

taking action for the resource revolution



SUEZ is taking action in support of the Resource Revolution with its new sustainable development Roadmap

SUEZ has made 17 new commitments with dates and figures. They cover the Group's complete scope of activities and each commitment has an action plan to achieve the goals set for 2021*.

SUEZ's new Roadmap supports the Resource Revolution, which is also a digital revolution and a revolution in the way we think. The increased scarcity of natural resources represents an unprecedented situation, in which we must change the way we produce and consume.

In keeping with previous versions (2008-2012 and 2012-2016), the 2017-2021 Roadmap was drawn up on the basis of an extensive internal and external consultation procedure targeting over 5,000 people and using different types of tools: a materiality analysis that enabled us to prioritise the issues at stake, and consultative panels of employees, individual shareholders and external stakeholders. This strong process of dialogue enabled us to include new and emerging issues.

The new Roadmap marks out our path to 2021, with four top priorities that define our vision of the future: to be a collaborative, open and responsible company (priority 1), to be the leader of the circular and low-carbon economy (priority 2) that supports our customers' environmental transition with concrete solutions (priority 3) and that contributes to the greater good (priority 4). Each priority is backed up by commitments that set the heading and will be fulfilled by implementing dedicated action plans.

This new Roadmap renews some of the commitments made for 2012-2016 by setting even more ambitious goals, particularly in employee health and safety, material recovery and waste-to-energy, and the reduction of greenhouse gas emissions.

It also addresses emerging issues by launching action plans to better meet the challenges of globalisation, such as respecting human rights, favouring collaborative ways of working and providing our customers with modular and more flexible solutions. SUEZ's new commitments were designed to further the greater good, in particular by protecting the oceans and by promoting biodiversity and access to essential services for all. They are based on, and will help to achieve, the Sustainable Development Goals of the United Nations.

