



United Nations Global Compact (UNGC)

Paris, Jun 15th, 2019
SUEZ - Sustainable Development Department
Communication On Progress 2019

SUEZ has been a signatory of the UN Global Compact (UNGC) since its creation in 2008 and Bertrand Camus, Chief Executive Officer of SUEZ since May 14 2019, renewed the Company's commitment to the 10 principles of the UNGC on pages 6 and 76 of SUEZ 2019 Integrated Report.

All the information in this Communication on Progress (COP) was compiled mainly from the 2019 Integrated Report (which covers fiscal year 2018 and is in line with the last version of GRI standards) as well as:

- the 2018 Reference Document, which includes in particular the Non-Financial Performance Statement, published for the first time in 2018
- the 2018 Fondation SUEZ report, and
- opinion columns written by and interviews of Jean-Louis Chaussade, former CEO and Chairman of SUEZ since 14 May 2019, Bertrand Camus, SUEZ's CEO since 14 May 2019, and H el ene Valade, SUEZ's Sustainable Development Vice-President.

Additional documents published in 2017, 2018 or 2019 should be considered within the scope of the Communication on Progress (COP):

- The 2017-2021 Sustainable Development Roadmap, published in May 2017, whose progress and results for the year 2018 have been published in the 2019 Integrated Report
- The SUEZ Sustainable purchasing charter (2018)
- SUEZ Personal Data Protection Policy (2018)
- SUEZ Human Rights Policy (2019)

Lastly, other documents, which SUEZ published prior to 2018 remain relevant and were also referenced:

- The Group's Ethics Charter (updated in 2016)
- The SUEZ 4 Climate Booklet (2015)
- The practical Guide of Ethics in Commercial Relations (2015)
- The Ethics in practice Handbook (2010)

All the documents listed above are publicly available. Their web links are listed pages 51, 52 and 53 of this document for reference.

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To maintain the GC Advanced level, we are communicating the progress on the 21 advanced criteria related to the UNGC 10 Principles:

- **Human Rights**
 - Principle 1: businesses should support and respect the protection of internationally proclaimed human rights; and
 - Principle 2: make sure that they are not complicit in human rights abuses.
- **Labor**
 - Principle 3: businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;
 - Principle 4: the elimination of all forms of forced and compulsory labor;
 - Principle 5: the effective abolition of child labor; and
 - Principle 6: the elimination of discrimination in respect of employment and occupation.
- **Environment**
 - Principle 7: businesses should support a precautionary approach to environmental challenges;
 - Principle 8: undertake initiatives to promote greater environmental responsibility; and
 - Principle 9: encourage the development and diffusion of environmentally friendly technologies.
- **Anti-Corruption**
 - Principle 10: businesses should work against corruption in all its forms, including extortion and bribery.

As the only international company focusing exclusively on water and waste management, SUEZ's aim is to be the world leader in sustainable resource management. Confronted with the challenges of urbanization, demographic pressure and climate change, cities, manufacturers and farmers have an ever more pressing need for secure access to high-quality, efficient, recovered resources. Working closely with its customers, SUEZ is taking part in the resource revolution following a strategy that focuses on four strategic priorities gathered under two pillars:

Pillar 1: Transform the activities

- Focus on the circular economy
- Accelerate the deployment of smart solutions

Pillar 2: Open up to new markets and clients

- Support environmental transition across the globe
- Develop integrated solutions for industry

In line its strategic objectives, SUEZ proceeded to a major strategic operation in 2017 with the acquisition of GE Water & Process Technologies (finalized on September 29, 2017) which was integrated in a new Business Unit named Water Technologies & Solutions (WTS). Thanks to this highly successful integration, SUEZ is now leader in industrial water services. Indeed, the 2018 growth of +6.7% in the revenue of WTS and the synergies it has created consolidates relations with key accounts: the industry now represents 43% of the SUEZ Group revenue. In addition, WTS was successfully integrated in the scope of environmental and social reporting and was audited for the first time by SUEZ Statutory Auditors in 2018. Even though its impact on the SUEZ perimeter was significant, SUEZ maintained the level of verification of its non-financial data reporting system by Statutory Auditors, with "limited" to "reasonable".assurance levels depending on the level of verification



required.

The Group's strategy goes along with high ambitions in sustainable development and socially responsible commitments, in particular to underprivileged populations.

The 2017-2021 Sustainable Development Roadmap, which was adopted by the Management Committee in December 2016 and is reviewed annually by the Ethics and Sustainable Development Committee since February 2017. It fulfils two functions:

- to drive and manage Group transformation. The Roadmap is made up of 17 time-limited, quantified commitments, along with action plans to fulfil these commitments by 2021,
- to help achieve the SDGs defined by the UN in 2015

These commitments are accompanied by quantified and dated indicators of results and progress.

Furthermore, 2018 was the year of implementation of the Roadmap within business units and processes. For the most part, the BUs have their own roadmap, which is in accordance with the priority expectations of the stakeholders in their region and depending on the contribution to the corporate Roadmap goals. Currently, 85% of the Group's activities are covered by a roadmap. As examples, the roadmaps of SUEZ Spain and SUEZ NWS (Chinese subsidiary) were included in the bibliography.

The 4 priorities and 17 commitments (inherent to environmental, social and societal improvement policies) of the SUEZ 2017-2021 Sustainable Development Roadmap are shown below, with the 2018 results. These results have also been published in the Group's 2019 Integrated Report, along with a verification by an independent third party. By publishing its annual results and progress, SUEZ provides the opportunity for annual dialogue with a panel of internal and external stakeholders, who challenge and, if necessary, adjust how the action plans are implemented.

SUSTAINABLE DEVELOPMENT ROADMAP 2018 RESULTS

COMMITMENTS	OBJECTIVES	INDICATORS	BASE YEAR*	2018 RESULTS	2021 TARGETS
Pillar 1 - Be a collaborative, open and responsible company					
1 Be a collaborative, open and responsible company	Train more than 80% of employees every year	Percentage of employees who received training	67.5%	69.3%	80%
	Achieve a level of 33% of management positions filled by women Group-wide	Percentage of women in management positions	28.1%	27.6%	33%
		Percentage of women in management positions (excluding WTS)	28.1%	29.4%	
	Increase the coverage and the rate of employee participation in commitment surveys		Coverage rate (aggregate over the last three years)	49%	74.8%
			39%	72.5%	60%
2 Act to ensure health and safety in the workplace	100% of restricted access zones equipped with suitable signage systems	Rate of restricted access zones equipped with suitable signage systems	-	80%	100%
	Reduce the frequency rate for all Group activities	Water frequency rate Waste frequency rate	Water: 4.9 Waste: 12.7	Water: 4.53 Waste: 12.38	Water < 5 Waste < 13
3 Foster collaborative and partnership working	Encourage new collaborative practices	Coverage rate of Skype, Yammer, OneDrive, Sharepoint, Groups	-	91.5%	↗
	Increase the number of start-ups in which SUEZ acquires an interest	Number of start-ups in which SUEZ has acquired an interest	4	9	15
	Develop innovation partnerships	Number of structures with shared governance or control (industrial framework agreements, mixed ownership companies, joint ventures)	-	**	↗
4 Manage issues relating to globalisation	Promote a responsible supply chain	Rate of supplier contracts with CSR clauses	-	55 % (excluding WTS)	↗
	Protect the working rights of employees and respect human rights	Proportion of employees covered by a social dialogue system (in their company or on a more global level)	90%	87%	95%
	Guarantee the security of employee and customer personal data	Number of data privacy-related incidents	1	0	↘
Percentage of staff covered by tools to raise awareness of cybersecurity		58%	73%	↗	

* Base the reference year for the Roadmap is 2016 for all indicators except those relating to priority 2, "Be the leader of the circular and low carbon economy", which corresponds to climate commitments made in 2015.

** Not yet available

COMMITMENTS	OBJECTIVES	INDICATORS	BASE YEAR*	2018 RESULTS	2021 TARGETS
PRIORITY 2 – Be the leader of the circular and low-carbon economy					
5 Adhere to the 2 degrees target by mitigating the causes of climate change	Reduce GHG emissions by more than 30% in the entire scope of activity by 2030	Direct and indirect GHG emissions	7.8 Mt	9 Mt	-10%
		Direct and indirect GHG emissions, updated base year***	9.4 Mt		
	Help our customers to avoid more than 60 million tonnes of greenhouse gas emissions	Aggregate emissions avoided	cum. 8.9 Mt	cum. 38 Mt	cum. 60 Mt
	Double the volume of recycled plastics	Volume of recycled plastics	432 Kt	525 Kt	x 2
	Increase the production of renewable energy by more than 10%	Production of renewable energy	5.2 TWh (Europe)	7.6 TWh (World)	10%
6 Adapt to the consequences of climate change for water	Systematically offer to our customers resilience plans for the effects of climate change		-	in progress	✓
	Promote different usages of water by tripling our alternative water supplies by 2030	Capacity for the reuse of treated wastewater and desalination	820 Mm ³ (reused wastewater)	2.610 Mm ³	+ 1/3
	Save the equivalent of the water consumption of a city of more than 2 million inhabitants	Water savings in the drinking water distribution network	-	1.3 M residents vs. base	2 M residents
7 Promote material recycling, recovery and reuse	Increase the production of secondary raw materials by 20%	Quantity of secondary raw materials produced	4.1 Mt	4.4 Mt	+20%
	Achieve a ratio of 2 tonnes of waste recovered for every tonne of waste disposed of	Ratio between tonnes of waste recovered and tonnes of waste disposed of	-	Europe : 2.2 World : 1.2	x 2
8 Develop climate-responsible models	Introduce a directive carbon price in 60% of the annual expenditure committed to new projects	Revenue committed to the operational committee with a reference carbon price	-	1 solid recovered fuel boiler project 1 waste-to-chemical plant project	60%
	Introduce a harmonised global circularity indicator for goods and services		-	in progress	✓
	Systematically offer pay packages that are partially index-linked to our global performance		-	in progress	✓
	Raise employee awareness and promote training in emerging models (carbon accounting, new business models etc.)	Coverage rate for awareness-raising tools	-	Creation of the Sustainability Academy	↗
PRIORITY 3 – Support the environmental transition of our customers with concrete solutions					
9 Put forward 100% sustainable solutions	Implement a Sustainable Portfolio Tool for all new solutions	Creation and deployment of the tool Number of solutions assessed using the tool	-	in progress	✓
10 Accelerate the digital revolution in Water & Waste solutions for agriculture, industry, cities and citizens	Increase the number of connected objects by 20%	Number of connected objects	3.1 M smart meters	4.1 M smart meters	20%
11 Innovate to develop decentralised or modular solutions for the territories of the planet	Increase the number of decentralised or modular solution in Desalination, Water, Sanitation and Waste	Number of technologies related to the production of decentralised and modular solutions	161	210	↗

* Base: the reference year for the Roadmap is 2016 for all indicators except those relating to priority 2, "Be the leader of the circular and low-carbon economy", which corresponds to climate commitments made in 2015.

** Not yet available

*** Reference year updated to take the changed scope of consolidation into account (acquisitions/divestments)

COMMITMENTS	OBJECTIVES	INDICATORS	BASE YEAR*	2018 RESULTS	2021 TARGETS
12 Sustain trust by reinforcing the means for inclusive governance	For all strategic projects and contracts, analyse local issues and map stakeholders in order to define the most appropriate means of dialogue	Number of mappings in operational committee files and number of associated dialogue plans	-	**	↗
	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 publication of the minutes of discussions on the consultation, written by a third-party guarantor	1	1	One per year
	Annual monitoring of SUEZ's reputation and customer satisfaction ratings	Annual publication of the results of SUEZ's reputation ratings	-	published page 80	✓
		Rate of Water and Waste customer satisfaction	Water: 87.4%	Water: 85.5% Waste: 82%	↗
PILIER 4 - Contribute to the common good					
13 Act for the health of the environment and the protection of the oceans	Constantly maintain air emissions under the levels required by local regulations	NOx and SOx ratios, Hg per incinerated tonne	NOx: 40% below the EU threshold SOx: 60% below the EU threshold Mercury: 93% below the EU threshold	NOx: 660 mg/tonne SOx: 51 mg/tonne Mercury: 0.0656 mg/tonne	↘
	Speed up the roll-out of integrated and collaborative approaches designed to significantly reduce the disposal of plastic at sea	Number of integrated approaches adopted (Water and Waste)	-	Alliance to End Plastic Waste 1 contract in Marseille	20
	Offer our customers solutions to treat microplastics in wastewater before it is discharged into the sea	Total capacity (PE) of water treatment plants equipped with a system to treat microplastics	-	Pilot phase	1 M EH
14 Promote biodiversity and ecosystem services	Implement a biodiversity strategy in all Group BUs	Total capacity (PE) of water treatment plants equipped with a system to treat microplastics	47%	42%	↗
	Roll out biodiversity action plans at 50% of priority sites managed by the Group	Proportion of Group turnover covered by a biodiversity strategy	11.2%	34.1%	50%
15 Advance access to essential services	Allocate €4 million a year to Fondation SUEZ and support 30 projects a year dedicated to improving access to essential services in countries with the greatest need	Sum allocated to Fondation SUEZ every year	€4 M	€4 millions 30 projects	€4 M
	Develop sustainable access to essential services under the terms of our contracts in developing countries	Number of people with access to essential services in developing countries	22.4 M	26.7 M	↗
	Share our knowledge in order to boost access to services by supporting training and providing expertise	Number of water and sanitation professionals and managers in developing countries trained by the Group since 2009	149 people trained	239 people trained	↗
16 Contribute to local development and territorial attractiveness	Maintain the proportion of purchases from SMEs	Proportion of purchases from SMEs	32.8%	32%	=
	Where appropriate, use suppliers in the social and responsible economy supporting diversity, disability and professional inclusion	Proportion of purchases from suppliers in the social and responsible economy supporting diversity, disability and professional inclusion	-	**	↗
	Develop partnerships with socially and environmentally responsible entrepreneurs	Annual number of partnerships signed with socially responsible and environmental entrepreneurs	**	**	↗

* Base: the reference year for the Roadmap is 2016 for all indicators except those relating to priority 2, "Be a leader in the circular and low-carbon economy", which corresponds to climate commitments made in 2015.

** Not yet available

*** Reference year updated to take the changed scope of contribution into account (acquisitions/divestments)

In addition, for the first time in 2018, SUEZ published a Non-Financial Performance Statement, as required by French law (Ordinance 2017-1280 of July 19, 2017 and Decree 2017-1265 of August 9, 2017 amending Articles R. 225-105-2 of the French Commercial Code, transposing European Directive 2014/95/EU relating to the publication of non-financial information), which replaces the system put in place by the Grenelle II Law.

The Non-Financial Performance Statement also includes a detailed reporting of the first year of implementation of the Group's Vigilance Plan, drafted and published in accordance with the provisions of Law 2017-399 of March 27, 2017 relating to the duty of vigilance of parent companies and contractors.



Human Rights

A strong engagement in favor of Human Rights

Having been committed for many years to human rights and the respect of human dignity, SUEZ continues to strongly assert this stance in 2018. SUEZ considers that conducting business activities in accordance with human rights everywhere it operates is an integral part of its responsibility. The Group is committed to respecting human rights wherever it does business. Indeed, this commitment has been in effect for a long time at SUEZ Group, namely through its Ethics Charters and its adherence to the Global Compact in 2008. In addition, SUEZ explicitly incorporated this challenge in Commitment No. 4 of its 2017- 2021 Sustainable Development Roadmap.

As stated in its Reference Document, in its Human Rights Policy, and in its Guide of Ethical Practices, SUEZ's action principles are in line with international standards:

- the Universal Declaration of Human Rights, and additional pacts,
- the International Labor Organization conventions,
- the Charter of Fundamental Rights of the European Union,
- the Guidelines for Multinational Enterprises adopted by the Organization for Economic Cooperation and Development (OECD),
- the United Nations Convention against Corruption.

