



United Nations Global Compact (UNGC)

Paris, June 15th, 2017

SUEZ - Sustainable Development Department

Communication On Progress 2017

SUEZ has been a signatory of the UN Global Compact (UNGC) since its creation in 2008 and Jean-Louis Chaussade, Chief Executive Officer of SUEZ, renewed the Company's commitment to the 10 principles of the UNGC on pages 6 and 59 of SUEZ 2016 Integrated Report, which includes since the Fiscal Year 2016 the Group's Annual Report.

All the information in this Communication on Progress (COP) was compiled mainly from the 2016 Integrated Report as well as:

- the 2016 Reference Document,
- the 2016 Fonds SUEZ Initiatives report, and
- opinion columns written by Jean-Louis Chaussade, SUEZ's CEO, and H el ene Valade, SUEZ's Sustainable Development Vice-President.

Additionally, in 2016 and 2017, some documents published fall within the scope of the Communication on Progress (COP):

- The Group's 2016 updated Ethics Charter.
- The new 2017-2021 Sustainable Development Roadmap, published in May 2017, designed after a wide consultation with stakeholders including internal ones (materiality matrix, consultation of social partners, etc.) and whose one of the objectives is to contribute to the UN's agenda concerning the Sustainable Development Goals (SDGs).

At last, other documents, which SUEZ published prior to 2016 remain relevant and were also referenced:

- The 2012-2016 Sustainable Development Roadmap.
- The Ethics in practice Handbook (2010).
- The practical Guide of Ethics in Commercial Relations (2015).

All the documents listed above are publicly available. Their web links are listed pages 20, 21 and 22 of this document for reference.

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

- **Human Rights**

SUEZ

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

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

- Transform the activities (focus on the circular economy and accelerate the deployment of smart solutions).
- Open up to new markets and clients (support environmental transition across the globe and develop integrated solutions for industry).

This strategy goes along with high ambitions in sustainable development and socially responsible commitments, in particular to underprivileged populations.

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

The new Roadmap, which was adopted by the Management Committee in December 2016 and reviewed by the Ethics and Sustainable Development Committee in February 2017, covers all Group activities worldwide.



It will support the resource revolution and fulfils two functions:

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







As with the 2012-2016 Roadmap, these new commitments are accompanied by quantified and dated indicators of results and progress, and will be published annually in the Group's Integrated Report, along with a verification by an independent third party. They will provide the opportunity for annual dialogue with a panel of internal and external stakeholders, who will challenge and, if necessary, adjust how the action plans are implemented.

In addition, the new 2017-2021 Roadmap relies on integrated governance, as required by its commitment 17: Strengthen the sustainable development implementation with the SUEZ WAY. The Roadmap is managed by the Group's Sustainable Development department, which provides the Management Committee and the Ethics and Sustainable Development Committee with an annual report on progress towards set goals and action plans deployed. Every member of the Executive Committee sponsors one specific Roadmap goal.








Group subsidiaries implement the Roadmap in accordance with the priority expectations of the stakeholders in their region and depending on the contribution to Roadmap goals that the Group expects them to make. A contract is signed with each subsidiary, setting goals and defining reporting processes. An annual review is held in collaboration with the Group Sustainable Development department. The offers and solutions deployed are also assessed using an internal tool and according to the Group's sustainable development criteria.

The 4 priorities and 17 commitments of SUEZ 2017-2021 Sustainable Development Roadmap are shown below, with the corresponding SDGs that the Roadmap aims to achieve:




Be a collaborative, open and responsible company

Commitments	Objectives	Indicators	Objectives 2021	Sustainable Development Goals
1 Promote diversity and wellbeing in the workplace	→ Train more than 80% of Group employees every year	→ Percentage of employees who received training	80%	 
	→ Achieve a level of 33% of management positions filled by women Group-wide	→ Percentage of women in management positions	33%	
	→ Increase the coverage and the rate of employee participation in commitment surveys	→ Coverage rate (aggregate over the last three years) → Participation rate	100% 60%	
2 Act to ensure health and safety in the workplace	→ 100% of restricted access zones equipped with suitable signage systems	→ Rate of restricted access zones equipped with suitable signage systems	100%	
	→ Reduce the frequency rate for all Group activities	→ Frequency rate Water → Frequency rate Waste → Frequency rate Subcontractors	< 5 < 13 ↘	
3 Foster collaborative and partnership working	→ Encourage new collaborative practices	→ Coverage rate of Skype, Yammer, OneDrive, Sharepoint, Groups	↗	
	→ Increase the number of start-ups in which SUEZ acquires an interest	→ Number of start-ups in which SUEZ has acquired an interest	15	
	→ Develop innovation partnerships	→ Number of structures with shared governance or control (industrial framework agreements, mixed ownership companies, joint ventures)	↗	
4 Master the stakes linked to globalization	→ Promote a responsible supply chain	→ Rate of supplier contracts with CSR clauses	↗	 
	→ Protect the working rights of employees and respect human rights	→ Rate of employees covered by social dialogue systems (in their company or on a more global level)	95%	
	→ Guarantee the security of our employees' and our customers' personal data	→ Number of data privacy-related incidents → Coverage rate of personnel with tools to raise awareness of cybersecurity	↘ ↗	