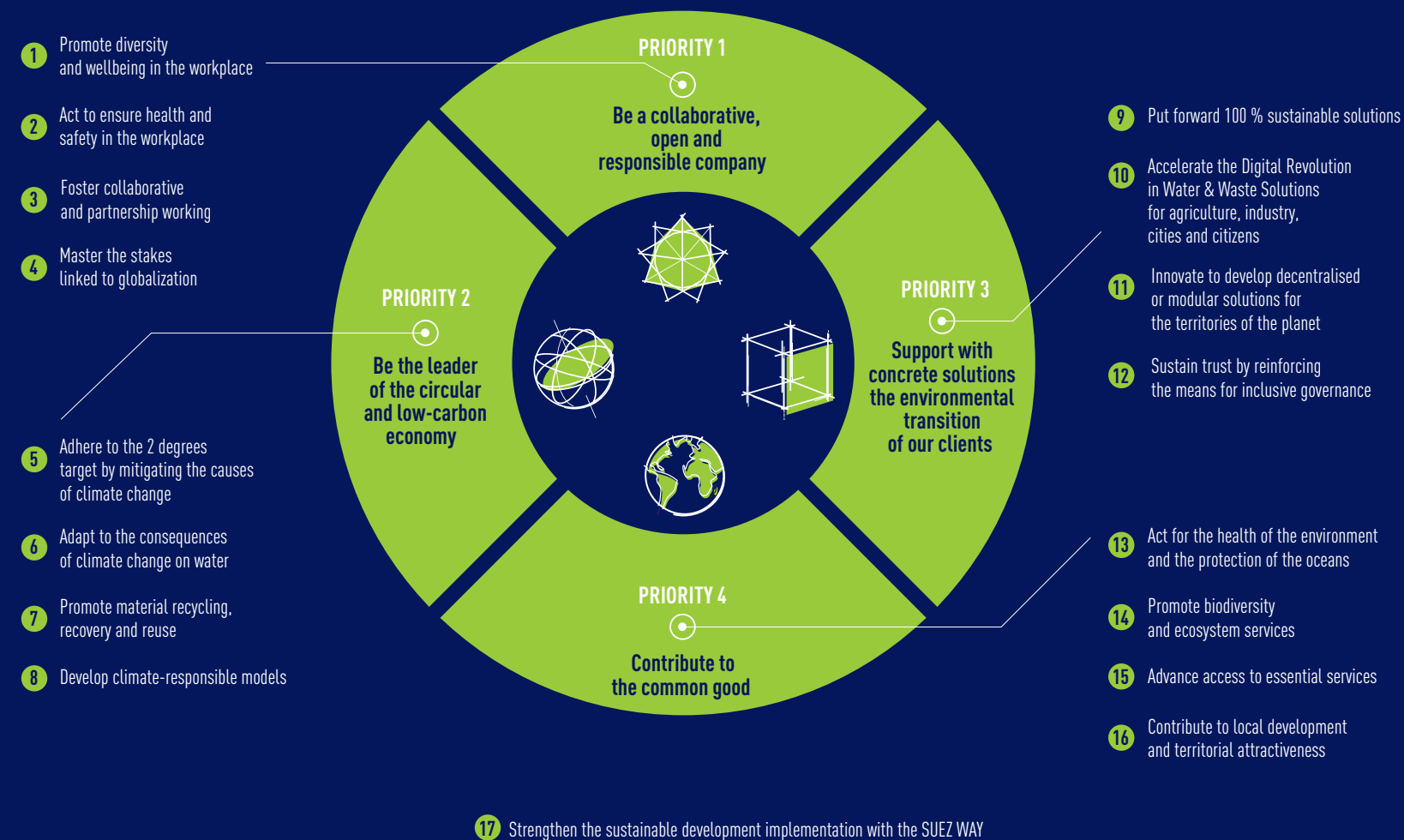
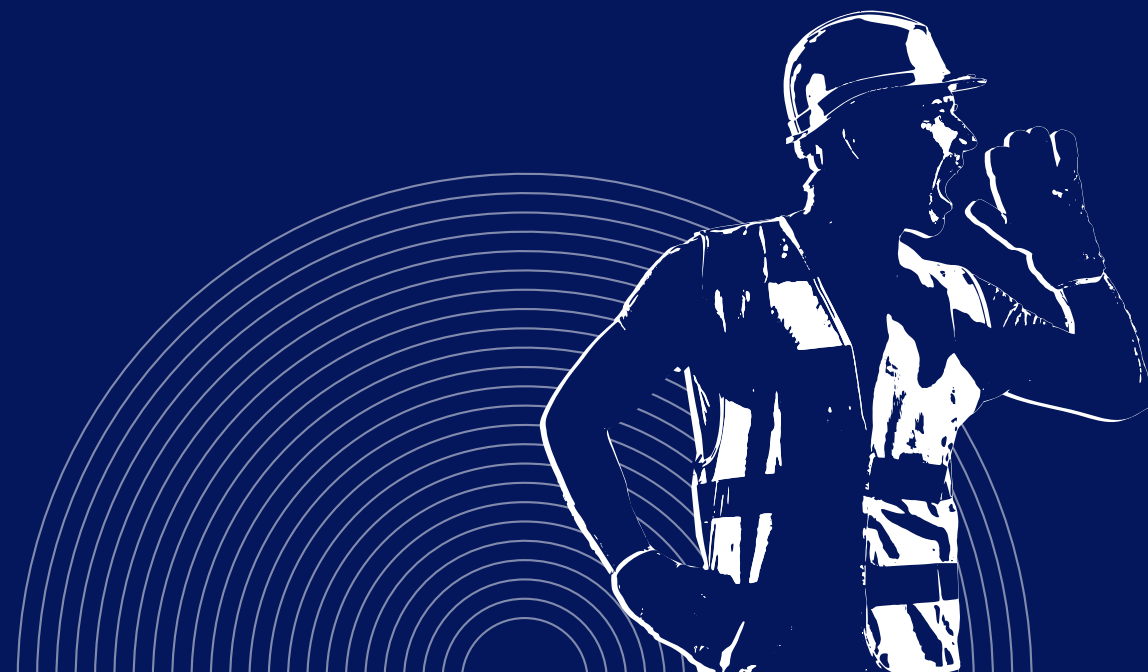
The commitments in the 2017-2021 Roadmap are measured by indicators of results or progress that will be published annually in the Group's Integrated Report, and will be verified by an independent third party. They will provide the opportunity for annual dialogue with internal and external stakeholders, who will challenge and, if necessary, adjust how the action plans are implemented.