Additionally, under the leadership of an internal "Vigilance and Human Rights" committee specifically established for this purpose, the Group adopted a strong human rights policy (made public in 2019) designed to formalize the Group's global human rights approach, to ensure compliance and meet stakeholder expectations as well as French & foreign legal requirements. In particular, it provides for the implementation of a global due diligence process designed to prevent negative impacts of all business activities on human rights and to mitigate as well as repair them if they occur. Carried by the General Management and steered by a transversal governance involving the concerned operational departments, this policy has been formalized by a policy statement outlining the conditions for implementing SUEZ's commitment. Its objectives are to:

- Report on the identification and impact analysis of the most salient rights
- Reinforce the due diligence process for the Group and systemize it
- Define roles and responsibilities of each department and BU.

Furthermore, the Group is also participating to voluntary initiatives and working groups, such as the Global Compact working Group on Human Rights and the "Entreprises pour les Droits de l'Homme" (Businesses for Human Rights), in which it is member of the Board.

The implementation of our Human Rights actions plans

Based on the United Nations Guiding Principles on Business and Human Rights, SUEZ human rights approach

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is fully incorporated into our compliance management and ethical procedures.

1. Strengthening the existing measures to mitigate and prevent the risk of human rights infringements that could occur in connection with the Group's activities and supply chain

An action plan has been established in 2018 and is still currently being implemented. This plan is based on two major pillars:

- *Informing and training staff in best practices* to adopt in the event of human rights violation risk. For instance: factsheets providing information on the main points of vigilance to observe concerning human rights in certain countries are regularly updated and sent to the managers of teams operating in these countries; internal events are organized to raise awareness in this area among staff, such as the first internal human rights conference with partners specializing in the field (Vigeo and Businesses for Human Rights) and other business partners; an internal e-learning module for employees was tailored to SUEZ's businesses, its areas of operation and the main risks identified; specific training on the Human Rights Policy is being rolled out in 2019, both generic and specifically adapted to the local risks at hand.
- *Strengthening of qualification, control and support processes for suppliers and subcontractors* based on a supplier-specific risk cartography by the Sustainable Development Department and the Procurement Department using a new toolkit developed in 2018 and which uses several criteria focusing on human rights. The risk mapping is done per category (one of them being human rights), taking into account country location and allows to classify the risk level as low, medium or high. This cartography was implemented in each business unit during the year. Risk mitigation guidelines are depending on the level of risk and accordingly the sourcing process (sourcing, contract, regular control). The Procurement Department especially is in charge of coordinating relations and negotiations with the Group's strategic suppliers and of specifically ensuring that they undertake to respect the principles of sustainable development and human rights and to comply with SUEZ's ethical rules. In addition, a major achievement of 2018 is the co-design between WTS, Water France and Treatment Infrastructure of a global supplier assessment solution named "Know Your Supplier". It is the SUEZ global assessment process that will be delivered under the Pyramid system (SUEZ source-to-pay solution) as it allows quicker, and easier assessments of supplier chain risk exposure.

2. Presentation of SUEZ Vigilance Plan

In 2017, the Group drew up a vigilance plan in accordance with the provisions of Law No. 2017- 399 of March 27, 2017 relating to the duty of vigilance of parent companies and contractors, with a twofold ambition: to provide a broader understanding of the impacts generated by the Group's activities, and to implement the most appropriate means to allow it to maximize its positive impacts, while also preventing and mitigating its negative impacts. This vigilance plan is intended to identify and prevent the risk of serious harm to the environment,

human rights and fundamental freedoms, as well as the health and safety of individuals arising from the Group's activities or those of the sub-contractors and suppliers when they are linked to the Group's activities.

The Plan includes:

- *a mapping of the risks identified, analyzed and prioritized* and the methodology used: the Group takes into account two main factors, represented by the risks inherent in the nature of its activities, and the risks inherent to the countries in which it operates. This specific human right risk mapping will complete the global risk mapping process carried out for the whole Group by the Chief Risk Officer and its network of local Risk Officers;
- *the procedures for regularly evaluating these risks*, which are in line with the Company's integrated risk policy. Under the supervision of the Chief Risk Officer, these risks will be assessed each year by the Risk Officers who, at the level of the various subsidiaries, are in charge of deploying the assessment methods for said risks, in coordination with the relevant operational departments. Said risks are also incorporated by the Internal Audit and Transformation department in the construction of its annual audit plan;
- *the actions taken by the Group to prevent and mitigate these risks*, ranging from a large-scale e-learning program, elaborated for all the employees, to customized training sessions organized for local managers according to their context of operation. The risks faced by Group entities depend directly on the nature of their activities and the geographic, political and legal context in which they are performed. Each of them, taking into account the Group's internal policies, sets out the measures which seem to it to be the most suited to the challenges it faces and is supported in this task by the operational departments. Two cross- departmental policies support the Group's human rights' risks' prevention, namely the Group's Ethics policy and the Group's Responsible Procurement policy;
- *the alert and report collection mechanisms* for the existence or development of risks, which are twofold. First, an email contact (ethics@suez.com) allows any question, request for information or alert to be escalated to the Group's Ethics Officer and the Ethics and Compliance Officer. Second, employees aware of potential breaches of the ethical principles are encouraged to discuss them with their line manager, other appropriate managers (Human Resources, safety, legal, etc.) an employee representative, the Ethics Officer of their entity, or the Group's Ethics Officer. These mechanisms were subject to specific internal communication as part of the implementation of the Vigilance plan;
- *the arrangements for steering and monitoring the plan and the measures implemented*, such as a human right management committee, gathering executives from the top management and from all the relevant departments (Human Resources, Health and Safety, Purchasing, subsidiaries, Risk management, Sustainable Development, Legal, etc.).

3. The 2018 implementation of the Vigilance Plan

In 2018, before the plan was rolled out, measures were taken to ensure its maximum efficiency. Indeed, an external consultation concerning the plan was carried out, an internal committee focusing on controversies

was set up, and a more extensive risk mapping was carried out.

Firstly, in March 2018, the plan was subject to a consultation with external experts and stakeholders. Discussions focused on ways to audit and monitor the progress of suppliers and have led SUEZ to assess opportunities to pool efforts with other companies and organizations located near one another. In addition to mandatory dialogue on the ethics whistle-blowing system, the vigilance plan was also presented to staff representative bodies within the European Works Council during a meeting of its Secretariat in Paris in March 2018 and its plenary meeting in July 2018 in Budapest.

Furthermore, in order to strengthen its monitoring system, SUEZ set up an internal “controversies” committee. It includes the Sustainable Development Department, the Communications Department, the Institutional Relations Department, the Ethics and Compliance Department and the Internal Audit, Risks and Investment Department. It meets every quarter to monitor ongoing controversies and to prevent future controversies by monitoring the faintest of signals in the media, on social networks (with a new social web listening tool) or within the ecosystems in which the Group operates. A summary of how the controversies are monitored, carried out by the Sustainable Development Department based on information from the non- financial ratings agency Vigeo- Eiris, was analyzed in a meeting of this committee in June 2018 in order to draw lessons on reputation risk management.

Moreover, the risk mapping has been further developed, especially for procurement, specifying priority areas and risks for 2018:

- at Group level, these risks are traffic accidents and protection of personal data in the event of a cyber-attack;
- for procurement, the categories most at risk are chemical products, construction, and managing sludge. For chemical products, the Group gets most of its supplies from international market leaders, and SUEZ analyzes their due diligence process. Other suppliers from this sector will be reviewed as a priority depending on country risk;
- from an operational standpoint, the SUEZ Africa, Middle East, India Business Unit is more specifically exposed to discrimination risk and freedom of assembly risk. It has bolstered its vigilance in the area of Health and Safety and living standards of subcontractors on its work sites.

In terms of training, SUEZ prioritized training for the Group’s Managers and the heads of the subsidiaries’ procurement departments in risk mapping and developing priority monitoring plans. The Water salesforce of SUEZ Africa, Middle East, India Business Unit has been specially trained on promoting human rights.

In accordance with the results of the consultation and of the monitoring of controversies as well as the risks identified, the following plans have been rolled out in 2018:

- *risk of traffic accidents*: fatal accidents in 2018 were primarily collisions between collection trucks and pedestrians. Managing this collision risk remains a priority for SUEZ in 2019 with a focus on human and organizational factors in waste collection operations, road safety training for truck drivers, and installing digital tools to help drivers better manage road risks and avoid fatal accidents (see section 17.1.5);
- *worker living conditions on SUEZ Africa, Middle East, India Business Unit work sites*: the inspection

checklist has been reviewed, strengthening criteria on respecting dignity and human rights, and all site accommodation at the worksites in the area has been inspected;

- *protection of personal data*: In May 2018, SUEZ adopted a Personal Data Protection Policy and specific governance which rounds out the Policy through the adoption of the SUEZ GDPR reference framework. This GDPR reference framework, inspired by best practices (CNIL IT governance and liberty label), is broken down into six measures:
 - o formation of the Data Protection Committee,
 - o appointment of a Data Protection Officer and representative (GDPR Coordinators) network,
 - o implementation of processing records and action plans,
 - o adoption of procedures to analyze GDPR compliance or analyze the impact of protecting personal data (PIA) in projects (methods for identifying, preventing and mitigating risks to guarantee respect for people's rights, setting up more stringent security measures in the event of residual risks).
Accordingly, a PIA was carried out as part of the deployment of an HR solution (hiring, Core HR, talent management, mobility, training) at Group level,
 - o supervision of contractual relationships with subcontractors that process personal data on the Group's behalf,
 - o adoption of instructions pertaining to the exercise of people's rights and instructions relating to managing data violations (contributing to strengthening cyber risk prevention).

These measures fully meet the new regulations set out by GDPR and by Ordinance 2018- 1125 of December 12, 2018 amending Law 78- 17 of January 6, 1978 pertaining to IT, data files and civil liberties: mandatory accountability for compliance in a responsible way over the long term.

SUEZ has ensured compliance with GDPR by setting up a GDPR structure defined by Governance. This structure is based on a Data Protection Committee at the SUEZ Group level and a DPO network that includes around a dozen DPOs. In order to effectively roll out the compliance program related to the new regulation, a similar structure has been consistently applied throughout all the Business Units taking into account each location's specific circumstances. Resources are directly allocated to the program. In order to measure the effectiveness of the program, the Group DPO has defined a reference framework of key indicators for 2019 that are included in the Group's internal control processes (among which is the number of data violations that required notification of a control authority). In addition to an internal cyber security audit conducted in 2018, the Group will roll out several internal audit campaigns on GDPR compliance campaigns in 2019.

At subsidiary level, SUEZ Eau France, which manages more than 4 million public water and wastewater service customer users via approximately 2,066 public service contracts and 2,484 service provision contracts, has made personal data protection a key component of its business model. Other Group entities are pursuing similar objectives. As a result, in October 2018, R&R France launched a national action plan dedicated to improving data quality, managed by its "Digital & Customer Experience" Business Line. This action plan, which aims to "better collect, process and use the data" throughout its life cycle, includes the protection of personal data and thereby ensures the Group complies with its regulatory obligations.

As regards to suppliers, in 2018, SUEZ signed a contract with Bitsight to assess the security level of its main

suppliers' information systems. The Procurement Department has integrated cyber security assessment into its supplier qualification process and a specific audit is provided for in the contract models.

4. Dedicated policy for specific Rights

Besides the implementation process of this global human right policy and of the Vigilance Plan, the Group carried out several action plans on issues and rights it deemed to be the most salient considering its activities:

- *fundamental Right to water and Sanitation (HRWS)*: Thanks to its activities in developing countries, as of 2018, the Group had already provided 19.5 million people with drinking water and 9,2 million people with wastewater services in said countries. Providing essential services is indeed a priority of the company. In accordance with SDG 6, SUEZ decided to include this objective in its 2017-2021 Sustainable Development Roadmap within Commitment n°15, "Advancing access to essential services", under Priority n°4, to contribute to the Common Good.
- *human resources*: Employees are asked to consider the impact of their actions and decisions on any person, to ensure that the integrity or dignity of said person is not compromised by a Group entity or one of its employees. The Group also strives to consistently defend human rights in sensitive situations, for example, by upholding the rules on protection of property in sensitive regions of the world. In this respect, all SUEZ employees must ensure that their words and actions are non-discriminatory, particularly in terms of age, gender, ethnic, social or cultural origin, religion, political or union affiliation, lifestyle choices, physical characteristics or disability.

Labor

Human Capital Development

The following development programs and initiatives have been reinforced or created from 2018 onwards in order to strengthen SUEZ Human Capital:

- The entire People Review process has been deployed in all the entities of the SUEZ group. This process makes it possible for all employees from each entity to have a performance review and to offer means of development to each of them.
- SUEZ has developed and rolled out a simple and user-friendly HR system: "Talent'Up", which enables each of its employees to showcase all their skills and expertise, manage their goals and share their career aspirations. This new tool aims at automating and centralizing the business HR processes including the following modules: HR referential, Talent management, Recruitment mobility, Learning. As a result of the roll out of this platform, 80% of SUEZ employees are now able to fill in their annual performance evaluation online.
- Two new development centers for the Talent for key positions are being rolled out in 2018: a 100% Digital Development Center enabling the Group to keep in touch with the most geographically remote Talents in the Group and a "Topex" Development Center to support young executives as soon as they are appointed.
- SUEZ has developed a Graduate Program to provide young talents interested in sustainable management with the opportunity to develop transdisciplinary skills throughout a two-year journey in several Business Units of SUEZ. In 2018, this initiative was enhanced through two major additions: the members are now offered permanent contracts upon entry into the program and can enjoy multiple opportunities to enter the world of start-up with a 3-month mission at a partner company.

Besides those talent identification and development tools, SUEZ intensively supports internal mobility to ensure that every employee position fits with his expectations and potential. In 2018, a total of 4,047 individuals participated in the mobility program, a 12.2% increase compared to 2017. At the end of 2018, for instance, 53.5% of the open positions for managers in France have been filled through the internal mobility program. In order to further foster this mobility, a few programs were implemented this year. In late 2018, the new platform #mymobility was launched in France to help employees with their plans by guiding them through each essential phase of the mobility process, step by step, and by answering frequently asked questions. In addition, the "Explorer" program was created in 2018. It aims at encouraging and increasing international mobility by offering employees the opportunity to complete Group assignments abroad that last from a few weeks to a few months. At this day, 10 assignments have been completed through this program. Finally, the international mobility department has been strengthened in 2018 and now counts 4.5 FTEs.

The hereinafter initiatives regarding training and mentoring have been reinforced or created from 2018 onwards to support employees' professional fulfilment:

- The 2017-2021 Roadmap which intensively places the emphasis on building a "collaborative, open, and responsible company" have been published. SUEZ desires to achieve a level of more than 80% of the Group's employees trained per year and make "apprenticeship for all" a reality by 2021.

- To meet with these objectives, SUEZ marked a major turning point with the creation of the SUEZ Academy. This international center of excellence offers learning solutions for the managers in the company and promotes an adapted and harmonized corporate culture in order to catalyze the innovation and the performance within the Group. It aims to become one of the biggest levers' of SUEZ's cultural transformation.
- SUEZ is currently reinforcing its e-learning policy in order to provide employees with a more personalized and convenient way to wider their scope of expertise and foster their ambitions in the Group. The number of training hours via e-learning represented 16.5% of the total training hours during the year compared to 14.4% in 2017. In addition, SUEZ's digital platform iLearn has seen its number of digital training hours increase sharply, going from 189 000 in 2017 to 257 000 in 2018.
- SUEZ measures the return of its investments dedicated to human capital development (employees' development training costs (except H&S training) and mobility promotion expenses) by looking at avoided costs related to the low voluntary turnover and absenteeism rates as compared to a baseline year of 2008, year of creation of SUEZ Group. In 2018, this equaled 4.29 (vs 4.32 in 2017). This means that the avoided costs have been 4.29 times higher than the investments to reduce those costs. This is explained by the fact that the expenses linked to the mobility program increased from 500 000 euros in 2017 to more than 900 000 euros in 2018. Indeed, 12,6 FTEs (including 1 in charge of managing the new "Explorer" program) are now considered (vs 6.3 in 2017) as well as the #mymobility platform development cost (18 000 euros).

