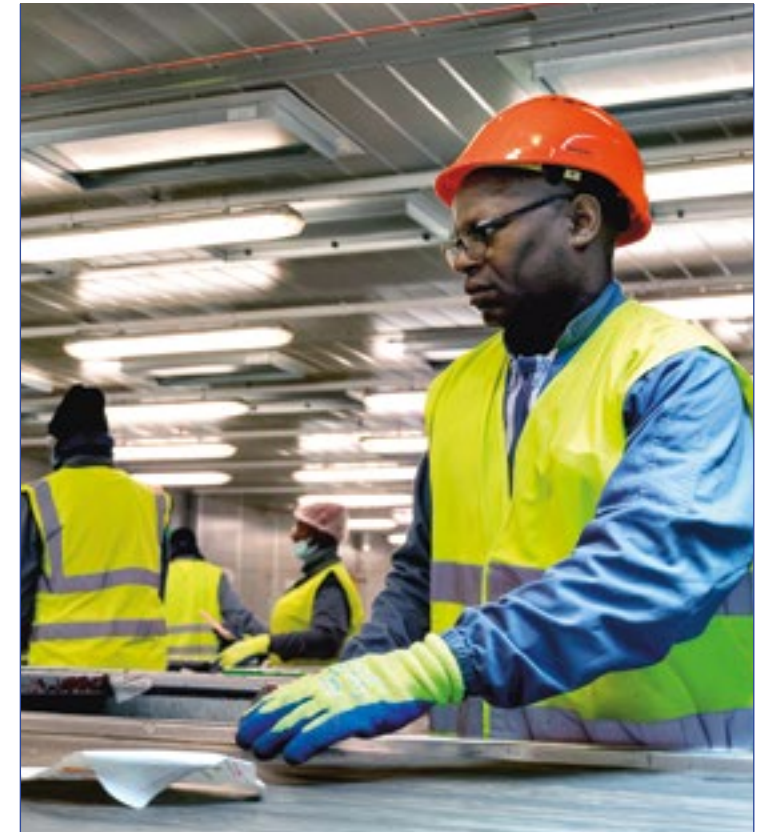
**£4.82**  
OF SOCIAL VALUE  
CREATED LOCALLY  
FOR EVERY  
£1 INVESTED IN  
THE PROJECT



**“IT MAY COME AS A SURPRISE, BUT IN MARSEILLE, A COASTAL CITY FACING THE SEA, OVER 50% OF CHILDREN CANNOT SWIM AND FAIL THE SWIMMING TEST WHEN STARTING SECONDARY SCHOOL.**

More than 2,200 young people from disadvantaged neighbourhoods in Marseille learn to swim each year with Le Grand Bleu, and 16,000 take part in water sports activities that include raising awareness of coastal conservation and marine biodiversity. Thanks to the support of the SUEZ Foundation, this awareness-raising ranges from litter picking to water quality testing, carried out with SUEZ staff volunteering their expertise.”

**BRAHIM TIMRICHT,**  
Founder and Managing  
Director of Le Grand Bleu  
association, Marseille



For SUEZ, the professional integration of people who are distant from the labour market is a core area of expertise. This is why, in 2002, the Group created a company dedicated to integration into the waste management sector: Rebond Insertion, a pioneering initiative in the sector.

The service is 100% inclusive: Rebond Insertion offers waste sorting and collection services carried out exclusively by employees on integration schemes. Beyond access to employment, the organisation provides comprehensive support to help them resolve issues relating to housing, transport and health, and supports them so that they can move on to sustainable employment or a skills-based training course within 24 months. Rebond Insertion sells its services to SUEZ, but also directly to local authorities, trade associations, social housing providers, and others. Social impact is measured annually. In 2025, Rebond Insertion had supported 885 employees on their integration journey. Since its creation, Rebond Insertion has supported over 13,500 employees with more than 70% moving into sustainable employment or skills-based training each year.

**13,500**  
EMPLOYEES  
SUPPORTED SINCE  
THE CREATION  
OF REBOND  
INSERTION

INSERT

# Harness all of the resources of SUEZ

At SUEZ, we take action on what really matters: for the planet, for society, and for everyone's future. Those who join us choose to work on developing impactful solutions to build a more resilient world. Working at SUEZ also means choosing an environment where everyone can chart their own course and give meaning to their professional life.

## FUTURE

For those who want to shape the future within the Group, the SUEZ Graduate Programmes introduce future managers and experts to the company's culture and values. Open to recent graduates from leading universities and business schools, they offer a two-year programme of excellence that allows participants to discover the Group's key business lines and sites. These programmes offer genuine opportunities for career acceleration for the next generation of SUEZ leaders and experts. Since 2021, 140 recent graduates have followed this promising path and joined our pool of tomorrow's leaders.



**140**  
YOUNG  
TALENTS TRAINED  
SINCE 2021

## COLLECTIVE



SUEZ shares the fruits of its success by opening up its share capital to its employees. This employee share ownership scheme contributes to collective commitment across the globe. In 2025, more than 15,000 employees took part in the Go SUEZ scheme in France, Spain, Poland, the Czech Republic, the United Kingdom, Hong Kong, Macao, Morocco, India and South Africa. This strong uptake reflects confidence in the Group, its choices and its future, as well as pride in supporting its essential missions.



**4.4%**  
OF THE CAPITAL  
OF SUEZ HELD  
BY EMPLOYEES

## CURIOSITY

At SUEZ, commitment opens up career opportunities with a wide variety of roles across many countries. We encourage our employees to chart their own course, explore different roles, acquire new skills, embrace geographical or functional mobility, and seize the career opportunities available to them. Because every career path matters, SUEZ is committed to keeping its employees informed, fostering their proactivity, equipping them and encouraging them in this journey, convinced that the development of each individual contributes to the progress of all.



**1,350**  
EMPLOYEES  
BENEFITED FROM  
INTERNAL MOBILITY  
IN 2025

All of our publications  
are available at  
[suez.com](https://www.suez.com)



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