Be leader of the circular and low-carbon economy

Commitments	Objectives	Indicators	Objectives 2021	Sustainable Development Goals
5 Adhere to the 2 degrees target by mitigating the causes of climate change	→ Reduce greenhouse gas emissions by more than 30% in the entire scope of activity by 2030	→ Direct and indirect greenhouse gas emissions	-10%	 
	→ Help our customers to avoid more than 60 million tonnes of greenhouse gas	→ Aggregate emissions avoided	60 MtCO ₂ e	
	→ Double the volume of recycled plastics	→ Volume of recycled plastics	x2	
	→ Increase the production of renewable energy by more than 10%	→ Production of renewable energy	+10%	
6 Adapt to the consequences of climate change on water	→ Systematically offer our customers resilience plans for the effects of climate change		✓	 
	→ Promote different usages of water by tripling our alternative water supplies by 2030	→ Capacity for the reuse of treated wastewater and desalination	+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	2 million PE on aggregate	
7 Promote material recycling, recovery and reuse	→ Increase the production of secondary raw materials by 20%	→ Quantity of secondary raw materials produced → Ratio between tonnes of waste recovered and tonnes of waste disposed of	+20% 2	
8 Develop climate-responsible models	→ Introduce a directive carbon price in 60% of the annual expenditure committed to new projects	→ Revenue committed to the operational committee with a reference carbon price	60%	 
	→ Introduce a harmonised global circularity indicator for goods and services	-	✓	
	→ Systematically offer pay packages partially index-linked to our global performance	-	✓	
	→ Raise employee awareness and promote training in emerging models (carbon accounting, new business models etc.)	→ Coverage rate for awareness-raising tools	↗	

Support with concrete solutions the environmental transition of our clients

Commitments	Objectives	Indicators	Objectives 2021	Sustainable Development Goals
9 Put forward 100% sustainable solutions	→ Implement a Sustainable Portfolio Tool for all new solutions	→ Creation and deployment of the tool → Number of solutions assessed using the tool	✓	
10 Accelerate the Digital Revolution in Water & Waste Solutions for agriculture, industry, cities and citizens	→ Increase the number of connected objects by 20%	→ Number of connected objects	+20%	
11 Innovate to develop decentralised or modular solutions for the territories of the planet	→ Increase the number of decentralised or modular solutions in Desalination, Water, Sanitation and Waste	→ Number of technologies related to the production of decentralised and modular solutions	↗	
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 maps in operational committee files and number of associated dialogue plans	↗	
	→ Annual monitoring of the Group's sustainable development and CSR strategy and performance by a panel of stakeholders moderated by a third-party guarantor	→ Annual publication of the minutes of discussions on the consultation, written by a third-party guarantor	One per year	
	→ Annual monitoring of SUEZ's reputation and customer satisfaction ratings	→ Annual publication of the results of SUEZ's reputation ratings → Rate of Water and Waste customer satisfaction	✓ ↗	

Contribute to the common good

Engagements	Objectives	Indicators	Objectives 2021	Sustainable Development Goals
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	↘	
	→ Speed up rollout of integrated and collaborative approaches designed to significantly reduce the disposal of plastic at sea	→ Number of integrated approaches (Water and Waste) adopted	20	
	→ Offer our customers solutions to treat microplastics in wastewater before it is discharged into the sea	→ Total capacity (PE) of water treatment plants equipped with a system to treat microplastics	1 million PE	
14 Promote biodiversity and ecosystem services	→ Implement a biodiversity strategy in all Group BUs	→ Proportion of Group turnover covered by a biodiversity strategy	↗	
	→ Roll out biodiversity action plans at 50% of priority sites managed by the Group	→ Number of actions plans adopted at priority sites / number of sites identified as priority	50%	
15 Advance access to essential services	→ Allocate €4 million a year to the SUEZ Initiatives fund and, every year, support 30 projects dedicated to improving access to essential services in countries with the greatest need	→ Sum allocated to the SUEZ Initiatives fund every year	€4 million / year	
	→ 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	↗	
	→ 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 2016	↗	
16 Contribute to local development and territorial attractiveness	→ Maintain the proportion of purchases from SMEs	→ Proportion of purchases from SMEs (worldwide)	↗	
	→ Where appropriate, call on the social and responsible economy, the economy of diversity and suppliers that employ disabled persons and support professional integration	→ Share of purchases made from the social and responsible economy, the economy of diversity and suppliers that employ disabled persons and support professional integration	↗	
	→ Develop partnerships with socially responsible and environmental entrepreneurs	→ Annual number of partnerships signed with socially responsible and environmental entrepreneurs	↗	
17 Strengthen the sustainable development implementation through the SUEZ WAY	→ The SUEZ WAY is characterised by dedicated governance (annual review by the MANCOM of the action plans pertaining to the objectives, each member of the EXCOM sponsors one commitment), a specific path of implementation (signing of a Sustainable Development contract with each Business Unit) and a range of offers and solutions in line with CSR expectations (design and deployment of the Sustainable Portfolio Tool).			

