



2010-2012



2013-2016



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Diversity is a natural component of our Group: we are almost 80,000 around the world, from dozens of nationalities, with a presence in nearly 70 countries across 5 continents. We are diverse, and multiple.

We are also a company with roots and operations in these various territories, and by the nature of our business we come closer to people's lives.

Embracing diversity is not only a civic attitude; it is about being open to the world and growing with it, about demonstrating our ability to listen and to understand our customers, our stakeholders, and to meet their expectations. The composition of our human resources should directly reflect the diversity of our environment. Diversity is a source of wealth, both human and economic; it fosters innovation and therefore creates value.

We have endeavoured to integrate all human diversities: age, gender, ethnic or social origins, disabilities, both in the recruitment and management of the careers of our employees. All our actions are driven by one major goal: equal opportunities. They are grouped together in SUEZ ENVIRONNEMENT's DIVERSITY Programme.

EQUAL OPPORTUNITIES, SOCIAL DEVELOPMENT AND COMMITMENT



Meeting at the Maison pour rebondir, September 2012

I am pleased to present this work that was prepared by the creators and participants in the DIVERSITY programme at SUEZ ENVIRONNEMENT.

The guidelines defined in the first programme, DIVERSITY 2010-2012, presented three years ago, were translated into policies and action plans, supported by senior management and the DIVERSITY Sponsors network, resolutely promoted by the companies in the Group, and monitored and coordinated by the Diversity and Social Development office. This groundswell is expanding. Real, measured progress has been appearing in France and abroad, in the territories in which we operate, and I am pleased to announce that the results have been satisfactory: the majority of the goals we set for ourselves have been achieved, as evidenced by the figures presented in this publication.

I would like to emphasise the progress made in the gender balance policy area, both in the evolution of thinking and behavior and in the ways and means used to promote women's careers within our Group. I also welcome all initiatives and programmes implemented in this context of youth unemployment and for people who had been kept away from employment and can now have access to a job and rebuild their lives thanks to the efforts

of the Group's specialised organisations and the involvement of host teams, mentors and sponsors who facilitate learning and integration in our company.

With respect to disability, we are achieving progress in all countries, with different initiatives adapted to local circumstances, allowing us to provide jobs and to integrate people with disabilities who also strive to be trained, to acquire skills in our trades and have a career. Other important issues have captured our attention and set in motion new approaches, such as the policy towards seniors, the intergenerational balance and the transfer of specialized knowledge, as well as quality of life at work for everyone and the commitment of employees to their company.

This book will also introduce you to the second DIVERSITY Programme and our objectives for 2013-2016; equal opportunities continue to guide all of our policies and action plans. Diversity is one of the foundations of our long-term corporate social responsibility policy, which we are implementing in all the countries in which we operate. This programme clearly reflects the importance of these topics for the advancement of our business communities and our performance.

I will advocate for any initiative that promotes diversity and more mixing of cultures, which are a source of new wealth; and I will also champion any initiative in our territories provided it reflects and enables our social commitment to our clients and the populations we provide services for.

Let's keep welcoming diversity, as well as all possible talents that come with it. It is important for the Group; it is also urgent for its development.

I look forward to ideas, input and a daily and sustainable commitment. Thank you.

Jean-Louis Chaussade

Chief Executive Officer, SUEZ ENVIRONNEMENT

→ OUR PRACTICES

- Establishment of partnerships with employment centers, associations, and social organisations to promote candidates representing diversity
- Creation of entities dedicated to the integration of the long-term employed
- Cooperation with the education system and development of training and specialised degrees tailored to the skills needed by the Group
- Training of mentors under learning contracts for their task relating to the admission and integration of trainees and apprentices

FACTOID

Average unemployment rate in OECD countries in 2011: 8%, of which 33.5% are long-term unemployed (more than 12 months)

Unemployment rate of the 16-24 year group: 16%

(Source: OECD.org)

ASSESSMENT OF DIVERSITY PROGRAMME 2010-2012

EMPLOYMENT AND INTEGRATION



Karen Lai, Engineer - Waste Management Plant at Tees Valley, Billingham - SITA UK

Topics	Programme 2010-2012 Objectives (France)	Results 2012
Youth unemployment	Increase the number of in-school training contracts	2012: 920 contracts, or 2.7% of the workforce 2009: 548 contracts, or 1.7% of the workforce
Insertion	<p>Sita Rebond (marginalised persons)</p> <p>Maison pour rebondir (youth and women kept away from employment)</p>	<p>334 integration fixed-term contracts</p> <p>54 candidates in training 13 accede to permanent contracts in our subsidiaries (+2 confirmed) 11 opt for in-school training programmes 18 young people in entrepreneurship programmes 12 women in entrepreneurship programmes</p>



This initiative, launched in Bordeaux by SUEZ ENVIRONNEMENT in early 2012, is intended to coach young people towards permanent employment or help them start their own venture. To achieve this goal, the initiative relies on the offers submitted by all the local companies of the Group in order to reinvent individualized careers, with the assistance of local partners, institutions and associations. Together with Maison pour rebondir, the Group, alongside with local communities, is engaging in the battle for jobs. The idea is to contribute, through this long-term investment, to the social and economic revitalization of the area.

"I was a maid before. Then I was unemployed for three years. I registered at the Employment Center, but they never offered anything. Then they sent me to the PLIE (Local Employment Creation Plan), for personalised professional guidance, where I remained until a contract could be signed, preferably on a permanent basis. The PLIE informed me that Lyonnaise des Eaux was looking for customer representatives and referred me to Laurence lungmann from Maison pour rebondir. Shortly after, I attended a one-day immersion session at Lyonnaise des Eaux's call center. The session on that day confirmed my motivation for the job. Then came the actual training at Maison pour rebondir, computer exercises, verbal communication workshops, and I became familiar with the activities at Lyonnaise des Eaux through the Découvr'eau software, which helped me to gradually regain my self-confidence after a long period without work. Today I am in regular contact with Laurence for updates on my training and integration into the teams at Lyonnaise des Eaux."

Sandrine Dufour, Long Distance Customer Accounts Manager, Lyonnaise des Eaux

"At the beginning we were wondering what Maison pour rebondir's role would be, considering the major players in the area. As a matter of fact, we realised that there were ways to complement each other's work: Maison pour rebondir became our single point of contact with the Group's companies; they provide us with information relating to local jobs, and we play our role in identifying and guiding the candidates. Thus, a relationship based on trust has been established, which allows us to fully motivate young people to achieve success. I hope that we can eventually persuade all subsidiaries that, with respect to many jobs, the actual professional experience can be an indicator of potential just as much as a diploma, a CV, or a job interview."

Alain Guérard, Deputy for Employment, Information Technology and Statistics at the Bordeaux Local Mission



Following a trial period in 2007, the "Mentor Drivers" programme was implemented in the Netherlands, Belgium and Germany by a group of employees brought together by Manni Jacobs, a team leader in charge of training at SITA Netherlands. In view of the scarcity of qualified candidates, SITA News implemented a training package led by "mentor drivers" who were trained for that purpose. Each region has its own mentor. The interest is twofold: to reduce accidents at work and through tutoring to diversify the tasks of ageing employees.

"At the launch of the pilot programme, three truck drivers were selected to become "mentors" for the newcomers. Their selection was based on their know-how and their ability to train others who were willing to learn. After being selected, the mentors received appropriate training in order to improve their teaching skills in terms of verbal communication, with the aim of reducing the number of accidents, physical injuries and damage to vehicles. Given that the results were positive, with the number of accidents was greatly reduced, another four employees were selected to become "Mentor Drivers" responsible for evaluating the new drivers before they got behind the wheel without supervision. A mentor is the main liaison for the new drivers. Hopefully he will answer all their questions, including those concerning the type of vehicle, which may be asked by the new driver."

