ABOUT THIS REPORT

The 2017 CSR report is the latest in the sequence of CSR reports published annually by the group since 2008 and its annual global compact updates.

This report is published as part of our policy to ensure transparency and as part of a voluntary move towards non-financial performance declaration (this new legal reporting requirement becomes compulsory for companies in France from 2019 onwards, but does not apply to Saur due to its legal status). It also includes content that responds positively to the new obligations introduced by the Sapin II anticorruption legislation.

Saur has prepared this report with the aim of explaining to its stakeholders how it goes about fulfilling its mission of providing long-term support for the customers and regions it serves in ways that combine responsibility with performance and innovation.

Additional information about the group and its business activities is available at www.saur.com.

This report focuses exclusively on the group’s water, engineering and infrastructure services activities. The quantified data it contains refer to the scope defined in the methodology section.
Saur has supported and facilitated changes in society and its customers for more than 80 years. We have developed infrastructures and services required to give communities unbroken access to healthy, high-quality water at controlled prices. We have delivered this mission with unwavering commitment to meeting the highest-possible standards. That commitment has enabled us to establish a strong local presence at regional level, build a substantial body of recognised expertise and build a trusted brand.

Today, we are moving into a new era. The entire world is moving into a new era. In the developed countries of the world, and in France especially, access to water is no longer the exception, and has become an obvious necessity. So we are now entering a new era of expert management. All around us, this far-reaching process of change is reconfiguring entire swaths of the economy.

Gradually, public infrastructure markets are becoming unlocked and are restructuring so that end users are no longer bound by the choices of others: what is true of phone services, energy and transport today will be true of mains utilities - including water - tomorrow. These changes are not far away, and they are already impacting on us and the market for water, and will increasingly affect us going forward.

So from this point onward, we must facilitate the transition of water from the era of access to the era of expert management, which means expert management of information, transparency, immediacy, customer take-up and co-construction. It also means expert management of social and environmental impacts. Our customers now want all kinds of information: where and when will we be working on the supply network, and how will that work impact on them? How much water are they consuming, and how can they reduce their consumption? What are we doing to reduce water losses and our own consumption of energy?

We have no desire to follow this movement or embrace it: we want to lead it. That desire is consistent with our business DNA, which has always believed that effective action is based on the relationship of trust we have with our customers, the cornerstones of which are our core values of local presence and openness.

This is the central purpose and goal of our Initiative 2022 strategic project: to go further still in developing our business model and drawing even more on our core values to offer our customers effective responses to the new expectations of society, local authorities and consumers.

Louis-Roch BURGARD
Executive chairman
As a provider of delegated environmental public services management since 1933, Saur supports local authorities and industrial companies in the successful implementation of water supply and treatment services (engineering, infrastructure contracting and operations). Internationally, Saur operates in Saudi Arabia, Scotland, Spain, and Poland.

Now a water industry pure player, the group delivers its public service mission with innovation and technical, organisational and human agility as part of its contribution to ensuring that water remains a high-quality basic essential available to all.

**OUR KEY FIGURES FOR 2017**

- **12 MILLION** residents served worldwide
- **7,860** employees
- **8,000** partner local authorities in France
- **€1.2 BILLION** in annual revenue
- **10%** of annual revenue generated internationally

**PROFILE OF THE GROUP**

**SAUR, ALONGSIDE ITS CUSTOMERS**

**WATER**
- Production, treatment, supply and management of drinking water
- Collection and treatment of wastewater and treatment process by-products
- Management of the industrial water cycle
- Management of bathing water

**ENGINEERING**
- Engineering and construction of wastewater treatment and drinking water production plants
- Operations support and project management

**INFRASTRUCTURE SERVICES**
- Pipeline laying, remediation and maintenance
- Acceptance inspection of new pipeline systems
- Diagnostic survey of existing networks
OUR GOVERNANCE STRUCTURE

The group governance structure is proactively involved in responding to the environmental and social challenges faced by regional and local authorities. The Saur executive management team guides and supports the group transformational change plan with corporate responsibility and ethical behaviour as its central goal.

ASSISTED BY THREE CONSULTATIVE COMMITTEES

AUDIT COMMITTEE
His mission is to inspect the financial statements and documents, to review the processes used for financial information preparation and internal audit system efficiency, and to supervise the group cash and risk management processes.

APPOINTMENTS AND REMUNERATION COMMITTEE
His mission is to advise on the appointments proposed by the chairman, the associated remuneration structures, the dismissal and compensation conditions applying to members of the group executive committee and any other group employee whose gross fixed annual salary exceeds a certain threshold, and implementation of any share option plan introduced for group employees.

INVESTMENT AND STRATEGY COMMITTEE
His mission is to conduct an annual review of the group strategy proposed by the chairman, to consider the annual budget set for the company, to review the overall guidelines set for the group, its major investment plans and tenders for which the supervisory board is responsible, and to make recommendations accordingly.

COMPLIANCE WITH BUSINESS ETHICS AT ALL TIMES

Having been a signatory to the UN global compact since 2003, the group restated its values in 2014 with the introduction of a formal ethics charter. This charter sets out a basic set of communal rules designed to guide company employees in the way they carry out their professional duties and conduct their relationships with other stakeholders.

In 2017, Saur tightened its anticorruption policy to ensure full compliance with the French Sapin II legislation by introducing a code of conduct setting out the commitments of the group and the behaviour expected of its employees. Saur has also enhanced its employee whistleblowing scheme, which is now open to all group employees to use in order to draw attention confidentially to any shortcomings in company operation. Saur also provides its employees with business ethics risk awareness training.

Our ethics charter can be viewed at www.saur.com
THE CHALLENGES POSED BY OUR MARKETS

The transformation of the group and the refocusing of its business activities on its water core business are enabling Saur to respond effectively to the new expectations of customers and consumers, and benefit from growth opportunities in today’s particularly strong water market.

TRENDS THAT OFFER NEW OPPORTUNITIES

New levers for growth

With year-on-year growth of 4%, today’s global water market is driven by the investment now being made by emerging countries, with the private sector also contributing to growth. The development of investment-intensive contractual models and demand for increasingly effective treatment (micropollutants, circular economy, etc.) are other contributing factors. The extent of the markets now available to Saur, whose expertise covers every link in the water chain, offers the group a very significant level of potential for international expansion. Similarly, in a stable French water market, the NOTRe legislation on regional reform will reduce the number of customers, increase the size of the contracts, and therefore create the opportunity to bring new offerings to the market.

Digitalisation as a source of value

Digital technology is profoundly changing production, supply, collaboration, consumption and usage models. The expectations of local authorities, industrial users and private consumers are shifting towards greater transparency, personalisation and immediacy of service delivery as competition intensifies. The digital resources and smart data usage techniques developed by Saur enable the group to anticipate and respond effectively to these new requirements.

The increasing importance of social challenges

Responding to the rise in corporate social responsibility challenges and those involved in adapting to the effects of climate change demands more effective resource management and a clear energy transition strategy, both of which make processing technology innovation absolutely essential. The need to support regional and local communities in their resource enhancement policies offers the opportunity to develop a distinctive market positioning as the preferred partner of local authorities and a valuable contributor to local value and social cohesion.

OUR CSR CHALLENGES AS A WATER INDUSTRY PURE PLAYER

In 2017, as part of refocusing its activities on its water core business, Saur updated its materiality analysis to identify the priority challenges facing the group and its stakeholders; challenges that would form the basis of its new CSR roadmap.

The preparation of the materiality matrix on the basis of a commitment to openness and dialogue has enabled Saur to consolidate its relationships with stakeholders and take even greater account of their expectations. Meetings with local authorities, institutional bodies, industry organisations and non-profits, complemented by the use of an AI-based monitoring system, have made it possible to evaluate the importance of our CSR challenges as they relate to our external stakeholders. At the same time, the impact of these challenges on our business has been identified through interviews with executive committee members and senior managers, with additional input from in-house survey results.
In line with its commitment to the global compact, Saur conducted an analysis at the beginning of 2017 to assess its contribution to the sustainable development goals (SDGs) adopted by the United Nations. This analysis has accurately identified existing links between the environmental, employment and social initiatives implemented by Saur and the 17 SDGs, and enabled the group to prioritise action around six key goals with direct links to its own business sectors.

The materiality analysis has made it possible to prioritise the group’s challenges across three categories reflecting their importance to our stakeholders and their impact on our business activities. 19 challenges have been identified as priorities, and these have then guided the preparation of the new group CSR roadmap. They include:

- **three Saur DNA challenges**: water resource availability, water resource quality, and regional identity and local development. Logically, they are very closely linked with our core business sectors and public service missions.

- **three increasingly important challenges** identified by arrows and integral to the international growth prospects of Saur: procurement practices, CSR performance transparency and human rights.
02

CSR at the heart of company strategy

10 — AN INTEGRATED STRATEGY
11 — OUR CSR GOVERNANCE
11 — A GROUP CLOSE TO ITS STAKEHOLDERS
13 — OUR VALUE DISTRIBUTION NETWORK IN 2017
The materiality matrix produced in 2017 made it possible to identify 19 priority employment, environmental and social challenges for Saur and its stakeholders, and to use those challenges as the basis for preparing the group’s CSR roadmap.

As a responsible and effective provider of environmental services and regional development support, Saur seeks to create long-term value that is shared by all its stakeholders, at the same time as investing to ensure the dynamic future growth of the group.
AN INTEGRATED STRATEGY

By the very nature of its business, Saur is a contributor to environmental protection and public service provision, and is historically rooted in the regions it serves. The group seeks to deliver its mission in continuity with its ongoing policy of corporate social responsibility as part of its contribution to ensuring that water remains a high-quality basic essential available to all.

In its own businesses, the group exercises a daily commitment to environmental protection, financial performance and social progress. By supporting local authorities and industrial water users, Saur seeks to build sustainable and innovative solutions that create collective progress and local value.