More specifically, since the Company's Communication on Progress 2016, important highlights in the Group's continued improvement and adoption of environmental, social and societal policies and commitments include:

- **Human Rights**

- Previously falling under SUEZ's Ethics Charter, the new SUEZ's policy for Human Rights, adopted in 2016, capitalize and include the existing commitments and action plan of the different department of the Group involved. Its objectives are to:
 - Report on the identification and impact analysis of the most salient rights.
 - Reinforce the due diligence process for the Group and systemize it.
 - Define roles and responsibilities of each department and BUs.
- SUEZ's action principles are in line with international standards:
 - the Universal Declaration of Human Rights, and additional pacts,
 - the International Labor Organization conventions,
 - the Guidelines for Multinational Enterprises adopted by the Organization for Economic Cooperation and Development,
 - the United Nations Convention against Corruption.

The Group is also participating to voluntary initiatives or working groups as the Global Compact working Group on Human Rights and we are part of the "Entreprises pour les Droits de l'Homme" (Business and Human Rights) Board.

- This policy comes with all the documents, tools and procedures required by a proper due diligence plan:
 - a statement of commitment ;
 - a human right risk mapping and analysis procedure, taking into account direct and indirect risks related to the Group's activities, all along SUEZ's value chain, and to the countries of operation. This specific Human Right risk mapping will complete the global risk mapping process carried out for the whole Group by the Chief Risk Officer and its network of local Risk Officers ;
 - a human right management committee, gathering executives from the top management and from all the relevant departments (Human Resources, Health and Safety, Purchasing, subsidiaries, Risk management, Sustainable Development, Legal etc.) ;
 - adapted risk prevention and mitigation measures, ranging from a large scale e-learning program, elaborated for all the employees, to customized training sessions organized for local managers according to their context of operation ;

- improved whistleblowing and grievance mechanisms, to reduce the processing time of complaints and alerts and increase the Group's reactivity. An email contact (ethics@suez-env.com) and SUEZ's twitter account already allow anybody in the world to report to the General Secretary and to Sustainable Development Department on any question or alert related to human right or ethics. These mechanisms shall be completed with local grievance mechanisms to be set up on specific projects, those with the higher level of risk identified.

- Besides the implementation process of this global human right policy, the Group carried out several action plans on issues and rights he deemed to be the most salient considering its activities:
 - Data privacy and cybersecurity: With the approval of the Management Committee a Group Data Protection Officer has been appointed and an itemized Roadmap will be implemented by May 2018.

 - Fundamental Right to water and Sanitation: Thanks to its activities in developing countries, the Group already provided 14.9 million people with water access and 7.5 million people with sanitation service since the 1990's. Nonetheless, firmly decided to reinforce the support it has been given to the promotion of HRWS for years and to contribute to the achievement of SDG 6, SUEZ took the opportunity given by the definition of its new 2017-2021 Sustainable Development Roadmap to strengthen its commitment to water and sanitation access, especially by committing to systematically propose customized solutions to its municipal clients.

 - Human resources: SUEZ places as a top priority the well-being of its employees and maintains continuous effort on three dimensions: health and safety, social dialogue and diversity, as highlighted by the new 2017-2021 SUEZ Sustainable Development Roadmap (for more details, please refer to the next chapter).

- **Labor**
 - Human Capital Development:
 - In order to support the transformation of SUEZ's activities for the Resource Revolution by the human capital development, the activity of the Learning and Diversity Department, created in January 2015 within the HR Group's Department, was particularly intensive in 2016 with the launch of 3 development programs for managers aimed at developing their leadership: "Learning with stakeholders", "Learning from differences", "Learning from others". In addition, since 2016, the 5 leadership Attitudes defined by SUEZ (commitment, customer focus, entrepreneurial spirit, cooperation, learning from differences) are included in the individual performance appraisals. In 2016, the training effort remained significant: 17 training hours per FTE and 67.5% of employees trained. As part of the new 2017-2021 Sustainable Development Roadmap, the objective is to train more than 80% of Group employees every year by

2021.

- Social dialogue:
 - At European level: on November 14, 2016, a European Group Agreement regarding Jobs & Skills Management was signed by the European Works Council (EWC). This agreement falls within the scope of enhancing the existing systems concerning individual and collective professional career path development for employees. As part of this, the agreement's goals are especially to integrate, maintain and develop the necessary skills for current and future business activities and to boost the employability of the employees. In addition, a training module in matters of European social relations has been designed with the members of the European Secretariat in 2016. All of the members (title holders and deputies) of the EWC will be trained between 2016 and 2017. In the same manner, a training cycle in the management of health and safety has been scheduled for all of the EWC members in 2016/2017. At last, in 2016, for the first time within the Group, a European survey on Health and Safety Policy was developed in concert with the stakeholders. The purpose of this survey, distributed in the 12 countries covered by the EWC, was to measure knowledge of the Group's Health and Safety policy and to identify the areas for improvement.
 - In France: on April 15, 2016, a Group agreement on the implementation of a Group Savings Plan was unanimously signed by the France Group Committee (FGC). This agreement ratifies the common desire of the stakeholders to simplify the savings processes at the Group level and to modify the composition of the funds in favor of SRI funds. In addition, a master agreement on the social support measures of the transformation of the support functions of the SUEZ Group was signed on September 30, 2016. This agreement responds to a desire of equality in the treatment of employees of the Group concerning internal mobility or professional repositioning. A negotiation is also underway for an agreement relating to the management of union careers.
 - Along with the 2 Board directors representing the employees appointed in 2014, a director representing employee shareholders was appointed at the annual Shareholders' Meeting of April 28, 2016.
 - In addition, SUEZ has not been the subject of collective litigation related to its agreements, both European and French, in 2016 as in the previous years, thus proving the quality of the social dialogue.
 - Since 2016, SUEZ is tracking the proportion of employees of the Group covered by a social dialogue system, either directly within their legal entity connection, or at a more comprehensive level (90% in 2016). As part of the new 2017-2021 Sustainable Development Roadmap, the objective is to reach 95% of the Group's employees.
- Health and Safety:
 - If improvements were noted in 2016 as in the previous years concerning the workplace accidents frequency rate, 2016 was a very challenging years in terms of

fatalities. That is why the Group Executive Committee adopted the following new priorities in the 2017-2021 Health & Safety Roadmap:

