



# Essential to society, committed to the environment

2021 Integrated Report





**Joint interview  
between Philippe Varin  
and Bertrand Camus**

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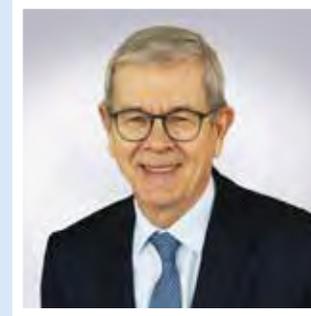
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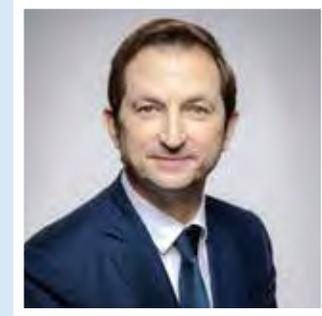
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# « In this crisis situation, SUEZ has emerged as an essential player. »

Joint interview between Philippe Varin and Bertrand Camus



Philippe Varin,  
Chairman of the Board of Directors  
of SUEZ



Bertrand Camus,  
Chief Executive Officer of SUEZ

⇒ **In 2020, Covid-19 turned our lives and our societies upside down. If you had to draw one lesson from the health crisis, what would it be?**

**Bertrand Camus:** 2020 reminded every one of us what is essential in our lives. SUEZ naturally emerged as one of the guardians of public health at a global level, ensuring its customers, both cities and industrial companies, could count on continuity of service in water management, sanitation and waste collection and recovery. The Group attracted attention by accelerating its innovations in response to the unprecedented crisis – we are proud of our Covid-19 City Watch innovation, which is already in use in over a hundred towns in France and Spain and will soon be deployed in the United States, India and Morocco. This unique solution gives local authorities a closer view of how the virus is circulating in their area by detecting viral markers in wastewater networks, enabling them to plan appropriate health measures in a more targeted way.

**Philippe Varin:** I would also like to underline the importance of solidarity and civic engagement at SUEZ during the management of the crisis. The SUEZ Foundation supported

third-sector initiatives in France and abroad, and released emergency funds to help projects in developing countries (Action Against Hunger in Senegal and ACTED in Haiti). We have also protected our staff throughout the crisis by deploying a global support plan to preserve jobs and guarantee the salaries of employees on short-time working arrangements. In France and many other countries, the Group has also paid exceptional bonuses to the collaborators on the lowest salaries.

⌆  
**The crisis strengthened our convictions, which we enshrined in our corporate purpose in 2020**





**Teams committed to providing essential services**

  
**The two groups agreed that a new SUEZ would be created**  


took in response to the pandemic were combined with the actions already in progress to improve operational performance, and bore fruit more quickly and abundantly than expected. Our sales teams have continued to achieve success in Europe and across the world, with contracts incorporating an increasing number of services with high digital and technological content. This is the case in Tashkent, Uzbekistan, for example, where the Group will be able to deploy its expertise and smart solutions to modernise and improve water and sanitation services for 3.5 million residents.

**P.V:** The crisis acted as an accelerator for the SUEZ 2030 plan, which is fully aligned with the environmental targets restated by governments in most regions of the world in response to the crisis, like the European Union with its Green Deal. This acceleration has been felt in every dimension of the strategy: our performance plan has increased our profitability and generated additional cash flow, reducing our debt. The asset rotation programme has continued at the planned pace and enabled us to begin reinvesting in strategic priorities to fuel our growth – by consolidating our positions in China, for example. We also strengthened the Board with three new independent directors, who bring exceptional international experience in financial investment, advanced technology and industrial development.

⇒ **What impact has Covid-19 had on your business and your strategy?**

**B.C:** Firstly, the crisis shone a spotlight on our activities, which are too little known despite being essential to the proper functioning of our societies, the health of our populations and the preservation of their quality of life. Our teams were recognised for their vital role. Then the crisis strengthened our convictions, which we enshrined in our corporate purpose in 2020. SUEZ has been helping people constantly improve their quality of life by protecting their health and supporting economic growth for over 160 years.

The crisis also confirmed our SUEZ 2030 strategy launched in autumn 2019, which emphasises a more agile and innovative company that continuously strives to forge closer customer relationships.

In financial terms, the solid 2020 results and strong prospects for 2021 despite the situation underline the creation of value launched by the SUEZ 2030 strategic plan. The steps we

⇒ **The year was also marked by the Veolia takeover bid. After many months of negotiations, what are the conclusions?**

**P.V:** Veolia’s initial offer did not set a fair price that would satisfy all SUEZ’s stakeholders. This is why we sought to improve it in order to find a satisfactory solution for SUEZ’s employees, customers and shareholders. Finally, we reached an agreement on 14 May 2021 that recognises SUEZ’s value. It was essential for the SUEZ Board of Directors to ensure the company was fairly valued for its shareholders and that all the Group’s commitments to its customers would be respected. The agreement also clearly defines concrete safeguards for employees.

**B.C:** The two groups agreed that a new SUEZ would be created, consisting of assets that will form a coherent and sustainable group from an industrial and social standpoint, with real growth potential in regions where the need for our services is immense (including Africa, India and China) and revenue of around €7 billion. Veolia will also reiterate its social commitments for a period of four years after the signature of the offer. To ensure the integration and diversity of its teams, the Group is committed to taking particular care in choosing the management teams at headquarters and in each country. This agreement in principle offers every promise of a global solution that will provide prospects and essential employment guarantees to all our collaborators.



**Visit to the CIRSEE**

  
**74% of our 2020 revenue falls within the European taxonomy for sustainable activities**  


⇒ **More than ever, 2020 underlined the need to place people and collaborators at the heart of any organisation. What is their involvement in SUEZ 2030?**

**B.C:** Once again, I want to thank our collaborators, who have demonstrated unfailing commitment to serving our customers throughout the crises of the past year. SUEZ teams have mobilised at every level to ensure the continuity of the essential services we deliver to our customers and implement our strategic plan, of which everyone can be proud. I know I can count on them to stay focused in the coming months and ensure the best quality of service for our customers.

**P.V:** We have also been able to evaluate staff commitment this year through their record participation in the fifth shareholding offer, SHARING 2021. With over 15,000 employees in France expressing an interest in investing, the reservation rate reached more than 52%. Employees strengthened their position and now hold nearly 6% of the capital. This aligns them fully with the group's strategy. An employee shareholder association, ASAS, was also set up to strengthen the bond with the Management Committee and the Board of Directors.

⇒ **The ecological transition is central to recovery plans all over the world. What role can SUEZ play?**

**P.V:** The "Green Deal" indicates an ambition to accelerate the transformation of the growth strategy in Europe and across the world. Its goal is to support a modern, competitive economy while ensuring responsible resource use. As a leader in essential environmental services, SUEZ has an important part to play. We are keen that the Group's objectives should always be concrete and aligned with the UN target of limiting global warming to 1.5°C.

**B.C:** A whole year ahead of our European obligations, we are also very proud that 74% of our 2020 revenue falls within the European taxonomy for sustainable activities. This figure underlines the ambition enshrined in our SUEZ 2030 plan, which involves strengthening our expertise in sustainable development until, ultimately, 100% of our solutions are sustainable. This is a success for all our stakeholders, particularly at a time when our shareholders and investors want to identify companies that are taking the lead in terms of responsible investment. This focus has also led us to restructure our value proposition around six priority areas: quality of life, local partners, the climate, the planet, the circular economy and the excellence of our solutions.

⇒ **A year after its adoption, has your corporate purpose made you stronger? How does it resonate with the current situation?**

**P.V:** 2020 coincided with the adoption of our corporate purpose: "Shaping a sustainable environment, now". This is a marker of the Group's identity and vocation, and a compass for the future; it guides us in our strategic and operational decision-making and helps us overcome this global crisis with determination. Health and the environment are closely linked,



and the current health crisis must serve as an accelerator towards the environmental transition. In 2021, SUEZ will play an active part in both COP26 on the climate and COP15 on biodiversity, testifying to its commitments.

**B.C:** Indeed, our purpose has more resonance than ever in our current situation – it embodies our responsibility to future generations, as does our adoption of the principles of the UN Global Compact. The recent unprecedented public consultation to draft France's Climate and Resilience act proves that the lines are shifting. Essential environmental services are an unavoidable part of implementing virtuous economic development in the context of the environmental crisis that now constitutes humanity's biggest challenge. They have a key role to play throughout the world in fighting climate change and environmental pollution. They will also be central to raising the resilience of our societies. ●

# A global agreement between SUEZ and Veolia

Veolia and SUEZ have signed a Combination Agreement between themselves and a Memorandum of Understanding with Meridiam–GIP–Caisse des Dépôts/CNP Assurances for the acquisition of the new SUEZ. Its key points are as follows:

## Value of SUEZ

The two groups have agreed on a price of **€20.50 per SUEZ share** (coupon attached) conditional upon the signature of the Combination Agreement.

## Scope of the new SUEZ

The scope of the new SUEZ The new SUEZ would be made up of assets forming **a coherent and sustainable group from an industrial and social standpoint**, with real growth potential, with revenues of around €7 billion.

Its scope will be the municipal water and solid waste activities of SUEZ in France (including CIRSEE, the main research center in France), as well as the activities of SUEZ in particular in water and in the following geographies: Italy (including the stake in Acea), the Czech Republic, Africa (including Lydec), Central Asia, India, China, Australia, and the global digital and environmental activities (SES).

## Share ownership

The two groups proposed that the new SUEZ resulting from this agreement should be owned by **a group of shareholders including financial partners from both groups (Meridiam–GIP–Caisse des Dépôts/CNP Assurances) and by employees**. The majority of the shareholders of the new SUEZ will be French.

In order to guarantee the conditions for the long-term development of the new SUEZ:

- Its shareholders will have to subscribe to the social commitments for four years from the closing of the takeover bid;
- Its shareholders will have to undertake to maintain their positions over the long term.

## Commitments from Veolia

The agreement:

- reiterates Veolia's social commitments for a period of four years after the signature of the offer.
- with a view to the integration and mix of teams, describes commitments to be made by Veolia regarding the composition of the management teams at headquarters and in the countries.



# SUEZ in figures in 2020

€ **17.2** billion  
of revenue

**74%**  
of revenue integrated to  
the European green taxonomy

**86,000**  
employees on all 5 continents

## ENVIRONMENTAL TRANSITION

**2.2** billion m<sup>3</sup>  
of alternative water  
produced (wastewater  
reuse, desalination)

**4.1** Mt  
of secondary raw materials  
produced

**7.2** TWh  
of renewable energy  
generated

**9.5** Mt of CO<sub>2</sub>  
avoided on behalf of the  
Group's customers

## INNOVATION AND PERFORMANCE

€ **326**M  
of performance savings  
achieved

€ **0.65**  
dividend per share\*

**68%**  
of institutional shares  
held by SRI funds

€ **103**M  
invested in R&D

Over  
**4,000**  
patents

## CULTURE AND ENGAGEMENT

**28.9%**  
women  
in management

**87.5/100**  
gender equality index  
in France

**5.6%**  
employee shareholding\*\*

\* Subject to approval by the Shareholders' General Meeting  
\*\* Following the Sharing 2021 operation

# SUEZ in dates

## 160 years serving a sustainable environment

In 2020, the Group adopted its Purpose at the Annual General Meeting: "Shaping a sustainable environment, now". Its 160 years of history bear witness to a continuous, pioneering commitment to serving this ambition, working alongside citizens, regions, cities and the business world.



1981



2015



1990-2000



2019



2005



2020



2010-2020



2021



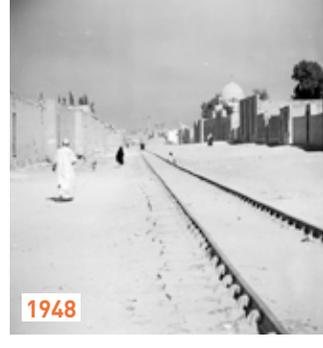
1869



1880-1890



1919



1948



1975

**1869**  
Supporting and accelerating trade by opening the Suez canal

**1880-1890**  
Improving public health with the development of the first water and sanitation networks in French cities

**1919**  
Accelerating urban waste collection with the first motorised refuse collection trucks in Paris (France)

**1948**  
Supporting urbanisation in developing countries by building the first drinking water plant in Egypt

**1975**  
Responding to resource scarcity by designing the first reverse osmosis seawater desalination plant in Riyadh (Saudi Arabia)

**1981**  
Creating CIRSEE, the International Water and Environment Research Centre

**1990-2000**  
Water for All programme. Inventing tailored solutions for universal access to services in cities in the developing world

**2005**  
Controlling water networks in real time with the first smart meters

**2010-2020**  
Supporting economic growth with water and waste treatment solutions for Chinese industrial parks

**2015**  
Responding to fossil fuel depletion by injecting biomethane from waste into gas networks

**2015**  
Supporting the historic Paris Climate Agreement with commitments to achieve the 1.5°C target

**2019**  
Helping cities to breathe by treating air in the metro and school playgrounds in the Paris region (France)

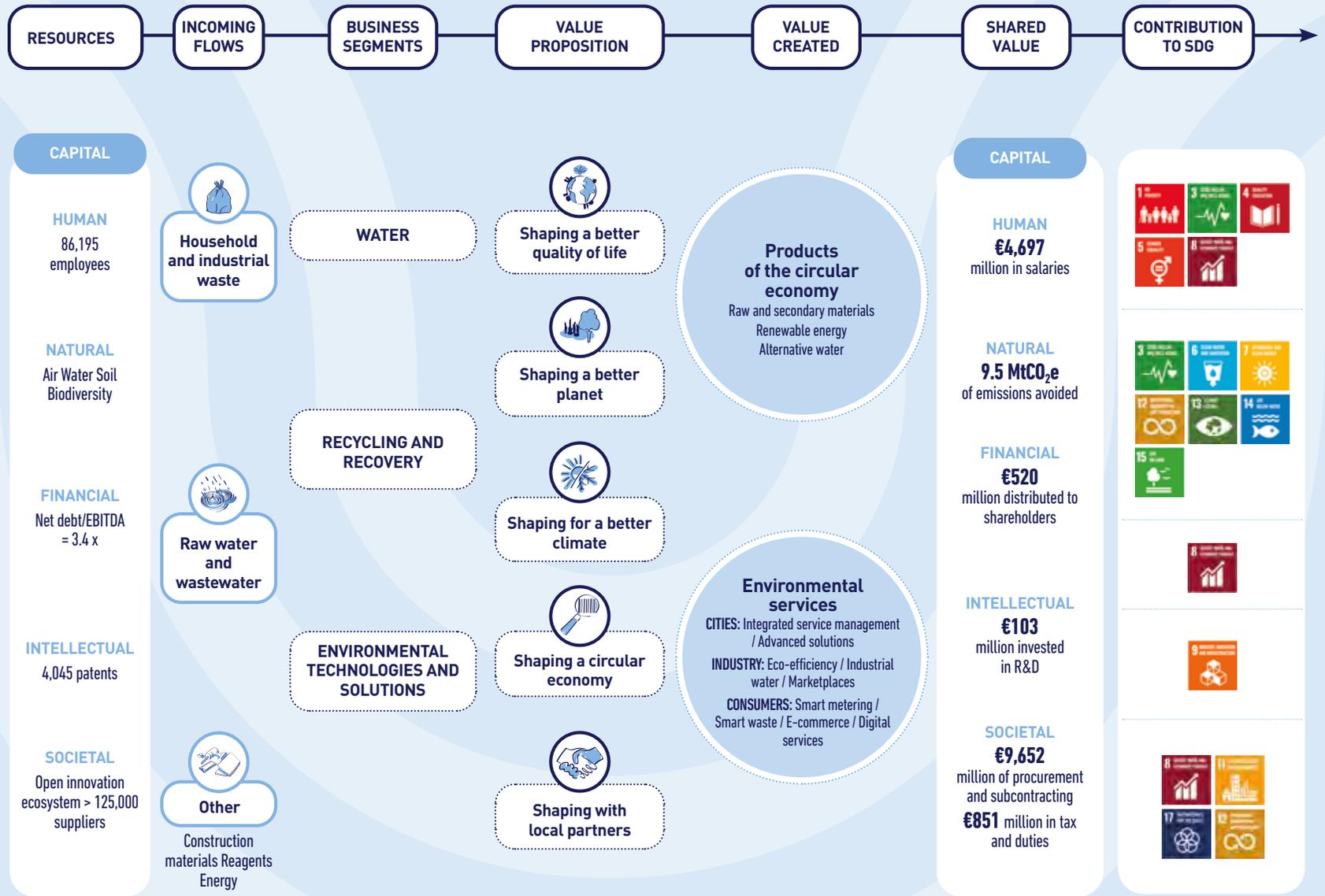
**2020**  
Fighting plastic pollution by designing the first plant to produce food-grade recycled PET plastic

**2021**  
Detecting and monitoring the spread of Covid-19 by analysing wastewater in cities. Guaranteeing the quality of sewage sludge using blockchain technology

# The SUEZ value chain

SUEZ supports the environmental transition in the industrial and municipal markets, which have fully grasped the scarcity of resources and the need to fight climate change and adapt to the consequences we can already see around us.

