

PRESERVING OUR ESSENTIALS

2024 Sustainable development
progress report



TOGETHER LET'S PRESERVE OUR ESSENTIALS



Stéphanie Cau
Executive Vice-President, Chief
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2024 offered fresh evidence of the acceleration of climate change, supplanting 2023 as the hottest year on record. Extreme events are increasing in frequency, and water is in both short and overabundant supply. There is increasing pressure on resources, jeopardising many human activities - food production systems, but also the competitiveness of businesses. Environmental health concerns are intensifying, and in this regard, SUEZ's activities are more important than ever in meeting sustainability challenges.

2024 also marked a major turning point for Corporate Social Responsibility with the entry into force in Europe of the CSRD¹. While this new non-financial reporting model has received its share of scrutiny and criticism, these legitimate discussions should not, however, mask the true purpose of these regulations: the profound transformation of how sustainability is built into business models. A path that SUEZ has been fully committed to for many years.

At SUEZ, we have been accompanying human progress for more than 160 years with science as our driving force, to develop innovative water and waste treatment solutions. Today, our goal is to provide collective responses to science-based facts: climate change, the erosion of biodiversity, the increasing scarcity of natural resources, and the vulnerabilities that these phenomena create for our societies. Economic players must continue to take action to reduce greenhouse gas emissions, limit the environmental impact of their activities and contribute to local development.

Our sustainable development roadmap is our blueprint to address these challenges, go over and beyond our activities' direct contribution to the ecological transition, and thus accelerate our action to preserve what is essential. In 2024, we confirmed this course of action. Following a first year spent rolling out our roadmap, we entered a phase in which we accelerated its operational implementation. We are continuing our efforts to develop and deploy sustainable solutions for the climate, nature and people, drawing on the expertise of our 40,000 employees and the commitment of our customers.

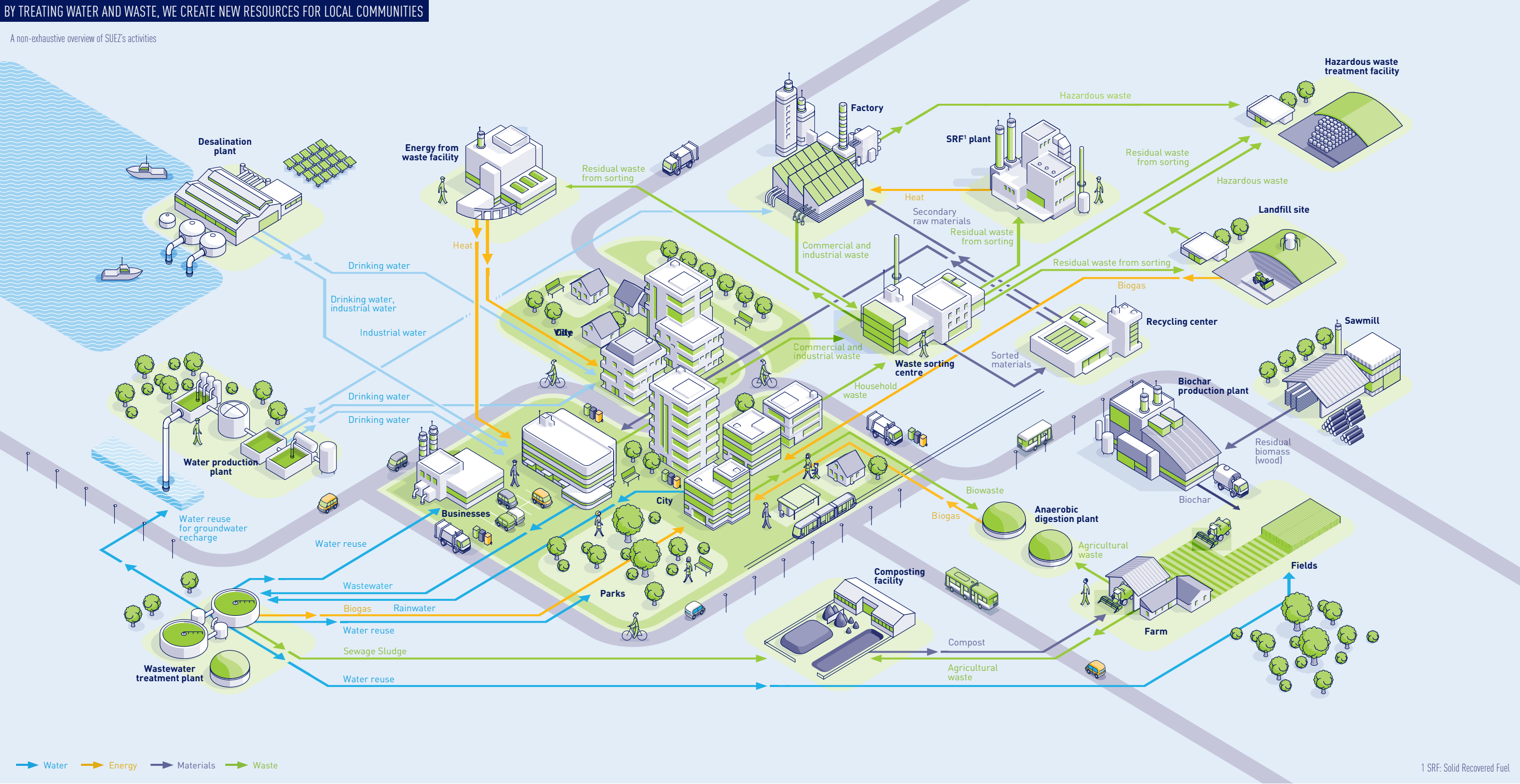
Preserving our essentials is an investment in the future. This is the profound meaning of what we do at SUEZ, in the water and waste management businesses in which we have been working with passion and determination for over 160 years.