- Fatality Prevention: Restricted Access Zones (RAZ) monitoring and control, major risks management, contractors and subcontractors management and training and communication.
 - Implementation of the Fair Culture: set-up of auto-evaluation action plans, near-miss reporting, good behavior and best practices recognition and disciplinary action for non-compliance to SUEZ's rules and procedures.
 - Compliance to the 10 Life-Saving Rules (for employees and contractors): field staff to become advocates of the Life-Saving Rules and contractors and subcontractors H&S orientation with penalty when non-compliant with the Group's rules.
 - Field presence and activity oversight: managerial safety visits, supervision and oversight of activities, review of field documents and corrective actions and constructive feedback.
- The Group Executive Committee also decided to significantly increase the weight of health and safety results in the BUs scorecards and the proportion of variable compensation of management.
- Group socio-economic footprint in Europe:
 - For the first time in 2016, SUEZ analyzed its socio-economic footprint in order to gain an understanding of the Group's direct and indirect impacts in terms of jobs on the entire European economic fabric. The LOCAL FOOTPRINT® method estimates that the SUEZ Group supported more than 103,000 jobs in Europe, which is almost double the number of direct jobs in Group subsidiaries in the eight key countries in which it operates. This study will continue in the years to come and will cover a wider scope.

- **Environment**

- In keeping with the Group's 12 climate commitments made in October 2015, SUEZ has started to adopt in 2016 a shadow price for carbon, which will be used for arbitration purposes based on the impact that a carbon price would have on the calculation of internal profitability rates. This reference price is currently being integrated:
 - in investment project business plans, on the basis of prices derived from international and/or European regulations (e.g. €30/tCO₂ in 2030 in the European Union, according to the International Energy Agency's News Policies scenario),
 - in business plans for low-carbon solutions currently being studied in R&D programmes.
- The Group's 12 climate commitments were integrated in the 2nd priority of the new 2017-2021 Sustainable Development Roadmap "Be the leader of the circular and low-carbon economy" based on the following commitments along with quantitative and dated objectives:
 - Adhere to the 2 degrees target by mitigating the causes of climate change.
 - Adapt to the consequences of climate change on water.

- Promote material recycling, recovery and reuse.
 - Develop climate-responsible models.
- The Group was strongly involved in preparations of COP22, as well as in the Global Climate Agenda process. Several elements can be highlighted from SUEZ's participation in COP22 in Marrakesh in 2016:
 - SUEZ contributed both to the Business Action Day (intervention during the Carbon Pricing Dialogue organized by CDP, Global Compact and CPLC in presence of the climate champion Minister H. El Haite), and to the Water Action Day (Signature of a MoU to bring together the 4 Alliances launched during COP21 (basins, cities, companies, desalination)). The CEO of the Group, M. JL. CHAUSSADE, was one of the speaker of the Private Sector during the UN Global Compact High Level Meeting in presence of climate Champion L. Tubiana, the President of the General Assembly P. Thompson and the Adviser to the UN Secretary-General on the 2030 Agenda for SD and Climate Change, D. Nabarro. He offered to contribute to launching national colleges of the Business Alliance for Water and Climate to support companies in adapting their strategy to NDCs.
 - SUEZ also set up a stand named "Solutions Agora", with a daily program of conferences spotlighting the Group's partners (namely Meknes city, NGOs, the Global Compact etc.). SUEZ organized 3 official conferences about oceans, circular economy and CSR. Eventually, the Group contributed to events organized by international and local partners (for instance, launch of the COALMA, Moroccan Alliance for Water and Climate).
 - The first achievements of the Business Alliance for Water and Climate (launched during COP21 by the CEO of SUEZ Jean-Louis Chaussade together with CDP, WBCSD and CEO Water Mandate) were presented during COP22. On this occasion, SUEZ associated with the Pact of Paris for River Basins and the Megacities Alliance to join up forces and develop multi-stakeholders projects through the Global Alliance for Water and Climate.
 - Regarding the location of the COP22, as SUEZ is developing solutions adapted to building resilience of territories particularly vulnerable to climate change (through sustainable irrigation techniques, renewable energy supplied drinking water production etc.), SUEZ published a leaflet of solutions dedicated to its climate solutions for the African continent (e.g., the Group started the capture and recovery of the biogas produced at the Meknes landfill and promoted this model during its participation to COP22).
 - Upstream of the conference, SUEZ Moroccan subsidiaries, Lydec and R&R Morocco, had published their first carbon profile and their own climate commitments. They aim at contributing to the achievement of the goals of the Moroccan national determined contribution for combating climate change.
- After 2015 and the development of the Future of Waste collaborative platform, which aims at identifying new business models and at supporting social and environmental entrepreneurs

developing innovative circular economy solutions to reduce, redeploy, recycle and/or recover waste, SUEZ decided in 2016 to go further toward environmental and social entrepreneurs with the creation of the SUEZ Collaborative Tour (SCT). The SCT is a half-day event that takes place in a specific region, with the aim of organizing a meeting between 5 local entrepreneurs, which have been developing innovations fitting local needs, and SUEZ's local team.