"Our ambition to become the leader in sustainable resource management is based on the new 2017-2021 Roadmap and will drive the company towards global performance."

Jean-Louis Chaussade,
CEO of SUEZ

* Scope on 30 June 2016, excluding GE Water & Process Technologies, in the process of being acquired

17 commitments for 2021 for the Resource Revolution



PRIORITY 1

be a collaborative,
open and
responsible company



The human resources and the human relations in the Group are SUEZ’s most valuable assets.

Our ambition consists of further improving well-being at work and encouraging collaborative and partnership-based working practices, while training employees in the transformation of our activities and new digital technologies. It is essential to promote our cross-cultural dimension and equal opportunities, to allow for the expression of the diversity of mindsets that reflect those of society and customers.

SUEZ’s responsibilities extend throughout an increasingly globalised world. SUEZ is making new commitments in order to rise to its challenges more effectively, by promoting a responsible supply chain, guaranteeing the social rights of employees, protecting human rights through a vigilance plan and guaranteeing the security of our employees’ and our customers’ personal data.

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Promote diversity and wellbeing in the workplace	Act to ensure health and safety in the workplace	Foster collaborative and partnership working	Master the stakes linked to globalization
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COMMITMENT 1

Promote diversity and wellbeing in the workplace

SUEZ must reflect the societies and the regions where it operates. The Group commits to promoting equal opportunities by continuing the Diversity Programme launched in 2012.

Diversity is an essential component of well-being in a company. It offers everyone the capacity to play a role in the transformation of activities related to the Resource Revolution through dedicated training programmes.

Well-being is an essential factor of the commitment that must be measured. SUEZ has committed to maintaining the now uniform initiative of internal surveys and to implementing the necessary plans for progress.

OBJECTIVES

- **Train more than 80% of Group employees every year**
- **Achieve a level of 33% of management positions filled by women Group-wide**
- **Reach 100% coverage and 60% rate of employee participation in commitment surveys**

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COMMITMENT 2

Act to ensure health and safety in the workplace

The protection of the safety of the men and women who work for SUEZ remains an imperative. Nothing related to this subject can ever be definitively taken for granted.

The safety targets are amongst the most ambitious in the industry, including responsibility for zero fatal accidents, irrespective of the person's status.

The ambition is maintained to further reduce the frequency rates in water and waste activities, wherever the Group is present, and amongst employees and subcontractors. Greater consideration will be given to health and safety results in the assessment of managers' performances.

OBJECTIVES

- **100% of restricted access zones equipped with suitable signage systems**
- **Reduce the frequency rate for all Group activities**
Frequency rate Water <5
Frequency rate Waste <13
Subcontractors frequency rate on the decrease

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COMMITMENT 3

Foster collaborative and partnership working

The relations governing organisations and ecosystems are increasingly collaborative and horizontal. SUEZ produces collective intelligence, innovation and togetherness, which is the reason why it intends to encourage this movement on three levels.

First, amongst employees. The Group is committed to favouring the use of new collaborative tools, such as Skype, Yammer and Sharepoint, to enable everyone to build networks of internal relationships based on interest communities. Second, in terms of innovation, to become more open to the world of start-ups. And third, with customers, in order to reinforce the principles of the shared control that is a guarantor of efficiency and performance for industry and local authorities.

