

GROUP AGREEMENT ON GENDER EQUALITY IN THE WORKPLACE

PREAMBLE

SUEZ ENVIRONNEMENT and its European social partners wish to develop dialogue in the field of social responsibility and, more specifically, to promote equality in the workplace for all employees. The social responsibility policy fulfils a need for solidarity and good HR management. The promotion of equal opportunities, equal treatment and employee diversity is imperative for SUEZ ENVIRONNEMENT.

We reiterate that:

- * gender equality is a fundamental human right, recognised internationally as well as throughout the European Union,
- * gender equality is one of the five values that underpin the European Union, which is obliged to incorporate it into all its activities¹;
- * the Charter of fundamental rights² highlights this equality and forbids all sexual discrimination.

We recognise that:

- * national and EU rights prohibiting sexual discrimination and encouraging equal treatment in the field of employment, including equal pay for women and men for equivalent work or for work of equivalent value, and;
- * the commitment made by SUEZ ENVIRONNEMENT and trade union organisations at all levels to establish equality between women and men,

have both contributed to an increase in the number of women in the employment market, a guarantee of better education, and a reduction in the wage gap between women and men.

We acknowledge, however, that regrettably:

- * the pay gap between women and men persists in many sectors,
- * on the employment market, women are sometimes over-represented in lower paid sectors and under-represented in decision-making positions³.

The parties therefore agree that it is necessary to take further action, as indicated by the EU strategy on gender equality, particularly with regard to equal pay and women's access to decision-making positions.

The policy for gender equality in the workplace is based on two main drivers:

- * combating discrimination to achieve equal opportunities and treatment;
- * promoting diversity as a source of wealth for the company.

Equality in the workplace not only contributes to the Group's economic and social performance, it improves cohesion and helps to change attitudes in society as a whole.

SUEZ ENVIRONNEMENT is reaffirming its commitment to the general principle of career-long equal opportunity. In this respect, SUEZ ENVIRONNEMENT undertakes to promote and initiate actions that support diversity and upward mobility, both of which are indicators that the company is working closely with society.

¹ Articles 2 and 3 of the European Union treaty, article 8 of the treaty on the functioning of the European Union.

² Article 23

³ Across the entire European Union, the hourly wage gap between men and women stands at 16% (source Eurostat)



With this agreement, SUEZ ENVIRONNEMENT and the trade union signatories are aiming to go above and beyond national and European legislation.

ARTICLE 1 - Purpose of the agreement

Gender equality in the workplace:

- * is a company concern and commitment that incorporates issues surrounding the law, lifestyle, the organisation of work and career development policies (including skills assessment);
- * is also a concern of social partners, which means social dialogue is required on this issue;
- * incorporates all topics related to combating discrimination, particularly where equal pay is concerned, and ensures that the phenomenon known as the glass ceiling⁴ ceases to exist and is replaced with career progression for women on a par with that of men, i.e. based solely on their professional skills;
- * enables the Group to reconsider the organisation and flexibility of work in order to encourage a better work-life balance for its employees, while continuing to improve the performance of the companies which comprise it.

The purpose of this agreement is to define the conditions required to reduce and eliminate any unjustified differences that may exist, and therefore achieve the following:

- * equal opportunities for women and men,
- * equal pay for male and female employees, taking into account all aspects of pay under identical working conditions,
- * a better work-life balance for both male and female employees.

As such, the SUEZ ENVIRONNEMENT Group is committed to changing attitudes and behaviour. The Group encourages all of its subsidiaries to ensure that the composition of their workforce reflects the different categories of society, in order to achieve greater diversity. This includes women, who, despite their growing role in the professional sphere, are underrepresented at all levels of the company.

The parties agree to work together on the different areas for improvement outlined in this agreement in order to fight against stereotypes and promote equality between all male and female employees in the Group. The diversity of countries represented within the European scope of SUEZ ENVIRONNEMENT represents an opportunity and an advantage in affirming the Group's commitments. Taking into account these cultural, social, economic and regulatory differences requires a proactive and pragmatic approach to the implementation of these commitments.

ARTICLE 2 - Scope of the agreement

This agreement applies to fully consolidated European SUEZ ENVIRONNEMENT subsidiaries and companies which are more than 50 % owned by the Group, subject to compliance with the criterion of dominant influence.

ARTICLE 3 - Action plans and commitments

3.1 Action plans

All Group companies with over 150 employees commit to establishing an overview of actions taken to promote gender equality in the workplace, and undertake to define a new action plan including the topics covered in this agreement. Companies with more than 150 employees that do not yet have an action plan on this matter, must implement the provisions of this agreement within 15 months of its

⁴ The invisible barriers created through prejudices, stereotypes and the way organisations are run that may stop women progressing in their careers.



signing. The action plan will be the subject of a consultation process within a committee made up of the social partners of the companies concerned (trade union and/or works council representatives depending on the regulations of the country in question).