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OUR BUSINESSES, KEY DRIVERS OF THE CIRCULAR ECONOMY AND DECARBONISATION ACROSS REGIONS

BY TREATING WATER AND WASTE, WE CREATE NEW RESOURCES FOR LOCAL COMMUNITIES

A non-exhaustive overview of SUEZ's activities



Our 2024 key figures



AMBITIOUS COMMITMENTS

SUSTAINABILITY LIES AT THE HEART OF OUR WATER AND WASTE MANAGEMENT ACTIVITIES, AND IS AN INTEGRAL PART OF SUEZ'S STRATEGY. OUR SUSTAINABLE DEVELOPMENT POLICY IS BUILT AROUND THREE PILLARS - CLIMATE, NATURE, SOCIAL - WHICH BRING TOGETHER 24 COMMITMENTS WHOSE INDICATORS ARE MONITORED EVERY YEAR.

These commitments are aligned with the European Sustainability Reporting Standards (ESRS) established by the CSRD.

Our sustainable development roadmap also covers most of the impacts, risks and opportunities (IROs) identified as part of the double materiality assessment carried out in 2024. This assessment, available in our sustainability statement, is structured around two premisses that demonstrate SUEZ's unique approach to sustainable development:

- **SUEZ is a provider of essential solutions for its customers.** The Group contributes to improving the quality of life and preserving the environment by providing water and waste management services;
- **SUEZ is an operator of industrial excellence,** which places social responsibility at the heart of its activities. As an industrial player, SUEZ is committed to the continuous improvement of health and safety protocols, the reduction of the environmental impact of its activities, and the development of new sustainable solutions.

Our double materiality assessment led to the identification of 50 IROs (see table opposite): 25 related to the Environment, 17 to Social and eight to Governance. It will be reviewed every three years.



SUSTAINABILITY MATTERS: MATERIAL IMPACTS, RISKS AND OPPORTUNITIES

TOPIC	SUBTOPIC	ISSUE
Environment	Climate change mitigation	<div><div></div><div></div><div></div></div>
	Climate change adaptation	<div><div></div><div></div><div></div></div>
	Energy	<div><div></div><div></div><div></div></div>
	Pollution of air	<div><div></div><div></div><div></div></div>
	Pollution of water	<div><div></div><div></div><div></div></div>
	Pollution of soil	<div><div></div><div></div><div></div></div>
	Substances of concern and very high concern	<div><div></div><div></div><div></div></div>
	Water and marine resources	<div><div></div><div></div><div></div></div>
	Direct impact drivers of biodiversity loss and impacts on the extent and condition of ecosystems	<div><div></div><div></div><div></div></div>
	Impact and dependencies on ecosystem services	<div><div></div><div></div><div></div></div>
	Resources inflows, including resource use	<div><div></div><div></div><div></div></div>
	Resources outflows related to products and services	<div><div></div><div></div><div></div></div>
	Waste	<div><div></div><div></div><div></div></div>
Social	Communities' economic, social and cultural rights	<div><div></div><div></div><div></div></div>
	Personal safety of consumers and/or end-users	<div><div></div><div></div><div></div></div>
	Social inclusion of consumers and/or end-users	<div><div></div><div></div><div></div></div>
	Other work-related rights	<div><div></div><div></div><div></div></div>
	Working conditions	<div><div></div><div></div><div></div></div>
	Equal treatment and opportunities for all	<div><div></div><div></div><div></div></div>
Governance	Political engagement	<div><div></div><div></div><div></div></div>
	Corporate culture	<div><div></div><div></div><div></div></div>
	Protection of whistleblowers	<div><div></div><div></div><div></div></div>
	Corruption and bribery	<div><div></div><div></div><div></div></div>

Typology of sustainability matter

- Positive impact
- Negative impact
- Risk
- Opportunity

GOVERNANCE: A COMMITTED COLLECTIVE

OUR SUSTAINABILITY GOVERNANCE IS EXERCISED AT THE HIGHEST LEVEL OF THE COMPANY TO ENSURE THAT CSR CRITERIA ARE INCORPORATED INTO THE GROUP'S STRATEGY.



THE BOARD OF DIRECTORS

Our Board of Directors reflects the shareholder structure of SUEZ and comprises representatives of our institutional shareholders, our employee shareholders and our employees.

It plays a key role in the deployment of the Group's sustainable development strategy, defining the overall strategic direction, validating sustainable development policies and goals, and ensuring that they are consistent with the Group's long-term objectives. The Board is also responsible for overseeing the company's sustainability reporting process, and for validating the remuneration system for senior executives, which includes sustainability components.

The Board of Directors is supported by three specialist committees to steer governance and sustainability:

- **The Audit and Risk Committee:** oversees financial and non-financial risks, including environmental issues. It guarantees the reliability of the extra-financial reporting process;
- **The CSR Committee:** approves sustainable development objectives, ensures that appropriate resources are allocated, measures their deployment and reviews the execution of commitments;
- **The Appointments and Remuneration Committee:** ensures that CSR aspects are built into senior management hiring and remuneration criteria.

THE EXECUTIVE COMMITTEE

It oversees the fulfilment of the goals arising from the commitments in the roadmap, leads their implementation, oversees the budget and approves the structural projects that contribute to fulfilling the goals.

THE GROUP VIGILANCE COMMITTEE

Made up of representatives of the Business Units and support functions concerned, it coordinates the actions of the vigilance plan. It ensures that human rights, health and safety and environmental risks are taken into account throughout the value chain. It analyses incidents and ensures that preventive action is taken.