OBJECTIVES

- **Increase the coverage of collaborative tools**
- **Increase to 15 the number of start-ups in which SUEZ acquires an interest**
- **Increase the number of structures with shared governance or control**

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COMMITMENT 4

Master the stakes linked to globalization

The company exercises its responsibility in an ever more globalised world, demanding both precautionary measures, such as the security of employees' and customers' personal data, but also the promotion of the Group's convictions and values.

Workers' rights are fundamental human rights. Wherever it operates, all of SUEZ's subsidiaries are committed to strengthening and guaranteeing the smooth working of social dialogue systems. The Group has rolled out a vigilance plan for its supply chain to guarantee respect for human rights and to reinforce the promotion of CSR in its relations with suppliers.

OBJECTIVES

- **Increase the number of supplier contracts with CSR clauses**
- **Increase the proportion of employees covered by a social dialogue system to 95%**
- **Increase the proportion of employees aware of cybersecurity**

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PRIORITY 2

be the leader of the circular
and low-carbon economy



Climate change is a reality and the deployment of the circular and low-carbon economy on a large scale is a necessity.
SUEZ is a provider of waste recovery and reuse solutions that is committed to increasing its production of secondary raw materials and renewables. SUEZ’s activities are on the way to reaching the “2°” objective, thanks to its commitments to attenuating climate change and to adapting to its consequences on water resources, wherever the Group is present.

SUEZ is convinced that the ecological transition will only be sustainable if economic models change.

SUEZ has promised to introduce a directive carbon price in 60% of the annual expenditure committed to new projects

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COMMITMENT 5

Adhere to the 2 degrees target by mitigating the causes of climate change

SUEZ has signed up to achieve the 2-degree target by raising the ambition set forth in the preceding Roadmap. The Group is committed to limiting the carbon footprint of its activities in all the countries where it operates, with targets to reduce GHG emissions on the basis of 2015. Fitting out all storage sites with biogas recovery systems, a reinforced clean vehicles policy and the improvement of the energy performance of the activities will all help to achieve these targets.

SUEZ is also committed to helping its customers in industry and local government to avoid GHG emissions thanks to dedicated circular economy solutions (waste-to-material and waste-to-energy) and by doubling the recovery of plastics, which is a major economic and environmental challenge.

OBJECTIVES

- Reduce direct and indirect GHG emissions by 10% by 2021, and 30% by 2030
- Help our customers to avoid more than 60 MtCO₂e of GHG by 2021
- Double the volume of recycled plastics
- Increase the production of renewable energy by more than 10%

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COMMITMENT 6

Adapt to the consequences of climate change on water

By 2035, 40% of the world's population will live in regions suffering from water stress, if no action is taken to secure water resources. SUEZ is committed to saving water through the improved control of leaks and consumption, and to maximising the offer by increasing the available volumes of alternative water (reuse of wastewater, desalination).

SUEZ provides industry with solutions to limit its water footprint and is working to raise awareness of the consequences of climate change on water through the Business Alliance for Water and the Climate. Preventing is as important as adapting. SUEZ develops predictive tools to prevent the risk of flooding for local authorities, irrespective of their size.

OBJECTIVES

- Systematically offer to our customers plans of resilience to the effects of climate change
- Promote the different usages of water by multiplying by 3 our alternative water production capacity by 2030
- Save the equivalent of the water consumption of a city of more than 2 million inhabitants

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COMMITMENT 7

Promote material recycling, recovery and reuse

Every one of SUEZ's employees is working for the Resource Revolution. Shifting the Group's activities towards the circular economy is the most effective means of achieving this end.

The circular economy disconnects growth from the consumption of natural resources, while also reducing GHG emissions. The Group is renewing its goal to increase the proportion of waste turned into secondary raw materials and is making this goal worldwide in scope.

OBJECTIVES

- Increase the production of secondary raw materials by 20%
- Achieve a ratio of 2 tonnes of waste for reuse, for every tonne of waste that is disposed of.

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COMMITMENT 8

Develop climate-responsible models

The fight against climate change and the large-scale deployment of the circular economy both demand the creation of a new economic model structured to take external environmental and social impacts into consideration.