SUEZ places strong emphasis on meeting the expectations of its employees to catalyse their potential and guide them throughout their career. The following initiatives were created or reinforced from 2018 onwards in the interest of invigorating its Human Capital Development:

- Encourage collaborative endeavors, in line with the SUEZ 2017-2021 Roadmap third commitment "Foster collaborative and partnership working".
- Develop skills sponsorship and philanthropic activities to give the employees the opportunity to take part in projects that would satisfy their desire of community engagement. For instance, a waste collection event was organized by #SUEZ4ocean around the company headquarters in June 2019, to echo World Ocean Day.
- The Group has been developing several instruments in order to reward employees for their performance and express its gratitude for their achievements. In that context, collaborators benefit from allotment of bonus shares and employee shares purchase plans in order to be granted the right to buy at a lower-than-market price. Long-term incentives are also provided to executives, managers or performing technicians and supervisors. For the executives, the Long-Term Incentive Plan includes a target linked to the proportion of women amongst management.
- Also, if part of the variable annual compensation of the employees is calculated based on key financial indicators, CSR components (H&S, application of the Group's Ethics Charter ...) are taken into consideration in the annual amount one employee would receive as well.

Health and safety

In 2018, Health and Safety services noticed improvements in all the main indicators compared to 2017:

- Employees fatalities: 4 (vs. 4 in 2017)
- Contractors fatalities: 0 (vs. 1 in 2017)
- Employees Lost-Time Injury Frequency Rate: 8.15 (vs. 8.54 in 2017)
- Contractors Lost-Time injury Frequency Rate: 1.26 (vs. 3.69 in 2017)

More globally, the frequency rate has been cut by almost 6 times for SUEZ since 2015.

The Group remains strongly committed to its “Zero severe accident & fatality” goal. If employee fatalities remained stable in 2018, this figure cannot be tolerated and severe accident and fatality prevention remains a top priority. Proactive actions to continue to improve the management of major risks are included in our Roadmap and progress is monitored at Group level to ensure full implementation of said Roadmap.

Health & Safety activities have indeed been guided by very stringent targets reinforced in 2017. For instance, SUEZ committed to provide 100 % of the safety access zones with suitable signage systems, and to limit the frequency rates for all Group activities as low as 13 for the waste activities (vs. 15 in the 2012-2016 Roadmap).

In addition, as many fatal accidents are linked to violations of rules, several initiatives on human and organizational factors were launched in 2018, promoting co-construction on solutions development with managers and field staff. Additional training was also provided to develop more H&S leadership competencies at management level approach. This approach will contribute to better integrating these concepts into the core of SUEZ activities. A safety month was held in April 2019 with the deployment of a SAFETY ALWAYS campaign, whose key message is “In all our activities, on our industrial or tertiary sites, on the road, like at home and in our private life. At SUEZ, Safety is everywhere, anytime, with and for everyone”.

Overall, the Group is strongly encouraged by the 2019 trend with 0 employee fatality for the first 4 months of the year.

In order to tackle health and safety issues with a holistic approach, SUEZ places the emphasis on addressing employees and suppliers matters equally and thereby implemented the following measures:

- Fatality Prevention: Restricted Access Zones (RAZ) monitoring and control, major risks management, contractors and subcontractor’s prescreening, management training and communication
- Implementation of the Fair Culture: set-up of auto-evaluation action plans, near-miss reporting, good behavior and best practices recognition and disciplinary action for non-compliance to SUEZ’s rules and procedures.
- Compliance to the 10 Life-Saving Rules (for employees and contractors): field staff to become advocates of the Life-Saving Rules and contractors and subcontractors H&S orientation with penalty when non-compliant with the Group’s rules.

- Field presence and activity oversight: managerial safety visits, supervision and oversight of activities, review of field documents and corrective actions and constructive feedback

The Group Executive Committee also decided to significantly increase the weight of Health and safety results in the BUs scorecards and in the annual variable compensation (since H&S results are part of the extra-financial indicators driving the final amount provided to performing supervisors, technicians, managers and the executives).

This Group-wide action plan was thoroughly reviewed and approved by management and the Ethics and Sustainable Development Committee (ESDC). Following these validation steps, the plan was distributed to all the Group's operating subsidiaries via an annual Health and Safety Contract.

Group socio-economic footprint worldwide

Every year since 2016, SUEZ has analysed its socio-economic footprint in order to gain an understanding of the Group's direct and indirect impacts in terms of jobs on the entire European economic fabric. In addition, the company rolled out the LOCAL FOOTPRINT® socio-economic evaluation method worldwide to estimate the propagation of the activity's effects throughout the entire supply chain. This has allowed to calculate that, in 2018, SUEZ supported nearly 275,000 jobs worldwide, which is almost 3.2 times the number of direct jobs in Group subsidiaries (around 88 775 in 2018).

Fight against Discrimination

In line with the UN Global compact principle 6, SUEZ non-discrimination policy applies to every single employee and advocates that "Every SUEZ employee must ensure to practice no discriminations in words or actions, linked to age, to gender, to ethnics, social, or cultural origins, to religion, to syndical or political opinions, to lifestyle choices, to physical particularities or to handicap". This policy is extensively described in the SUEZ Guide of Ethics, P.31 onwards. This policy illustrates the fact that SUEZ is strongly committed in "selecting its employees on the basis of their ability to do the job and makes no distinction, exclusion, or preference made on other grounds".

If the company is proactively mitigating discrimination at all levels, it also promotes diversity with several actions plans aiming at:

- Reducing the gap between males and females (Gender Diversity Roadmap). In 2018, SUEZ calculated its gender equality index which reached 88/100, positioning SUEZ among top French companies. Furthermore, the agreement on professional equality was renegotiated in 2018 to be applicable on a worldwide scope. Its main elements have to do with increased gender diversity operational teams, arrangements linked to parenthood, strengthening of measures to tackle sexual harassment. In addition, specific plans were implemented in 2018 in terms of:
 - o the proportion of employee in the Group: the 2017-2021 Roadmap has the targets of:
 - 22% of women in the global headcount by 2021 (21.8 % in 2018)
 - 33% of women in management by 2021 (29.4 % in 2018)
 - 30% of women among TOPEX by 2021 (23.8% in 2018)

- career opportunities: In order to ensure the achievement of the 33% of women among managers objective, SUEZ additionally committed in 2018 to have 50% of women among the shortlisted candidates for manager roles
- remuneration: the HR department launched in 2018 a “Grading project” that aims at assessing the gender pay gap on same level positions.
- Promoting the integration of disabled and handicapped employees (Disability Roadmap) and providing every employee with equal Health and Safety standards (regardless of the location and the type of collaborator (suppliers, contractors, or employees)).
- Taking care of the fulfilment of the seniors’ expectations.
- Promoting the integration of young people: apprenticeships, internships, training supported by a mentoring system; tailored integration programs
- Integrating people from deprived or underemployed communities: personalized professional preparation programs, job training and integration; start-up programs

Labour rights

In 2018, SUEZ reinforced its commitment to respect all Human Rights, including the respect of Labour Rights. This decision is followed by the SUEZ 2017-2021 of which the fourth commitment’s second objective is “Protecting the working rights of employees and respect human rights” specifying that “Social rights are fundamental to human rights”.

SUEZ initiatives to protect labour rights in line with that objective are described in details in the “Human Rights” section at the beginning of this document. The following points are a reminder of some policies SUEZ has geared itself up with:

- SUEZ implemented a specific governance system in order to boost the protection of personal data including that of employees (“Personal Data Protection Policy”, on May 25, 2018)
- The company drew up a thorough vigilance plan in 2017 to have a broader understanding of the impacts generated by the Group’s activities and to implement the most appropriate means to maximize its positive impacts while also tackling its negative impacts, namely for employees.
- In that context and as part of the vigilance plan, the Group monitors the risks, and makes action plans to prevent any harmful situations (for instance, preliminary identification, assessment and mapping of the impacts related to illegal labor) for employees.

Freedom of association and social dialogue

The 2017-2021 SUEZ Roadmap, orienting SUEZ towards being “a collaborative, open and responsible company” (Pillar 1), applies a target of 95 % of employees covered by a social dialogue system by 2021 (included in commitment 4: “Master the stakes linked to globalization”). In 2018, 86.7% (vs 91.3% in 2017) of employees of the Group were covered by a social dialogue system, either directly within their legal entity connection, or at a more global level depending on their own preference. This change is linked to the fact that

the weighting (expressed in average monthly workforce) of ex-GE Water, acquired in 2017, was 4 times greater in 2018 than in 2017. Excluding the ex-GE Water perimeter, SUEZ's social dialogue rate is 92.9% in 2018. To meet this target, SUEZ also actively promotes social dialogue through several initiatives. For instance, SUEZ made the commitment in 2019 to join the Global Deal Initiative driven by the OECD and the ILO in order to ensure the respect of employee fundamental rights.

In line with ILO's Conventions Nos. 87 and 98 on freedom of association and collective bargaining, SUEZ enables and encourages social dialogue:

- SUEZ regularly asks internal stakeholders (employees, managers, social partners...) about their opinion, suggestions and their stakes to contribute and improve the Group's strategy. In 2018, the company rolled out a satisfaction survey, named Tell Us 2018, at a worldwide scale in order to grasp the employee engagement and relevant thoughts concerning the companies. This initiative covered more than 80% of the total headcount and presented a 72% participation rate (up to 98% in Asia). The survey showed that SUEZ employees have a strong level of commitment (61%) and are genuinely proud to the work for the Group (73%).
- SUEZ reinforces its constructive social dialogue policy, with the Group's Management that regularly meets with social partners and employees' associations to discuss, negotiate, make agreements, and monitor their implementation. In 2018, the France Group Council signed a Group agreement on the right to disconnect and the choice to be connected. At the more global level, the European Work Council is active since 2013 and represents approximately 61 000 employees over 12 countries as of 2018. This entity holds meetings several times annually in plenary sessions and is often consulted on policies and changes in the Group. As part of the roll-out of the professional equality agreement signed in March 2015, a debriefing meeting was held in 2018 to define ways the agreement can be approved in preparation for its renewal. In addition, a European working group was set up on the topic of digitalization and how to anticipate and support the digital transformations that could impact the Group's activities in order to reply to the elected members' interrogations. Also, as a follow-up of the career observatory (Observatoire des Métiers) a discussion between Human Resources directors of the European BUs and EWC members was organized in 2018 on the topic of waste sorting and its transformation in terms of skill evolutions. In 2019, the career observatory discussed the issue of autonomous driving through this perspective with experts on the matter.
- SUEZ encourages its employees to become active in the Group's governance, at the Corporate level. Currently, three Board Directors represent employees, including one that represents employee shareholders. Moreover, employee Directors received individualized training based on their needs (finance, compensation and company benefits, technology, languages, personal development, etc.) enabling them to both carry out their term of office as a Director on the Board of Directors and enhance their skills and employability at the end of their term. In 2018, as part of SUEZ new CEO's nomination process, the employee Directors participated in the nomination commitment and attended the auditions of the candidates. In 2018, Directors representing employees or employee shareholders were members of 4 of the 5 Board's Committees (Audit and Financial Statements Committee, Compensation Committee, Strategy Committee, Ethics and Sustainable Development Committee).

Environment

The main challenges identified by SUEZ

Four key challenges were identified by the Group in terms of environmental management:

- Operational excellence: SUEZ is willing to reach environmental operational excellence in its entire scope of operations. It has identified two main aspects relative to this challenge: the management of environmental and industrial risks and the protection of biodiversity and ecosystems.
- Water safety: for the Group, water is a very unevenly distributed resource that must be actively protected and its scarcity taken into account in its activities. Some countries have already experienced water stress situations, which are harder to manage when the country is at a low level of economic development. By 2025, two thirds of the world's population could be living in regions affected by strains in the water supply, particularly the Middle East and certain regions of Africa, Asia and Latin America.
- Fighting climate change: SUEZ has identified fighting climate change as a major stake for the company, namely through greenhouse gas emissions reductions. Indeed, in recent years, there has been a significant increase in regulations to reduce greenhouse gas emissions globally, and in the European Union in particular. These regulatory changes are a source of opportunities for developing solutions within the circular economy for the Group.
- Water and waste management optimization: This is also a key aspect of the Group's environmental strategy as they are central to SUEZ's business model. The regulatory framework for these business activities is currently undergoing rapid change in the main countries where the Group operates, and this represents an opportunity for SUEZ to leave its traditional waste and wastewater management methods for circular economy solutions such as recycling and materials recovery, in addition to energy and biological matter recovery from all types of waste, with the objectives of creating new resources, producing renewable energy and reducing the greenhouse gas emissions of the Group's customers.

Policies and action plans related to the challenges identified

a) Environmental management: aiming for operational excellence

SUEZ is applying an approach that aims to improve the operational management of its facilities and minimize the impact of the Group's business activities on natural environments. Furthermore, complying with local, regional and national regulations as well as provisions set forth in the Group's Vigilance Plan remains a constant objective:

- The Group develops innovative solutions in order to offer customers, whether municipalities or businesses, solutions that will deal with their environmental issues efficiently and at the lowest possible

cost, and help them better assume the water and waste management responsibilities entrusted to them by legislative authorities

- The Group constantly monitors the adequacy of all the plants and services it provides or manages to ensure that they meet the growing demands of environmental regulations. It also anticipates new legislation in order to be in the optimal position to meet the expectations of its customers and all of its stakeholders
- It encourages its subsidiaries to implement their own environmental policies in line with the shared principles defined for the entire Group based on their activities, local economic conditions, and the needs of their industrial and municipal customers
- It guarantees the health and safety of its employees and subcontractors at its facilities
- It pays close attention to the quality of drinking water produced and distributed to its end customers to avoid any risk of contamination

i) Environmental Management Systems certification

The Group encourages the organizations in charge of the services it offers to obtain ISO 14001 certification or equivalent, according to international standards. Environmental Management Systems certification is especially advanced in the waste businesses. In the water businesses, Business Units may prefer to implement other certifications, such as those related to quality management (ISO 9001), which has been obtained by the main Business Units of the Group, health and safety (OHSAS 18001), food safety (ISO 22000), energy management (ISO 50001), or even Asset Management (ISO 55000).

ii) Organization and operational environmental performance measurement and control systems

Since 2003, SUEZ has employed a special reporting system to manage the rollout of its environmental and industrial actions, to control environmental and industrial risks, to ensure the Vigilance Plan is implemented, and to keep stakeholders informed about its environmental performance and operating results. This system was developed on the basis of recommendations arising from the work performed at international discussion forums like the Global Reporting Initiative (GRI) or the World Business Council for Sustainable Development (WBCSD). It meets the requirements of the NRE law and covers the information required by Article 225 of the French Grenelle II Law of July 12, 2010, in accordance with Ordinance 2017- 1280 of July 19, 2017, which transposes European Directive 2014/95/EU, and Decree 2017- 1265 of August 9, 2017.

Indicators for measuring and improving environmental and operating performance are reported by the BUs and consolidated at headquarters, and the results are relayed via business intelligence applications. The indicators show the progress made and provide an overall view as well as specific views of each of the Business Units with comparable activities within the Group (benchmarking- type analysis).

In an annual Environmental and Industrial Compliance letter, the CEOs of SUEZ Business Units and subsidiaries express their commitment to the following:

- the data conveyed through the reporting process has been audited and is deemed fair and consistent;
- the Group's Environmental and Industrial Risk Management Policy is applied. Significant risks are identified and appropriate action plans are established, quantified and monitored.



Information regarding the Group's environmental and operational performance is communicated in the SUEZ Integrated Report, as well as through reports published by its Business Units.

Headed up by its network of Environmental and Industrial Risks Officers and its annual technical and performance reports, SUEZ monitors its subsidiaries' environmental activities and ensures that best practices are shared.

Since 2003, SUEZ has also been continuing its efforts to increase the reliability of its environmental data, which is audited by third parties. The aim is to make this non- financial reporting process an increasingly effective guidance tool for supporting the aims of the Group's Sustainable Development Roadmap, as well as a tool used in dialogue regarding the ongoing improvement of its non- financial performance.