The role of this committee will be to analyse any gaps between male and female employees, based on clear and comprehensible information concerning pay, training, career development, and more.

The provisions of this article do not take precedence over more favourable national regulations or contractual provisions should these exist.

3.2 Commitment to changing attitudes and behaviour

Responsibility for compliance with the principle of gender equality in the workplace lies with the company itself. However, the success of this policy relies primarily on a change in the attitudes and behaviour of everyone in the Group (general management, managers, HR, employee representatives and employees) in terms of the role of men and women both in the workplace and in their personal lives. In this respect, regular and constructive social dialogue at all levels will encourage the changes mentioned above. This dialogue ensures that the objectives of gender equality are fully integrated into all collective agreements, at Group level as well as across its subsidiaries.

SUEZ ENVIRONNEMENT will support innovative measures and policies that contribute to the professionalisation of women and their proper integration in the workforce, specifically through work-based learning programmes and apprenticeships in all roles, both operational and functional.

3.3 Communication/Management involvement

The Group undertakes to provide information on this Agreement to:

- * all employees, to raise awareness of gender equality issues;
- * managers of the subsidiaries covered by the scope defined in Article 2, to mobilise them to apply this agreement, as well as the HR networks in the countries concerned. The Group is committed to continuing and developing training in equal opportunities including gender equality in the workplace;
- * employee representatives and trade union organisations in the subsidiaries covered by the scope defined in Article 2;

In addition, the topics of gender equality, diversity and the increased representation of women, including in trade union delegations, will be able to be discussed during the seminar to be held every four years, as stipulated in the SUEZ ENVIRONNEMENT EWC agreement. This seminar will bring together social partners (including European federations), members of management and Human Resources representatives for the countries concerned. Depending on the topics discussed, outside parties may be invited.

ARTICLE 4 - Guaranteeing equal opportunities in recruitment

Recruitment is an important tool for encouraging more diverse employment, and a source of momentum for companies. Furthermore, the increase in recruitment needs due to anticipated demographic changes (baby boomers retiring) is an opportunity to reinforce diversity.

On 31.12.2013⁵, women represented 20.4 % of the workforce with substantial variations between countries, business lines and professional categories. In late 2014, the proportion of women on the Board of Directors was 31 %.

SUEZ ENVIRONNEMENT is committed to diversifying the positions open to women and to promoting a better representation of women across all Group activities. In particular, the presence of women in technical and operational business activities will be encouraged, and activities that are currently somewhat female-dominated will be more highly valued, promoted and made as attractive to men as

⁵ Group social reporting



they are to women. In addition, the Group believes that work-based learning programmes are a good way to promote diversity. As such, SUEZ ENVIRONNEMENT is committed to developing programmes and partnerships with targeted educational institutions in order to promote the Group's business activities.

The Group and its entities also undertake to ensure that women in the Group have an active role in promoting its business activities to young people.

Finally, in order to promote the Group's business activities, encourage intergenerational cooperation and improve the transfer of knowledge and skills (all of which are essential for maintaining the skills, knowledge and "memory" of the company), mentoring schemes are crucial. These actions could be promoted within the framework of existing mentoring policies in the BUs.

Within the recruitment process, the Group commits to the following principles:

- * Particular attention should be paid to the titles of job offers (always mentioning that a role is open to men and women). The HR divisions will endeavour to ensure that the way job offers are written does not perpetuate stereotypes of professions or their supposed characteristics (availability, mobility);
- * The specifications for external recruitment firms must take into account the Group's requirements in terms of diversity and gender equality, and in particular the systematic presentation of several female applicants, whose qualifications correspond to the position on the list given to the subsidiary, wherever possible;
- * The Group is committed to verifying the non-discriminatory nature of its recruitment processes, and to rectifying it when necessary. SUEZ ENVIRONNEMENT therefore reiterates that recruitment criteria must be based on qualifications, skills and experience. Consequently a person cannot be dismissed from the recruitment process because of their gender, physical appearance, social or cultural origin, name, home town, birthplace, age, disability, political or religious views, sexuality, membership of a union or any trade union activity. Given this, and with the aim of attracting more women to our company, the Group entities' HR teams will endeavour to offer awareness training to managers who are likely to be involved in recruitment;
- * A woman's (actual, suspected or future) pregnancy cannot be a factor in the refusal to recruit her; the Group is forbidden to seek any information related to pregnancy regarding the interested party.
- * It is important to remember the principle of European Law according to which the principle of equality does not prevent the practice or adoption of positive discrimination measures for the under-represented gender with regard to employment, work and salary (Article 23 of the European Union's charter of fundamental rights).