RESPONDING EFFECTIVELY TO THE CHALLENGES OF TODAY AND TOMORROW

The new Initiative 2022 corporate strategy introduced by Saur is focused on innovation, local presence and service quality, and will allow us to roll out our water infrastructure modernisation and expansion strategy not only in France, but also internationally. Its stated ambition is to establish Saur as ‘the dedicated water service provider that works most closely with its customers’.

The strategy is accompanied by a strong commitment to CSR, structured around 20 corporate responsibility goals interpreted in the form of a roadmap whose results will be published by Saur every year.

SAUR CSR COMMITMENT

DEDICATED TO WATER
Thinking now about future water management

- To optimise our management of the water cycle by introducing and standardising the use of data intelligence
- To offer long-term solutions for adapting to water stress
- To combat micropollutants and other forms of water pollution
- To capitalise on our expertise to ensure optimal service continuity
- To facilitate access to essential services for the maximum number of consumers

CLOSE TO OUR REGIONS
Providing long-term support for the development of the regions we operate in

- To contribute to dynamic regional economies
- To take action to achieve positive environmental footprint
- To use joint innovation for the benefit of regions

CLOSE TO OUR PEOPLE
Offering our teams and future employees an attractive, secure, fair, dynamic and collaborative working environment

- To provide assured levels of occupational health, safety and quality of life for all our people
- To support the career development of our people and boost their employability
- To increase the levels of recognition and commitment felt by our people
- To develop new, innovative and collaborative working methods
- To respect and promote diversity in recruitment and within the company

CLOSE TO OUR CUSTOMERS
Creating even greater trust and value for our customers, local authorities and consumers

- To improve and streamline the customer experience for our consumers
- To promote shared governance
- To anticipate and respond effectively to the new expectations of society by offering innovative products and services
- To inform and involve citizens in water resource conservation

ACTING IMPECCABLY IN ALL CIRCUMSTANCES

- To ensure that we act with unconditional respect for all ethical and corruption prevention rules
- To uphold and promote human rights in all our operating locations
- To be open and transparent in our communications
OUR CSR GOVERNANCE

Pragmatic and directly connected with operational realities, the group CSR governance structure interacts on a daily basis with the operational and central services, as well as at the highest executive management levels to ensure that CSR issues are addressed effectively at every level of the company.

- **Guidance:** the head of CSR is a member of the executive committee, placing CSR policy guidance at the highest level of the company. CSR updates are regular agenda items at executive committee meetings.
- **Assessment:** every year, the annual CSR report prepared by the CSR department is presented to the executive committee and submitted to the supervisory board. Following publication of the new roadmap in 2018, the CSR report will make it possible to track the progress made by the group towards achieving its targets.

OPERATIONAL STRUCTURE

A GROUP CLOSE TO ITS STAKEHOLDERS

Closely involved with all its stakeholders, Saur seeks to build an environment of trust that favours the emergence of shared responses appropriate to specific regional needs.

Our long-term process of dialogue is based on involving everyone in the company in a commitment to maintain regular contact with all our stakeholders. Listening to what they have to say on a daily basis enables the group to respond more closely to the specific needs of its customers. It is the rich diversity of its interactions with stakeholders and its wider ecosystem that enable Saur to grow and develop in ways that deliver collective benefits.
RESPONDING BETTER TO EXPECTATIONS THROUGH REGULAR DIALOGUE

STAKEHOLDERS

- Local authorities
- Industry
- Consumers
- Regional authorities
- Public authorities and bodies
- Regional economic stakeholders and non-profits
- Multi-stakeholder regional networks
- Associations of elected representatives
- Politicians
- Education and research
- Competitiveness and other clusters
- Suppliers
- Subcontractors
- Service providers
- Social & solidarity economy
- Industry federations and associations
- Press
- Social media
- Company employees
- Trade unions and employee representatives
- Labour institutions
- Shareholders
- Banks
- Insurers

INTERACTION GOALS

- To ensure service quality, continuity and transparency, and deliver innovative value-creating services
- To provide information about water services, administrative processes and billing
- To communicate transparently over regulatory compliance and contribute to action plan implementation
- To inform the decisions made by political decision-makers in accordance with all applicable legal guidelines
- To boost innovation capability by combining complementary areas of expertise
- To cooperate and co-construct in the best interests of everyone
- To defend, develop and promote the profession in accordance with the rules of competition
- To protect and promote the image of the company
- To maintain the high quality of labour relations within the company and the equally high quality of its working conditions
- To identify areas of expertise and skills adaptation requirements
- To create trust by providing relevant, reliable and transparent information

EXAMPLES OF DIALOGUE FORUMS

- Regular meetings with decision-making customers
- Off-site control centre
- Market trend monitoring
- Perception barometer
- Multi-channel contact with consumers
- Satisfaction and perception surveys
- Regulatory and constructive dialogue with local government and authorities
- Partnership with employment agencies
- Commercial relationships with local suppliers
- Partnerships with local non-profits
- Contribution to multi-stakeholder networks
- Institutional relations
- Annual communication on UN global compact progress
- Research partnerships
- Involvement in competitiveness clusters
- Publications and the hosting of science days
- Contractual relations
- Co-development of new products
- Trade fairs
- Participation in working groups and publications
- Ongoing relationships with the press (via press releases, interviews, etc.)
- Social media conversations
- Employee relations dialogue and collective bargaining
- Annual appraisals
- Team meetings
- Internal barometer
- Regulatory interaction with labour institutions
- Presentation of results
- Statutory auditor reports
- Meetings of the supervisory board and its associated ad-hoc committees

2017 AN OPINION BAROMETER TO IMPROVE OUR SERVICE

Saur has introduced an external opinion barometer to analyse the perceptions that its customers and the general public have of the company and the quality of service it delivers. A total of 500 councillors and 1,000 private individuals have been invited to submit their opinions on a broad range of criteria relating to the reliability of the company, its expertise, its local presence, its responsiveness, its openness, its business ethics and even the price of water. This survey will be regularly monitored on an ongoing basis.
OUR VALUE DISTRIBUTION NETWORK IN 2017

EXPERTISE THAT BENEFITS OUR CUSTOMERS AND REGIONS...

OUR TANGIBLE AND INTANGIBLE CAPITAL

- Abstracted water
- Collected wastewater
- Employee expertise
- Customer portfolio
- Supplier partnerships

OUR VALUE CREATION RESOURCES

- 1,850 drinking water plants
- 190,000 km of supply pipeline networks
- 45,000 km of wastewater collection pipeline systems
- 2,650 wastewater treatment plants
- 114,000 hours of employee training
- 19,000 suppliers

OUR CREATION AND SHARING OF VALUE

- 700 m³ of drinking water produced
- 40 m³ of water produced for irrigation
- 400 km of pipeline laid
- 460 m³ of treated water returned to the natural world
- Plant design
- Employee skills development

... AND CREATES VALUE FOR THE GROUP AND ITS STAKEHOLDERS

- €1.2bn in annual revenue
- €680m suppliers (goods, subcontractors and service provision)
- €270m employees (net salaries and benefits)
- €60m banks and investors (interest and dividends)
- €170m national governments (duties, taxes and social contributions)
- €55m in investment
- €140m fees paid to water authorities
- €490m taxes paid to local authorities for investment
- €170m non-revenue value distributed

NON-REVENUE VALUE DISTRIBUTED

- €490m taxes paid to local authorities for investment
- €170m non-revenue value distributed

INVESTMENT

- €55m in investment

IN ANNUAL REVENUE

- €1.2bn in annual revenue
The success of Saur’s strategic ambition to conquer new markets relies on the skills and collective engagement of the people who work every day to drive the business forward: its employees. This strength is the direct result of individual career development opportunities: Saur is committed to developing and promoting the skills of its people, with particular focus on aligning their training with changes in the company. The health and safety of its people, the quality of their life in the workplace and their work/life balance are also fundamentally important values at Saur. The group is therefore committed to offering its employees a pleasant working environment and promoting a mindset built around entrepreneurship and innovation, all of which are key to achieving its business development goal.
OUR MAIN CSR CHALLENGES IN TERMS OF EMPLOYMENT

Recruitment and talents development
Workplace safety and wellbeing
Regional identity and local development
Equal opportunities

OUR EMPLOYMENT REPORT

JOBS
Adapting jobs to align with Saur developmental changes and contributing to local employment
- Permanent jobs
- Alignment of people and job functions
- Development of job and geographic mobility
- Working conditions and corporate values that promote the feeling of belonging and the appeal of the company

EMPLOYEE RELATIONS DIALOGUE
Ensuring high-quality employee relations
- Employee relations dialogue at regional, national and international levels

EQUAL OPPORTUNITIES AND GENDER DIVERSITY
Respecting the principles that underpin equal opportunities
- Global agreement on equal opportunities, diversity, discrimination prevention and workplace quality of life
- Gender diversity network

SKILLS DEVELOPMENT
Anticipating and adapting the skills of employees to support the growth of Saur
- Development of a diverse range of qualification-based training options
- Creation of a talent pool of young graduates
- A policy that favours work/study courses and apprenticeships

WORK ORGANISATION
Optimising productivity and maintaining a healthy work/life balance for our employees
- Digitalisation of operations and mobility tools
- Development of collaborative working
- Flexibility

OCCUPATIONAL HEALTH AND SAFETY
Operating a stringent risk prevention policy to ensure the occupational health and safety of all employees
- Risk analysis
- Prevention measures and line management involvement
- Workplace quality of life training

OUR VALUE CREATION

A PERMANENT EMPLOYMENT CONTRACT RATE OF 92%
114,000 HOURS OF EMPLOYEE TRAINING
AN 18% LOST TIME ACCIDENT FREQUENCY RATE REDUCTION IN 2 YEARS
WOMEN NOW ACCOUNT FOR 19% OF THE WORKFORCE

OUR ACTION CONTRIBUTES TO ACHIEVING TWO OF THE UN SUSTAINABLE DEVELOPMENT GOALS (SDGs)
The Saur job management policy anticipates and supports transformational change and the expansion of the group. Saur adapts its workforce and job profiles by encouraging job and geographic mobility and by recruiting several hundred new employees every year to meet the new needs of the company. In this context, a series of initiatives are planned for 2018 to raise awareness of our group and boost its appeal as an employer.