The Sustainable Development Department and network

The Sustainable Development Department defines and steers SUEZ's sustainable development roadmap using quantitative performance indicators, coordinates cross-functional projects with the various departments (HR, Purchasing, Finance, etc.) and Business Units (BUs), and consolidates and communicates on the Group's progress in terms of sustainable development. It draws on the expertise of an international network of sustainable development managers and correspondents. This network of experts supports sales teams on sustainable development issues and leads sustainability initiatives and communicates their results within their scope. SUEZ draws on contributions from employee representatives, including the European Works Council, to steer its sustainable development strategy.

30%

of annual variable pay for Chairman, Chief Executive Officers and Executive Committee members

and

20%

of long-term remuneration for senior executives

were indexed in 2024 to the fulfilment of specific health and safety, climate, employee commitment and gender equality targets.

OUR PROGRESS IN 2024

OUR FIRST SUSTAINABILITY STATEMENT HIGHLIGHTED THE RELEVANCE OF OUR 2023-2027 SUSTAINABILITY ROADMAP IN TERMS OF THE REQUIREMENTS OF THE CSRD . AFTER A FIRST YEAR OF DEPLOYMENT IN 2023, THE IMPLEMENTATION OF THE ROADMAP ACCELERATED IN 2024 WITH SIGNIFICANT PROGRESS ON ALL THREE OF OUR PILLARS: CLIMATE, NATURE, SOCIAL.

On the Climate theme, **we continued to take action to produce more renewable energy and increase its proportion in our energy mix, thereby contributing to the low-carbon transition of local communities.** One major step in this direction was the signing of our first renewable power purchase agreements¹, covering the production of solar power stations built on disused landfill sites. In the UK, 100% of the energy consumed in 2024 was of renewable origin. We also increased the production of renewable energy through our Water activities in Europe, with the completion of major projects such as the Biofactory® at Villiers-Saint-Frédéric and the extension of the biomethane production unit at Sormiou in Marseille. **Our efforts to decarbonise our activities enabled us to reduce our Scope 1 and 2 CO₂eq emissions by 6.2%** compared with 2023, thanks in particular to the work carried out on waste storage sites in Morocco, South Africa and France. **We continued our work to support our customers in their own decarbonisation**, for example by launching new solid recovered fuel (SRF) projects with industrial companies; or by signing a memorandum of understanding with the CMA-CGM Group to produce energy from waste to fuel its ship fleet. Finally, in terms of adaptation, we launched several major desalination projects, particularly in Asia and the Middle East, which will help to ensure the resilience of these regions by guaranteeing long-term access to water.

Under the Nature heading, in 2024 we treated 3 billion m³ of wastewater, helping to preserve the quality of water resources, **and produced nearly 2.5 million tonnes of secondary raw materials** – thus saving just as much natural resources. Several major projects were launched in this perspective, including one in the Philippines, where we will help improve water quality in Manila Bay by working on a centralised wastewater

treatment system. In France, we have doubled the capacity of our plastic film recycling site in Landemont. We strengthened our partnerships to promote the circular economy, such as the initiative launched with Alupro in the UK to increase aerosol recycling. Our long-standing collaboration with Renault Group was strengthened to accelerate the circular economy in the automotive sector in Europe, a major challenge for this industry.

In the Social field, our employees, partners and customers are the foundation of our sustainable development strategy. For our employees, we organised the Group's first People Week, dedicated to professional development and community involvement. To contribute to the sustainable development of the regions in which we operate, we continued to pursue our active inclusion policy: almost 3,400 people benefited from our employment outreach programmes in 2024. We continue to strengthen dialogue with our key partners, as demonstrated by our first Suppliers' Day organised at the beginning of 2025 with our strategic suppliers. This event served as a reminder of the major role played by our suppliers, and more generally of the importance of cooperation, in achieving our sustainable development goals. Finally, **we remain resolutely attentive to our customers, our primary partners, whose expectations have been profoundly transformed by the ecological transition.** In 2024, this focus resulted in an increase in the Net Promoter Score indicator, which measures customer satisfaction. Across our three pillars, 2024 was therefore a year in which the actions initiated in 2023 were consolidated upon, then accelerated. **We continue to move forward with confidence and determination to achieve our objectives for 2027**, supported in our actions by the lessons learned from our first sustainability statement.



Charlotte Migne
Group Sustainable Development Director, SUEZ

¹ Power Purchase Agreement

Climate

DECARBONISING
AND ADAPTING

WE ARE FULLY COMMITTED TO
REDUCING OUR CARBON FOOTPRINT
AND THAT OF OUR CUSTOMERS.
OUR ACTIONS ARE FOCUSED ON
DECARBONISING OUR ACTIVITIES,
PRODUCING ENERGY AT OUR
FACILITIES AND IMPROVING THEIR
RESILIENCE TO THE EFFECTS OF
CLIMATE CHANGE.