Freek Bakker, Human Resources Director, SITA Netherlands

→ OUR PRACTICES

- Plans of action or collective agreements on professional equality, with monitoring indicators
- Mentorship programmes
- Career management and leadership training courses
- Specific monitoring of female populations in the people reviews
- Wage comparison between men and women to ensure pay equity
- Maternity and parental leaves, together with interviews before and after the leave

FACTOID

Average employment rate of women aged 15 to 64, OECD countries, in 2011: 56,8%
 Average employment rate of men: 73%
 Percentage of women in the workforce in the mining industry, utilities and construction sector, OECD countries, in 2010: 22,5%

(Source: OECD.org)

RECRUITMENT AND CAREERS OF WOMEN



Zdravka Do Quang, Analysis and Health Division Manager CIRSEE - SUEZ ENVIRONNEMENT

Programme 2010-2012 Objectives	Results 2012
Women Employees France: 22 % Group: 20 %	France: 22% Group: 19.7%
Women Managers France: 30% Group: 26%	France: 29.8% Group: 27%
Directors Committee: 25%	Percentage of women in SUEZ ENVIRONNEMENT Directors Committee: 25% Percentage of women in Executive Committee: 13% Average rate identified in Executive Committees in subsidiaries: around 15% Percentage of women in Topex: 10%
Human Resources PROCESS Recruitment short lists, people reviews, pay, parental leave	Measures taken



United Water wants to hire more women and contribute to their full development in the company. Women's Leadership Network, launched in 2012, is in full swing. And some of its members are men. The network, led by three women in the company, Lora Mannion, Deborah Hummel, and Paula McEvoy, is designed to be a valuable resource for women's careers. In 2012, nine sessions were held, and the feedback of the participants was very positive.

"United Water's first business resource group, the Women's Leadership Network is important because it supports the company's key value to provide an environment that celebrates individual uniqueness and enables all employees to contribute to our success and share in the rewards. The purpose of the Women's Leadership Network, which I have presided for a year now, is to accelerate advancement opportunities for all women through professional and business development programs that are held monthly. Membership is open to female and male employees, and our passion is providing development opportunities for our members while we support the company's very important business strategies for growth."

Lora L. Manion, Corporate Attorney, United Water Indianapolis

"Recognizing that the entire company benefits when women help each other succeed, United Water created the Women's Leadership Network. This business resource group supports United Water's commitment to recruit, develop and retain more women in the workforce. Special programs and activities - guided by senior leadership and Women's Leadership Network members - prepare employees for career advancement and leadership roles within the company and the community. By focusing on the career needs of women, United Water is improving its ability to attract and develop diverse talent and connect with communities to grow the business."

Anna Maria Brennan, Director, Diversity and Inclusion, United Water



At SITA Australia the mentoring programme is an important development tool for high potential employees and future leaders. The program provides the mentor and mentee with opportunities for learning and growth through the sharing of skills and experiences. It is also a way of passing on knowledge and developing leadership skills in a supportive one-to-one relationship. Knowledge sharing and strong leadership are important in any growing organization; mentoring encourages cross-functional communication and collaboration. SITA Australia partners mentors with mentees from different business units, usually from different parts of Australia. This means that the participants gain exposure to new areas and different ways of doing things, and they can build new networks and relationships. Mentoring is also an important tool in promoting careers for women at SITA Australia. A number of female managers and high potential women have already taken part in the programme. In these relationships, the mentors provided support to women who were new to SITA Australia or had taken up a new key role in the business. SITA Australia found that mentoring contributed to the success of women in their roles and the company continues to encourage women to participate in this programme.

"Thanks to the mentorship, I now have a much deeper understanding of how SITA works, the culture, policies and procedures. The possibility of being mentored by the Legal Director helped me to establish new priorities and to develop a sharper focus on what is needed to grow professionally within the organisation. I learnt specific skills such as presentation skills, tips on being politically savvy and how to manage through difficult situations. I felt inspired by my mentor's expertise, dedication and contribution to the business. My mentor provided me with great support in settling and performing my role in the first year at SITA. It was very important to me that my mentor believed in me and encouraged me all the way. I knew I had a friendly ear to share my frustrations and successes."

Bijal Dixit, Commercial Manager, New South Wales Region, SITA Australia

→ OUR PRACTICES

- Action plans or collective agreements on employment for people with disabilities
- Strengthening expertise by training human resource personnel, managers and staff representatives; designation of handicap representatives
- Awareness measures targeted to the employees in order to change their attitude towards disability
- Use of subcontractors and suppliers that hire people with disabilities
- Partnerships with agencies specialised in recruiting people with disabilities
- Employment of people with disabilities through training programmes and learning contracts
- Adaptation of jobs so as to retain people who have been incapacitated, particularly by occupational injury or disease
- Accessibility to premises and services for clients with disabilities

FACTOID

The unemployment rate of people with disabilities is on average 80% higher than that of non-disabled persons.

(Source: OECD.org)

RECRUITMENT AND CAREERS OF PEOPLE WITH DISABILITIES



Disabled Persons Week 2011, SUEZ ENVIRONNEMENT

Programme 2010-2012 Objectives (France)	Results 2011
Employment of people with disabilities 6% (legal rate in France)	2010: 3% 2011: 3.86 % (Lyonnaisse des Eaux: 5.38%)
Action Plan <ul style="list-style-type: none"> • Awareness campaigns • Specific professional guidance for career development • Return to employment • Procurement from suppliers who hire the disabled • Activities with pupils and students, ahead of recruitment 	All these initiatives are progressing at different rates, depending on the subsidiary Note: increase in procurement from suppliers who hire the disabled



In France there are six million persons with hearing impairment. In light of that fact, Lyonnaise des Eaux and 14 other firms established a partnership with Delta Process in order to develop Tadeo, a new communication tool for hearing-impaired workers. This technology was later adapted under the name of Acceo to process calls from clients. Practically, this means that, via an online agency, a hearing impaired client is put through to a sign language interpreter or an instant speech transcription device, and the request is then forwarded to the customer account manager. In 2011, Lyonnaise des Eaux was France's first company in the water sector to provide these services for all of its deaf or hearing impaired customers.

"We represent URAPEDA, the union of associations of parents of hearing impaired children in the Lorraine and Alsace regions of France. We are involved in the implementation of Tadeo - as a solution - in our capacity as expert partners. In fact, we specialise in hearing impairment. In this context, we also deal with employability. The creation of Tadeo as a communication tool allows the workers who use it to perform their tasks with professionalism in better conditions, and to be self-reliant. Some are even starting to advance professionally. The transformation of Tadeo into Acceo as a tool for customer service is a real social progress. In this way, the hearing impaired person benefits from equal treatment like any other citizen."

Geneviève Mauguin, Director of URADEPA of Lorraine and Alsace

"I joined Lyonnaise des Eaux in 2006 as head of disability matters. The first agreement on employment for people with disabilities had just been signed. Their employment rate was then 2.4%. Today it has reached 5.4%. This advancement is the result of substantive work and the involvement of different stakeholders. Today we can say that most corporate professionals, from commercial to real estate and procurement, understand the importance of, and participate in innovations in this field. Retention of people with disabilities and external recruitment requires constant mobilisation of human resources. The role of the head of disability matters is to become a "pest" who must make others understand that people with disabilities are full-fledged workers and citizens. The identity of a person cannot be constrained by his/her disability: this is only a difference among many others."