THE WORKFORCE AND ITS DISTRIBUTION
The coverage of its local presence and the broad diversity of specially skills it offers enable Saur to make a valuable contribution to energising the jobs market in its operating locations.

- Local jobs in France
Workforce by region

- A broad diversity of job profiles
Workforce by area of work in France and internationally

<table>
<thead>
<tr>
<th>OPERATIONS</th>
<th>3,920</th>
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<tr>
<td>TECHNICAL</td>
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<tr>
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<tr>
<td>INFRASTRUCTURE SERVICES</td>
<td>1,095</td>
</tr>
<tr>
<td>ADMINISTRATION</td>
<td>990</td>
</tr>
</tbody>
</table>

7,860 EMPLOYEES INCLUDING 1,160 OUTSIDE FRANCE

RECRUITMENT, MOBILITY AND DEPARTURES
Its permanent employment contract rate of 92% reflects the desire of Saur to provide its people with long-term employment. At Saur, 45% of all recruitment is for permanent posts - a figure well above the French national average of 15% (source: DARES survey) - and is accompanied by a turnover rate of just 15% (including fixed-term contract employees).

As a company on the human scale, Saur is structured around the core values that unite all its employees: the sense of service, local presence and solidarity are the cornerstones of the shared corporate culture, and play an important role in creating a shared feeling of belonging and promoting the loyalty of company employees.

The future of Saur depends absolutely on recruiting the young people who bring new impetus to its development: since 2017, the goal has been to recruit at least 100 under-30s every year.

Keen to provide the best-possible welcome to its new recruits and integrate them as long-term employees, Saur has introduced a new welcome pack, which will be introduced throughout the group in 2018.

As part of encouraging and maintaining long-term commitment to the group, Saur makes internal mobility easy for all its people. Designed to generate opportunities for career development, the Passerelle platform simplifies the mobility opportunity search process, while the mobility charter sets out the rules and options available. In 2017, 210 employees changed jobs or geographic assignment.

PAY POLICY
At Saur, pay policy is designed to provide important recognition and reward for employees in return for their contribution to the growth of the group. So employee pay is supplemented by the payment of an annual profit-related bonus. The benefits of the value created collectively are also shared via the group share option plan, which was renewed in 2017. In 2018, our pay policy and practices will recognise both personal and collective performance even more effectively.
SKILLS DEVELOPMENT

In a world of changing career profiles and digital transformation, Saur seeks to ensure skills development through training, efficient career management and promotion of professional mobility.

ANTICIPATING AND ADAPTING SKILLS TO SUPPORT COMPANY GROWTH

Every year, Saur conducts a national diagnostic analysis supplemented by a specific survey of regional requirements to identify areas of expertise under pressure and refocus its skills development policy accordingly. In France and internationally, new digital and participative skills management systems will be rolled out during 2018 to harmonise the process across the entire group.

Saur is careful to focus its range of training opportunities on issues that are strategic for the development of the company, and on the individual training needs identified by managers. At the same time, the group is developing its training processes, and in 2018 will introduce a virtual training platform designed to provide the flexibility and adaptability required for all users to play a full role in their own training.

FACILITATING THE INTEGRATION OF YOUNG PEOPLE INTO THE WORLD OF WORK

Helping young people to achieve professional success is important for Saur. Equally committed to succeeding in its own transformation, Saur has taken the initiative of creating a talent pool of young graduates; a key resource in preparing for the future of the group. Every year, a number of young engineering graduates with ambitions for management careers are recruited and trained by the company. Saur has set the target of recruiting 18 of these ‘engineers in the making’ during 2018, compared with the current 12.

The company is also pursuing its policy of work/study training, with the aim of signing at least 220 work/study contracts per year in France. Young people are also brought into the company via traineeships, which hold out the potential to lead to pre-recruitment opportunities.

Gender balance will be a systematic requirement target for all recruitment.

Lastly, Saur is committed to promoting skills development in its operating regions, and providing support for the long-term unemployed, with particular emphasis on younger jobseekers. In its contribution to the process of bringing people into work, the group focuses primarily on work placement contracts provided in partnership with the missions locales pour l’emploi youth employment services in its partner regions and local authority areas.

2017 OPENING OF THE FIRST WATER ACADEMIES IN NÎMES AND SAUDI ARABIA:

which will provide 20 water treatment technician apprenticeships every year, leading to a professional qualification awarded by the French employment ministry. Saur is committed to giving these young people recruitment priority on completion of their training. The group is currently preparing to open a second training centre at Saumur in autumn 2018.

2017 SAUR HAS SET UP AN APPRENTICESHIP TRAINING CENTRE AT NÎMES IN SOUTHERN FRANCE

HOURS OF TRAINING PROVIDED IN FRANCE AND INTERNATIONALLY DURING 2017

<table>
<thead>
<tr>
<th>Year</th>
<th>Number of training hours provided</th>
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<tr>
<td>2015</td>
<td>101,300</td>
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<tr>
<td>2016</td>
<td>112,200</td>
</tr>
<tr>
<td>2017</td>
<td>114,000</td>
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</table>

Proportion of employees completing at least one training course

<table>
<thead>
<tr>
<th>Year</th>
<th>Proportion</th>
</tr>
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<tbody>
<tr>
<td>2015</td>
<td>59%</td>
</tr>
<tr>
<td>2016</td>
<td>68%</td>
</tr>
<tr>
<td>2017</td>
<td>78%</td>
</tr>
</tbody>
</table>
WORK ORGANISATION

Saur uses new processes and systems - including remote management of operator travel and support function mobility - to optimise its working methods and offer its employees working environments tailored to their individual needs.

To boost its response efficiency, Saur is digitalising its operations to provide its employees with easy access on the move, real-time access to relevant data, and shorter data entry processes. The mobility resources provided to employees are optimising travel times and facilitating collaborative working.

Saur seeks to ensure that its people have a healthy work/life balance by offering flexible working hours and working locations wherever possible. Saur promotes good practices in the use of digital resources, and provides the opportunity to go offline.

OCCUPATIONAL HEALTH AND SAFETY

Protecting the health and safety of employees is a priority for the group, which is committed to implementing a strict and demanding risk prevention policy accredited by OHSAS 18001 certification. The policy is based on a risk analysis conducted for each type of activity, the implementation of prevention measures and the provision of safety instructions. All employees are invited and encouraged to make an active contribution to preventing accidents in the workplace, work-related illnesses and psychosocial risks.

The new safety roadmap for 2018-2022 will provide a general framework for safety policy implementation in all group entities in France and internationally.

OCCUPATIONAL SAFETY

The group sets annual safety targets, and ensures implementation of its safety policy in France and internationally through a network of dedicated safety representatives.

The group also requires line managers to conduct at least one 15-minute safety briefing every month and to discuss safety issues in the field with operators. Safety days are also held to raise awareness of safety issues and provide all employees with information on how to work safely in their jobs.

HEALTH AND WORKPLACE QUALITY OF LIFE

As part of its ISO 18001 certification, Saur has prepared risk exposure datasheets and implemented the appropriate prevention and control measures. Managers have been taking ‘Workplace quality of life’ training courses since 2012 to help them anticipate psychosocial risks. Some 700 employees have completed these courses to date.
EQUAL OPPORTUNITIES AND GENDER DIVERSITY

Saur became a signatory to the IMS diversity charter in 2009. During the same year, Saur signed an initial agreement, which was superseded in 2016 by a more wide-ranging global agreement on equal opportunities, diversity, discrimination prevention and workplace quality of life.

In its recruitment and career management of employees, Saur is committed to respecting and promoting equal opportunities and facilitating access to work for disabled people. The group seeks to prevent any form of discrimination in its own sourcing, assessment and selection processes.

With women accounting for 19% of the group workforce in 2017, increasing the proportion of women within the workforce is a real and current challenge for Saur.

• Gender diversity at Saur in 2017

A WORKPLACE GENDER DIVERSITY NETWORK TO PROMOTE PROGRESS

At the initiative of the executive chairman of Saur, a company-wide professional equality network has been formed to promote gender equality within the group. Led and managed jointly by a member of the executive committee and a regional director, this network is tasked with promoting gender equality, facilitating interaction and representing the company externally in ways that promote its employer appeal and developing proactive viewpoint. Coordinated by a team of 12 men and women, the network will be officially launched in July 2018.

EMPLOYEE RELATIONS DIALOGUE

Saur monitors the quality of employee relations and bases its management on consultancy and respect for employee relations dialogue.

The group relies on more than 700 employee representatives and health, safety and working conditions committee members to represent the collective views of employees and ensure that the best interests of employees are taken into account in the decisions made by the company. In France, an employee relations dialogue committee discusses issues important to the company directly with the senior management team.

Saur has also formed a European group committee whose members represent the group’s operating countries. This committee may be supplemented and supported by national employee dialogue bodies, depending on the country concerned.

In addition to industry-wide agreements, a series of other company agreements are negotiated with trade unions. In 2017, the group negotiated an agreement on the management of jobs and careers and the generation contract in France.
Conscious of the urgent need to address environmental challenges, Saur puts environmental protection and the reduction of its own environmental impact at the heart of its everyday business practices.

