

# Sustainable Development roadmap

2026-2030





# A pioneering vision for resource preservation to protect the climate, nature and communities

**At SUEZ, we design, develop and deploy tailored, local solutions – for and with our clients – to preserve what is essential.**

Our businesses are at the heart of addressing sustainable development challenges. Through our actions, we contribute to:

- supporting people by ensuring access to essential services that protect public health and hygiene;
- strengthening the development and resilience of communities;
- protecting our planet.

Our sustainability roadmap sets out a strong ambition: to scale up our contribution to these key challenges wherever we operate and for all our clients.

It adopts an integrated approach, combining climate action, nature protection and social responsibility.

By reducing environmental impacts, supporting climate adaptation, preserving ecosystems, and fostering an inclusive and collaborative culture, we help strengthen local resilience and sustainably improve communities' quality of life.



# Climate

**DRIVING DECARBONIZATION  
AND CLIMATE RESILIENCE**

# We are taking action to reduce both our carbon footprint and that of our customers, while strengthening the resilience of our operations and the regions where we operate.

## Our commitments for 2030

Commitment	Indicator	Baseline Year	Baseline Value	Objective by 2030
<b>Develop activities contributing to climate change mitigation and resilience</b>	% of revenue from solutions contributing to climate change mitigation and adaptation <sup>1</sup>	2024	37%	40%
<b>Reduce our greenhouse gases (GHG) emissions</b>	% of GHG reduction on scopes 1 & 2 <sup>2</sup> (vs 2021)	2021	-	-20% <sup>3</sup>
	% of GHG reduction on scope 3 (vs 2024 <sup>4</sup> )	2024	-	-15% by 2030 -25% by 2035
<b>Contribute to the low-carbon transition of regions, local authorities and industrial companies</b>	Certified removed and avoided GHG emissions – cumulated number of climate dividends <sup>5</sup>	2025	Launch of the initiative in 2025. First results in 2026.	>1 million
<b>Adapt our priority and vulnerable sites to climate change</b>	% of climate priority and vulnerable sites with a defined action plan	2024	7%	100%

<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.

<sup>2</sup> Scope 2 market-based.

<sup>3</sup> Corresponding – to date – to the weighted average of the targets by activity: -39% for Water activities, -26% for Waste activities (excluding Energy from Waste), -2% for Energy from Waste activities.

<sup>4</sup> Previous data not available with the same level of accuracy.

<sup>5</sup> 1 Climate Dividend = 1 ton of CO<sub>2</sub> equivalent avoided or removed. Climate dividends are untradable, externally verified, extra-financial indicators representing the positive climate impact of a company's solution. They are distributed to shareholders according to equity. They are NOT carbon credits.



# Nature

**DRIVING RESOURCE PRESERVATION  
AND A CIRCULAR ECONOMY**

# We protect ecosystems and turn water and waste into valued resources for local communities and industry.

## Our commitments for 2030

Commitment	Indicator	Baseline Year	Baseline Value	Objective by 2030
<b>Develop activities that help preserve natural environments and support circular economy</b>	% of revenue from Nature-enhancing solutions <sup>1</sup>	2024	39%	43%
<b>Support water resilience</b>	Cumulated m <sup>3</sup> of saved freshwater <sup>2</sup> (vs 2021)	2021	85 million m <sup>3</sup>	1 billion m <sup>3</sup>
	% of significant distribution contracts in water-stressed areas incorporating water-preservation commitments	2024	80%	100%
<b>Support reuse and recycling</b>	% of waste transformed into regenerated resources <sup>3</sup>	2021	29.6%	33%
<b>Produce local and sustainable energy from non-recyclable waste</b>	Energy production from non-recyclable waste <sup>4</sup> (TWh)	2021	6.1 TWh	7.5 TWh
<b>Address pressures on biodiversity</b>	% of our Nature priority sites with implemented Nature Standards <sup>5</sup>	2025	Standards published in 2025. First results in 2026.	100%

<sup>1</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.

<sup>2</sup> 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).

<sup>3</sup> 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 and refuse-derived fuels (SRF/RDF).