Rute-Isabel Virgilio Venancio, Head of Disability Mission, Lyonnaise des Eaux



Lydec has decided to directly hire people with disabilities. The company has made some adjustments in that regard to recruit workers and retain them. Any person with a physical or mental handicap receives special attention during medical visits. In 2011, Lydec hired two persons with reduced mobility as customer representatives. The results has been very positive; the employees are well integrated and show good progress. The initiative was very well received by the teams. In January 2012, Lydec was awarded the "Top Corporate Social Responsibility Performers" trophy by VIGEO (European leader in the field of extra-financial ratings). The company stands out particularly in the area of preventing discrimination and promoting equal opportunity.

"I joined the company in July 2011, but it feels as if I have been here for many, many years. This was an opportunity. I feel completely integrated, and from the beginning I have received full support from the whole team, both my colleagues and the supervisors. They have helped me, and now I feel I am like any of them. I do my work like any other employee. Sometimes it is difficult, when I have to go back and forth to fetch documents; this is tiresome. But I am getting more and more organised. Generally speaking, it now happens no more than once a day. So, it is less exacting."

Hicham Damiri, Customer Representative at the Ain Sebaa Prefectural Directorate, Lydec

→ OUR PRACTICES

- Policies or collective agreements on the management of working life periods
- Initiatives to identify experts and transfer knowledge
- Mid-career interview to better define the intentions of the person and the means of implementation

FACTOID

The employment rate of persons aged 55-64 is increasing in OECD countries. In 2011 it was 54.9%, with differences ranging from single to double depending on the country (38 to 72%). The employment rate in France (41,5%) is one of the lowest.

(Source: OECD.org)

RECRUITMENT AND CAREERS OF SENIORS



Amer Aflak, Expert Engineer, SAFEGE

Programme 2010-2012 Objectives (France)	Results 2012
Percentage of people aged 55 and over in France: 12%	12%
Mid-career interviews	Process integrated in various forms
Number of mentors: 4% of the workforce, 1000 in-school trainees	Approximately 2.7% (1 instructor per trainee)
Percentage of recruitments among people aged 50 and over in France: 3%	6,1%
Increase in the number of trained employees aged 50 and over	Number of trained employees: - 2009: 3,119 - 2012: 3,743



The Experts Circle, created in 2005 to emphasise the strategic importance of expertise in a company like SAFEGE, brings together staff members, particularly seniors, who are either expert engineers or lead expert engineers. This is a meeting place for exchange and dialogue among its members and the senior management, whose tasks consist of ensuring that expertise holds its rightful place in the SAFEGE project. Part of that is the utilisation of this expert outreach for the technical development of business, which can also be done by capitalising on business-related risks.

“I have contributed my technical expertise to create a multicriteria analysis method that helps cities to assess and manage, in a sound and sustainable fashion, their water and sanitation infrastructures. This method, whose implementation I guarantee, is now in use on more than 7,500 miles of water networks, including that of Paris, which is a centennial and unique network that is nearly 2,500 miles long, more than 90% of which is placed on catch basins accessible to visitors. Finding a suitable response to this specific feature and efficiently assisting the Paris operator has been a challenge, as well as an intellectual investment. Drawing on my expertise and transferring it to others on an ongoing basis is inherent to my role as an expert. This has proven to be essential to conceiving the many responses SAFEGE must provide for the development of today’s cities.”

Amer Aflak, Expert Engineer, SAFEGE

“Originally, the intention was to recognise expertise as a pillar of SAFEGE, alongside management and project administration. One of the success factors of the Experts Circle is its visibility companywide: a complete network was established with accessibility in terms of specialised skills, teaching capability and the ability to contribute to the company’s external outreach. On the other hand, the Circle is well-recognised: it is legitimate in the eyes of the employees, the administrators, and top management who are key participants when they solicit advice on various topics ranging from securing offers to recruitments. We can say that over time, the Experts Circle has become an advisory board on strategic matters.”

Jean-Pierre Becue, Activities Director, Port and Maritime Infrastructures, Technical Skills Director, SAFEGE



The purpose of this agreement, signed in 2011 with the trade union bodies, is to promote retention of workers aged 55 and over, and prepare for generational renewal and the transfer of skills and knowledge. Several topics are addressed, among them career management, mentorship and sponsorship, planning the end of working life, and transition from work to retirement. Each topic has its own objectives and monitoring indicators.

“Our dialogue with the staff representatives focused on several issues related to age diversity: better management of retirement, organising the transfer of know-how, improving intergenerational relations. In the implementation of the agreement our priorities have been better management of retirement and the transition from work to retirement, together with activities related to management of the second period of working life, individualised retirement assessment and cooperation after retirement. At present we are working on the transfer of know-how, a strategic topic for Degrémont. Among our goals is to facilitate, as much as we can, the transfer of knowledge from seniors to young people. The process of knowledge transfer, me

Clément de Villepin, Human Resources Director, Degrémont

 OUR PRACTICES

- ➔ Initiatives to promote quality of like at work: diagnosis, objectives, steering committees
- ➔ Information, awareness-raising and health prevention activities; vocational and personal training
- ➔ Support services to help employees resolve personal problems
- ➔ Procedures to deal with complaints of harassment or discrimination: toll-free numbers, trusted persons, compliance officers
- ➔ Adjustments in the organisation of work and flexible work schedules to facilitate work/ life balance
- ➔ Organisation of engagement surveys that are made available to all
- ➔ Programmes linking the engagement surveys, the communication of results to employees and the improvement plans

FACTOID

According to a recent OECD report, health problems caused by unease at work (depression, anxiety, stress, etc.) are sharply increasing. They affect 20% of wage earners in OECD countries. According to ILO, the cost for the European Union would be 3 to 4% of GDP.

(Sources: OECD.org and ILO.org)

EMPLOYEE ENGAGEMENT AND QUALITY OF LIFE AT WORK



Hersin-Coupigny, SITA North (France) - ISDND, provisional biogas monitoring network before final acceptance

Programme 2010-2012 Objectives	Results 2012
Quality of life at work (France) - diagnosis - action plan - training of managers	Diagnoses were made, and action plans implemented The topic is now included in the training of managers
Regular engagement surveys (World)	10 out of 12 subsidiaries have carried out the engagement survey, some for the first time, others periodically (every 2/3 years)



FOCUS QUALITY OF LIFE AT WORK INITIATIVE SITA FRANCE



Since 2010, SITA France has been implementing a structured and participatory initiative to better prevent psychosocial risks and improve its employees' quality of life at work. In every region and every center, multidisciplinary exchange committees, keystones of the initiative, have issued a diagnosis, identified and prioritised risk factors, defined monitoring indicators, and formulated action plans. Training workshops on raising awareness have been carried out and tools have been made available to the human resource and management functions. For personal matters (housing, finance, etc.), the employees can also call on a network of social workers.

"I oversee about 20 people and three waste storage facilities. The quality of life at work project has helped me adapt my management style to different situations, including personal interviews and conflict management. I use record files, which are very useful. I feel more confident in my role as a manager, when I say, in the right way, what needs to be said so as to avoid adding too much stress to the teams. We must maintain these dynamics by exchanging corporate practices at the regional and national levels."