Group objective:

To hire a proportion of women that is equal to or more than 25 % of employees hired on permanent contracts per year by 31.12.2018⁶ in accordance with the aforementioned EU principle. Entities that have already reached this recruitment objective will ensure that their rate increases by 5% between now and 31.12.2018.

ARTICLE 5 - For parity between women and men in terms of career progression

The Group is committed to better supporting women's professional development throughout their careers, thus facilitating their access to all levels of corporate responsibility and fulfilling the objective of parity between women and men.

The Group is committed to:

- * Encouraging voluntary internal mobility to improve employment diversity and facilitate movement between business activities.

⁶ Group social reporting



- * Providing a career follow-up for women during and after their maternity leave (and for both men and women in the case of adoption leave). Before taking leave, the manager meets with the employee to prepare their departure and temporary replacement. On returning, the manager meets the employee again to give them a summary of the important events that have taken place during the period of absence, and to discuss their return to work. Depending on the length of the absence, a professional appraisal can be carried out if necessary. Also, any training given during maternity or parental leave that is required for continuing in a job will be offered again when the employee returns to work so as to preserve their employability. These principles also apply to instances of parental leave.
- * Taking the necessary measures to ensure that pregnant or breastfeeding women can benefit from a temporary adjustment to their working conditions (particularly in cases of exposure to dangerous substances) and/or working hours when these carry a risk to their health or safety.
- * At the end of the maternity, paternity or adoption leave, the employee has the right to return to his/her position or an equivalent position under conditions that are not less favourable and to benefit from any improvement in working conditions that he or she would have had the right to during the period of absence.
- * Ensuring that the criterion of gender equality is taken into account when working conditions or workstations are being improved (for example, for personal protection equipment, clothing etc.). Workplaces must be equally suitable for both men and women. To achieve this, discussions should be held with the contracting party prior to the design of production units, in order to identify suitable equipment for mixed teams, whether existing or future. Health and safety and risk evaluations must take into account male-female issues and analyse and evaluate the specific effect working conditions have on women.

SUEZ ENVIRONNEMENT encourages women's access to top management positions, including decision-making bodies like the board of directors and to management positions in general.

Group objective:

To have at least 25 % of women in permanent Executive positions (including in the Senior Executive category) out of the total number of executives by 31/12/2018⁷, in accordance with the European principle stated in Article 4.

ARTICLE 6 - For conditions of equal access to professional training

The Group will make sure it raises awareness among its managers regarding the development of employees' skills and careers. At the same time, the Group undertakes to pay particular attention to professional training for women, and particularly access to vocational and managerial training, to stimulate their career development.

In addition, conditions for equal access to professional training should be in place within each subsidiary. Training indicators will be included in the BUs' annual monitoring.

ARTICLE 7 - Encouraging women's networks and mentoring

In order to facilitate access to high levels of responsibility and break the "glass ceiling", the Group is developing women's networks and is gradually implementing a mentoring⁸ system. Women in top management positions are encouraged to share their experiences within the company as well as with students from schools and universities.

ARTICLE 8 - Employee representation

⁷ Group Social Reporting

⁸ Mentoring assigns a **mentor** who is a trusted person, male or female, with rich and varied experience in the Group, to a **mentoree**. The mentor guides, helps and motivates the mentoree by proactively passing on their business experience and behavioural skills.



Management recognises that employee representative bodies contribute to the development of social dialogue within the company. As such, SUEZ ENVIRONNEMENT would like to take this opportunity to reiterate its promise that the exercise of a representative mandate, which constitutes a personal commitment, should not adversely affect a person's career.

Trade union organisations will ensure greater diversity in the Group's representative bodies.

ARTICLE 9 - Equal pay for equivalent performance and skills

Equal pay for women and men in the workplace, in terms of base salary, performance-related pay and other benefits, is a key factor for equality between women and men in society, which has implications for retirement and affects work-life balance.

A transparent pay system, covering all employees, sends a positive signal about the company's values and working methods. A system that is fair and non-discriminatory reflects good managerial practice and effectively contributes to the achievement of commercial objectives by encouraging maximum productivity from all employees. In this context, the Group will increase circulation of the Ethics Charter (including distribution to the Ethics Officers' network) so that everyone is aware of it.