<sup>4</sup> The total energy produced from incinerated and landfilled waste (i.e. waste that cannot be practically recovered or recycled).

<sup>5</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.



# Social

**DRIVING INCLUSION, ENGAGEMENT,  
AND A COLLABORATIVE CULTURE**

**We place people, health and safety at the heart of our priorities. By promoting inclusion, employee engagement, and a collaborative culture, we are committed to creating a lasting positive impact wherever we operate.**

## Our commitments for 2030

Commitment	Indicator	Baseline Year	Baseline Value	Objective by 2030
<b>Make health and safety our top daily priority</b>	Frequency and severity rates	2021	Frequency rate: 6.73 Severity rate: 0.51	Frequency rate: 5.30 Severity rate: 0.39
<b>Respect basic rights throughout our value chain</b>	% of targeted employees who completed ethics and human-rights training	2025	First publication in 2026	100% of the targeted population <sup>1</sup>
	% of at-risk suppliers monitored	2024	24%	100%
<b>Encourage collective commitment</b>	Employee engagement rate (Pulse)	2021	+9 points vs benchmark	+10 points vs benchmark
<b>Develop our skills</b>	% of employees trained per year	2021	72.2%	80%
<b>Eliminate gender disparities</b>	% of women in senior management positions <sup>2</sup>	2024	28%	35%
<b>Promote equal opportunities</b>	% of employees with disabilities	2021	2.7%	4%
<b>Contribute to inclusion for all</b>	Number of beneficiaries of SUEZ inclusive entities and employment outreach programmes per year	2021	2,308	5,000

<sup>1</sup> The selection of targeted employees is based on their responsibilities and level of exposure.

<sup>2</sup> Senior management positions refer to the most senior roles within the organization, typically including members of the Executive Committee, senior leadership, and heads of major business units.



# Governance

**OVERSIGHT AT THE HIGHEST LEVEL  
OF THE COMPANY**

# Our sustainability governance is led at the highest level of the company to ensure that CSR<sup>1</sup> criteria are incorporated into the Group's strategy.

**The Board of Directors** – whose composition reflects the shareholder structure of SUEZ and comprises representatives of our institutional shareholders, our employee shareholders and our employees – plays a key role in the deployment of this strategy. It defines the overall strategic orientations, validates sustainable development policies and goals, ensures that they are consistent with the Group's long-term objectives, and oversees the company's sustainability reporting process. It also validates the remuneration system for senior executives, which includes sustainability components.

To ensure this governance, the Board of Directors is supported by three specialist committees:

> **The Audit and Risk Committee** oversees financial and non-financial risks, including environmental risks, and guarantees the reliability of extra-financial reporting.

> **The CSR Committee** approves sustainable development objectives, ensures that appropriate resources are allocated, measures their deployment, and reviews the implementation of commitments.

> **The Appointments and Remuneration Committee** ensures that CSR aspects are built into senior management hiring and remuneration criteria. Part of the remuneration of senior executives (Chairs, CEOs, members of the Executive Committee, and senior executive) is linked to performance in health and safety, climate, employee commitment and gender equality.

**The Executive Committee** is responsible for the operational implementation of the sustainable development roadmap. It monitors progress toward objectives, oversees deployment, ensures budget follow-up, and approves strategic projects that contribute to delivery.