The reporting exercise carried out in 2018 again contributed to a process of continuous improvement of procedures for gathering and disseminating information relating to the environment, including in particular a review of the definition of the indicators collected in order to align them with the process of monitoring the commitments established in the new Roadmap.

iii) Waste: monitoring polluting emissions into the atmosphere

In the waste segment, polluting atmospheric emissions are due mainly to the incineration of hazardous and non- hazardous waste. They are monitored constantly in accordance with local, regional and/or national regulations. NOX, SOX, mercury and dust/particle emissions are monitored locally and are included in the data collected in the Group's annual environmental reports. In order to meet expectations of local residents near sites in terms of air quality, the Group has committed to "Continuously maintain emissions into the air below the thresholds established by local regulations" as part of its 2017- 2021 Roadmap. This performance above the thresholds established by local regulations applies in particular to the 47 ERUs (Energy Recovery Units) managed by SUEZ around the world. In 2018, average NOX and SOX emission rates per metric ton of non-hazardous incinerated waste were 660 g/t and 51 g/t, respectively.

iv) Water and waste: limiting noise, odor and visual pollution

SUEZ has developed a service called "NOSE", which objectively evaluates and models the impact of the olfactory footprint of wastewater collection and treatment activities or sites, sludge recovery or waste management on local residents.

This service enables the Group to suggest solutions for controlling the olfactory footprint, by keeping it below the level of two units of odor per cubic meter (UO.m³) and thus meeting regulatory requirements (footprint below the threshold of five units of odor per cubic meter) when they exist.

Specific measures to prevent or treat odors can thus be planned from the design phase of the facilities.

For existing facilities, preventive and corrective measures are implemented to limit olfactory, noise and visual nuisances. The following examples illustrate these actions:

- sizing and installation of dedicated treatment units;
- installation of biogas capture and processing systems;
- operational practices to minimize the generation and dispersion of odors;
- application of masking agents (e.g., in the working areas of landfills in operation);
- measurement and verification of compliance with regulatory thresholds for day/night noise levels;
- soundproofing of technical facilities and noisy machines;
- use of hybrid or all- electric waste collection vehicles.

v) *Protection of biodiversity and ecosystems: developing nature-based solutions*

Since 2008, the Group's commitment to protecting and promoting biodiversity has been part of its Sustainable Development Roadmap, which applies to all its activities around the world. Commitment No. 14 of the Group's 2017- 2021 Sustainable Development Roadmap, "Promote biodiversity and ecosystem services", is therefore split into two objectives: "Implement a biodiversity strategy within all the Group's Business Units" and "Establish biodiversity action plans at 50% of the priority sites managed by the Group". This approach has allowed the Group, with the support of a network of internal experts, to initiate biodiversity action plans in all countries in which it operates; these plans aim to prevent or reduce the impact of the Group's activities on biodiversity and to promote it.

In France, SUEZ's commitment plans for the National Biodiversity Strategy (NBS) were acknowledged by the French Ministry of Ecology, Sustainable Development and Energy in October 2014.

The main commitments made by SUEZ in this area are as follows:

- Measuring the impacts of the Group's business and promoting biodiversity
To achieve this, SUEZ relies on numerous expert partnerships with organizations specializing in the protection of nature; in France, this includes such bodies as the Muséum national d'histoire naturelle (MNHN – National Museum of Natural History), the Ligue de Protection des Oiseaux (LPO – French League for the Protection of Birds), and so on. In 2017, SUEZ renewed its study and research partnership with the MNHN for four years, with the primary aim of further investigating the challenges of biodiversity on the sites managed by SUEZ in France, improving the integration of these sites into ecological networks, providing information to contribute to the national inventory of natural heritage, and promoting the international use of the Ecological Quality Indicator, developed by the Museum in partnership with SUEZ and already in use on some sixty sites in France.
In 2018, 34% of priority sites managed by the Group around the world were covered under a biodiversity action plan.
- Promote circular economy solutions that boost biodiversity

SUEZ is committed to providing its expertise to regions to help them apply new integrated water and waste management approaches that limit flows of macro- and microplastics dumped into watercourses and coastal areas.

- Integrate biodiversity in research and innovation programs
SUEZ is involved in partnerships with the Intergovernmental Oceanographic Commission of UNESCO and NGOs specialized in marine biodiversity and has launched an internal R&D program on the subject.
- Share knowledge and contribute to public awareness campaigns.

In addition to its partnership with the MNHN, SUEZ is involved in a program to support CIFRE (Industrial Research Training Convention) theses on biodiversity. After having coauthored a doctorate thesis on integrating biodiversity in environmental accounting, the Group is supporting a thesis led by OREE on the role of ecosystem services in adding value to real estate. An e-learning module to raise awareness of biodiversity was also rolled out in 2018 throughout all the Group's Business Units.

Lastly, in November 2018, SUEZ's Water Spain subsidiary won a European Commission European Business Award for the Environment for its BiObserva program, which got its employees involved in protecting biodiversity.

vi) *Employee training and information on environmental protection*

The Group informs its employees about its positioning, performance, actions and best practices to promote environmental protection by means of its intranet system, its Integrated Report and dedicated events on the subject. In 2015, SUEZ committed to a voluntary Integrated Report process, inspired by the reference framework published in December 2013 by the International Integrated Reporting Council (IIRC). The Integrated Report replaced the Group's sustainable development Report in 2015 and the Group's Annual Activity Report in 2016. Its purpose is to illustrate the reconciliation of the Group's financial and non-financial performance and it aims to provide better comprehension of the ecosystem in which the Company operates in order to accordingly strengthen the quality of dialog with stakeholders.

Training in the area of environmental protection also continued. Specifically, the Group has launched "Ambassador", its first "Serious Game", the purpose of which is to help all employees, particularly new recruits, to understand the Group's businesses and challenges, especially those involving sustainable development. In an urban environment, "Ambassador" simulates relationships between water and waste, the environment and society. The employee plays the central role, aiming to achieve and maintain a high level of customer satisfaction by resolving various problems. This scheme was overhauled during the first half of 2018 in order to launch a new campaign in June 2018.

To support the dissemination of the environmental and industrial risks management policy and its operational rules, a set of distance training modules was developed and distributed within the Business Units.

At the subsidiary level, training and information activities tailored to the local context are also organized. For more information regarding the training policy in the Group, see section 17.1.3 of this Reference Document.

The employee representative bodies of the Group and its main subsidiaries are also regularly informed of the progress achieved by the Group in the areas of sustainable development and environmental protection.

b) Making the water supply safe and secure: guaranteeing availability and quality of hydraulic resources and distributed water

i) Adapting to the consequences of climate change regarding water resource availability

As climate change is rapidly accelerating, conserving water resources is a major priority for SUEZ. For this reason, in line with its commitments for the climate adopted in August 2015, and as part of its 2017- 2021 Sustainable Development Roadmap, the Group has committed to:

- “Save the equivalent of the water consumption of a city of 2 million inhabitants”.

Reduction of water usage has received particular attention throughout the world, through demand management programs. These include infrastructure measures (reducing leaks) and other measures targeting user behavior: putting in place tariff structures to encourage water saving, awareness campaigns to combat waste. In addition, the objectives of such programs increasingly exceed the mere optimization of economic efficiency (reducing costs of consumable materials), and include careful management of the resource as an end in itself.

The Group contributes to optimizing existing water resources either via close status monitoring, ongoing precautionary sampling over the long term or encouraging users to consume water intelligently by carrying out awareness actions for the benefit of users. The Group innovates constantly to limit water waste, since the resource is scarce and increasingly costly to produce, particularly in regions of high water stress, by offering geo- filtration techniques that consist of injecting purified surface water into underwater reservoirs and accelerating the rollout of “smart” solutions. Smart metering solutions provide a means of optimal water resource management, especially through improved consumption forecasts, online calculations of water network yields and the precise location of leaks. Smart meters are also a way for users to control their water consumption: by the end of 2018, 4.1 million smart meters had been installed at the premises of SUEZ’s water business customers; an increase of 5% compared to 2017. Furthermore, Aquadvanced Water Networks, the flagship product of the new Advanced Solutions line, is a tool for improving monitoring of drinking water systems through the analysis of numerous data provided by sensors measuring flow, pressure and rate. As part of its 2017- 2021 Roadmap, SUEZ supports its objectives in the area of optimized resource management

by committing to “Accelerate the digital revolution in water and waste solutions to benefit agriculture, industry, cities and citizens” through a 20% increase in the number of connected objects by 2021 (Commitment 10).

- “Systematically suggest to our customers resilience plans for addressing the impact of climate change”

Prevention is just as important as adaptation: SUEZ is developing predictive tools for preventing flood risk for municipal customers, regardless of their size.

In some regions, the Group must adapt to the impacts of climate change on the operations of its facilities. In Chile, an increase in elevation of the 0 °C isotherm in the Andes causes an increase in frequency and intensity of turbidity episodes in the Mapocho river, which can alter drinking water production capacity in Santiago. In order to confront these extreme climate events, the Group is investing in infrastructures that increase facility autonomy by up to 48 hours and ensure service continuity.

In countries that are more vulnerable to climate change (particularly in Southern Europe, the Middle East or in Australia), the Group offers its customers seawater desalination solutions to ensure drinking water availability in areas that do not have sufficient quantities or that have repeated drought episodes. To keep up with growing demand from these countries, the Group has set a goal of tripling the availability of alternative water by 2030, which includes the ability to produce drinking water using seawater.

Even though water consumption in the Group’s industrial processes is very low in contrast to the volumes managed by the drinking water production business, this use is still subject to local streamlining actions. SUEZ contributed to the establishment in December 2015 of the Business Alliance for Water and Climate, in partnership with CDP, the World Business Council for sustainable development and the CEO Water Mandate of the United Nations Global Compact, whose purpose is to gather industrial players together to commit to assessing and reducing their water footprints. Now acknowledged by the Secretariat of the United Nations Framework Convention on Climate Change (UNFCCC) as one of the alliances of the “water” theme of the International Climate Agenda, the Business Alliance is a group currently comprising 51 companies on five continents that have total revenues of USD 860 billion.

ii) Distributed water: the need for quality to protect end customers

Concern for consumers’ health is the reason for implementing major control mechanisms within the Group, as well as for the use of methods and tools to prevent a potential health crisis. Self- monitoring programs for water quality in the system are, in general, superior to regulatory requirements and the Group’s sites are equipped with remote surveillance systems or 24- hour operational alert systems. Service continuity is ensured by organizing work and especially through on- call systems.

The Group consolidates information on how its water production quality and water distribution contracts are performing on a yearly basis in its Water Quality Report, which enables the Group to follow up on the action plans, led jointly by the Water Technology Department and Business Units, that aim to totally eliminate risks



of non-compliance or exceeding quality thresholds.

SUEZ assesses the quality of drinking water produced and/or distributed by its entities according to 21 bacteriological and physicochemical parameters from European Directive 98/83/EC of November 3, 1998 regarding water intended for human consumption. In accordance with the principles of this Directive, exceeding quality limits is deemed non-compliant if this pertains to sanitary parameters, or simple overstepping where parameters are just quality references measuring an operating performance level. Non-compliance analysis is consolidated based on populations served by taking into account, for a case of non-compliance, the entire population of a distribution unit, which represents an upper bound with respect to the population actually concerned.

On this basis, the Group's compliance for water produced and distributed was 99.7% in 2017.

In addition to this prevention policy, the Group has developed crisis management procedures in liaison with local authorities in the event of an accidental deterioration of water quality.

Regulations concerning distributed water quality parameters are constantly changing in line with the emergence of new risks. Aside from bacteriological and physicochemical criteria, certain "emerging" pollutants (pharmaceutical products, endocrine disruptors, etc.) are of particular concern to experts and operators in the water and environment sector. The Group has put in place specific research programs in this area so as to be better able to understand, analyze, monitor and handle such new molecules, while participating in public debate on the subject. In May 2016, SUEZ and its Swiss partner Techfina were selected by the city of Lausanne to build and operate the Vidy wastewater treatment plant, with the objective of neutralizing 80% of micropollutants that come into the facility, thus better protecting the valuable Lake of Geneva resource. The Group is also committed to developing partnerships with local authorities, industrial players and farmers to ensure the qualitative protection of water resources in river basins.

Furthermore, treating wastewater in facilities managed by the Group contributes more generally to significantly reducing the content of polluting substances (organic matter, nitrogen, phosphorus, etc.) discharged into the environment and that could reduce the quality of water resources.

iii) Acting to protect the oceans

SUEZ is working hard to protect the oceans by reducing land-based pollution primarily caused by plastic. The challenge is as behavioral as it is technological: the Group is working in partnership with NGOs, employees and citizens to avoid and reduce the amount of plastic dumped in oceans and is offering more solutions to treat microplastics in wastewater.

In 2017, General Management participated in the United Nations' first Ocean Conference in New York. On that day, the Group launched a global campaign called #SUEZ4ocean to rally employees to organize events to

pick up plastic waste on coastal areas and catchment areas. This campaign includes an interactive map that shows all the local initiatives led to reduce pollution in coastal and marine areas upstream.

In 2019, the Group joined forces with the WBCSD's Alliance to End Plastic Waste to bolster its commitment to fighting marine pollution alongside industrial chemical and retail companies.

c) Combating climate change: reducing greenhouse gases emissions

i) Group commitments

The Roadmap commitments for the climate, combined under the principal aim to "Be the leader in the low-carbon economy", use the commitments already adopted by the General Management of SUEZ in August 2015, in line with the "2 degrees Celsius" objective from the COP21 conference, and contributing to the Sustainable Development Goals adopted by the United Nations in September 2015.

They aim to continue efforts to reduce the Group's carbon footprint and promote the circular economy in a way that structurally reduces greenhouse gas emissions and protects resources. According to a Material Economics study, recovering the four most carbon-intensive materials (metal, plastic, aluminum and cement) could reduce global greenhouse gas emissions by 3.6 billion metric tons by 2050.

SUEZ's climate goals consist of reducing greenhouse gas emissions related to the Group's operating activities as well as the activities of its municipal and industrial customers. They are as follows:

- "Reduce GHG emissions over the entire scope of activities by more than 30% by 2030"

The target to reduce greenhouse gas emissions by 30% by 2030 is aligned with the objective set by the IPCC of keeping the increase in global average temperature to below 2 °C by the end of the century. This step was validated by the Science Based Targets international initiative in December 2017. SUEZ was the first environmental services business in the world to receive this recognition. SUEZ is also committed to making what it has learned from its process available to its stakeholders using an open source logic, so all those who wish to may benefit from this feedback. These shared best practices will contribute to implement new climate-responsible alliances. The Group also aims to reduce its greenhouse gas emissions by 10% over the short term (2021), and progress has exceeded 50% since 2017.

In order to reduce its greenhouse gas emissions, the Group has identified several initiatives depending on the type of activity and the country where the Group is operating:

- Energy management: energy efficiency, low-carbon transportation and purchasing green energy

Use of electricity by the Group's water business and consumption of fuel for its collection vehicles are the two items representing the bulk of the Group's energy use.



As part of its 2017- 2021 Sustainable Development Roadmap and in line with its commitments for the climate adopted in August 2015, the Group made increases in the energy performance of all of the sites it manages, together with streamlining waste collection logistics and bolstering its “clean vehicles” policy, three fundamental levers of its commitment to reduce GHG emissions by 30% across its operations by 2030.

It should, nonetheless, be noted that the sites managed by SUEZ are occasionally obliged to increase their energy consumption to improve services rendered, e.g., treating pollution more effectively or increasing proportions of waste recovered, or due to heightened regulatory obligations related to environmental protection. Improving the energy efficiency of its processes is therefore a challenge.

The Group strives to improve the energy efficiency of all processes it manages. It is especially seeking to reduce consumption of energy related to its collection activities, transportation of waste and urban cleaning carried out with a fleet of over 11,487 heavy vehicles. It strives to reduce fuel consumption by optimizing collection rounds (frequency and distance traveled, for example) and by introducing new engines and alternative fuels, as well as by training drivers to drive more economically.