Any directly or indirectly discriminatory wage practices should be investigated and, if found, abolished. In order for this to happen, employee representative bodies must be informed of the pay structures in place in their entities.

Based on the available data, the Group's companies are committed to achieving the following:

9.1 Progressive management of any discrepancies

The Group undertakes to achieve equality of pay between women and men and to maintain it in the long-term. The consolidated entities defined in Article 2 shall make every effort to help reduce the pay discrepancies found, for equivalent skills and level of responsibility in the same job and for jobs with the same level of responsibility. This commitment is part of the action plan provided for in article 3.1.

Recruitment must comply with completely equal pay between men and women for equivalent skills and job level or between jobs with the same responsibility.

In the event that an individual case of discrimination occurs, infringing current regulations, it must be dealt with within a maximum of period of 3 months with retroactive effect.

9.2 Maternity leave as a neutral period for individual and performance-related wage increases

SUEZ ENVIRONNEMENT is committed to ensuring that maternity leave does not have any negative consequences on the salaries or career development of the women concerned.

To this end, the Human Resources Divisions will check that maternity periods have no negative impact on individual pay rises or the determination of performance-related remuneration. Similarly, the Group will pay close attention to periods of parental leave in relation to changes in average remuneration in the socio-professional category of the employee concerned.

9.3 Managing part-time employees

The Group reiterates that any employee wishing to work part-time must not be subject to any discrimination whatsoever, in particular, with regard to the actual number of hours worked. Particular attention is paid to the remuneration of part-time employees, who are mainly women, to ensure that these employees see wage increases that are comparable to those of full-time employees.

The Group stipulates that the employee's workload should be proportional to the working hours specified in the contract and that an adjustment in workload must be considered in the case of a switch to part-time work.

Applications from part-time employees for full-time positions will be carefully considered.

ARTICLE 10 – A better work-life balance



Finding a balance between one's work and private life does not only affect women. Male employees who wish to play a greater role in their family life may find themselves up against resistance within their company, whether this resistance comes from management or their own colleagues.

The Group strives to seek a better rapport between its employees' personal and professional lives by taking into account the diverse nature of family situations. This objective mainly requires better consideration of the way work is organised and an innovative policy for improving quality of life at work.

Policies and actions implemented to this effect should be tailored to the needs of employees, bearing in mind that these needs vary throughout life, and that long and/or irregular working hours can prevent a good work-life balance.

Working conditions should be such that employees can fulfil their family obligations with regard to their parents or children, their duties as citizens, etc.

In order for a good work-life balance to be equally accessible to all, parental and/or paternity leave for men must be regarded as normal and desirable at all levels of the company.

In consultation with their social partners, companies must ensure that there are no contractual clauses that contribute to the idea that only women bear the family responsibilities. Culturally, it is important to advance thinking on the fact that parenting involves both men and women.

The follow-up provided for in Article 3.1 will look at the application of these principles as well as the promotion of initiatives taken to provide support for parenthood.

ARTICLE 11 - Prevention of sexual harassment

The Group stipulates that that words or conduct of a sexual nature that undermine the dignity of an employee because of their degrading or humiliating character, which places said employee in an intimidating, hostile, offensive, threatening or violent situation, are prohibited.

A reminder of these principles can be found in the Group's Ethics Charter.

The network of Ethics Officers, who are trained in issues of harassment, must act in liaison with management and the relevant departments to prevent sexual harassment, and in the event such harassment takes place, ensure the immediate implementation of appropriate procedures to resolve it and prevent it from reoccurring.

Of course, this does not prevent intervention by other parties within the company that the employee may wish to approach, like their Human Resources department or Trade Union.

The Group encourages all initiatives to raise awareness of this topic.

ARTICLE 12 - Reorganisations

When reorganisations are taking place, whether these happen internally or lead to company activities being outsourced, the company is committed to ensuring non-discriminatory treatment of employees.

ARTICLE 13 - Suppliers and sub-contractors

The company is committed to ensuring that its suppliers and sub-contractors comply with the principles of gender equality.

ARTICLE 14 – Application of the Agreement

The principles of this agreement shall be applied in all Group entities. These provisions do not replace more favourable national regulations or contractual provisions where these exist.



Indicators inherent to gender equality will be subject to local monitoring by the BU representative bodies, depending on their organisation.

ARTICLE 15 - The role of the Employment and Training Working Group

The trade unions and the European Federations that have signed this Agreement grant the EWC the authority to monitor this Agreement through the Employment and Training Working Group, which will be given access to existing information and necessary tools. For this purpose, two specific follow-up meetings will be organised in the first year, which can be attended by a representative of the European Federations, and at least one meeting a year from then on. General Management and the Working Group tasked with monitoring the agreement may decide together to hold an additional meeting if necessary.