- Several opinion columns were published by SUEZ in 2016 related to the Group's climate policy:
 - By Jean-Louis Chaussade, SUEZ's CEO, in:
 - the French newspaper Le Nouvel Economiste on April 19th, 2016, entitled "The circular economy completely changes our economic model",
 - the French newspaper L'Expansion on November 1st, 2016, entitled "A new alliance expected at COP 22",
 - the French newspaper La Tribune on November 8th, 2016, entitled "This will be the COP of Africa and Water",
 - the Moroccan newspaper Le Matin on November 27th, 2016, entitled "Morocco will accentuate its role to be a leader of the adaptation, to propose solutions for the agricultural sector and to help Africa to grow".
 - By H el ene Valade, SUEZ's Sustainable Development Vice-President, in:
 - the French newspaper Challenges on September 16th, 2016, entitled "The challenges for COP22".
- In 2016, the AFEP Circular Economy Working Group, chaired by SUEZ, presented during COP22 its achievements on the work began in 2015 concerning the circular economy business initiatives facing the climate challenge. SUEZ also contributed to the work of the Institut Montaigne on circular economy with the publication of the report "Circular economy, reconciling growth and environment".

- **Anti-Corruption**

- In June 2016, the Group's Ethics charter, approved by the Ethics and Sustainable Development Committee, was updated and disseminated by email in the whole Group with its handbook.
- In addition, the practical guide of ethics in commercial relations, validated, end 2015, by the Management Committee and then approved by the Board of Director's Ethics and Sustainable Development Committee, was published in 8 languages and disseminated in 2016 in the BUs with a system of control whereby the most directly concerned employees undertake to comply with the rules set out in the guide. This guide emphasizes especially the rules applicable to gifts and invitations.
- Furthermore, the targets in terms of training and awareness on ethical issues and overseeing the delivery of regulations and training courses by the Group's Ethics Officer have increased in 2016. In addition, trainings on anti-trust issues were launched in 2016, for more than 600 people.

- The structure of the network of Ethics Officers was also reviewed in 2016 to adapt to changes in the operational organization in order to maintain an organization in line with the operational reality and ensuring sufficient geographic proximity with employees.
- As part of the Group's commitment to fight against any form of discrimination throughout its activities and its entire supply chain, a practical guide concerning the consideration of the religious diversity was sent to all Business Units in 2016.

Our reporting approach was validated by the GRI-G4 content index in the Group's 2016 Integrated Report, as in the previous years.

Lastly, engagement and improvements on the 10 UNGC principles structural topics also require the sharing of experiences and viewpoints with peers. So as to be in line with the commitment to the Resource Revolution, the Group continued in 2016 to reinforce its presence in both specific thematic working groups/civil societies (e.g. Institut Montaigne Circular Economy Group, Sustainable city with Vivapolis, OREE, Comité 21, ClimateChance etc.) and professional networks (e.g. WBCSD, BSR, C3D, Entreprises pour l'Environnement, le Partenariat Français pour les Villes et Territoires, Business Alliance for Water and Climate, Business Alliance for Desalination, AFEF, etc.).

2016 Communication on Progress (COP) Content table

To facilitate the identification of information related to the 2017 COP, the following table lists the relevant chapters in SUEZ 2016 Integrated Report, SUEZ 2016 Reference Document and other published documents.

2016 Integrated Report	2016 Reference Document	Other published documents
Strategy		
Criterion 1: The COP describes mainstreaming into corporate functions and business units		
P.29 Integration of Sustainable Development in Group Processes P.30 17 commitments for 2021 for the resource revolution P.55 Governance for responsible performance P.55 The remits and duties of the Group's management bodies P.56 A remuneration policy to foster value creation P.57 Ethics: an essential feature of global performance P.58 The governance of ethics in the Group	P.33 The Ethics Program is applied by all subsidiaries P.48 Sustainable Development at the core of the Group's Organization P.108 Headed up by its network of Environmental and Industrial Risks Officers P.120 Subcontracting and Suppliers	<ul style="list-style-type: none"> ▪ 2012-2016 Roadmap P.1: Our roadmap for sustainable development and CSR 2012-2016 P.2: Putting our vision for green growth into action – Jean-Louis Chaussade P.27: Implementation, monitoring and control of the Commitments ▪ SUEZ Ethics Charter

<p>P.64 The SUEZ's materiality matrix</p>		
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Criterion 2: The COP describes value chain implementation