In waste treatment facilities, examples of actions implemented include purchasing green energy, implementing new technologies, installing variable speed mechanisms, controlling consumption through metering, correcting the power factor and using new lighting systems (solar, LED, etc.).

In the water sector, context- specific action plans have also been put in place: purchasing green energy, like the Water Spain subsidiary, which committed to reducing its greenhouse gas emissions by 90% by 2021, renovating facilities and introducing more efficient equipment, implementing variable- speed pump systems; installing systems to modulate pressure in drinking water supply networks, establishing automated tools for checking treatment processes, and creating inspection plans to identify potential energy savings.

The Group monitors changes in energy regulations at the European level (EU Energy Efficiency Directive, the Climate and Energy Package, etc.) and at the national level, in France, such as the Energy Transition for Green Growth Law of August 17, 2015. Its subsidiary Water France has already achieved ISO 50001, certification for 100% of its energy invoicing, to address the new regulatory framework in France regarding the obligation of companies to carry out energy audits. Today, all actions taken by the Group in this area are in line with these regulations.

- Production and internal consumption of renewable energy

As part of its 2017- 2021 Sustainable Development Roadmap, and in line with its commitments for the climate adopted in August 2015, SUEZ has committed to increase the Group’s renewable energy production by 10% by 2021, in conjunction with local policies of transitioning from landfills to recovery and through a substantial increase in its production of biogas.

A key priority for SUEZ, the renewable energy produced from incineration plants, anaerobic digestion plants and biogas recovery from landfills and wastewater treatment plants has increased continuously in recent years



to reach 7.7 TWh in 2018. A portion of this energy is dedicated to internal consumption and thus helps reduce the Group's greenhouse gas emissions.

The two indicators "Useful energy production of Group Recycling and Recovery activities" and "Useful energy production of Group Water activities", consolidated and audited annually, enable follow-up and monitoring of this energy performance.

- Digitizing Waste activities

As with the Water business and as set out in Commitment 10 of its 2017- 2021 Roadmap, "Accelerate the digital revolution in Water and Waste solutions to benefit agriculture, industry, cities and citizens", SUEZ is committed to the digitization of its Waste activities, which will improve management and optimize environmental impacts, and especially greenhouse gas emissions. In this way, smart waste covers the entire waste value chain: at the collection stage, geo-tracking trucks streamlines movements; in the sorting sites, robotized arms improve recycling rates; lastly, end users benefit from new services, such as SITA.scope, SITA.connect and e-commerce.

- Capture and recovery of biogas

In the waste sector, a change in treatment methods from elimination to recovery of materials and energy should lead to a gradual reduction in greenhouse gas emissions related to landfilling waste, namely methane, which contributes to global warming 28 times more than CO₂. For existing landfills, SUEZ offers its customers the most high-performance solutions possible from an environmental standpoint, particularly capturing biogas and turning it into renewable energy. Often used for facility internal consumption, this technology reduces the direct and indirect greenhouse gas emissions of landfills.

- "Enable our customers to avoid emitting 60 million metric tons of GHG"

Emissions avoided by SUEZ customers are part of emissions linked to the "use of goods and services that the Group produces", in the meaning of information obligations related to Article L. 225- 102- 1 of the French Commercial Code, which relate to materials and energy recovery activities. Accordingly, because of the multitude of sources available, the Group decided to base its calculations of avoided emissions on public data issued by Prognos on the Europe- 27 scope, as 72% of waste processed by the Group is in Europe. As calculating avoided emissions is very sensitive to the choice of emission factors used, the Group has used the same source of information since 2012 to ensure comparability of data.

Uncertainty about calculated data remains high due to the wide variability of emission factors that may be used.

The sources of emissions avoided are: materials recovery by means of:

- waste recovery, sorting and recycling,
- composting,
- recovery of residual waste from incineration of non-hazardous waste,
- production of solid recovered fuel;

- energy recovery by means of:
- incineration of municipal or industrial waste,
- burning of biogas recovered from landfills,
- energy recovery from biogas produced from wastewater.

To meet this goal, the Group set additional targets aiming to increase emissions avoided through material and energy recovery, respectively: “Double the volume of recycled plastic” and “Increase the production of renewable energy by more than 10%”, a portion of which is resold to Group customers (section 6.8.2.2.4 on the Circular Economy).

ii) Group Scope-3 greenhouse gas emissions

The other items falling under emissions produced by the Group and related to the use of its goods and services (“Scope 3 downstream”, pursuant to the GHG Protocol) are stated annually in SUEZ’s published response to CDP, as are other items related to the “Scope 3 upstream” classification. The most significant item of “Scope 3 downstream” is related to end users’ domestic water use, involving clean hot water production, cooking and other activities. It amounts to around 19 million tCO₂- eq. per year, according to a calculation carried out in part through expert assessments. SUEZ has relatively limited power to act on this item, but it can contribute to reducing it by recommending solutions to control consumption, such as remote meter reading, and conducting public awareness campaigns about saving water.

The other relevant “Scope 3 downstream” items of the Group’s activities are less significant. These are GHG emissions related to GHG emissions from sludge when agricultural recovery is carried out by outsourced contractors, and primarily N₂O emissions related to self- purification of residual pollutants in effluents discharged into the environment of around 534,000 tCO₂- eq. per year (calculation carried out in part through expert assessments).

iii) Breakdown of the Group’s emissions

The Group’s emissions may be broken down as follows:

- in its waste business: 6,702,570 metric tons of CO₂- equivalent, i.e.72.3% of total Group emissions. Up to 97% of these emissions are direct, resulting from fugitive methane emissions released when waste is landfilled or from greenhouse gases produced through incineration or emissions from waste collection vehicles. These also include emissions from the vehicles of subcontractors transporting incoming waste and the secondary raw materials leaving facilities managed by the Group (177,086 tCO₂- eq. in 2018);
- in its water and wastewater business: 2,463,201 metric tons of CO₂- equivalent, i.e. 26.6% of total Group emissions. These emissions are primarily indirect (90%): they result essentially from the use of electricity in water treatment processes.

Emissions avoided by Group customers break down as follows:

- in its waste business: 9,675,369 metric tons of CO₂- equivalent, i.e. 96.4% of total Group emissions avoided. Emissions avoided correspond to reductions in emissions for Group customers, classified as scope 1 (by using solid recovered fuels), scope 2 (by using energy from waste or wastewater), or scope 3 (by using secondary raw materials);
- in its water and wastewater business: 360,574 metric tons of CO₂- equivalent, i.e. 3.6% of total Group emissions avoided. The emissions avoided correspond to scope 2 emission reductions for Group customers (by using energy produced from the digestion of sludge from wastewater treatment plants (biogas transformed into biomethane or into natural gas).

Each year, SUEZ reports to the rating agency CDP (formerly Carbon Disclosure Project), which evaluates the performance of companies' climate strategies. In 2018, the CDP confirmed the inclusion of SUEZ in its "Climate A list". SUEZ is the only French environmental services company to appear on the list in 2018.

d) Optimized waste and wastewater management: stepping up the transition toward the circular economy

In accordance with the objectives of the Group's 2017- 2021 Sustainable Development Roadmap, SUEZ has set itself the target of increasing the amount of secondary raw materials it produces by 20% by 2021 (with related goals of doubling sorted and recycled plastic volumes and reaching a global ratio of 2 metric tons of material recovered per metric ton intended for landfill by 2021), increasing energy production from waste and wastewater by 10%, and tripling its alternative water production capacity by 2030.

In order to enable the implementation of its objectives in terms of recovery and acquiring new reserves, the Group is increasing the number of projects and initiatives in the following areas:

- " Increase the production of secondary raw materials by 20%"
 - o recycling plastic:
 - in November 2017, SUEZ partnered with chemical company LyondellBasell to create a joint venture dedicated to producing high- quality recycled polymers. Under this agreement, the QCP plant, located near Maastricht in the Netherlands, is set to increase production capacity to 50,000 metric tons before 2020. Under the new agreement, LyondellBasell will sell raw material manufactured by QCP, and SUEZ will supply the plant with post- consumption plastic waste,
 - in January 2019, SUEZ partnered with more than 25 international companies within the Alliance to End Plastic Waste, which aims to invest USD 1.5 billion over the next five years in innovation programs, awareness- raising campaigns, cleaning, and building waste treatment and recovery facilities;
 - o recycling electrical and electronic waste: In 2017, SUEZ supported Bouygues Telecom and its partners, WWF France, Samsung and Recommerce, in a nationwide project aimed at raising public awareness of recycling and the reuse of mobile phones. Collections were

- organized at Bouygues Telecom stores across France, with SUEZ then recycling the used phones, primarily at its Feyzin plant,
- recycling non-ferrous waste (aluminium, copper):
 - in 2018, SUEZ extended its partnership with Nexans for three years through its joint venture with RecyCâbles to increase its site's treatment capacity from 30,000 to 36,000 metric tons of cables recovered per year. Products resulting from recovery (copper, aluminium, polymer granules, etc.) are then sent to specialized companies like Nexans to be manufactured into new cables,
 - SUEZ has also continued developing a segment for non-ferrous waste recovery from bottom ash (residue from combustion and from the recovery of energy from waste) via the Valomet process, which can be used to improve roads and runways or to manufacture stackable mixed cement blocks for building. In 2018, SUEZ began construction of a new industrial unit in the Ghent port area to process 12,000 metric tons of bottom ash in 2019. This plant will extract fine metal particles such as copper, lead and zinc to reintroduce them into the manufacturing chain via foundries and metal refineries,
 - environmental facility management for a more integrated and circular vision of waste management: with PSA, SUEZ is active at the heart of the Metz and Polaris factory production lines in order to optimize collection, improve waste recovery and the related logistics management, and create short recycling loops,
 - SUEZ is continuing to develop solutions for eliminating non-recoverable residual waste, i.e., which cannot be transformed into new resources, in ways that respect the environment and are affordable.

Because its business is the treatment, recovery and elimination of solid waste, the volume of waste produced by the Group's water and waste activities and its consumption of raw materials are very limited in relative terms. Specific action plans aimed at reducing waste have nevertheless been implemented in the various subsidiaries. These different plans at the local, regional and national levels reflect the local characteristics of the various contracts.

The Group places particular emphasis on reducing the volumes of sludge from the treatment plants it manages that are not recovered by sustained materials recovery methods like composting or spreading "clean" sludge as a soil enriching agent in agriculture, or energy recovery, via the production of biogas, incineration or co-incineration.

- "Increase the production of renewable energy by more than 10%"

In order to enable the implementation of its renewable energy production objectives, the Group is multiplying its projects and initiatives, such as:

- improved biogas recovery from non-hazardous waste landfills with WagaBox®: The SUEZ non-hazardous waste landfill in Saint-Maximin (Oise, France) now produces biomethane thanks to an innovative new biogas and biomethane recovery solution. This innovation, which is based on the WagaBox® solution, improves the energy efficiency of non-hazardous waste landfills by 38% for electrical recovery to reach 85%, and reduces

- greenhouse gas emissions. This biomethane is injected into the natural gas urban distribution network operated by GRDF,
 - local short- loop energy for growing vegetables: The Econôtre eco- hub near Toulouse (Haute-Garonne, France), has introduced a new heat network that enables the waste- to- energy recovery unit (ERU) to heat vegetable greenhouses built around the site. Indeed, the implementation of cogeneration at the site (electrical and thermal energy) enables Econôtre to achieve an energy performance of 86%,
 - production of green energy using wastewater: SUEZ is investing in reconfiguring certain sludge treatment units to complete projects on biomethane production. In Strasbourg, the Biovalsan project produces enough energy to meet the needs of around 5,000 low-consumption homes. In Marseilles, as of January 1, 2019, the Geolide wastewater treatment plant produces the equivalent of the consumption of 2,500 homes' worth of biomethane. In addition, this biomethane- in compressed form- can also eventually serve as a biofuel to supply gas- powered public transportation (NGV).
- "Promote different uses of water that triple alternative water availability by 2030"

The use of "non- conventional" water resources is expected to grow significantly. In particular, the reuse of wastewater for agricultural and industrial purposes or the upkeep of public groundwater reserves, is likely to increase significantly in the years to come. The Group offers these activities to customers in compliance with the most stringent health standards in situations where they are relevant.

In Chile, SUEZ set a goal of transforming the city of Santiago's wastewater treatment plants into biofactories by 2022. The project involves reusing 100% of the sludge produced by the facilities as compost for agriculture or in the form of energy for internal use in order to attain carbon neutrality by 2022. It also aims to treat 100% of the wastewater for agricultural use after it is released into the environment, to set up biodiversity rehabilitation projects around the facilities, to reduce impacts related to air pollution and odours and to work with industrial companies, researchers and local residents to equally share the value created by these circular economy loops in the region.

i) Combating food waste

As with action plans aimed at reducing waste production in the Recycling and Recovery business, SUEZ is investing in food waste reduction at its premises and at those of its customers.

According to the French Ministry of Agriculture, over 10 million metric tons of food waste were produced in France in 2015, of which 1.5 million metric tons occurred in institutional and commercial catering. The Food Wastage Footprint study: The Impact on Natural Resources study, published by the FAO (Food and Agricultural Organization of the United Nations) in 2013, reports that food waste generated by the planet in 2005 was the third largest source of GHG emissions, amounting to 3.5 Gt CO₂- eq., with an emissions level barely under that of the regional emissions of China and the United States. The same study indicated that food waste is more than the regional water footprint of India or China (250 km³ of water on average from 1995 to

2005).

Awareness of these circumstances is reflected in progressive reinforcement of the regulatory environment. On January 19, 2012, the European Parliament adopted a resolution intended to halve food waste in Europe by 2025, an objective that France reaffirmed in its National Pact for Combating Food Waste. In 2016, the fight against food waste became a restrictive legal reality in France, with Law No. 2016- 138 on the fight against food waste, which introduced the following constraints: food retailers must use up unsold inventory by means of donations, animal feed, composting or energy recovery. In addition, the country has made food waste a part of corporate social and environmental responsibility. In November 2016, SUEZ published an open source collaboration guide, in French and English, on reducing food waste in company cafeterias, which combined research, interviews and shared experience of various stakeholders, internal players, experts on the subject, social and environmental entrepreneurs and associations. The guide offers methodologies, solutions and contact information of key persons. Following publication of the guide, SUEZ conducted an internal audit at its headquarters in order to assess and identify the causes of food waste and to implement ad hoc solutions. As a result, smaller portion sizes were proposed and employee awareness- raising campaigns were undertaken. A partnership was also signed with the association Le Chaînon Manquant (“The Missing Link”), which collects surplus food from company cafeterias at the Tour CB21 building (SUEZ headquarters) and redistributes it to charities around the La Défense district.

Finally, in June 2017, SUEZ and Paris la Défense (developer of the La Défense district) launched a working group comprising numerous associations, municipal customers and companies headquartered in the La Défense district. Its purpose is to discuss collective local solutions that could be applied to the issue of food waste within companies. A draft quantitative and qualitative analysis of food waste within corporate catering establishments in the La Défense district has been drawn up. It will enable SUEZ to establish the current state of play, develop an action plan and measure the impact within the business district, as well as propose solutions that can be rolled out in other districts around Europe. In order to finance this analysis at five La Défense office tower blocks, an association under the Law of 1901 was established comprising SUEZ, Allianz, Mazars, Arpege and COMPASS Group, supported by Paris la Défense, EPT Paris- Ouest La Défense and by the associations La Maison de l’Amitié and Le Chaînon Manquant. In December 2017, this association responded to the call for proposals launched by the national food program of the DRIAAF, co- funded by ADEME and DGCS.

ii) *Regeneration of polluted soil*

The Group’s range of services includes the remediation of polluted soils, with solutions for regenerating soils on site or in a cleanup center. This both limits the use of space by requalifying former derelict land for urban or industrial development operations, and makes recycled land available to land developers in place of surrounding contributed conservation land and particularly topsoil. This treatment is performed under close environmental supervision and ensures traceability, which makes all parties in the chain more accountable.