The Group, which favours the circular economy model, **operates throughout the water management and waste recovery value chain:** from building and operating networks and infrastructure for water and for waste collection, sorting and recovery to the production of renewable energy and new materials and the delivery of digital services.



**PART 1**

# **The Covid-19 crisis: an accelerator of profound changes**

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**The Covid-19 crisis has not halted the strong trends affecting SUEZ's markets. On the contrary, it has strengthened them, creating favourable conditions for the Group's strategic plan to be implemented more quickly.**



# Protecting biodiversity: where major challenges for humanity come together

TREND 01



2020 will go down in history as the year when the links between climate, biodiversity and human health were made abundantly clear.

The urgency of controlling biodiversity loss is now as obvious as the need to drastically reduce greenhouse gas emissions. Commissioned by the UK Treasury and published in February, the Dasgupta review of the economics of biodiversity observes that societies have collectively failed to manage nature sustainably, and that transforming our institutions and organisations is imperative to ensure that

our demands on nature do not exceed its capacity to fulfil them. This is why the next United Nations biodiversity conference, known as COP15, which will be held in China at the end of 2021, is expected to lead to **an international agreement on biodiversity protection on the same scale as the COP21 climate agreement.**

Biodiversity is also threatened by climate change, as shown by **the “megafires” that struck huge areas of Australia, California, Siberia and the Amazon in 2020.** These fires, which are likely to multiply according to scientific projections, cause huge population displacement and have a catastrophic impact on hundreds of animal and plant species.

Another phenomenon associated with the impact of human activities is **the continuing thawing of permafrost** observed in summer 2020 in Alaska and northern Russia. This extreme phenomenon also heightens environmental and health risks, as this soil layer contains enormous quantities of CO<sub>2</sub>, methane and viruses that could potentially be dangerous to humanity.



**55%**  
of global GDP (\$41,700 billion) depends on the  
functioning of biodiversity and ecosystem services

**69 countries**  
have adopted national strategies and action plans  
to protect biodiversity

Sources: IPBES, Swiss Re, CBO

Building truly sustainable economic growth and development requires us to recognise that our long-term prosperity depends on a rebalancing of our demands for natural goods and services with nature’s capacity to deliver them. Covid-19 shows us what happens when we fail to respect this balance.

Extract from the Dasgupta review (2021)

**1,000,000**  
animal and plant species are currently  
at risk of extinction



# Ecological transition: at the heart of the economic recovery

TREND 02



As well as a global public health crisis, the Covid-19 pandemic has caused a corresponding economic and jobs crisis. As soon as the first recovery plans were announced, economists and research institutions called for a focus on green, inclusive growth: "This large-scale stimulus spending will shape the global economy for decades to come. These

decisions could trigger unbearable climate disasters or create a resilient and safe economy powered by clean energy," emphasise 14 internationally recognised institutions (including Columbia University, I4CE and IISD) in a joint call. The recovery plans announced so far have responded to this need (see diagram opposite).

Investors, too, are calling for the economy to be allied with ecology. **2020 was a year of acceleration in green finance:** green bonds, sustainable bonds, sustainable debt etc. According to Bloomberg, finance in the form of loans granted to sustainable projects reached the record sum of \$732 billion in 2020, 29% higher than in 2019.

More investment was paired with greater expectations of non-financial performance, as shown by many investors advocating the **Say on Climate**, a principle by which shareholders vote every year on the climate policies of listed companies, enabling them to monitor their actions and results more closely.

## Details of recovery plans



### FRANCE

€30 billion over 2 years  
Goal: to accelerate the ecological transition in transport, construction, energy, industry and agriculture



### EUROPEAN UNION

€1,000 billion over 10 years  
Goal: to be the first climate-neutral continent by 2050



### USA

\$2,000 billion over 4 years  
Goal: to build low-carbon infrastructure



### SOUTH KOREA

\$61 billion over 5 years  
Goal: to increase renewable energy production, strengthen green mobility, renovate rented housing and turn cities green

TRENDS

# Analysis by Sébastien Treyer, Executive Director of IDDRI

International cooperation  
for sustainable  
development: despite  
the Covid-19 crisis,  
the race for carbon  
neutrality has begun!



## BIO IN BRIEF

With a doctorate in environmental management, Sébastien Treyer, Executive Director of IDDRI (the French Institute of Sustainable Development and International Relations), specialises in forecasting to help shape public policy and international negotiations on sustainable development.

## What impact has the crisis had on international momentum towards sustainable development?

The Covid-19 crisis has disrupted the timetable of international events, delaying many of the meetings that will be crucial for a successful implementation of the ecological transition at all levels.

A whole set of questions will have to wait until the conferences of the parties (COP) can be held at the end of 2021. Have the Paris Agreement signatory countries fulfilled their 2015 commitments – have they implemented ambitious climate policies, and are they still increasing their targets for reducing greenhouse gas emissions? Will countries be able to set themselves a new framework of 2030 targets for biodiversity, and will they define the resources needed to effectively halt the factors driving biodiversity loss?

Is the international community capable of reaching agreement about the deployment of concrete measures to protect marine ecosystems despite the geopolitical tensions around sea areas?

This year's delay has the advantage of giving countries more time to negotiate the terms of their cooperation despite the political and commercial tensions, and to demonstrate their individual commitment. Meanwhile, the Covid-19 crisis

continues to inflict serious socioeconomic damage almost everywhere, shifting the priority to social rescue packages.

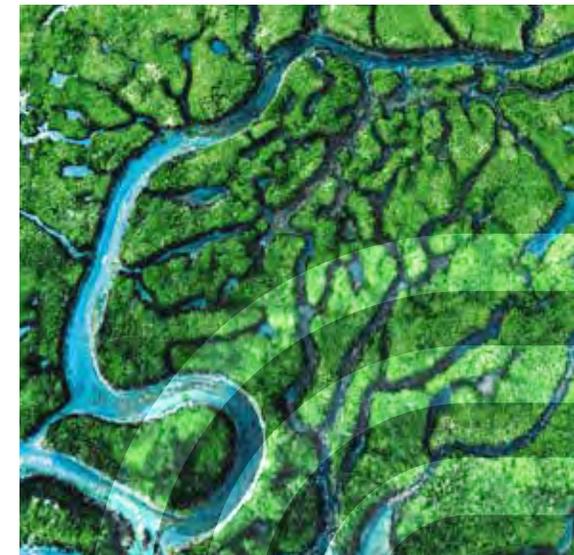
The world has also shown its fragmentation and its inability to cooperate at the very time when the pandemic was clearly demonstrating how closely interwoven our economies are, through both the circulation of microorganisms and our supply chains.

## What are our chances of achieving strong, convincing results in these international forums in 2021?

In autumn 2020, the chain of events that saw major advanced economies (China, Japan and South Korea, following the European Union in 2019) announcing long-term carbon neutrality goals demonstrated the effectiveness of the Paris Agreement in enabling and accelerating this convergence, despite uncertainties about the American elections and the socioeconomic crisis.

This indicates a “sense of history”, but it still needs to be given concrete form, including the actual deployment of recovery plans or the Chinese five-year plan. Recovery plans have generally focused too much on fossil fuels, even if investment in the ecological transition has also often been a significant component.

The race for carbon neutrality, even though it is still too half-hearted, has definitely begun: we must now ensure that the international framework, particular in terms of trade, balances the straightforward competition for green technologies with a spirit of inspiration and cooperation to achieve a transformation towards low-carbon economies with a positive impact on nature ●



# Green, resilient cities: on the agenda more than ever

TREND 03



⇒ **accelerating the greening of cities** by improving air quality, reducing levels of artificial land cover, developing urban agriculture etc.

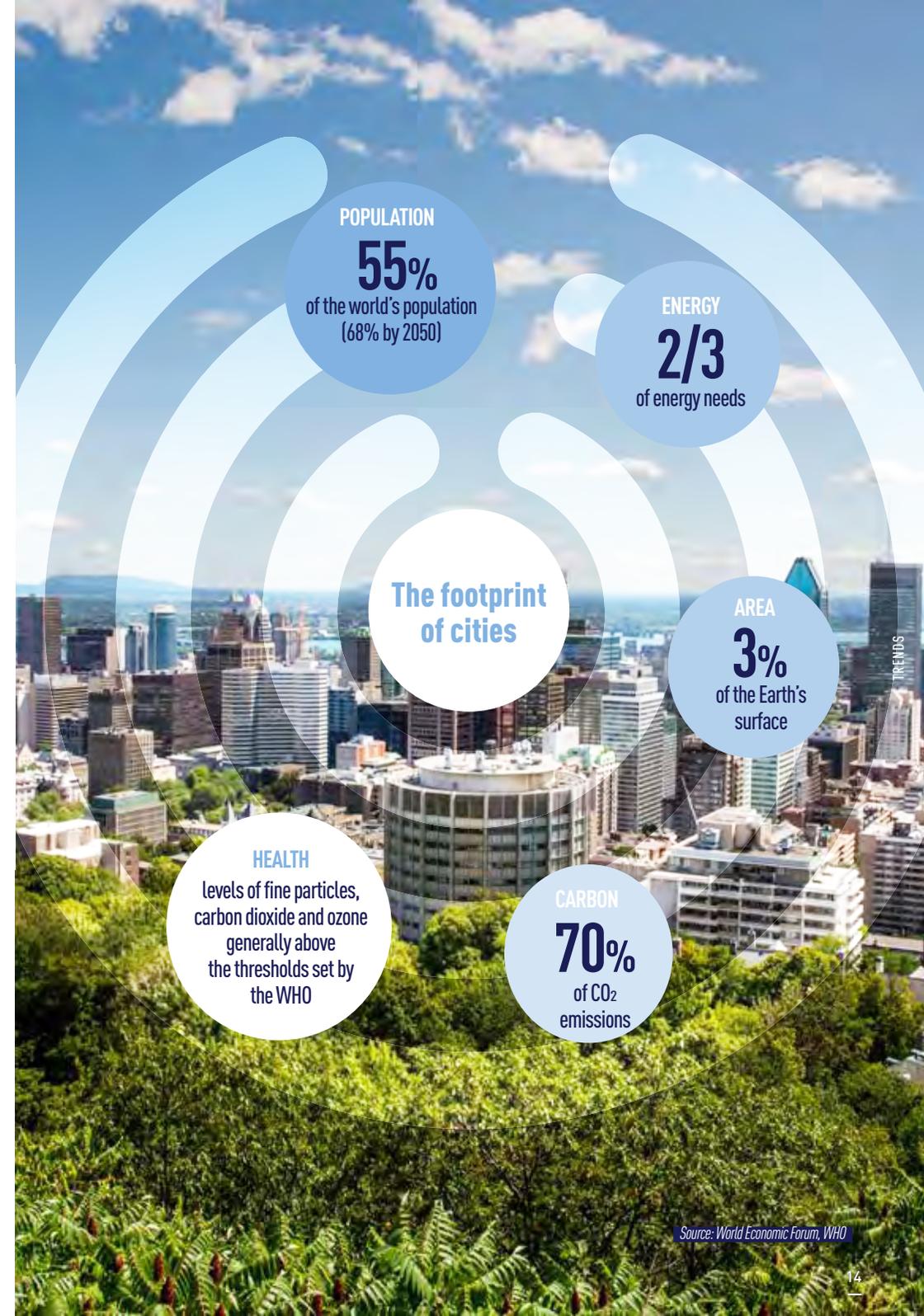
Central to economic activity, cities also want to influence the “green recovery”.

Brought together by the international C40 network, 96 cities committed to fighting climate change – including Montreal, Seoul, Paris, New York, Melbourne and Mexico City – have created the Global Mayors Covid-19 Recovery Task Force to “guide our [recovery] efforts to develop a new normal – one that is greener, healthier, and more prosperous for everyone.”

Revealing the links between the environment and human health, together with the fragilities of a globalised economy, Covid-19 has also made questions about the future of cities even more urgent.

In the age of lockdowns, politicians, opinion leaders and residents have all re-examined what they expect and need from their cities:

⇒ **reinforcing the resilience and adaptability of cities to extreme** events (weather, pandemics etc.) by investing in services and infrastructure;



# The year of acceleration in the digital transformation

TREND 04

Online activities have naturally flourished during the coronavirus crisis. Worldwide, 4.66 billion people used the internet in January 2021, an increase of 316 million (7.3%) since the previous year.

The use of digital technology has intensified in all areas of activity: working from home, remote schooling, streaming platforms, the e-commerce boom, tele-medicine, increased web browsing etc.

As a result of this trend, **countries are increasingly questioning the environmental impact of digital technology and considering both technical and legislative responses.**



4.66

billion people worldwide used the internet  
in January 2021

## The environmental impact of digital technology



4.2%  
of primary energy  
consumption



3.8%  
of CO<sub>2</sub> emissions



5.5%  
of global electricity  
consumption



0.2%  
of water consumption

Sources: AIE, GreenIT, Hootsuite

# Analysis of risks and opportunities

At a time when changes are accelerating, the need for responsiveness and agility in our activities and models is a constant challenge; analysing the resulting risks and opportunities is a necessity. SUEZ draws on an integrated risk and opportunity management process aligned with the SDGs.



The Sustainable Development Goals were defined by the United Nations in 2015. They constitute a shared agenda for sustainable global development in the years leading up to 2030. They provide a common language for SUEZ, its customers and other stakeholders; the Group uses them to analyse its risks and opportunities, inform its strategic choices and adapt its solutions to local priorities.

**Opportunities**

- Essential services for health and well-being**  
→ SDG 3
- Attracting talent**  
→ SDG 5, 8, 10 and 17
- Citizen participation**  
→ SDG 16 and 17
- Attractiveness of responsible companies to investors**  
→ SDG 8

**Opportunities**

- Waste recovery**  
→ SDG 7, 11 et 12
- Soil remediation**  
→ SDG 15
- Air treatment**  
→ SDG 11
- Low-carbon solutions**  
→ SDG 13 and 12
- Solutions for urban resilience and ecosystems**  
→ SDG 6, 11, 14 and 15

**Opportunities**

- Infrastructure needs**  
→ SDG 6, 9, 10, 11 and 12
- Local loops in the circular economy**  
→ SDG 11 and 12
- Smart cities**  
→ SDG 11
- Low-carbon solutions**  
→ SDG 13 and 12
- Alternative water resources and secondary raw materials**  
→ SDG 6 and 12
- Contractual models suited to emerging countries**  
→ SDG 10 and 17

**Opportunities**

- Blockchain and cryptocurrencies for secure transactions and targeted finance**  
→ SDG 9, 10, 16 and 17
- Smart resource and flow management**  
→ SDG 9, 11 and 12
- Slow tech**  
→ SDG 9, 10 and 17
- New online services**  
→ SDG 8, 9, 10 and 17
- New activities**  
→ SDG 4, 8, 9, 10 and 17

**Health and citizens' concerns**

**Needs for environmental services**

**Urbanisation**

**Digital technology**

**Risks**

- Ethical and reputation risks**  
→ SDG 16 and 17
- Social conflicts**  
→ SDG 16 and 17
- Risks of volume and price reductions**  
→ SDG 11 and 12
- Health risks**  
→ SDG 3
- Supply chain vigilance**  
→ SDG 16 and 17

**Risks**

- Increase in extreme climate events**  
→ SDG 13
- Rising energy prices**  
→ SDG 7
- Risks of delay in achieving compliance**  
→ SDG 8

**Risks**

- Increased pollution**  
→ SDG 11, 14 and 15
- Resource conflicts**  
→ SDG 6 and 16
- Uncontrolled urban development**  
→ SDG 1 and 11
- Reduced infrastructure load in declining cities**  
→ SDG 3, 10 and 11

**Risks**

- Cybersecurity and data protection**  
→ SDG 9 and 16
- Human resource adaptation and Group transformation**  
→ SDG 4, 8, 9 and 17
- Competitive environment and delays to innovation**  
→ SDG 8, 9 and 17
- Environmental footprint of digital technology**  
→ SDG 9 and 12

**PART 2**

# **An essential presence in environmental services**

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The SUEZ 2030 strategic plan sets out the Group's position in relation to the decade's opportunities and challenges and accelerates its contribution to the environmental transition. SUEZ aims to maintain its position as the preferred choice of its industrial customers, local authorities and citizens so that it can work alongside them to meet the planet's biggest challenges: the climate crisis, protecting and restoring our natural capital, health and quality of life.