= 6.2%

REDUCTION IN SCOPE 1 AND 2 GHG
EMISSIONS COMPARED WITH 2023

35%

SUSTAINABLE ELECTRICITY AS A
PERCENTAGE OF THE GROUP'S TOTAL
ELECTRICITY CONSUMPTION



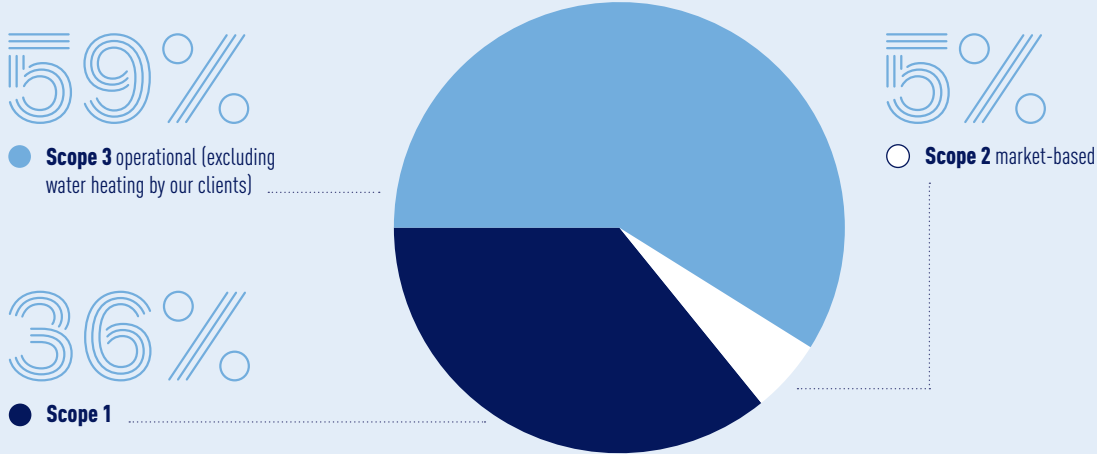
OUR 2024 CARBON FOOTPRINT

THE MAJORITY OF OUR GREENHOUSE GAS (GHG) EMISSIONS COME FROM PROVIDING SERVICES THAT ARE ESSENTIAL TO SOCIETY: WASTE AND WATER MANAGEMENT AND TREATMENT.

BREAKDOWN OF OUR GREENHOUSE GAS EMISSIONS IN 2024

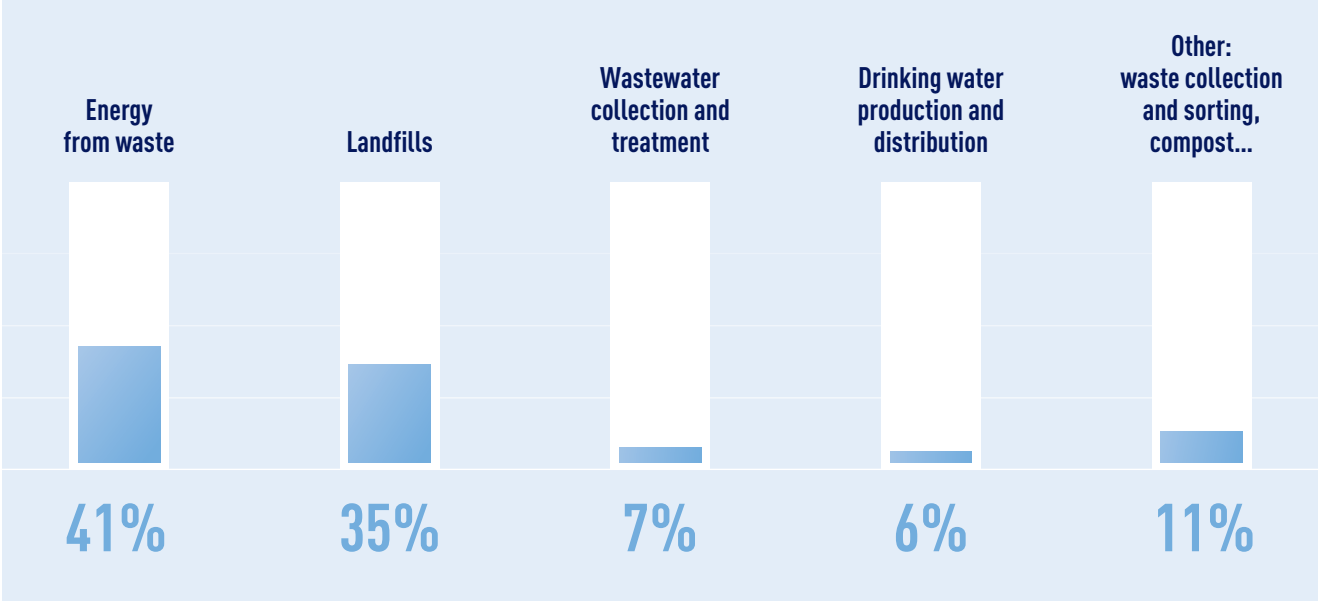
By Scope

(% OF TOTAL GHG EMISSIONS)



By activity

SCOPE 1 AND 2 "MARKET-BASED" (% OF TOTAL GHG EMISSIONS)



The consolidated perimeter has evolved in 2024 due to alignment with CSRD consolidation rules. Indeed, SUEZ Sustainability Statement is prepared on a consolidated basis, following the same scope as the Group's consolidated Financial Statements.

For the sake of clarity, this includes third-party assets associated with contracts or sites it does not own as long as they are part of a consolidated entity, for instance:

- Operation and Maintenance (O&M) contracts,
- Concession contracts, where SUEZ operates the asset but does not own it.

In terms of GHG accounting rules, the main changes are for joint operations (which are included proportionally to the equity share for all scopes 1, 2 and 3) and for Joint Ventures (JV) entities (which are included in SUEZ scope 3 proportionally to the associated equity share).

This change in the accounting rules had an impact on SUEZ 2024 metrics compared to previous years.

TAKING ACTION TO REDUCE EMISSIONS AND BUILD RESILIENCE

IN 2024, WE ACCELERATED THE REDUCTION OF OUR OWN EMISSIONS AND OUR CONTRIBUTION TO THE DECARBONISATION OF LOCAL COMMUNITIES AND OUR CUSTOMERS.