Sébastien Tuffery, Head of Site, SITA France

"Be AMI", the quality of life at work project at SITA France transposed to the context of AMI Center (Industrial Sanitation Maintenance), addresses a very important issue: performance quality. To this end, our employees should feel "at ease". This initiative is being promoted by the managers, who rely on these specific tools to improve quality of life at work. A support message has been developed around the "Be AMI" slogan, which is a French pun on being friendly. The initiative has been well received and has proven very effective. The goal now is to support its implementation in the field and to ensure ownership by all sectors."

Hélène Blazianu, Human Resources Director for the facility AMI, SITA France



FOCUS U SAY SITA UK



In late 2011, SITA UK, in collaboration with the British organisation Best Companies, carried out an employee engagement survey. The findings were globally positive in terms of participation. It was the first time SITA UK involved its 6,000-strong workforce in such a formal review of employee engagement, with a 70 question survey sent electronically to all management, supervisory and administrative employees, and a shortened 23 question survey distributed by hand to all manual employees. The return rates were 78% for the long questionnaire, and 46% for the shortened version.

"We must understand that employee commitment is not just another project, a flavour of the month, and certainly not a mere series of information elements that the human resources department will shelve. At SITA UK, we see this as an ongoing work area, one that can really make a difference to the working lives of our employees as well as the economic performance of the company. We are now preparing for the follow up survey, U Say 2013, to be launched this Autumn and we look forward to further progressing our vision of making SITA UK a "place where you will love to work"."

Kevan Sproul, Human Resources Director and DIVERSITY Sponsor, SITA UK



FOCUS WELLBEING AT WORK SERVICE SUEZ ENVIRONNEMENT



The Wellbeing at Work Service was created in 2010 at the headquarters of SUEZ ENVIRONNEMENT and its subsidiaries in La Défense, Paris' central business district. The main task of this service, unprecedented in French large corporations, is to offer the 1,800 employees at the head office the possibility of recharging their batteries, and defusing problems at the source, by means of the advisory and support services of an experienced professional. The services offered are customised coaching workshops on relaxation, meditation, yoga and sophrology.

"Pay more attention, exercise mindfulness, relax: the originality of this strictly confidential approach is to help employees who wish to partake to know and understand themselves better, and therefore to be better positioned in the organisations and in labor relations that are often complex. The number of visits is on the rise. We are working more and more with the leaders of the company, management, and human resources to prevent psychosocial risks and help to establish an organisation which would be more compatible with the functioning of a human being."

Myriam Wuillai, Head of the Wellbeing at Work Service, SUEZ ENVIRONNEMENT

CROSS INTERVIEW
DENYS NEYMON, Director of Human Resources,
SUEZ ENVIRONNEMENT
EZRA SULEIMAN, Professor of Politics, Princeton
 University



Cultural diversity is not an ideology: it is a reality. How can it become a reality in a multinational corporation like SUEZ ENVIRONNEMENT?

DN: Cultural diversity is real. To move forward, we must recognise it, talk about it, and disseminate it as much as possible. But first, we must accept it. Additionally, diversity is recognised as one of the key elements of performance and competitive differentiation. SUEZ ENVIRONNEMENT finds itself at various levels of development on the subject, but there are areas where it is more advanced. For example, the idea that business leaders should be local is widely understood.

ES: The only way to make diversity real and acceptable, even natural, is to set goals and pursue them transparently. These objectives should be sustained throughout the entire hierarchy. Without concrete outcomes diversity will remain an "ideology" and will not be taken seriously. When I visit the heads of human resources, I can now easily identify those who take this objective seriously and those who consider it a simple means to improve the company's image. In the first case, the administrators use diversity as leverage to hire highly qualified workers, thus creating a diversified cohort.



DN: In order to move faster, it is necessary to leave our mobility practices open and to increase exchanges, particularly through short-term missions, and to increase the number of working groups and cross-collaborations on issues that need to be solved. It is also a must to make the mode of operation explicit so as to circumvent what is left unspoken and to insist again and again on the same subject: the accomplishments, the business accomplishments.

Without intending to standardise practices, how can a real connection be established among individuals across borders?

ES: As soon as diversity takes hold in a company, nobody pays attention to it anymore. Everyone will consider that he/she has been chosen for his/her abilities. All employees throughout the company, wherever they are, will be bound by a work culture and excellence criteria.

DN: We must go back to what the Group does. First, the lines of business: today our Moroccan and Swedish talk about waste despite their obvious differences, because they share a common line of business, the same constraints, and the same skills. Lyonnaise des Eaux has sent technicians to Indonesia to train their colleagues there. Some did not speak English (and certainly not Indonesian!). Despite this, there was no problem understanding each other, and the transfer of knowledge was accomplished. Then, there is the project: why are we together and not separate, what do we want to share, what is the purpose having this Group? This process, still to be dealt with in depth, is particularly topical at SUEZ ENVIRONNEMENT, and will become even more so in the coming months.

DIVERSITY COMMITMENTS 2013-2016

DIVERSITY

Noun (Latin: *diversitas, -atis*)

The condition of having or being composed of differing elements; variety; an instance of being composed of differing elements or qualities.

The inclusion of different types of people (as people of different races or cultures) in a group or organisation; programs intended to promote diversity in schools; integration of diversity into business.

(Source: Merriam-Webster)



Macao Water, China - drinking water production plant



Globalisation is not just economic, it is also cultural. Despite the divisions, new cultures are emerging as a result of values that are shared the world over by an increasingly urbanised, mobile, connected and young population. In these transborder cultures, there is a new relationship with the world, where certain attitudes and behavioral patterns are shared. Promoting diversity also means understanding the new and emerging cultural, political and economic forces. It is also about providing the tools to those who want to work for the growth of their business. It has

to do with better adapting our products, services and communication; and in a broader sense anyone who seeks a better understanding of "diversity" in a business should also acknowledge that it is closely linked to an in-depth transformation of our modern societies.

Claude Grunitzky, Transcultural Agency TRUE

→ THE GENDER BALANCE POLICY AND WOMEN'S CAREERS ARE THE HIGHEST PRIORITIES FOR ALL COMPANIES OF THE GROUP IN THE DIVERSITY PROGRAMME 2013-2016

Because in certain countries, initial progress has been made but we are still far from the goal. Because in those places where mindsets, behaviour and results have significantly evolved, we should further persevere.

The accomplishments for the 2010-2012 period are encouraging and are a result of the commitment of leaders, managers, and women themselves who took a stand; they are also related to the dissemination of targeted messages, to awareness-raising activities, to the implementation of specific programmes and procedures, and to the mobilisation of career management and training teams.

Our efforts should focus both on the feminisation of the workforce as a whole, particularly in jobs traditionally filled by men, and on the promotion of women to positions of responsibility at all levels in the organisation.

The DIVERSITY policy of SUEZ ENVIRONNEMENT seeks balance, complementarity and improvement of working teams. The resulting strength will be essential in light of the business development challenges ahead.