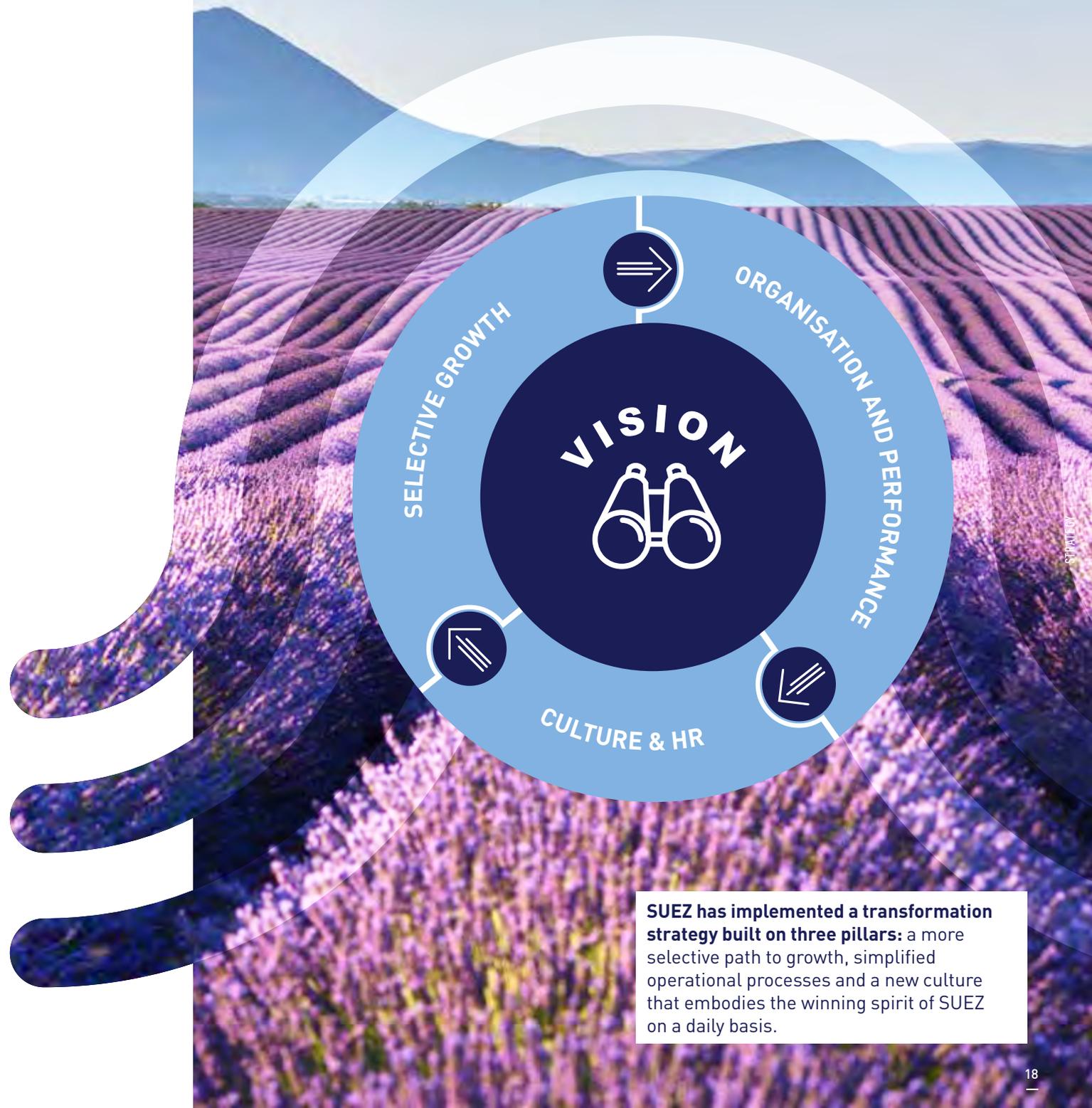


The first calendar year of the SUEZ 2030 strategic plan's implementation has already resulted in **notable successes with regard to the Group's transformation targets set by senior management.**

In the sectors where the development opportunities identified were the most promising, such as environmental services and hazardous waste treatment, new partnerships have led to many commercial successes.

By reducing its debt and deploying its performance plan, SUEZ has been able to increase its financial targets.

Finally, the shared commitment across the Group to continuing to deliver essential services during the health crisis while protecting everyone's health and safety has been a catalyst for the deployment of the Group's culture and values.



**SUEZ has implemented a transformation strategy built on three pillars:** a more selective path to growth, simplified operational processes and a new culture that embodies the winning spirit of SUEZ on a daily basis.

# Highlights of SUEZ's selective growth

In 2020, despite the unprecedented global health crisis, the Group's ability to secure contracts showed no signs of slowing down. SUEZ not only succeeded in deploying its strategic plan – it even accelerated its implementation.

## PILLAR 01

By aiming for selective growth, the Group accelerated its development in the areas where the strongest opportunities have been identified:



⇒ **International markets:** the Group intends to grow its activity in a selection of countries, where it will deploy its global value proposition and step up its investments in innovative services. The Group also aims to grow in markets where the need for environmental infrastructure is rising sharply.



⇒ **Industrial customers:** the Group intends to accelerate its development in five key fast-growing markets (agri-food; energy; oil and gas; chemistry and pharmaceuticals; and microelectronics), prioritising high-added-value activities based on its portfolio of distinctive solutions.



⇒ **Data-driven technologies and solutions:** the Group will call on proprietary technologies and innovation to develop and deploy advanced solutions on a worldwide scale. SUEZ is also developing new, high-potential activities such as air quality management and smart agriculture.

## Multiplying innovations to serve the environment and health

### LOOP

Strategic partnership with LOOP Industries to build the first factory producing 100% recycled and infinitely recyclable plastics in Europe and deliver a sustainable solution for global consumer goods manufacturers.

### COMBIN'AIR

Installation in Poissy (France) of the first air treatment system to improve air quality in schools and protect children, who are particularly vulnerable to atmospheric pollution.

### CIRCULAR CHAIN

Launch of the circular economy blockchain to support the agricultural transition. This technology represents a new stage in SUEZ's pioneering strategy for organic waste management and digital roll-out.

### ON'CONNECT

Deployment of a new digital solution with the RATP Group to optimise and reduce water and energy consumption across its network and its assets.

**103** million of euros  
the amount SUEZ invested in R&D, innovation  
and digital technology in 2020



Diane Galbe, Group Executive VP  
in charge of Strategy and the Smart  
& Environmental Solutions BU



Our strategic plan, which combines a renewed focus on added-value growth activities with an ambitious performance plan, is already showing results after just a year of implementation and demonstrating its ability to meet the ongoing challenges of the environmental transition.



## Focusing capital on activities corresponding to the selective growth strategy

Having announced the first wave of disposals in its asset rotation plan in 2020, the Group began 2021 with several strategic acquisitions in China, the USA and Spain.

### 2020

Disposal of OSIS (a company specialising in sanitation network and infrastructure maintenance in France), the stake in ESSAL in Chile and the SUEZ Recycling and Recovery activities in four continental European countries.

### 2021

Acquisition of the minority stakes in SUEZ NWS and Suyu in Greater China, resulting in 100% ownership of SUEZ NWS and Suyu; acquisition of Itochu Group's 33.4% stake in Canaragua to hold all the capital; acquisition of the Heritage Hills Water Works Corporation and the Heritage Hills Sewage Works Corporation to expand the Group's activities in North America.

Creation of a joint venture with Schneider Electric with the aim of building a leader in digital water, developing and marketing a shared range of innovative digital solutions for water cycle management.

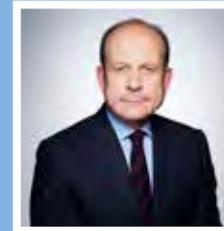
## Supporting the growth of the hazardous waste treatment market

### ITALY

Creation of a joint venture with A2A Group to become a high-level player in hazardous waste treatment in Italy (the third-biggest market in Europe).

### SAUDI ARABIA

Completion of the process to acquire a majority stake in EDCO, a Saudi hazardous waste management company, alongside Five Capital and Itochu, to gain a presence in the fast-growing hazardous waste market in Saudi Arabia.



Christophe Cros  
Group Executive VP – North America  
Region, President of the WTS\* BU



With the acquisition of the Heritage Hills Water and Sewage Works Corporation in New York state, we are contributing our expertise to guarantee compliance with state and federal government water regulations on behalf of local authorities.



\* Water Technologies & Solutions

# A performance plan exceeding expectations

PILLAR 02

In 2020, the Group continued to roll out its new organisation, tailored for the success of its strategic and commercial objectives.

Launched in 2019 under the Organisation and Performance section of the Strategic Plan, and based on deploying a culture of operational excellence on the ground, taking action to reduce environmental impact and supporting local teams through the transformation, **the SPOT 2023 programme involves over 2,000 employees** in the field or the themed working groups responsible for its management.

The speed of its deployment and the level of performance shown by the first results collected has enabled us to raise the 2023 annual savings target from €1 billion to €1.2 billion, which will contribute significantly to increasing investment in research, innovation and the digital transition, as well as continuing the reduction in the carbon footprint of the Group's activities.

€326  
million in additional  
performance savings  
at the end of 2020

3  
centres of excellence  
(Marketing; Skills and  
Performance; Digital and  
Innovation) supporting the  
operational BUs



Julian Waldron,  
Group Chief Financial Officer



Our performance plan has exceeded our expectations. It has affected all our operational processes, from quality of service to customers and supply chain relationships. We have already witnessed the benefits in terms of our cashflow: we significantly reduced our working capital requirement in 2020, while paying our suppliers more rapidly.



# At the height of the health crisis, employees who are more committed than ever

PILLAR 03

The success of SUEZ 2030 relies on all the Group's employees contributing their energy and expertise. To succeed in the transformations at the heart of the strategic plan, four fundamental values have been defined: passion for the environment, customer first, respect and team spirit.

The commitment of staff at the height of the health crisis to ensuring that activities such as water distribution and waste collection could continue testifies to their strong roots; but 2020 was also an opportunity for the Group to consolidate its values.

## 86,000 employees involved in the "Environment Collage"

In 2020, SUEZ announced the global roll-out of the Environment Collage, a workshop for collective intelligence inspired by and created in partnership with the Climate Collage. By 2023, it aims to explain the concrete role of SUEZ's activities in the environmental transition and share it with the Group's 86,000 employees.

## Employees in the front line of the Group's commitment

SUEZ has launched the #LeadTheChange challenge on social media. Its goal is to share its goal of passing on a sustainable environment to the younger generations, with a photo of each participant as a child and a caption describing their daily effort to preserve the environment.

## Employee shareholding beats engagement records

Over half of SUEZ employees in France subscribed to Sharing 2021, the Group's fifth employee share offer. A new record for engagement!

Following the reservation period, the employee shareholding level was 5.6%, making the Group's employees the second-largest SUEZ shareholder.



Isabelle Calvez  
Group Executive VP  
for Human Resources

⤴

The health crisis has generated a new social dynamic which responds to employees' aspirations for a better work-life balance and aligns with our commitments in terms of corporate culture. It has also accelerated the modernisation and digital transformation that was already under way in our processes, working methods and managerial culture.

⤵

# The four values of the SUEZ winning spirit

SUEZ has established four values that constitute the new basis for its culture and its conquering spirit: **Passion for the Environment, Customer First, Respect and Team Spirit**. These values are the foundations of the human resources management policy in the SUEZ 2030 plan. They reflect the Group's vision, illuminate its strategic decisions and guide its actions.

By embodying these values in the concrete missions it allocates to its employees, the Group gives its customers, partners and stakeholders **a clearer view of its commitment to the planet**.

The unanimous, unfailing mobilisation of the Group's employees throughout the Covid-19 crisis has both illustrated these values in concrete terms and cemented the Group's corporate culture around them.

Among the actions launched in 2020 to deploy these values, as well as the Environment Collage (see page 24), all Group Business Areas were challenged to announce an action plan covering all their activities by the end of 2021, to show how they were setting an example by incorporating the environment into their daily operations.



## PART 3

# Performance on behalf of all stakeholders

—

In a year marked by an uncertain environment, the unfailing commitment of the Group's employees and the trust of its customers, investors and partners have once again enabled SUEZ to demonstrate its ability to create multidimensional value for all its stakeholders. In particular, the Group's commitment to offering its customers 100% sustainable solutions took concrete form, enabling the shared management of all components of the Group's value proposition.



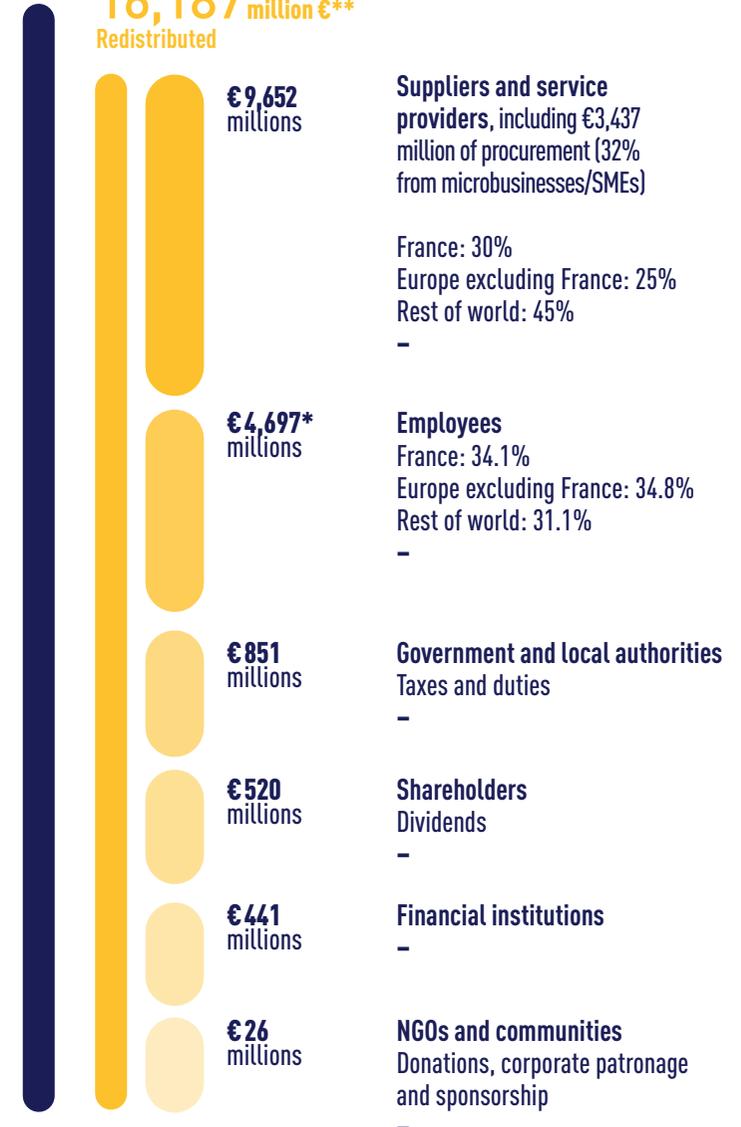
# Performance for the benefit of everyone

Every year, SUEZ evaluates the economic and social impact of its activities in the regions where it operates. Over 92% of the financial flows generated by its activities are redistributed to its primary stakeholder categories.