Operating within an open and dynamic ecosystem, Saur drives innovation to offer its local authority and industrial customers with solutions combine performance with responsibility within the framework of an effective environmental management policy designed to control the environmental impact of its own business activities.
OUR MAIN CSR CHALLENGES IN TERMS OF THE ENVIRONMENT

Water resource availability
Water resource quality
Energy transition
Sustainable cities
Circular economy
Public awareness of the need to protect resources
Biodiversity and ecosystemic services
Service continuity and adaptation to climate change
Digitalisation of operations
Innovation and new services

OUR ENVIRONMENTAL REPORT

GENERAL ENVIRONMENTAL POLICY
Controlling our environmental impacts and developing solutions that can optimise water service environmental performance
- Implementation of an environmental management system and bespoke solutions
- Twin certification (ISO 14001 and ISO 50001)

BIODIVERSITY PROTECTION
Protecting aquatic ecosystems and incorporating nature protection measures as part of operating site management
- Optimising wastewater treatment plant efficiency to ensure the quality of discharges into watercourses
- Developing innovative treatment processes, with particular focus on the elimination of micropollutants
- Eco-friendly landscape management

CARBON FOOTPRINT
Reducing our greenhouse gas emissions
- Reducing our energy footprint
- Introducing renewable energy generating solutions, where appropriate

NATURAL RESOURCES AT A TIME OF CLIMATE CHANGE
Driving innovation to achieve efficient and responsible management of water at a time when resources are coming under increasing strain, and helping our customers to manage the effects of extreme weather events
- Using smart technologies combined with data analysis in our OCCs in order to monitor, protect and conserve water resources
- Developing projects to reuse treated wastewater
- Improving the installation energy efficiency
- Using innovative solutions to recycle and/or recover materials from our treatment processes

OUR VALUE CREATION

92% OF ANNUAL REVENUE COVERED BY ISO 14001 CERTIFICATION
78% EFFICIENCY FOR DRINKING WATER SUPPLY NETWORKS
460 m³ OF TREATED WATER RETURNED TO THE NATURAL WORLD
REDUCING OUR CARBON FOOTPRINT

OUR ACTION CONTRIBUOTES TO ACHIEVING FOUR OF THE UN SUSTAINABLE DEVELOPMENT GOALS (SDGs)
Ever since its inception in 1933, the Saur group has worked and innovated to protect the environment. As human pressure on terrestrial and aquatic environments continues to increase, Saur is committed to developing sustainable water management structures using bespoke solutions capable of delivering effective responses to the environmental challenges faced by its customers.

In parallel, Saur has a longstanding environmental management policy in place to reduce its environmental footprint within the scope of its own business activities.

**GENERAL ENVIRONMENTAL POLICY**

ENVIRONMENTAL MANAGEMENT AND CERTIFICATION

As part of controlling the environmental risks imposed by its operations, Saur has implemented a management system based on a series of effective tools, including monitoring and reviewing compliance with regulatory provisions, a risk analysis matrix, an operational environmental management plan, monitoring targets and indicators, and crisis management procedures. The environmental performance of the group is reviewed annually to ensure its continuous improvement.

The Saur commitment to the environment is nothing new: it was in 2007 that Saur was first awarded ISO 14001 certification for all its water supply and wastewater treatment activities in France, since when it has been renewed every three years. Saur water supply and wastewater treatment operations in France received ISO 50001 energy management certification in 2016, marking further recognition of its commitment to responsible environmental management.

The environmental management system is managed and guided by the environmental quality manager of each operations department, all of whom report to company vice-presidents. Practices are harmonised through functional coordination at national level. The group’s international subsidiary companies apply environmental policies tailored to their own specific circumstances, and two of these are also certified ISO 14001 compliant: Poland (SNG) and Spain (Gestagua).

**INSURANCE COVER FOR ENVIRONMENTAL RISKS**

The business activities of Saur pose a risk of engaging its public and environmental liability. The group is exposed to significant liability risks in these areas as a result of the increasing body of legislation, regulation and administration.

Saur limits these risks with a special insurance policy to cover the public liability relating to environmental damage in respect of prejudice suffered by third parties as a result of sudden and accidental and/or gradual environmental damage attributable to group business activities.
NATURAL RESOURCES AGAINST THE BACKGROUND OF CLIMATE CHANGE

Natural resources are coming under increasing pressure, and none more so than water, which is central to Saur operations. In the knowledge that this resource essential for life must be protected and conserved, Saur puts its expertise at the disposal of its customers to ensure efficient management of every stage of the water cycle, and uses smart technologies combined with analysis of the data gathered by its OCCs (operations control centres) to deliver long-term, sustainable progress in water service performance.

In parallel, the group seeks to control its energy footprint and develop solutions that facilitate the creation of new resources.

SAVING WATER RESOURCES

The volumes of water abstracted from natural resources are closely linked to weather conditions, which also determine the demand for irrigation, watering and the recreational use of water. In 2017, Saur abstracted 720 million m³ of water from the natural world for the production of drinking water and, to a lesser degree, crop irrigation. 66% of this water was abstracted from underground resources.

Reducing abstraction

Saur exercises a constant duty of care in abstracting only what is actually needed in order to save water, and implements network operational monitoring and optimisation plans to reduce water losses. Smart instrumentation of networks and their connection to the group’s OCCs, coupled with the development of mapping and multi-criteria analysis tools, are increasing the efficiency of leak location and repair, and making it possible to assist local authorities in prioritising the pipeline upgrade and replacement projects essential for the long-term future of overall network efficiency.

Saur repaired more than 16,000 leaks in France during 2017. Across its entire scope of management responsibilities in France and internationally, drinking water supply network efficiency achieved 78% during the year.

Developing alternative resources

In areas of water stress, whether in France or internationally, Saur puts its technological expertise to work for its customers by developing effective responses tailored precisely to local circumstances:

- reusing treated wastewater for agricultural irrigation, sprinkling and road cleaning, or for refilling lakes,
- seawater desalination.

In the Haute-Vienne region of France, Saur has signed an agreement with the Syndicat Vienne Briance Gorre to provide the ‘drinking water supply networks of tomorrow’. The aim of the project is to experiment with a panel of innovative connected objects to improve the water service reliability and provide the local authority with the data they need to support investment decisions.
PROTECTING WATER RESOURCE QUALITY

Fully conscious of the need for constant improvement in water resource protection, the group develops innovative monitoring solutions, and pays particular attention to controlling the quality of its discharges and wastewater drainage networks to prevent pollution.

Resource monitoring

The implementation of smart technologies in conjunction with startup companies is a key priority of the Saur innovation policy in terms of optimum resource management.

Saur offers processes tailored to the needs of individual regions, their specific requirements and the sensitivity of the watercourses concerned:

- treatment systems designed to absorb seasonal fluctuations in quality,
- the CarboPlus® process to eliminate the micropollutants found in domestic and industrial effluent,
- and the Aqua-RM® membrane filtration process to guarantee that discharges meet bathing water quality standards.

Together with its partner Tronico-Vigicell, Saur has also developed a range of services that use innovative biosensors to analyse the water quality and toxicity of wastewater treatment plant discharges and the watercourses that receive those discharges.

• Wastewater treatment efficiency in 2017

France and international

| Treatment efficiency in terms of COD | 93.5 % | 75 % |
| Treatment efficiency in terms of BOD₅ | 97.5 % | 80 % |
| Treatment efficiency in terms of nitrogen | 86 % | 70 % ** |
| Treatment efficiency in terms of phosphorus | 89 % | 80 % ** |

* Decree of 21 July 2015 on collective wastewater systems and non-collective facilities, with the exception of individual wastewater systems receiving a gross organic waste load not exceeding 1.2 kg/day BOD₅

** for plants discharging into an area sensitive to eutrophication

ADAPTATION TO EXTREME WEATHER EVENTS

The increasing frequency of extreme weather events requires the implementation of proven operational systems, operating processes and crisis management procedures in order to act ahead of risks and maintain continuity of service, or reinstate service as quickly as possible.

Its national coverage gives Saur the ability to expand its teams 24/7 and concentrate its resources on the most critical zones. Our crisis structure relies on the many areas of expertise and technologies concentrated in our OCCs, and provides our customers with the assurance of a powerful operational response.

In 2017, Saur teams were fully engaged in working alongside local and governmental authorities to manage 30 crises triggered by natural events.

Controlling discharge quality

2,650

WASTEWATER TREATMENT PLANTS IN OPERATION

With 2,650 wastewater treatment plants in operation, Saur pays the greatest-possible attention to the quality of treated wastewater discharged into watercourses. The group is committed to ensuring the highest level of wastewater treatment performance, and takes more than 20,000 discharge samples every year at its treatment plants to analyse their physicochemical content.
**ENERGY PERFORMANCE**

The processes involved in managing water services consume large amounts of electricity, but also offer opportunities to generate energy from renewable sources. With the twin goals of contributing to the regional energy transition and reducing its own energy bills, Saur implements very significant technical and organisational resources to boost the performance of its business activities and generate green power.

### The group consumption profile

Electricity is the primary energy source used by Saur, and the amount of power it actually consumes relates essentially to the operation of the pumps used in drinking water production and the aeration stage of wastewater treatment.

Our commitment to reducing our energy consumption is highlighted in France by:

- the 2016 award of ISO 50001 energy management certification for our water supply and wastewater treatment activities,
- the annual granting of energy-saving certificates totalling 24 GWh under the CUMAC scheme in 2017,
- the introduction of green electricity, which accounted for 3% of our total electricity consumption in 2017.

### Renewable energy generation

As part of shrinking the energy footprint of its water services, Saur offers local authorities solutions that incorporate renewables wherever such solutions can be shown to be technically and financially beneficial. They include energy recovery from wastewater treatment sludge and water, biomethanation using suburban organic waste, recovery of waste heat from equipment, micro-turbines installed within the drinking water supply network, and solar panels.

Saur is actively engaged in reducing its electricity consumption and is implementing a series of action plans to achieve its goals. Tailored to local circumstances and conditions, these action plans are designed to boost installation efficiency without compromising service delivery:

- intensification of energy audits to identify opportunities for savings: more than 40 audits are scheduled for France in 2018,
- implementation of control solutions, such as Ammonair®, a system patented by Saur that reduces the energy used for the aeration process in wastewater treatment plants,
- installation of more energy-efficient equipment,
- rollout of hydraulic performance monitoring and control systems for drinking water supply networks,
- joint development of innovative technologies in partnership with our suppliers, with particular focus on making pumps more efficient.

