

Sustainability Roadmap

March 2025



#mission water



Water: a bigger challenge than ever

From tap water...



saur

... to the ocean

2021-2025

Core mission: managing tap water and wastewater.

Our role focused on the small water cycle-capturing, treating, distributing, and purifying water

It is no longer enough to tackle climate shocks (drought, storms, tornado...) and increasing pollutions

2025-2030

Today, we have a greater responsibility: protecting the entire water cycle.

Rivers, groundwater, and oceans are all interconnected. If we want to ensure both quality and quantity of water for the future, we must rethink our approach to be able to help our clients to adapt to climate change.

In this perspective we have reshaped our Sustainability roadmap 2025–2030, that lies at the core of the Group's Strategy 2030 to support our ambition to be the champion of the hydric transition.



1

Putting our employees and clients at the heart of change

OUR FOUNDATION: Our expertise is our strength. By sharing it with our customers and partners, we create positive impact far beyond our infrastructures



2

Acknowledging that our resources are limited but circular

OUR SOLUTIONS: we recognize that resources have limits and that we must take into consideration the planet boundaries. By combining nature-based solutions, innovative technologies and mobilizing circular economy we will help avoid ecological tipping points.



3

Adopting a shared and ethical governance

OUR RESPONSIBILITY: we do not act alone. we engage with stakeholders and ensure transparency in our commitments.





FOUNDATION

Putting our employees and clients at the heart of change

Priority to employees health & safety

- Accident frequency (TF1) **7,8 %**
- Accident frequency (TF2) **13,2 %**
- Accident frequency (severity rate) **0,4 %**
- Address health issue through a communication campaign and associated actions **At least 1/year**

And creating the condition for employees empowerment and engagement in Sustainability initiatives

- Employees involved in sustainability-linked actions **25 %**

A company where the diversity of profiles is a strength

- % of women in executive position **41 %**
- Meeting of the local steering committee on disability issues **2/year**

Building lasting partnerships with our clients and end-users

- Group Customer centricity Auto Assesement (sales, support & operationnal staff) through Client fresco **100 %**



SOLUTIONS

Acknowledging that our resources are limited but circular

Better managing our most vital resource: water Reduce our water consumption and that of our clients

- Number of REUSE projects sold (municipal, industrial, buildings) compared to 2024 **+ 20 %**
- Municipal network performance **82 %**

Protect water resources against the impact of climate change

- Sites assessed with their vulnerability to droughts and storms **100 %**
- Sites assessed with their impact on biodiversity **100 %**

Cutting CO2 emissions...

Carbon trajectory under revision (will be presented before the end of Q4 2025)

- Top 20 suppliers of the most emissive categories challenged on their climate transition plan and alternatives products (scope 3) **100 %**

...supported by a circular approach

- Top 5 of our products/ solution assessed through a LCA **100 %**
- Percentage Increase for recovery of nutrients as part of new projects sold compared to 2024 **+ 20 %**



RESPONSIBILITY

Shared & ethical governance

Sharing the value with our stakeholders

- % of managers concerned by a variable remuneration based on an ESG criteria **100 %**

A shared and strong ESG governance

- Frequency of consultation of our main stakeholders on ESG **4/year**
- Strategic projects assessed through a Sustainability evaluation **100 %**

Continuing to set up exemplarity in our practices

- % of signatures of the ethics and compliance declaration **100 %**
- % of employees trained about respect for human rights **100 %**

Considering the most vulnerable end-users and population


- % of Saur Solidarities projects promoting access to water **60 %**

If these sustainable objectives are met by 2030, they will have a positive financial impact on Saur...