<p>P.6 Editorial by SUEZ's CEO Jean-Louis Chaussade</p> <p>P.18-22 Be the leader in sustainable resource</p> <p>P.23-24 The SUEZ value creation chain in 2016</p> <p>P.25-28 Accelerators of transformation</p> <p>P.28 A responsible purchasing policy</p> <p>P.29 Integration of Sustainable Development in Group Processes</p> <p>P.48 Group socio-economic footprint in Europe</p> <p>P.49 A responsible performance hailed by rating agencies</p> <p>P.50 SUEZ's rating by extra-financial agencies</p> <p>P.56 SUEZ supports the Global Compact</p>	<p>P.15 Risks related to the Group's Business activities</p> <p>P.27 General Framework for Group Risk management and control</p> <p>P.45 An integrated player throughout the entire water and waste value chain</p> <p>P.120 Subcontracting and Suppliers</p> <p>P.130 Independent verifier's report on consolidated social, environmental and societal information presented in the management report</p>	<ul style="list-style-type: none"> ▪ 2012-2016 Roadmap <p>P.27: Implementation, monitoring and control of the Commitments</p> <ul style="list-style-type: none"> ▪ SUEZ Ethics Charter ▪ SUEZ Ethics practical guide on commercial relations
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Robust Human Rights Management Policies & Procedures

Criterion 3: The COP describes robust commitments, strategies or policies in the area of human rights

<p>P.57 An ethical commitment applied at every level of the Group</p> <p>P.58 Our principles applied</p> <p>P.58 The governance of ethics in the</p>	<p>P.33 Ethics Program</p> <p>P.121 Human Rights</p>	<ul style="list-style-type: none"> ▪ 2012-2016 Roadmap <p>P. 28: Our principles of action and organization</p> <p>P. 29: Voluntary involvement</p>
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<p>Group</p> <p>P.59 SUEZ's commitment to human rights</p> <p>P.65 2017-2021 Sustainable Development Roadmap Priority 1 "Be a collaborative, open and responsible company"</p>		<ul style="list-style-type: none"> ▪ SUEZ Ethics Charter ▪ SUEZ Ethics Handbook ▪ SUEZ Ethics practical guide on commercial relations
Criterion 4: The COP describes effective management systems to integrate the human rights principles		
<p>P.29 Integration of Sustainable Development in Group Processes</p> <p>P.57 An ethical commitment applied at every level of the Group</p> <p>P.58 The governance of ethics in the Group</p> <p>P.65 2017-2021 Sustainable Development Roadmap Priority 1 "Be a collaborative, open and responsible company"</p>	<p>P.33-34 Ethics Program</p> <p>P.122 Human rights</p>	<ul style="list-style-type: none"> ▪ 2012-2016 Roadmap P.16: Invest in the development of our employees P.27-31: Implementation, monitoring and control of the commitments P.28: Respect for human rights
Criterion 5: The COP describes effective monitoring and evaluation mechanisms of human rights integration		
<p>P.29 Integration of Sustainable Development in Group Processes</p> <p>P.48 Group socio-economic footprint in Europe</p> <p>P.57 An ethical commitment applied at every level of the Group</p> <p>P.58 The governance of ethics in the Group</p>	<p>P.33-34 Ethics Program</p> <p>P.121 Human rights</p>	<ul style="list-style-type: none"> ▪ 2012-2016 Roadmap P.27-31: Implementation, monitoring and control of the commitments P.28: Respect for human rights
Robust Labor Management Policies & Procedures		
Criterion 6: The COP describes robust commitments, strategies or policies in the area of labor		
<p>P.25 Support for its employees, the people who bring about change</p> <p>P.32 SUEZ, a player in the positive economy</p> <p>P.43 Integration as a driver of social performance</p> <p>P.47 Redistribution of financial flows generated by SUEZ's activity in 2016</p> <p>P.58 Our principles applied</p> <p>P.59 SUEZ's commitment to human rights</p> <p>P.65 2017-2021 Sustainable Development Roadmap Priority 1 "Be a collaborative, open and responsible company"</p>	<p>P.119 Contribute to a responsible economy through local employment and development</p> <p>P.120 Subcontracting and Suppliers</p> <p>P.121 Human rights</p> <p>P.250 Social Relations</p> <p>P.246-253 Human Resources management policy serving the transformation of the Group</p>	<ul style="list-style-type: none"> ▪ 2012-2016 Roadmap P.15-19 Develop our employees' talents to become enablers in the transformation of our businesses P.22 Contribute to a responsible local employment and development P.29: Voluntary involvement