PRODUCING SUSTAINABLE ENERGY FOR LOCAL COMMUNITIES

Our aim is to help mitigate climate change by producing more local, sustainable energy through our water and waste management activities. With solutions such as energy from waste, biogas production from sewage plant sludge and solar power production on our closed landfill sites, we transform communities' waste in new energy resources. To decarbonise our own energy consumption, we increased our supply of renewable energy in 2024 through renewable energy certificates, power purchase agreements and the self-generation of biogas. This transition to a low-carbon electricity mix helped us reduce our CO₂ emissions by 54,000 tonnes in 2024.

China - Dongguan

Turning wastewater treatment plant sludge into electricity

In China, our teams were commissioned to design and build a sewage sludge-to-energy plant that will serve more than 50 wastewater treatment plants in the city of Dongguan. This facility will enable our customer, Dongguan Water Group, to treat 2,000 tonnes of sludge per day and convert a significant proportion of it into electricity. The production of this sustainable energy will avoid the emission of around 55,000 tonnes of CO₂ per year compared with using electricity from the local grid.

96

million kWh produced per year

55,000

tonnes of CO₂ avoided per year



CONTRIBUTING TO INDUSTRY'S ENERGY TRANSITION

Offering manufacturers local energy produced from non-recyclable waste as a substitute for fossil fuels is a concrete solution to accelerate the decarbonisation of their activities. This is what we are doing through our expertise in solid recovered fuels (SRF), which led to the launch of three major projects alongside industrial groups in 2024.

United Kingdom - Rugby

Celebrating 1 million tonnes of Climafuel® produced

In 2024, we are proud to have reached a major milestone: the production of one million tonnes of Climafuel®, an alternative fuel made from non-recyclable waste. This fuel heats the kiln at Cemex's Rugby cement plant and has already reduced coal consumption by more than 750,000 tonnes. Since 2015, our Malpass Farm facility has been converting waste from local communities and businesses into a sustainable fuel, helping to reduce Cemex's carbon emissions, and supporting industries such as construction to become more circular.

1

million tonnes of alternative fuels produced

750,000

tonnes of coal avoided

ADAPTING OUR FACILITIES TO CLIMATE CHANGE

We are making progress on our adaptation plans, with the ambition that all the priority and vulnerable sites we operate will have a defined action plan by 2027. This adaptation approach takes into account short, medium and long-term risk, to make our sites resilient over the long term. In 2024, all our priority sites were identified.

France - Bordeaux

Preparing the resilience of our Terres d'Aquitaine site

At the Terres d'Aquitaine site, we convert organic waste from supermarkets, local authorities and the agri-food industry in the Nouvelle-Aquitaine region, as well as sludge from wastewater treatment plants, into compost and renewable energy. In 2024, we drew up a climate change adaptation plan to anticipate the most significant risks that the site will face in the medium and long term. A collaborative approach involving all stakeholders led to concrete measures in terms of organisation, processes and employee health.

3

types of climate hazard

38

adaptation actions defined

Nature

PRESERVING AND REGENERATING RESOURCES

BY TREATING WASTEWATER AND WASTE, WE HELP PRESERVE NATURE. TO GO EVEN FURTHER, WE HAVE SIGNED UP TO ROBUST COMMITMENTS TO REDUCE OUR IMPACT. WE ARE ALSO PURSUING OUR ACTIONS TO SUPPORT OUR CUSTOMERS IN PRESERVING THEIR WATER RESOURCES, DEVELOPING RECYCLING AND REUSE, AND REGENERATING NATURAL ENVIRONMENTS.

80%

DISTRIBUTION CONTRACTS IN WATER-STRESSED AREAS WITH A COMMITMENT TO PRESERVING WATER RESOURCES

14.8

HECTARES THAT BENEFITED FROM RENATURATION OPERATIONS IN 2024



TAKING ACTION TO PRESERVE WATER, RAW MATERIALS AND BIODIVERSITY

IN 2024, WE WORKED TO PRESERVE THE QUANTITY AND QUALITY OF WATER. WE INCREASED INITIATIVES TO CREATE COMMUNITY ECOSYSTEMS TO PROMOTE THE CIRCULAR ECONOMY AND STEPPED UP OUR ACTIONS TO PROTECT AND RESTORE BIODIVERSITY.

DEVELOPING RECYCLING AND REUSE

By producing new raw materials from waste, such as copper, we contribute to local sovereignty. To take recycling and reuse even further, in 2022 we began implementing performance contracts with pioneering local authorities that shifted their focus from tonnes of waste collected to volume reduction targets. Distinguished with three awards at the Grand Prix de la Good Economie in 2024, these new contracts draw on our long-standing expertise in bringing together players in the circular economy in community ecosystems.

United Kingdom - Manchester Stepping up our cooperation for the benefit of the circular economy

In 2024, we extended our partnership with the Greater Manchester Combined Authority to manage and recycle the waste of more than one million households in the region. After five years, this partnership has enabled significant progress to be made, in particular the recovery of 99.8% of waste as an alternative to landfill and a recycling rate at waste reception centres approaching 60%. The contract also includes 54 commitments aimed at creating social value through waste management. These include the creation of the Renew Hub, an innovative reuse service to promote the reuse of items and support local associations. This pioneering initiative, together with the Renew shops sales network, has enabled the reuse of more than 260,000 items and raised more than £1 million for good causes across Greater Manchester.



COMBATING THE SPREAD OF MICROPOLLUTANTS IN NATURAL ENVIRONMENTS

Micropollutants can have an impact on the aquatic environment and/or on living organisms due to their toxicity, persistence and bioaccumulation. Wastewater treatment plants are a major point of transit and capture for these substances. Appropriate treatment solutions can thus help prevent them from spreading and preserve water resources.