SUEZ is working to develop this model by adopting an internal carbon price, by systematically proposing a remuneration of operators indexed to global performance, by participating in efforts to develop material circularity indicators that will make the measurement of the impacts of the new model more robust and by encouraging a revolution in attitudes through the implementation of a genuine circular economy culture.

OBJECTIVES

- Introduce a directive carbon price in 60% of the annual expenditure committed to new projects
- Introduce a harmonised global circularity indicator for goods and services
- Systematically offer pay packages partially index-linked to our global performance
- Raise employee awareness and promote training in emerging models (carbon accounting, new business models etc.)

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PRIORITY 3

support with
concrete solutions
the environmental
transition
of our clients



Cities, industry, farmers and citizens are all expecting economic and environmental benefits.

SUEZ is committed to developing 100% sustainable made-to-measure solutions that harness the potential of digital technology and are more decentralised or modular. This can only be achieved by building trust in the long term. SUEZ will continue to pursue its strategy of dialogue with all the stakeholders, and will examine the dilemmas inherent in this transformation or usage conflicts together with them.

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Put forward 100 % sustainable solutions	Accelerate the Digital Revolution in Water & Waste Solutions for agriculture, industry, cities and citizens	Innovate to develop decentralised or modular solutions for the territories of the planet	Sustain trust by reinforcing the means for inclusive governance
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Put forward 100% sustainable solutions

The solutions that SUEZ proposes for the circular economy and the management of water resources must reflect the expectations of our customers in industry and local government in terms of economic and environmental performance.

The Group will use existing tools (environmental and social life cycle analyses in particular) to set up a consistent and complete system to guarantee that new solutions contribute to addressing the main issues of sustainable development (water resources, biodiversity, climate change, health, the expectations of citizens).

OBJECTIVES

- **Implement a Sustainable Portfolio Tool** for all new solutions

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Accelerate the Digital Revolution in Water & Waste Solutions for agriculture, industry, cities and citizens

The digital revolution is working for the resource revolution.

The digitalisation of SUEZ's operational activities is under way. Three million meters have been installed in the networks managed by the Group and household waste bins.

This trend must be ramped up, because it guarantees optimal water consumption and waste collection, and, therefore, their global performance. But it also encourages the development of predictive tools for sustainable cities, as proposed by the new Advanced Solutions line. It also improves the quality of life and the comfort of citizens through the implementation of new interactive services or e-commerce platforms.

OBJECTIVES

- **Increase the number of connected objects by 20%**

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

By definition, SUEZ's activities are local. In this respect, they meet the rising demand for decentralisation. This characteristic of the activities makes it possible to deploy made-to-measure and modular solutions, adapted to the specifics and the issues of particular regions (resources available locally), to the size of the local communities, to the imperatives facing farmers and to the location of industrial facilities.

SUEZ is committed to developing these solutions, from mobile water treatment units that address the issue of access to water in certain regions of the world, to mobile desalination or sanitation units.

OBJECTIVES

- **Increase the number of decentralised or modular solutions** in Desalination, Water, Sanitation and Waste

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Sustain trust by reinforcing the means for inclusive governance

Trust is an essential asset, and dialogue is the surest means of maintaining trust in the long term. SUEZ has developed robust tools to analyse local issues and to produce stakeholder maps conducive to quality dialogue.

SUEZ is committed to stepping up dialogue in the heart of the Group's processes, from support for strategic contracts, to annual reviews of the sustainable development policy and its results, in particular by sharing any dilemmas that the company may face. Input will also be provided by a new reputation barometer and customer satisfaction surveys.

OBJECTIVES

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

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PRIORITY 4

contribute to the
common good



The company is present on the financial markets. It is also present in society. The company contributes to the smooth working of society, using the resources that society entrusts it with.

The Group is making commitments on subjects that serve the greater good: the health of the environment and the protection of the oceans, the promotion of biodiversity and ecosystemic services, access to essential services and contributions to local development and the appeal of the regions, by maintaining the share of purchases from SMEs or developing partnerships with social and environmental entrepreneurs.