Guidelines for progress:

- to introduce our lines of business in schools
- to assign women in on-the-job training, learning courses, or permanent contracts to areas that have yet to be feminised
- to adapt working conditions: flexibility of working hours, parental breaks
- to help women to develop their full potential, their plans and their professional network (training, mentoring)
- to promote measures to support recruitment and career development of women

2013-2016 Objectives:

- 30% of women in the executive staff of the Group
- 32% of women in the executive staff in France
- increase in the percentage of women in leadership positions
- increase in the percentage of women in operational functions

→ STATEMENT MARIE C. WAUGH 
Senior Vice President, Human Resources, United Water



"I was born in Jamaica, where I grew up until my parents came to the United States as immigrants. Upon graduation, I went to work at a major department store, Bloomingdales, where I was able to find my path thanks to a woman who became a real mentor. Apart from my mother, who kept repeating that I shouldn't be discouraged because I was a woman, Margaret Hofbeck, whom I met at the Human Resources Department at Bloomingdales, is the person who showed me what to do to break the "glass ceiling" at a moment when the company had few women in

senior positions. When, years later, I went to work in Human Resources at JP Morgan Chase in Ohio, I discovered a passion for mentoring and for supporting the evolution of the role of women in the corporation. Now that I work at United Water, I find myself at the head of a team that is composed solely of women; this really is the first time this has happened to me and it is a demonstration that things are changing."

→ STATEMENT DAVID CHEN 
Director of Human Resources, Degrémont China



"In China, the rate of women in the total headcount of Degrémont is 35.6%. It is much higher than the average rate of the Group. The Chinese government regulations related to female employment care have been improving, for example it is a mandatory legal regulation in Beijing to offer female employees a four-month maternity leave; and a certain number of hours for day-nurseries must be guaranteed. At Degrémont we offer young mothers the child-care benefit of flexible working hours in order for them to take care of both work and family. While maintaining the

momentum of diversity, our main goal is to increase the percentage of women in management positions. One recent success is that we hired a woman as Business Unit Purchasing Director who is a member of our Business Unit management committee. We will continue, in the future, to recruit and develop female employees whenever possible despite the challenge that the number of women studying engineering and working in the engineering industry in China is clearly lower than that of men."

→ PROVIDING OPPORTUNITIES FOR YOUNG PEOPLE

The prime responsibilities of our company are to attract talented persons, to prepare young people for working life according to our businesses, and to train and support them in their integration. Our civic responsibility is to offer employment solutions to young people in times of crisis.

Many of SUEZ ENVIRONNEMENT's companies apply these criteria in different forms, depending on the specificities of local conditions.

Our goal is to offer future prospects to young people and to help them build their professional life.

Guidelines for progress:

We support and appreciate all initiatives and policies that facilitate employability of young people:

- relationships with schools that teach trades related to our lines of business
- partnerships with secondary and technical education institutions
- internship, apprenticeship and in-school training curricula
- mobilisation and training supervisors, both male and female
- guidance programmes for recently recruited young workers

We must further strengthen these programmes, optimise them internally, and also innovate, together with our external partners, the schools and companies involved. We must also endeavour to integrate young people with unusual profiles and diverse experiences (such as the French Civic Service programme).

2013-2016 Objectives:

- to further strengthen the learning process for young people
 - in France, at least 4% of the workforce (5% starting in 2015), with an objective of 30% of recruitments
 - everywhere else: make progress, through 2016, on youth integration
- to mobilise and train supervisors, so as to strengthen the process of knowledge transfer
- to strengthen monitoring and guidance of young people during their integration process

→ STATEMENT BRUNO LIS Deputy Chief Executive Officer and DIVERSITY Sponsor, SAFEGE



“Ambition 2015”, a project on growth and business diversification at SAFEGE, goes hand in hand with a strong recruitment policy of qualified personnel (220 recruitments in 2011, 190 in 2012), and in this job creation, young people figure prominently. In association with some schools, SAFEGE has fostered integration through regional in-school training programmes. As a result, the number of apprentices increased from 9 to 38 between early 2010 and late 2012. Furthermore, SAFEGE welcomes about 120 trainees every year. Under the supervision of our best experts, we ensure that our trainees are made familiar with highly technical subjects. The young people we hire can be given responsibilities fairly soon, because we have all levels of complexity in our business. The whole process happens with the ongoing support of the most experienced colleagues in an environment where everyone is encouraged to bring the best of his/her abilities. The hiring rate following an on-the-job training programme leading to a diploma is 35%; we wish to increase that figure by applying a candidate selection method that should be as rigorous as the one we practice when we hire.”

→ INTEGRATION: PROMOTING OUR ROLE AS SOCIAL AND ECONOMIC AGENTS

Equal opportunity, which defines our DIVERSITY Programme, is also targeted at external audiences, who come from territories where we operate and are often quite removed from employment.

The Group provides them with the opportunity to be part of a process that is geared toward their preparation for entry or re-entry into the workplace, such as:

- **SITA Rebond**, a company which specialises in integration
- la **Maison pour rebondir**, which helps to find opportunities within SUEZ ENVIRONNEMENT's lines of business
- and also the partnerships that several French and non-French companies have established with local stakeholders.

Many of our colleagues volunteer to participate in these activities as sponsors or mentors.

The Group will strengthen its civic commitment with respect to these persons, in order to enhance their employability, on a better footing, so they too can avail themselves of all possibilities of bouncing back.

→ STATEMENT UTE SCHOUTEN

Director of Human Resources, SITA Deutschland



"Sales Start, which we launched in Germany, is an opportunity we provide young people for professional development in sales. Given that we lack sales representatives, in the recruitment process we don't focus on educational background but only on sales talent. We are open to candidates with different and maybe unusual CV's. Crucial to the success of the program is the selection process. You need to be sure that the selected candidates really do have sales talent. The other skills needed to become a sales representative are the will and ability to be trained during the one-year programme. Seven of the eight recruited candidates in the last circle are still in the programme and are now starting to work in the field and acquire contracts, some already with considerable success. The business is convinced of the Sales Start and therefore HR has started another circle for 2013."

→ STATEMENT PIERRE-JEAN LACOMBE, General Director, SITA Rebond FRÉDÉRIQUE BERTHE, Deputy Director, SITA Rebond



"SITA Rebond is an integration company that is presently helping 350 people in difficult situations to gain sustainable employment. Teams of advisors on employability and technical supervisors facilitate the performance of such a complex task. The company receives public subsidies which partially fund these specialised human resource efforts. The challenge now is to further promote integration in a Group such as ours, within the framework of its corporate social responsibility commitments, so as to respond to the growing needs of people who have been kept away from work. This allows us to also meet the requirements set out in the social clauses that are increasingly present in public sector bidding documents. At a time when public funds are limited, when the administration exercises a stronger control and is more demanding with respect to the quality of professional guidance, we are endeavouring to find the means to give more visibility to our integration programmes within the Group and to better enhance our efforts."

**→ POLICY ON DISABILITY:
TO PERSEVERE AND INNOVATE**

Guided by its commitment to equal opportunity, the Group carries out activities in this sphere through its different companies.

The most successful experiences show that will, time, mobilisation, and innovation end up bearing fruits.

In most countries where the Group operates, depending on the cultures, the legislation or the individual commitment of the person in charge, specific action plans facilitate a better integration and career development of people with disabilities. Whatever the regulatory and cultural context, everyone can play a significant role in achieving this goal.

