

**SUEZ GROUP SOCIAL DYNAMICS**

**Section on "Commitment to promoting equality and diversity within the company"**

**GROUP AGREEMENT DATED 3 July 2007,**  
hereinafter referred to as the "**Agreement**",

**BETWEEN**

**SUEZ S.A.**, whose registered office is located at 16, rue de la Ville l'Evêque, Paris (75008), and its subsidiary companies meeting the conditions defined in Clause 2-1 of the Agreement, jointly represented by Mr. Gérard Mestrallet in his capacity as Chief Executive Officer of Suez S.A.,

of the first part,

**AND**

**The European Consultative Committee represented by its Bureau.**

**AND**

**Representative trade-union organisations** within the scope of the Agreement, duly entitled to sign the Agreement, namely:

- **The European Trade Union Confederation** represented by Mr Jan Willem Goudriaan, Deputy General Secretary of the European Federation of Public Service Unions
- **The C.F.D.T.**, represented by Messrs Bernard Larribaud and Laurent Grolier,
- **The C.F.E.-C.G.C.**, represented by Messrs Fabrice Amathieu and Joseph Chapeau,
- **The C.F.T.C.**, represented by Mr Jacky Rouchouse,
- **The C.G.T.**, represented by Messrs Yves Montobbio and François Mamet,
- **The C.G.T.-F.O.**, represented by Monsieur Jean-Luc Vignon,
- **The European Confederation of Managers (CEC)**, represented by Mr Philippe Mangelinckx,

of the second part,

hereinafter jointly referred to as the "**Parties**".

## PREAMBLE

The SUEZ Social Responsibility policy meets the requirements both for social solidarity and for good Human Resources management. The Group's values are based on the three principles of Commitment, Performance and Responsibility. Starting from these principles, promoting diversity, equality of opportunity, treatment and diversity among members of personnel are imperative for Suez.

Legal and human requirements, diversity and equality of opportunity represent advantages for the economic and social performance of the Group in meeting new challenges. Suez has to have a pool of competent employees to deal with the issue of the "age pyramid". To be effective and improve the Group's geographic coverage, its employees have to reflect the diversity of the communities in which it operates, the better to understand their concerns. Finally, multiculturalism is a source of strength, since it permits mutual development among employees, making teams more adaptable to change and giving them greater capacity to innovate. Thus, it becomes absolutely essential to permit access to the Group for all skills, and to promote fair personal and professional development.

Diversity and equality of opportunity also help to build up the Group's image as an employer, and more generally to create a social image that serves as a reference for the Suez Group. Given the role that it plays in the lives of employees and customers, Suez has to be seen to be clearly committed to encouraging equal opportunities, and has to put this principle into practice as a positive factor in attractiveness and loyalty.

This commitment has already resulted in a set of documents and charters: the International Social Charter (signed in 1998 in consultation with the trade unions), the Ethical Charter (1998), the Commitment to a Right to Lifelong Education and Training (2004) and the Diversity Charter (2004).

Finally, Suez has to keep abreast of and respect changes in the law, at national, European and international levels concerning discrimination, and in particular the Agreement for a European action framework on sexual equality (2005).

## **ARTICLE 1 – THE ISSUES**

With this document, “Suez Responsibility,” the Group undertakes to promote diversity and equal opportunity within the communities in which it is present. The aim is to establish standards for Equality and Diversity covering all working conditions, from recruitment to pay and promotion, and including training and working hours.

Throughout this document, Suez recognises the importance of involving employee representatives and union organisations in designing, implementing and controlling the Equality and Diversity Policy. Today, Suez intends to demonstrate a new stage in its commitment with a reference document calling on management and employees, as well as the social partners, to mobilise. This document has been drawn up in consultation with the Suez ECC Equality and Diversity Commission.

## **ARTICLE 2 – THOSE CONCERNED**

This statement is addressed to all Group employees; they are all liable to be involved in a discriminatory situation at some point in their careers.