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development and
territorial attractiveness

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COMMITMENT 13

Act for the health of the environment and the protection of the oceans

SUEZ is convinced that the oceans are the new frontier of the 21st century. To protect our oceans, we must reduce pollution from the land, caused mainly by plastics.

This is a question of both behaviour and technology. The Group is working with NGOs, its employees and citizens to avoid and reduce the disposal of macro-plastics at sea, and is broadly proposing solutions to treat micro-plastics in wastewater.

Air quality is another essential component of the health of the environment. The Group is committed to continually maintaining its discharges into the air at levels below the demands of local regulations.

OBJECTIVES

- **Constantly maintain air emissions** under the levels required by local regulations
- **Speed up rollout of 20 integrated and collaborative** approaches designed to significantly reduce the disposal of plastic at sea
- **Increase the capacity of wastewater treatment plants** equipped with a system to treat microplastics to 1 million population equivalent

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COMMITMENT 14

Promote biodiversity and ecosystem services

Climate change has numerous impacts on biodiversity, which in turn is interdependent on water resources and provides numerous services related to the ecosystem.

Biodiversity must be protected and promoted, on land, on the coastline and in the oceans. **SUEZ intends to draw inspiration from the National Biodiversity Strategy in France**, to which it contributes, by proposing to adopt strategic priorities and action plans adapted to local issues and the specifics in the countries where it operates.

OBJECTIVES

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

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COMMITMENT 15

Advance access to essential services

Access to essential water and sanitation services remains a major worldwide issue, in both developed and developing countries.

SUEZ offers a range of solutions that help to improve this access and contribute to achieving the United Nations SDG N°6 by supporting projects to provide access to essential services in the neediest countries through the Fonds SUEZ Initiatives, by sharing our know-how with water and sanitation service managers in developing countries and by promoting sustainable access to these services under the terms of our contracts.

OBJECTIVES

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

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COMMITMENT 16

Contribute to local development and territorial attractiveness

SUEZ contributes to local development and to the appeal of the regions where it operates, and measures its socio-economic footprint.

The Group intends to step up this contribution by increasing the proportion of purchases from SMEs and from suppliers that support the socially responsible economy, diversity, the disabled and professional integration, according to the issues facing the regions where it is active. Water and waste recovery services will be brought into line with the expectations of the regions and their inhabitants by developing partnerships with increasing numbers of social and environmental entrepreneurs.

OBJECTIVES

- **Increase the proportion of purchases from SMEs**
- **Increase the share of purchases from the social and responsible economy, the economy of diversity and suppliers that employ disabled persons and support professional integration**
- **Increase the annual number of partnerships** with socially responsible and environmental entrepreneurs

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COMMITMENT 17

Strengthen the Sustainable Development implementation with the SUEZ WAY

The commitments in the Roadmap must be integrated at the very heart of all the company's processes using a robust method that is the Group's sustainable development hallmark: the SUEZ WAY.

This method is characterised by dedicated governance (annual reviews of the action plans to achieve the targets by the MANCOM, sponsorship of a commitment by every member of the EXCOM), a specific implementation roadmap (conclusion of a sustainable development contract with each Business Unit) and a range of offers and solutions aligned with the CSR expectations (design and deployment of the Sustainable Portfolio Tool).



A lot remains to be done to rise to the challenges of the modern world, but the Sustainable Development Goals of the United Nations will guide us as we go forward into the future. They form the framework of SUEZ's new 2017-2021 Sustainable Development Roadmap, the goals of which also contribute to the United Nation's agenda.

For more information, refer to the 2016 Integrated Report on the web site or contact the Sustainable Development department: sustainable-development@suez.com

Many thanks to the employees of SUEZ and the stakeholders for their active contribution. Together with them, we will achieve the ambitious goals of the 2017-2021 Roadmap. With them, SUEZ will consolidate its position as an "integrated activist", in other words as a company rooted in our society and convinced that green and inclusive growth is possible.