Guidelines for progress:

- to continue to raise awareness of managers and employees
- to diversify the sources of recruitment with specialised partners
- to follow the progress of upstream recruitment of young people with disabilities upon completion of high school studies, and undergraduate studies; offer internships, in-school training contracts, summer jobs and help them to develop their career in connection with the company
- to prepare and carefully monitor the integration of people with disabilities
- to help victims of occupational accidents or illness to regain a foothold in the company and to pursue their career
- to establish our relations with services providers who hire people with disabilities
- to contribute to innovations which promote access to employment and services for disabled customers or employees

2013-2016 Objectives:

- In countries where SUEZ ENVIRONNEMENT operates, achieve the mandatory employment rate
- In France: attain the legal 6% rate

**→ STATEMENT
ZDENKA PROCHÁZKOVÁ
Director of Human Resources, SITA CZ**



“In the Czech Republic, people with disabilities benefit from protection on the job market, and we are doing everything possible for their integration in our company. Up to 2% of SITA CZ’s workforce, half of the mandatory regulatory rate is made up of people with disabilities. Since the recruitment and employment of people with disabilities and employment accommodation are ongoing priorities for us, we are currently in the process of identifying jobs that allow us to create positions for the disabled. During the recruitment process, we resort to local employment agencies, and they recommend candidates. In our vacancy announcements, we also point out if the position in question is suitable for people with disabilities, and now we adapt the admission of new employees to individual cycles. In addition, we offer more flexibility with regard to their specific needs so that they can benefit from adjustment in the organisation of work and work schedules, allowing them to achieve a better balance in their life.”

**→ STATEMENT
CHRISTIAN GRAPIN
Director, TREMLIN - Etudes, Handicap, Entreprises Association**



“TREMLIN - Études, Handicap, Entreprises Association was created by major corporations in the context of the 1987 French Law on disabled persons’ employment. Coupled with the low level of qualification of young people with disabilities, it became obvious that something needed to be done about the obstacles they faced when trying to integrate a company. Our task is to help young people with disabilities to become the actors in their own project and to support them individually until they complete their studies and gain access to a steady job. To move forward we must fight stereotypes within families, the education system and companies, who continue to believe that disabled persons are “separate” and therefore cannot aspire to be as successful as the able-bodied. For equal opportunity to prevail, real inclusion of persons with disabilities must be implemented. Our hope is that, in the companies, this inclusion becomes apparent in the ongoing integration of disability objectives in human resource management processes.”

→ SENIORS: ACKNOWLEDGING AND APPRECIATING THEIR SKILLS

Life expectancy is increasing. Seniors remain in good health for longer; they are active and very involved in economic and social life. The demographic situation and the policies relating to seniors are very different from one country to another: social history, culture, pension systems, and the employment context influence individual choices.

Whatever the context, one of the secrets of staying power in any company is its ability to protect and share its expertise. That is why the Group has implemented a proactive policy to identify experts, offering them attractive careers, and ensuring succession in case of departure from the company. Mentor training and knowledge transfer have been organised. Adequate passing on of know-how depends on the links that have been established between the newcomers and the seniors, and between the inexperienced and the more experienced.

Operational and functional managers have the responsibility to ensure such demographic balance, by mixing various generations within their teams and encouraging behaviours that favor a collective interest. The current economic environment requires the overall implementation of **an updated and dynamic management approach towards seniors** resulting from a more comprehensive reflection on the balance of human resources and careers in the company.

Guidelines for progress:

- to support and promote careers of seniors:
 - to enhance the monitoring of the second part of seniors careers: in-depth interview, training
 - to entrust seniors with training and knowledge transfer towards young people: tutoring, mentorship
 - to identify and facilitate networks of experts in the various fields
- to address exposure to hardship: prevention policies, working conditions and job management
- to organise the transition periods from the latter part of the career to retirement
- to facilitate the transfer of experience from the most developed countries to less developed ones

→ STATEMENT GHIZLANE BELKHAYAT Head of career management in the Human Resource Department, Lydec



“The seniors are particularly sought after and appreciated as instructors who support the integration of young newcomers. The transfer of know-how is done in-house. This is the opportunity to acknowledge and appreciate the experience and expertise of seniors. Some of them are equally sought after and trained to work as instructors at the training and professional development center. Job interviews are also an opportunity to listen to what the seniors have to say; they are generally grateful for the possibility to share their vision of the succession issues for the company. Generally speaking, mobility is not something they are interested in and they especially welcome the opportunity to transfer their knowledge to younger people.”

→ QUALITY OF LIFE AT WORK AND EMPLOYEE ENGAGEMENT HAVE AN IMPACT ON THE COMPANY'S PERFORMANCE

The availability of information, a good understanding of the strategy, clear-cut organisation and governance, and widely shared ethical values are the building blocks that constitute a fundamentally healthy and committed social body.

Nowadays, employees are increasingly sensitive to corporate social responsibility policies and many wish to contribute to meaningful programmes. They are operating in a connected and globalised world. Their commitment depends on the ability of the managers to respond to their expectations, to guide them in their careers, and to initiate and promote an active social dialogue.

Guidelines for progress:

- to train managers on these new sociological and behavioural dimensions
- to increase the participation rate in engagement surveys
- to formulate improvement plans that are in-line with internal surveys
- to promote dialogue with staff representatives
- to provide for flexibility in working hours, in order to enable better work/life balance
- to keep to a minimum (lower than the average in the countries in which we operate) the percentage of resignations (voluntary turnover)
- to promote health programmes
- to provide support services that employees can turn to in case of personal difficulties

→ STATEMENT MAGNUS WIKLUND Director of Human Resources, SITA Sverige



"As we strive to turn SITA Sverige into a better place to work, we go into the details relating to the improvements we plan to make as the result of our latest employee survey. We need to establish a new platform for SITA Sverige by emphasising our core values and improving leadership all over the company. Our ambition for the next years is to create a common approach to leadership and to convey this to the entire organisation. This is the basis for the other focus areas for improving quality of life at work and this should further increase the engagement of our employees. By focusing actively on diversity and equality matters, we believe that more people will feel included, which will contribute to a higher level of involvement. We also believe that our corporate culture continues to develop in a positive way, and through our efforts to make each individual feel included, respected and visible, we hope to become an employer of choice."

→ COMMITTING TO DIVERSITY OBJECTIVES IN THE TERRITORIES IN WHICH SUEZ ENVIRONNEMENT OPERATES

Our subsidiaries have strong roots in the field due to the nature of their operations, their locations and their cultures. Through their activities they contribute directly to the creation and upkeep of jobs, and also indirectly by way of purchases from suppliers and the use of local subcontractors. And by openly recruiting people from different backgrounds, they even contribute to their integration into the workforce.

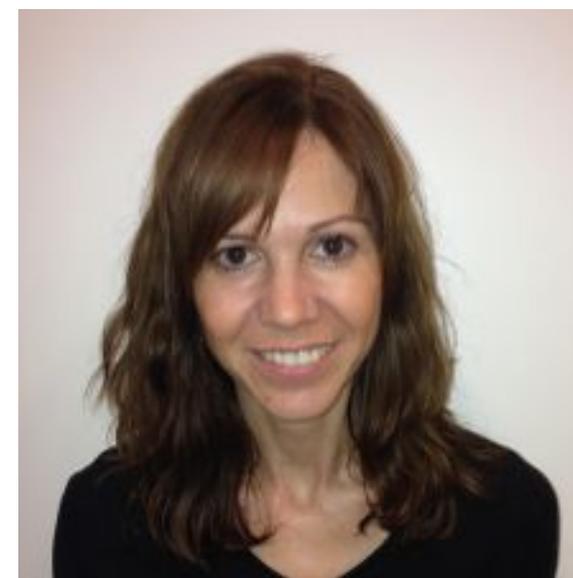
Our awareness of local issues, our commitments tailored to local needs, our innovations and the services that our subsidiaries provide to the local population can only improve our professionalism and enhance our clients' recognition of our performance as their local economic and social partner.