## Redistribution of the financial flows generated by SUEZ activity in 2020

17,590 million €  
Revenue and other income

16,187 million €\*\*  
Redistributed



\* Including social security and pension contributions.

\*\* The difference between the revenue generated and the economic flows redistributed represents amounts that could not be identified as corresponding to a counterparty in terms of the supply of goods and services: amortisation, depreciation and provisions, loss of asset value etc.

## For the benefit of financial investors



**Solid 2020 results and improved prospects for 2021 that consolidate the value creation initiated by the SUEZ 2030 strategic plan.**

⇒ **organic variation of -2.6%** (-€477 million), representing the drop in volume due to Covid-19 in the first half-year (-4.5% in organic revenue compared to 2019) followed by solid operational performance in the second half-year as the recovery took hold (-0.9% of organic variation), particularly in the Asia-Pacific region and in Recycling and Recovery activities in Europe.

⇒ **changes in the scope of consolidation of -0.2%** (-€35 million)

⇒ **exchange rate variations of -1.6%** (-€295 million), due to depreciation in currencies including the Chilean peso, the US dollar, the Australian dollar and the Brazilian real against the euro. In terms of EBITDA and EBIT, the Group recorded -€98 million and -€303 million respectively of costs and estimated provisions for the 2020 financial situation, including the pandemic. These figures are associated primarily with the excess costs of maintaining operations during the pandemic, the risks of business interruption (for construction activities, for example) and the potential impact of the increased risk of payment defaults. This brings the EBIT to €780 million, with an impact of -€50 million due to exchange rate effects.



**Net income Group share amounts to -€228 million in 2020, compared with €352 million in 2019.**

Restated to include non-recurring items, net income Group share amounts to -€38 million in 2020, a net recurring income per share of -€0.06.

**Recurring free cash flow amounts to €69 million, compared with €127 million in 2019.**

The working capital requirement amounts to €202 million in 2020, compared with -€153 million in 2019, reflecting structural improvements over the financial year resulting particularly from actions taken in France and within WTS.

**Investments amounted to €1,324 million in 2020, compared with €1,417 million in 2019.**

They consisted of €579 million of maintenance capex and €745 million of development capex. Additional investments were made in the second half-year using cash flow generated due to structural improvements.

**The Group has improved its 2021 outlook with the following targets<sup>2</sup>:**

-  
Revenues of over €16 billion, with a return to organic growth

An EBIT of €1.4 billion to €1.6 billion

Recurring Earn Profit per Share (EPS) of €0.80 to €0.85

Recurring free cash flow over €500 million

**Net debt amounted to €9,749 million** on 31 December 2020 before reclassification of assets and liabilities associated with assets held for sale<sup>1</sup> (IFRS 5), compared with €10,151 million on 31 December 2019, a reduction of -€403 million. This includes €423 million of income from disposals. After the impact of the IFRS 5 standard, net debt stands at €9,611 million.

**The debt ratio stands at 3.5 x EBITDA** on constant scope (before the impact of IFRS 5).

1-Recycling and Recovery activities (excluding plastic recycling and hazardous waste) in the Netherlands, Luxembourg, Germany and Poland, and OSIS  
2-On the basis of constant exchange rates and raw material prices and no more regional lockdowns

Revenue breakdown by activity\*

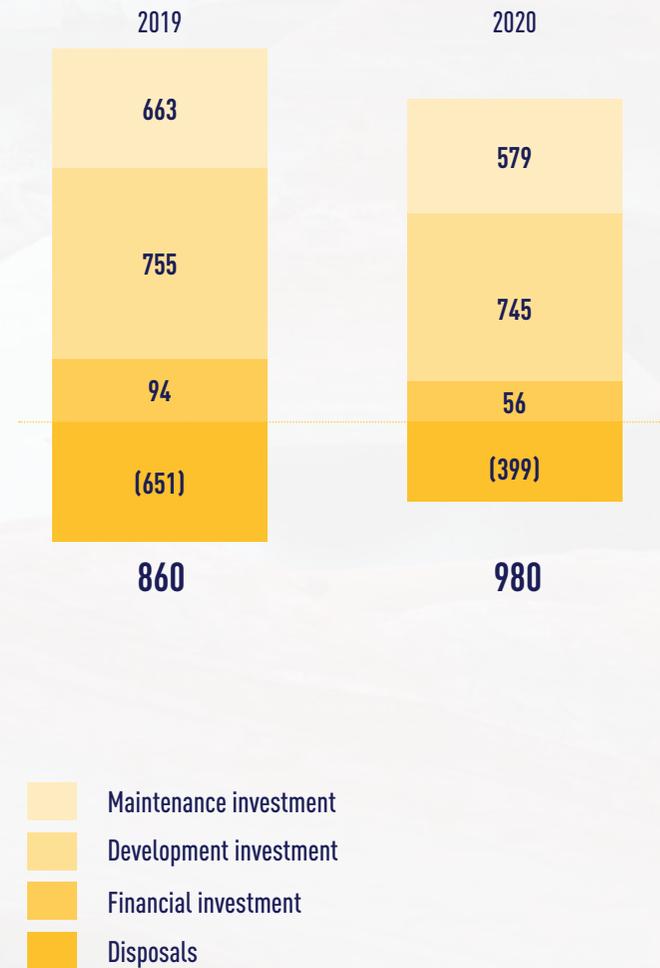


\* Percentages calculated excluding 2% inter-company sales, i.e. reciprocal transactions between Group entities.

Key financial indicators  
(in € millions)

In € millions	December 31, 2019	December 31, 2020	Gross variation	Organic variation	Variation at constant exchange rates
Revenue	18,015	17,209	-4.5%	-2.6%	-2.8%
EBITDA	3,220	2,815	-12.6%	-9.9%	-10.2%
<i>EBITDA/revenue</i>	<i>17.9%</i>	<i>16.4%</i>			
EBIT	1,408	780	-44.6%	-40.8%	-41%
<i>EBIT/revenue</i>	<i>7.8%</i>	<i>4.5%</i>			
Net income, Group share	352	-228			
Recurring net income, Group share	350	-38			

Net investment (in € millions)



## A pioneering, committed approach to non-financial performance

With sustainable development an increasingly central part of its strategy, SUEZ has again consolidated its excellent performance in the eyes of the non-financial rating agencies and its presence on the main international ESG rankings.

	2017	2018	2019	2020
RobecoSAM	82	79	76	78
CDP Climate	A	A	A	A-
CDP Water	-	-	B	A-
CDP Supplier Engagement Rating	-	-	A	A
Sustainalytics - ESG Performance	83/100	83/100	84/100	79/100
Sustainalytics - ESG risks	-	-	22.8 medium risks	19.2 low risks
Ecovadis	Gold	Gold	Gold	Platinum
Vigeo EIRIS	67	-	71	-
FTSE Russell	4.0	4.1	4.4	4.4
MSCI	-	A	A	A

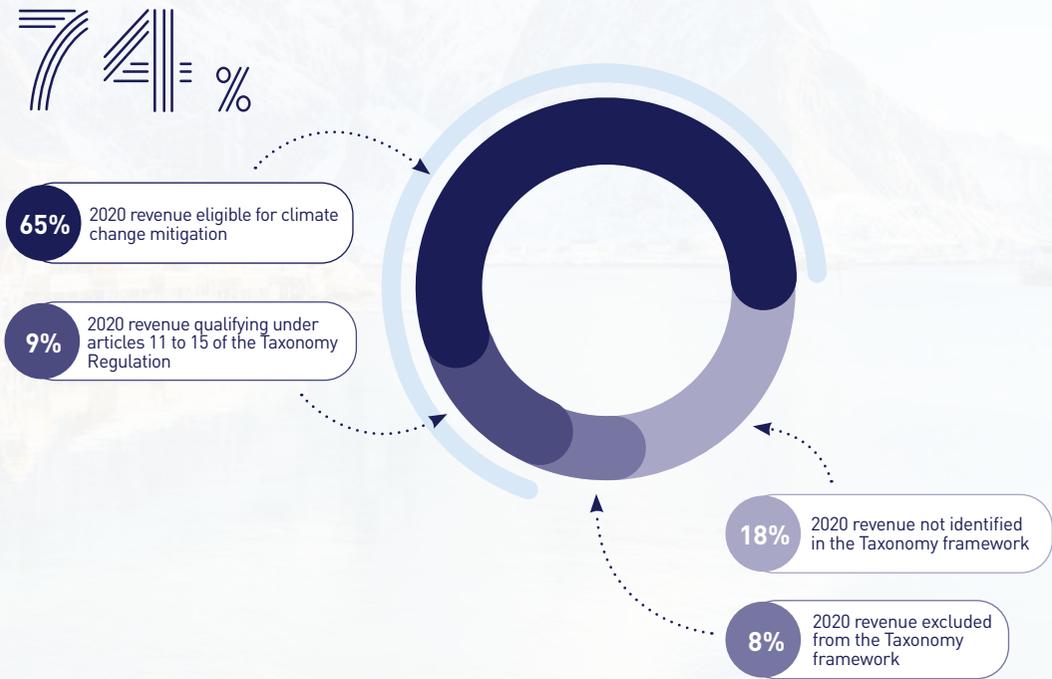
In March 2021, SUEZ integrated the new Euronext CAC 40 ESG index, launched by Euronext with the backing of Vigeo Eiris, a Moody's subsidiary. This index measures companies' performance relative to the combined criteria of several frameworks, including the United Nations Global Compact and the ISR label launched by the French finance ministry. Companies are selected from the "Large 60" index, which includes the 40 reference stocks from the French CAC 40 plus the 20 from the CAC Next 20.

**SUEZ was commended by Sustainalytics for its excellent management of ESG risk** (environment, social and governance). The Group ranks second in the "multi-utilities" sector, consisting of 58 companies, and features in the "low risk" category.

This score reflects SUEZ's strong risk management and underlines how well ESG considerations are integrated into all the Group's processes and the whole value chain. The management of risks associated with occupational health and safety, business ethics and stakeholder relations is evaluated alongside the Group's climate and environmental risks.

This assessment of ESG risk management completes the ratings assessing corporate sustainable development best practices and responds to the growing eagerness of financial players to further integrate sustainability risk when choosing investments.

**2020 revenue included in the European taxonomy**



**As part of its proactive engagement with the financial community, the Group has also published the proportion of its 2020 revenue recognised under the European Taxonomy for Sustainable Activities: 74%.**

The Group has decided to adopt the SASB (Sustainability Accounting Standards Board) non-financial reporting standard in its 2020 statement of non-financial performance, as it includes the financial materiality of the environmental and social issues specific to each industry. This statement of non-financial performance also includes a correlation table with the recommendations of the Task Force on Climate-Related Financial Disclosures (TCFD).

## Working with local authorities to deliver essential services to residents

Water distribution, plastic recycling: supporting Asia's response to the major environmental challenges

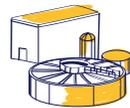


The Group designed and built 250 drinking water treatment and sanitation plants and operated 25 plants in 2020. SUEZ provides drinking water and sanitation services for major metropolises such as New Delhi, Mumbai, Bangalore and Kolkata and other cities such as Lucknow, Mangalore, Davanagere, Coimbatore, Udupi and Puttur.

In 2020, SUEZ secured two drinking water production contracts for over 10 million residents in Bangalore. These contracts include designing, building and operating a drinking water plant with total capacity of 775,000 m<sup>3</sup> of water/day for seven years, together with a treated water tank and a pumping station at the site of the TK Halli drinking water plant.



**44 million**  
Indians supplied  
with water by SUEZ



**48 million**  
receiving sanitation  
services



**15 million**  
benefiting from the Group's  
expertise in network performance  
and leak identification



LOCAL AUTHORITIES



In 2020, SUEZ began constructing a plant to recycle plastic waste into recycled polymers in Bang Phli, near Bangkok. The plant will contribute to the Thai government's ambitious target of recycling 100% of the plastic collected by 2030 and respond to growing demand for recycled plastic in local industry.

Treating 30,000 tonnes of plastic waste a year, the plant will avoid the emission of over 75,000 tonnes of greenhouse gases generated the production of virgin plastic.

The installation will be equipped with a high-performance water treatment system, reducing the amount of water needed for recycling. The plant will be partly powered by solar panels on the roof, optimising the site's environmental footprint.

The project contributes to the goals of the Alliance to End Plastic Waste, of which SUEZ is a founding member. Its ambition is to eradicate plastic pollution in the environment, and especially in the oceans.



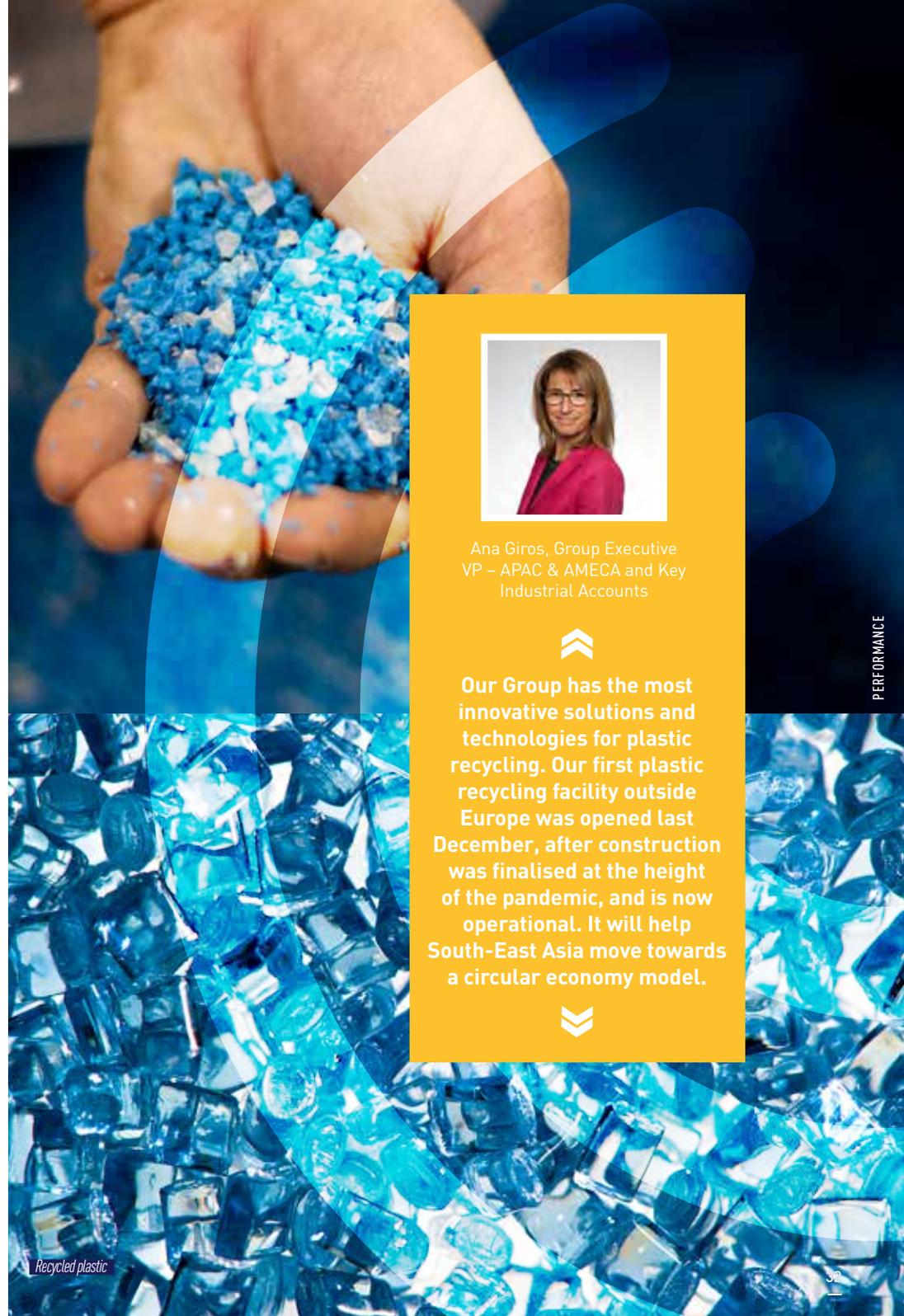
3D rendering of the plastic recycling plant



**75,000**  
tonnes of CO<sub>2</sub> avoided



**30,000**  
tonnes of plastic treated  
a year



Ana Giros, Group Executive  
VP – APAC & AMECA and Key  
Industrial Accounts



**Our Group has the most innovative solutions and technologies for plastic recycling. Our first plastic recycling facility outside Europe was opened last December, after construction was finalised at the height of the pandemic, and is now operational. It will help South-East Asia move towards a circular economy model.**



## Significant growth in the Group's historic core



AUSTRALIA

The new contract is worth €170 million over five years and begins in July 2021. It includes the operation of five drinking water plants and five wastewater treatment plants to meet the needs of a million residents.