FOUNDATION		ECONOMIC VALUE	
Putting our employees and clients at the heart of change			
Priority to employees health & safety <ul style="list-style-type: none">• Accident frequency• Address health issue through a communication campaign and associated actions	13,8 % At least 1/year	→	<ul style="list-style-type: none">• The rate of contributions for accidents at work and occupational illnesses (AT/MP) is calculated each year based on each company's accident rate. The more a company protects its employees from the risk of occupational accidents and illnesses, the lower its contribution rate. The better our accident rate is, the lower our contribution is.• Indirect costs can be 2 or 4 times higher than direct costs, including: reduced productivity, disorganization and replacement of injured employees, loss of know-how, penalties and possible litigation.
And creating the condition for employees empowerment and engagement in Sustainability initiatives <ul style="list-style-type: none">• Employees involved in sustainability-linked actions	25 %	→	<p>This objective contributes to :</p> <ul style="list-style-type: none">• Give sense to our employees in their work and motivate them to stay at SAUR = participate to the limitation of turnover which implies direct and indirect costs. In 2023, the level of turnover is at 8% and is constantly increasing since 2021. The cost range can be estimated at between 10 M € (low range) and 30 M € (high) range'.• Acquiring new talent = improvement of productivity and performance (speed of work, quality of work, optimisation of processes, reduction of errors and delays) as well as the company's ability to innovate.• Strengthen our employer brand: an attractive company recruits 1.5 times faster and reduces its recruitment costs by 50 %.
A company where the diversity of profiles is a strength <ul style="list-style-type: none">• % of women in executive position• Meeting of the local steering committee on disability issues	41 % 2/year	→	<ul style="list-style-type: none">• A McKinsey study states that companies with greater gender diversity in their management teams are 39% more likely to have higher profitability than the average for their sector.• European investments bank (EIB) states that companies where at least half of the management positions are held by women experience register faster revenue growth, higher profitability and better return on assets.• Handicap: in 2023, we have paid 597 819€ for non-compliance to the French law (the obligation to employ disabled workers up to 6% of their workforce). Deploy specific actions to encourage our employees to declare their disability and create an adapted environment for them could allow ameliorate this rate and minimize penalties.
Building lasting partnerships with our clients and end-users <ul style="list-style-type: none">• Group Customer centricity Auto Assesement (sales, support & operationnal staff) through Client fresco	100 %	→	<ul style="list-style-type: none">• Studies demonstrates that Customer-focused companies are 60% more profitable than non-customer-focused companies.• Customer focus means we can better understand and anticipate customer needs, leading to greater satisfaction and fidelity. This will permit a reduction of churn rate and increase renewals.

*See calculation hypothesis in appendix.

Focus on the sustainability roadmap value creation

 SOLUTIONS		ECONOMIC VALUE	
Acknowledging that our resources are limited but circular			
Better managing our most vital resource: water Reduce our water consumption and that of our clients <ul style="list-style-type: none">• Number of REUSE projects sold (municipal, industrial, buildings) compared to 2024• Municipal network performance		+ 20 %	• Selling solutions from Stéreau, Odalie, NSI (projects like DBFOM Crolles and Catane), Natural System Utilities.
		82 %	• Mitigation of penalties risks + demonstrate excellence in the contract management + fostering works activity.
Protect water resources against the impact of climate change <ul style="list-style-type: none">• Sites assessed with their vulnerability to droughts and storms• Sites assessed with their impact on biodiversity		100 %	• By demonstrating proactive climate physical risk management, SAUR can benefit from more favorable financing conditions and lower insurance premiums
			• Selling solutions to protect biodiversity + mitigate the risk of litigations with communities and associations
		100 %	• Selling solutions to better monitor adaptation to climate change to municipalities (EMI with imaGeau, cleaning pipes, buldings tanks...) and industrial clients (Mobile water solutions, Ground water stress index with ImaGeau)
Cutting CO2emissions... Carbon trajectory under revision <ul style="list-style-type: none">• Top 20 suppliers of the most emissive categories challenged on their climate transition plan and alternatives products (scope 3)			• Operational cost savings (energy efficiency, chemical products), incentivize innovations (AI plant, R&D).
			• Facilitate the access to ESG financing.
...supported by a circular approach <ul style="list-style-type: none">• Top 5 of our products/ solution assessed through a LCA (life cycle assessment)• Percentage Increase for recovery of nutrients as part of new projects sold compared to 2024		100 %	• Reduce operational costs : by identifying the stages in a product's life cycle that consumes the most important share of ressources (or generation of waste), LCA can be used to optimise production process.
		+ 20 %	• Production of high value-added agricultural fertilisers, Byosis growth.

Putting our employees and clients at the heart of change

1



Putting our employees at the heart of Saur's transformation means guaranteeing a healthy, safe and stimulating working environment, where each employee feels valued and protected. Security of our employees in our main preoccupation.

In the future, Saur wants to develop new initiatives to prevent employee health problems and promote physical and mental well-being. Taking care of our employees is the starting point for developing a culture of commitment and recognition, where employees become the first ambassadors and players in the company's CSR approach because the company have empowered them. Moreover the diversity of our employees is a key asset we want to preserve and develop.



Priority to employee health, in particular safety and well-being...