Guidelines for progress:

To raise awareness, train and bring together Group companies around social development programmes locally:

- to strengthen dialogue with stakeholders and better understand their expectations
- to build, together with schools and local entities, relationships and programmes related to our lines of business
- to favor the selection of local diversity-conscious suppliers and subcontractors, for example organisations employing people with disabilities
- to encourage employees' personal initiatives towards diversity, in connection with our activities

→ STATEMENT REBECA MARÍN SÁNCHEZ Equality Manager, Agbar



"Our collaboration with the Generalitat of Catalonia (Autonomous Government) has continued, as demonstrated by the agreement recently signed between Agbar and the Department of Education of the Generalitat, whereby the expertise and know-how of Aqualogy, Agbar's brand of integrated solutions for water, was made available to develop training programmes on water-related matters. Eager to share its industrial heritage and the lessons learned from the sessions, Aqualogy also participates in the skills certification process that was initiated by the Generalitat of Catalonia. These agreements are important for Agbar, given that training contributes to knowledge and to the recognition of the work done by our teams. Collaborations aimed at reducing the risk of exclusion, or combatting violence against women, are also very much alive. Besides, the Agbar Foundation works in complete partnership with the Carolina Foundation, or even the Astoreca Foundation, mainly in Chile or other parts of Latin America, awarding scholarships in order to increase the number of Masters in Economics and Regulation of Public Services."

BUILDING THE DIVERSITY PROGRAMME

For quite a while, the SUEZ ENVIRONNEMENT subsidiaries have been championing professional equality between men and women, people with disabilities, and also the integration of underprivileged populations.

In 2006, SUEZ ENVIRONNEMENT's first Roadmap included social commitments, as well as indicators relating to social and environmental responsibility, and to diversity.

In 2008, the Group's shares began to be traded on the Stock Exchange and its diversity policy became visible. The Group developed the DIVERSITY programme, which was approved by the senior management, initially including activities and commitments common to all French subsidiaries, their priorities and main indicators attached thereto.

In a second phase, foreign subsidiaries proposed the inclusion of their own commitments, which were approved by the executive committee, whose members include the heads of these companies.

In 2009, the Diversity and Social Development Department was established. The DIVERSITY Sponsors were appointed by chief executive Jean-Louis Chaussade; they are leaders who are sensitive to these issues and put forward the aims of the Group before their own senior management, their officers and their various teams; they also ensure the effective coordination of the activities included in the DIVERSITY Programme.

MANAGING DIVERSITY



Truck driver - Kemps Creek Sorting plant - SITA Australia



CROSS INTERVIEW

LAURENCE MALCORPI, Diversity and Social Development
Director, SUEZ ENVIRONNEMENT
PIERRE-YVES POULIQUEN, Director, Business Line Europe
and DIVERSITY Sponsor, Degrémont



How does the presence of people from diverse origins and different ages and genders broaden horizons?

LM: The first human attitude is, in my opinion, to respect others in their diversity and to demand the same respect in return; under such conditions, diversity becomes an accessible and exciting dimension in that it entails wealth, discovery and interest. At SUEZ ENVIRONNEMENT, we say that diversity should be promoted as a human and social value and as a source of performance. Our colleagues have increasingly realised that they can contribute to this process, which gives them a new meaning, which helps them grow, which draws them closer to the company. We must encourage such endeavours.

Why and how can Degrémont integrate people from different backgrounds?

PYP: Degrémont is a relatively technical and diversified global company with four main businesses, and these activities require different skill sets. We deal with a variety of topics on a worldwide level, which brings us face to face with matters that touch upon diversity. Diversity is in our genes, in our history; our clients and our partners are diverse by nature. Now, we need to account for new forms of diversity, relating to gender, age and disability. Degrémont's management chose to deal with these issues proactively. Our clients also have expectations in this regard. For instance, we won a piece of business around the rebuilding of a water production plant in Rennes because, in addition to our technical expertise and environmental standards, we showed a deep commitment to the integration of local workers. This commitment, which was a source of differentiation, seduced our client. So in order for these diversity efforts to succeed, management must be involved. At Degrémont, goals have been set and specific quarterly, biannual or annual performance indicators have been attached to them; we have even included the Diversity Roadmap in our "Ambition 2016" plan, and objectives have been quantified.

What operational approach should be adopted to promote diversity policies in the areas of operation?

LM: Understanding the territory requires an understanding of the views of the usual stakeholders. SUEZ ENVIRONNEMENT's interest is to act together with them, and to implement a social and diversity policy that responds to the issues in the area and also to the challenges facing the local populations. Some of our priority issues, such as the feminisation of the workforce or youth learning, can be shared with all the local stakeholders. Our performance and the benefits that the area can derive depend on these concerted actions.

How can we possibly explain that the coexistence of different types of employees is a source of economic efficiency?

PYP: The issue is to represent the companies and the markets, often public, in which we operate. Diversity provides us with the tools that help us to identify all the slight nuances in the markets we target. Additionally, there is a very strong motivation in the fact that we work with different people. It is a treasure, it makes us more open, it is a source of economic efficiency and innovation. Certain international complementarities can help us to better address global issues, as well as the specificities in each of our contracting authorities. Diversity creates a positive confrontation that makes the work more interesting; it eliminates conformity and fosters creativity.

How does diversity influence decision-making in a company like Degrémont?

PYP: It starts with recruitment and the choices we make at that time. Do we have, or not, women candidates for that subsidiary, that office, that position? Since our strategy is internationally oriented, do we have enough international talents that differ from the traditional purely French model, and if so, how to manage their careers? Following an intensive awareness-raising and training campaign, Degrémont's managers took ownership of the issue of diversity and, particularly, that of disability, and now the company seeks to prioritise the hiring of people with disabilities. The range of possibilities is open; every manager knows that he/she has to position him/herself on the issue of diversity. Country by country, we work to better manage, lead and communicate on these matters.

How will the SUEZ ENVIRONNEMENT Group proceed to encourage each employee to take ownership of this ambitious goal and to commit to contributing to the action plans?

LM: Many colleagues are already open to these issues at all levels of the organisation; they have been influenced by the company's international and multicultural dimension and by the shaping of consciousness as well as the evolution of behaviours. There is still, however, a lot of work to be done in order to raise awareness among the teams: it is not enough to formulate a concept. Concepts must be translated into action plans; they must be implemented, so that in turn these actions are turned into realities, into inspirational model achievements. Management is invaluable in such an ambitious endeavor, and we rely on it when it comes to people taking ownership. To sum up, the goal will be achieved as soon as we've succeeded in rallying all colleagues who are currently bystanders rather than actors. Only then can we consider that the issue of diversity has been integrated and experienced more naturally.

ESTABLISHING A DIALOGUE WITH THE STAKEHOLDERS

Depending on the context and the culture of each SUEZ ENVIRONNEMENT company, mobilisation can take on different forms. It can be diversity steering committees, handicap missions, referent networks, and others, which support, define, and guide the policies, in addition to developing the programmes and initiatives. In three years they have carried out many varied initiatives, whose accomplishments we report in this booklet.

The subsidiaries have organised awareness-raising activities for employees; they have trained managers, human resources teams and partners. They have also launched more targeted operations, which provided visibility for various topics, such as disability days, conferences on stereotypes and discrimination; they have organised events like the International Women's Day; they have promoted discussions and networks; they have encouraged employees to reflect on more responsible attitudes. We welcome these accomplishments and thank those who participated in these sessions.

With such an ambitious DIVERSITY programme, we have also participated in outside operations, forums, contests, and think tanks where everyone can enhance their experience and draw on new ideas.

INTERVIEW ALEXANDRE BRAILOWSKY Director of Social Engineering, SUEZ ENVIRONNEMENT



Why is it important to listen?