Denmark - Hillerød Taking action to eliminate pharmaceutical residues from wastewater

In Denmark, we launched in 2024 the country's first project with our customer Hillerød Forsyning to implement a dedicated quaternary treatment step at a municipal wastewater treatment plant in the town of Hillerød. The modernisation of the existing plant will enable the treatment of pharmaceutical residues from households and the local hospital. It will be based on two new complementary treatment stages, an ozonation stage and granular activated carbon filters.



TAKING ACTION TO REDUCE PRESSURE ON BIODIVERSITY

Between now and 2027, we will be rolling out appropriate action plans at all the priority sites we operate. These sites, selected for their proximity to protected zones, their surface area or their activity, will benefit from specific measures to preserve and restore ecosystems. We draw on assessment methodologies and decision aids developed in-house to define action plans tailored to each site. In 2024, action plans were drawn up for more than half of the priority sites we operate.

Australia - Melbourne Restoring and sustaining the local ecosystem

The Victorian desalination plant, designed, built and operated by SUEZ and its partners, is the largest in Australia. It can supply up to 30% of the Melbourne region's water needs. To reduce the project overall footprint and integrate the facility in the coastal environment, a 225 hectare ecological reserve was created on the 268 hectare site, transforming the landscape into a mosaic of wetlands, coastal and swamp forests and sand dunes. More than 3.5 million native trees and shrubs have been planted since the reserve creation in 2012. A natural heritage that is preserved and enriched every year: 7,500 new trees and shrubs were planted in 2024.



Social

REINFORCING COLLECTIVE COMMITMENT

CONTRIBUTING TO A BETTER FUTURE FOR EVERYONE, THROUGH THE COLLECTIVE ACTION OF OUR EMPLOYEES, PARTNERS AND CUSTOMERS, IS AT THE HEART OF OUR PURPOSE. THIS SHARED COMMITMENT TRANSLATES INTO STRONG ACTION IN SUPPORT OF AN INCLUSIVE, OPEN COMPANY, AND THE IMPLEMENTATION OF CONCRETE SOLUTIONS TO FACILITATE THE ECOLOGICAL TRANSITION BY RECONCILING SOCIAL, ECONOMIC AND ENVIRONMENTAL ISSUES.

67%

EMPLOYEE ENGAGEMENT
RATE (PULSE)

3,394

BENEFICIARIES OF SUEZ'S INCLUSIVE
ENTITIES AND EMPLOYMENT OUTREACH
PROGRAMMES



ACTIVELY ENGAGED WITH OUR STAKEHOLDERS

IN 2024, WE CONTINUED TO PURSUE OUR MISSION OF PROVIDING SERVICES THAT ARE ESSENTIAL TO THE DEVELOPMENT OF LOCAL COMMUNITIES, WHILE PROMOTING THE INCLUSION OF OUR EMPLOYEES AND LOCAL COMMUNITIES, AND STEPPED UP OUR ACTIONS IN THE AREAS OF HEALTH & SAFETY AND ETHICS.

PROMOTING PEOPLE'S ACCESS TO ESSENTIAL SERVICES

Essential drinking water, wastewater and waste management services are vital for people's health, dignity and quality of life. In response to the challenges of scarce resources and unequal access, we offer solutions tailored to each local context: large cities, rural areas or particularly vulnerable territories.

Sri Lanka - Jaffna

Improving access to drinking water

We support local communities in structural water management to reduce pressure on available resources and, where necessary, mobilise alternative resources. This could, for example, involve reusing wastewater or desalinating seawater in coastal areas suffering from water stress. In 2024 in Sri Lanka, we completed and commissioned a major seawater desalination plant to supply 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 m³/day, expandable to 48,000 m³/day, this infrastructure will meet the needs of the growing population of Jaffna, one of the country's most populous cities.

300,000
inhabitants supplied with drinking water



CONTRIBUTING TO LOCAL PROSPERITY AND INCLUSION

Through our water and waste management activities, we support local development by working with local SMEs and employment integration structures, and supporting circular economy and social inclusion initiatives. In 2024, our Rebond Insertion programme helped 822 people from disadvantaged backgrounds back into employment in France.

France - Oise

Placing social innovation at the heart of the circular and local economy

In the Hauts-de-France region, we manage more than 600,000 water meters for our local authority customers. After 25 years in operation, these meters need to be renewed to ensure the ongoing reliability of the data. In 2024, we set up a partnership with the sheltered work organisation (ESAT) Clos du Nid de l'Oise Univi Handicap to dismantle and recycle 40,000 used water meters a year in the region. No industrial dismantling facility previously existed in the region. This partnership will see up to 90% of the materials from the meters sorted and recycled.

36
tonnes of waste avoided
every year thanks to recycling

30
ESAT employees trained

DEVELOPING OUR EMPLOYEES' SKILLS

Working at SUEZ means performing meaningful jobs that help the environment and local communities. Because our employees are the linchpin of this commitment, developing their skills is a priority: in 2024, nearly 80% of them received training. Our aim is empower each individual to grow professionally and contribute fully to the challenges facing the Group, the sector and society as a whole.

Group

Launch of a week dedicated to employees' career development and community involvement

In 2024, we organised the Group's first People Week. Here, the aim was to enable our employees around the world to find out more about all the initiatives in place to help them develop their skills, progress in their career and volunteer in their local community. Nearly 400 events were organised. More than 350 speakers to highlight inspiring testimonials, professions and career paths, as well as the many philanthropic initiatives organised within the Group.