SUEZ's Innovations & Technology Policy and Partnerships

In order to offer increasingly efficient and innovative solutions to its customers, SUEZ has organized its Research and Innovation around an open and collaborative ecosystem, forming a truly international network of internal resources and external partnerships. Overall, R&D and innovation within the company represents an investment of €120 million. Over 650 researchers, experts and technicians around the world are active in SUEZ's 17 R&D centers of expertise and research or in the expert network developed by our technical centers. In 2018, SUEZ opened a new 50-person testing and R&D lab dedicated to oil and gas in Tomball, Texas, as well as an Innovative Water Treatment Solutions facility in Shanghai. In addition, new teams and skills were integrated into WTS in 2018.

SUEZ uses three main tools and methods to foster innovation: the SUEZ Digital Hub, the Group's investment fund and finally dialogue & partnerships.

First, in 2018, at the group level, SUEZ's Innovation, Marketing and Industrial Performance (DIPI) rolled out a new global Innovation – Digital – Performance – Intrapreneurship system and restructured its teams to strengthen the Group's capacity to innovate, stand out from the competition and support its development. Within this strategy, a special emphasis is put on smart solutions as an integral part of the group's innovation strategy. As a result, the Group created the SUEZ Digital Hub to speed digital solutions up to market. This new structure brings together data scientists, internal teams and partners in a single location and uses agile methods to accelerate and incubate digital projects (15 to 20 high-potential digital projects every 6 months), dedicated to optimizing the performance of water networks and waste treatment. It aims to accelerate the development of the digitalization of customer experience, to optimize the asset and operations performance with innovative offer for plants and networks, supported by a strong leadership on data, and to create new source of value through new business models.

Moreover, SUEZ Corporate Ventures is the group investment fund for innovative start-ups created in 2010, it is part of the open innovation corporate policy designed to stimulate, promote and co-finance innovative technical, commercial and management projects in the field of the environmental transition. This ambition is reflected in the third commitment of the SUEZ Sustainable Development Roadmap "Foster collaborative and partnership working" (aiming to increase the number of start-ups in which SUEZ has taken participation, among other targets). SUEZ spots several hundreds of innovative start-ups per year and selects the ones which have synergies with the Group (9 in 2018). With a budget of 50 million euros, the Group starts with 0,5 to 2 million as initial investment per project, it acts as an investor an industrial partner for the start-ups. SUEZ Ventures rounds out the Group's array of Open Innovation tools by helping operating entities access innovative solutions for the various businesses.

Finally, the new business model of circular economy requires new kinds of governance and collaborations that brings together all players in the value chain. This "co-construction" is therefore becoming a contractual expertise, which SUEZ is able to consolidate thanks to its extensive experience in dialogue and partnerships. Indeed, SUEZ keeps on setting partnerships with industrials and startups, like those signed with LyondellBasell, Nexans, Bouygues Construction & L'Oréal. Moreover, SUEZ has committed in the 2017-2021 Roadmap to "contribute to local development and territorial attractiveness" (develop partnerships with social

and environmental entrepreneurs). As an addition, SUEZ maintains long term privileged relationship with numerous high level scientists & technical actors as the partnerships with LEPAC, aiming to identify the leverage for a women environmental leadership, or with the French Museum of Natural Histories to develop new solutions for biodiversity, among many others.

Some examples of new innovations products and projects are listed below:

- SUEZ launched AQUADVANCED® Quality Monitoring, as part of the ADVANCED SOLUTIONS® range. This solution detects and located irregularities in drinking water quality in real time using sensors placed at strategic inspection points throughout the distribution network. These sensors simultaneously measure up to eight physical, chemical and bacteriological parameters and act as quickly as possible when a risk is confirmed. For facilities without electricity, the solution includes a patented self-powered electrical system.
- SUEZ developed AquaCircle®, as part of a Digital Hub project. This tool, part of AQUADVANCED®, is a web simulation tool that creates comprehensive performance diagnostics for drinking water networks and proposes a target action plan based on the best cost/benefit scenarios. It provides a complete version of performance by analysing all the important parameters: volumes of water consumed or lost on leaks, the state of the infrastructure, economic and operational efficiency.
- NetScan® was developed to complement AquaCircle®, also with the Digital Hub. It is an innovative asset management tool for drinking water networks that strengthens the performance improvement strategy offered by AquaCircle®. By pairing the last network inspection technologies with Machine Learning algorithms, this tool makes it possible to assess pipe degradation in the short and medium term, to identify sections at higher risk, and therefore to better focus any pipework renovation efforts. This solution is currently being deployed by the Syndicat des Eaux Aquavesc, which supplies 520 000 inhabitants in 31 municipalities in Les Yvelines and Hauts-de-Seine departments (France), and by the Public Utility Board of Singapore.
- SUEZ developed a smart meter range of solutions, ON' connect®, based on the WIZE technology. These smart meters help track water consumption on a daily basis and provide new services to cities and their inhabitants. This ranges contains 3 products. The first is ON' connect® tourism was created to help territorial actors optimize urban public services during seasonal peaks in population as it allows them to visualize, anticipate and control impacts of seasonality on their territory. ON' connect® generation is a preventive solution designed for caregiver and territorial actors' social structures to help keep the dependent elderly autonomous and in their homes. Lastly, ON' connect® coach was launched in January 2019 to help households track their daily water consumption, the breakdown of different usages and compare their consumption with that of similar households.
- SUEZ is part of a coalition made up of Bouygues Energies & Services, Citelum and Capgemini which signed a 12-year contract with the Dijon district council for the development and operation of a connected and centralized system to control the equipment of public spaces in the 24 localities that



make up the district. Urban equipment is connected to and remotely managed by the connected control center, service vehicles are geo-located and interventions better coordinated: waste removal, street cleaning, urban traffic regulation, surveillance of public areas, etc. The connected control center was unveiled in April 2019.



Anti-Corruption

SUEZ has made ethics, and within it anti-corruption, an indispensable element of its overall performance improvement based on fundamental principles: compliance with laws and regulations, integrity, loyalty and honesty, and respect for others. Adherence to these values is essential in all the Group's activities, both in internal relationships within the Company and in its relationships with clients, suppliers and all external stakeholders. SUEZ expects its employees as well as all of the players operating in its sphere to operate in accordance with these ethics principles in all circumstances and regardless of their job, their country of operation, their level of responsibility or their contacts.

The Group has strong principles in terms of anti-corruption. It applies a zero tolerance principle for any act that could be interpreted as attempted active or passive corruption in its sales relationships. These acts are prohibited in all relationships with customer and technical consultants as well as with competitors, partners, suppliers and subcontractors. In other words, the policy of the Group is not to offer or receive gifts or compensations with the aim of persuading or rewarding customers, suppliers or public administrations which may have a direct influence on the development of the commercial or administrative relationship with such persons or organizations. Detailed rules as to gifts and invitations exist in all the entities of the Group, setting out thresholds for gifts and invitations which can be offered or received, approval procedure for exceptional cases and traceability measures.

In order to ensure the application of those principles, the Group has established an expanded Ethics Program, which includes an Ethics Charter and a Handbook which specifically address the fight against corruption. They have been developed to affirm the Group's values and be a frame of reference for every employee regarding how to behave and act. This Charter takes into account applicable regulations, standards, and rules on ethics and professional conduct issued by national and international institutions (such as the Global Compact, the International Labour Organization Conventions and the OECD Guidelines for Multinational Enterprises). Specifically on anti-corruption, it includes a formalized commitment to prevent corruption: "The Group disapproves of all forms of corruption and takes care to ensure that its employees are involved in respecting this principle". The Handbook provides rules and detailed procedures that apply to the whole Group when it comes to signing agreements for patronage or sponsorships, as well as contracts with institutional or business consultants.

In terms of governance, the Company's Board of Directors set up an Ethics and Sustainable Development Committee in 2008 responsible for, among other things, monitoring the Group's Ethics and Sustainable Development Policies and ensuring that Group employees comply with the individual and collective values on which the Group's activities are based. Moreover, the General Secretary as Group Ethics Officer coordinates the implementation of the Ethics Program, which applies to the entire Group.

Furthermore, the Group established an Ethics and Compliance Division in 2017, following the recommendations published by the French anti-corruption agency. The Ethics and Compliance Director, reporting to the Group Ethics Officer and General Secretary, coordinates a network of ethics officers, whose

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scope has been widened to ensure it corresponds to the Group's operational organization. As of the end of 2018, 18 Ethics Officers were employed at "top tier" subsidiaries and entities. In addition, to facilitate the smooth roll-out of the Ethics Program at some companies or businesses units that have many subsidiaries and entities, additional Ethics Officers have been appointed in order to effectively relate the Ethics Program. The Ethics Officers are also responsible for initiating internal and external investigation procedures for any issue brought to their attention that may breach the Group's Ethics rules. In addition, in France, the Group is now registered with the Higher Authority for Transparency in Public Life (HATVP) in accordance with the Sapin 2 act.

Specific training on anti-corruption has been supplemented by case studies in e-learning format, aiming to increase corruption risk prevention while taking into account the specific circumstances of each location. Training adapted to employees who are most exposed is continuing, based on a corruption risk mapping, reviewed by the Ethics & Sustainable Development Committee conducted at the Group and Business Unit level after the Sapin 2 Law took effect. In 2018, nearly 12,000 employees took training courses on ethics, and around 3,300 of them received specific training on anti-corruption rules.

Concerning reporting, SUEZ and a significant number of its subsidiaries have set up ethics-related email addresses or telephone hotlines so that employees and third parties can easily seek the support of Ethics Officers. In 2018, nearly a hundred emails requesting information or reporting unethical behavior were sent to the Group's email address (ethics@SUEZ.com).

When ethical concerns arise, the Head of Ethics and/or Compliance concerned is either involved directly or immediately notified. This individual can decide to examine them if necessary in close collaboration with the Legal and Human Resources departments. The most serious cases are reviewed by the Group's Ethics Compliance Committee and are subject to an internal audit or specific external audit. In 2018, there were several dozen proven breaches of ethical rules reported in the Group. These behaviors were sanctioned in a proportionate manner (with sanctions leading to dismissal, where necessary).

More generally, each year the Ethics Officers at each main subsidiary send a report on the application of the Ethics Program at their subsidiary to their General Management team as well as to the Group Ethics and Compliance Officer. A compliance letter signed by the Chief Executive Officer of each major subsidiary or entity is sent to the Group Chief Executive Officer and the Group Ethics Officer every year. The Group has also taken into account requirements related to other Sapin 2 Law measures.

The Group Ethics Officer produces an Annual Report on the Ethics Program's activities within the Group and sends it to the Chairman of the Board of Directors. It is then sent to the Ethics and Sustainable Development Committee, which reports on it to the Board of Directors. Compliance with ethical principles is also an integral part of the Group's internal control program.

In order to enhance control over the application of Group ethics rules, the audit plan developed by the Management Committee and approved by the Audit and Financial Statements Committee provides for general reviews at the Group level. All such audits specifically include an ethics component, and particularly the implementation of the anti-corruption program. Additionally, specific audits to verify compliance with the Sapin 2 Law are regularly scheduled.



Finally, it must be mentioned that, in 2018, Lydec, SUEZ's Moroccan subsidiary, obtained the ISO37001 certification, which focuses on anti-corruption.



Group international engagement on environmental and social & societal issues

International associations and commitments

a) Relative to climate

Throughout 2018, SUEZ continued its commitment toward collective projects to accelerate the involvement of non- state actors in climate action, be it in terms of contributing to the circular economy, reducing greenhouse gas emissions or implementing solutions aimed at protecting water resources when faced with the consequences of climate change. In particular, the Group helped publish the United Nations Climate Action Platform report from the Global Compact entitled *Ambition Loop: How business and governments can advance policies that fast track zero carbon economic growth*.

The Group's General Management participated in the United Nations General Assembly and the Global Compact during Climate Week in New York as well as the Global Climate Action Summit in San Francisco in September 2018. On that occasion, the Group emphasized how urgent it is to start implementing solutions to adapt to climate change now and that these solutions need to be compatible with a global warming trajectory of less than 2 degrees Celsius, such as seawater desalination combined with renewable energy, the reuse of wastewater in areas affected by water stress, or the construction of hydraulic infrastructures to confront risks of drought and flood in the regions most vulnerable to climate disruptions.

During the COP24 in Katowice in December 2018, SUEZ participated in a high- level United Nations Global Compact meeting, in the Marrakech Partnership for Global Climate Action Water and Industry themed days and in the Talanoa Dialogue Platform. At the event, the Group also defended the circular economy as a low- carbon and inclusive development model that preserves natural and water resources.

During the COP24, Aguas Andinas, a Group subsidiary in Chile, received the Momentum for Change award from the UNFCCC in the Planetary Health category for its project to transform wastewater treatment plants into biofactories, resource- plants that aim to be carbon- neutral by 2022 by recovering biogas from wastewater for their internal use.

Furthermore, SUEZ is a partner of several research centers or organizations that contribute to stepping up the fight against climate change, such as the Ellen MacArthur Foundation, the National Institute of the Circular Economy, the Climate Chance association, the Elsa- Pact research chair on life cycle analysis, and the French Meteorological Society (Météo et Climat – SMF). In October 2017, SUEZ signed a partnership with WWF France to promote the creation of local circular economy loops to support climate change commitments in French towns.

SUEZ

The Group's responsible commitment was recognized in September 2018 by Jean- Louis Chaussade being presented with the SDG Pioneer Award from the United Nations Global Compact for his role in combating climate change through sustainable resource management. In addition, in 2018, SUEZ became the first French company in the Utilities sector to join the elite circle of "Lead" companies in the Global Compact, which joins together 34 of the most highly engaged companies in sustainable development from around the world.

b) Relative to biodiversity

As detailed in the section concerning protection of biodiversity and ecosystems, the Group takes these issues at heart. Thus, in July 2018, the Group reaffirmed and extended its commitments on the topic of biodiversity by joining the Act4Nature initiative, which brings together 65 major French companies associated with business networks (Entreprises pour l'Environnement, AFEP, MEDEF, C3D, etc.), scientific partnerships (Agence Française pour la Biodiversité, MNHN, OREE, etc.) and environmental NGOs.

c) Relative to sustainable cities

SUEZ's activities having a very strong link to urbanism, SUEZ has a role to play in making urban areas more sustainable. As such, in 2018, SUEZ worked with WWF France to create a framework for a sustainable city, reflecting a shared vision of the current and future challenges facing urban areas. Built around seven sustainability and attractiveness priorities, the matrix offers a pragmatic, consensual toll for analyzing actions and policies. Currently being tested with local authorities, the matrix is designed to be shared and to evolve.

Partnerships in 2018

Engagement and improvements on the 10 UNGC principles structural topics also require the sharing of experiences and viewpoints with peers.

The Group continued in 2018 to reinforce its presence in specific thematic working groups/civil societies. For example, it is a member and takes part in discussions in the Institut Montaigne Circular Economy Group, OREE and Comité 21. Also, it is a member and participates in projects of the Partenariat Français pour l'Eau. Lastly, it is a member of the association Climate Chance, of which the Sustainable Development Vice President of the Group, Hélène Valade, is vice-president.

In addition, it is an active member of a number of professional networks. For instance, it is a member of the WBCSD and is a founding member of its Alliance against Plastic Waste. It is also a part of the EPE (Businesses in Favor of the Environment, French WBCSD's affiliate association), an association created in 1992. It brings together some forty large French and international companies from all sectors of the economy that want to take better account of the environment in their strategic decisions and in their day-to-day management. In 2019, SUEZ contributed, among other members to a report including recommendations to make France carbon-neutral by 2050. SUEZ is also a founding member of the AFEP Circular Economy group (French private enterprise association) and contributed to the publication in October 2018 of the document entitled Circular Economy Trajectories: 1 Year of Corporate Engagement. Moreover, SUEZ is one of the founding partner of

the Business Alliance for Water and Climate Change ([BAFWAC](http://www.bafwac.org)), with UN Global Compact CEO Water Mandate, CDP and WBCSD. It's a coalition that bring together more than 50 companies with \$860 billion in annual revenues (Danone, Unilever, Carrefour, Ford...). By joining, they have committed to analyze and share water-related risks in order to implement collaborative response strategies, to measure and report water use data, and to reduce impact on water in operations and throughout their value chain. In 2017, BAFWAC launched a web platform (www.bafwac.org) to compile best practices of endorsing companies. The Alliance is now the focal point of business within the Water Thematic Focus Area of the Marrakesh Partnership for Global Climate Action. Finally, it is a member of BSR, C3D, Partenariat Francais pour les Villes et Territoires, UNFCCC Global Alliance for Water and Climate, the UNESCO's Intergovernmental Oceanographic Commission, etc.