It all depends on which perspective one takes. For an industrial company, listening to one's environment is a way to ensure, on the one hand, that the solutions the company offers meet the expectations of the community, but also that they are suitable for the areas concerned. And, on the other hand, it is a way to ensure that the users and beneficiaries take ownership. This principle of paying heed is at the heart of any industrial process.

What is a stakeholder session applied to a territory, social dialogue and diversity?

Different names are used depending on the methods that are used; you can call it a consensus conference, a conference of citizens, a public debate, and so on. This is a consultation on a project of public interest or that affects a community in a given territory. The goal is to inform, but also to build with all stakeholders the project that allows everyone to share in the benefits. In this respect, we are speaking of social acceptability. This is a collaborative process in a given territory, aimed at involving all stakeholders and ensuring not only the adaptation of the project to the territory and its population but also the achievement among the largest number of participants of a sense of ownership of the options that were chosen. This is called a process of collective construction rather than passive information.

STATEMENT FRÉDÉRIC HENRION Director of Human Resources and DIVERSITY Sponsor, Lyonnaise des Eaux



"Our commitment to diversity is a marker for Lyonnaise des Eaux. One positive outcome of this commitment is a better management of the talents of candidates and employees. That is why our agreement on employment and social responsibility, signed in 2012 with the trade unions, includes a section on the management of projected jobs and skills and a section on our responsibility towards the territories and towards equal opportunity. Gathering together multiple initiatives in a single text has added strength and visibility to our activities. Signing the agreement with the trade unions reinforces our commitment. Finally, to help sales teams to differentiate the company from the competition, we have published a booklet that explains the agreement."

STATEMENT FABRICE AMATHIEU Trade union delegate of CFE-CGC, Lyonnaise des Eaux



"The agreement on employment and social responsibility has two objectives: to better anticipate the trends in jobs and skills and to promote diversity. These two aspects are interrelated, because understanding the future trends in business is to be better prepared for the integration of diversified profiles. This agreement recognises that we are currently in a process of change that it is preferable to foresee and go along with. The issue now is to consistently implement the agreement in the regions. Diversity is an in-depth cultural change for the managers who must adapt to different profiles and for the teams that must be open to differences. It is also a leverage to promote employment in the field, which should be better valued in our business proposals."

SCORING OUR COMMITMENTS

Our commitments are subject to analysis, reflection and prior consultations. French subsidiaries establish and share the same goals, and non-French subsidiaries set their priorities and areas for improvement according to their cultural and regulatory imperatives. The extent of these commitments is essential to confirming their value and evaluating our progress.

The quantitative indicators are monitored throughout the year by each subsidiary and consolidated at the central level. The Group's social reporting has been enriched with more detailed data since the DIVERSITY program began.

We regularly analyse progress and submit program progress reports to different bodies: the Executive Committee, the committees on human resource management, the Ethics and Sustainable Development Committee (one of the committees of SUEZ ENVIRONNEMENT's Board of Directors), and also the staff representative bodies.

Our progress in this area is presented to the members of the Foresight Advisory Council (FAC), as well as to the participants in the Stakeholder Sessions, two bodies gathered by SUEZ ENVIRONNEMENT and made up of personalities of diverse cultures and experiences, whose insights, advice and recommendations are expected to enrich and improve our strategic choices. The achievements of DIVERSITY programmes are publicised through multiple surveys and audits aimed at assessing our position so that we can benefit from non-financial ratings. These exercises have proven to be a useful guide.

Ever frequent relationships with Sponsors and DIVERSITY operational managers also allow a better understanding of the issues that are a main concern for each subsidiary; they also allow us to better understand the subsidiaries' choices and results. It is through these contacts that this publication was made possible. We thank them for the time they devoted to explaining their practices and enriching our common experience.

We plan to work on two tracks in 2013 to further improve the sharing of best practices and the periodic assessment of progress: a DIVERSITY community network where each subsidiary could contribute its ideas and advice to others who may seek to develop a theme, and a self-assessment process that could also help each participant to organise and report their findings at their own pace.

Finally, labels are comprehensive and demanding approaches, which can accelerate the involvement of all colleagues by allowing us to measure ourselves against established benchmarks: many companies have moved in this direction, including the French subsidiaries (32,000 employees) that are preparing to obtain the Diversity Label in 2013.



STATEMENT THOMAS PÉRIANU

Director of Sustainable Development, SUEZ ENVIRONNEMENT



"Diversity has become unavoidable for "business". Beyond the objectives that were set out in the Roadmap of the Group, which are well known by the management teams, what are the best conditions for implementation in our areas of operation? A course of action would be to set objectives regarding diversity of cultures and social origins, to preestablish a common framework for all subsidiaries around the world, to strengthen partnerships with suppliers and customers with respect to diversity objectives, and to establish an indicator to measure our contribution to employment in those areas in which we operate. In order to convince more managers on the benefits of diversity, it is necessary to be aware of their situation on the ground and to use their language."



STATEMENT JOSÉ GUERRA CABRERA

Director of Communication and DIVERSITY Sponsor, Agbar



"Agbar has been advocating for diversity for quite a while. In order to give further impetus and consistency to this commitment, in 2012 the company launched a 28-point action plan. Some of the actions are already being carried out, while others need to be implemented by 2016. The implementation of this plan is not the sole responsibility of human resources however; it concerns all functions throughout the company. Each action is linked to an indicator, and the plan will be monitored, evaluated and updated on a yearly basis, allowing Agbar to constantly assess its Diversity project."

THE DIVERSITY PROGRAMME 2013-2016: CONDITIONS FOR SUCCESS

To implement = to broadly share our commitments; everyone should take part, should feel a sense of ownership, should be inspired by the experiences of others. Everyone should be able to perform his/her role within the appropriate framework, whether in a context of crisis or of growth, and realise that equal opportunity is an opening. It impacts the growth of the company, and one's own development! As we search for new balances, everyone can play a role by embracing diversity in its various forms, and we will support any initiative that is moving in the right direction.

To measure = to respect our objectives: our commitments can only be credible and exemplary if the results are regularly evaluated and commented upon. New indicators will allow us to be more specific about our results.

To innovate = to boost the programme. You have read throughout this book many accounts describing beautiful and innovative approaches. We must now keep finding solutions to the challenges facing us in our markets, in our areas of operation.

To communicate = to raise awareness and to encourage. Internally and externally we must devote time to explaining our commitments, to leading the way.

Diversity is not always easy to implement, but it will always be considered an asset at SUEZ ENVIRONNEMENT.



Photo of a colleague - Trashco in Dubai



Sarah Scott, waste management plant in West Sleekburn - SITA UK



Miss Meidi, head of the distribution monitoring centre - PALYJA, Jakarta

I want to thank

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as well as **all our colleagues** who agreed to testify on their progress within the Group's companies

Laurence Malcorpi
Director of Diversity
and Social Development

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Natural resources are not infinite. Each day, SUEZ ENVIRONNEMENT (Paris: SEV, Brussels: SEVB) and its subsidiaries deal with the challenge of protecting resources by providing innovative solutions to industry and to millions of people. SUEZ ENVIRONNEMENT supplies drinking water to 97 million people, provides wastewater treatment services for 66 million people and collects the waste produced by 50 million people. SUEZ ENVIRONNEMENT has 79,549 employees and, with its presence on five continents, is a world leader exclusively dedicated to water and waste management services. In 2012, SUEZ ENVIRONNEMENT generated revenues of EUR 15.1 billion.

