



Stakeholder session of the 14th of September : Executive Summary

SD/CSR 2012-2016 Roadmap

03/12/2012

Introduction

Suez Environnement, a global expert group in water and waste management initiated in 2007 a dialogue strategy with society. Listening to its stakeholders' expectations and collecting their specific needs are essential to enable the company to carry out its mission of service of general interest.

Having reached the end of a cycle in terms of sustainable development and corporate social responsibility (CSR) commitments - the previous roadmap covering the period 2008-2012 - and within a new strategic and prospective agenda, Suez Environnement has decided to hold **September 14th 2012 in Paris**, with the support of the consultancy Be-linked, **a meeting with its stakeholders** in order to submit them its roadmap for sustainable development and CSR for 2012-2016.

Methodology and main steps of the stakeholder session

- ✓ **17** external participants out of the 23 invited
- ✓ **23** internal participants...
- ✓ ... from **8 Suez Environment Departments** (Departments of Sustainable Development, Strategy, Communication, Human Resources, Diversity, Dialogue and Empowerment, Institutional Relations and Technical Department)
- ✓ All Group business lines were represented (Suez Environnement, Degrémont, SITA France and Lyonnaise des Eaux)
- ✓ **3** members of the Executive Committee were present
- ✓ In total, participants made **250** comments on the roadmap before the meeting of the 14th of September
- ✓ Suez Environment has made written responses to **119** comments (which had not been discussed at the meeting of the 14th of September)

The consultation process took place in several steps:

1. Selection and invitation of 23 participants, representative of French and European stakeholders of Suez Environnement, having or not participated in previous stakeholder sessions: analysts, investors, customer representatives, experts in extra-financial communications, consumer associations, NGOs and union representatives.
2. External participants who accepted the invitation were first invited to connect to an extranet website to make comments on the roadmap. Then, all comments have been reviewed in order to bring out those to be discussed collectively, during the meeting of the 14th of September and those better suited for written responses.
3. The stakeholder session was held on the 14th of September at the headquarters of Suez Environnement. Five transversal issues have been discussed: CSR Strategy, Environment, Social issues, Dialogue and commitment to society, and Governance.
4. All debates of the meeting and comments made by external and internal participants were analyzed and summarized in a report available on Suez Environnement's website.

Within this last step, Suez Environnement:

- Prepared a written response to each of the comments made by invited stakeholders prior to the meeting
- Amended the roadmap based on feedback from stakeholders
- Brought an explanation when it decided not to incorporate the recommendations of stakeholders in the roadmap

→ *Be-linked's analysis: The stakeholder meeting of the 14th of September was a success. Indeed, external stakeholders' and internal participants' level of satisfaction after the meeting is high, especially on:*

- *The number of comments made by external stakeholders and the quality of their feedback*
- *The overall process of consultation*
- *The involvement of Suez Environnement's teams including the Top Management*

Different debate levels between Suez Environnement and its stakeholders:

- Responses by Suez Environnement to questions from stakeholders
- Suggestions from stakeholders for direct enrichment of the Roadmap
- Suggestions for improving communication and Suez Environnement CSR reporting
- Ideas or good practices suggested by stakeholders or brought in by participants of Suez Environnement to improve CSR strategy and initiatives of the company
- Spontaneous action proposals by Suez Environnement

How comments from stakeholders have been taken into account in changes in the SD / CSR 2012-2016 Roadmap

- A majority of the comments made during the meeting was incorporated into the Roadmap in the form of clarifications to commitments and objectives of the Roadmap. Out of 44 comments or recommendations made by stakeholders during the meeting, 20 were included in the final roadmap, 15 were not integrated, and 9 were related to elements already present in other documents and not intended to be included in the Roadmap.
 - The comments made before or during the meeting but not incorporated in the final version of the Roadmap, have received a written response by Suez Environnement systematically.
- *Be-linked's analysis:*
- o *Suez Environnement took the time to systematically write responses to all comments and recommendations made by stakeholders. This is very positive in our opinion, and deserves to be highlighted.*
 - o *Suez Environnement did not take into account a third of the comments and recommendations of stakeholders. Although the company has consistently justified its stance, it seems that some recommendations could be real areas of progress, beneficial for the company in the long term.*

Ideas and recommendations for relations between Suez Environnement and its stakeholders (following analysis from Be-linked and feedback from stakeholders after the session of the 14th of September)

Stakeholders consultation process

- Turn **the extranet into a distinctive tool for Suez Environnement** (or even into the permanent interface between Suez Environnement and its stakeholders), especially vis-à-vis competing firms, in a context where civil society organizations will be increasingly sought by businesses to participate in this type of dialogue.
- Involve stakeholders **to participate early on to the drafting of the document** to better integrate their expectations.
- Capitalize **on feedback from stakeholders collected at previous sessions**: create a document summarizing the recurrent stakeholder recommendations to which the company has not yet provided an answer or are not yet integrated into corporate processes and / or commitments nor in its public documents.

During the stakeholder session

- **Organize thematic workshops** to go into further details of stakeholder comments
- Foster better dialogue by **responding directly** to questions raised during the stakeholder meeting
- Provide **more concrete answers** (less "political") to questions asked

Follow up of the stakeholder session

- Try to **stick better to the scheduled planning** to send to the stakeholders who participated in the session, the answers to their comments and the finalized Roadmap.