## **ARTICLE 3 – FIGHTING DISCRIMINATION AND PROMOTING EQUALITY AND DIVERSITY**

Suez must ensure that management and employees are able to forestall and eliminate all forms of discrimination, both direct and indirect, whether based on origin, gender, morals, sexual orientation, age, family situation, state of health, handicap, membership or non-membership (real or imagined) of an ethnic group, nation, race or religion, political opinion, trade union activity, physical appearance, surname, or address.

Suez undertakes to make the necessary resources available for fighting discrimination and promoting diversity and equal opportunity. These resources are specified below.

This document is based on discussions conducted in three European level working parties, basically dealing with differences concerning gender, age and handicap<sup>1</sup>. For this reason, this document is only concerned with these specific issues. Other principles applying to other discriminatory factors will be developed subsequently.

### *3.1. Summary of the situation*

Suez undertakes to carry out an objective analysis of the situation within the Group, particularly through quantitative and qualitative indicators, surveys and audits, a specific approach being adopted for each of the categories concerned.

---

<sup>1</sup> The Equality/Diversity Commission has only dealt with the question of sexual equality.

### *3.2. Conditions for access to employment*

Suez will analyse its recruitment procedures, modify them where necessary and introduce motivated recruitment initiatives, in collaboration with external players specialising in diversity and equal opportunities.

### *3.3. Equality of treatment and career progression*

Suez will examine its Human Resources procedures on recruitment, job promotion, access to training, and equal pay, and balancing private and working life.

A “Promoting Diversity” guide will be made available to managers and HR departments, and social partners. Assessment interviews will take this aspect into consideration when setting annual objectives.

## **ARTICLE 4 - SPECIFIC MEASURES**

### *4.1 Measures in favour of Male – Female Equality*

HR managers will include gender equality objectives in all their activities and ensure that HR policies do not adversely affect women.

An annual objective, debated summary of the situation will be made, coordinating all the data collected, corroborated by qualitative and quantitative studies, as well as by surveys.

Suez undertakes to diversify the positions open to women and to promote women in all the jobs in the Group; each BU will define precise, concrete objectives in this context.

Suez will guarantee that methods of recruitment and selection, promotion and increases in salary will be transparent and identical for men and women.

Suez will encourage access by women to management positions.

From the above-mentioned summary of the situation, the Group undertakes to take steps to close the gap identified in pay (including the review of job categories) where skills and qualifications are equal for the same job or an equivalent job.

Suez undertakes to make sure that maternity and paternity leave has no adverse effect on pay or career development.

Suez undertakes to keep a balance between business and private life.

Suez will draw up with its subsidiaries fair conditions for access to job training.

Details are stated in appendix 1.

## *4.2. Measures against discrimination based on age*

### *4.2.1. Measures encouraging youth employment*

The Group will accentuate its policy in favour of access to employment for young people, through apprenticeship, training and support.

Suez will diversify its recruitment channels and provide financial support for young students by means of scholarships and help with fitting into the company.

Suez will extend its initiatives in socially sensitive, deprived areas, by making voluntary commitments in favour of young people at risk of dropping out.

Suez will pursue an even more active policy of internships and relationships with schools, in particular through partnerships with schools, training organisations and associations that promote diversity.

### *4.2.2. Measures of encouragement for older people*

Suez will pay particular attention to applying equality of opportunity principles for employees aged over 45 in terms of recruitment, promotion, pay and career furtherance. Furthermore, an analysis will also be made on end of career.

## *4.3. Measures to help handicapped people join the workforce*

The commitments made by Suez companies in favour of handicapped people, must be considered as exemplary practices.

In fact, they combine the overall objectives of the Group with requirements for implementation that are specific to each entity.

## **ARTICLE 5 - INITIATIVES TO TAKE**

### *5.1. Internal and external communication*

Suez will ensure that its communication materials reflect the diversity of the Group, as regards both editorial content and illustrations.