As a result of these actions, our drinking water production processes were 7% more efficient in 2017 than in 2015. Efficiency for wastewater treatment remains stable.
THE CIRCULAR ECONOMY AND WASTE RECOVERY

Against a background of increasing pressure on natural resources, Saur is developing solutions that encourage and facilitate the circular economy and long-term systems for recovering resources from its waste.

In addition to reusing treated wastewater to reduce the need for water abstraction, Saur has developed and perfected innovative processes for creating new resources, including recycling phosphorus for fertiliser manufacture using its patented Extraphore® process that enables recovery of up to 50% of the phosphorus contained in wastewater, and the processing of limescale extracted during drinking water decarbonation for the use in the manufacture of lime.

The wastewater treatment sludge that remains at the end of the treatment process is the main source of waste generated by the group, and the solutions preferred by Saur involve processes that on the one hand reduce the volume of sludge produced, and on the other hand use the most long-term recovery options for its customers - recovery for agricultural use and the generation of renewable energy via methanation.

OPTIMISATION OF RAW MATERIALS CONSUMPTION

Saur is rationalising its consumption of raw materials with the twin aims of reducing its operating costs and the impact of its business activities on natural resources, at the same time as ensuring the efficiency of its treatment processes.

To achieve these aims, the group is focusing its efforts on optimising the reagents - especially ferric chloride and polymers - that represent its most significant consumable item, and is committed to offering its customers processes that use fewer reagents, such as biological odour reduction processes, and the CarboPlus® process that eliminates micropollutants using reusable activated carbon.

CARBON FOOTPRINT

Reducing greenhouse gas emissions is a Saur core commitment. The group has produced carbon footprint assessments since 2008, and has published its greenhouse gas emissions balance since 2012, in accordance with current legislation.

Our most significant sources are the indirect emissions generated principally by the consumption of electricity by water treatment plants and direct emissions produced by the company’s vehicle fleet.

<table>
<thead>
<tr>
<th>PRIMARY ENERGY (VEHICLE FUEL, NATURAL GAS AND FUEL OIL)</th>
<th>NON-ENERGY EMISSIONS (WASTEWATER TREATMENT PROCESSES)</th>
</tr>
</thead>
<tbody>
<tr>
<td>52,200 t CO₂e</td>
<td>6,000 t CO₂e</td>
</tr>
</tbody>
</table>

DIRECT EMISSIONS (SCOPE 1) = 58,200 t CO₂e

INDIRECT EMISSIONS AS A RESULT OF ELECTRICITY CONSUMPTION (SCOPE 2) = 158,600 t CO₂e

Breakdown of total GHG emissions - in tonnes of CO₂e
CARBON FOOTPRINT REDUCTION

Saur is involving every sector of its business in achieving its carbon footprint reduction plan. In terms of its indirect emissions, the group is focusing its action on boosting the energy efficiency of its installations and generating renewable energy in its operating plants and water supply networks.

In terms of its direct emissions, the group is improving the energy profile of its vehicle fleet (through energy audits, the progressive replacement of the truck fleet used to support our infrastructure work, the installation of speed limiters, etc.) and optimising employee travel by using its OCCs to schedule its responses. As a result of this latter measure, the average annual distance covered per vehicle fell by 600 km between 2015 and 2017 (data based on 80% of the vehicle fleet).

- 4% OF GREENHOUSE GAS EMISSIONS BETWEEN 2015 AND 2017

Trend in GHG emissions
in tonnes of CO₂e (scopes 1 and 2)

<table>
<thead>
<tr>
<th>Year</th>
<th>Direct emissions (scope 1)</th>
<th>Indirect emissions (scope 2)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
<td>60,300</td>
<td>173,200</td>
</tr>
<tr>
<td>2016</td>
<td>59,800</td>
<td>178,200</td>
</tr>
<tr>
<td>2017</td>
<td>58,200</td>
<td>158,600</td>
</tr>
</tbody>
</table>

N.B.: the significant reduction in indirect emissions between 2016 and 2017 relates in part to the reduction made to the electricity-related emission factor in France.

Biodiversity Protection

As a leading stakeholder in water cycle management, Saur is directly concerned in the protection of aquatic ecosystems and their biodiversity.

Saur contributes to the conservation of aquatic ecosystems through the constant attention it pays to the water treatment performance delivered by its facilities in order to guarantee the quality of discharges returned to natural watercourses. The group develops treatment processes that are particularly efficient, especially against emerging pollutants, as well as watercourse quality monitoring resources, such as the biosensors designed and developed in conjunction with Tronico-VigiCell to measure the impact of pollutants on living organisms.

Saur also seeks to conserve the natural heritage through the design of its new facilities, and on a daily basis through the landscape maintenance techniques it uses within its own sites. The methods it uses are adapted to the specific needs and potential of the site concerned, but include considerations around the density and landscape integration of structures in the design phase, countering invasive species, conducting surveys of the natural world and introducing conservation measures in partnership with nature protection bodies, and communication initiatives to raise awareness of the need to protect biodiversity among school students and the general public.
As a longstanding provider of outsourced water supply and wastewater treatment management services, Saur works at local level and assumes full responsibility for the provision of an essential public service, and is committed to meeting the needs of its local authority, domestic consumer and industrial customer base. Our public service mission is delivered by working as closely as possible with local stakeholders, listening to their needs and maintaining a continual dialogue as the basis for partnerships that create value at the local level.
**OUR MAIN CSR CHALLENGES IN TERMS OF SOCIETY**

- Consumer health
- Access to water and wastewater treatment services
- Service continuity and adaptation to climate change
- Regional identity and local development
- Innovation and new services
- Digitalisation of operations
- Data and privacy protection

**HEALTH AND CONSUMER RELATIONS**
Guaranteeing the health safety quality of drinking water and maintaining high-quality, local relationships with consumers
- Developing efficient and effective drinking water treatments, with particular focus on the elimination of micropollutants
- Implementing innovative resource monitoring strategies to ensure water treatment process security
- Monitoring drinking water quality
- Serving customers face-to-face in more than 100 Saur customer service points, and providing multichannel, proactive communication
- Providing support and assistance to customers in challenging financial situations

**LOCAL IDENTITY AND PRESENCE**
Making a positive and increasing level of contribution to our operating regions
- Contributing to local employment and dynamic regional economies through an organisational structure based on a strong regional presence
- A policy that favours the employment of young people and jobs for local jobseekers
- Local purchasing
- Partnerships and cooperative agreements with a broad range of local stakeholders
- Corporate sponsorship initiatives through Saur Solidarités

**IT DATA SECURITY**
Compliance with the new EU general data protection regulation and full security of all data gathered
- Protecting personal data in accordance with all regulatory changes
- Full security at every level of the information system, and agile management of risks and threats

**SUPPLIERS AND SUBCONTRACTORS**
Engaging in a responsible relationship with our suppliers and subcontractors
- Ethics charter and code of conduct
- An ethics and sustainable development clause in our purchasing framework contracts
- Development of a joint innovation culture with our suppliers and start-up ecosystem

**OUR VALUE CREATION**

- 700 m$^3$ OF DRINKING WATER PRODUCED
- 93% OF REVENUE SHARED WITH EMPLOYEES, SUPPLIERS, GOVERNMENTAL BODIES AND LOCAL AUTHORITIES
- 430 WORK/STUDY AND OTHER TRAINEES WELCOMED IN 2017

**OUR ACTION CONTRIBUTES TO ACHIEVING FIVE OF THE UN SUSTAINABLE DEVELOPMENT GOALS (SDGs)**

- 6 CORPORATE PROTECTION
- 8 REDUCE WATER USAGE
- 9 INNOVATION AND NEW SERVICES
- 11 ILLITERACY RATE
- 12 RESPONSIBLE BUSINESS COMPANIES
As a public service operator providing drinking water, the group is committed to delivering water of impeccable quality direct to consumer taps on a continual basis, and building efficient and effective customer relationships based on professionalism, local presence and hi-tech operations.

THE HEALTH QUALITY OF DRINKING WATER: OUR PRIORITY

Securing the health safety quality of drinking water is a constant focus at Saur. We deliver on our commitment through:

- the implementation of high-performance drinking water treatment processes designed to cope with a broad diversity of water resource quality, and to identify new forms of pollution. In 2017, Saur continued work on developing its CarboPlus® process trade, a patented technology for the removal of micropollutants. Saur also offers its customers solutions to improve water quality on the basis of comfort-based parameters, such as water softening using a decarbonation process.

- extensive water quality control analysis resources to monitor the quality of water from resource to consumer tap.

- the development of innovative strategies to monitor and anticipate any deterioration in water quality, whether in supply system networks or in sensitive resources used for drinking water production. More specifically, Saur has developed special expertise in the proactive management of prolific algal growth, enabling the group to put in place the appropriate measures to ensure the safety of its drinking water production systems.

Quality of drinking water supplied

<table>
<thead>
<tr>
<th>Year</th>
<th>Physicochemical compliance rate</th>
<th>Bacteriological compliance rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
<td>97.8%</td>
<td></td>
</tr>
<tr>
<td>2016</td>
<td>98.9%</td>
<td></td>
</tr>
<tr>
<td>2017</td>
<td>97%</td>
<td>99.4%</td>
</tr>
</tbody>
</table>

SAUR IS A PARTNER IN THE SPHEREAU APPLIED RESEARCH PROJECT

2017

SAUR IS A PARTNER IN THE SPHEREAU APPLIED RESEARCH PROJECT
to develop a global smart drinking water supply network model for small and mid-size local authority areas. This project installs instrumentation at strategic points in the network as the basis for developing a decision support system that will optimise network operation and renewal.

LOCAL SERVICE BASED ON BUILDING A SPECIAL RELATIONSHIP WITH CONSUMERS

Regardless of communication channel, human contact, local presence and bespoke service provision remain central to our customer relationship model.

Saur is committed to maintaining a strong presence in the regions it serves through more than 100 drop-in customer service centres and contact point representation in PIMMs (multiservice information and mediation points), town halls and maisons de service au public (public service points). Modernisation and upgrading of our resources and systems is enabling us to develop a more streamlined relationship that allows us to handle consumer requests and provide them with information by e-mail or text about any incident that directly affects them.