5,500
participants at the 1st People Week

SUSTAINABLE DEVELOPMENT
ROADMAP 2023-2027
INDICATOR MONITORING

CLIMATE

CONTRIBUTING TO ENERGY DECARBONISATION

COMMITMENT	INDICATOR	BASELINE YEAR	BASELINE VALUE¹	RESULTS 2023¹	RESULTS 2024	OBJECTIVE
Make our own electricity consumption more sustainable	Share of sustainable electricity (renewable and recycled) consumption over total electricity consumption (%) – Group	2021	29%	25%	35%	By 2030 70%
	Share of sustainable electricity (renewable and recycled) consumption over total electricity consumption (%) – Europe	2021	24%	27%	32%	By 2030 100%
Reach European electricity self sufficiency	Share of electricity production (renewable and recycled) over electricity consumption in Europe (%)	2021	1.04	1.18	1.13	By 2027 >1
Contribute to the low-carbon energy transition of territories: more emissions avoided (thanks to energy production) than emitted (from consumption)	Share of GHG avoided from energy production over GHG emitted by energy consumption (%) - Group	2021	1.00	0.91	1.28	By 2027 >1

DECARBONISING OUR VALUE CHAIN

COMMITMENT	INDICATOR	BASELINE YEAR	BASELINE VALUE¹	RESULTS 2023¹	RESULTS 2024	OBJECTIVE
Reduce Scope 1 and Scope 2 (market-based) emissions	GHG from Water activities: Scope 1 + Scope 2 (kilotonnes of CO2 eq.)	2021	746 proforma 2024	790 proforma 2024	635 -15%	By 2030 -39%
	GHG from Waste activities excluding waste to energy: Scope 1 + Scope 2 (kilotonnes of CO2 eq.)	2021	2,145 proforma 2024	1,894 proforma 2024	1,776 -17%	By 2030 -26%
	GHG from Energy from Waste activities: Scope 1 + Scope 2 (kilotonnes of CO2 eq.)	2021	1,728 proforma 2024	1,694 proforma 2024	1,698 -1,7%	By 2030 -2%³
	Energy from Waste² activities: cumulated investment in carbon capture	2023	1.4 million	1.4 million	5.5 million	By 2030, investment of tens of million € for carbon capture
Reduce Scope 3 emissions	Share of Scope 3 covered by GHG mitigation action plans (%) (excluding water heating)	2021	2%	6%	21%	By 2030, 50% of Scope 3 covered by an action plan

ADAPTING ALL PRIORITY AND VULNERABLE SITES TO CLIMATE CHANGE

COMMITMENT	INDICATOR	BASELINE YEAR	BASELINE VALUE¹	RESULTS 2023¹	RESULTS 2024	OBJECTIVE
Adapt our priority and vulnerable sites to climate change	Share of priority and vulnerable sites with a defined action plan	2021	5%	5%	7%	By 2027 100%

NATURE

ADDRESSING PRESSURES ON BIODIVERSITY

COMMITMENT	INDICATOR	BASELINE YEAR	BASELINE VALUE¹	RESULTS 2023¹	RESULTS 2024	OBJECTIVE
Roll out biodiversity action plans at all biodiversity priority sites⁴ managed by SUEZ	% of biodiversity priority sites where biodiversity action plans⁵ are deployed and implemented	2024 (update following new CSRD criterias)	54.4%	-	54.4%	By 2027 100%
	% of commercial proposals in biodiversity priority zones that include an offer towards biodiversity preservation⁶⁷	2023	< 5%	< 5%	94%	By 2027 100%
Prevent the spillage of micropollutants in natural environments	% of commercial proposals for sanitation infrastructure⁸ construction in areas at stake⁹ with micropollutants removing solutions (prevention, advanced treatments etc.)¹⁰	2024	50%	-	50%	By 2027 100%
Reach zero phytosanitary products used green spaces on sites managed by SUEZ	% of sites not using phytosanitary products	2021	73%	74%	75%	By 2027 100%
Contribute to reduce the land artificialization pace	Cumulated area of renaturation and landscaping operations	2024	14.8 ha	-	14.8 ha	By 2027 double
Contain invasive non-native species	% of renaturation and landscaping operations using only local species	2023	69%	69%	98%	From 2025 100%
Drastically reduce light pollution of sites managed by SUEZ	% of biodiversity priority sites where there is a light reduction policy deployed¹¹	2021	< 5%	< 5%	< 5%	By 2027 100%

PRESERVING RESOURCES

COMMITMENT	INDICATOR	BASELINE YEAR	BASELINE VALUE¹	RESULTS 2023¹	RESULTS 2024	OBJECTIVE
Limit our impact on fresh water	% of commercial proposals concerning water production and distribution with a commitment to preserving water resources	2023	71% (France)	71% (France)	50% (Group)	By 2027 100%
	% of distribution contracts in water-stressed areas with a commitment to preserving water resources	2023	100% (France)	100% (France)	80% (Group)	By 2027 100%
Support recycling and reuse	Waste recovery rate¹²	2023	47.7%	47.7%	48.8%	By 2027 ↗
	Tonnes recovered	2023	11,577 k tonnes	11,577 k tonnes	11,795 k tonnes	By 2027 ↗

GROWING OUR NATURE REGENERATION CAPACITIES

COMMITMENT	INDICATOR	BASELINE YEAR	BASELINE VALUE¹	RESULTS 2023¹	RESULTS 2024	OBJECTIVE
Grow natural environments regeneration capacities of SUEZ	Cumulated turnover generated by solutions identified as regenerating¹³	2021	1,246 k€	2,066 k€	3,185 k€	By 2027, create and develop existing and new SUEZ business models and solutions to accelerate natural environment regeneration and preservation