To contribute to the local industry participation plan, which aims to create tangible economic and socio-economic opportunities for the city including an ambitious activity improvement programme to achieve sustainable savings, SUEZ offered intelligent solutions developed by the Group. These include the AQUADVANCED® suite, an innovative digital tool that guarantees high-quality drinking water and improved overall performance for production systems and distribution networks, while helping to reduce the environmental impact.

**South Australia Water (SA Water), the Australian state's public water services company, renewed its trust in the SUEZ Group in December 2020, with a new public-private partnership contract covering water production and wastewater treatment services for the city of Adelaide, the country's fifth-largest city.**



UNITED STATES

**In January 2020, the West Basin Municipal Water District, near Los Angeles in California, renewed the contract it entrusted to SUEZ in 1994 for another five years. The agreement covers the operation of the Edward C. Little wastewater recycling plant and three auxiliary plants.**

Edward C. Little is one of the biggest water recycling facilities in the United States. It produces around 150,000 m<sup>3</sup> of water every day, helping to conserve water resources in one of the regions of the country most exposed to drought.

Since 1994, SUEZ has supported the local authorities in the production of over 750 million m<sup>3</sup> of recycled water.

The facility supplies five different qualities of recycled water tailored to the specific needs of municipal, commercial and industrial customers in the United States' western basin (watering gardens, irrigation, supplying water to boilers and cooling towers at industrial sites etc.). Edward C. Little also produces 45,000 m<sup>3</sup> of reservoir water a day to recharge groundwater and protect the South Bay coastal groundwater reservoirs from any ingress of salt water from the Pacific Ocean.

€67M  
of cumulative sales

150,000 m<sup>3</sup>  
of water produced each day

5  
water quality levels

## Significant commercial momentum in France



The Group has maintained strong commercial momentum in the French market by renewing and securing large numbers of contracts, including:

### ⇒ Aix-Marseille Provence

- Drinking water and sanitation management in Istres Ouest-Provence for over eight years. These contracts, worth a total of €98 million, serve nearly 100,000 residents.

### ⇒ Greater Dijon

- Creation of the first multi-service single-contract public-private company (SEMOP) in France dedicated to managing both public water and sanitation services. The company covers 220,000 residents of 15 municipalities in greater Dijon.
- Pre-collection and collection of household and similar waste, with total revenues of nearly €70 million over five years.

## In the UK, SUEZ quantifies and highlights its non-financial benefits



In line with the provisions of the British government's Social Value Act, which encourages public service providers to evaluate and optimise the social, economic and environmental benefits of the services they provide to local authorities, SUEZ has developed a Social Profit calculator in the UK. Based on national and international calculation standards, it translates the positive externalities of the Group's activities into monetary terms.

The tool has been used to monetise the non-financial benefits arising from Greater Manchester's outsourced municipal waste management contract, totalling around three times the amount paid annually for the contract.

# Innovating alongside local authorities with Covid-19 City Watch

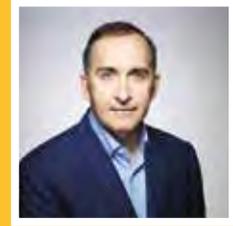
Based on the fact that the viral load present in wastewater constitutes a relevant early indicator (two to three days) of the circulation of the SARS-Cov-2 virus in the population, SUEZ's teams developed Covid-19 City Watch in autumn 2020. Designed for local authorities, the solution combines a digital platform with an analysis of the presence of SARS-Cov-2 viral markers in sanitation networks. Equipped with this tool, local authorities can locate the main infection sites and plan health measures to prevent further contamination.

In France, the solution complements the national monitoring programme conducted by the OBEPINE network, in which SUEZ participates as an operator, and through the analysis of samples at its R&D centre, CIRSEE.

**Less than 24 hours**  
to obtain analysis results

**Innovation prize**  
at the French local authorities trade fair

**Over a hundred towns**  
are already using the solution, particularly in Spain and France



Jean-Marc Boursier,  
Group Senior Executive VP in  
charge of Group operations and  
SUEZ activities in France



The SUEZ Group is proud of having won the innovation prize for its Covid-19 City Watch solution at the French local authorities trade fair. The project demonstrates the efforts made by the Group and its partners to fight the spread of the coronavirus and its commitment to serving local areas. Covid-19 City Watch is a perfect illustration of our strong capacity to innovate and our expertise in environmental services built up over 150 years.



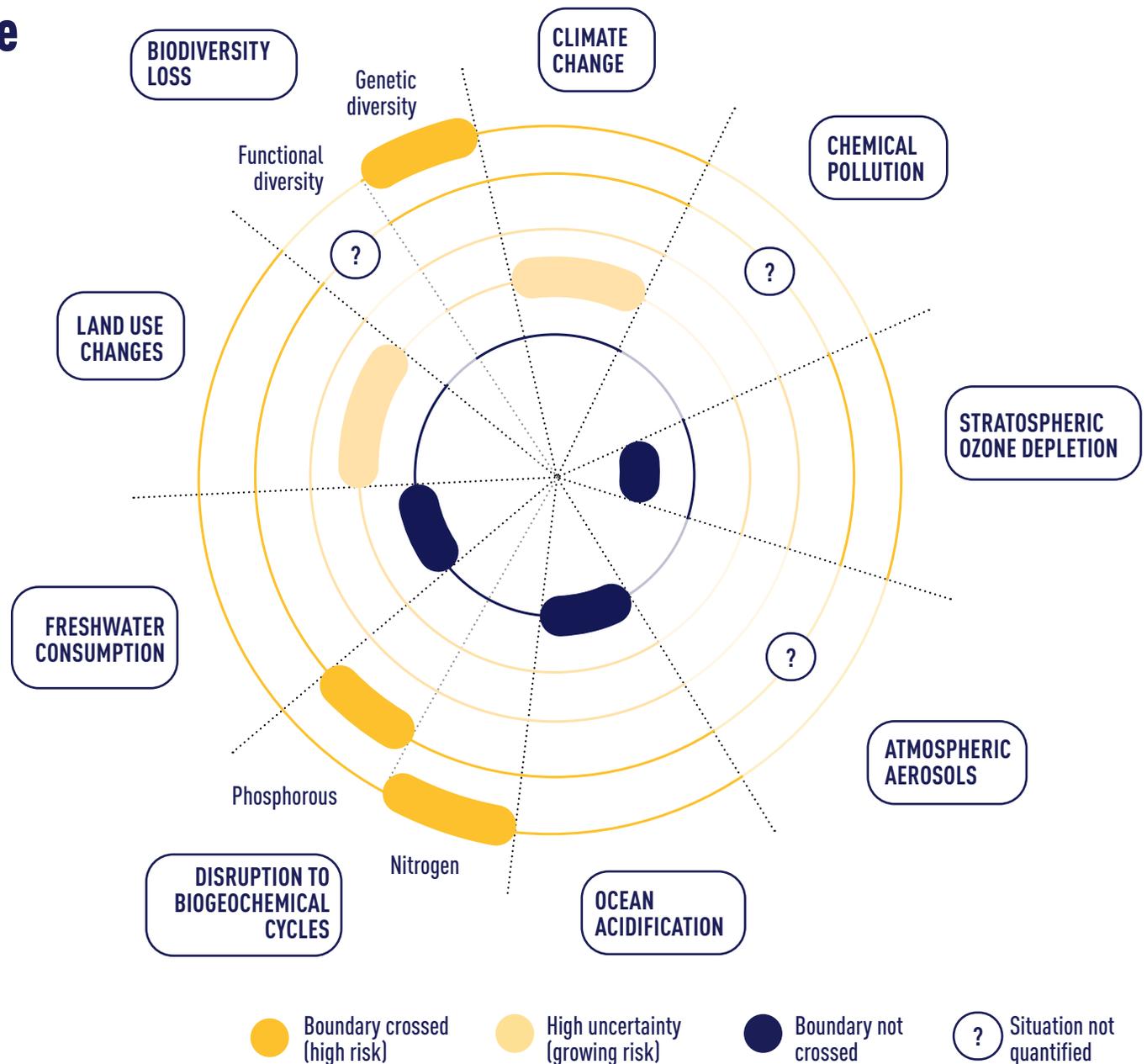
# Accelerating the performance of our industrial customers

Conscious of the planet's limits, SUEZ has made a commitment to the circular economy, delivering solutions to reduce and recover its customers' industrial waste, reuse treated water and reduce their carbon footprint.

## The concept of "planetary boundaries"

Formulated by an international team of 28 researchers led by Johan Rockström from the Stockholm Resilience Centre, the nine planetary boundaries are the thresholds that humanity must not exceed to avoid compromising the favourable conditions under which it has developed, and to be able to live sustainably within a safe ecosystem.

The authors consider that the thresholds have already been crossed for three of the seven boundaries for which they propose limit values, in terms of volumes emitted or extracted from the environment (climate change, biodiversity loss and disruption to the nitrogen and phosphorus biochemical cycles).



After Steffen et al., Science, 2015

## Working with car manufacturers in Morocco

SUEZ is helping PSA to meet its “zero landfill” target for waste from its car plant, through the innovative, scalable Green’Compact solution, which provides support as the production line scales up.

We are also helping Renault to maximise waste reduction and recovery for all waste generated at two sites that produce 400,000 vehicles a year.



⤴

**We are accelerating our industrial transformation and upgrading to meet environmental targets requiring low carbon emissions, circular economies and energy efficiency in our activities. This new joint venture will enable us to build on SUEZ’s environmental success.**

Song Yuxian, Chairman of the Board of Directors of the New Coal Chemical Synthetic Material industrial complex in Huaibei

⤵



## Supporting China’s industry in the ecological transition

In Huaibei, SUEZ treats 30,000 tonnes of hazardous waste a year, producing 85,000 tonnes of steam to supply energy to the region’s industry and reduce greenhouse gas emissions. Non-recoverable waste will be stored to guarantee a healthier environment.

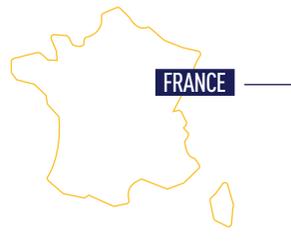
SUEZ provides innovative industrial water treatment for Wanhua Group and reduces greenhouse gas emissions by 3,930 tonnes/year. Industrial process optimisation reduces operating costs and generates savings on electricity consumption of 681,895 kWh/year.

SUEZ deploys an integrated wastewater treatment plant for Shenghong Group, recovering certain kinds of waste and reducing greenhouse gas emissions by 8,123 tonnes/year.



### Reducing the water footprint of Peru's mining industry

SUEZ operates and maintains a mining company's water treatment plant and its components so that treated water can be reused within its activities.



### Partners of France's industrial leaders

SUEZ recovers 60,000 tonnes of waste/year, including hazardous waste, at 20 ARKEMA sites. Solvent recycling is one of the solutions deployed for material recovery and reuse.

Working with Airbus, Air France, Safran and Total, SUEZ supports the development of sustainable biofuel production to reduce the carbon footprint of air transport (Green Deal).



David Palmer-Jones  
Group Executive VP –  
Northern Europe Region



SUEZ supports Arkema in its approach to optimising its activities while reducing its environmental footprint. Innovation and industrial performance are key in recycling waste such as solvents and putting short-loop supply chains in place. The development of these high-added-value activities is one of the drivers of SUEZ 2030.

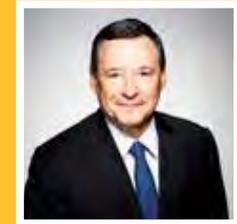
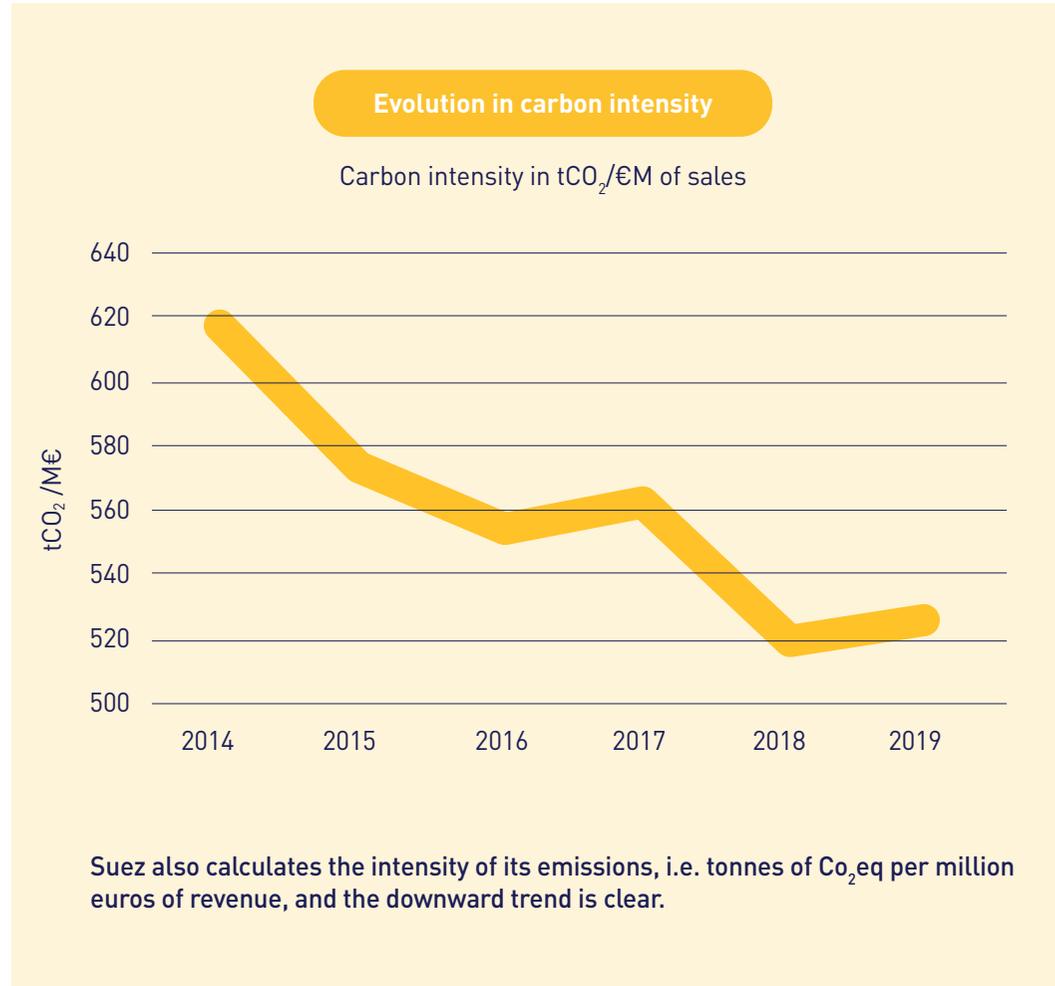


# Decarbonising the Group's performance for the benefit of a sustainable environment

**SUEZ strengthened the ambition of its climate commitments in October 2019, bringing them into line with the 1.5°C trajectory recommended by the IPCC in its October 2018 special report on global warming.**

Aiming to help achieve the contribution to carbon neutrality by 2050, SUEZ committed to increasing its target for reducing greenhouse gas emissions across all its activities by 2030 from 30% to 45% (scopes 1 and 2, baseline 2019, SBTi). This commitment will take concrete form in the implementation of an action plan to be submitted to SBTi in mid-2021. SUEZ has decided on several voluntary actions:

- set aside a budget dedicated to projects such as biogas production at storage centres, obtaining power from renewable sources and converting vehicle fleets;
- focus innovation strongly on a set of technologies for capturing, using and storing carbon;
- incorporate a changing carbon price into our everyday financial models.