SUEZ Chairman and CEO's publications to promote greater adherence to environmental, social and societal responsibility

Several opinion columns and interviews were published by SUEZ in 2018 by Jean-Louis Chaussade, who was SUEZ's CEO until May 14, 2019 and is now SUEZ's Chairman, to promote issues relating to the UNGC 10 principles:

- On the occasion of the World Water Forum:
 - o The SUEZ website published on March 16th, 2018, an opinion column entitled "Let's talk about water beyond the water sector"
 - o The French newspaper Les Echos published on March 20th 2018, an opinion column entitled « La crise de l'eau s'aggrave, il faut agir ! » ("The Water Crisis is getting worse, we must act!")
 - o The French newspaper La Croix, published on March 20th, 2018, an opinion column entitled « La technologie permet de résoudre bien des problèmes » ("Technology allows to overcome many issues")
 - o The French newspaper Les Echos published on March 21th 2018, an opinion column entitled « Y aura-t-il, demain, de l'eau potable pour tout le monde ? » ("Will there be enough drinking water for everybody tomorrow?")
- On the occasion of World Ocean Day :
 - o The SUEZ website published on June 5th, 2018, an opinion column entitled "Protecting the oceans starts on land: objectives for the next decade"
- On the occasion of COP24:
 - o The French newspaper La Tribune, published on December 13th, 2018, an interview entitled « La sobriété est une partie de la solution, mais une partie seulement » ("Sobriety is part of the solution, but only a part of it")
 - o The SUEZ website published on December 4th, 2018, an opinion column entitled "Circular economy solutions will lead tomorrow's world"

2018

Communication on Progress (COP) Content table

To facilitate the identification of information related to the 2018 COP, the following table lists the relevant chapters in SUEZ 2019 Integrated Report (which covers fiscal year 2018 and is in line with the last version of GRI standards), SUEZ 2018 Reference Document and other published documents.

2019 Integrated Report	2018 Reference Document	Other published documents
Strategy		
Criterion 1: The COP describes mainstreaming into corporate functions and business units		
<p>P.43: A look at the 2018 results of the sustainable development roadmap</p> <p>P.53: A remuneration policy to foster value creation</p> <p>P. 67: A renewed governance for responsible performance and accelerated transformation and development</p> <p>P.69-70: Functioning of the Board of Directors and its Specialized Committees</p> <p>P.73: An internal culture of Ethics</p> <p>P. 79: The SUEZ's materiality matrix and reputation survey</p> <p>P.82-84: 2018 Results of the 2017-2021 Sustainable development roadmap</p>	<p>P.31: The Ethics Program is applied by all subsidiaries</p> <p>P.111: Headed up by its network of Environmental and Industrial Risks Officers</p> <p>p. 110 and 119: Social and societal contribution of the Group's activity</p> <p>p.119: Optimizing the Group's socio-economic footprint</p> <p>p.122: Promoting human rights on the value chain and in the vigilance plan</p> <p>P.124: The Responsible Procurement Policy</p> <p>p.127: Fighting corruption</p> <p>P 237: Ethics and Sustainable Development Committee</p>	<ul style="list-style-type: none"> ▪ SUEZ Ethics Charter ▪ SUEZ Ethics in practice Handbook ▪ SUEZ Ethics practical guide on commercial relations
Criterion 2: The COP describes value chain implementation		
<p>P. 5: Editorial by SUEZ's Chairman Jean-Louis Chaussade</p> <p>P.6: Editorial by SUEZ's CEO Bertrand Camus</p> <p>P. 21-22: The SUEZ value creation chain in 2018</p> <p>P. 23-24: Four strategic priorities to reinforce our partners' environmental leadership, driven by the 2017-2021 roadmap</p> <p>P. 33-34: Three strategy accelerators</p> <p>P.37-38: The SUEZ contribution to the 2030 UN Agenda</p> <p>P.43: A look at the 2018 results of the sustainable development roadmap</p> <p>P.56: Group socio-economic footprint worldwide</p> <p>P.63: Exemplary extra-financial performance</p> <p>P.64: SUEZ's rating by extra-financial agencies</p>	<p>P.15: Risks related to the Group's Business activities</p> <p>P.26: General Framework for Group Risk management and control</p> <p>P.45: An integrated player throughout the entire water and waste value chain</p> <p>p.119: Optimizing the Group's socio-economic footprint</p> <p>P.124: The Responsible Procurement Policy</p> <p>p.127: Fighting corruption</p> <p>P.131: Independent verifier's report on consolidated social, environmental and societal information presented in the management report</p>	<ul style="list-style-type: none"> ▪ 2017-2021 Roadmap ▪ P.22: Implementation, monitoring and control of the Commitments ▪ SUEZ Ethics Charter ▪ SUEZ Ethics practical guide on commercial relations ▪ SUEZ sustainable purchasing policy

Robust Human Rights Management Policies & Procedures		
Criterion 3: The COP describes robust commitments, strategies or policies in the area of human rights		
<p>P.73: An ethical approach that involves stakeholders</p> <p>P.73 An internal culture of ethics</p> <p>P.74: Implementation of Reinforced Vigilance</p> <p>P.82: 2017-2021 Sustainable Development Roadmap Pillar 1 "Be a collaborative, open and responsible company" 2018 results</p>	<p>P.31: Ethics Program</p> <p>P.122: Promoting human rights on the value chain and in the vigilance plan</p>	<ul style="list-style-type: none"> ▪ SUEZ Ethics Charter ▪ SUEZ Ethics in practice Handbook ▪ SUEZ Ethics practical guide on commercial relations ▪ Sustainable purchasing policy ▪ SUEZ Human Rights Policy
Criterion 4: The COP describes effective management systems to integrate the human rights principles		
<p>P.53: SUEZ HS policy as a strength in the eyes of employees</p> <p>P.53: Extra-financial performance: Application of the principles of the Group's Ethics Charter</p> <p>P.73: An ethical approach that involves stakeholders</p> <p>P. 74: Implementation of Reinforced Vigilance</p> <p>P.82: 2017-2021 Sustainable Development Roadmap Pillar 1 "Be a collaborative, open and responsible company", 2018 results</p>	<p>P.31: Ethics Program</p> <p>P.119: Optimizing the Group's socio-economic footprint</p> <p>P.122: Promoting human rights on the value chain and in the vigilance plan</p>	<ul style="list-style-type: none"> ▪ 2017-2021 Roadmap P.9: Worker's right are fundamental human rights P.22 Strengthen the Sustainable Development implementation with the SUEZ WAY ▪ SUEZ Human Rights Policy
Criterion 5: The COP describes effective monitoring and evaluation mechanisms of human rights integration		
<p>P.56: Group socio-economic footprint worldwide</p> <p>P. 74: Implementation of Reinforced Vigilance</p> <p>P.73: An ethical and vigilance approach that involves stakeholders</p>	<p>P.31: Ethics Program</p> <p>P.122: Promoting human rights on the value chain and in the vigilance plan</p>	<ul style="list-style-type: none"> ▪ 2017-2021 Roadmap P.9: Worker's right are fundamental human rights P.22 Strengthen the Sustainable Development implementation with the SUEZ WAY ▪ SUEZ Human Rights Policy
Robust Labor Management Policies & Procedures		
Criterion 6: The COP describes robust commitments, strategies or policies in the area of labor		
<p>P.35: The dilemmas facing a responsible company</p> <p>P.37-38: The SUEZ contribution to the 2030 UN Agenda</p> <p>P.43: A look at the 2018 results of the sustainable development roadmap</p> <p>P.53: Mobilizing employees and management to ensure the Group's success</p> <p>P.67: A renewed governance to accelerate the group's transformation strategy: rigorous succession plans & a balanced and increasingly diverse Board of Directors</p> <p>p.70: New governance and management bodies: improved agility and operational proximity</p> <p>P.73: An ethical approach that involves</p>	<p>P.19: Risks related to Human resources management</p> <p>p.119: Optimizing the Group's socio-economic footprint</p> <p>p.110: Social and societal contribution of the Group's activity</p> <p>p.122: Promoting human rights on the value chain and in the vigilance plan</p> <p>P.242: A human resources management policy serving the transformation of the Group</p> <p>P. 243: Our Human Resources strategy</p> <p>P. 246: Diversity and equal opportunities</p>	<ul style="list-style-type: none"> ▪ 2017-2021 Roadmap P.5: Priority 1 "Be a collaborative, open, and responsible company" P.8: Commitment 1: Promote diversity and wellbeing in the workplace P.8: Commitment 2: Act to ensure health and safety in the workplace P.9: Commitment 3: Foster collaborative and partnership working P.9: Commitment 4: Master the stakes linked to globalization ▪ SUEZ Ethics Charter ▪ SUEZ Ethics in practice Handbook ▪ SUEZ 2018 Personal data protection policy

<p>stakeholders P.73: An internal culture of ethics p.75: Dialogue and responsible lobbying p.74: Implementation of reinforced vigilance P.17-18: Risks and opportunities P.82: 2017-2021 Sustainable Development Roadmap Priority 1 “Be a collaborative, open and responsible company” 2018 results P.84: 2017-2021 Sustainable Development Roadmap Commitment 16 “Contribute to local development and territorial attractiveness” 2018 results</p>		
<p>Criterion 7: The COP describes effective management systems to integrate the labor principles</p>		
<p>P.44: Redistribution of the financial flows generated by SUEZ’s Activity P.73: An ethical approach that involves stakeholders P.73: An internal culture of ethics p.74: Implementation of reinforced vigilance P.75: Dialogue and responsible lobbying P.82: 2017-2021 Sustainable Development Roadmap Priority 1 “Be a collaborative, open and responsible company” 2018 results</p>	<p>P.15: Risks of dependency on certain suppliers P.26: General Framework for Group risks management and control P.119: Optimizing the Group’s socio-economic footprint P.122: Promoting human rights on the value chain and in the vigilance plan P.124: The responsible procurement policy P.243: Our Human Resources strategy P.246: Diversity and equal opportunities</p>	<ul style="list-style-type: none"> ▪ 2017-2021 Roadmap ▪ P.5 Priority 1 “Be a collaborative, open, and responsible company” ▪ SUEZ Ethics Charter ▪ SUEZ Ethics in practice Handbook ▪ SUEZ 2018 Personal data protection policy
<p>Criterion 8: The COP describes effective monitoring and evaluation mechanisms of labor principles integration</p>		
<p>P.35: The dilemmas facing a responsible company: duty of vigilance towards “small” suppliers P.41: Social performance indicators for the benefit of employees P. 53: Extra-financial performance P.63: Exemplary extra-financial performance P.64: SUEZ is a fixture in prestigious indices P. 81: Methodology note on the annual reporting P.82: The 2017-2021 sustainable development roadmap: Pillar 1 “Be a collaborative, open and responsible company”, 2018 results P.85-87: Reports of the statutory auditors p. 94-96: Social indicators</p>	<p>P.122: Promoting human rights on the value chain and in the vigilance plan P.131: Statutory auditors P.243: Our Human Resources strategy P.246: Diversity and equal opportunities</p>	<ul style="list-style-type: none"> ▪ 2017-2021 Roadmap ▪ P.23: The commitments of the roadmap must be installed at the heart of the company’s entire processes, our trademark in sustainable development
<p>Robust Environmental Management Policies & Procedures</p>		
<p>Criterion 9: The COP describes robust commitments, strategies or policies in the area of environmental stewardship</p>		
<p>P. 23-24: Four strategic priorities to reinforce our partners’ environmental leadership, driven by the 2017-2021 roadmap P.25: SUEZ aims to maintain its lead in circular economy solutions P.37-38: The SUEZ contribution to the 2030</p>	<p>P.105: 17 commitments of the 2017-2021 Roadmap P.107: Environmental management P.111: Organization and operational and environmental performance measurement and control systems</p>	<ul style="list-style-type: none"> ▪ 2017-2021 Roadmap ▪ P.11-13: SUEZ is convinced that the ecological transition will only be sustainable if economic models change. ▪ An opinion column by H�el�ene Valade SUEZ’s Sustainable Development Vice-President, in the

<p>UN Agenda P.31-32: SUEZ supports industrial players in their climate commitments P.75: Dialogue and responsible lobbying P.83: The 2017-2021 Sustainable Development Roadmap Priority 2 “Be leader of the circular and low-carbon economy” 2018 results P.83: The 2017-2021 Sustainable Development Roadmap Priority 3 “Support the environmental transition of our customers with concrete solutions” 2018 results P.84: 2017-2021 Roadmap: Pillar 4: “Contribute to the Common Good” 2018 results</p>	<p>p. 110 and 119: Social and societal contribution of the Group’s activity p.119: Optimizing the Group’s socio-economic footprint p.122: Promoting human rights on the value chain and in the vigilance plan p.127: Fighting corruption</p>	<p>SUEZ 4 Climate document published after the COP 23</p>
<p>Criterion 10: The COP describes effective management systems to integrate the environmental principles</p>		
<p>P.53: Mobilizing employees and management to ensure the group's success P.58: The SUEZ’s carbon profile and projection to 2050 P.17-18: Risks and Opportunities P.82-84: 2017-2021 Sustainable Development Roadmap P.90-93: Environmental indicators</p>	<p>P.49: Offering customers solutions that make them leaders in environmental performance P. 112: Employee training and information on environmental protection P.111: Organization and operational and environmental performance measurement and control systems P.110: Policies and action plans related to the environmental challenges identified in the Non-Financial Performance Statement P.129: Reporting methodology and scope</p>	<p>▪ 2017-2021 Roadmap P.22: Commitment 17: Strengthen the Sustainable Development implementation with the SUEZ WAY</p>
<p>Criterion 11: The COP describes effective monitoring and evaluation mechanisms for environmental stewardship</p>		
<p>P.63: Exemplary extra-financial performance P.58: The SUEZ’s carbon profile and projection to 2050 P.82-84: The 2017-2021 sustainable development roadmap: 2018 results P.81: Methodology note on the annual reporting</p>	<p>P.27: Management of industrial and environmental risks P.64: Description of the Group’s main activities P. 107: Management of Environmental and Industrial Risks p.110 and 119: Social and societal contribution of the Group’s activity p.119: Optimizing the Group’s socio-economic footprint p.122: Promoting human rights on the value chain and in the vigilance plan p.127: Fighting corruption</p>	<p>▪ 2017-2021 Roadmap P.22: Commitment 17: Strengthen the Sustainable Development implementation with the SUEZ WAY</p>
<p>Anti-Corruption Implementation</p>		
<p>Criterion 12: The COP describes robust commitments, strategies or policies in the area of anti-corruption</p>		
<p>P.35: The dilemmas facing a responsible company: duty of vigilance towards its suppliers P.73: Ethics and vigilance: an internal culture of</p>	<p>P.20: Risks related to ethical breaches (including anti-corruption) P.31: Ethics Program p.122: Promoting human rights on the</p>	<p>▪ SUEZ Ethics Charter ▪ SUEZ Ethics in practice Handbook ▪ 2017-2021 Roadmap P.5 Priority 1 “be a collaborative, open and</p>

ethics, including mitigation of corruption policies P.74: Implementation of reinforced vigilance, including corruption P.79: The Suez materiality matrix considers Ethics (and therefore corruption)	value chain and in the vigilance plan p.242: Values and Ethics	responsible company”
Criterion 13: The COP describes effective management systems to integrate the anti-corruption principle		
P.35: The dilemmas facing a responsible company: duty of vigilance towards its suppliers P.53: Extra financial performance taking into account the Group’s Ethics Charter P.69: Functioning of the Board and of the Ethics and Sustainable Development Committee	P.20: Risks related to ethical breaches (including anti-corruption) P.31: Ethics Program p.122: Promoting human rights on the value chain and in the vigilance plan P.197: A director representing employees is a member of the Ethics and Sustainable Development Committee	▪ SUEZ Ethics in practice Handbook
Criterion 14: The COP describes effective monitoring and evaluation mechanisms for the integration of anti-corruption		
P.69: Functioning of the Board and of the Ethics and Sustainable Development Committee P.73: Ethics and vigilance: an internal culture of ethics, including mitigation of corruption policies P.85-87: The reports of the statutory auditors takes corruption into account	P.31: Ethics Program p.122: Promoting human rights on the value chain and in the vigilance plan P.197: A director representing employees is a member of the Ethics and Sustainable Development Committee P.237: The Ethics and Sustainable Development Committee	▪ SUEZ Ethics Charter ▪ SUEZ Ethics in practice Handbook
Taking Action in Support of Broader UN Goals and Issues		
Criterion 15: The COP describes core business contributions to UN goals and issues		
P.23-24: Four strategic priorities to reinforce our partners’ environmental leadership, driven by the 2017-2021 roadmap P.29-30: The environmental transition as one of the four strategic priorities P.37-38: The SUEZ Contribution to the 2030 Agenda P.44: Redistribution of financial flows generated by SUEZ’s activity in 2017 P.56: The socio-economic footprint of the group’s activity worldwide P.60: A company working for the benefit of consumers/ citizens and residents P.84: The 2017-2021 Sustainable Development Roadmap Commitment 15 “Advance access to essential services” & Commitment 16 “Contribute to local development and territorial attractiveness”	p. 110 and 119: Social and societal contribution of the Group’s activity P.130: SUEZ’s contribution to the Sustainable Development Goals	▪ 2017-2021 Roadmap P.21: Developing sustainable access to essential services ▪ 2018 Fondation SUEZ report P.4: Axes of the Fondation SUEZ contribution to UN Goals P.14-33: Improving access to essential services for underprivileged populations in developing countries