### *5.2. Awareness-raising, information, training, value promotion and disseminating practices*

- All employees and each new recruit will receive a copy of this reference document.
- This commitment will be displayed at each site and available on the Group's intranet, and regular communication on the initiatives taken and the progress made will be set up.
- Managers and employee representatives will be trained in discrimination prevention and diversity promotion, in all the training courses to which they have access.

- Framework agreements from the four branches and the entities will deal with the subject of equality and diversity, and the distribution of training courses will be organised within the entities.
- The subjects of discrimination prevention and diversity promotion will be dealt with at meetings and events organised by the HR departments, and forums will be held at regional level.

### *5.3. Control and monitoring of the initiatives*

A "Diversity Network" made up of at least one diversity referent from each entity will ensure correct implementation and application of the policy in the field, and will share existing good practices for promoting equal opportunity within subsidiary companies.

Indicators will be defined to enable each entity to measure its progress, demonstrate good practices, and draw up the corrective measures required.

An annual progress report by the ECC Equality and Diversity Commission will be submitted to the directors on the Committee for Ethics, the Environment and Sustainable Development. The directions and decisions taken by this Committee will be transmitted to the ECC Equality and Diversity Commission.

Any discriminatory attitude, remark or act may be brought to the attention of the ethics network.

The social partners have been involved in drawing up this document and kept regularly informed. They will be associated with defining requisite indicators, qualitative and scheduling objectives and with monitoring their implementation, through the ECC Equality and Diversity Commission, which will continue to meet regularly.

The Commission will be associated with all initiatives and further developments and will take part in all consultations organised, particularly within the observatories.

Adapting this organisation will be carried out in the companies of the Group.

## **ARTICLE 6 - PROVISIONS CONCERNING THE REFERENCE DOCUMENT**

### *6.1. Principle of policy decentralisation*

The Suez commitment is supported by the members of the Executive Committee and by the Diversity Network. It is implemented by the entities, each of which has a duty to set clear objectives and to guarantee the effectiveness of the measures taken.

### *6.2. Extension of the reference document*

The principle of equal opportunity must be extended to all our relations with our shareholders, partners and subcontractors.

### *6.3 Adaptation methods*

Methods of adaptation of each policy will be defined, following the identical form of the present text, with social partners within the Commission.

This commitment reached with the social partners at European level will be adapted by specific agreements with the subsidiary companies.

### *6.4 Monitoring the agreement*

These principles will be examined by the ECC Equality and Diversity Commission two years after coming into effect.

Applying these principles shall not in any way constitute grounds for reducing the degree of protection against discrimination that already exists in legislation and collective agreements

### *6.5 Conclusion*

“Suez Responsibility” commits the Group, its management, its employees and its social partners to promote equal opportunity, treatment and diversity, and to fight actively against discrimination. It is up to every individual to give life to this commitment.

## **ARTICLE 7 – FINAL PROVISIONS**

### *7.1 Interpretation and revision*

Since this agreement is translated into several languages, only the original version drawn up in French (the signed version) is binding on the signatories. Questions of interpretation relating to the agreement are the sole prerogative of the monitoring committee mentioned above.

The agreement may be revised in accordance with the relevant provisions of the Employment Code.

### *7.2 Taking effect and duration of the agreement*

The agreement will come into effect on the day after being deposited with the Paris "DDTE" and the legal clerk of the Paris "Conseil de Prud'hommes" (Employment Inspectorate).

The agreement is reached for an unlimited period.

### *7.3 Depositing the Agreement*

In accordance with the provisions of article L. 132-10 of the Employment Code, the agreement shall be deposited with the Paris "Direction départementale du travail et de l'emploi" (DDTE - Departmental Work and Employment Management) and the legal clerk of the Paris "Conseil de Prud'hommes".