At SUEZ ENVIRONNEMENT, the EWC Employment and Training Working Group:

- * Ensures that the principles and commitments in this Agreement and in Group-wide agreements relating to gender equality are upheld.
- * Monitors and puts forward indicators that are essential to the Group's gender equality policy and proposes actions for improvement, if required.

ARTICLE 16 - Monitoring the agreement

During the special annual meetings held, the Employment and Training Working Group - in the presence of the European federations that have signed this agreement - will provide monitoring of the Agreement in accordance with the conditions stipulated in Article 14 herein. It shall be up to the Employment and Training Working Group to define the indicators as well as the mechanisms of monitoring and control.

ARTICLE 17 - Non-regression clause

Under no circumstances may the clauses of this agreement be used as a means of alleviating obligations on the topic of gender equality at work already stipulated by national, European legislation and/or local labour agreements.

ARTICLE 18 - Interpretation and revision

This Agreement will be translated into several languages. However, only the original version drafted in French (the signed version) is binding for the signatories. Questions relating to the interpretation of this agreement are the sole prerogative of the Special Negotiating Body and the European federations in the absence of a decision from the Working Group specialising in gender equality. In the absence of consensus on a question of interpretation within the Working Group, an ad hoc committee made up of the signatories of the Agreement will be formed to mediate disputes.

In compliance with article L2222-5 of the French Labour Code, this Agreement can be revised at the request of Management or of one or more of the trade union organisations that have signed this Agreement, or that have subsequently adhered to it, in accordance with the provisions of Articles L.2261-7 *et seq* of the French Labour Code. The Agreement can be terminated at any time by the signatories according to Articles L.2222-6 and L.2261-9 *et seq* of the French Labour Code. Such a termination would take effect following a 3 month notice period. Its originator must notify the other signatories of the agreement.

The Agreement may be revised in accordance with the applicable provisions of the French Labour Code.

ARTICLE 19 - Entry into force and duration of the agreement



The Agreement shall enter into force on the day following its filing with the Nanterre Regional Directorate for business, competition, consumption, work and employment (the DIRECCTE) and the registry of the Nanterre "Conseil de Prud'hommes" (Industrial Tribunal). The Agreement is for an initial fixed term that runs until 31/12/2018.

The parties will meet in the first half of 2018 to make an overall evaluation of the agreement, and check the achievement of overall objectives. Following this evaluation, it may be renewed or revised by agreement between the parties.

ARTICLE 20 - Filing the agreement and any other formalities

In accordance with the provisions of the French Labour Code, the Agreement shall be filed at the Nanterre DIRECCTE and the registry of the Nanterre "Conseil de Prud'hommes".

Paris, 31 March 2015

For SUEZ ENVIRONNEMENT and its subsidiaries that fulfil the conditions defined in Article 2 of the agreement:

Mr Jean-Louis CHAUSSADE
CEO

Mr Denys NEYMON
Director of Human Resources

And the European trade union federations:

EPSU

Mr Jan Willem GOUDRIAAN

INDUSTRIALL

Mrs Isabelle BARTHES



For France

For the C.F.D.T. ,	For the C.F.E.- C.G.C. ,	For the C.F.E.- C.G.C. ,	For the C.G.T. ,	For the C.G.T. ,
For the C.F.T.C. ,	For F.O. ,			

For Germany:

Mr Hans-Jürgen DEBUS

For Belgium:

Mr Walter DE BRUYN

For Spain:

Mr Josep RODES



For Finland:

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For Luxembourg:

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Mr Artur PIETRZAK

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APPENDIX 1 INDICATORS ON GENDER EQUALITY INDICATORS AT COMPANY LEVEL (OVER 150 EMPLOYEES)

Gendered data means a breakdown in:

1. Number of men compared with number of women
2. Ratios (%)
3. Socio-professional categories (Managers, STS, WET)
4. Total

1. General working conditions

a) Employment

- permanent contracts or fixed-terms contracts
- age brackets

b) Working hours and work organisation

- full-time or part-time
- on-call, night work, atypical work including weekend hours, shift work

c) Maternity, Paternity and parental leave

- number of women who take maternity leave
- number of men and women who take parental or paternity leave

d) Recruitment

e) Departures

- departures by reason (social reporting)

f) Promotions

- Number of changes of socio-professional category

2. Remuneration

- a) Average gross annual salary by classification (to be defined locally), base salary and other payments

3. Training

- a) Number of hours of training

4. Other working conditions

- a) Sickness leave (hours)