Priority to employees health & safety

	2030 Target
• Accident frequency (TF1)	7,8 %
• Accident frequency (TF2)	13,2 %
• Accident frequency (severity rate)	0,4 %

Address health issue each year through a communication campaign and associated actions **At least one per year**

And creating the conditions for employees empowerment and engagement in Sustainability Initiatives

	2030 Target
% of employees engaged in a Sustainability action/initiative	25 %

A company where the diversity of profiles is considered as a strength

	2030 Target
% of women in executive position	41%
Meeting of the local steering committee on disability issues	2 per year

Putting our employees and clients at the heart of change

1



It is by intensifying our territorial roots, developing local partnerships and privileged opportunities for dialogue with local authorities and, through them, with end users, and by proving in design and adaptive solutions to our industrial clients that we will co-construct the solutions of tomorrow and define the new economic models of water.

Through a Serious Game (in the format of a card game and in a digital version), Saur aims to develop our employees' customer-centricity and awareness of the impact we all have in our missions on customer satisfaction, so that we can give our very best in this area.

Building lasting partnerships with our clients and end users

Customer centricity Auto Assesement
(sales, support & operational staff) through the Client fresco

2030 Target

100 %



Acknowledging that our resources are finite but circular

2



Optimizing our **water footprint** for sustainable resilience of territories and industries to meet the challenge of increasing scarcity of water resources and adapt to climate change consequences to be able to protect our activity and guarantee the continuity of service.

Reduce our water consumption and that of our clients

	2030 Target
Number of projects of REUSE sold compared to 2024	+ 20 %
Network performance (municipal)	82 %

Protect water resources against the impact of climate change

	2030 Target
% of sites assessed regarding their exposition and vulnerability to drought and storms	100 %
% of sites assessed regarding their sensitivity to biodiversity	100 %

Combating climate change by **reducing our CO2 emissions**, taking into account the specific characteristics of the water sector and relying the dynamics of the territory in which our municipal customers are involved and the circular economy.

Cutting CO2 emissions...

	2030 Target
Actual Carbon trajectory is under revision	
Top 20 suppliers of the most emissive categories challenged on their climate transition plan and alternatives products (scope 3)	100 %

..supported by a circular approach

	2030 Target
Top 5 of our products/ solution assessed through a LCA	100 %
Percentage Increase for recovery of nutrients as part of new projects sold compared to 2024	+ 20 %

Adopting a shared and ethical governance

3



Shared, responsible and invigorating governance strengthens the cohesion and sustainable performance of our company. Sharing the value created equitably with our employees and including CSR criteria in their variable remuneration creates a collective dynamic within the company to take action in line with our sustainable development ambitions. This direct link between CSR performance and financial recognition motivates and empowers everyone to contribute actively to our objectives. Engaging our main stakeholders is our CSR journey is also very important as CSR determine the strategic orientations of the group. In addition, at Saur, CSR drives and the business and modulated the business. It means that every R&D project, every M&A project and every important project submitted to an engagement.

Sharing value with our stakeholders

2030 Target

% of managers concerned by a variable remuneration based on an ESG criteria **100 %**

A shared and strong governance for implementation of CSR from the starting point of every projects

2030 Target

Frequency of consultation of our main stakeholders on ESG (shareholders, NGOs, agricultures, end-users) / Aquaverse 2.0 dialogues **4 events / year**

M&A projects, R&D projects and projects submitted to a CEG assessed through a CSR evaluation **100 %**

Promoting a culture of integrity and transparency and being vigilant about human rights abuses throughout our value chain are fundamental to maintaining the trust of our stakeholders. This also enables us to consolidate our reputation and ensure that our activities are conducted in an exemplary manner. Saur also wants to give a place to solidarity and through its foundation, support the access to water.

Continuing to set up exemplarity in our practices

2030 Target

% of signatures of the ethics and compliance declaration **100 %**

% of our employees have been trained through an e-learning about human rights **100%**

Considering the most vulnerable end-users and populations

2030 Target

% of Saur Solidarités projects promoting access to water **60 %**

Next steps

Q 1 2025

Validation by
decision-making bodies
+ implementation
of the governance



Q 2 2025

External & internal
communication Preparation
of the Roadmap implementation in
each entities



Aligned with Strategy 2030
deployment

Q 2,3,4 2025

Internal sensibilization
Adaptation per BU
(France, international, industry)



This CSR roadmap will permit to introduce with a more strategic point of view the CSRD

More info on our CSRD policy? Check out the following media!

Our 2025 CSR report

A 60-page documented report filled with examples and indicators to understand our CSR trajectory and track our performance.



Available in: French, Spanish, English

Our CSR Posters

Every three months, a new poster is displayed in your entity to highlight a concrete CSR action implemented within our Group.



Available in: French, Spanish, English

The Saur Solidarity Endowment Fund Report

Discover the 10 projects led by employees and supported by our endowment fund.



Available in: French, English



#mission water