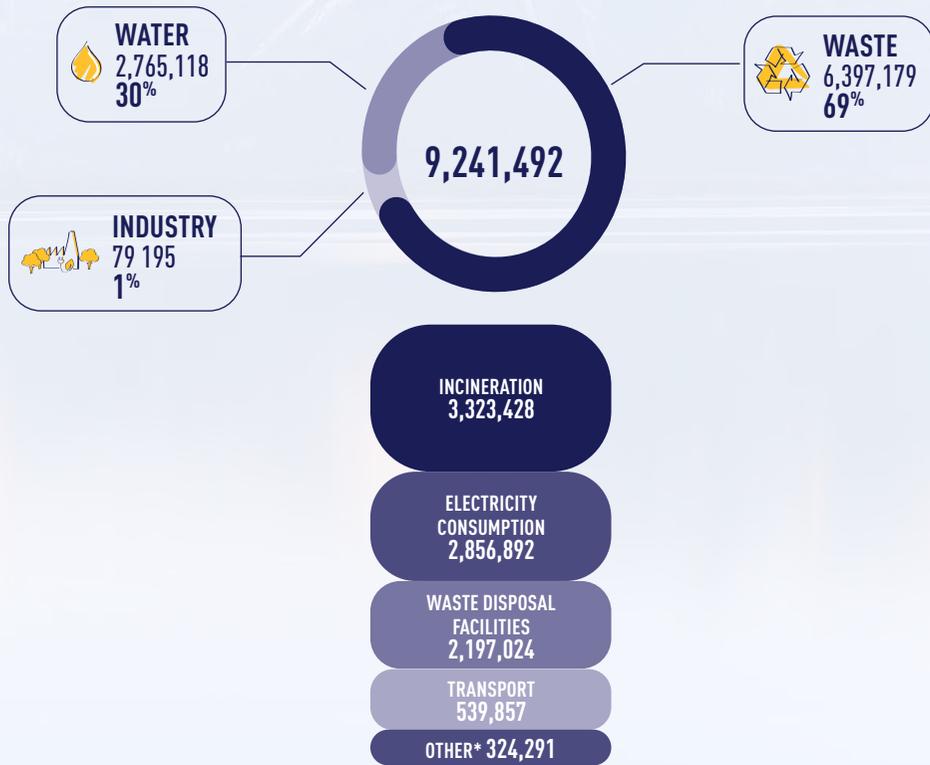
Angel Simon  
Group Executive VP – Southern Europe and Latin America Region



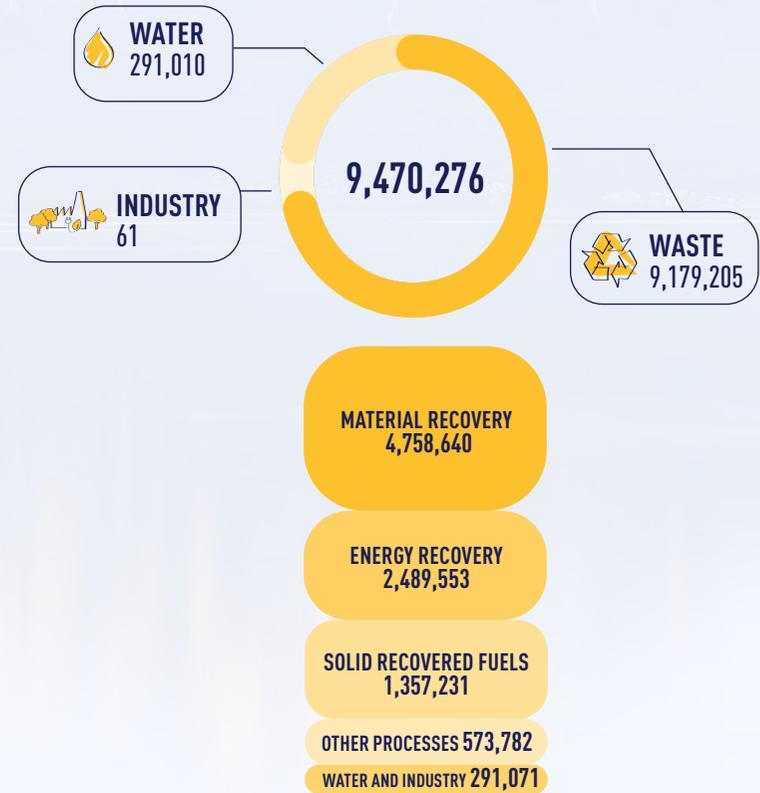
**In these times of change and uncertainty, our mobilisation for the planet and future generations will be crucial. This responsibility requires strong, collaborative actions to adapt our business management to these new realities and guarantee continuity of service while helping to reduce the causes of climate change.**



SUEZ's carbon profile (in tCO<sub>2</sub>e)



Emissions prevented on behalf of our customers (in tCO<sub>2</sub>e)



**Towards the inclusion of scope 3 emissions**

As well as direct scope 1 and indirect scope 2 emissions, SUEZ is committed to calculating its indirect scope 3 emissions using the GHG Protocol methodology. They are assessed at 24 MtCO<sub>2</sub>e associated with product use, procurement and energy used throughout the value chain outside scopes 1 and 2, including 15 MtCO<sub>2</sub>e associated with customers' heating of water distributed by the Group, on which SUEZ's levers for action are indirect. At the end of 2020, SUEZ began a methodological review of its scope 3 emissions to identify the actions needed to reduce them, including working with its main suppliers.

\* Wastewater treatment, treatment of hazardous industrial waste

# Accelerating our commitments to serve biodiversity and natural capital



## 11 commitments made with Act4Nature to support biodiversity

In 2020, SUEZ renewed its groupwide commitments to the Act4Nature International initiative, launched by the EpE business network (Entreprises pour l'Environnement). The initiative aims to mobilise the business world to protect biodiversity in advance of the COP15 conference on biodiversity, to be held in 2021.

SUEZ has made 11 individual commitments aiming to strengthen its biodiversity strategy, develop environmental performance on behalf of biodiversity and offer solutions that favour biodiversity.



## A call for proposals dedicated to biodiversity

Launched in February 2020 by SUEZ's French teams, the "Acting for Natural Capital" call for proposals aims to reward technical, digital and societal innovation projects that contribute to preserving the environment and natural capital. The main theme of the 2020 call was "Biodiversity and nature-based solutions".

**4** projects selected | **40** projects submitted

**€ 100,000** granted to projects selected for financial support



Tiphaine Hecketsweiler  
Group Chief Engagement and  
Communications Officer



One consequence of the pandemic has been an acceleration in awareness of the issues relating to the preservation of biodiversity and natural capital, which, along with climate action, are key elements of SUEZ's corporate purpose and its sustainable development road map.



## Evaluating our circular economy policies

SUEZ is convinced that the circular economy is part of the answer when it comes to facing up to our climate and environmental challenges and fighting the forces that are pushing the planetary boundaries. SUEZ adopts a forward-looking position on the subject, **convinced that impacts must be quantified in order to make progress.**



### SUEZ measures its circularity with Circulytics

Measurement is the key to success in the transition towards circularity. SUEZ is proud to be the first company in the environment sector to use Circulytics, launched by the Ellen MacArthur Foundation. Our score of B, on a scale from A to E, confirms our position and encourages us to move further towards greater circularity, to reduce human pressure on the environment.

### SUEZ also chairs the ISO

(International Organization for Standardization) Technical Committee 323 on the Circular Economy, which brings together over 80 countries and aims to publish the first international standards on the subject by 2023.

# 83

contributing countries

# 4

international standards  
in preparation

## Throughout the world, our employees generate and benefit from the Group's performance

At a time when the pandemic is reinforcing social utility and inclusion as two key concerns of society, the commitment of the Group's employees testifies to the essential character of its activities. Throughout the year, SUEZ has striven to be worthy of this commitment.

### Maintaining and supporting jobs despite Covid-19

As an operator of essential services, SUEZ has had two goals during the Covid-19 crisis: protecting its employees and ensuring the continuity of public water and waste services. SUEZ has looked ahead continuously and taken steps to protect its employees, such as setting up a task force to ensure mask supplies at the beginning of the crisis, deploying home working on a huge scale, exempting vulnerable employees from work, setting up a psychological support hotline etc.

In terms of financial support measures, the Group decided to supplement state provisions to ensure employees working short-time hours still received 100% of their salaries and to pay additional bonuses to the most financially vulnerable in June and December 2020. In countries without short-time working, salary maintenance measures were introduced.



EMPLOYEES

**Sustained commitment to inclusion and diversity**

SUEZ has also rolled out an ambitious policy to bring people with disabilities into the workforce. In December 2020, the Group signed the International Labour Organization’s Global Business and Disability Network Charter, a worldwide tool designed to promote better employment opportunities for people with disabilities (over a billion people across the world).

This policy consolidates and strengthens the efforts the Group has already made to include the most vulnerable people in its offer of essential services by developing a partnership-based approach with local charities and social enterprises, securing partnerships to make it easier for refugees to enter the workforce and reinforcing the creation of inclusive jobs.

By joining the Global Business and Disability Network, SUEZ committed to applying its 10 principles throughout the Group and raising employee awareness.

**1,500**  
inclusive jobs:  
the Group’s 2021  
target

**300**  
“Inclusion & Diversity”  
ambassadors, a network  
created by the Group  
in 2020



**Protecting health and safety for all**

SUEZ works every day to protect the health and the lives of its employees, subcontractors, customers and people it comes into contact with. This commitment took on special meaning in 2020, when business continuity plans established to deal with the Covid-19 crisis had both to ensure the continuity of essential water and waste services and to guarantee employees’ safety in the face of the pandemic risk.

Finally, the Group reinforced the commitments in its Health & Safety Policy as part of its SUEZ 2030 strategic plan. The policy aims to achieve a target of zero serious or fatal accidents, create a fair, integrated Health & Safety culture and strengthen its focus on each individual’s well-being.

**43%**  
of training hours provided  
within the Group are  
devoted to Health & Safety

**13%**  
reduction in the accident  
frequency rate



Employing people with disabilities is not just a good moral cause; it is also good for business. By honouring the commitments in this charter, the private sector will be showing real leadership in making it possible for people with disabilities to have productive work and live with dignity.

Guy Ryder, Director General of the International Labour Organization

# Remuneration mechanisms incorporating non-financial performance

In addition to the fixed salary, SUEZ offers its employees several incentive schemes to recognise their contribution to the Group's overall performance. The contribution of top executives to non-financial performance is recognised through a bonus/penalty arrangement applied to annual incentive payments based on the results of the annual health and safety contract for their Business Area.

On the same model, a Sustainable Development contract has been introduced in 2021 for each Business Area, focusing on the following themes: contribution to the 1.5°C trajectory and adaptation to climate risks, application of the Group's Act4Nature International commitment, involvement of employees and supply chain partners, setting an example every day and implementing the diversity policy.

### Employee shareholding scheme

**FINANCIAL PERFORMANCE**

SUEZ share price

### Long-term incentive (LTI)

**FINANCIAL PERFORMANCE**

**AND INDIVIDUAL TARGETS**

- Recurring net profit per share, free cash flow, total shareholder return evaluated over a three-year period

**NON-FINANCIAL PERFORMANCE**

- Proportion of female managers over three years: bonus/penalty of +/-10%

### Annual incentive

**FINANCIAL PERFORMANCE**

**AND INDIVIDUAL TARGETS**

- Key financial indicators <sup>(1)</sup>
- Contribution to the Transformation Plan
- Individual managerial criteria

**NON-FINANCIAL PERFORMANCE**

- Health/safety performance: bonus/penalty of +/-20%
- Sustainable development performance: bonus/penalty of +/-20%



(1): Depending on the entity: EBIT, free cash flow, net profit

## PART 4

# Governance embodying the Group's transformation

—

The Group's transformation also involves the renewal of its governance bodies. Just as the Executive Committee's organisation was reviewed in 2019 to bring it more explicitly into line with the Group's strategic priorities, the changes to its Board of Directors in 2020 aimed to strengthen its abilities in relation to SUEZ's chosen directions for development while making it more independent and maintaining the diversity of its members.



# Board of Directors\*

New skills brought by leading figures in industry and finance



**PHILIPPE VARIN**  
Chairman of the Board of Directors of SUEZ



**MIRIEM BENSALAH CHAQROUN**  
Independent director.  
Vice-Chairwoman, Chief Executive of Eaux Minérales d'Oulmès



**ANTHONY R. COSCIA**  
Director. Partner and Executive Committee Member of Windels Marx, LLP



**MARTHA J. CRAWFORD**  
Independent director



**DELPHINE ERNOTTE CUNCI**  
Independent director.  
Chairwoman of France Télévisions



**ANNE LAUVERGEON**  
Independent director.  
Chairwoman and Chief Executive of ALP SA



**BERTRAND MEUNIER**  
Independent director.  
Chairman of the Board of Directors of Atos



**PHILIPPE PETITCOLIN**  
Independent director



**JACQUES RICHIER**  
Independent director.  
Chairman of the Board of Directors of Allianz France



**BERTRAND CAMUS**  
Chief Executive Officer of SUEZ



**BRIGITTE TAITTINGER-JOUYET**  
Independent director



**GUILLAUME THIVOLLE**  
Director representing employee shareholders



**ENRIC XAVIER AMIGUET I ROVIRA**  
Director elected by employees



**AGATTA CONSTANTINI**  
Director elected by employees

82%  
independent directors

45%  
women\*

36%  
non French-nationals Directors

5  
foreign nationalities

1  
employee shareholders' representative

2  
employees' representatives

22  
meetings of the Board of Directors

89.6%  
attendance

GOVERNANCE

\* Information correct at the date of this document, subject to adoption of the corresponding resolutions at the General Shareholders' Meeting.

### A significantly renewed Board of Directors, with its skills strengthened in line with the SUEZ 2030 strategy.

Changes were made to the composition of the Board of Directors during 2020, partly **to reduce its size** (with the Board contracting from 19 to 15 members following the Annual Shareholders' General Meeting of 12 May 2020) and partly due to the changes in the company's share ownership, leading to the departure of the Directors representing ENGIE.

These changes **increased the Board's independence while providing additional skills**, including senior management experience in large corporations, in accordance with the criteria of the diversity policy defined by the Board.

Philippe Varin's appointment at the Shareholders' General Meeting on 12 May 2020, followed by his election to the role of Chair of the Board of Directors, brought to the Board the experience of a leading figure in the industrial world, while also placing it under the leadership of an independent director for the first time. In addition, among the new Directors co-opted since the last Annual Shareholders' General Meeting<sup>1</sup>,

⇒ **Bertrand Meunier** brings his skills and experience in financial, digital and cybersecurity matters, as he is Chairman of Atos and has spent most of his career in investment funds.

⇒ **Jacques Richier**, as Chair of the Board of Directors of Allianz France, brings in particular his knowledge of financial matters and risk management.

⇒ **Philippe Petitcolin** brings in particular his knowledge of the industrial world, as he has a long professional background in the industrial sector and was, until recently, Chief Executive Officer of the Safran Group.

⇒ **Anthony R. Coscia** has good knowledge of SUEZ's businesses, particularly in the United States, and, as a lawyer, has legal expertise – skills that have been little represented to date.