Criterion 16: The COP describes strategic social investments and philanthropy		
<p>P. 21-22: Societal capital</p> <p>P.84: 2017-2021 Sustainable Development Roadmap Commitment 15 “Advance access to essential services”</p>	<p>P. 110 and 119: Social and societal contribution of the Group’s activity</p> <p>P.120: The SUEZ Initiatives Fund has an annual budget of €4 million and supports 30 projects per year.</p> <p>P.169: Open innovation policy</p>	<ul style="list-style-type: none"> ▪ 2017-2021 Roadmap P.21: Developing sustainable access to essential services P.21: Sharing our knowledge in order to boost access to services by supporting, training and providing expertise ▪ 2018 Fondation SUEZ report P.8: Progress selection process P.14-33: Improving access to essential services for underprivileged populations in developing countries P.6-7: The Foundation and its partners, the same commitment to a shared destiny
Criterion 17: The COP describes advocacy and public policy engagement		
<p>P.05: “Positioning our activities within a circular economy approach has spurred SUEZ’S transformation” Jean-Louis Chaussade, ex-CEO and Chairman of SUEZ since May 14, 2019</p> <p>p.06: “We must now go further still to pursue the aim of a desirable future” Bertrand Camus, CEO of SUEZ since May 14, 2019</p> <p>P.06: “SUEZ is now committed to a responsible growth strategy, supporting the principles of the UN Global Compact” Bertrand Camus, CEO of SUEZ since May 14, 2019</p> <p>P.43:” A new way of being and of conducting business is taking shape and making employees want to come together to design a positive vision of the future” H��l��ne Valade, Sustainable Development Director of SUEZ</p> <p>P.84: The 2017-2021 Sustainable Development Roadmap Commitment 12 “Sustain trust by reinforcing the means for inclusive governance”</p>	<p>P. 110 and 119: Social and societal contribution of the Group’s activity</p> <p>P.122: Promoting human rights on the value chain and in the vigilance plan</p> <p>P.169: Open innovation policy</p>	<ul style="list-style-type: none"> ▪ 2017-2021 Roadmap P.17: trust is an essential asset and dialogue is the surest means of nurturing and sustaining it ▪ An opinion column by Jean Louis Chaussade on the occasion of the World Water Forum entitled « The water crisis is getting worse, we must act! » ▪ « Move from advocacy to shared action », a tribune by Jean Louis Chaussade on the occasion of the World Water Forum entitled « Let’s talk about water beyond the water sector»
Criterion 18: The COP describes partnerships and collective action		
<p>P.06: “SUEZ is now committed to a responsible growth strategy, supporting the principles of the UN Global Compact” Bertrand Camus, CEO of SUEZ since May 14, 2019</p> <p>P.31-32: SUEZ supports industrial players in their climate commitments</p> <p>P.75: Dialogue and responsible lobbying</p> <p>P.84: The 2017-2021 Sustainable Development Roadmap Commitment 12 “Sustain trust by reinforcing the means for inclusive governance” & Commitment 16 “Contribute to local development and territorial attractiveness”</p>	<p>P.114: The Group is committed to developing partnerships with local authorities, industrial players and farmers to ensure the qualitative protection of water resources in river basins.</p> <p>P.116: SUEZ is a partner of several research centers or organizations that contributes to stepping up the fight against climate change</p> <p>P.119: Social and societal contribution of the Group’s activity: Partnerships and sponsorships</p> <p>P. 170: The innovation ecosystem implemented by SUEZ continued to grow through new projects and new partnerships</p>	<ul style="list-style-type: none"> ▪ 2017-2021 Roadmap P.17: trust is an essential asset and dialogue is the surest means of nurturing and sustaining it P.21: Sharing our knowledge in order to boost access to services by supporting, training and providing expertise ▪ An tribune by Jean-Louis Chaussade, CEO of SUEZ, for World Ocean Day entitled « Protecting the oceans starts on land: objectives for the next decade »

Corporate Sustainability Governance and Leadership		
Criterion 19: The COP describes CEO commitment and leadership		
<p>P.5: Editorial by SUEZ's Chairman Jean-Louis Chaussade</p> <p>p.6: Editorial by SUEZ's CEO Bertrand Camus</p> <p>P. 53: Mobilizing management to ensure the Group's success</p> <p>P.67: Separation of functions of Chairman of the Board and CEO</p> <p>P.70: The CEO leads the work of the Performance Management Committee</p>	<p>P.180: Composition of governance and management bodies</p> <p>P.351: Long-term incentive plans</p> <p>P.236: The Compensation committee</p> <p>P.204-205: Compensation of the CEO</p>	<ul style="list-style-type: none"> ▪ 2017-2021 Roadmap <p>P.3 Quote of Jean-Louis Chaussade on the company sustainable resources management</p>
Criterion 20: The COP describes Board adoption and oversight		
<p>P.5: Editorial by SUEZ's Chairman Jean-Louis Chaussade</p> <p>P.53: Mobilizing management to ensure the Group's success</p> <p>P.67: A renewed governance to accelerate the Group's transformation strategy</p> <p>P.68: Composition of the board of directors: a reinforced international expertise</p>	<p>P.31: Ethics Program, Ethics & Sustainable Development Committee's roles</p> <p>P.47: Sustainable development at the core of the Group's organization</p> <p>P.226: Terms of office of members of the Board of Directors</p> <p>P.227: Report on Corporate governance</p> <p>P.228: Composition of the Board and diversity</p> <p>P.230: Proportion of independent directors</p> <p>P.263: Number of shares hold by members of the Board of Directors</p>	<ul style="list-style-type: none"> ▪ 2017-2021 Roadmap <p>P.8 in Commitment 2: Greater consideration will be given to health and safety results in the assessment of manager's performance (including directors)</p>
Criterion 21: The COP describes stakeholder engagement		
<p>P.15: Public expectations: sharing of their questioning with stakeholders</p> <p>P.35: The dilemmas facing a responsible company</p> <p>P.79: Materiality analysis used to determine the objectives of the 2017-2021 Roadmap</p> <p>P.41-42: 2018 results on behalf of stakeholders</p> <p>P.44: Redistribution of the financial flows generated by SUEZ's activity</p> <p>P.73: An ethical approach that involves stakeholders</p> <p>P.74: Implementation of reinforced vigilance</p> <p>P.75: SUEZ suggests terms of dialogue best suited to stakeholders needs and constraints</p> <p>P.84: The 2017-2021 Sustainable Development Roadmap Commitment 12 "Sustain trust by reinforcing the means for inclusive governance"</p>	<p>P.31: Ethics Program in relationship with the stakeholders</p> <p>P.47: Sustainable development at the core of the Group's organization</p> <p>P.104: Materiality analysis which enabled challenges to be prioritized as well as consultation panels with employees, individual shareholders and external stakeholders</p> <p>p. 110 and 119: Social and societal contribution of the Group's activity</p> <p>P.122: Promotion of Human Rights, on the value chain and the vigilance plan</p> <p>P.124: Sustainable Procurement policy: the role of the stakeholders</p> <p>P.242: Human Resources management policy in cooperation with the stakeholders</p> <p>P.244: Training Program: learning with stakeholders</p>	<ul style="list-style-type: none"> ▪ 2017-2021 Roadmap <p>P.3 A materiality matrix elaborated with the stakeholders</p> <p>P.15 SUEZ will continue to pursue its strategy of dialogue with all the stakeholders</p> <p>P.17 Commitment 12: For all strategic projects and contracts, analyse local issues and map stakeholders in order to define the most appropriate means of dialogue</p>

References:

- **Policies:**

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<https://www.suez.com/en/who-we-are/a-committed-group/ethics-and-vigilance>
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<https://www.suez.com/-/media/suez-global/files/publication-docs/pdf-francais/chartes-ethiques/ethics-charter-en.pdf>
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- SUEZ practical guide: ethics in commercial relations
<https://www.suez.com/-/media/suez-global/files/publication-docs/ethics-guides/ethics-guide-en.pdf>
- SUEZ Human Rights Policy
<https://www.suez.com/-/media/suez-global/files/publication-docs/pdf-english/human-rights-policy-suez2019-en.pdf>
- SUEZ Commitments and Solutions for Climate
<http://hosting.fluidbook.com/SUEZ4climate/>
- SUEZ CSR Policy (Support vulnerable populations)
<https://www.suez.com/en/who-we-are/a-committed-group/supporting-vulnerable-populations>
- SUEZ CSR Policy (Contribute to regions' economic development)
<https://www.suez.com/en/who-we-are/a-committed-group/contributing-to-regions-economic-development>
- SUEZ CSR Policy (Support the right to water and sanitation)
<https://www.suez.com/en/who-we-are/a-committed-group/supporting-the-right-to-water-and-sanitation>
- SUEZ CSR Policy (Spread and share our know-how)
<https://www.suez.com/en/who-we-are/a-committed-group/spreading-and-sharing-our-know-how>
- SUEZ CSR Policy (Dialogue with stakeholders)
<https://www.suez.com/en/who-we-are/a-committed-group/dialogue-with-stakeholders>
- SUEZ CSR Policy (Insuring equal opportunities and diversity)
<https://www.suez.com/en/who-we-are/a-committed-group/insuring-equal-opportunities-and-diversity>
- Sustainable purchasing Charter
<http://www.suez.com/-/media/SUEZ-GLOBAL/Files/Publication-Docs/PDF-English/sustainable-purchasing-charter-2018-EN.pdf?la=en>
- SUEZ 2018 Personal Data Protection Policy
<http://www.suez.com/-/media/SUEZ-GLOBAL/Files/Publication-Docs/PDF-English/SUEZ-Personal-Data-Protection-Policy-may2018-EN.pdf>

- **Documents:**

- 2019 Integrated Report
<https://www.suez.com/-/media/suez-global/files/publication-docs/pdf-english/integrated-report->

- [suez2019-en.pdf](#)
- 2018 Reference Document
<https://www.suez.com/-/media/suez-global/files/publication-docs/pdf-english/suez-reference-document-2018-en-compressed.pdf>
- 2018 Fondation SUEZ Report
<https://www.suez.com/en/news/list-of-publications>
- 2017-2021 Roadmap
<https://www.suez.com/en/Who-we-are/A-committed-group/Our-2017-2021-road-map>
- SUEZ 4 Climate
<http://hosting.fluidbook.com/SUEZ4climate/m/index.html>
- SUEZ Spain Sustainable Development Report 2017
<http://desarrollosostenible.suezspain.es/uploads/pdf/8fced79b56e57d0b5d6bf6c565ce6739.pdf>
- SUEZ NWS Sustainable Development Report 2017
http://www.suez-environnement.cn/sites/default/files/suez_nws_sustainable_development_report_2017.pdf
- AFEP Publication - Circular Economy Trajectories: 1 Year of Corporate Engagement
http://www.afep.com/wp-content/uploads/2018/10/AFEP_Engagement-2018-EC-25-octobre-2018-1.pdf
- EPE Publication - Imagining and building a carbon-neutral France by 2050
<http://www.epe-asso.org/wp-admin/admin-ajax.php?wisadmin=false&action=dropfiles&?action=dropfiles&task=file.download&id=1329>
- Business Alliance for Water and Climate Change (BAFWAC)
www.bafwac.org
- Insuring equal opportunities and diversity
<https://www.suez.com/en/who-we-are/a-committed-group/insuring-equal-opportunities-and-diversity>

- **Innovation and Partnership:**

- SUEZ launches Aquadvanced® Quality Monitoring
<https://www.suez.com/-/media/suez-global/files/publication-docs/pdf-english/suez-aquadvanced-quality-monitoring-en.pdf>
- SUEZ developed Aquacircle® and NetScan®
<https://www.suez.com/en/news/press-releases/suez-is-launching-its-digital-hub-a-digital-project-accelerator>
- SUEZ launches OnConnect®
<https://www.suez.com/en/news/press-releases/on-connect-coach>
- Dijon Métropole launches a unique Smart City project in France
<https://www.suez.com/en/news/press-releases/dijon-metropole-launches-unique-smart-city-project-france>
- Act4Nature: Companies for Biodiversity
<http://www.act4nature.com/en/>

- **Opinion columns and interviews:**

- On the occasion of the World Water Forum:
 - The SUEZ website published on March 16th, 2018, an opinion column entitled “Let’s talk about water beyond the water sector”
<https://www.suez.com/en/news/world-water-forum-lets-talk-about-water-beyond-the-water-sector-chaussade>
 - The French newspaper Les Echos published on March 20th 2018, an opinion column entitled « La crise de l'eau s'aggrave, il faut agir ! »
<https://www.lesechos.fr/idees-debats/cercle/0301454347689-la-crise-de-leau-saggrave-il-faut-agir-2162623.php>
 - The French newspaper La Croix, published on March 20th, 2018, a opinion column entitled « La technologie permet de résoudre bien des problèmes »
<https://www.la-croix.com/Debats/Forum-et-debats/Jean-Louis-Chaussade-technologie-permet-resoudre-bien-problemes-2018-03-20-1200922408>
 - The French newspaper Les Echos published on March 21th 2018, an opinion column entitled « Y aura-t-il, demain, de l'eau potable pour tout le monde ? »
<https://www.la-croix.com/Journal/Y-aura-demain-leau-potable-tout-monde-2018-03-21-1100922495>
- On the occasion of World Ocean Day:
 - The SUEZ website published on June 5th, 2018, an opinion column entitled “Protecting the oceans starts on land: objectives for the next decade”
<https://www.suez.com/en/news/protecting-the-oceans-starts-on-land-objectives-for-the-next-decade>
- On the occasion of COP24:
 - The French newspaper La Tribune, published on December 13th, 2018, an interview entitled “La sobriété est une partie de la solution, mais une partie seulement”
<https://www.latribune.fr/entreprises-finance/industrie/energie-environnement/la-sobriete-est-une-partie-de-la-solution-mais-une-partie-seulement-jean-louis-chaussade-suez-800889.html>
 - The SUEZ website published on December 4th, 2018, an opinion column entitled “Circular economy solutions will lead tomorrow’s world”
<https://www.suez.com/en/news/circular-economy-solutions-will-lead-tomorrow-world>