SOCIAL

ENSURING RESPECT FOR UNIVERSAL RIGHTS

COMMITMENT	INDICATOR	BASELINE YEAR	BASELINE VALUE¹	RESULTS 2023¹	RESULTS 2024	OBJECTIVE
Respect basic rights throughout our value chain	Number of basic rights infringement	2021	0	0	0	From 2023 0
	Number of corruption cases	2021	0	0	0	From 2023 0
	% of FTEs¹⁴ covered by a social dialogue mechanism	2021	93.5%	94.1%	94.3%	From 2023 > 92%
	% of at-risk suppliers monitored	2024	24%	-	24%	By 2027 100%
Make health and safety our top daily priority	Frequency rate	2021	6.73	5.97	5.58	By 2027 < 5,30
	Severity rate	2021	0.515	0.46	0.46	By 2027 < 0,39

GROWING SKILLS AND FOSTERING EMPLOYEE ENGAGEMENT

COMMITMENT	INDICATOR	BASELINE YEAR	BASELINE VALUE¹	RESULTS 2023¹	RESULTS 2024	OBJECTIVE
Develop our skills	% of people trained in the workforce per year	2021	72.2%	77.4%	79.5%	From 2023 80%
Promote equal opportunities	% of employees in the workforce with disabilities	2021	2.7%	2.7%	2.6%	By 2027 > 4%
Eliminate gender disparities	% of women in management positions	2021	33.7%	34.5%	34.5%	By 2027 > 40%
	Global gender gap (Global)	2021	88.9 (France)	83.6 (Group)	86.1 (Group)	By 2027 > 85
Encourage collective commitment	Employees' shareholding (%)	2023	3%	3%	3%	By 2029 10%
	Number of hours of voluntary work from SUEZ employees with local associations/causes	2021	414	6,738	21,431	By 2027 5,000 hours
	Engagement rate (Pulse)	2021	+9 points vs. benchmark	+7 points vs. benchmark	+9 points vs. benchmark 67% engagement rate	From 2023 +10 points vs. benchmark
	Net Promoter Score	2024	NPS Water Division: +25 NPS R&R Division: +11	-	NPS Water Division: +25 NPS R&R Division: +11	From 2023 ↑

CONTRIBUTING TO THE SUSTAINABLE DEVELOPMENT OF COMMUNITIES WHEREVER WE OPERATE

COMMITMENT	INDICATOR	BASELINE YEAR	BASELINE VALUE¹	RESULTS 2023¹	RESULTS 2024	OBJECTIVE
Promote access to basic services in most critical situations	% of water distribution contracts covered by a solidarity mechanism	2023	60% (France)	60% (France)	87% (Group)	From 2023 100%¹⁵
	% of water distribution contracts "profiled" towards water poverty (i.e., mapping of areas at risk regarding availability, accessibility or affordability of services)	2023	54% (France)	54% (France)	33% (Group)	By 2027 100%
Contribute to local prosperity and inclusion for all	% of FTEs¹⁴ paid at a decent wage (after 2 years of operation, in countries where legal minimum is either too low or non-existent)	2023	97.9% (employees covered by a statutory minimum wage)	97.9%¹⁶ (employees covered by a statutory minimum wage)	99.1% (employees covered by a statutory minimum wage)	By 2027 100%
	% of spent with local SMEs¹⁷	2023	40% (France)	40%¹⁸ (France)	34% (Group)	By 2027 20%
	Number of beneficiaries of SUEZ inclusive structures & job inclusion programs	2021	2,308	3,540	3,394	By 2027 5,000 per year
	Spent with inclusive structures (i.e., employing vulnerable people; work reintegration facilities [ESATs] in France)	2023	29 M€ (France)	39 M€	78 M€	From 2023 45 million of euros

Methodological notes

- 1 Redefined in accordance with CSRD accounting rules

2 Energy recovery from non-hazardous waste, hazardous waste and SRF

3 This target will be revised upwards depending on the inclusion of energy recovery in the EU ETS and the definition of a sectoral trajectory

4 SUEZ defines its biodiversity priority sites as all sites: in, crossing or bordering 1) in Europe, a Natura 2000 area (birds or habitats) and 2) in the rest of the world, IUCN 4, 5 or 6 protected areas; or with an area greater than 10 hectares; or being an open waste storage centre

5 A biodiversity action plan is specific to each site and addresses issues specific to that site in order to effectively protect biodiversity locally. It is generally designed by experts (environmental engineers or ecologists)

6 SUEZ considers that an offer relating to biodiversity preservation consists of a biodiversity assessment and an action plan

7 If and when authorised by the tender specifications

8 With a capacity exceeding 200,000 population equivalents

9 Wastewater from certain areas contains more micropollutants than others. These areas of concern will be defined by future legislation (e.g. the DERU)
- 10 If and when authorised by the tender specifications

11 Unless prohibited by prefectural order or contrary regulations

12 Energy recovery included

13 At SUEZ, we consider that this KPI only concerns new and innovative solutions developed by the Group to regenerate nature that are additional to the Group's traditional solutions in the sector that protect, preserve or develop biodiversity

14 Full-time equivalent

15 Where permitted by the contract specifications

16 Pending an international definition of a 'decent' wage, the value shown indicates the number of employees earning at least the minimum wage defined by their country. Some countries do not have a minimum wage

17 Small and medium-sized enterprises

18 % at national level – tools do not currently allow for monitoring at regional level

Design - creation and writing

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**ALL OUR NON-FINANCIAL
PERFORMANCE RESULTS ARE
AVAILABLE IN OUR 2024
SUSTAINABILITY STATEMENT**