### A particularly sustained activity in 2020. This included:

⇒ monitoring the implementation of the Shaping SUEZ 2030 strategic plan, including a review of the asset rotation operations (disposal of several Recycling and Recovery businesses in Northern and Central Europe and Australia, acquisition of holdings from the Group's partner in the companies SUEZ NWS Ltd and Derun Environnement in Asia etc.);

⇒ monitoring the company's position arising from the health crisis caused by the Covid-19 pandemic;

⇒ monitoring and reviewing the situation related to Veolia's planned takeover of the Company and assessing the alternative offers proposed.

### Four specialist committees.

The Board of Directors is supported by four committees consisting solely of independent directors, apart from the directors representing employees and employee shareholders: the Audit and Financial Statements Committee, the Appointments, Compensation and Governance Committee, the Strategy Committee and the CSR, Innovation, Ethics, Water and Sustainable Planet Committee.

An ad hoc Committee was also established in August 2020, following Veolia's announcement of its intention to acquire 29.9% of the Company shareholders' equity from ENGIE and then to take control of the Company. It is composed of Independent Directors and one Director representing employees and is responsible for reviewing, in particular, the transaction proposed by Veolia, as well as any alternative transactions considered, from the perspective of the corporate interests of all SUEZ stakeholders and creating value for all its shareholders.



Jacques Audibert  
Group General Secretary



The composition of the Board of Directors was extensively refreshed in 2020, taking into account the skills and profiles diversity policy defined by the Board itself. New leading figures joined the Board, bringing their experience in the governance of large corporations, their knowledge of the industrial and digital worlds and their skills in finance and risk management. These changes also increase the proportion of independent directors and maintain the Board's international dimension.



<sup>1</sup>-The Annual Shareholders' General Meeting on 22nd June 2021 will vote to ratify the co-opting of Anthony R Coscia, Bertrand Meunier, Philippe Petitcolin and Jacques Richier. If these resolutions are approved, the Board of Directors will have 14 members.

# Executive Committee

To help him fulfil his role, the CEO is assisted by an Executive Committee, a forum for discussion and decision-making, which meets every two weeks to examine the Group's main decisions and directions.

As of 31 December 2020, the Executive Committee consists of 10 members alongside the CEO, Bertrand Camus.

The Group also has a Performance Management Committee, a body responsible for overseeing operational performance, business development, professional skills and the culture of the Group. It consists of members of the Executive Committee together with the heads of operational entities and certain global functions. Its detailed composition can be found on the company website.



**BERTRAND CAMUS**  
Chief Executive Officer of SUEZ



**JEAN-MARC BOURSIER**  
Group Senior Executive VP –  
France Region and Operations



**CHRISTOPHE CROS**  
Group Senior Executive VP –  
North America Region, President  
of WTS BU



**DIANE GALBE**  
Group Senior Executive  
VP – Smart & Environmental  
Solutions BU and Strategy



**ANA GIROS**  
Group Senior Executive VP –  
APAC & AMECA Regions and  
Key Industrial Accounts



**DAVID PALMER-JONES**  
Group Senior Executive VP –  
Northern Europe Region



**ANGEL SIMON**  
Group Senior Executive VP  
– Southern Europe and Latin  
America Region



**JULIAN WALDRON**  
Group Senior Executive VP –  
Finance



**JACQUES AUDIBERT**  
Secretary General Group



**ISABELLE CALVEZ**  
Group Chief Human Resources  
Officer



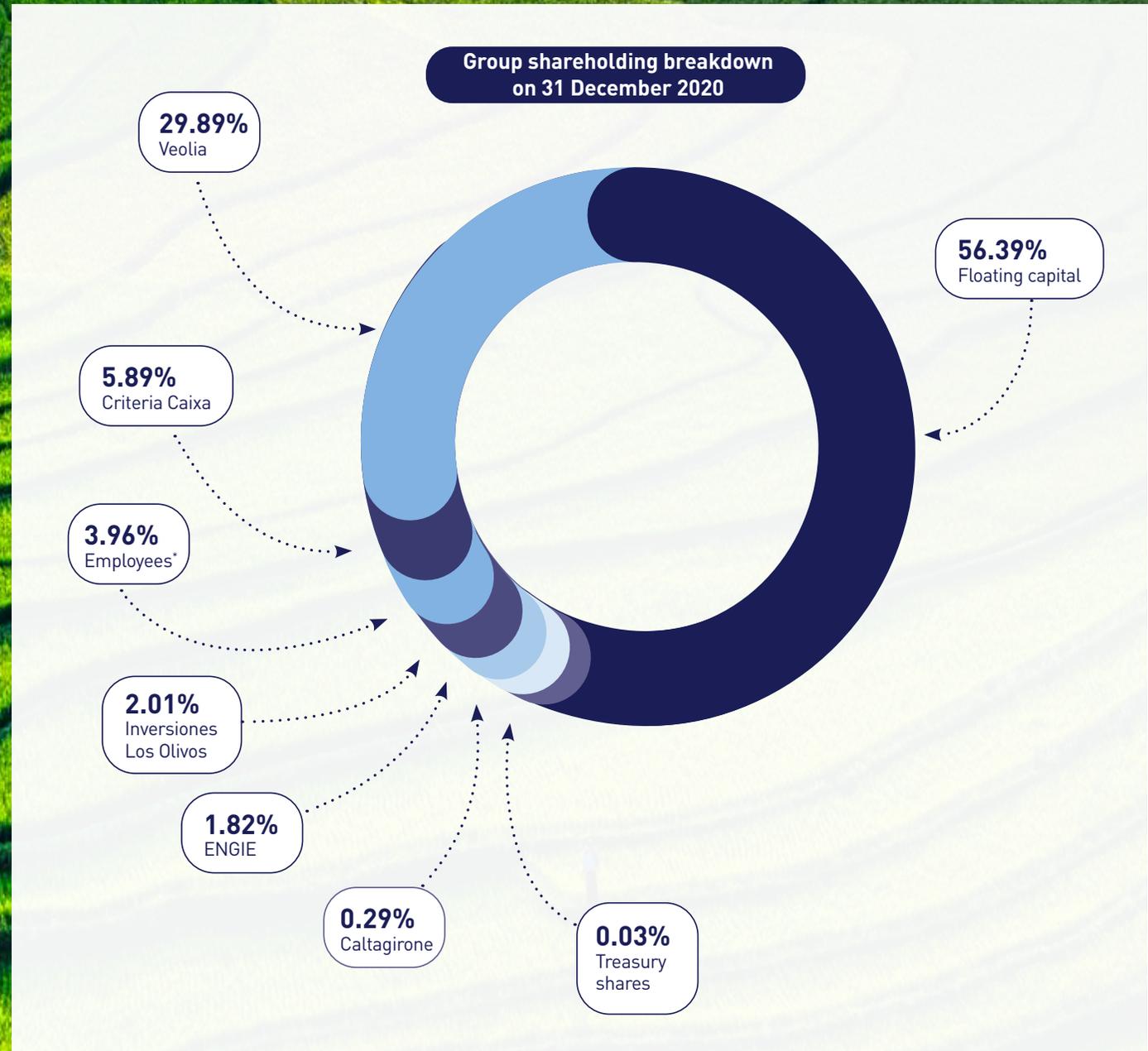
**TIPHAINE HECKETSWEILER**  
Group Chief Engagement and  
Communications Officer

# Share ownership

The main events of the 2020 financial year relating to the Group's share ownership were as follows:

- Acquisition by mutual agreement of 187,800,000 shares by Veolia Environnement from ENGIE in October 2020, representing 29.89% of the Group's capital.
- Expiry in September 2020 of the non-disposal agreement covering shares held by the companies in the Caltagirone group, which as of 31 December 2020 holds only 0.29% of the Group's shares.

In addition, the Shaping SUEZ 2021 employee shareholding scheme raised the percentage of the Group's shares owned by its staff from 3.96% on 31 December 2020 to 5.60% in March 2021.



\* 5.6% following the Sharing 2021 operation (March 2021).

# Ethics, dialogue & vigilance

**Underlined once again in the Shaping SUEZ 2030 plan, ethical values have always been at the heart of SUEZ's strategy and development.**

This is why the Group has established an Ethics and Compliance division, coordinating a network of 17 ethics officers covering all the Group's entities, together with local compliance officers appointed for business units/business areas that have a particularly large number of employees or that are spread out geographically. As of 31 December 2020, the network represented a total of 94 people under the hierarchic or operational responsibility of the General Secretary, Group Ethics Officer. This structure is supplemented by a mechanism for collecting and addressing reports from employees and third parties of situations that violate the Group's rules on ethics and vigilance.

**To prevent and manage controversies about its activities, SUEZ has applied a policy of voluntary dialogue for over 10 years.** The Group commissions a third-party guarantor every year to consult experts and stakeholders to address collectively any dilemmas that have arisen, and provides mechanisms for dialogue tailored to the contexts and stakeholders of its projects. The Group also applies a strategy of positive

influence and responsible lobbying for communication with institutions on issues related to its activities, builds strategic alliances with other players to support the environmental transition and creates new platforms for discussion and common standards, such as the OECD principles for water governance.

SUEZ updated its vigilance plan in 2020, and now provides a dedicated document on its website for easy access by stakeholders. The year 2020 saw the deployment of a plan to manage the Covid-19 crisis and **the continuation, despite the pandemic, of the health and safety action plan**, with a particular focus on compressed gas suppliers following a fatal accident that occurred in India in 2019. The Group developed a new management standard (procurement, transport, handling, storage etc.) and shared it with all its entities. The subsidiaries carried out a supplier quality review and began self-assessment of compliance with the standard in order to deploy corrective actions in 2021.

17,000

employees received training  
on ethical topics in 2020

In a context of heightened risk due to the use of home working and the development of remote surveillance for infrastructure managed by the Group, SUEZ also worked **to reinforce cybersecurity through a large-scale staff awareness campaign and the deployment of several cybersecurity solutions** to protect over 55,000 workstations and remote connections used by employees or installations operated by the Group. Finally, as part of the preparation of its plan for alignment with the 1.5°C scenario (see p 39]), and following a significant increase in the risk to continuity of service in certain highly exposed areas (including Morocco, Chile, Australia and Spain), SUEZ began a programme to strengthen its monitoring and prevention of physical risks caused by climate change.

**As an operator of essential services, SUEZ has had two goals during the Covid-19 crisis: protecting its employees and ensuring the continuity of public water and waste services.**

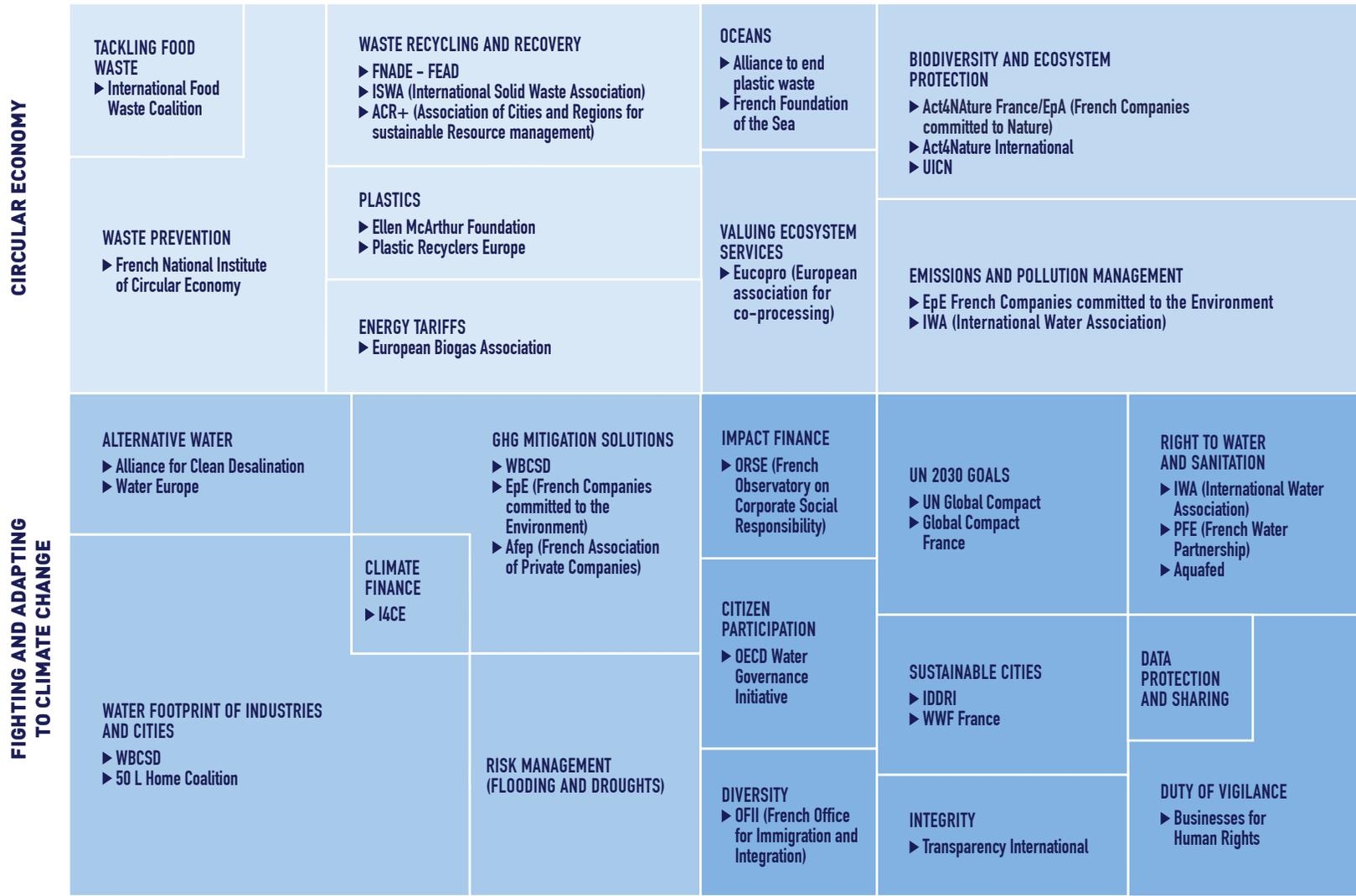
SUEZ has looked ahead continuously and taken steps to protect its employees. Staff were given easier access to masks, tests and the first vaccines on a voluntary and totally confidential basis. SUEZ decided to supplement state provision for short-time working and provide financial support measures for families of employees who lost their lives to Covid-19 in countries with no social security system.