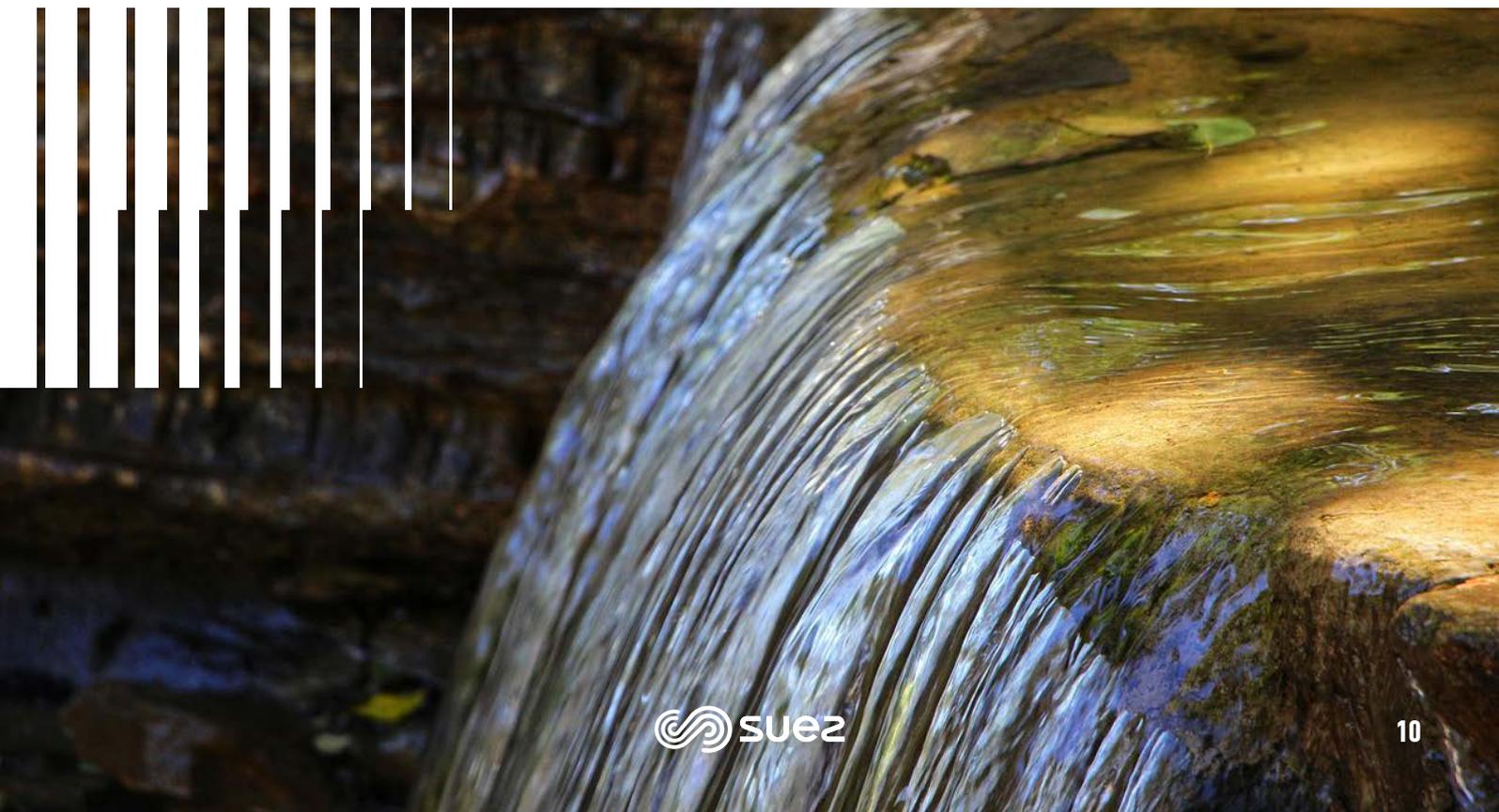
**The Group Vigilance Committee**, made up of representatives from Business Units and support functions concerned, coordinates actions related to the vigilance plan and ensures that risks related to human rights, health and safety, and the environment are considered throughout the value chain. It analyzes incidents and ensures that preventive action is taken.

**The Sustainable Development Department** defines and steers the Group's roadmap using quantitative performance indicators, coordinates crossfunctional projects with the various departments and Business Units, and consolidates the Group's progress in terms of sustainable development. It draws on an international network of sustainable development managers and correspondents who support the teams and contribute to the operational deployment of the strategy.

Finally, SUEZ draws on contributions from employee representatives, including the European Works Council, to steer its sustainable development strategy.

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<sup>1</sup> CSR : Corporate Social Responsibility



Find all our actions and track the progress  
of our commitments on [suez.com](https://www.suez.com)

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