<p>P.68 2017-2021 Sustainable Development Roadmap Commitment 16 “Contribute to local development and territorial attractiveness”</p>		
<p>Criterion 7: The COP describes effective management systems to integrate the labor principles</p>		
<p>P.28 A responsible purchasing policy P.43 Integration as a driver of social performance P.57 An ethical commitment applied at every level of the Group P.58 The governance of ethics in the Group P.65 2017-2021 Sustainable Development Roadmap Priority 1 “Be a collaborative, open and responsible company”</p>	<p>P.27-28 Framework for Group risk management and control P.120 Subcontracting and Suppliers P.250 Social Relations</p>	<ul style="list-style-type: none"> ▪ 2012-2016 Roadmap P.15-19: Develop our employees’ talents to become enablers in the transformation of our businesses P.27-31: Implementation, monitoring and control of the commitments
<p>Criterion 8: The COP describes effective monitoring and evaluation mechanisms of labor principles integration</p>		
<p>P.29 Integration of Sustainable Development in Group Processes P.49 A responsible performance hailed by rating agencies P.69 Methodology note on the annual reporting P.70 Report of the Statutory Auditors</p>	<p>P.121 Human rights P.260 Employees relations P.261 Methodological factors in the 2016 social report</p>	<ul style="list-style-type: none"> ▪ 2012-2016 Roadmap P.27-31: Implementation, monitoring and control of the commitments
<p>Robust Environmental Management Policies & Procedures</p>		
<p>Criterion 9: The COP describes robust commitments, strategies or policies in the area of environmental stewardship</p>		
<p>P.11 The resource revolution: an absolute necessity P.18 Be the leader in sustainable resource P.29 17 commitments for 2021 for the resource revolution P.33 A review of results in 2012-2016 P.66 The 2017-2021 Sustainable Development Roadmap Priority 2 “Be leader of the circular and low-carbon economy” P.67 Support with concrete solutions the environmental transition of our clients P.68 Contribute to the Common Good</p>	<p>P.104 Environmental management P.106 Environmental management P.107 The environment in the new 2017-2021 Group Sustainable Development Roadmap P.108 Organization and operational and environmental performance measurement and control systems P.120 Corporate Commitments to Sustainable Development</p>	<ul style="list-style-type: none"> ▪ 2012-2016 Roadmap P.9-13 : Innovate to develop our activities and assist our clients in becoming leaders in terms of economic and environmental performance ▪ An opinion column by Jean-Louis Chaussade, CEO of SUEZ, published in the French newspaper Le Nouvel Economiste on April 19th, 2016, entitled “The circular economy completely changes our economic model”
<p>Criterion 10: The COP describes effective management systems to integrate the environmental principles</p>		

<p>P.27 A climate strategy that includes the price of carbon in project management</p> <p>P.27 The SUEZ's carbon value chain in 2016</p> <p>P.65-68 2017-2021 Sustainable Development Roadmap</p> <p>P.76-79 Environmental indicators</p>	<p>P.49 Offering customers solutions that make them leaders in environmental performance</p> <p>P.107 Employee training and information on environmental protection</p> <p>P.108 Organization and operational and environmental performance measurement and control systems</p> <p>P.116 SUEZ's commitments for the climate</p> <p>P.117 Reporting methodology and scope</p>	<ul style="list-style-type: none"> ▪ 2012-2016 Roadmap P.27-31: Implementation, monitoring and control of the commitments
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Criterion 11: The COP describes effective monitoring and evaluation mechanisms for environmental stewardship		
<p>P.27 The SUEZ's carbon value chain in 2016</p> <p>P.33 A review of results in 2012-2016</p> <p>P.49 A responsible performance hailed by rating agencies</p> <p>P.69 Methodology note on the annual reporting</p>	<p>P.29 Management of industrial and environmental risks</p> <p>P.87 Description of the Group's main activities</p> <p>P.105 Environmental and Industrial Risk Management</p> <p>P.120 Corporate Commitments to Sustainable Development</p>	<ul style="list-style-type: none"> ▪ 2012-2016 Roadmap P.27-31: Implementation, monitoring and control of the commitments
Anti-Corruption Implementation		
Criterion 12: The COP describes robust commitments, strategies or policies in the area of anti-corruption		
<p>P.53 Governance for responsible transformation</p> <p>P.57 An ethical commitment applied at every level of the Group</p> <p>P.58 Our principles applied</p> <p>P.58 The governance of ethics in the Group</p>	<p>P.33: Ethics Program</p> <p>P.120: Subcontracting and Suppliers</p> <p>P.121: Human rights</p>	<ul style="list-style-type: none"> ▪ 2012-2016 Roadmap P.28 : Our principles of action and organization ▪ SUEZ Ethics Charter ▪ SUEZ Ethics in practice Handbook
Criterion 13: The COP describes effective management systems to integrate the anti-corruption principle		
<p>P.28 A responsible purchasing policy</p> <p>P.57 An ethical commitment applied at every level of the Group</p> <p>P.58 Our principles applied</p> <p>P.58 The governance of ethics in the Group</p>	<p>P.33-34 Ethics program</p>	<ul style="list-style-type: none"> ▪ 2012-2016 Roadmap P.27-31: Implementation, monitoring and control of the commitments
Criterion 14: The COP describes effective monitoring and evaluation mechanisms for the integration of anti-corruption		
<p>P.53 Governance for responsible transformation</p> <p>P.57 An ethical commitment applied at every level of the Group</p> <p>P.58 Our principles applied</p> <p>P.58 The governance of ethics in the Group</p>	<p>P.33-34: Ethics program</p> <p>P.122: Human rights</p>	<ul style="list-style-type: none"> ▪ 2012-2016 Roadmap P.27-31: Implementation, monitoring and control of the commitments ▪ SUEZ Ethics Charter ▪ SUEZ Ethics in practice Handbook
Taking Action in Support of Broader UN Goals and Issues		
Criterion 15: The COP describes core business contributions to UN goals and issues		
<p>P.18-22 Be the leader in sustainable resource</p> <p>P.25-28 Accelerators of transformation</p> <p>P.44 Access to essential services</p> <p>P.47 Redistribution of financial flows generated by SUEZ's activity in 2016</p>	<p>P.119-120: Contribute to a responsible economy through local employment and development</p> <p>P.121-122: Promote access to essential water and sanitation services</p>	<ul style="list-style-type: none"> ▪ 2012-2016 Roadmap P.22: Contribute to a responsible economy through local employment and development P.25: Promote access to essential water and sanitation services ▪ 2016 Fonds SUEZ Initiatives report