As part of its ongoing commitment to the continuous improvement of its services, Saur measures the satisfaction of its customers immediately after visiting its customer service centres, and also by means of surveys conducted among representative samples of consumers.

Saur works closely with local authority social service providers to provide support personally tailored to the individual needs of customers struggling to pay their water bills. So the company partners the Fonds de solidarité pour le logement (FSL) french social housing fund set up by departmental councils to support the poorest in society by offering to pay part, or all, of their unpaid water bills, and has also developed its own Pass’Eau personalised financial support service. Under the terms of a partnership agreement signed at the beginning of 2017 with La Banque Postale and its l’Appui banking and budgeting advice and guidance service, Saur has provided social service provision and water saving training for service advisers to help them provide better advice to customers who contact them.

Lastly, to ensure that its services are accessible to disabled users, Saur has adapted its communication media and resources to offer documents in Braille and large print, as well as access to the services of an interpreter via its website for customers with hearing problems.
As a partner of local authorities, Saur aims to make a positive contribution to the local communities it serves. This commitment is based on more than 80 years of local presence. The local relationship maintained on a daily basis by our employees encourages and facilitates a special level of cooperation with our stakeholders, delivering social, environmental and economic gains for local communities.

CONTRIBUTING TO DYNAMIC LOCAL ECONOMIES AND CREATING LOCAL JOBS

With 7,860 employees, Saur is very much a stakeholder in the local jobs market, and is fully committed to maintaining its physical presence in the regions. Our decentralised structure built around regional divisions and branch offices allows us to work more closely with customers and their local areas to facilitate access to jobs, support employment and build innovative local solutions cooperatively.

Promoting employability and access to jobs, especially for young people

Saur operates and implements an open policy at local level through a range of different schemes. Particular importance is placed on work/study training and close relationships with local schools and universities. In 2017, Saur welcomed 250 work/study students in France under apprenticeship and vocational training schemes, as well as 180 trainees.

Saur attends local employment forums to introduce potential applicants to its core businesses and career opportunities. Depending on the opportunities available to join its core businesses, Saur works alongside local public-sector employment agencies and specialists in workplace employment promotion to give young people the opportunity to learn a trade under the French contrat d’avenir (future jobs contract) or intérim d’insertion (temporary work placement) schemes, with particular focus on worksite vacancies.

Saur is also engaged in active partnerships with local business networks that promote jobs and employment integration, such as GEIQ (groupements d’employeurs pour l’insertion et la qualification - employer groups for work integration and qualifications) and FACE (fonation pour agir contre l’exclusion - foundation for action to combat exclusion), in which Saur was a founder member when FACE was set up in early 2018 in the Morbihan region of France.

Supporting indirect jobs

In addition to the direct jobs we provide, we also support local employment by purchasing products and services from local suppliers and subcontractors, which means that a significant proportion of the purchases we make are sourced locally. More than 95% of the purchases we make in France are from French suppliers and subcontractors.
Working together to build innovative local solutions

Saur seeks to initiate and maintain dialogue with its local ecosystem as the basis for joint development of innovative environmental, employment and social solutions under partnerships with other companies, academic research centres (Irstea, Inra, Ifremer, Leres and others) as well as university research centres (the Ecole des Mines in Paris and Alès, Université de Limoges, etc.), competitiveness clusters (Hydros and Dream Eau & Milieux) and institutional stakeholders, such as the water agencies.

STAKEHOLDER RELATIONS

Driven by its historic regional presence, the close relationships Saur has with its stakeholders facilitates the dialogue and mutual trust essential to the emergence of shared responses appropriate to specific regional and local development needs.

Cf. chapitre 2.3: A group close to its stakeholders - page 11.

PARTNERSHIP AND CORPORATE SPONSORSHIP INITIATIVES

The group builds and maintains partnerships with a broad range of national, regional and local stakeholders. Its employees have a personal commitment to establishing a constructive dialogue with all stakeholders in order to put in place the right conditions for long-term, high-quality collaborative agreements that all share the same aim: a willingness to drive a dynamic process of shared progress.

As part of achieving further improvements to its good practices, sharing experiences and developing shared perspectives on how to address today’s environmental and social challenges, Saur is a member of multi-stakeholder networks, such as Orée, Comité 21 and Astee (Association scientifique et technique pour l’eau et l’environnement - the scientific & technical association for water and the environment), and contributes to the working groups and committees set up by industry federations and associations.

Saur also develops targeted initiatives like the partnership signed in 2017 with the non-profit organisation UFC Que Choisir to facilitate interaction and streamline the process of resolving customer complaints and disputes as quickly as possible. The commitment-based agreements that emerge from this dialogue and the national partnership are interpreted and applied alongside the local branches of UFC Que Choisir.

Lastly, Saur implements corporate sponsorship initiatives in France and internationally through Saur Solidarités to assist socially supportive projects at local level. Saur Solidarités is the group’s endowment foundation, which provides support for non-profit organisations running socially beneficial projects that promote access to water and wastewater treatment, protect the environment and/or support the workplace and social integration of vulnerable people.

2017 SAUR PARTNERS THE LIGER REGIONAL PROJECT

As part of the Liger (Locminé innovation gestion des énergies renouvelables) project - the innovative local initiative in which Saur partners with a number of local authorities and companies in the Morbihan region - Saur commissioned its first bioVNG-powered vehicles during 2017, which run on fuel produced locally from the methanation of organic waste produced by the local food and agricultural industries and wastewater treatment plant.

Saur Solidarités in figures

€150,000 IN GRANTS DURING 2017

MORE THAN 70 NON-PROFIT ORGANISATIONS SUPPORTED SINCE ITS FORMATION IN 2014

A NETWORK OF 73 EMPLOYEE SPONSORS
SUPPLIERS AND SUBCONTRACTORS

With annual purchases totalling €680 million, Saur maintains a responsible relationship with its 19,000 suppliers and subcontractors; a relationship that is consistent with the core values of the group, and is set out formally in its ethics charter and code of conduct.

Our framework purchasing contracts incorporate an ‘ethics and sustainable development’ clause, and Saur is introducing environmental and social commitment criteria into the performance assessment process for its strategic suppliers.

Balanced partnership-based relationships to develop the water services of tomorrow

Saur is developing a culture of joint innovation with its traditional suppliers, and is supported by an ecosystem of startups and innovative SMEs with which it builds special partnerships to invent, test and jointly develop the water services of tomorrow. These experimental projects cover a varied range of applications, from new data gathering sensors to predictive modelling, artificial intelligence, leak location and energy efficiency.

IT DATA SECURITY

As part of its business, Saur gathers, processes, retains and shares increasingly high volumes of data. Given the increasing risk of cybercrime and more demanding legislation and regulations, data protection is a central concern and responsibility for Saur. It also provides an opportunity for the group to accelerate the pace of its transformation, at the same time as building even higher levels of trust with its stakeholders.

So in 2017, Saur embarked on a programme to ensure that all its procedures and processes comply fully with the European general data protection regulation (GDPR), which came into effect in May 2018.

2017 WORKING IN PARTNERSHIP WITH THE LYON-BASED STARTUP ENOVEO AND HYDREKA, SAUR IS EXPERIMENTING WITH MICROBIAL BIOSENSORS

to develop a new approach that uses living organisms to provide real-time measurement data. This innovative solution tested at the Saint-Fons wastewater treatment plant serving Greater Lyon makes it possible to achieve continual analysis of effluents entering the treatment plant in order to identify toxic products or any rise in the organic load. Following a series of positive initial results, Saur is continuing with this collaborative project in 2018.

Saur is also fully committed to developing a standard level of security integral to every level of its information system to provide agile management of regularly assessed risks and threats.

In 2017, Saur introduced workstation encryption, protection for privilege-based accounts and a more advanced risk detection capability. The group also seeks to develop secure data exchanges with its local authority customers, and regularly provides its employees with training and information on cybersecurity and digital good practice.
## EMPLOYMENT INDICATORS

### JOBS AND DIVERSITY

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</thead>
<tbody>
<tr>
<td>Total group workforce at 31/12</td>
<td>6,898</td>
<td>6,711</td>
<td>6,702</td>
<td>8,052</td>
<td>7,866</td>
<td>7,860</td>
</tr>
<tr>
<td>Proportion of women</td>
<td>19%</td>
<td>19%</td>
<td>19%</td>
<td>19%</td>
<td>19%</td>
<td>19%</td>
</tr>
<tr>
<td>Proportion of managers</td>
<td>15%</td>
<td>15%</td>
<td>16%</td>
<td>15%</td>
<td>15%</td>
<td>15%</td>
</tr>
<tr>
<td>Proportion of employees with permanent contracts of employment</td>
<td>94%</td>
<td>94%</td>
<td>92%</td>
<td>94%</td>
<td>93%</td>
<td>92%</td>
</tr>
<tr>
<td>Proportion of under-25s</td>
<td>6%</td>
<td>6%</td>
<td>6%</td>
<td>5%</td>
<td>5%</td>
<td>6%</td>
</tr>
<tr>
<td>Proportion of over-55s</td>
<td>15%</td>
<td>16%</td>
<td>16%</td>
<td>16%</td>
<td>17%</td>
<td>17%</td>
</tr>
<tr>
<td>Proportion of disabled employees (group or via subcontracting)</td>
<td>3%</td>
<td>3%</td>
<td>3%</td>
<td>3%</td>
<td>3%</td>
<td>3%</td>
</tr>
</tbody>
</table>