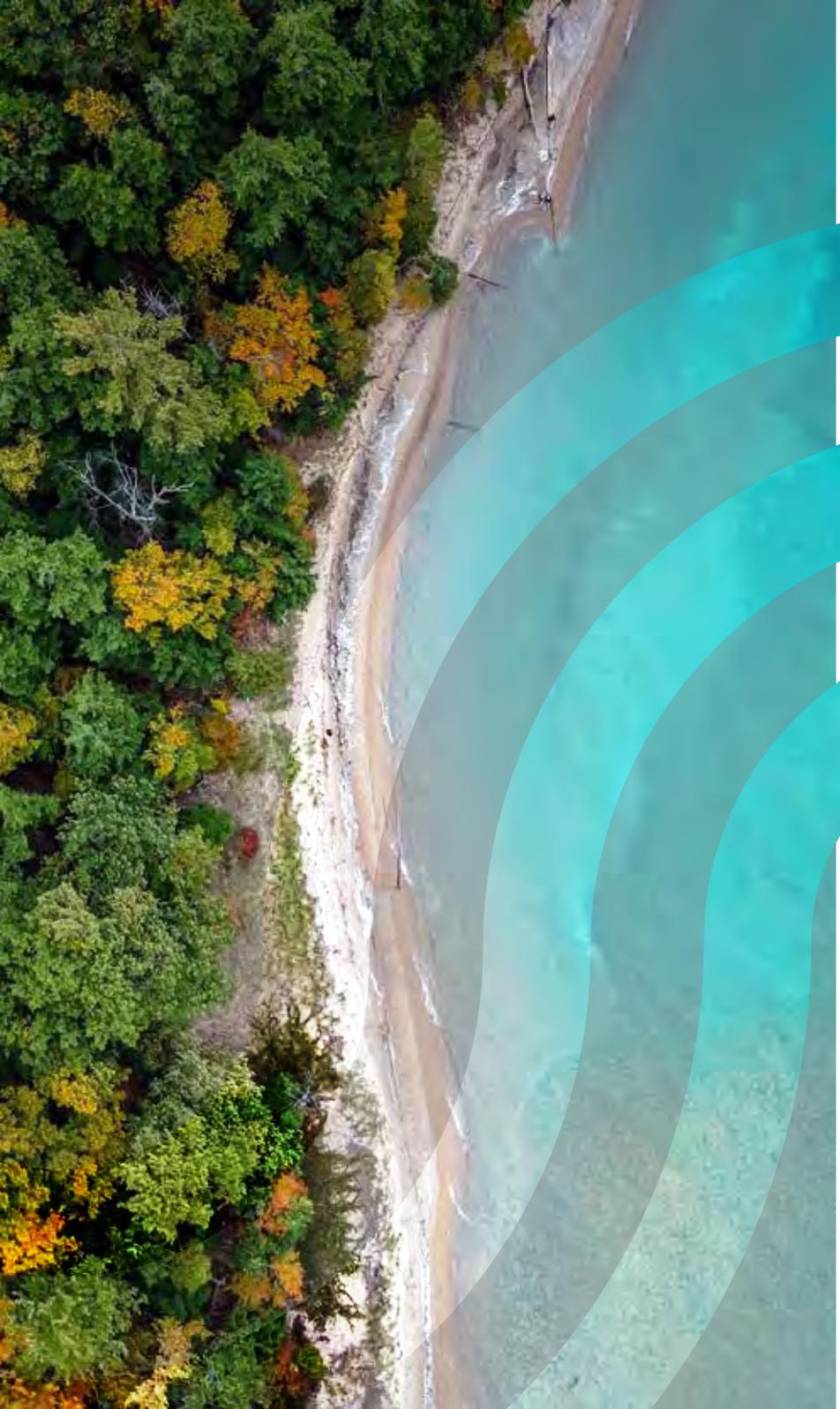
SUEZ paid particular attention to fragile or sensitive customers (such as hospitals) in order to ensure continuity of service,

limit the need for visits to offices and reduce water bills for low-income households. Feedback was sought on how the first phase of the crisis had been managed, including an employee survey in June 2020: nearly 80% of staff were satisfied with the support provided by SUEZ and only 6% gave a negative opinion. This work led to 143 operational lessons being incorporated into internal procedures and shared more widely with customers via two webinars organised by the French Development Agency (AFD) and AgroParisTech.

**A strategy of alliances and advocacy for a sustainable environment**

SUEZ carries out positive lobbying and forges institutional alliances to achieve progress on environmental protection.





# Appendices

## APPENDIX 1

### Materiality analysis

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## APPENDIX 2

### SUEZ 2020 ESG Dataset

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## APPENDIX 3

### The 2017-2021 sustainable development road map

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# Materiality analysis

Since 2008, SUEZ has managed its non-financial performance using a Road Map that sets out quantified, date-specific targets for the key sustainable development priorities relevant to its activities. The 2017-2021 Road Map was defined in line with the United Nations Sustainable Development Goals (SDGs) and a detailed materiality study carried out in 2015, including a survey to which over 5,000 stakeholders in 49 countries responded. The Road Map was approved by the Board's Ethics and Sustainable Development Committee and discussed with staff representatives and external stakeholders. It is reviewed annually by the Board's CSR, Innovation, Ethics, Water and Sustainable Planet Committee.

The Group actively involved stakeholders in the drafting of its corporate purpose in 2019 and 2020, presenting it to the Annual General Meeting in 2020 along with the SUEZ 2030 strategic plan:

- 20,000 people took part in the Group's online staff survey and 42,000 statements were collected;
- 595 people took part in the online survey of individual shareholders;
- Four consultative panels of about thirty stakeholders (customers, investors, partner NGOs, academics, non-financial analysts, trade unions etc.) were supplemented by individual interviews;

- Two internal working groups, "Purpose and 2030 Vision" and "Values and Corporate Culture", were led personally by the Chief Executive Officer, the Human Resources Director and the General Secretary.

SUEZ has set up a societal monitoring system to track CSR issues, which constitute both risks and opportunities for the Group. The system draws on regular surveys of customers and stakeholders, tools for analysing the press, social media and stakeholder publications, and the Engagement and Communications Department's network. A summary of the risks and opportunities generated by macro-trends affecting the Group (health and citizens' concerns, climate change, demographics, digital technology), relating them to the SDGs, is published every year in the integrated report (see page 16).



# SUEZ 2020 ESG Dataset

Convinced that an improved knowledge of companies' extra-financial performance is a powerful lever for the allocation of capital in favor of the environmental transition, SUEZ strives to provide reliable extra-financial information reflecting its environmental and social contribution.

SUEZ improved thus its extra-financial disclosure in 2020 to:

- Leverage its mandatory extra-financial disclosure and improve direct access and readability of ESG performance on key topics such as GHG emissions, energy and water consumption;
- Enlarge the scope of extra-financial voluntary disclosure to match stakeholders' expectations and enhance SUEZ positioning as a reference in extra-financial disclosure;
- Send strong signal that SUEZ supports the shifting ESG market dynamics by opening access to ESG data on a dedicated page on SUEZ website.

Consequently, all data and indicators related to SUEZ ESG performance for FY 2019 and 2020 are available on the following dedicated ESG webpage ([www.suez.com/en/who-we-are/a-committed-group/sustainable-performance](http://www.suez.com/en/who-we-are/a-committed-group/sustainable-performance)). This initiative highlights SUEZ transparency effort as part of its ESG approach and sends strong signal that we intend to support our stakeholders needs (analysts, investors, clients, NGOs).

SUEZ 2020 ESG dataset includes new and additional data and provides correspondence with key extra financial reporting framework and applicable EU regulation on extra-financial disclosure. Data can be download under .pdf or.xls format.

In addition, the following documents are available on SUEZ ESG webpage:

- 2020 Extra-financial performance statement (chapter 5.9 of 2020 URD)
- 2021 Integrated report
- Task Force on Climate Financial Disclosure FY 2020 note
- SASB FY 2020 report
- EU Taxonomy FY 2020 disclosure
- Latest rating results



## ESG Factbook

### Introduction

In order to closely monitor the implementation of its commitments to the environment and society and the corresponding results, SUEZ consolidates key ESG indicators that are a reflection of its ESG performance on a yearly basis. To ensure transparency and provide its stakeholders with accurate information, SUEZ opens access to these indicators and singles out correspondences with both key extra-financial reporting frameworks and applicable EU regulation on extra-financial disclosure. This file includes all indicators relating to SUEZ environmental, social and governance performance.

**Environmental data** is split into 5 tabs: climate, energy, Water and R&R activities and environmental management to allow for a better distinction between indicators covering SUEZ business scope (volume of waste treated, etc.) and SUEZ environmental performance (certifications, waste generation, etc.). Water accounting and water risk exposure indicators are included under the Water tab.

**The Social tab** discloses indicators related to SUEZ HR performance (workforce, working conditions, health and safety, training, etc) and SUEZ societal impact and stakeholder engagement (access to essential services, supply chain, value distribution, etc).

**The Governance tab** provides an overview of SUEZ corporate governance as reflected in public mandatory documentations.



# Sustainable Development Roadmap 2017-2021: 2020 results

The 2017-2021 Sustainable Development Roadmap covers all of the SUEZ activities worldwide. It directly supports the Group's purpose and fulfills two other functions: to drive and manage transformation and to help achieve the Sustainable Development Goals defined by the UN in 2015. To this end, it is structured around 16 dated and quantified commitments, each of

which is accompanied by a corresponding action plan. In spite of the particular context of the year 2020, the main action plans linked to the commitments enshrined in the Sustainable Development Roadmap 2017-2021 have moved forward and led to improvements vis-à-vis the Group's objectives. It should nonetheless be noted that the Covid crisis has had a more pronounced

impact on certain action levers, such as the implementation of the training plan - despite an acceleration of digital training -, or efforts aimed at improving the performance of water networks due to constraints imposed by the sanitary situation. This context has also influenced indicators related to waste recovery following a slowdown of industrial activity in the first half of the year.

COMMITMENTS	OBJECTIVES	INDICATORS	UNIT	BASE <sup>(1)</sup>	2020 RESULTS	2021 TARGETS	NOTE
<b>PRIORITY 1 - Be a collaborative, open and responsible company</b>							
<b>1 Promote diversity and well-being at work</b>	Train more than 80% of employees every year	Percentage of employees who received training during the year	%	67.5%	55.1%	80%	
	Achieve a level of 33% of management positions filled by women Group-wide	Percentage of women in management	%	28.1%	28.9%	33%	
	Increase the coverage and the rate of employee participation in commitment surveys	Percentage of coverage of commitments surveys (cumulated over the last 3 years)	%	49%	74.8%	100%	(2)
Percentage of employee participation to commitment surveys		%	39%	72.5%	60%	(2)	
<b>2 Act to ensure health and safety in the workplace</b>	100% of restricted access zones equipped with suitable signage systems	Percentage of restricted access zones equipped with suitable signage systems	%	-	82%	100%	
	Reduce the frequency rate for all Group activities	Water frequency rate		4.9	3.54	< 5	
		Waste frequency rate		12.7	9.19	< 13	
<b>3 Foster collaborative and partnership working</b>	Encourage new collaborative practices	Coverage rate of Skype, Yammer, OneDrive, Sharepoint	%	-	c.100%	↗	
	Increase the number of start-ups in which SUEZ acquires an interest	Number of startups in which SUEZ has acquired an interest	Nb	4	11	15	
	Develop innovation partnerships	Number of structures with shared governance or control (industrial framework agreements, mixed ownership companies, joint ventures)	Nb	-	Value proposition	↗	(3)
<b>4 Manage issues relating to globalisation</b>	Promote a responsible supply chain	Rate of supplier contracts with CSR clauses	%	-	57%	↗	
	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	Nb	1	0	↘	
		Percentage of staff covered by tools to raise awareness of cybersecurity	%	58%	100%	↗	

(1) 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.  
 (2) Tell Us 2018 figures. SUEZ also conducted an engagement survey about its management of the Covid crisis in May 2020, whereby 17,000 employees shared their feedback and made suggestions. 77% of participants declared to be enthusiastic/confident/satisfied about the Group's support during the health crisis.

(3) Elements integrated for each key innovation, activity or investment decision as part of the rollout of the Value Proposition.  
 (4) Reference year updated to take the changed scope of consolidation into account.  
 (5) Indicator measured at constant perimeter ; new contracts signed since 2016, including those specifically aiming to improve network performance, are not taken into account.  
 (6) Pilot circular economy analysis using the Circulytics tool of the Ellen MacArthur Foundation [See page 42].

(7) Production of a total volume of drinking water of 1 290 000 m<sup>3</sup>/day in 40 countries across all continents.  
 (8) Deployment of a Social Room system allowing for the monitoring of ongoing and potential controversies through weak signals in the media and on social networks.  
 (9) Not yet available at the time of publication of this report.  
 (10) Equivalent to the capacity of wastewater treatment plants equipped with ultrafiltration membranes.

COMMITMENTS	OBJECTIVES	INDICATORS	UNIT	BASE <sup>(1)</sup>	2020 RESULTS	2021 TARGETS	NOTE
<b>PRIORITY 2 - Be the leader of the circular and low-carbon economy</b>							
<b>5</b> 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	MtCO <sub>2</sub> eq	7.8	9.24	10%	
		Direct and indirect GHG emissions, updated base year	MtCO <sub>2</sub> eq	9.9	9.24	10%	(4)
	Help our customers to avoid more than 60 million tonnes of greenhouse gas emissions	Aggregated emissions avoided	MtCO <sub>2</sub> eq	cum. 8.9	cum. 58.4	cum. 60 Mt	
	Double the volume of recycled plastics	Volume of recycled plastics	Kt	432	397	x 2	
	Increase the production of renewable energy by more than 10%	Production of renewable energy	TWh	5.2 (Europe)	7.19 (World)	+ 10%	
<b>6</b> 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	Production of reused treated wastewater and desalinated water	Mm <sup>3</sup> / an	820 (reused wastewater)	1621	+ 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	Nb	-	671,000 inhabitants vs. base	2 M inhabitants	(5)
<b>7</b> Promote material recycling, recovery and reuse	Increase the production of secondary raw materials by 20%	Quantity of secondary raw materials produced	Mt	4,1	4,1	+20%	
	Achieve a ratio of 2 tonnes of waste recovered for every tonne of waste disposed of	Ratio between tons of waste recovered and tonnes of waste landfilled (Europe)		-	2,42	x 2	
<b>8</b> 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		-	in progress	60%	
	Introduce a harmonised global circularity indicator for goods and services			-	Pilot analysis Circulytics	✓	(6)
	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	%	-	100%	↗	
<b>PRIORITY 3 - Support the environmental transition of our customers with concrete solutions</b>							
<b>9</b> 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	-	Value proposition	✓		(3)
<b>10</b> 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	Nb (Millions)	3.1 M smart meters	5 M smart meters	+ 20%	
<b>11</b> 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	Nb	161	240	↗	(7)

(1) 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.

(2) Tell Us 2018 figures. SUEZ also conducted an engagement survey about its management of the Covid crisis in May 2020, whereby 17,000 employees shared their feedback and made suggestions. 77% of participants declared to be enthusiastic/confident/satisfied about the Group's support during the health crisis.

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(9) Not yet available at the time of publication of this report.

(10) Equivalent to the capacity of wastewater treatment plants equipped with ultrafiltration membranes.

COMMITMENTS	OBJECTIVES	INDICATORS	UNIT	BASE <sup>(1)</sup>	2020 RESULTS	2021 TARGETS	NOTE	
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	Nb	-	Value proposition	↗	(3)	
	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	Nb	1	Value proposition	One per year	(3)	
	Annual monitoring of SUEZ's reputation and customer satisfaction ratings	Annual publication of the results of SUEZ's reputation ratings			-	-	✓	(8)
		Rate of Water and Waste customer satisfaction	%	Water: 87.4%	Water: 83.2% Waste: 82.1%	↗		
<b>PRIORITY 4 - Contribute to the common good</b>					%			
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	nd	↘	(9)	
	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)	Nb	-	13	20		
	Offer our customers solutions to treat microplastics in wastewater before it is discharged into the sea	Total capacity (PE) of wastewater treatment plants equipped with a system to treat microplastics	EH	-	1.1 M	1 M	(10)	
14 Promote biodiversity and ecosystem services	Implement a biodiversity strategy in all Group BUs	Proportion of Group turnover covered by a biodiversity strategy	%	47%	100%	↗		
	Roll out biodiversity action plans at 50% of priority sites managed by the Group	Proportion of priority sites with an action plan	%	11.2%	39.9%	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	M€	4	4	4		
	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	Nb	22.4 M	33.4 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	Nb	149 people trained	291 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	%	-	Value proposition	↗	(3)	
	Develop partnerships with socially and environmentally responsible entrepreneurs	Annual number of partnerships signed with socially responsible and environmental entrepreneurs	Nb	-	Value proposition	↗	(3)	

(1) 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.

(2) Tell Us 2018 figures. SUEZ also conducted an engagement survey about its management of the Covid crisis in May 2020, whereby 17,000 employees shared their feedback and made suggestions. 77% of participants declared to be enthusiastic/confident/satisfied about the Group's support during the health crisis.

(3) Elements integrated for each key innovation, activity or investment decision as part of the rollout of the Value Proposition.

(4) Reference year updated to take the changed scope of consolidation into account.

(5) Indicator measured at constant perimeter ; new contracts signed since 2016, including those specifically aiming to improve network performance, are not taken into account.

(6) Pilot circular economy analysis using the Circulytics tool of the Ellen MacArthur Foundation (See page 42).

(7) Production of a total volume of drinking water of 1 290 000 m<sup>3</sup>/day in 40 countries across all continents.

(8) Deployment of a Social Room system allowing for the monitoring of ongoing and potential controversies through weak signals in the media and on social networks.

(9) Not yet available at the time of publication of this report.

(10) Equivalent to the capacity of wastewater treatment plants equipped with ultrafiltration membranes.