<p>P.68 The 2017-2021 Sustainable Development Roadmap Engagement 15 “Advance access to essential services” & Engagement 16 “Contribute to local development and territorial attractiveness”</p>		<p>P.62-67 Rising to the challenges posed by sustainable waste management</p>
<p>Criterion 16: The COP describes strategic social investments and philanthropy</p>		
<p>P.10 Societal aspirations up against mistrust P.28 A new open innovation ecosystem P.32 SUEZ, a player in the positive economy P.68 The 2017-2021 Sustainable Development Roadmap Engagement 15 “Advance access to essential services”</p>	<p>P.125-126: Partnership and sponsorship initiatives P.125: The SUEZ Initiatives Fund has an annual budget of €4 million.</p>	<ul style="list-style-type: none"> ▪ 2012-2016 Roadmap P.25: Promote access to essential water and sanitation services P.24: Spread and share our expertise and knowledge ▪ 2016 Fonds SUEZ Initiatives report P. Project selection process P.16-35 Improving access to essential services for disadvantaged populations in developing countries P.50 Associations: a central role in the fight against exclusion
<p>Criterion 17: The COP describes advocacy and public policy engagement</p>		
<p>P.10 Societal aspirations up against mistrust P.28 A new open innovation ecosystem P.32 SUEZ, a player in the positive economy P.59 SUEZ supports the Global Compact P.60 Improving the governance of resources together P.67 The 2017-2021 Sustainable Development Roadmap Engagement 12 “Sustain trust by reinforcing the means for inclusive governance”</p>	<p>P.122-123: Work together on solutions and engage in open dialogue with our stakeholders</p>	<ul style="list-style-type: none"> ▪ 2012-2016 Roadmap P.23: Work together on solutions and engage in open dialogue with our stakeholders ▪ An opinion column by Jean-Louis Chaussade, CEO of SUEZ, published in the French newspaper La Tribune on November 8th, 2016, entitled “This will be the COP of Africa and Water” ▪ An opinion column by H�el�ene Valade, SUEZ’s Sustainable Development Vice-President, in the French newspaper Challenges on September 16th, 2016, entitled “The challenges for COP22”
<p>Criterion 18: The COP describes partnerships and collective action</p>		
<p>P.59 SUEZ supports the Global Compact P.60 Improving the governance of resources together P.67/68 The 2017-2021 Sustainable</p>	<p>P.123: Work together on solutions and engage in open dialogue with our stakeholders p.126: Contribution to local economy</p>	<ul style="list-style-type: none"> ▪ 2012-2016 Roadmap P.23: Work together on solutions and engage in open dialogue with our stakeholders

<p>Development Roadmap Engagement 12 “Sustain trust by reinforcing the means for inclusive governance” Engagement 16 “Contribute to local development and territorial attractiveness”</p>		<p>P.22: Contribute to a responsible economy through local employment and development</p> <ul style="list-style-type: none"> ▪ An opinion column by Jean-Louis Chaussade, CEO of SUEZ, published in the Moroccan newspaper Le Matin on November 27th, 2016, entitled “Morocco will accentuate its role to be a leader of the adaptation, to propose solutions for the agricultural sector and to help Africa to grow” ▪ An opinion column by Jean-Louis Chaussade, CEO of SUEZ, published in the French newspaper L’Expansion on November 1st, 2016, entitled “A new alliance expected at COP 22”.
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Corporate Sustainability Governance and Leadership		
Criterion 19: The COP describes CEO commitment and leadership		
<p>P.6 Editorial by SUEZ's CEO Jean-Louis Chaussade</p> <p>P.55 The remits and duties of the Group's management bodies</p> <p>P.56 A remuneration policy to foster value creation</p>	<p>P.6 Editorial by SUEZ's CEO Jean-Louis Chaussade</p> <p>P.55 The remits and duties of the Group's management bodies</p> <p>P.56 A remuneration policy to foster value creation</p> <p>P.206-210: Compensation of the CEO</p> <p>P.212 Long-term incentive plans</p>	<ul style="list-style-type: none"> ▪ 2012-2016 Roadmap P.2: Putting our vision for green growth to action – Jean-Louis Chaussade
Criterion 20: The COP describes Board adoption and oversight		
<p>P.53 SUEZ's Board of Directors</p> <p>P.58 The Ethics and Sustainable Development Committee</p>	<p>P.122: Work together on solutions and have an open dialogue with our stakeholders</p> <p>P.235 The Ethics and Sustainable Development Committee</p>	<ul style="list-style-type: none"> ▪ 2012-2016 Roadmap P.30: SUEZ's Sustainable Development policy
Criterion 21: The COP describes stakeholder engagement		
<p>P.15 The dilemmas facing a responsible company</p> <p>P.29 The new Sustainable Development Roadmap at the heart of the strategy</p> <p>P.60 Improving the governance of resources together</p> <p>P.62 Perspectives</p> <p>P.64 The SUEZ's materiality matrix</p> <p>P.67 The 2017-2021 Sustainable Development Roadmap Engagement 12</p> <p>"Sustain trust by reinforcing the means for inclusive governance"</p>	<p>P.122: Work together on solutions and have an open dialogue with our stakeholders</p>	<ul style="list-style-type: none"> ▪ 2012-2016 Roadmap P.23: Work together on solutions with our stakeholders

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