### TURNOVER

<table>
<thead>
<tr>
<th></th>
<th>FRANCE 2015</th>
<th>FRANCE 2016</th>
<th>FRANCE 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total number of external recruitments</td>
<td>786</td>
<td>884</td>
<td>954</td>
</tr>
<tr>
<td>of which under permanent contracts of employment</td>
<td>48%</td>
<td>43%</td>
<td>53%</td>
</tr>
<tr>
<td>Total number of departures (exc. transfers)</td>
<td>851</td>
<td>1,077</td>
<td>963</td>
</tr>
<tr>
<td>proportion accounted for by resignations</td>
<td>10%</td>
<td>12%</td>
<td>15%</td>
</tr>
<tr>
<td>proportion accounted for by dismissals</td>
<td>15%</td>
<td>15%</td>
<td>16%</td>
</tr>
<tr>
<td>Number of transfers</td>
<td>122</td>
<td>183</td>
<td>206</td>
</tr>
</tbody>
</table>

### PAY

<table>
<thead>
<tr>
<th></th>
<th>FRANCE 2015</th>
<th>FRANCE 2016</th>
<th>FRANCE 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total gross payroll (£m)</td>
<td>240</td>
<td>221</td>
<td>239</td>
</tr>
<tr>
<td>Total profit-related bonus reserve (£m)</td>
<td>3.5</td>
<td>5.6</td>
<td>4.1</td>
</tr>
<tr>
<td>Total profit sharing (£m)</td>
<td>6.6</td>
<td>6.2</td>
<td>6.2</td>
</tr>
</tbody>
</table>

### ORGANISATION OF WORKING HOURS & ABSENTEEISM

<table>
<thead>
<tr>
<th></th>
<th>FRANCE 2015</th>
<th>FRANCE 2016</th>
<th>FRANCE 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ratio of overtime to theoretical working hours</td>
<td>1.7%</td>
<td>ND</td>
<td>1.8%</td>
</tr>
<tr>
<td>Total rate of absenteeism</td>
<td>3.1%</td>
<td>3.1%</td>
<td>3.1%</td>
</tr>
<tr>
<td>of which absence for illness</td>
<td>2.3%</td>
<td>2.3%</td>
<td>2.4%</td>
</tr>
</tbody>
</table>

### SKILLS DEVELOPMENT

<table>
<thead>
<tr>
<th></th>
<th>FRANCE 2015</th>
<th>FRANCE 2016</th>
<th>FRANCE 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of training hours provided</td>
<td>77,568</td>
<td>85,278</td>
<td>87,195</td>
</tr>
<tr>
<td>Proportion of employees completing at least one training course</td>
<td>56%</td>
<td>64%</td>
<td>76%</td>
</tr>
<tr>
<td>Expenditure on training as a percentage of payroll</td>
<td>2.2%</td>
<td>1.9%</td>
<td>2.1%</td>
</tr>
</tbody>
</table>

### OCCUPATIONAL SAFETY

<table>
<thead>
<tr>
<th></th>
<th>FRANCE 2015</th>
<th>FRANCE 2016</th>
<th>FRANCE 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lost-time accident frequency rate</td>
<td>10.9</td>
<td>8.9</td>
<td>7.3</td>
</tr>
<tr>
<td>Severity rate</td>
<td>0.52</td>
<td>0.38</td>
<td>0.34</td>
</tr>
</tbody>
</table>

### EMPLOYEE REPRESENTATION

<table>
<thead>
<tr>
<th></th>
<th>FRANCE 2015</th>
<th>FRANCE 2016</th>
<th>FRANCE 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total number of employee representatives’ exc. health, safety and working conditions committee members</td>
<td>517</td>
<td>456</td>
<td>463</td>
</tr>
<tr>
<td>Number of health, safety and working conditions committee members</td>
<td>190</td>
<td>186</td>
<td>174</td>
</tr>
</tbody>
</table>
## ENVIRONMENTAL INDICATORS

### ENVIRONMENTAL MANAGEMENT

<table>
<thead>
<tr>
<th>Proportion of annual revenue covered by ISO 14001 (environmental management) certification</th>
<th>%</th>
<th>98</th>
<th>95</th>
<th>95</th>
<th>ND</th>
<th>ND</th>
<th>92</th>
</tr>
</thead>
<tbody>
<tr>
<td>Proportion of annual revenue covered by ISO 50001 (energy management) certification</td>
<td>%</td>
<td>ND</td>
<td>ND</td>
<td>87</td>
<td>ND</td>
<td>ND</td>
<td>78</td>
</tr>
</tbody>
</table>

### WATER - RESOURCE CONSERVATION

**Water abstraction**

| Volume of water abstracted from the natural world | million m³ | 647 | 620 | 657 | 719 | 693 | 722 |

**Drinking water supply networks**

| Network efficiency | % | 78 | 78 | 77 | 78 | 78 | 78 |
| Linear loss index | m³/km/day | 2.2 | 2.2 | 2.3 | 2.4 | 2.4 | 2.4 |

**Treatment of wastewater before returning it to the natural world**

| Volumes of wastewater treated (treatment plants > 2,000 pe) | million m³ | 302 | 307 | 283 | 460 | 463 | 437 |
| Treatment efficiency in terms of COD | % | 94.6 | 94.8 | 95.2 | 92.5 | 93.4 | 93.5 |
| Treatment efficiency in terms of BOD | % | 98 | 98 | 98.5 | 96.4 | 97.5 | 97.5 |
| Treatment efficiency in terms of NTK * | % | ND | ND | 89.6 | ND | ND | 86 |
| Treatment efficiency in terms of Pt * | % | ND | ND | 84 | ND | ND | 88.9 |

### WASTE AND THE CIRCULAR ECONOMY

**Wastewater treatment plant sludge**

<table>
<thead>
<tr>
<th>tonnes of DM</th>
<th>62,091</th>
<th>62,165</th>
<th>65,585</th>
<th>92,277</th>
<th>89,669</th>
<th>97,658</th>
</tr>
</thead>
<tbody>
<tr>
<td>of which recovered/recycled</td>
<td>%</td>
<td>98</td>
<td>97</td>
<td>97</td>
<td>97</td>
<td>98</td>
</tr>
</tbody>
</table>

### ENERGY - ENERGY TRANSITION

**Consumption of energy**

| Consumption of electricity | GWh | 877 | 842 | 874 | 984 | 959 | 967 |
| Consumption of primary energy | GWh | 170 | 156 | 152 | 180 | 164 | 162 |
| Overall energy footprint imposed by business activities ** | GWh/€m | 0.98 | 0.95 | 0.94 | 0.99 | 0.94 | 0.93 |
| Consumption of green electricity from renewables | GWh | 54 | 53 | 29 | 54 | 53 | 29 |

**Energy efficiency**

| Consumption of electricity per m³ of water produced | kWh/m³ | 0.70 | 0.69 | 0.65 | 0.68 | 0.67 | 0.63 |
| Consumption of electricity per kg of COD eliminated | kWh/kg | 1.43 | 1.37 | 1.40 | 1.22 | 1.19 | 1.22 |
| Certified energy savings | MWh Cumac | 19,451 | 9,875 | 23,798 | 19,451 | 9,875 | 23,798 |

### GREENHOUSE GASES - CLIMATE CHANGE MITIGATION

**Direct GHG emissions**

| tonnes CO₂eq | 52,377 | 52,112 | 51,279 | 60,336 | 59,802 | 58,206 |

**Indirect GHG emissions as a result of electricity consumption**

| tonnes CO₂eq | 121,245 | 122,787 | 105,363 | 173,241 | 178,247 | 158,590 |

**Total GHG emissions**

| tonnes CO₂eq | 173,622 | 174,899 | 156,642 | 233,577 | 238,049 | 216,796 |

---

* pe = population equivalent / DM = dry material / ND = not disclosed
* for wastewater treatment plants treating nitrogen and phosphorus
** overall energy footprint imposed by business activities: energy consumption (electricity and primary energy) / revenue generated
# SOCIAL INDICATORS

## ACCESS TO WATER AND CONSUMER HEALTH

<table>
<thead>
<tr>
<th></th>
<th>FRANCE</th>
<th>FRANCE &amp; INTERNATIONAL LOCATIONS</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Unit</td>
<td>2015</td>
</tr>
<tr>
<td>Quantity of drinking water produced</td>
<td>million m³</td>
<td>603</td>
</tr>
<tr>
<td>Number of drinking water production plants operated</td>
<td>number</td>
<td>1,842</td>
</tr>
<tr>
<td>of which proportion of plants operated in rural locations or small communities (producing capacity &lt;100 m³ per hour)</td>
<td>%</td>
<td>76</td>
</tr>
<tr>
<td>Lenght of water supply pipeline networks</td>
<td>km</td>
<td>ND</td>
</tr>
<tr>
<td>Bacteriological compliance rate for water supplied</td>
<td>%</td>
<td>98.8</td>
</tr>
<tr>
<td>Physicochemical compliance rate for water supplied</td>
<td>%</td>
<td>97.6</td>
</tr>
</tbody>
</table>

## ACCESS TO WASTEWATER TREATMENT

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Volume of wastewater treated</td>
<td>million m³</td>
</tr>
<tr>
<td>Number of wastewater treatment plants operated</td>
<td>number</td>
</tr>
<tr>
<td>of which proportion of plants operated in rural locations or small communities (treatment capacity &lt;2,000 pe)</td>
<td>%</td>
</tr>
<tr>
<td>Lenght of wastewater collection pipeline networks</td>
<td>km</td>
</tr>
</tbody>
</table>

## CONTRIBUTION TO THE ECONOMY

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Taxation, charges and taxes paid</td>
<td>€m</td>
</tr>
<tr>
<td>Expenditure on purchases from suppliers, service providers and subcontractors</td>
<td>€m</td>
</tr>
<tr>
<td>Number of national suppliers</td>
<td>number</td>
</tr>
</tbody>
</table>

## WORKPLACE INTEGRATION OF YOUNG PEOPLE

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of work/study contracts at 31/12</td>
<td>number</td>
</tr>
<tr>
<td>Number of trainees joining the company during the year</td>
<td>number</td>
</tr>
</tbody>
</table>

## SOCIAL AID

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of projects supported by Saur Solidarités</td>
<td>number</td>
</tr>
<tr>
<td>Total donations made by Saur Solidarités during the year</td>
<td>€</td>
</tr>
</tbody>
</table>

pe = population equivalent
ND = not disclosed
Group reporting for the 2017 financial year is based on the guidelines set out in the global reporting Initiative (version 4). The reporting protocol developed by the CSR department accurately defines each indicator and the internal consolidation systems and resources used to produce group-level data. These data are verified and validated at source, and are then tested for consistency during the consolidation stages by the originating departments and the CSR department.