Signed in 10 copies

In Paris, on 3<sup>rd</sup> July 2007

For SUEZ S.A. and its subsidiary companies fulfilling the conditions stated in article 1-1 of the agreement,

Gérard MESTRALLET

For the **European Trade Union Confederation**

Jan Willem GOUDRIAAN

For the **C.F.D.T.**,

Bernard LARRIBAUD

Laurent GROLIER

For the **C.F.E-C.G.C.**,

Fabrice AMATHIEU

Joseph CHAPEAU

For the **C.F.T.C.**,

Jacky ROUCHOUSE

For the **C.G.T.**,

Yves MONTOBBIO

François MAMET

Pour **La C.G.T.-F.O.**,

Jean-Luc VIGNON

For the **European Confederation of Managers (CEC)**

Philippe MANGELINCKX,

For the **European Consultative Committee**

**The Bureau**

Bernard LARRIBAUD  
Secretary

José BOULANGER  
Assistant Secretary

Henk AALBERS  
Assistant Secretary

Henk HUMMELMAN  
Assistant Secretary

Knut OTTER  
Assistant Secretary

Jordi REQUENA FERRANDO  
Assistant Secretary

Yves MONTOBBIO  
Assistant Secretary



## MALE-FEMALE EQUALITY

### **Summary of the situation**

A summary of the situation, comprising precise, objective statistics, is an instrument of vital importance in identifying and correcting disparities between men and women in terms of jobs, recruitment, pay, employment contract, access to promotion and job training, working hours and career interruption.

Some data are already available from employment reports, as well as in some countries and branches, through agreements, employment accounting, and equality plans, etc. It should also be remembered that European legislation on equality promotes collecting gender data at the work place.

Data collection at Group level should be better coordinated, enlarging its perimeters, and conducting analysis in cooperation with employee representatives and trade union organisations in order to arrive at effective, targeted measures for improving the situation.

Qualitative studies and surveys conducted independently in a number of BUs using a large sample of employees will complete the database.

HR managers will incorporate sex equality objectives in all their actions and ensure that HR policies do not adversely affect women.

### **Conditions for access to employment**

Suez undertakes to diversify the positions open to women and to promote the presence of women in all the Group's activities.

To this end, the Suez BUs will identify precise, concrete objectives for increasing the number of employees. Examples of good practices will be used as benchmarks and regularly reviewed.

Suez will guarantee that recruitment and selection methods are transparent and identical for men and women. In this respect, Suez affirms that recruitment criteria must be based on diplomas, competence and experience and must not take into account gender, physical appearance social or cultural origin, surname, or place of residence or birth.

Employee representatives and trade union organisations will be consulted on appropriate non-discriminatory procedures.

## **Career development**

### *Access to managerial positions*

Suez will foster access by women to managerial positions. To this end, Suez entities will set precise, concrete objectives for increasing the number of women in positions of responsibility, this number shall at least match the percentage of female personnel in the Group and/or the ratio of females in schools.

### *Remuneration*

From the above-mentioned summary of the situation, the Group undertakes to make every effort to close the gap identified in pay, where skills and qualifications are equal for the same job or an equivalent job. As necessary, Suez undertakes to revise pay scales and job classifications and to make them more transparent. A steering committee will be set up to monitor results and action undertaken to make provision for realigning pay.

Suez undertakes to make sure that maternity leave has no adverse effect on pay or career development. To this end, availability must not be a selection criterion in deciding access to management. There should also be better work follow-up of women during and on returning from maternity.

### *Working hours and reconciling working life with family and personal life*

Suez undertakes to keep a balance between working life and personal life; the policies and action taken in this area must be suited to the needs of the employee, knowing they vary throughout life and that long and/or irregular working hours are an obstacle to reconciling working and personal life. In order to achieve equality of access to this balance between working and personal life, men will be encouraged to take parental and/or paternity leave with no adverse effects on pay or career development.

### *Job training*

Suez will draw up with its subsidiary companies fair conditions for access to job training.

These commitments are based on flexibility and greater transparency in operating methods to enable everyone to progress and find fulfilment within the Group. A motivated policy, continuing dialogue with the trade unions and precise, measurable actions are the key to employment equality.