**REPORTING SCOPE**

Reporting for France covers all the water, engineering and infrastructure services activities of Saur and those subsidiary companies (excluding real estate and financial subsidiaries) in which the group held at least a 50% stake at 31/12/2017. Internationally, it includes the main operating locations of Saudi Arabia, Spain, Poland and the UK, and adopts the same principle of majority shareholding. Subcontracted services are not included.

For some indicators, the values for particular entities may not be significant, and are therefore not incorporated. Similarly, some indicators specific to certain areas of business activity refer only to more tightly-circumscribed scopes of reporting. In either case, the limitations of scope are indicated below.

**HISTORICAL INDICATORS**

Historical indicators are shown for two years. Variances of reporting scope as a result of company disposal, company formation, company cessation or contracts won or lost are reflected in the indicators. However, for ease of comparison, the indicators for the 2015 and 2016 financial years have been recalculated to reflect the water/engineering/infrastructure services scope alone by excluding the Waste management and Leisure activities that were consolidated until 2016.

**EMPLOYMENT INDICATORS**

The data shown for France are consolidated on the same basis of calculation as those used in preparing the employment balance sheet. In terms of management contracts, only group employees are included.

**Workforce**

The figures shown refer to the number of employees present on 31 December of the financial year. They include civil servants on secondment, seasonal workers and expatriates.

**Employee turnover**

All recruitments made outside the scope of the group are treated as external recruitments.

**Remuneration**

Salaries paid in foreign currencies are converted to Euros at the exchange rate prevailing on 31 December of the financial year concerned.

**Organisational structure, working hours and absenteeism**

The number of overtime hours shown corresponds to that shown in pay calculation and processing files. The rate of absenteeism shown represents the number of working days’ absence (accidents in the workplace and when travelling, illness, maternity leave, absences for family events, authorised and unauthorised unpaid absence, strike, layoffs and part-time working on health grounds) divided by the total number of working days.

**Skills development**

Only training provision covered by invoices (internal or external) is included.

Training expenditure includes the salary costs of employees trained, travel costs and the cost of instruction.

**Safety**

The frequency and severity rates are calculated in accordance with the provisions set out in the French government order of 12 December 1985.

**Employee representatives**

Employee representative numbers are based on lists of elected or appointed representatives, and lists provided by trade unions, the members and alternate members of the various entity employee representative organisations: union representatives, employee representatives, members of works councils and the central works committee, and unified employee representative bodies.
**ENVIRONMENTAL AND SOCIAL INDICATORS**

In terms of management contracts, only energy consumed as a result of work done by group employees is included.

**Water supply and wastewater treatment**

Water consumption relates essentially to the production of drinking water by Saur. The published value refers to the quantity of raw water abstracted from the natural environment to produce drinking water and/or water for irrigation.

- **Drinking water**
  
The supply network efficiency, linear loss index and compliance rates are estimated in accordance with definitions P104.3, P106.3, P101.1 and P102.1 of the regulatory indicators for mayors. These definitions are published on the www.services.eaufrance.fr website.

- **Wastewater treatment**

  The volume of wastewater treated is consolidated for all wastewater treatment plants in the social section of the report, and for those plants with a capacity of 2,000 residents or higher in the environmental section, beyond which threshold continuous flow monitoring and regular discharge controls are obligatory. For these wastewater treatment plants, the purification efficiency figures reflect the ratio between the quantities of pollution eliminated and those received by the wastewater treatment plant, which is estimated by analysing chemical oxygen demand and biological oxygen demand (COD and BOD), nitrogen and phosphorus.

**Waste and the circular economy**

Wastewater treatment sludge is the principal source of waste. For purposes of comparison, the quantity is expressed as dry material, independent of water content.

The following are considered as waste recovery channels: composting, agricultural spreading, heat recovery and landfill generating biogas.

**Energy - Energy transition**

Primary energy consumption includes the fuel (petrol, diesel and VNG) consumed by vehicles and machinery, and the natural gas and fuel oil consumed by buildings and processes.

Electricity consumption includes buildings, technical facilities and office systems. The ratios per m$^3$ produced and kg COD eliminated arrived at by isolating operations-related consumption are used to monitor the energy efficiency of drinking water production and wastewater treatment processes.

Consumption of green electricity generated from renewable energy sources is consolidated on the basis of certificates provided by the supplier.

**Greenhouse Gases - Climate change mitigation**

The figure given for total greenhouse gas (GHG) emissions refers to scope 1 and scope 2 emissions, as defined in the GHG protocol.

Direct (scope 1) emissions include CO$_2$, CH$_4$, and N$_2$O released as a result of:

- fuel and natural gas combustion (emissions calculated using the Bilan Carbone© spreadsheet)
- wastewater treatment (emissions calculated in accordance with ASTEE - scientific and technical association for water and the environment - standards, and validated by ADEME, the french environment and energy management agency).

Indirect (scope 2) emissions from consumption of purchased electricity are quantified using the Bilan Carbone© spreadsheet and breaking down consumption by country.
Introduced in 2000 by the United Nations, the global compact is an international initiative encouraging voluntary commitment to the key elements of corporate social responsibility (CSR).

In becoming a member of the global compact in 2003, the Saur group confirmed its commitment to its 10 universally accepted principles covering human rights, labour standards, the environment and the need to combat corruption. The group restates this commitment every year, and publicises its initiatives to implement and promote the fundamental values of the global compact.

The following table identifies how we are responding to the principles of the global compact, as described in this report.

### Global Compact

<table>
<thead>
<tr>
<th>Human rights</th>
<th>Chapter 1</th>
<th>p.5</th>
<th>Compliance with business ethics at all times</th>
</tr>
</thead>
<tbody>
<tr>
<td>Principles 1 &amp; 2</td>
<td>Chapter 1</td>
<td>p.5</td>
<td>Compliance with business ethics at all times</td>
</tr>
<tr>
<td></td>
<td>Chapter 2</td>
<td>p.6</td>
<td>Our CSR challenges as a water industry pure player</td>
</tr>
<tr>
<td></td>
<td>Chapter 5</td>
<td>p.33</td>
<td>Suppliers ans subcontractors</td>
</tr>
<tr>
<td></td>
<td>Chapter 5</td>
<td>p.33</td>
<td>IT data security</td>
</tr>
<tr>
<td>Labour standards</td>
<td>Chapter 1</td>
<td>p.5</td>
<td>Compliance with business ethics at all times</td>
</tr>
<tr>
<td>Principles 3 to 6</td>
<td>Chapter 1</td>
<td>p.5</td>
<td>Compliance with business ethics at all times</td>
</tr>
<tr>
<td></td>
<td>Chapter 2</td>
<td>p.6</td>
<td>Our CSR challenges as a water industry pure player</td>
</tr>
<tr>
<td></td>
<td>Chapter 3</td>
<td>p.10</td>
<td>An integrated strategy</td>
</tr>
<tr>
<td></td>
<td>Chapter 3</td>
<td>p.17</td>
<td>Facilitating the integration of young people into the world of work</td>
</tr>
<tr>
<td></td>
<td>Chapter 3</td>
<td>p.19</td>
<td>Equal opportunities and gender diversity</td>
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<tr>
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<td>Chapter 3</td>
<td>p.19</td>
<td>Employee relations dialogue</td>
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<tr>
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<td>Chapter 5</td>
<td>p.31</td>
<td>Promoting employability and access to jobs, especially for young people</td>
</tr>
<tr>
<td></td>
<td>Chapter 6</td>
<td>p.35</td>
<td>Employment indicators</td>
</tr>
<tr>
<td>Environment</td>
<td>Chapter 1</td>
<td>p.6</td>
<td>Our CSR challenges as a water industry pure player</td>
</tr>
<tr>
<td>Principles 7 to 9</td>
<td>Chapter 1</td>
<td>p.10</td>
<td>An integrated strategy</td>
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<tr>
<td></td>
<td>Chapter 2</td>
<td>p.22</td>
<td>General environmental policy</td>
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<td>Chapter 4</td>
<td>p.22</td>
<td>Natural resources against the background of climate change</td>
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<td></td>
<td>Chapter 4</td>
<td>p.26</td>
<td>Carbon footprint</td>
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<td>Chapter 4</td>
<td>p.27</td>
<td>Biodiversity protection</td>
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<td>Chapter 5</td>
<td>p.30</td>
<td>The health quality of drinking water: our priority</td>
</tr>
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<td></td>
<td>Chapter 6</td>
<td>p.36</td>
<td>Environmental indicators</td>
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<td></td>
<td>Chapter 6</td>
<td>p.37</td>
<td>Social indicators</td>
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<tr>
<td>Anti-corruption</td>
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<td>Compliance with business ethics at all times</td>
</tr>
<tr>
<td>Principle 10</td>
<td>Chapter 1</td>
<td>p.5</td>
<td>Compliance with business ethics at all times</td>
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<td></td>
<td>Chapter 2</td>
<td>p.10</td>
<td>An integrated strategy</td>
</tr>
</tbody>
</table>

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**UN GLOBAL COMPACT PRINCIPLE CORRELATION TABLE**

<table>
<thead>
<tr>
<th>GLOBAL COMPACT</th>
<th>CORRELATION WITH REPORT CHAPTER(S) AND PARAGRAPH(S)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Human rights</td>
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</tr>
<tr>
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<td>Chapter 5</td>
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<tr>
<td>Labour standards</td>
<td>Chapter 1</td>
</tr>
<tr>
<td>Principles 3 to 6</td>
<td>Chapter 1</td>
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<td>Chapter 2</td>
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